



# Service Delivery Strategy 2015-2025

Report January 2018



*Planning the Future  
Together*

# Timeline

## Phase One

February 2015 – May 2015

### Consultation and feedback

- 23 Workshops, 144 responses to the survey, 7 responses to the discussion paper, 20 comments SES online forum
- More than 760 volunteers and staff involved

## Phase Two

June 2015 - December 2015

### Strategy development, and socialisation

- Research, Organisational Logic Mapping (OLM) workshops.
- Poster and strategy sent to all units, management discussion notes
- CEO video and CEO bulletins
- Controllers Conferences

January 2016 - August 2016

### Framework validation and service delivery models

- Defining service delivery models
- Develop methodology for challenge locations: Towards sustainability
- Develop methodology for planning for growth
- Unit annual reports 2016

## Phase Three

September 2016 - September 2017

### Validating methodology in pilot challenge and growth locations

- Five Challenge locations
- Six Planning for Growth proposals
- Unit annual report 2017
- Unit highlights flyer 2017

## Transition to BAU

October 2017 - July 2018

### Embedding the framework into business as usual (BAU)

- Action plans (challenge pilot locations) embedded in regional work-plans.
- Service delivery assessment to identify priorities and actions
- Unit annual report and highlights flyer transitions to Community Resilience and Communications team

## Forward



The Service Delivery Strategy 2025 has been a three year project focussed on working with our volunteers and staff to determine what types of services are needed and how those services will be delivered in our communities over the next ten years.

This project was designed to challenge and stretch our thinking, guided by our vision of 'Safer Communities. Together' and the sector vision of 'Safer and more resilient communities'.

The tag line 'Planning the Future Together' was an integral part of the project, reflecting the desire for the strategy to encompass the views of our volunteers across the state, VICSES staff in our regional teams and at VHO, and key stakeholders throughout the sector.

As part of the project, a framework for assessing our units service delivery in the context of their community, and a methodology for working towards sustainability and planning for growth, has been developed and tested in pilot locations.

This report provides an overview of the work we have undertaken to date which will shape our front-line service delivery into the next decade.

The strategic objectives will be reviewed every three years, in alignment with the corporate planning cycle and our Community Resilience and Operational Capability Strategies.

A handwritten signature in black ink, appearing to read 'Stephen Griffin'.

**Stephen Griffin**  
Chief Executive Officer

# Background

Developing a Service Delivery Strategy focused on the next ten years allows us to manage our destiny and gives us a stronger platform for advocacy. While we can't fully predict the future there are some clear themes and challenges ahead.

The key drivers which will impact on VICSES service delivery into the future are a combination of macro and micro level factors. In summary they are:

## Macro

- A national and state focus on building community resilience
- Changing settlement patterns (population growth and distribution) and an increasingly 'aging' population with associated vulnerabilities
- Changing community expectations and attitudes to volunteering
- Changes to psychographic profiles of Victorian communities across the state
- Climate change and flow-on consequences
- Pace of technological change
- Financial constraints
- Sector change

For VICSES volunteers and staff, the Service Delivery Strategy is an important endeavour in ensuring we focus on a viable and sustainable organisation into the future. An organisation that is clearly delivering on its purpose to help people, protect communities through better emergency management planning and risk identification and work with communities to reduce emergency risk, creating more disaster resilient communities.

VICSES already enjoys high levels of trust within the community, and the service delivery strategy will assist us to align our resources where they can be of greatest benefit.

## Micro

- Volunteer sustainability – We need to ensure alignment of VICSES' volunteer base (and profile) with future demand (Capacity)
- Volunteer proficiency – Skills training and professional development aligns with future needs of the communities we serve (Capability)
- Increasing compliance requirements.
- Ongoing proficiency in management and leadership.
- An all hazards, community and risk based approach to service delivery

Phase One:

# Consultation & feedback

“It’s a double edged sword. We are now seen to be more professional, but with that our accountability has really increased and this takes a lot of volunteer time”.



## What our volunteers and staff said

Workshops were open to all members and held across the state. More than 600 members and staff attended the workshops. A presentation of the local demographics as in population – population forecasting, settlement and regional incidents and breakdown, compared to the rest of the state, was presented for context setting.

The workshops were split into two parts.

**Part One** explored the most significant changes in the past 10 years to inform what might continue to change or impact VICSES in the *coming* 10 years.

**Part Two** focused on small group discussion on these key themes:

1. **Population.** Likely impacts of increasing or decreasing populations. Larger representation of people over the age of 60, increasing numbers of migrants in communities with little knowledge of VICSES
2. **Climate change and modelling** which shows increasing intense events of longer duration and multiple events such as fire, heatwave and storm – all at the same time
3. **Finance** – sustainable income into the future
4. **Changing attitudes to volunteering** and changing community attitudes in general to VICSES and other volunteer emergency services.

*A full report on the consultation for the workshops is available on the VICSES HUB, under My State/Corporate Planning/Service Delivery.*

## Part One: Summary of workshop reflections

### Greatest changes in past 10 years

- Regulation and red-tape overload (administration burden) and expected to increase. Significantly increased accountability.
- Across the board, higher standards expected and demanded by VICSES itself, government and the community.
- Increased workload (RFA's) coupled with lack of understanding that VICSES is an **EMERGENCY** service and a **VOLUNTEER** service.
- Increased issues with recruitment in some areas and retention of volunteers including issues with training and the 60% of relevant attendance requirement.
- Concerns expressed about growth in population for those areas where significant growth expected. Conversely in rural areas of decline – significant concern regarding sustainable service delivery.
- Technology – not only increased computing and use of mobile phones, iPads and so on in reporting and general communication, also technology in cars, new building materials and innovation such as solar panels. This was expected to continue.
- Changing attitudes of volunteers (less focus on community needs) and also more time poor and less practical skills. Changing expectation by community – they expect more and this also flows to employers who are less willing or less able to allow people time off to volunteer.
- Increased interoperability and more requests for support from police and fire services. Generally the workshops thought this would continue and the sentiment to this increased activity was cautious but positive.
- Expectation for focus on community education and local involvement in emergency management planning.
- Quite diverse views on the topic of more engagement and support by regional and head office. Generally recognised across the board that this has changed over the past decade. Overall a sense regional staff (and for some) head office staff, were seen more frequently and this was a positive.

“Even with the increased publicity we get now, a lot of people still don’t realise we are volunteers. We also get called out to a lot of jobs that simply are not emergencies.”

## Part Two: Summary of workshop discussions

### Key themes

#### 2.1 Population

– Likely impacts of increasing or decreasing populations.

- Larger representation of people over the age of 60, increasing numbers of migrants in communities with little knowledge of VICSES. This presents a double whammy – less people to do the work and more people needing help. Attitudes of older people generally less demanding and more grateful
- A lot of diversity across the state. Not all areas facing growth, many facing decline. Not all communities have aging populations. Some are migrant and young couples or young families. Important to know what is going on in YOUR area for future planning. In areas of decline may have to cluster units or look at different ways to deliver services
- Need to know if there are sections of the community who are likely to need more help or special attention (vulnerability). Some migrants have high resilience, but access and engagement is harder. This means we need to have different messages for different target markets when recruiting
- In future may have to be more flexible on members roles and understand that some people (especially older people) may not want to do operational tasks but would be great for community education or administration and want to help in that way. These people must be seen as contributing equally - but there is a lot of unspoken resistance to this
- More flexibility in membership will lead to better retention rates
- Engaging children and young people should be a priority but realise this is resource intensive (people and funding). Cadet programs often mentioned. [Note: Cadet programs are very expensive to run and require specialist HR and teacher involvement.]

#### 2.2 Climate change and modelling

– Shows increasing intense events of longer duration and multiple events such as fire, heatwave and storm, all at the same time.

- More than 70% of workshops agreed their climate had changed in past 15 or so years. Impacts were more intense events, hail, wind and rain. This has contributed to more work (RFA's) and also more requests for support by other ESO's particularly fire. (The latter varied by region).
- Need for surge capacity to cope, but this is difficult for volunteers. Many can't get employers OK to join a task-force to go interstate for example.
- Issues raised that not everyone with the competency was offered the opportunity to assist.
- Interoperability a must to cope in the future. The more ESO's work together will lead to more understanding of each other's capabilities.
- Need for SES somehow to be more involved in planning and building standards. Workshops cited examples of new housing developments on flood plains, concerns with rising sea levels, building quality and high density residential changing run-off and contributing to flash-flooding.



