

**DEVELOPING A PLAN AND FOUNDATIONS TO BUILD A FIRE SERVICES
STRATEGIC PLAN**

EXECUTIVE PLANNING

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ABSTRACT

This research project resulted in the development of an accepted action plan for the development of the Metropolitan Fire Brigade and Emergency Services Board (MFESB) corporate plan for the period 2001 - 2004. It also produced the MFESB's current strategic planning framework and an environmental analysis that has been used and will continue to be used in the development of the 2001 – 2004 plan.

The problem was that the MFESB's corporate plan required redevelopment for the period 2001-2004. The purpose of the project was to produce an accepted action plan to develop a new corporate plan and an environmental analysis that would inform subsequent identification of strategic issues to be addressed in the planning process.

This research employed both historical and action research to address the following research questions. What does the MFESB's current strategic planning framework consist of? What should the MFESB's 2001 – 2004 corporate plan action plan consist of? What are the results of an environmental analysis to support development of the MFESB 2001-2004 corporate plan?

The principal procedures employed form part of action research methodology and historical research focused on significant government department publications, internal organisational documents and the literature.

The major outcomes of this research were the production of an accepted action plan for developing the MFESB 2001-2004 corporate plan, an environmental analysis that will inform identification of strategic issues for the period 2001-2004 by stakeholders and the documentation of the MFESB strategic planning framework.

The recommendations resulting from the research included (a) publication within the MFESB of the strategic planning framework and within future corporate plan publications,

(b) implementation of the developed action plan to develop the MFESB 2001-2004 corporate plan, (c) wide publication of the MFESB environmental analysis and its use within planning workshops, (d) review of the adopted action plan post development of the 2001-2004 corporate plan consistent with MFESB commitment to continuous improvement principles, and (e) that other researchers consider applying a similar methodology in developing a strategic planning action plan for their own jurisdiction.

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INTRODUCTION

The Metropolitan Fire and Emergency Service Board (MFESB) operates within a large urban environment in the city of Melbourne, Australia. This environment contains a number of significant features. It is geographically large with an area to provide service within of some 1,200 square kilometres. It has a large population of 3.5 million with some 28 percent of its population coming from a non-English speaking background.

The MFESB in the past few years, as a result of external scrutiny focused on productivity issues, has broadened the service delivery of the organisation by operational staff to encompass emergency medical response and a variety of existing and newly developed community safety initiatives.

The problem is that the current MFESB 1997 – 2001 corporate plan will soon be out of date and an action plan is needed to be developed and implemented to build a new corporate plan by December 2001.

The purpose of this research project is to produce an accepted action plan to develop a new corporate plan and an environmental analysis that will inform identification of strategic issues for the 2001 – 2004 period. Historical and action research methods are employed to answer the following questions:

1. What does the MFESB's current strategic planning framework consist of?
2. What should the MFESB's 2001-2004 corporate plan action plan consist of?
3. What are the results of an environmental analysis to support development of the MFESB's 2001-2004 corporate plan?

BACKGROUND AND SIGNIFICANCE

The MFESB (formerly the MFB) was established as a result of a parliamentary review in December 1890, which saw the introduction and establishment of a full time fire fighting service in Victoria. Prior to 1890, volunteer brigades operated in the suburbs, whilst insurance company financed brigades operated in the city.

The MFESB operates as a statutory body, within the responsibility of the Minister for Police and Emergency Services and reports to the Department of Justice, to provide a service throughout the Metropolitan Fire District (MFD). The MFD comprises an area of approximately 1200 square kilometres including the central business district of Melbourne, the second largest city of Australia and a major focus of activity on the Southeastern seaboard. The remainder of the state is serviced by the Country Fire Authority, a predominantly volunteer fire service. Service delivery is achieved through 47 strategically located fire stations staffed by approximately 1500 uniformed operational staff, supported by 350 nonuniformed staff.

