



Strategic Plan 2018–2022

together

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Introduction and Foreword

Victoria State Emergency Service (VICSES) has a long and proud history of serving Victoria. Our vision is a simple one: *Safer Communities - Together*. As we look towards the future we are pleased to commend the VICSES Strategic Plan 2018-2022 that will enable us to continue this important work.

We are an organisation built on over 5,000 passionate, dedicated and engaged volunteers and staff supporting communities across the state. In developing this Strategic Plan, we engaged closely with our people - volunteers and staff - consulting with a range of stakeholders, community members and external organisations.

This Strategic Plan represents all of our collective thinking. It presents our strategy for the next four years, setting out ambitious targets for the sustainability of our organisation, our community reach, network strength and connectivity with others to build safer and more resilient communities.

We are proud of our distinctive brand that is well recognised within the community and in how we actively embrace volunteerism. We will continue to focus on supporting the volunteer experience. We strive to be an organisation of choice for people and partners, and will embrace relationships with our key partners and stakeholders to enhance the outcomes of this collaboration.

We are committed to continuing our investment in our people, our capabilities, the way we operate and our technology to enable us to more effectively achieve this aspiration, and in our continued support provided to other emergency service organisations and partners.

These are the strengths we will continue to cultivate and build on to be a contemporary sustainable organisation.

We are excited to present this plan to you and look forward to continuing to serve the Victorian community over the next four years and beyond.



Peter Akers
Chair



Stephen Griffin
Chief Executive Officer

Overview of Our Inclusive Process

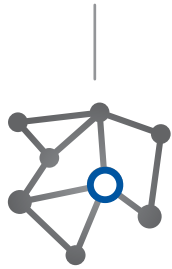
In developing this Strategic Plan, it was important for VICSES to engage with a breadth of external and internal stakeholders. Over a period of five months, our Strategic Planning team consulted with a wide range of stakeholders, including volunteer unit controllers, volunteers, staff, community members and external organisations.

We are an organisation managing relationships with a wide range of different stakeholders, and their perspectives were important in informing the strategic direction of the organisation over the next four years.



August 2017

March 2018



Understand the environment in which we operate

- We performed an analysis of the internal and external forces impacting upon our organisation and conducted interviews with representatives from our major stakeholders.

This enabled us to develop a Strategic Plan that is informed by and aligned with our evolving operating environment.



Engage with our workforce

- Our staff were engaged through a series of workshops, interviews, surveys and discussion groups.

It was important to involve staff in this strategic process to ensure we have an empowered and aligned workforce executing this plan.



Listen to our volunteers

- Our volunteers were invited to participate in surveys and unit site tours.

Our people are the backbone of our operation and their perspectives were critical to shaping our plan for the next four years.



Hear from our communities

- Community members were invited to have their say by sharing stories of their interactions with the VICSES.

We exist to serve our communities; by hearing from our communities we are better able to plan our future engagement and interactions to meet their needs.

Context for Our Plan

VICSES Today

VICSES is a volunteer-based organisation, providing emergency assistance to minimise the impact of emergencies and strengthen the community's capacity to plan, respond and recover, when emergencies occur.

We operate under the *Victoria State Emergency Act (2005)* and the coordinating agency for emergency management, Emergency Management Victoria (EMV).

As a Statutory Authority, VICSES is governed by a Board, which is accountable to the Minister for Emergency Services. Operating since 1950, VICSES covers all of Victoria, via 149 Units across six Regions, in addition to Head Office located at Southbank, Melbourne.

We are the control agency for flood, storm, tsunami, earthquake and landslide throughout Victoria, and provide the largest road rescue network in Australia, with specialist teams in 102 of our 149 units across the state.

VICSES is a significant contributor and leader in emergency management. We strive to develop and lead best practice by focusing on further developing our core business activities and strengthening our relationships and partnerships in developing a resilient Victorian community that knows what to do before, during, and after an emergency.

Our Mission

Partner with communities, government, other agencies and business to provide timely and effective emergency management services, building community preparedness, disaster resilience and contributing to risk prevention.

Our Vision

Safer communities – together.



