



**South West Slopes Zone
Strategic Planning Workshop
Tuesday 15th October 2013**



South West Slopes Zone

Strategic Plan 2013 - 2016

June 2014 Milestones

1. Formed District Support Brigade and have a functioning membership (EP)
2. Launched a compelling towns and villages recruitment and induction program (DN)
3. Signed off 10 year Infrastructure Plan including tankers, fire stations and Fire Control Centre (AD)
4. Agreed Fire Control Centre 2016 delivery plan (location and funding) (AD)
5. Draft Bush Fire Risk Management Plan developed (TM)
6. Developed first strategic alliance with Canobolas as a model for all five neighbouring zones (AD)
7. Incentivised training program developed including sponsorship support (EP)
8. Formal mentoring program rolled out for all new members with a focus on women (DN)
9. Increased Tool Box and Gum Tree meetings to improve communications and relationships (TM)
10. Consolidated four Councils into one zone budget (AD)

2016 Targets

New visionary 5 year Risk Management Plan Approved
 All work plans (staff and business district plans) integrated to Treatments and Risk Management Plans

Net increase in members
 Gender and age balance better reflects community

Effective succession plans in place
 Local knowledge identified and utilised in training and mentoring

Effective and dynamic strategic alliances with all neighbouring zones

Clear roles and responsibilities between stakeholders

New Fire Control Centre operational (housing, region and SWS Zone)
 4 new fire stations opened
 10 year Rural Fire Fighting Fund Program adopted by Council

2016 Outcomes

Effective Business & Community Fire Plans

Inclusive, Diverse & Sustainable Member Base

Built & Retained Local Knowledge

Effective & Consistent Zone & Inter-Zone Approach

Highly Collaborative Key Stakeholder Relationships

Robust & Funded Infrastructure

Strategic Investments

Actively Communicate Vision, Mission & Goals

Innovative Recruitment & Retention

Flexible Membership

Training & Mentoring Program

Identify & Adopt Best Practice

Strategic Relationships Between Neighbours

Improve Quantity & Quality of Fire Plans

Partnership Development

Strategic Investments

| | |
|---|--|
| Communicate Vision, Mission & Goals | <ul style="list-style-type: none">• So the membership, community and stakeholders know where we are headed.• Know when we have arrived and market the SWSZ brand |
| Recruitment & Retention | <ul style="list-style-type: none">• Maintain volunteer asset• Grow capability• Retention and increase corporate knowledge• Greater diversity of ideas |
| Flexible Membership | <ul style="list-style-type: none">• Share community strength• Retain experience• Broader talent base |
| Training & Mentoring Program | <ul style="list-style-type: none">• Improves systems and practices• Succession planning• Safer fire fighters |
| Identify & Adopt Best Practice | <ul style="list-style-type: none">• Not reinventing the wheel• Identify what works: share knowledge, measure performance• Save costs |
| Strategic Relations Between Neighbours | <ul style="list-style-type: none">• Synergies of effort and resources• Shared skills• Smooth transitions, common procedures, plans |
| Improve Quantity & Quality of Fire Plans | <ul style="list-style-type: none">• Simple BFRMP – need a new plan• Review• Consult – all NSW, Council, Stakeholders• Treatments• Village protection plans – strategic area plans |
| Partnership Development | <ul style="list-style-type: none">• Sustainable and resilient organisation• Customer service focus: best practice is a not negotiable• Quality investment and broader community recognition of the service |