Historically the MFESB focused on fire suppression as its core activity, through it has since evolved into an integrated emergency service via related diversifications. Today, the MFESB provides extensive service to the community of Melbourne, including fire safety, public education, rescue and suppression activities. The MFESB also ensures safety for life, property and the environment through the role in the development and planning stage of public and private building and dangerous goods proposals.

The MFESB first commenced business planning more than ten years ago when the Board put in place a series of programs to manage the organisation effectively towards the end of the century. Since that time there have been a number of changes to content, formulation method and format of these plans. To assist in the strategic planning process the organisation employed a strategic planner. In developing the corporate plan the organisation considered the strategic

direction of the government, the Department of Justice and the empowering legislation. This is critical in gaining the essential political support to achieve approval. The vision is designed to take into account the need to develop a 'self help' community, whilst maintaining appropriate support services. There is a need to be cognisant of the cost of providing services and an aim to ensure that these costs are realistic in the context of other demands of the public. Metropolitan Fire and Emergency Services Board (1997) contains the previously agreed vision, functions, community outcome and strategic directives:

Vision

Partners in community safety

Functions

To provide for fire suppression and fire prevention services in the Metropolitan Fire District.

To provide for emergency prevention and response services in the Metropolitan Fire District.

To carry out any other functions conferred on the Board by the Metropolitan Fire Brigades Act or any other act.

Community Outcome

Minimise, at an acceptable community cost, loss of life, injuries, and the associated impact on the community, property and the environment of fire and other emergencies.

Objectives

Through partnership increase community confidence and capabilities.

Improve performance productivity and accountability.

Manage resources for today, tomorrow and for the future.

Strategic Directions

Effective emergency prevention and preparedness

Appropriate emergency response

Strong corporate leadership. (p.14)

That plan was influenced by a number of issues arising in the 1990's. A Public Bodies Review Committee report examined the organisation in great detail (Parliament of Victoria Public Bodies Review Committee, 1994). One of the key issues identified was a decrease in demand for traditional activity and hence an examination of firefighter productivity took place. A key outcome was the acceptance and recommendation for the trial of an emergency medical response (EMR) program in the City of Melbourne. That trial commenced formally in 1998 and is currently ongoing under the supervision of Monash University, Melbourne. Enterprise bargaining processes have also resulted in formalisation of existing and planned community safety programs under the term Community Safety Model.

A broadened approach to the delivery of emergency response over the past few years has occurred as a result of organisational decisions to provide specialist services and to better respond to the changing nature of emergencies in the community. This approach has seen the development of specialist training programs and qualified operational staff in diverse areas such as; Fire Investigation and Analysis, Dangerous Goods Audit, Hazardous Materials Response, High Angle Rescue, Trench Collapse Rescue, Confined Space Rescue and Water Access Firefighting and Rescue.

October 1999 saw a surprise election result in the State of Victoria with the election of a minority 'socialist' labour government after nine years of a radical reformist conservative liberal government.

The new government has introduced its policy of appointing an Emergency Services Commissioner to set standards of fire cover across the state which the Country Fire Authority and MFESB will need to report performance against. These two fire services share a boundary with the issues of a career service sharing an operational boundary with a volunteer service being developed over a large period of time. The Commissioner is also empowered to review resource sharing issues between the two services.

The new government also has a completely new set of values. It does not support the sell off of public assets. It does not support corporatization, privatization or outsourcing of public services, especially essential services. It has a rural and regional focus as it was this electorate that delivered it government. It also has prescribed a community based and consultative approach with respect to changes in services to the community. Much of this is a direct contrast to the activity and direction of the previous government.

Hence the environment the organisation is facing in the early years of the new millennium is quite changed. The addressing of the research problem and questions will help place the organisation to best meet the emerging demands and opportunities.

This research is related to the strategic planning element of the National Fire Academy's *Executive Planning* course.

LITERATURE REVIEW

Literature was reviewed at the National Fire Academy (NFA), the MFESB library and interlibrary loan where appropriate.