## 2.3 Finance

– Sustainable income into the future

- Concern about the on-going funding from local government. Most workshops see this as not sustainable over the next decade. Some highlighted support already withdrawn or not committed. (NOTE: New funding arrangements from 2017)
- **Every** workshop mentioned that the fire service levy should be an emergency service levy noting this happened in other states. Also indicative of the EMV 'all hazards all agencies'. This was linked to the understanding VICSES needs **sustainable** funding that is not "at risk" year to year and dependent on grants, local government relationships, sponsorships etc.
- Significant divergence of views on whether units should fundraise. One end of scale NO and it is beneath them and a waste of volunteers time. Other end of the scale YES and it is good community engagement as well as raising significant funds. Helps build profile of the unit.
- Sponsorships, corporate donations and money from grants were mentioned in most workshops. Most recognised this required resources to negotiate. Also some confusion as to whether they could have local sponsorships. A tool to help units prepare submissions for local grants would help with links to applicable policies, guidelines and templates.
- Fee for service and false alarms [unnecessary call outs] were also raised by most workshops. In the main volunteers thought that if the fire services could charge for false calls they should be able to as well. Also they are now being called to industrial and "commercial" emergencies and not able to formally charge, just hope for a donation. This needs a re-think. Mention also made of making it easy for people to donate – online and to the specific unit.

"We have always thought of ourselves as the poor relation (compared to other agencies) and we have to change this thinking our it will continue to be our reality."

- VICSES (organisation) needs to advocate more strongly and demonstrate VALUE better to government and the community. Members did recognise VICSES needs the data (their reporting) to do this. Lead and lag indicators – can't just focus on activity – need to focus on demonstrating better prevention, reduced impacts and consequences and community resilience.
- Financial incentives for employers was raised a number of times mainly in the form of tax breaks, also some workshops mentioned financial incentives for volunteers – especially as a means to cover day-time RFA's and also where volunteers have significant out of pocket expenses should be reimbursed.

“Attitudes to volunteering are changing and people have less time as they are working harder, with longer commutes. We have to look at more flexible ways to be members and more flexible ways to do all the training required.”

## 2.4 Changing attitudes to volunteering

– Changing community attitudes in general

- Life is busier, people have more commitments, working longer hours and VICSES is requiring more of volunteers. Increased commitment to training is specifically an issue.
- Older volunteers were seen to have positive and negative issues. Could be available during the day but fitness and desire to climb on roofs and other physical rescue work a potential problem. Older volunteers could be recruited for roles in community education or admin. Most workshops said these roles MUST be seen as equal value to operational roles. Not all agreed however, or indeed operate that way.
- Employees more reluctant to let people have time off to respond. Workplaces more competitive now. Fewer workers doing same job so no ability to “cover” if someone has time off. Casualisation of work and shift work also raised as potential positives.
- Programs working directly with employers were needed and the sector (EMV) should be doing, this not just VICSES.
- 90% of workshops mentioned issues with daytime coverage though reasons differed. Looking forward, some members wondered if VICSES could sustain a 24/7 response. However, most were against paying people in units citing CFA issues with paid stations. Feelings towards this were mixed in the Central region workshops where members had more first-hand experience of this.

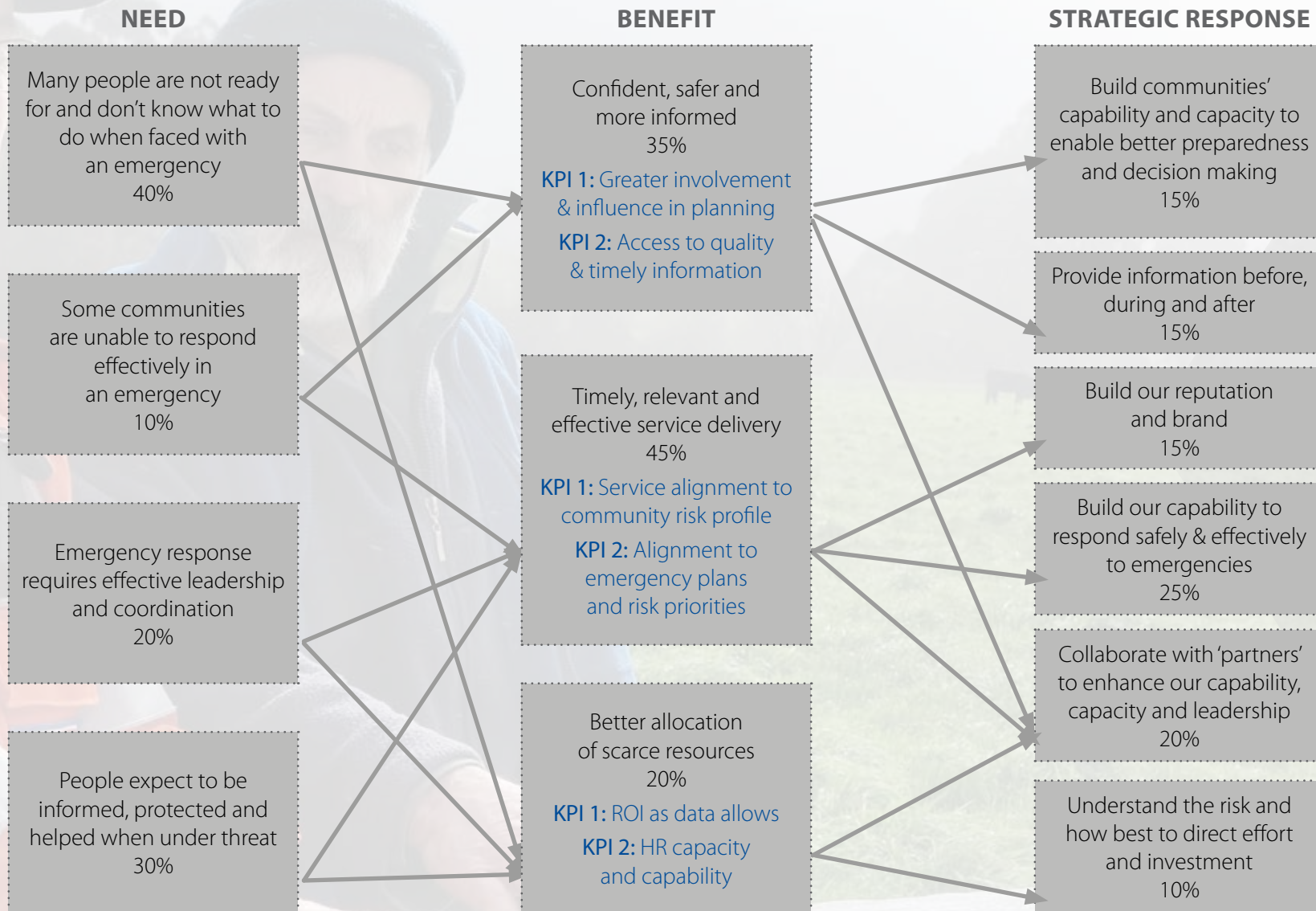


- Overwhelming support for more recognition of prior learning – this seen as a major indicator of valuing volunteers and retaining people for longer. Some frustration that VICSES could do this a lot better. Concern that there are only so many volunteers to go around and that there are a lot of volunteers, particularly in country units, who are also members of the CFA or another ESO and their skills are not being recognised.
- Managing members who are long term unemployed or needing to do 15 hours community service for unemployment benefits was an issue for quite a few units and they could see this continuing and getting harder to manage and justify.
- Recruiting for diversity required more effort but was something VICSES would need to do more of in the future.
- In the future VICSES are going to have to allow for more flexibility in memberships to retain members for longer. Many workshops also mentioned that Cadet Programs may be an option to encourage volunteering by younger people. [See previous note regarding costs]

As the Service Delivery Strategy followed the Project Management Excellence (PME) framework (DoJ), there was a requirement to undertake an Organisational Logic Mapping process and two workshops with an accredited facilitator were held with volunteers, staff and management. This assisted us to focus our thinking and was an important step in the development of the strategy.

*Please see over >>*

# VICSES Service Delivery Strategy – Planning the Future Together



Phase One:

# Strategy development and socialisation



# Strategic objectives

Strategic objectives for the service delivery strategy are:

1. VICSES has the capacity and capability to respond to emergencies in an effective, timely, flexible, adaptive, responsive and sustainable way, meeting community needs and demands driven by changing climate, population and cultural diversity.
2. VICSES contributes to and provides sector leadership on strong community connectivity and engagement so communities better understand their risks and take appropriate collective action, before, during and after emergencies, leading to safer and more disaster resilient communities.
3. Service delivery models that enable VICSES to efficiently and effectively deliver services, i.e. hub and spoke or clusters and an organisational structure that supports frontline service delivery.
4. VICSES has the systems, policies, procedures and processes in place to support evidence based decision making and effective investment in service delivery.
5. VICSES has collaborative relationships and works with other agencies, government and businesses, and other key stakeholders, fostering greater effectiveness and efficiency in emergency management and contributing to sector-wide innovation in service delivery.