2016 Outcomes

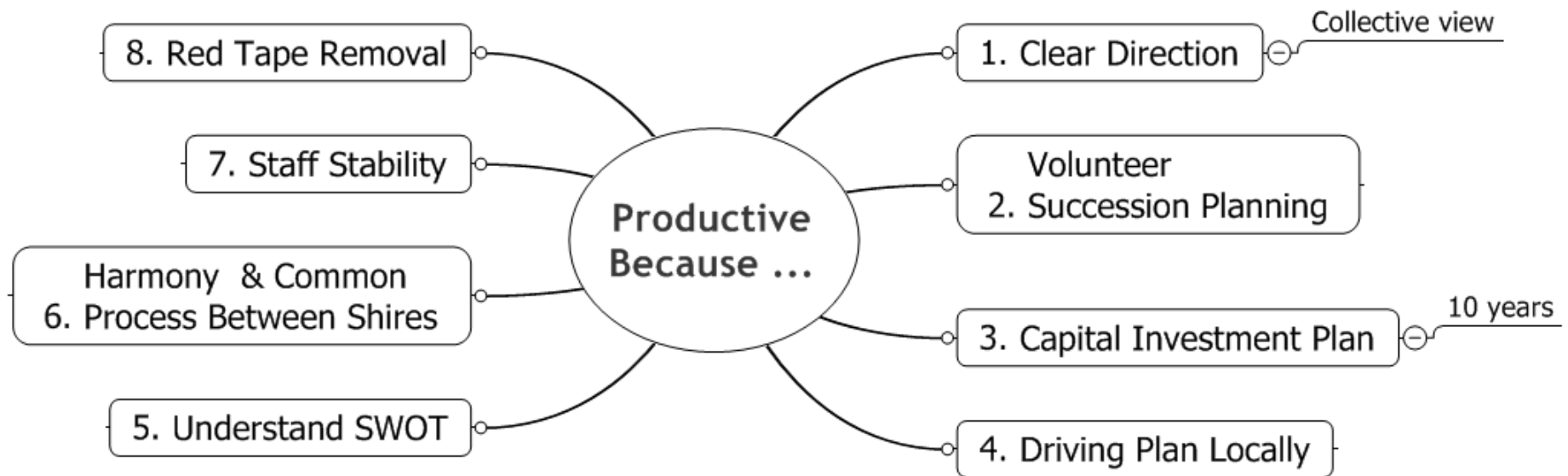
1. Effective Business & Community Fire Plans
2. Inclusive, Diverse & Sustainable Member Base
3. Built & Retained Local Knowledge
4. Effective & Consistent Zone & Inter-Zone Approach
5. Clear Roles & Responsibilities Between Key Stakeholders
6. Robust & Funded Infrastructure

Strategic Investments

1. Actively Communicate Vision, Mission & Goals
2. Innovative Recruitment & Retention
3. Flexible Membership
4. Training & Mentoring Program
5. Identify & Adopt Best Practice
6. Strategic Relationships Between Neighbours
7. Improve Quantity & Quality of Fire Plans
8. Partnership Development

Needs Analysis – Productive Day Because ...

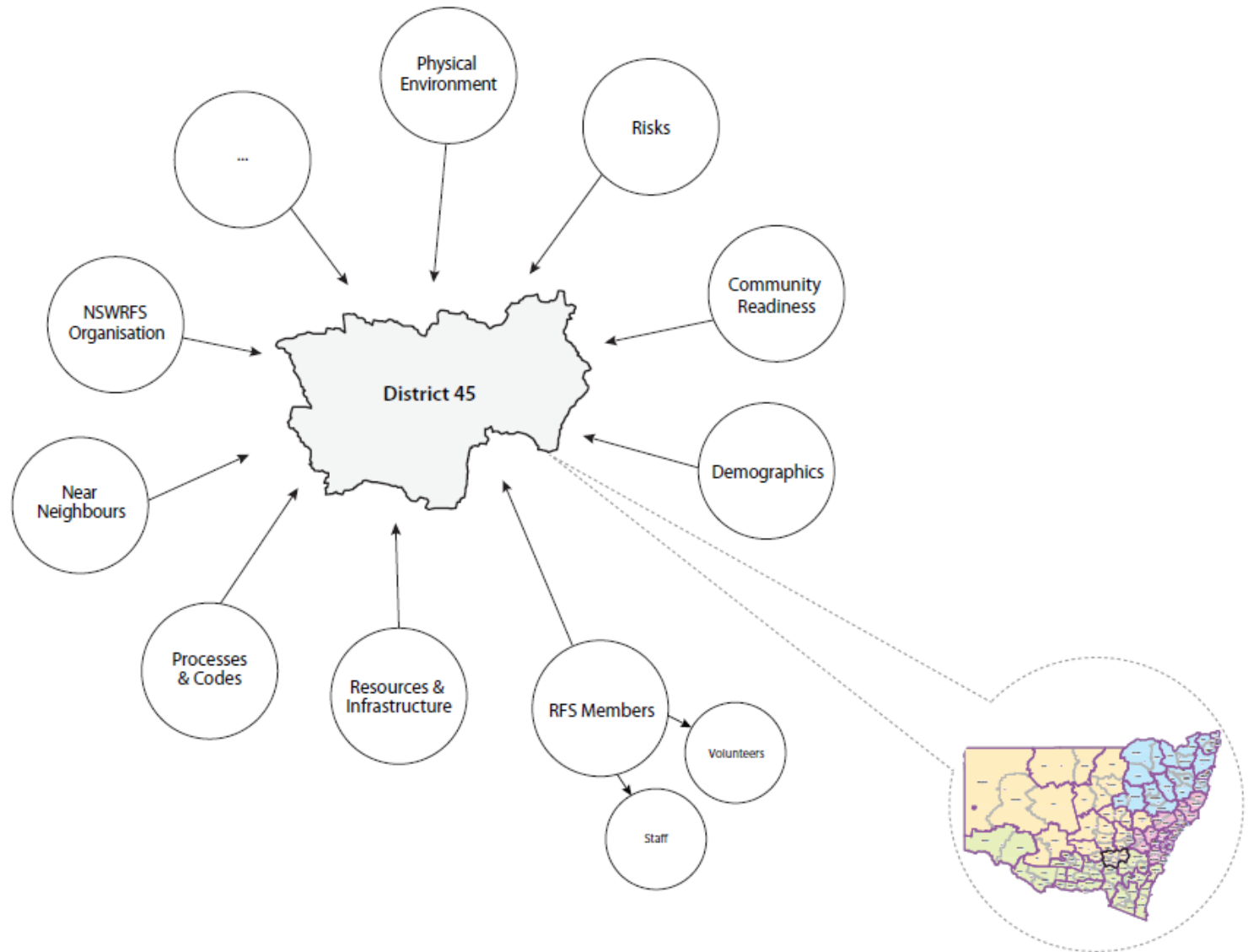
“What do you want to walk away with from today’s session?”