The objectives of the MFESB are stated in the *Metropolitan Fire Brigades Act 1958* as follows (Parliament of Victoria, 1997).

The Metropolitan Fire and Emergency Services Board will:

- Provide for fire suppression and fire prevention services in the Metropolitan Fire District;
- Provide for emergency prevention and response services in the Metropolitan Fire District; and
- Carry out any other functions conferred on the Board by the Metropolitan Fire Brigades Act or any other Act. (p.10)

The meaning of emergency in legislation is important as it provides a basis on which to ensure the organisation can meet its service delivery obligations. It is defined in the *Metropolitan Fire Brigades Act 1958* as follows (Parliament of Victoria, 1997).

Emergency means an emergency due to the actual or imminent occurrence of an event which in any way endangers or threatens to endanger the safety or health of any person or which destroys or damages, or threatens to destroy or damage, any property or endangers or threatens to endanger the environment or an element of the environment, including, without limiting the generality of the foregoing-

- (a) an earthquake, flood, wind-storm or other natural event; and
- (b) a fire; and
- (c) an explosion; and
- (d) a road accident or any other accident (p.2)

This definition is consistent with other legislation dealing with emergencies and emergency management. The organisations' mission statement is "to minimise at an acceptable community cost, loss of life, injuries, and the associated impact on the community, property and the environment of fires and other emergencies" (Metropolitan Fire and Emergency Services Board, 2000, p.2).

The MFESB has more formally adopted existing and planned community safety initiatives through different processes. A review was undertaken by consultants of emergency response delivery stems resulting in Government agreed recommendations. KPMG (1997) published the following recommendations:

1. A greater community safety role for the Brigade;
2. A more commercially orientated organisation of operations to increase accountability;
3. Establishment of benchmarking for the cost of services to provide feedback to staff on performance and to act as a drive for organisational improvement. (p.94)

Organisations who pay attention to strategic planning generally employ an architecture, hierarchy or framework such as models described by Thompson and Strickland (1998, p.45) and Stoner, Collins, and Yetton (1985, p.158). The planning overview authored by the government department the MFESB is responsible to provides substantial external and particularly internal government environmental analysis along with it strategic planning framework (Department of Justice, 2000). It contains little specific mention of the MFESB however there is an expectation that agencies will endeavour to produce compatible frameworks.

The MFESB Corporate Plan 1997 – 2001 provides historical content and a previously accepted framework and outcomes and will be considered in determining the framework for the period 2001-2004 (Metropolitan Fire and Emergency Services, 1997).

The MFESB Annual Report to the Victorian Parliament provides information to stakeholders, required performance and activity reporting. Importantly it demonstrates the transparency and accountability framework required by the legislation that underpins the role of the MFESB (Metropolitan Fire and Emergency Services 2000a). The MFESB Annual Plan

provides an executive summary of corporate directions, commitments and divisional business plans (Metropolitan Fire and Emergency Services, 2000b).

The literature offers a variety of strategic planning models and actual processes to achieve specific plans in both the public and private sectors. The emphasis in early literature including Stoner et al. (1985), Ohmae (1988) and Gray (1996) is on models appropriate to the private sector. Later literature such as Bryson (1995), National Fire Academy (n.d.), Fire (1997), Young (1996) and Wallace (1998) provide tailored models appropriate to the public sector or the fire service in particular.

Wallace (1998) has modified the processes offered by Bryson (1995) and Goodstein, Pfeffer, and Nolan (1992). He describes his 12 step approach as a fire service specific model.