FLOOD



STORM



EARTHQUAKE



ROAD RESCUE



TSUNAMI



LANDSLIDE



Our History

VICSES has a rich historical past. Established as a volunteer based Civil Defence Organisation which could quickly be activated in the event of war, VICSES has been involved in most major emergency responses in Victoria since we began in 1950.

By 1972, around 100 voluntary Civil Defence Units had been established in municipalities across Victoria. That same year, Parliament passed the State Emergency Services and Civil Defence Act which formally legislated the role of the Victoria Civil Defence Organisation.

In 1973, the first Civil Defence Organisation headquarters was established at 31 Queens Road, Melbourne and in 1975 the Victoria Civil Defence Organisation was renamed the Victoria State Emergency Service to conform with other states.

In 1979, the Ministry for Police and Emergency Services was created. Its branches included Victoria Police, the Metropolitan Fire Brigade, Country Fire Authority and Victoria State Emergency Service.

In 1981, the Victoria State Emergency Service Act was passed. This act formally recognised VICSES as a general emergency management agency and on 1 November 2005, VICSES was established as an independent Statutory Authority.

2015 marked 40 years of VICSES. This was a time to reflect and celebrate our achievements, challenges and evolution from a Civil Defence Organisation to the organisation we are today.

past

people

Our People

Our volunteers are the backbone of VICSES, serving the Victorian community 24 hours a day, 7 days a week, 365 days a year for more than 40 years. 95% of our people are volunteers.

Our people – volunteer and staff– are highly skilled, well equipped, and trained comprehensively in a wide range of emergency environments. Today, we comprise more than 5,000 volunteers and 200 employees, all crucial to the success of VICSES and our vision to make the community safer, together.

We actively embrace volunteerism, with a focus on the volunteer experience that better meets their family and work needs. We strive to be an organisation of choice for people and partners.

Diversity is key to our success and VICSES is proud to celebrate an inclusive and supportive culture across the entire organisation. We're extremely proud of our diverse workforce; 32% of VICSES volunteers are female, 70% of which are in our Unit leadership teams. In metropolitan and regional locations across the State, Our people reflect the diversity of their communities.



VICSES covers Victoria via **149** units across **SIX** regions with **12** offices permanently staffed

VICSES comprises of **5,000+** members, **95%** are volunteers



32% of our volunteers are **female**. **70%** of our units include a female in their **leadership** teams.



Our Values

Our renewed values reflect who we are today, and as we evolve, and through our people and strategic enablers, VICSES is committed to remaining a sustainable organisation that takes us into the future.



We pride ourselves on our credibility

- We pride ourselves on delivering on our promises and commitments, and in doing the right thing consistent with our values
- We are responsive, trustworthy, skilled and respectful in our actions



We are part of our community

- We take a proactive, supportive and empathetic approach to achieve community outcomes
- We collaborate with our communities and partners, sharing knowledge and expertise
- We ensure we are integrated, connected and engaged with our community



Safety drives our decisions

- We empower our people to work within their capability to ensure we don't compromise the safety of our people and the community
- We promote open and honest conversations about the health and wellbeing of our people



Focused and adaptable

- We are disciplined in achieving our objectives; adaptable in our approach
- We recognise and respect the diversity of our capability
- We channel our resources to achieve results



Together we are VICSES

- We share a common purpose working together without fear, favour or prejudice
- We acknowledge that all our people contribute to, and enhance our ability to prepare for, respond to and recover from emergencies

values

Services

Our Services

VICSES provides emergency assistance to thousands of Victorians every year. In 2016-2017 VICSES recorded its second busiest year on record, responding to more than 31,000 incidents and contributing a total of 302,623 hours of operational time to helping Victorians in need.

We provide on the ground support during emergencies, from responding to natural disasters such as flood, storm, tsunami, earthquake and landslide, to road rescue, and supporting other emergency service organisations, in incident management roles such as finance, public information and warnings, intelligence gathering and media.

We support our communities to better understand the 'who, what, when and how' for emergency events by:

- Building competency in knowing what to do in the future – Believe they know how to do it.
- Increasing individual capacity and capability to respond – Believe they can do it.
- Increasing awareness of the community's role and the role of VICSES and others – Believe everyone has a role to play.
- Realising the positive outcomes and relevance of preparing for future emergencies – Believe it will make a difference.