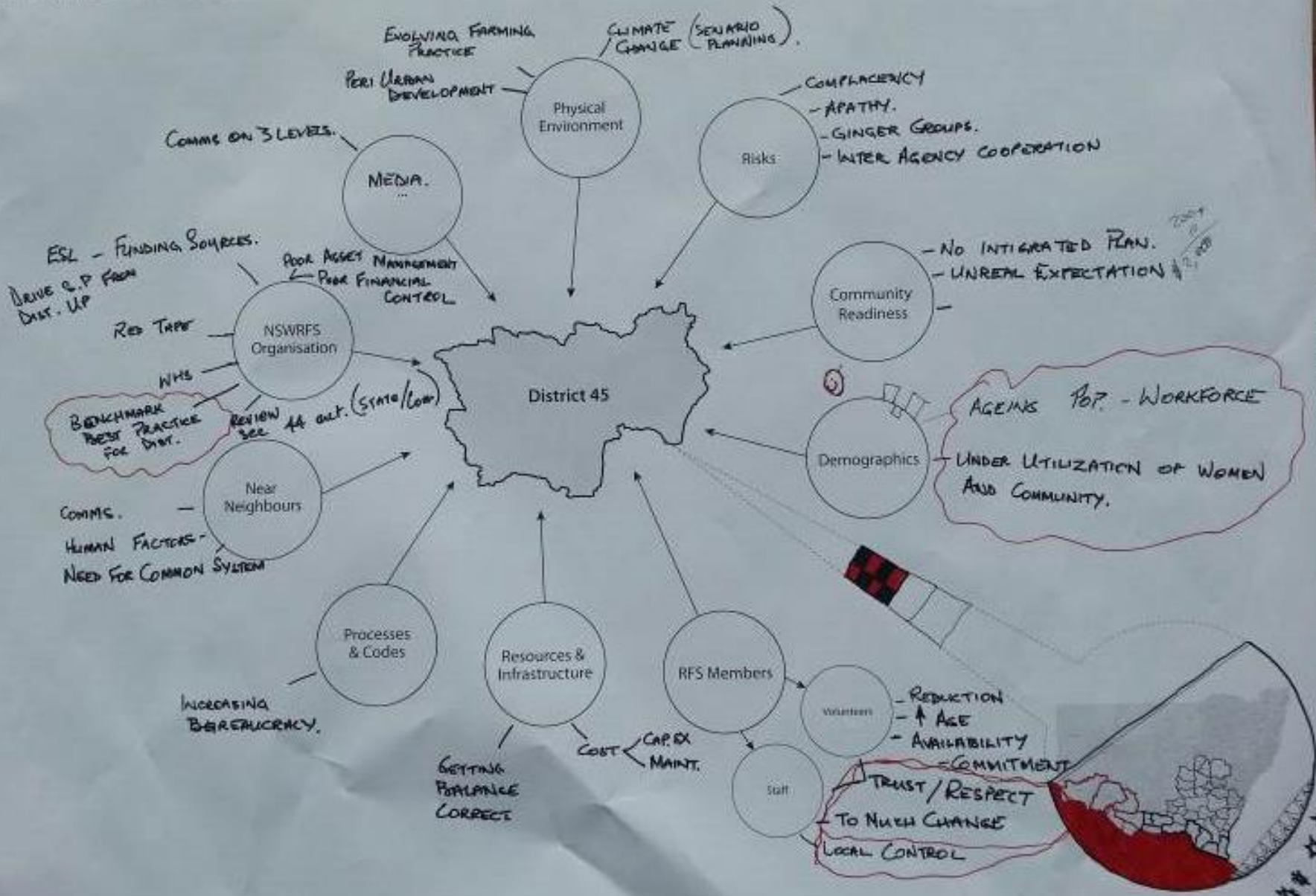
Years of Experience of Group

“What is the number of years of work experience per table?”