A copy of the strategy and a poster was sent to each unit and a video by CEO Stephen Griffin was produced for the launch.

*The full strategy document is available on the VICSES Hub, under My State/Corporate Planning/Service Delivery.*

# Our current service delivery

We recognised a good start point was to ensure we had a strong evidence base for our current service delivery, identifying any gaps between expectation, belief and actual delivery.

We also undertook a lot of analysis on unit “workload” across the state.

Supporting other emergency service agencies is a legislative requirement for VICSES and from the workshops there was clear feedback that our members were responding to increasing requests for assistance (RFA's) in this category. Data from the past five years in the following pages validate this belief.

Two important networked strategies which focus attention on our community resilience building capability, and our operational response capability, have been developed since the release of the Service Delivery Strategy. The Community Resilience Strategy was released in 2016 and the Operational Capability Strategy was released in December 2017. These documents refine and reinforce our strategic objectives across the breadth of our front-line service delivery.





## Community Resilience

The VICSES Community Resilience Strategy represents a paradigm shift for VICSES. It provides guidance to our people on how we can work together to build safer and more resilient communities. Although the focus on community resilience is relatively new, community education and engagement have long been part of the work of VICSES. Looking to the future, community engagement will increasingly be an important tool for VICSES to help prepare our communities for emergencies.

In the 16/17 financial year conservatively, our members attended more than 1,750 community activities contributing more than \$3 million in resource time, in creating awareness of the SES, the risks people might face and what they can do to better prepare.

A key component of the Strategy is the need for evaluation, maintaining accountability and reporting to government and our stakeholders. Other policies, strategies and frameworks across the emergency management sector and across government are also driving an increased focus on outcomes, measurement and evaluation.

In the financial year 2017/18, our Community Resilience team will be working with our volunteers and staff in regions to develop an 'Indicators and Evaluation Framework'.

Measuring outcomes and evaluating implementation will help us answer the questions: "where are we now?", "where do we want to be?," and "how can we progress in the most efficient way?". The Framework will guide the monitoring and evaluation of VICSES community resilience activities through the implementation of the Strategy.

A report on the first year of progress on the work of the Community Resilience Strategy 2016-2019 will be released in early 2018.

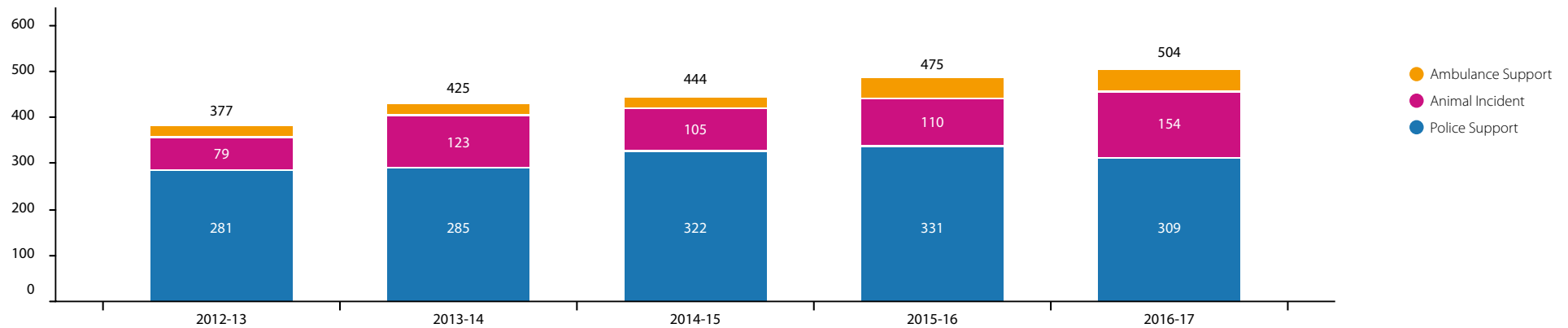
# Assisting other Emergency Services

A legislative requirement for VICSES service delivery and a big part of the work our volunteers undertake, is to assist other emergency service agencies.

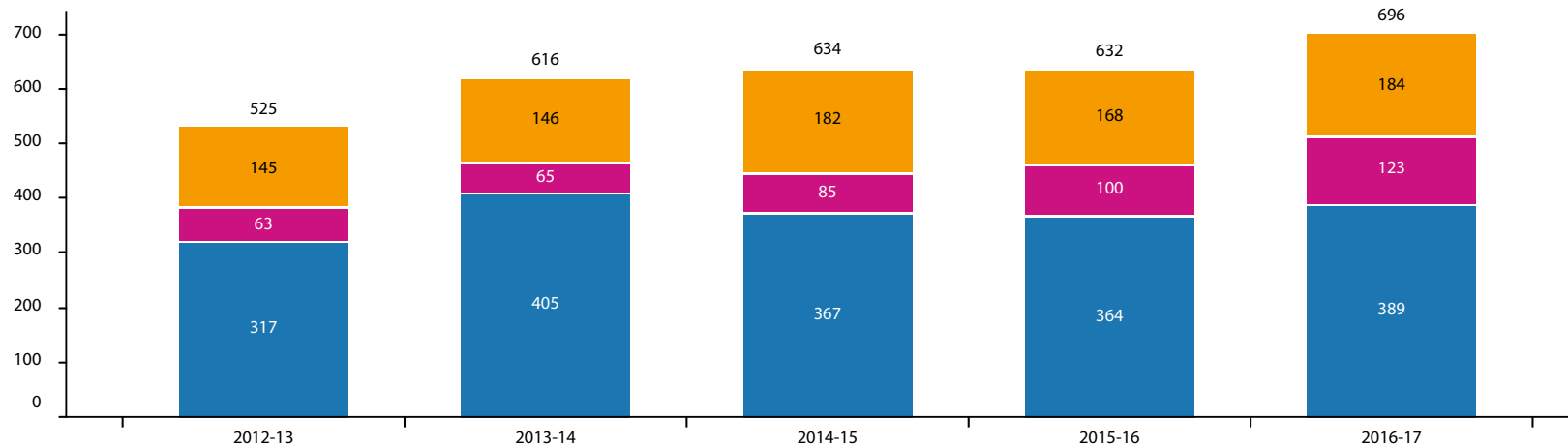
The following charts and graphs show how our service delivery in supporting other agencies has increased over the past five years. The exception is support to the fire services which is very dependent on the fire season and significant events. Our service delivery to the fire services is mainly logistical support and staging.