Those steps are;

1. Identifying the Departments values,
2. Planning to plan strategically,
3. Selecting and Recommending a Strategic Planning Process,
4. Identifying the Department's Mandates,
5. Developing the Mission of the Department,
6. Creating a Philosophy of Operations,
7. Assessing the Opportunities and Threats of the External Environment,
8. Assessing the Strengths and Weaknesses of the Internal Environment,
9. Identifying the Strategic Issues of the Department,
10. Creating Strategies for Strategic Issues,
11. Creating the Department's Ideal Future Through Proactive Futuring,
12. Operational Planning from a Strategic Perspective. (p. xiii)

Bryson (1995, p.21) describes a “strategy change cycle” that is a ten step planning process with similar elements to those described by Wallace (1998). Goodstein et al (1992) also offer a similar nine step model titled the “Applied Strategic Planning Model”. This model is taught at the National Fire Academy and introduces the concept of identifying lines of business (LOB) that an organization will develop to fulfill its mission.

Davis and Devinney (1997), critically examine the distinction between planning and strategy development. “Formal planning systems are neither essential to, nor a guarantee of good strategy” (Davis & Devinney,1997, p. 329). They see the development of strategy as a creative activity that must be partnered with effectiveness through a structured, rational planning process. Mintzberg (1994) also cautions that over formalized and rational strategic planning processes often spoil strategic thinking and that planners should make their contribution around the strategic making process rather than inside it.

Gray (1986) canvases many criticisms of adherence to excessively rational planning systems including that they are time consuming to complete, divorced from reality and “worst of all conducive to dangerous, short term financial orientation in top managers” (p. 47). Gray (1986) also reports the results of interviews and surveys that show that the concept itself is not the problem rather faulty preparation and implementation which can be overcome by involving line managers as also discussed by Goold & Campbell (1997) and Cope (1992).Defining business units correctly is discussed by Goodstein et al. (1992). Outlining action steps in detail and integrating the strategic plan with the organizational controls is discussed by Gray(1986). Goold and Campell (1997) discuss the role of line managers and see that central leadership can inhibit business autonomy and coordinated strategies detract from personal accountability. Successful corporations make trade offs.

Hayes (1985, p.112) examines the flaws of a traditional “ends-ways-means” model. His major criticism is the short term thinking approach undertaken at many companies. He also proposes the need to be aware of choosing between a tortoise (incremental) and hare (strategic leap) approach. He proposes a guerilla warfare approach. Gray (1986) also criticizes the shortcomings of a short-term financial orientation in top managers. A need for the outlining of action steps in detail is specified.

Kaufmann (1992) identify six enemies of strategic planning and ways to overcome them. They are:

1. A focus on means rather than ends,
2. Failure to recognize the three different levels of results; micro (individual) move (organisational) mega (societal),
3. Lack of measurement criteria in objectives,
4. Needs are defined as gaps in resources or methods rather than as gaps in results,
5. A mission that is not proactive or durable
6. Not making plans that exceed comfort zones. (p.108)

Cope (1992) amongst others sees that strategic planning is proactive and direction finding for the whole enterprise in relation to the ecosystem. Fleming (1996) writes from the perspective of emergency service organisations and lists environmental changes such as social, cultural, legal, political, economic and technological issues. Wallace (1998, p.102) refers specifically to a PEST analysis which is widely used in environment analysis. PEST is an acronym for political, economic, social and technological.

Fleming (1996), Wallace (1998), Bryson (1995), Thompson and Strickland (1998) and Stoner et al. (1985) are but a few authors who discuss the strengths, weaknesses opportunities and threats (SWOT) approach to environmental analysis. The goal in SWOT analysis is to focus on the strengths of an organisation while minimizing the effects of its weaknesses at the same time seizing the opportunities present in the environment and avoiding environmental threats

(Fleming, 1996). Government policy provides key information as to the desired corporate direction of the MFESB including explicit direction regarding a service standards and resource sharing review obligation (Australian Labor Party Victoria, 1999).

Davis and Devinney (1997) and Schilit (1998) stress that strategic change frequently occurs as a consequence of some external stimuli. This external stimuli can include regulators, competitors, suppliers and others (Schilit, 1998, p.42). Porter (1980) as discussed in Davis and Devinney (1997, p.287) introduced a powerful framework to describe the principal forces that bear on industry competition. They are; suppliers, substitutes, buyers, industry competitors and potentially entrants. This approach offers a different lens through which an organisations environment can be viewed offering potential new and different insights.