We assist Victoria Police in search and rescue operations, and play an important role in supporting Ambulance Victoria, Country Fire Authority, Metropolitan Fire Brigade, Parks Victoria, and the Department of Environment, Land, Water and Planning, during fire and other emergency incidents.



3,571

flood calls



1,510

road rescues

1,627

support other agencies



23,219

storm calls



Our Commitment

VICSES pledges to adopt contemporary approaches to our service delivery and to strengthen the capability of our people and the Victorian community, and the services, systems and structures that support them.

We commit to collaborating with our community and partners in providing local services to meet local needs; to developing resilient communities through the development of strong connections, community partnerships and agile operating models – helping to keep all Victorians safe before, during and after, and reduce the consequences of emergencies.

We stand by reviewing our progress annually to realise opportunities, inform decisions and positively influence the focus and direction of what we have committed to, and in achieving better visibility of our performance.

VICSES responded to more than **31,000** incidents in 2016-2017 



Contributing to a total of **302,623** operational hours helping Victorians in need



ESSENDON

SES
STATE EMERGENCY SERVICE

RESCUE

**FLOOD STORM
EMERGENCY
132 500**

LOCKER 4

1608
THE PLACE TO BE.

www.ses.vic.gov.au

RAMBL
CONCEPT VEHICLE
1300-K sign

Our Plan on a Page

A key focus to realising our vision at VICSES is ensuring we are a sustainable organisation, recognising the centrality of our people - volunteers and staff - to the great work we do, and working with the community to build confidence and resilience.

In developing this four year strategy, we have focused on what we want to achieve, our distinctive value proposition, the scope of our operations and the capabilities and systems which will enable us to achieve success for our commitment.

Our Strategic Plan on the following pages, articulates our strategy for 2018-2022.



OUR MISSION

Partner with communities, government, other agencies and business to provide timely and effective emergency management services, building community preparedness, disaster resilience and contributing to risk prevention

OUR VISION

**Safer communities
*together***

OUR VALUES



We pride ourselves on our credibility



We are part of our community



Safety drives our decisions



Focused and adaptable



Together we are VICSES

OUR STRATEGY STATEMENT

By 2022, to be a contemporary sustainable organisation where our people work together, with our partners and communities, to deliver our services 'before during and after' to reduce the consequences of emergencies.

OUR FUNDAMENTAL GOALS

1

We will be a sustainable organisation to take us into the future

2

We will be an organisation of choice for people and partners

3

We will work with and empower the community to build confidence and resilience

OUR KEY INITIATIVES

1.1 Review our operating model and scope of activities and reform our organisation structure

1.2 Advocate funding needs to government through relevant budget bids and strong relationships

1.3 Develop and implement a Strategic facilities management plan that supports our new operating model and structure

2.1 Develop and implement Our people strategy that builds the capability of our people and strengthens our volunteer engagement

2.2 Develop and implement an Information technology strategy that better supports our volunteers and incorporate Business Intelligence

2.3 Work with partners to deliver shared services for the organisation

3.1 Promote our brand, our role and our volunteers to community, partners and government

3.2 Mainstream community resilience through our services, structure and systems

3.3 Implement Operational capability strategy to deliver our services safely and effectively

OUR ENABLERS



People



Infrastructure
and systems



Funding

goals



Goals and Initiatives



We will be a sustainable organisation to take us into the future

1.1 Review our operating model and scope of activities and reform our organisation structure

To meet our future needs and to meet the changing community and emergency landscape, a review of the current VICSES organisation structure and our operating model, in line with our Service Delivery Strategy, and scope of activities is critical in ensuring we can deliver on our Service Delivery requirements.

Our successful outcomes would provide a structure that supports our people, improving our volunteer and employee experience and where we have a clearer understanding of the accountability for our roles and for the expertise and support from other teams within VICSES.

1.2 Advocate funding needs to government through relevant budget bids and strong relationships

VICSES is committed to having strong advocacy program and relationships with Government and our key stakeholders, ensuring a financially sustainable model is recognised for VICSES to enable us to provide effective service delivery to the community.

Our successful outcomes would provide the foundations on how VICSES funds, and thereby delivers on, our core goals and initiatives.