| Table | Years of Experience |
|--------------|----------------------------|
| 1 | 200 |
| 2 | 119 |
| 3 | 128 |
| 4 | 196 |
| | |
| Total | 643 |

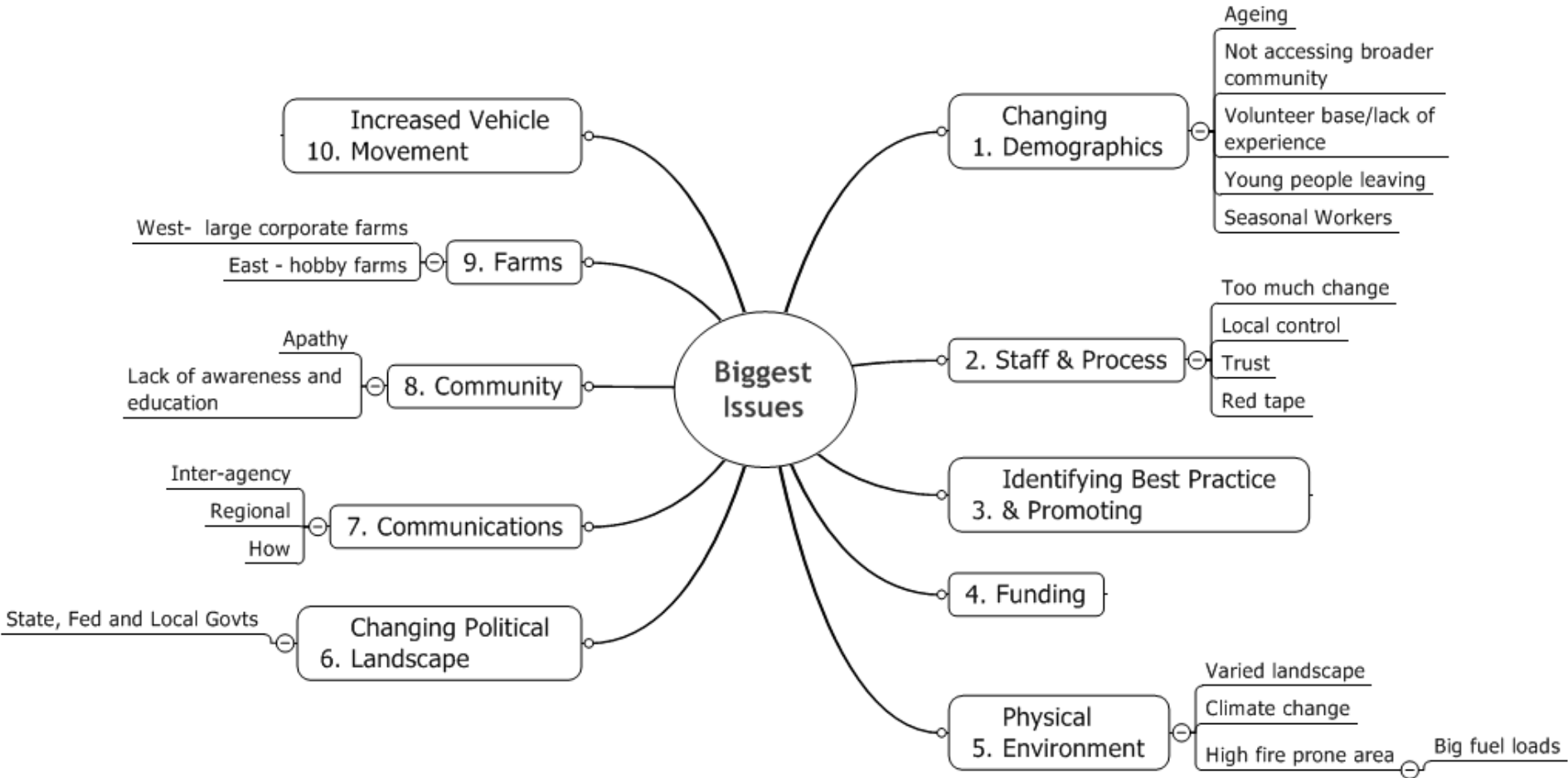


South West Slopes Ecosystem



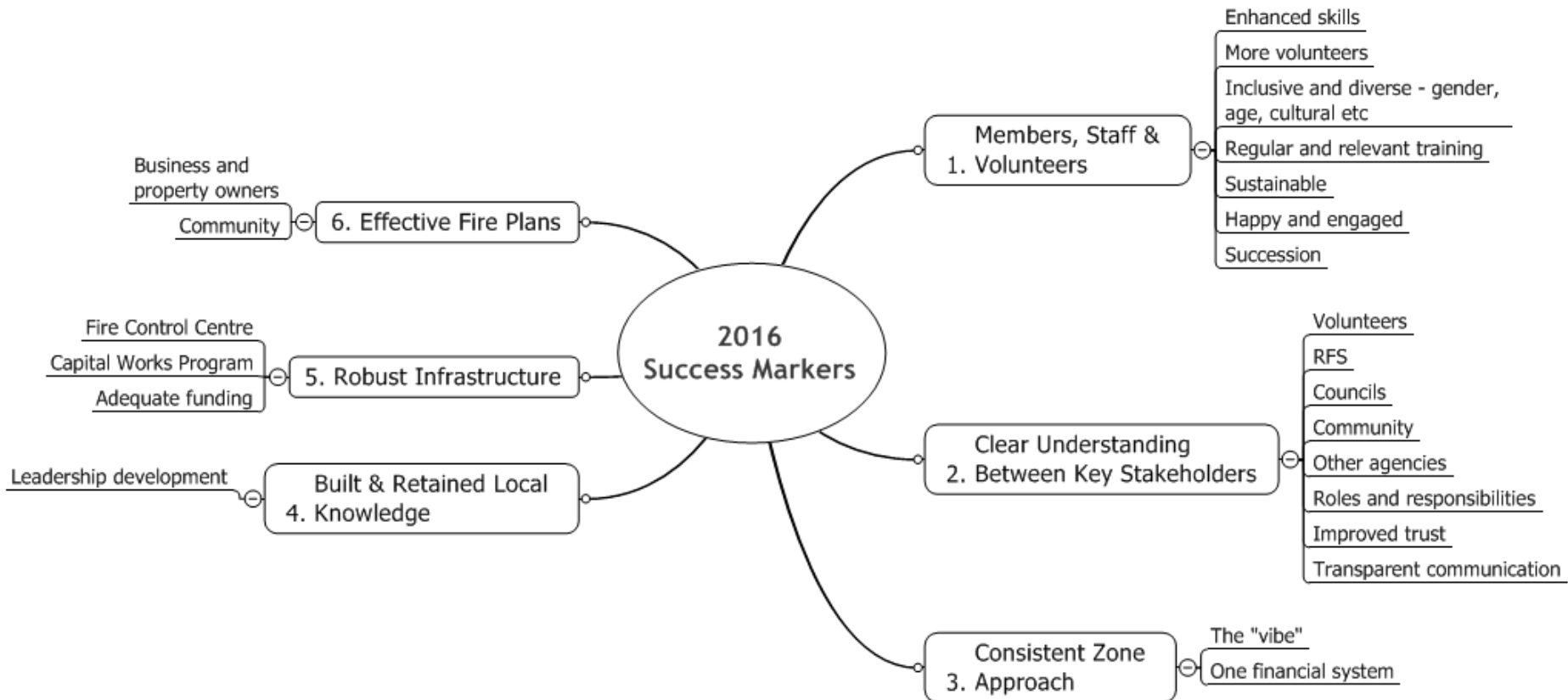
Biggest Issues

“What are the biggest issues facing us?”



District 45 – 2016 South West Slopes

"What are the characteristics we must have to be successful in 3 years time?"



District 45 – 2016 South West Slopes

"Where are we placed today to achieve the 2016 Outcomes?"