PROCEDURES

Definition of Terms

Corporate Plan	A strategic forward look plan that envisions the future and how to get there.
EMR	Emergency Medical Response
Environmental analysis	An analysis of an organisation's internal and external operating environment
LOB	Lines of Business
MFB	Metropolitan Fire Brigade
MFD	Metropolitan Fire District
PEST	Political, Economic, Social, Technical
SWOT	Strengths, Weakness, Opportunities, Treats

Research Methodology

The desired outcome of the research was to develop an action plan that will assist in guiding the development of the MFESB Corporate Plan 2001-2004. It will also provide documentation of the current strategic planning framework and the outcomes of an environmental analysis that will assist the corporate plans development.

The research was action research in terms of using current understanding and results of the research questions to inform the development of an accepted action plan that will achieve production of the future corporate plan. Historical research will inform the results of research questions that will help develop the accepted action plan to be found in Appendix A.

The research was historical research which considered the available literature, and the previous corporate plan, its supporting research and a variety of source documentation to inform the environmental analysis. The environmental analysis was also contributed to by action research and the result is to be found at Appendix B.

Assumptions and Limitations

The research is believed to be straightforward with a focus on pragmatism and practicality in obtaining an acceptance by stakeholders of the outcome. Hence an assumption is made that all parties have a stake and a real interest in achieving this result. It is believed at this stage to be a realistic and positive view on which to proceed, however, it would be wise to monitor this belief over time.

Action Research Steps

The following action research steps were sourced from the National Fire Academy's *Executive Development* course student manual (National Fire Academy, 1997).

- a) Recheck problem statement for clarity and comprehensiveness.

The problem is very clear in terms of the need to develop an action plan to support development of the MFESB Corporate Plan 2001-2004 along with an understanding of the strategic planning framework and the results of an environmental analysis. It is comprehensive in terms of providing a clear and accepted action plan and environmental analysis that embraces the needs of the planning process.

b) Establish broad goals.

The purpose is to develop an accepted action plan and support material for production of the MFESB, Corporate Plan 2001- 2004.

c) Conduct a situational analysis including influencing focus.

This analysis will be found in the answers to research questions section and will be the result of processes to address research questions most particularly the environmental analysis produced and documented at Appendix B. It will also be found in the introduction, background and literature review. A situational force field analysis is provided here.

Assisting Forces

- CEO championship of plan
- MFESB Board need

Resisting Forces

- Demand for other project work
- Staff availability
- Staff interest

d) Define and prioritise strategies.

The action plan will capitalise on assisting forces and will prioritize stages of work.

e) Set objectives.

The action plan will document a series of specific objectives that must be accomplished including an environmental analysis.

- f) Develop step by step action plans for accomplishing each objective.

This will occur through implementation of the action plan.

- g) Implement the plans.

Outside the scope of this research project.

- h) Evaluate outcomes.

The outcome of the action plan can only be evaluated post implementation of the plan.

A number of specific processes were used to address each research question. These processes were chosen pragmatically given the emphasis of the research was action research to achieve specific outcomes. The research question processes were as follows:

Research Question 1. What does the MFESB's current strategic planning framework consist of?

Use of literature review, staff interview, draft development and review with corporate planner.

Research Question 2. What should the MFESB's 2001-2004 Corporate Plan action plan consist of?

Use of literature review, draft development, review against models and organisation fit, consultation and professional judgement.

Research Question 3. What are the results of an environmental analysis to support development of the MFESB's 2001-2004 corporate plan?

Use of historical experience, consultative approaches and professional judgement.

Consultation with stakeholders, a planning team workshop, draft review by senior staff use of a mix of processes sourced from a literature review and professional judgement.

RESULTS

The MFESB 2001-2004 Corporate Plan Action Plan accepted by stakeholders is provided at Appendix A. It also contains the version documented prior to application of learning's from the literature review and research. The results of the environment analysis is provided at Appendix B.