1.3 Develop and implement a strategic facilities management plan that supports our new operating model and structure

A Strategic Facilities Management Plan will provide VICSES with a robust framework to manage our investments and to deliver best practice in facility management according to industry and organisational policies and procedures.

Our successful outcomes would provide improved volunteer satisfaction with unit facilities, security of tenure, and meet 100% compliance in property work health and safety and building code requirements.

2

We will be an organisation of choice for people and partners

2.1 Develop and implement a 2018-22 People Strategy that builds the capability of our volunteers and staff and strengthens our volunteer engagement

The development and implementation of our People Strategy will ensure that VICSES has a skilled and able workforce that is rewarded and recognised for their contributions. The strategy will also ensure VICSES has the supporting systems and structures to drive our success in meeting our strategic objectives.

Our successful outcomes would see an increase in volunteer retention from the first 12 months to 3 years as well as increase the overall satisfaction of our employees.

2.2 Develop and implement an Information Technology Strategy that better supports our volunteers and incorporates Business Intelligence

Our current Information Technology Strategy is due for renewal in 2018. The new four year strategy will focus on how we can optimise the performance of our current systems to automate and simplify unit processes. We will look to seize opportunities that effectively use information and data to make more informed decisions and empower continuous improvement.

Our successful outcome would see an increase in the uptake and satisfaction in the use of the IT systems.

2.3 Work with partners to deliver shared services for the organisation

VICSES will continue to build alliances with partners who are aligned with our strategic intent. This will enable VICSES to broaden and increase our reach to deliver programs that better support community and service delivery needs.

Our successful outcome would see new strategic alliances and increase in resilience-based collaborations.



We will work with and empower the community to build confidence and resilience

3.1 Promote our brand, our role and our volunteers to community, partners and government

We will continue to promote and build our reputation through our leadership in the emergency management, response and community safety fields, ensuring our organisation is valued by the community and government. We will gain wider recognition of our service delivery role and benefits of partnering with VICSES.

Our successful outcome would see VICSES maintain our high level of community trust and recognition and see an increase in our consumer reach across digital platforms.

3.2 Embed community resilience through our services, structure and systems

Community resilience is core business for VICSES in raising awareness and in helping prepare our communities for emergencies – before, during and after. We will continue to support the implementation of community resilience agenda and ensure our people have the skills, competencies, support and structure in place to meet our current and future needs.

Our successful outcome would see activities and measures in Unit and Regional plans, delivery of contemporary programs and services, and development and implementation of an Integrated Indicators and Evaluation Framework.

3.3 Implement Operational Capability Strategy

The implementation of this strategy will ensure a holistic approach to operational service delivery is centred on our people and the provision of knowledge, skills and resources to enable VICSES to deliver our services safely and effectively.

Our successful outcome would ensure our operational service delivery has the capability and capacity to deliver our services to the community before, during and after emergencies.