## VICSES 5 year incident counts - assist other agency (excluding fire)

### Central



### Other Regions

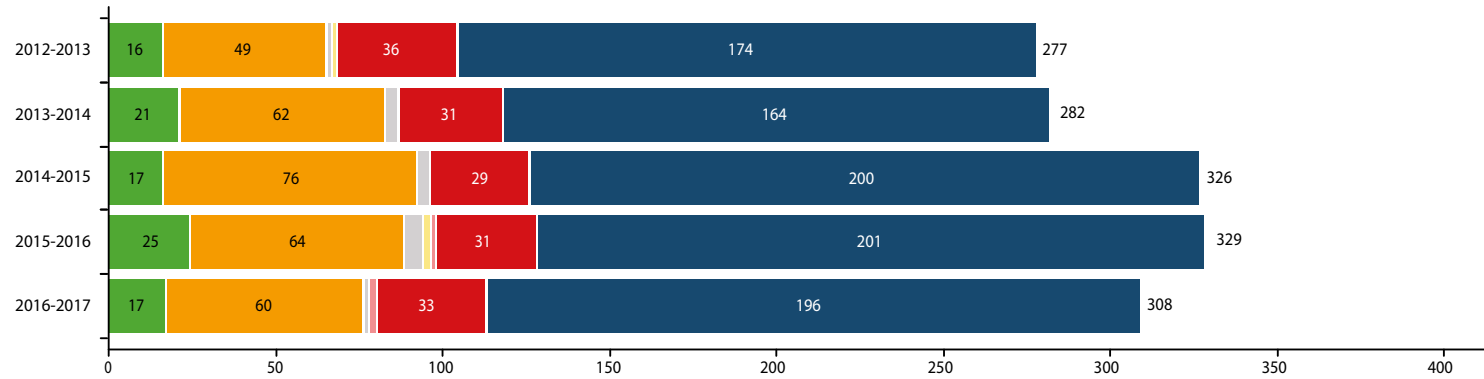




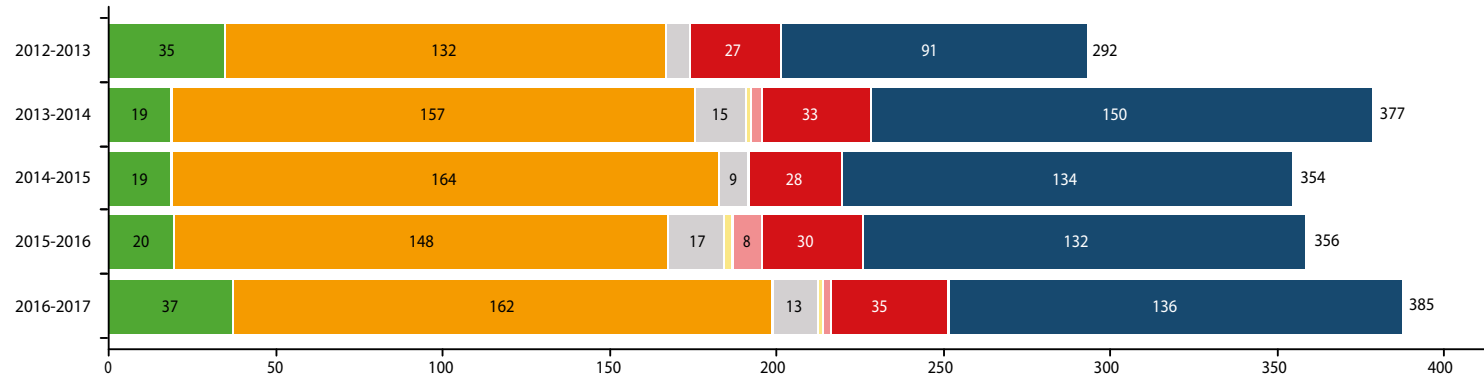
## VICSES 5 year incident counts - assist police (incidents by type)

The increase in **Assist Police** incidents is driven by 'Missing Person' incidents in regional areas and 'Crime Scene' support in all VICSES Regions.

### Central



### Other Regions

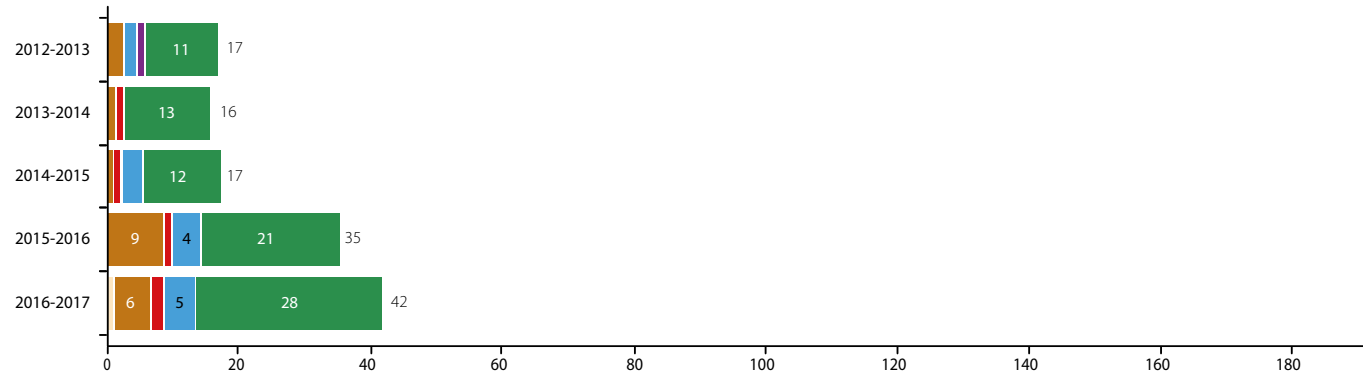


- Assist Police - Crime Scene
- Assist Police - Damage to Structure - Permanent or Mobile Property
- Assist Police - Emergency Coordination Centre - Divisional (DECC)
- Assist Police - Emergency Coordination Centre - Municipal (MECC)
- Assist Police - Evacuation
- Assist Police - Missing Person
- Traffic Management - Police Control Agency

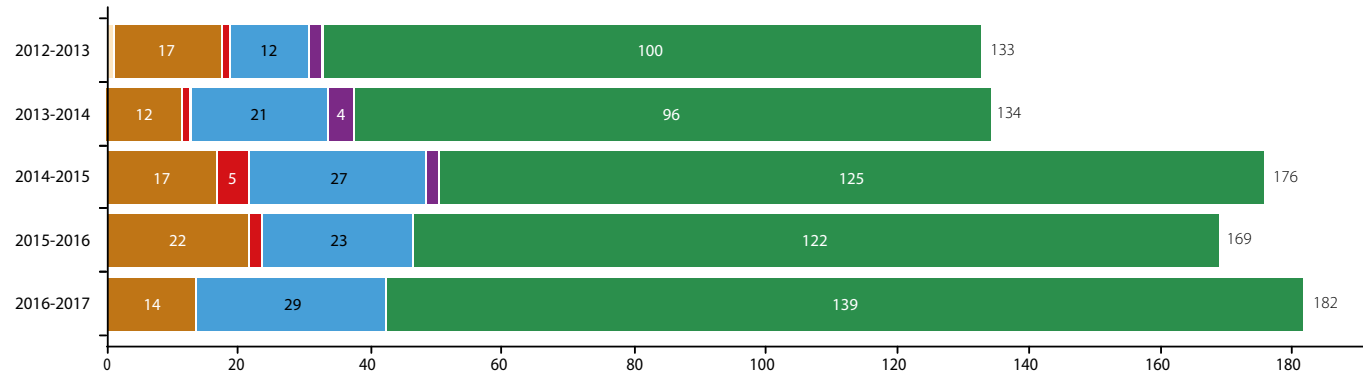
## VICSES 5 year incident counts - assist ambulance (incidents by type)

**Assist Ambulance** incidents are primarily on 'Casualty Handling'. This support has significantly increased in regional areas in the past two years, with an emerging trend in Central Region.

### Central



### Other Regions

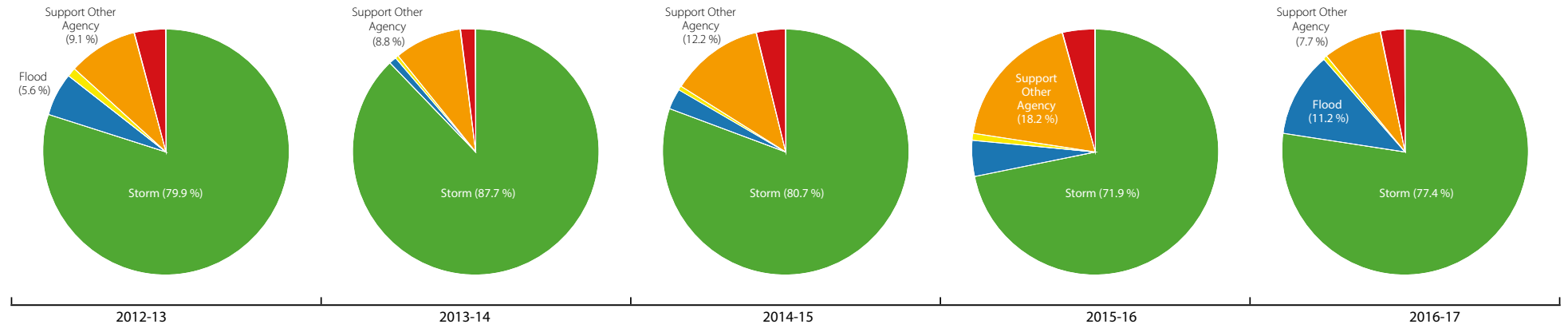


- Assist Ambulance - Casualty handling only
- Assist Ambulance - Drive Ambulance
- Assist Ambulance - First Aid and casualty handling
- Assist Ambulance - First Aid only
- Assist Ambulance - Specialist resource response - Lighting or Other
- Assist Ambulance - Specialist resource response - Mass Casualty