Answers to Research Questions

Research Question 1. The results identify four levels of planning within the MFESB which are described below.

The first level is the corporate or enterprise level. The philosophy by which the corporate plan for the MFESB was developed during a planning conference attended by executive management and key advisers from within the organisation. The MFESB was attempting to redefine its business towards the direction of becoming a full range community safety organisation. This has meant restating the organisations vision, goals and function.

Planning is about looking to the future to determine where the organisation is heading and how it is going to get there. It is about establishing a vision, while dealing with reality. By taking time to plan the organisation can carefully consider the objectives at the broad strategic level.

It must ask questions such as: What is the environment in which we conduct our business? What are we seeking to achieve? Why have we adopted this strategy? and finally, How will we know if we have been successful?

The corporate plan outlines the key directions and policies of the Board for the next five years. It provides the framework for all other planning in the organisation and the link between the expectations, directions, and policies of the government and the actions of the organisation. The corporate plan is prepared by the organisation and is endorsed by the Board. The Board

monitors the implementation of the corporate plan. It is reviewed annually to ensure that it continues to reflect the direction of the organisation and that the targets are being met. At this time, the plan is also projected forward another year providing an ongoing progression of our vision and direction.

The second level of the strategic plan is the business level. At this level the MFESB has utilised the functional structure of the organisation so that each directorate develops plans to complement the corporate plan. These business plans provide the detail of the activities of the organisation for the coming twelve months. The role of the business plans is to make a clear statement of what the organisation or division has undertaken to deliver, expressed as outputs.

It identifies the outcomes to which these outputs contribute, their costs and the accountability for ensuring that they are provided in a timely and efficient manner. The business plan focuses on the results to be achieved, the goals, how they will be achieved, who will be accountable for the delivery and what will success look like. These plans also detail output delivery, major initiatives, output targets and their contribution to corporate objectives and organisational interdependencies.

The third level of the strategic plan is the functional level. Due to the structure and size of the organisation, the MFESB has combined this level of plan with the operating or fourth level. At this level, the organisation prepares detailed operational plans for each of the departments, an asset management plan, an information technology plan, a human resources plan, a training and development plan and a range of other plans to assist in the implementation of the corporate plan.

All plans are reviewed and monitored regularly to ensure that the activities being undertaken are consistent with the corporate direction. This is done by monthly, quarterly and annual reporting mechanisms. Budget and resource allocation is based on the business plans and

no tasks are undertaken that do not contribute to achieving the corporate vision or meeting statutory responsibilities.

Research Question 2. The outcome of the investigation with respect to developing an action plan can be found at Appendix A. Importantly, Appendix A also contains the action plan documented prior to application of learnings from the literature review. The difference is seen as quite significant by the planning team and the final product has been accepted following discussion. The final result is seen as a process by which the MFESB can add significant value to the development steps and final corporate plan outcomes scheduled for delivery in December 2001.

Bryson (1995), Wallace (1998) and Goodstein et al (1992) were considered in depth against the planning teams knowledge of the MFESB's internal and external environment in terms of activities that would fit the organization. Hence the outcome is one specific to the uniqueness of the MFESB and its operating environment.

Research Question 3. The environmental analysis developed is placed at Appendix B and is the result of adopting a number of methodologies. A traditional strength, weakness, opportunity and threat (SWOT) analysis as described by Wallace (1998), Thompson and Strickland (1998) and Stoner et al. (1985) was undertaken. A political, economic, social and technical(PEST) analysis as described by Davis and Devinney (1997) and Schilit (1995) was also undertaken. A competitive advantage analysis as described by Porter (1980) in Davis and Devinney (1997, p.287) was also completed.

The outcome of the environmental analysis is documented in Appendix B and will be used by internal stakeholders and staff in December 2000 corporate planning workshops as background knowledge to identify strategic issues or priorities for the organisation in the period 2001-2004.

