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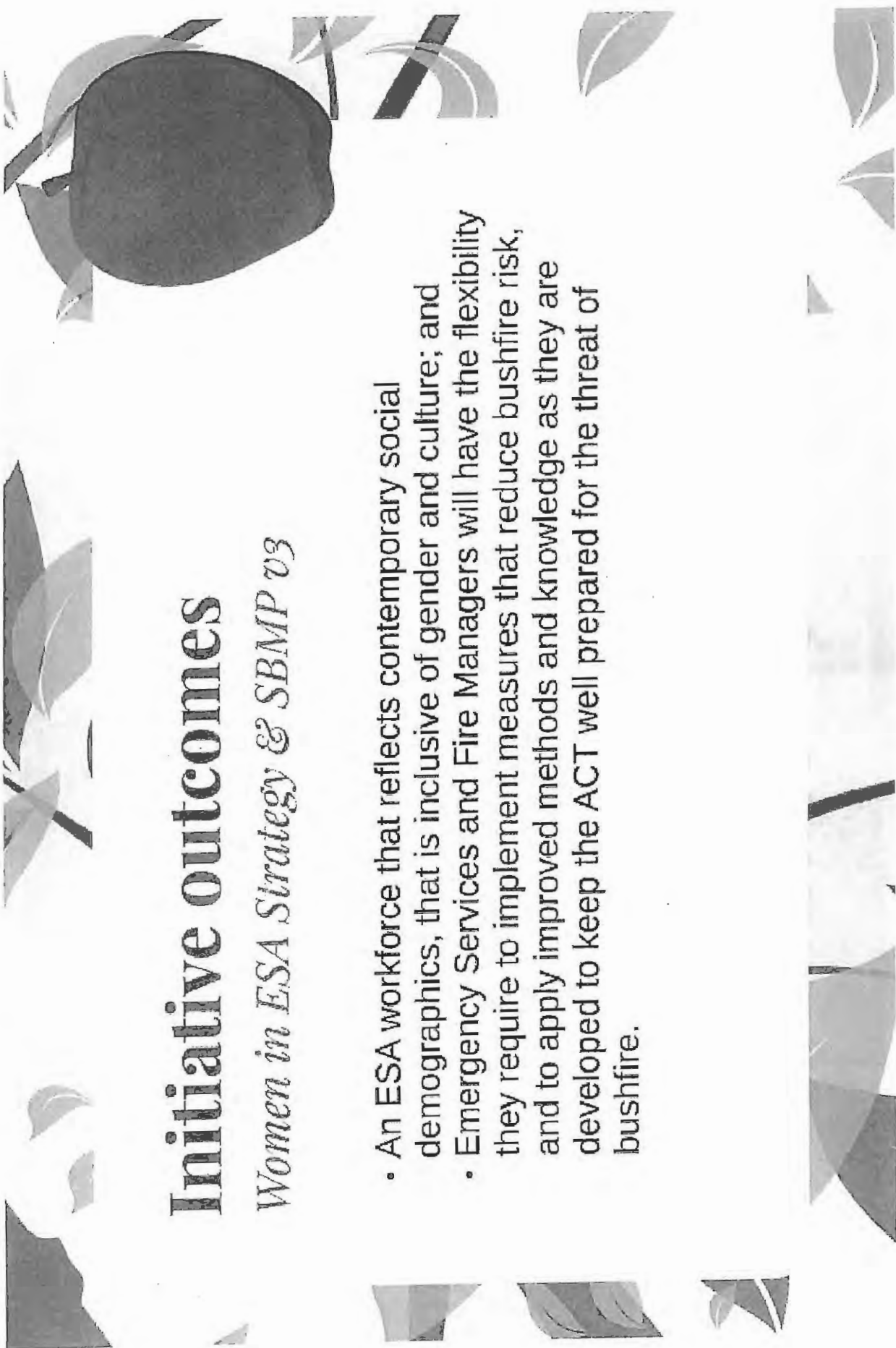


Strategic Reform

+ *ESA Strategic Agenda*

The reforms will specifically be targeted to:

- Respecting the identity of the four operational Services, but operate as a coherent whole;
- Embedding enterprise risk management, including for corporate and investment decision making;
- Retaining our operational excellence;
- Investing in developing our senior leadership and people skills;
- Modernising our governance arrangements consistent with our external operating environment and risk profile;
- Using performance information to improve what we do and how we do it;
- Promoting an inclusive and supportive culture;
- Increasing our diversity to be more reflective of the ACT community; and
- Further transforming our data holdings into useful and timely information.



Initiative outcomes

Women in ESA Strategy & SBMP v3

- An ESA workforce that reflects contemporary social demographics, that is inclusive of gender and culture; and
- Emergency Services and Fire Managers will have the flexibility they require to implement measures that reduce bushfire risk, and to apply improved methods and knowledge as they are developed to keep the ACT well prepared for the threat of bushfire.

Overall Objectives

Top of the tree outcomes:

- adopt a risk based approach to management;
- optimise planning and performance;
- seek opportunities to work better together across prevention, mitigation, response and coordination;
- engaging with risks; necessary in improving;
- strengthened and improved KPI's; and
- leveraged internal data which supports strategic decision making;



Strategic Challenges

External influencing factors

Challenges facing the ESA:

- High community expectations;
- Increasing demand for services (ambulance service);
- Financial sustainability;
- Climate change;
- Increasing population; and
- Ageing population and ESA workforce.