1 = Woeful

2 = Poor

3 = OK

4 = Good

5 = Outstanding

NSW RFS South West Slopes 2016 Outcomes

Ranking

1 Members, Staff & Volunteers

2

2 Clear Understanding Between Key Stakeholders

2.5

3 Consistent Zone Approach

4

4 Built & Retained Local Knowledge

2

5 Robust Infrastructure

3

6 Effective Fire Plans

2

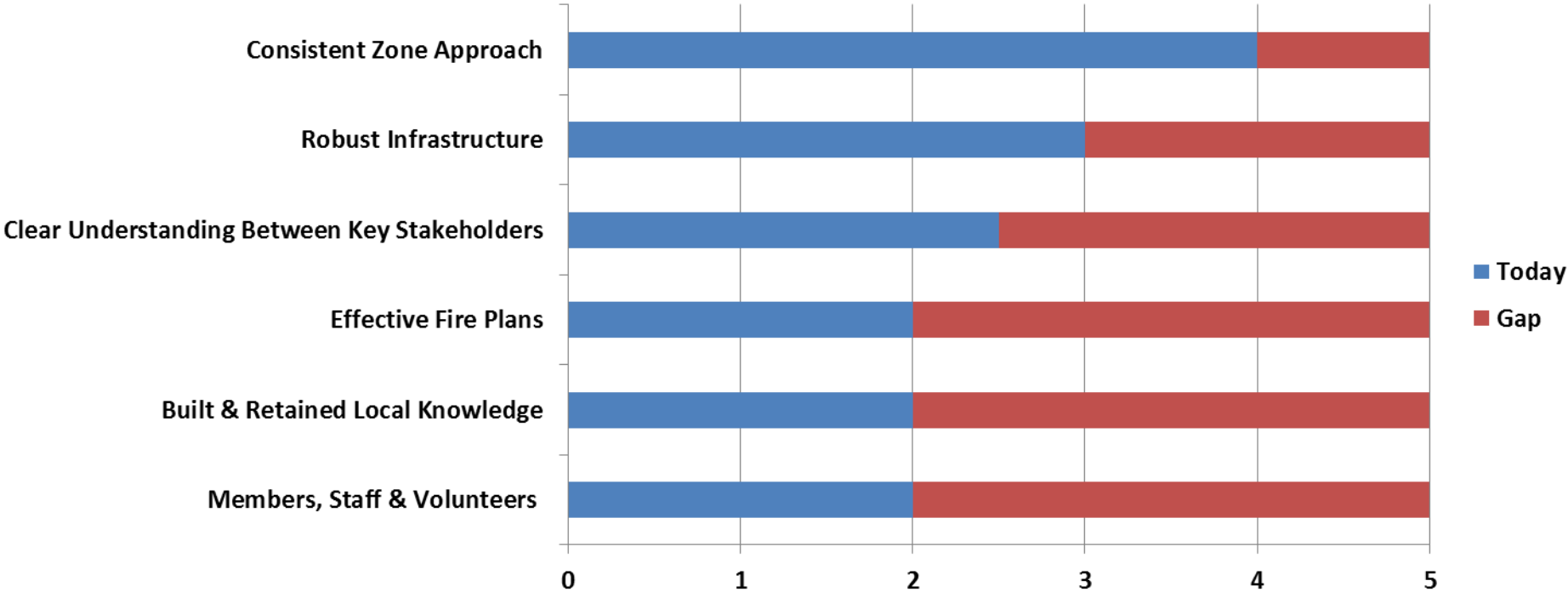
Total

15.5

51.67%

District 45 – 2016 South West Slopes

"Where are we placed today to achieve the 2016 Outcomes?"



Works For Us

- ✓ Platform – organisation, funding, skills, capacity
- ✓ Good structure
- ✓ Committed staff, volunteers
- ✓ Staff stable
- ✓ Good tanker and sheds
- ✓ BFMC increasing capabilities
- ✓ Councils working together
- ✓ Good local knowledge
- ✓ Adopt good practice
- ✓ Willingness to co-operate
- ✓ Cadet programs
- ✓ Good road and transport network
- ✓ Resilient and engaged community
- ✓ Improving council structure
- ✓ New employment strategies