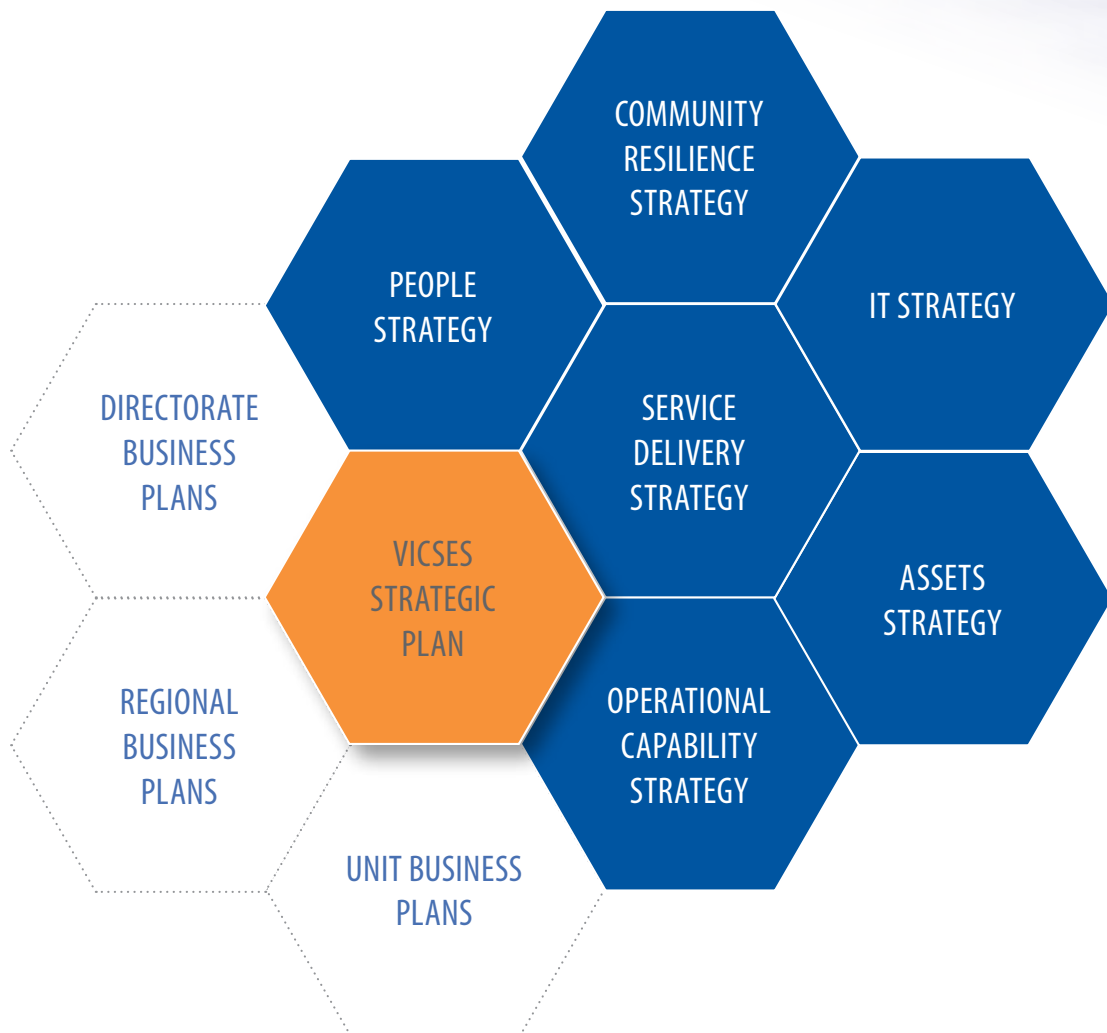
deliver



How We Will Deliver

To achieve our vision – safer communities together, VICSES executes a variety of organisational strategies that are dependent on each other and work together to help VICSES deliver on strategic priorities.