ESA Reviews

opportunities to assist the reform agenda

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Foundation for change management

assisting progression for reform

Project 1: Two day workshop

- addressing gaps in the areas of governance, human resources and cultural behaviour of the ESA.
- reform in the short term include the Communications Centre and in the integration of enabling support services for Fire & Rescue, the Ambulance Service, the RFS and SES.

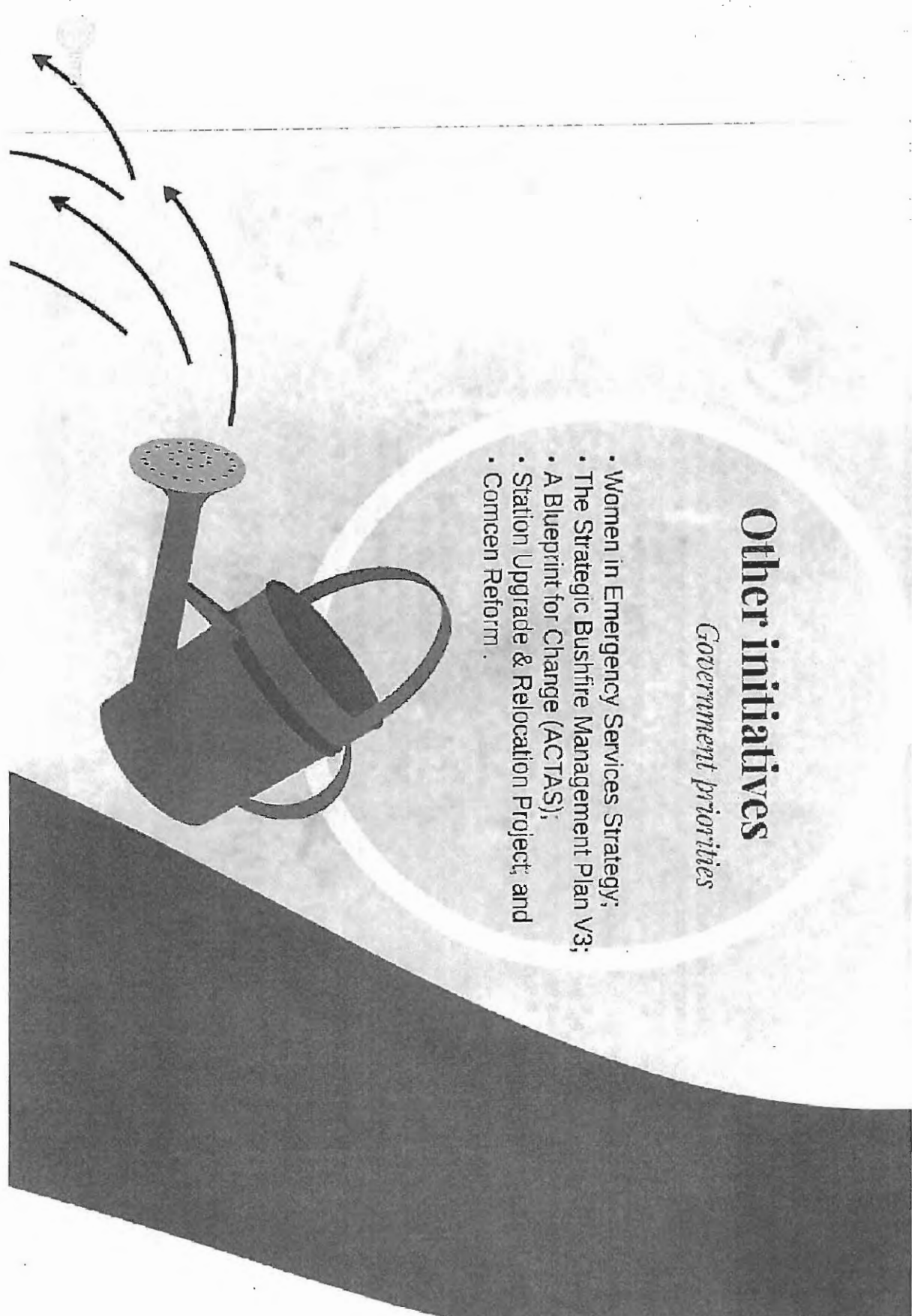
Project 2: Team based coaching clinics

- a series of team-based coaching clinics for the ESA Executive. As the ESA is currently re-profiling its executive team it is timely to also re-set the agenda for the team and assist the individual team members by providing and empowering them with additional skills to drive the reform agenda

Project 3: Advisory Committee Process for "to-be" options

- The core objective of the Review is to contemplate challenges the agency faces into the future, how to best integrate and streamline support services, and how to support growth of the Agency over time. Advisory committees have been formed to enable the strategic meshing of core business service delivery.





Other initiatives

Government priorities

- Women in Emergency Services Strategy;
- The Strategic Bushfire Management Plan V3;
- A Blueprint for Change (ACTAS);
- Station Upgrade & Relocation Project; and
- Comcen Reform.



Project one outcomes

Gaps addressed in governance, human resources and cultural behaviour

- Ensuring the broader management cohort of the ESA (deputy chief officers and senior managers [SOGB and above]) are formally engaged in the change management process;
- Embedding shared commitment to the change agenda;
- Developing a new ESA Strategic Plan reflective of the change agenda, its priorities and wider benefits to stakeholders; and
- Focus on immediate priorities of COMCEN reform and the integration of the enabling support functions.



Project two outcomes

Resetting the agenda and empowering reform

- Engendering executive solidarity, both for the change agenda itself and beyond, to a new business as usual paradigm; and
- Resetting the profile of the ESA's executives as one team.