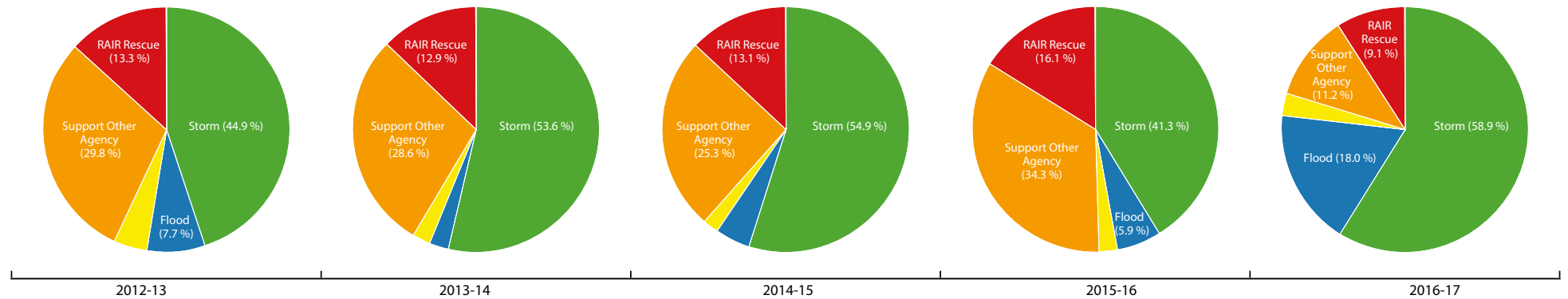
## VICSES 5 year operational hours with percentages

For our Central Region units, storm jobs are almost three-quarters of all the work we do. For our units in country areas and regional centres, storm jobs account for roughly half of our work. Responding to floods and supporting other agencies varies year to year.

### Central



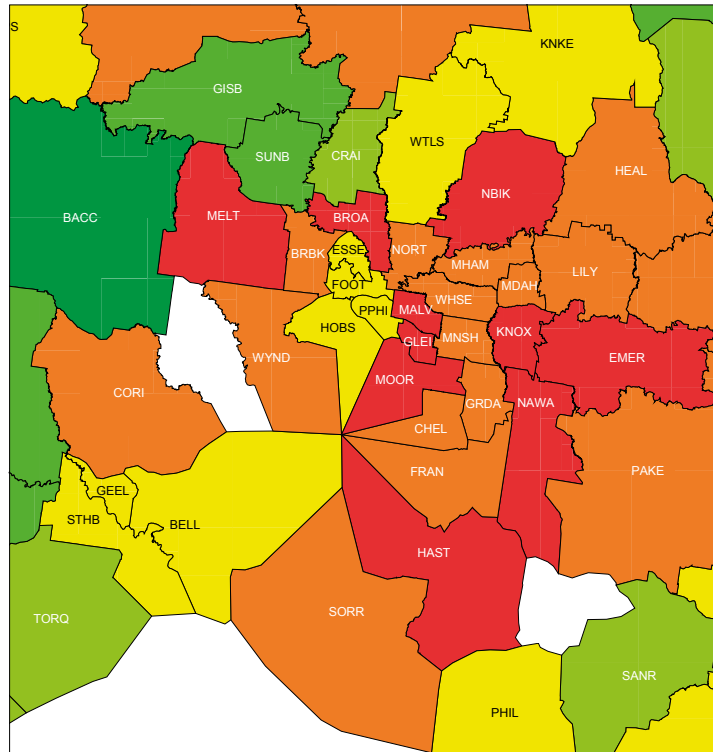
### Other Regions



● Storm ● Flood ● Rescue Other ● Support Other Agency ● RAIR Rescue



## Greater metropolitan units

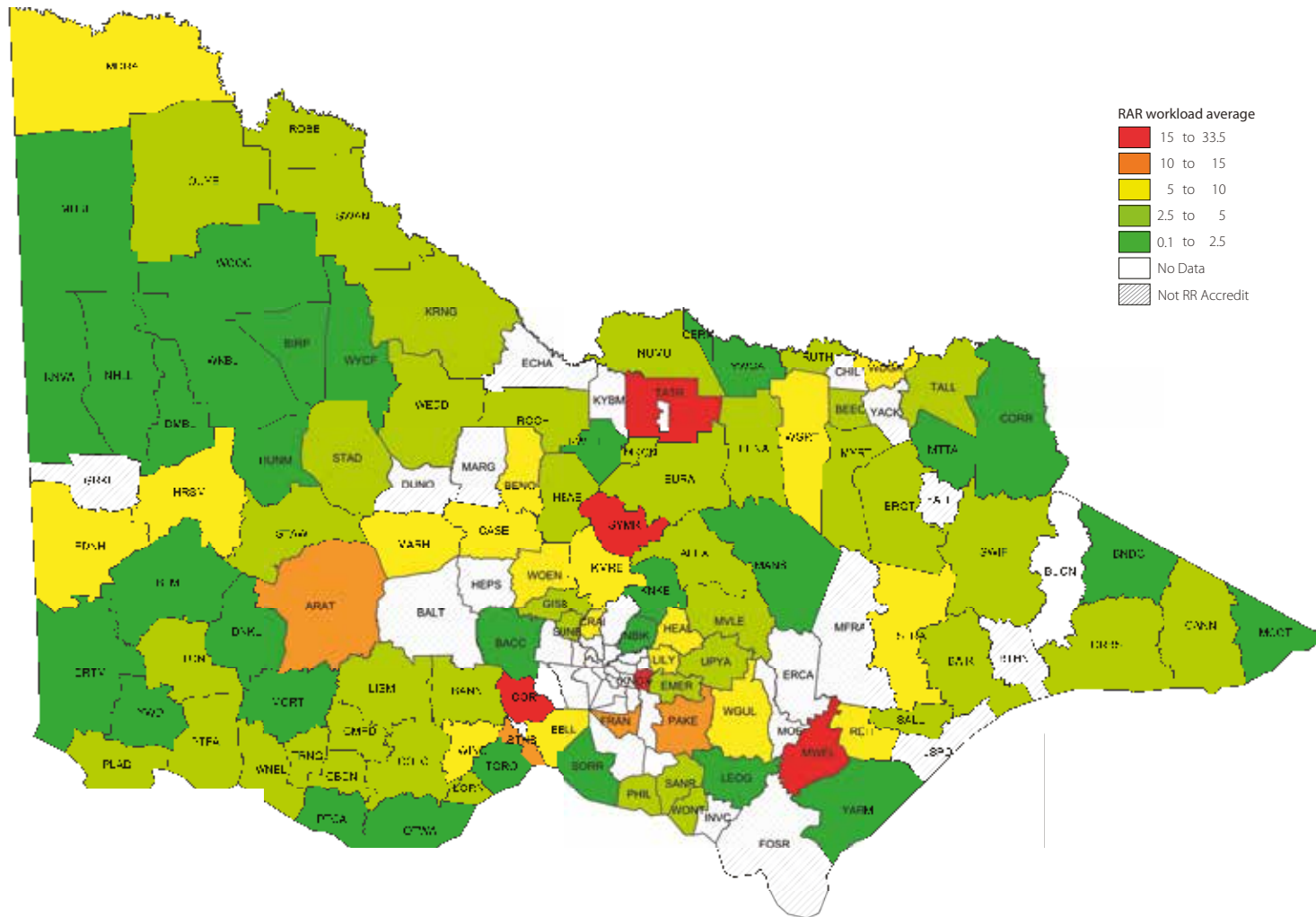


Incidents per member

|             |           |      |
|-------------|-----------|------|
| Red         | 63 to 110 | (10) |
| Orange      | 36 to 63  | (26) |
| Yellow      | 23 to 36  | (23) |
| Light Green | 16 to 23  | (24) |
| Dark Green  | 11 to 16  | (23) |
| White       | 0 to 1    | (2)  |



# VICSES 5 year 2012 to 2017 – Road rescue workload per member



The white areas show where another ESO provides road rescue capability. Currently there are 102 accredited road rescue VICSES units across the state.