52%

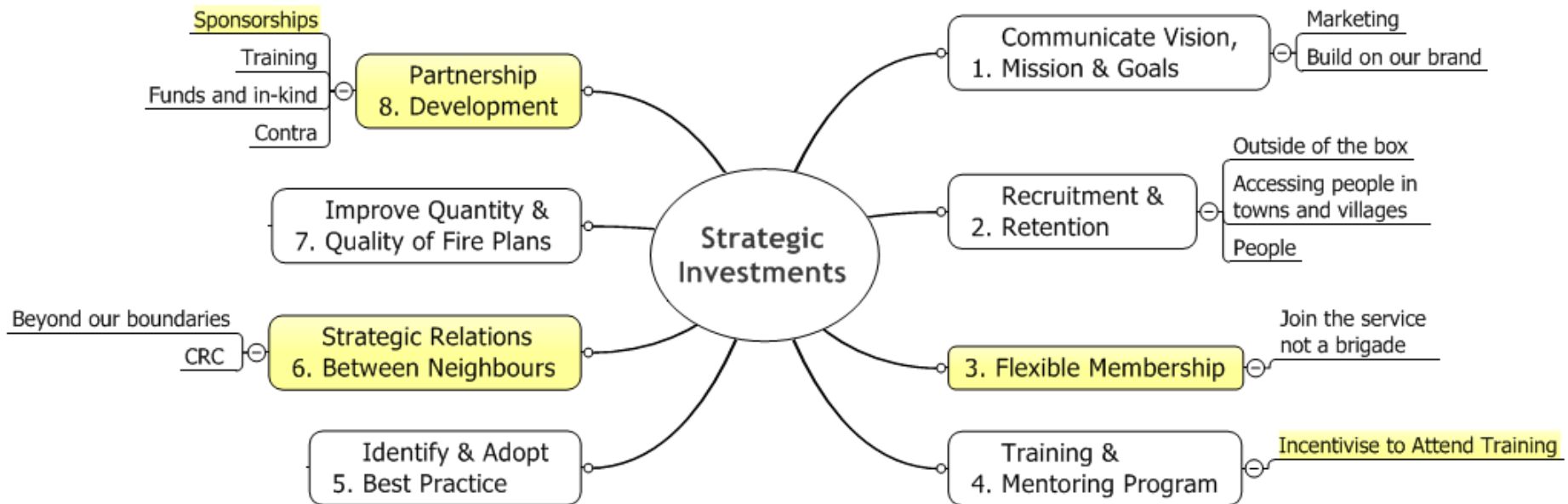
EQUILIBRIUM

Works Against Us

- × Trust between stakeholders
- × Apathy in the community
- × Lack of population
- × Competing priorities for community
- × Technology and communication differences across the shires
- × Skills gaps – staff and volunteers
- × Financial systems (4 sets of books across zone)
- × Brigade culture and attitude
- × Lack of consistent vision
- × Lack of effective leadership across all levels
- × No empowering people
- × Lack of transparency/openness
- × Time poor society
- × Insurance industry cost and policies
- × HO distance and lack of engagement

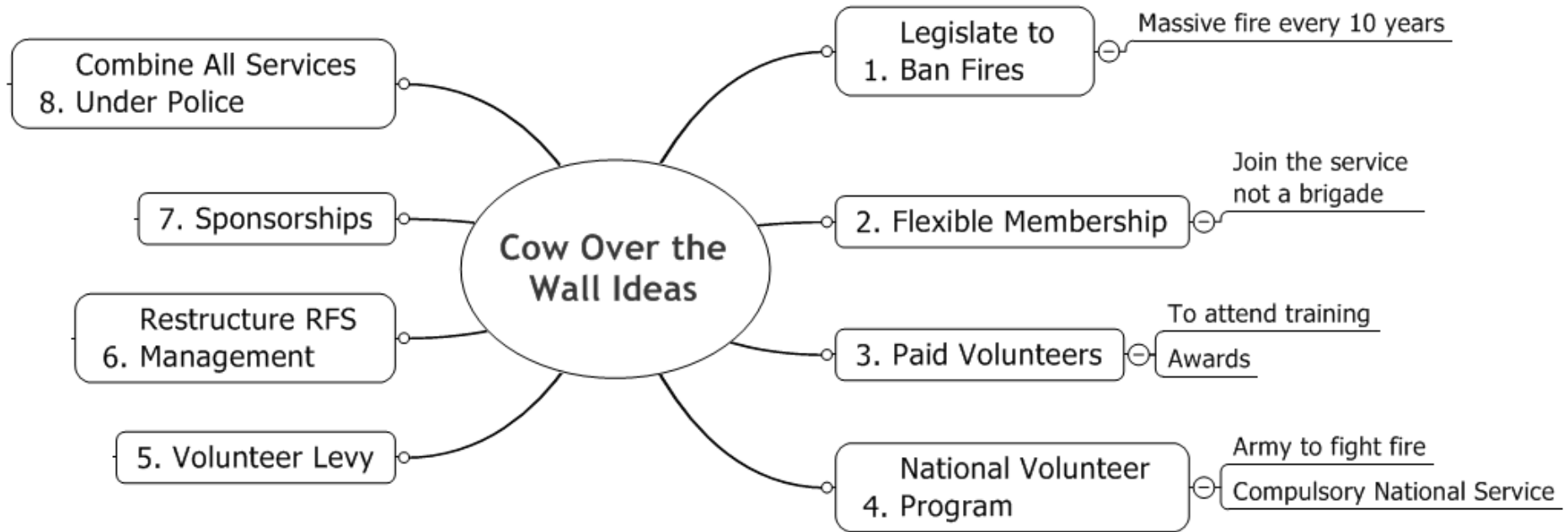
Strategic Investments

“Where do we need to focus our time, energy and investment in to reach our 2016 Outcomes?”