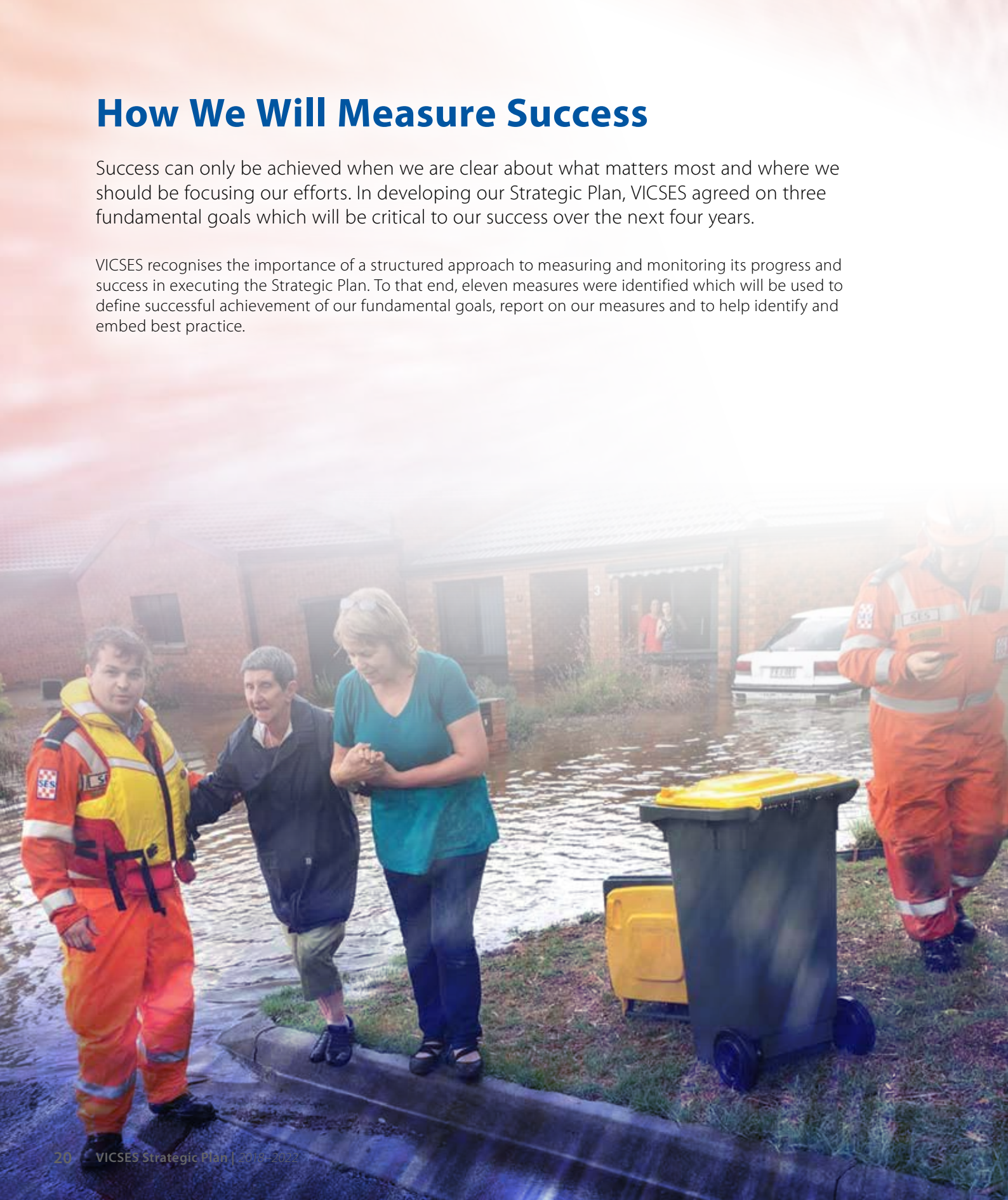
The deliverables in these strategies are aligned to the Strategic Plan and executed through the annual organisational business plans at Unit, Region and State.



How We Will Measure Success

Success can only be achieved when we are clear about what matters most and where we should be focusing our efforts. In developing our Strategic Plan, VICSES agreed on three fundamental goals which will be critical to our success over the next four years.

VICSES recognises the importance of a structured approach to measuring and monitoring its progress and success in executing the Strategic Plan. To that end, eleven measures were identified which will be used to define successful achievement of our fundamental goals, report on our measures and to help identify and embed best practice.



Goals & Measures



We will be a sustainable organisation to take us into the future

Measures

- Strong financial viability
- Improved Government funding to meet volunteer unit operating costs
- Fit for purpose organisational and volunteer unit structure is funded and delivered
- Agreed and clear scope of services provided to the community



We will be an organisation of choice for people and partners

Measures

- Increased satisfaction of our people
- Increase in resilience-based collaborations
- Increase in formal partnerships to deliver services



We will work with and empower the community to build confidence and resilience

Measures

- Increased awareness of risk in the community
- Increased community participation in preparedness and response activities and programs
- Levels of community trust and recognition of VICSES are maintained
- Improved VICSES operational capability

review



Our Annual Review Cycle

Our annual review cycle will centre on monitoring progress and measuring success. The Strategic Plan measures will be reviewed quarterly by the Board, be of significant focus for the Executive Management Team (EMT) and provide timely effective reporting to our partners and to Government. Our annual planning cycle will incorporate a review of our strategy, as well as an update to our implementation plan and measures for each component as required.



Quarter 1, 2 and 4

Measure / monitor / review with Board and management to:

- Review scorecard and progress on strategic initiatives
- Evaluation
- Discuss issues on exception basis
- Identify areas for continuous improvement

Quarter 3

Annual planning to:

- Review strategy and any changes in our operating environment
- Update and refresh our plan



For over **40** years VICSES
has served the **Victorian** community

24 hours a day
SEVEN days a week
365 days a year

and will continued to do so into the...



future



ses.vic.gov.au