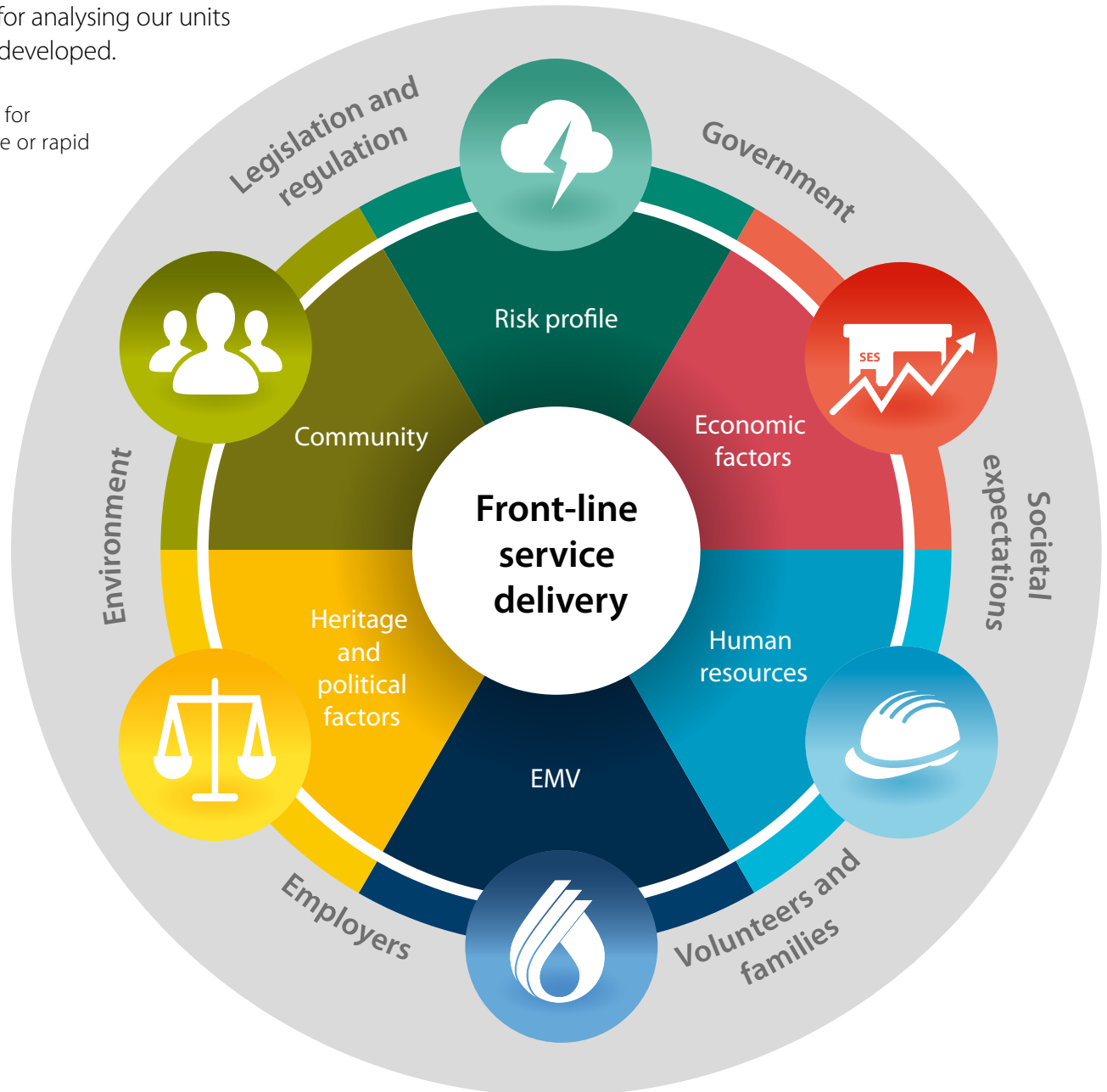
Phase Two:

# Framework validation and service delivery models

As part of the strategy development a framework for analysing our units in the context of the communities they serve was developed.

Based on these lead indicators a methodology or system for assessing and working with our units in areas of challenge or rapid growth was developed.

These high level indicators breakdown to a number of other measures. These in turn can be further refined. For example, in our challenge locations, the actual size of the population is an important measure for *potential* recruitment, but additionally, the desire and ability of a unit to recruit new members, the units *propensity* to recruit, is a critical issue in unit sustainability.







### Community

- Demographics: population, age profile, population forecasts
- Unit community connectivity
- Community social capital



### Risk profile

- Significant risks and ratings
- Changing risks
- Vulnerable communities



### Economic factors

- Unit financial position
- Unit facilities, fleet and equipment
- Ability to fundraise and/or attract grants and local sponsorships



### Human resources

- Stability of membership
- Recruitment and retention
- Member participation and profile
- Unit leadership and succession planning



### EMV

- Presence and relationship with local ESO's
- Opportunities for "working as one"



### Heritage and political factors

- Community goodwill to SES
- Establishment of unit
- Relationship with council and other government representatives
- Local issues

# New service delivery models

The traditional service delivery for VICSES has been through stand-alone units, working quite autonomously in their communities with support from regional staff and head office as required.

Over time, this traditional way of working has been modified in some locations with the occasional unit extending their response boundary if a much smaller unit was on by-pass, or working closely with another ESO to provide an informal combined response. This is a form of clustering activity. We also have examples where units are delivering training together or one unit provides administration assistance for a smaller adjacent unit.

Options like the 'satellite' in the Port Fairy case study (adjacent) are not limited to a rural/regional setting. In the planning for growth work undertaken recently at the Whittlesea Unit, issues regarding the location of members, traffic congestion and travel times highlighted a need for a satellite 2 (basically a shed and some change facilities) to house a rescue truck or 4XD in a location approximately 20 – 30 minutes south of the unit. This will enable better response times by the Whittlesea members.

As part of the Service Delivery Strategy work, new delivery models have been identified in our aim of achieving more effective and efficient service delivery. Some of these models have been tested through the challenge pilot locations, and planning for growth plans. A list of the models identified is at the back of this report.

As we move into more flexible ways of working, more service delivery models may be added.

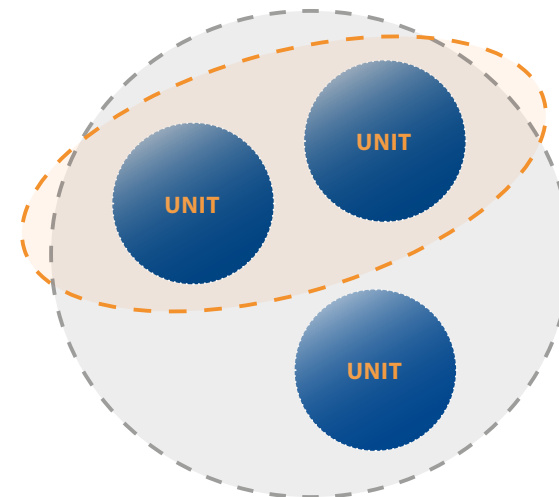
Case Study >>

## A satellite of Port Fairy at Koroit

### Hub and Spoke



### Cluster of stand-alone units sharing one or more activities



*Our members at Port Fairy faced a dilemma. Their unit was not in an ideal location, needed significant investment, but had no security of tenure. Approximately 15 minutes drive north-east of Port Fairy is the township of Koroit. Almost half of the members live in or near Koroit so it made good sense to think outside the square to get a solution to provide better service delivery and response times.*

**Steve McDowell, the Unit Controller takes up the story...**

I wanted to make sure that the unit members would support the idea of locating a vehicle and some equipment at Koroit in a spare bay at the (now old) CFA station in Koroit. While we had a good working relationship with the Koroit CFA brigade, I wanted to proceed quietly and carefully, as this was something new for both agencies. We worked very methodically and pragmatically looking to overcome any unexpected bad outcomes.

The CFA Koroit Brigade Captain was very enthusiastic and could see that the idea provided good options for the SES to provide better response. He also felt that his CFA members would see this was a better way forward for the community.

We had just really got the truck and equipment up there and our Port members getting used to the idea when the CFA Captain approached me to tell me he'd been informed the brigade would be moving to new premises in about a year. I had a 'blood run cold' moment, but as the arrangement had been working well and it had taken a lot to get to this stage, I really didn't want to lose the opportunity to be part of the move.

I was very aware that we had to build confidence and trust with CFA brigade and the Koroit community. For the brigade I requested our members to be as 'low impact' on the brigade's day to day operations as possible. Good communication not only with the brigade management team but brigade members too, was vital to build confidence and trust. It was important we did not come into the community with "a blaze of glory". We need the brigade and community to feel comfortable that we are here for the right reasons which is to help. The community became more aware of the change once they saw us responding to jobs in their area from a location *in* their area.

While the CFA were happy to include us in the planning for the new brigade, it was going to cost us. I wanted to keep my members informed all the way though and we put a business case together to seek the support of the VICSES management. Fortunately they could see the sense of investing in a solution that was already working well and providing a more flexible way of delivering better service outcomes for our community.