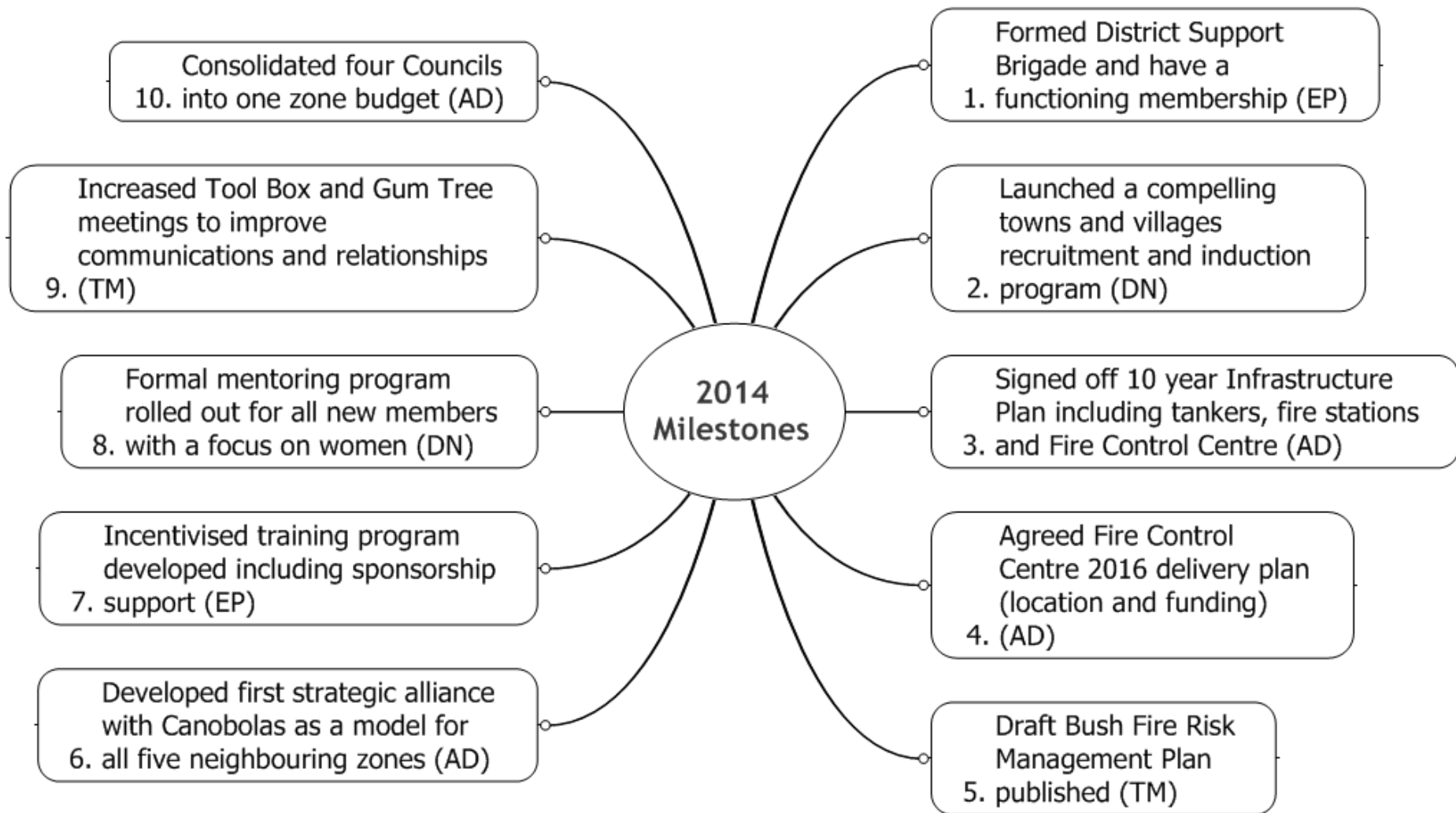
Cow Over the Wall Ideas

“What are some radical ideas that will get us to the 2016 Outcomes faster?”



December 2014 Milestones

“What tangible outputs can we achieve by June 2014?”



The fastest growing business in NSW

Outcomes:

- Great People & Knowledge
- Great Distribution Network
- Great Customer Service
- Great Sourcing
- Great

Strategic Investments (Pathways):

- Attracting & Developing Talent
- Research & Innovation
- Customer Intimacy & Retention
- Business Model & Performance Culture
- Growing Distribution & Reach
- Mergers & Acquisitions



Strategic Plan Licence

No: VC 202504

For NSW Rural Fire Service
South West Slopes Zone

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