Like everything it's been a challenge in some areas. We have been very careful to understand that the Koroit location is just an outpost of Port Fairy. To ensure we maintain a strong unit identity we all train at Port Fairy and meetings and so on are always held there. But to make sure we are also a welcome part of the Koroit CFA Brigade, we put effort in with the members to work together.

I'm not sure if this is well known, but when a CFA Brigade move to new premises in town, there is a celebratory procession. When the CFA Captain invited us to be part of that procession with our truck, I knew that we were accepted and a new dynamic was in play. It's now been two years with this arrangement in place and it is still working very well.

We are now working to guarantee the long term security of this arrangement through a proper MOU, so when the current CFA Captain and I have moved on, it is very workable for our future leaders. Continuity is something that should be considered as a vital component of any initiative like this.

I am willing to share our experiences with anyone who might be looking at a similar option.

**Steve McDowell**



From left: Leigh Mugavin, CFA Captain Koroit with Steve McDowell, VICSES Port Fairy Unit Controller at the Koroit "Satellite".

Phase Three:

# **Validating methodology in pilot challenge and growth locations**



An important part of the service delivery strategy work has been to consider how we manage for sustainability. Our units across the state face quite different challenges and issues so a 'one solution for all' is not realistic.

In our communities where the population is static or declining, including general rural decline, our priority challenges are recruitment and retention (and training).

Conversely, some of our units are located in areas where the population is expected to increase by more than 200,000 people in the next 10-15 years. Planning for growth of this magnitude needs to start now.

While our approach (methodology) for managing and supporting units in these divergent locations is similar, the data-sets that are most useful for planning vary.

The output for the growth locations has been a high level planning proposal and for the challenge locations a detailed report including action plans which will be embedded into the Regional Business Plans.



A decision was made to consider these locations on a Local Government Area (LGA) boundary so that service delivery models such as; hub and spoke, satellites and cluster models, could be considered as part of the pathway to sustainability.

The following LGA's were pilots in the Challenge locations:

- West Wimmera – Edenhope, Goroke and Kaniva units
- Corangamite – Lismore, Camperdown, Terang, Cobden and Port Campbell units
- Glenelg – Dartmoor, Portland and Heywood units
- Towong – Tallangatta, Mitta Mitta and Corryong units
- East Gippsland - Tambo Valley Unit<sup>1</sup>

The following LGA's were considered in the growth areas due to the significant population growth forecasts:

- Casey – Emerald and Pakenham units
- Cardinia – Narre Warren Unit
- Hume – Craigieburn, Sunbury and Broadmeadows units
- Whittlesea – Whittlesea Unit
- Wyndham – Wyndham and Wyndham West units
- City of Greater Bendigo – Bendigo, Marong, Heathcote and the new unit at Huntly

The planning proposals also considered the State Government 2017/18 budget announcements of funding for five new units in some of these municipalities.

Planning proposals and the reports for each challenge pilot location are located on the VICSES HUB, under My State/Corporate Planning/Service Delivery.

<sup>1</sup> Work had already commenced at Swifts Creek – now Tambo Valley to assist this unit remain viable. This work from a lessons learnt perspective, was added in to the pilot locations and the proposed service delivery methodology was applied retrospectively.

# Methodology for challenge and growth

A methodology or process for managing major and rapid growth or locations facing significant challenges has been trialled in the pilot growth and challenge locations. Working off the key indicators in the framework, we need to gather data on which to make informed decisions

The first stage is gathering data about the community, the unit, the current service delivery and risk profile of the community. A critical step is gathering local insights by listening to our volunteers and discussing the issues they face and what they believe might be potential opportunities.

The most useful data varies between the growth sites and challenge locations. For example, the past five year history of response activity is very important for our challenge locations, but of limited use in growth areas, where tracts of previously agricultural or native vegetation land will in the future support tens of thousands of dwellings.

Holding workshops with our volunteers in both the challenge and growth pilot locations has been vital to not only gain local knowledge but also ensure our volunteers have input into the planning. The workshops have been organised on a local government or municipality footprint as this has allowed new service delivery models to be considered as part of the analysis.

In the pilot sites, working collaboratively with the unit leadership, action plans have been developed to address the issues faced in the challenge locations, focused on unit sustainability. In the growth areas, a planning proposal over a 10-15 year horizon has been developed with high level costings.

Any lessons learnt through the pilot locations has been reported on and will inform future activity.

Our over-arching strategic objectives for front line service delivery into the future will be met by supporting sustainable units, better understanding and communicating the risks our communities face, and aligning our resources (people and hard assets) to those risks.

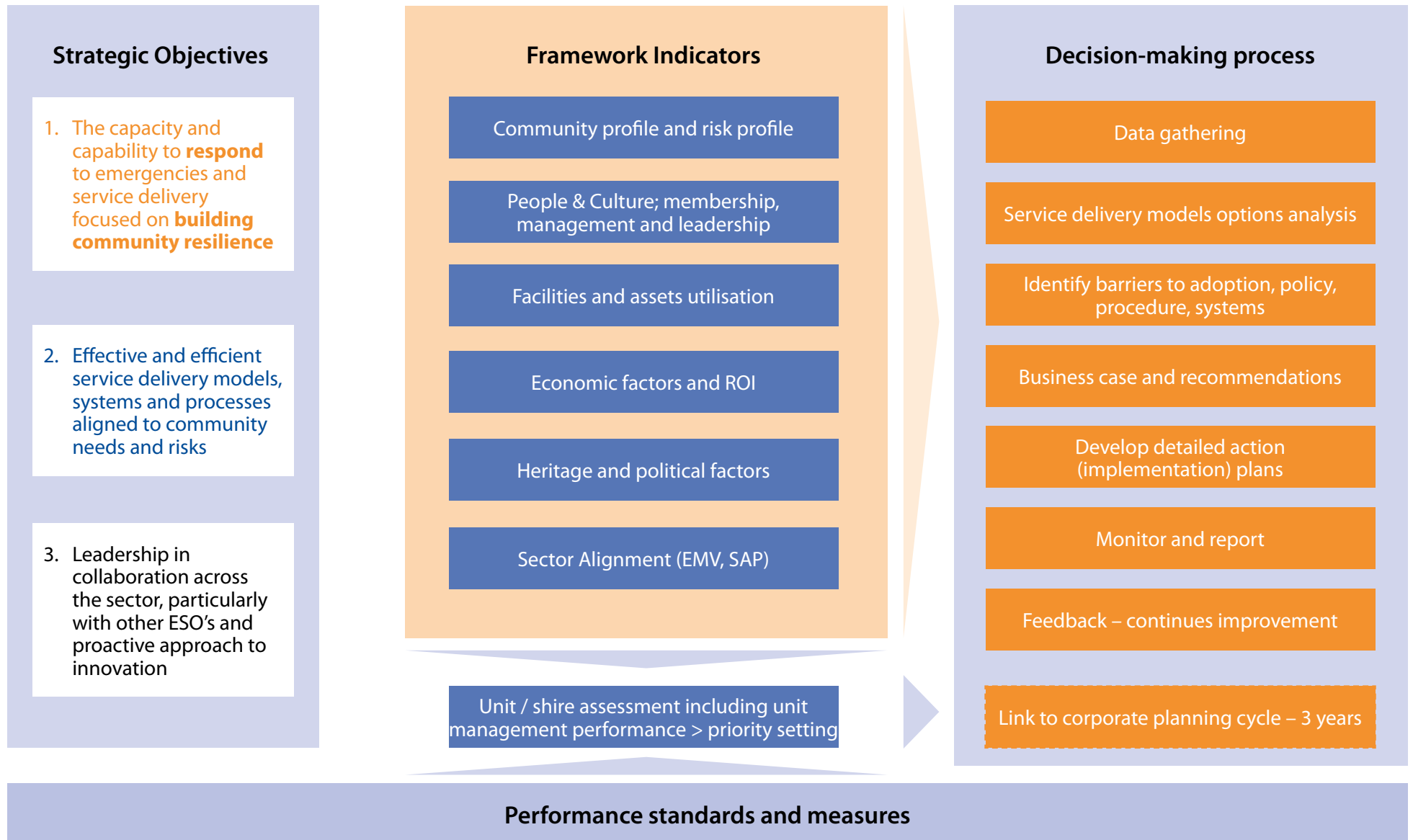
The lead indicators in the service delivery framework will guide our assessment of our capacity and capability to deliver the services our communities need and expect. The assessment will help us prioritise those units in locations of most needed support.

Following the process or methodology for managing and supporting our units, particularly those facing significant challenges, will allow us to develop actions leading to on-going sustainability and embrace more flexible service delivery models that are more efficient and effective, leading to better public safety outcomes..

## Methodology pilot sites



# Service Delivery Strategy 2025 Framework



Transition to (BAU):

# **Embedding the service delivery framework into business as usual (BAU)**







## Embedding the service delivery work into ‘business as usual’ (BAU)

In the pilot locations, the regional teams are embedding the ongoing resourcing to support the agreed action plans into their regional work plans. This has provided the opportunity to highlight any resourcing and/or skills gaps.

The Unit Annual Reports and Highlights flyers, which became part of the service delivery work, will transition to the Community Resilience and Communications Directorate for 2018.

On-going, the work of the strategy will also integrate with a number of initiatives recently released or under development including, but not limited to; the new membership policy, the role and training pathways program, workforce planning and the new unit structure.

These programs and the on-going work to implement service delivery initiatives will be vital to managing our units for sustainability into the future.

# Looking to the future

Part of the work in the challenge pilot locations has been to identify barriers preventing the adoption of new service delivery models or other innovation.

'Project Workflow' is already addressing some of the "red-tape" impacting on our work in building community resilience, making it easier to be involved in and report on, our community activities.

We will continue to invest in our systems capability to provide us with sound evidence on which to base our decision making, particularly with regard to ERAS, (Emergency Response Activity Standards).



In the past we have tended to focus on recruitment independent of a detailed retention plan and this is changing, understanding we will need to provide for more flexible ways to volunteer and train with us, a critical component to retention. Leadership training and support of our unit management teams will also be vital in volunteer satisfaction and retention.

The role and training pathways program and other initiatives already mentioned will combine to facilitate better membership planning at the unit level, supported by a membership policy that equally values all members, no matter what their role.

Our ability to cluster financial and administration tasks is somewhat constrained by regulation surrounding our legal entities, however, the Unit Financial Management Task-force will continue to work on ways to enable more flexible arrangements. Barriers to working more flexibly also come from units themselves, concerned about loss of control.

The new Road Rescue arrangements which provide for a 'support' category will address some of the concerns in our small and very remote communities, where it will be increasingly difficult to provide fully accredited road rescue capability 24/7 through a volunteer workforce.

Opportunities exist to partner or develop more formal MOU's with key stakeholders, particularly in country areas, such as DELWP and other major employers. These and similar options will be included in the new Unit Management Manual.

At the grass-roots, our unit member profile, particularly in small rural communities, already shows a high degree of "dual" membership with other ESO's, particularly the CFA. In many locations, these units and brigades are already working closely together, combining their skills and capability to deliver better service and protection in their communities. VICSES will continue to work with Emergency Management Victoria to provide pathways to facilitate and support these arrangements.

# References & Appendix



# References

Comprehensive research was undertaken in the development of the VICSES Service Delivery Strategy 2025. Including the extensive consultation phase, the following are the key resources which informed the strategy development.

## International

*Sendai Framework for Disaster Risk Reduction 2015-2030*

*Federal Emergency Management Agency (FEMA) Strategic Plan 2014-2018*

## Australasian

*Australian Government Productivity Commission 'Natural Disaster Funding Arrangements Enquiry' 2014*

*Council of Australian Governments, 'National Strategy for Disaster Resilience'. EMA 2011*

*EMA Handbook 6, National Strategy for Disaster Resilience: Community Engagement Framework 2013*

*'2015 National Statement of Capability for Fire and Emergency Services', Australasian Fire and Emergency Services Authorities Council (AFAC) and Emergency Management Australia (EMA)*

*AFAC 2017-2021 Strategic Directions for Fire and Emergency Services*

*Bushfire and Natural Hazards CRC, various*

*'Emergency Risks in Victoria', Department of Justice 2014*

*Department of Fire and Emergency Services WA Strategic Plan 2012 -2024*

*CFA Service Delivery Strategy 2015-2020*

*CFA Volunteerism Strategy 2015-2020*

*NSW SES Strategic Plan 2016-2021*

*Municipal Association of Victoria (MAV) 'The Future of Local Government's Relationship with VICSES*

*DTPLI Victoria 'Victoria in the Future 2014'*

## Emergency Management Victoria

Various reports and publications including but not limited to:

*Statewide Environmental Scan 2014*

*Strategic Action Plan (Interim) 2014-15*

*Victorian Emergency Management Capability Blueprint 2015-2025*

*Emergency Management Performance Standards 2015*

*Victorian Preparedness Goal – Emergency Management Sector Core Capabilities 2016*

## Internal

*Emergency Management Planning and Emergency Support Strategy 2013*

*VICSES Our People Strategy 2014-2017*

*VICSES Corporate Plan 2015-2018*

*VICSES Community Awareness Final Report 2015*

*VICSES 'Building Unit Capability and Capacity' 2015*

*VICSES Community Resilience Strategy 2016-2019*

*VICSES Recruitment and Retention Manual 2015*

## Legislation and Regulation

*Victorian Emergency Management Act 1986 and 2013*

*Victorian State Emergency Service Act 2005*

*Emergency Management Manual Victoria (EMMV) Part 1-3, Part 7*



# Appendix

## Service Delivery Business Models

A number of business models have been suggested that might be appropriate for VICSES to consider, facilitating greater efficiency and effectiveness in service delivery. This list only references models that are on the ground, bricks and mortar. In some circumstances other models may be more suitable.

To make sure there is common understanding when these terms are used, it is timely to define or set some principles around each model. Please note that a unit may transition across a continuum of models during its life cycle.

| Type   | Definition or principle   |
|--|---|
| <b>Stand-alone unit</b>  | <p>A unit which manages all its own membership recruitment, administration, training, business planning, compliance to workplace health and safety and other regulations, equipment requirements, procurement and management and reporting. (Internal and external). Unit providing all or majority of VICSES core services to community.</p> <ul style="list-style-type: none"> <li>■ May or may not be the only unit in a municipality.</li> <li>■ May or may not be co-located with another ESO.</li> </ul>  |
| <b>Cluster model</b>   | <p>Group of units where the needs (risk and service delivery requirements) of the communities in a geographic location are <b>shared</b> across the units and/or where units support and share equipment or HR resource to meet their own needs and requirements (e.g. business planning, recruitment, training etc.). Not all units within a cluster may provide all core VICSES services.</p> <ul style="list-style-type: none"> <li>■ Specific activities may rotate across units within a cluster over time.</li> <li>■ Geographic area may or may not cross a municipal boundary.</li> <li>■ Geographic area may or may not cross a defined VICSES regional boundary.</li> </ul> |
| <b>Hub and spoke</b>   | <p>A collaborative approach that sees a unit with greater capability and capacity, take on tasks like (including but not limited to) administration, recruitment, training, equipment procurement; on behalf of adjacent and less resourced unit or multiple units or facilities. Units retain identity to deliver services to their community independently or in conjunction with other units within the hub and spoke arrangement.</p> <ul style="list-style-type: none"> <li>■ May or may not cross municipal boundaries.</li> <li>■ May or may not cross VICSES regional boundary.</li> <li>■ May require specific VICSES resourcing to support the model.</li> </ul>            |
| <b>Satellite (2) Facility</b>  | <p>A satellite of a stand-alone unit (or cluster or hub) – may be little more than a facility for housing equipment. Offers a base level of response service to the local community. Minimal or no training undertaken at this location with all admin tasks and reporting managed through the stand-alone unit.</p> <ul style="list-style-type: none"> <li>■ Will be financially supported by the stand-alone unit.</li> <li>■ May only provide road rescue and/or general rescue service.</li> <li>■ May or may not transition to another classification over time.</li> </ul>  |
| <b>Satellite Unit</b><br><br>Expectation to transition to stand-alone or other classification of unit in 2-5 years from completion of facility build | <p>A unit start-up, (new) assisted to develop capacity and capability by established unit who support with recruitment, administration, unit planning and leadership development, training, response and resilience building activities.</p> <ul style="list-style-type: none"> <li>■ May or may not be the only unit in a municipality.</li> <li>■ Supporting unit may be in a different municipality, (though not ideal).</li> <li>■ May or may not be co-located with another ESO.</li> </ul>  |

**NOTE:** Further work may be required to decide on how funding may be pooled across a hub and spoke and cluster model. A satellite **facility**, building and/or land might be supported as VIK by Council.

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