DISCUSSION

The outcome of the action research has been developed using appropriate results from the research questions. The corporate plan action plan agreed by the planning team offers a means of progressing achievement of the 2001- 2004 corporate plan.

The literature review, particularly Bryson (1995), Wallace (1998) and Goodstein et al. (1992) reinforced the importance of the outcome in terms of ensuring there is an agreed process that ensures the organisation is well placed to create a corporate plan that will facilitate it creating its desired future.

The research results, particularly the environmental analysis, also help inform stakeholders in the planning process so that their participation occurs in a meaningful and useful way. It is important to emphasize that though the outcomes of the research questions are organization specific the methodology of drawing upon the literature and particularly, prominent planning models to add value to existing processes within organisations, is valuable.

The use of different environmental analysis approaches does offer the ability to bring different perspectives that leads to a more comprehensive analysis. Of particular assistance beyond the well know SWOT analysis described by Thompson and Strickland (1998) was the PEST analysis framework described by Davis and Devinney (1997) and Schilit (1998) which is reflected by its use in the final environmental analysis produced and placed in Appendix B.

The strategic planning framework documented in the result to research question one offers an overview and framework that allows the organisation to place its various planning processes into context and reflects to a significant degree models described by Thompson and Strickland (1998) and Stoner et al. (1985).

The final action plan in Appendix A contains an important step relating to the identification of organizational values. An unintended outcome achieved by the research was the

identification of a lack of a published and owned set of organisational values. This is seen as a significant gap in the organizations structure and operating philosophy. Hence a values development process has been signalled to the wider organisation through publication of that environmental analysis. The process of values identification and ownership will continue through the plans development process. This is seen as important by the MFESB Chief Executive Officer.

RECOMMENDATIONS

1. That the MFESB's strategic planning framework be internally published and form part of the corporate plan in executive summary form.
2. That the MFESB corporate plan 2001 – 2004 action plan be followed in developing the future corporate plan.
3. That the environment analysis developed be shared with stakeholders in planning workshops to help inform vision and strategic development.
4. That the process adopted for the 2001-2004 plan be the subject of process review at conclusion of the development period consistent with the organisations continuous improvement commitment.
5. That other researchers consider applying a similar methodology in developing a strategic planning action plan for their own jurisdiction.

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APPENDIX A

MFESB 2001 – 2004 CORPORATE PLAN Action Plan

Legend

Blue italics: Added action steps post literature review and planing meetings

Normal font: Original planning team action plan

MFESB 2000 – 2001 CORPORATE PLAN ACTION PLAN

1. Define the outputs (*including format and content requirements of stakeholders*) and desired outcomes

Output:

- Supporting research documents
- Research based planning documents
- Standard Corporate Plan document
- Summary Corporate Plan document

Outcome:

- Acceptance of products as documentation of path to achieve vision.

2. *Determine function and timing of reports*

3. Define deadline dates

Critical dates and possible deadlines:

Production October – December 2001
 Product sign off by Board – October 2001
 Executive sign off – September 2001

4. Decide appropriate process depth considering environment

Discussed internally and agreed with CEO.
 Time allows for stakeholder consultation.
 Issue group workshops are desirable.
 Process internally managed.
 External facilitators to be used as appropriate.

5. Internal audience analysis (*including culture and operating philosophy*)

6. Decide on planning Team (*appointment, roles*)

Project Sponsor: Peter Akers
 Project Leaders: Terry Hunter, Lyndsey Wright
 Project Contributors: Expressions of Interest (reference group, issue groups, drafting, analysis, research, review)
 Project Officers: Michelle Adams (writing?, production management).
 Inspector/SSO?

7. *Obtain commitment for resources*

Michelle Adams, DTP, Print, Distribution/Marketing, Facilitators, Workshops costs, Budget.

8. Consultation strategies and implementation

9. *Define limitation or boundaries*

FIRST CUT	
In	Out
Organisational Structure	Funding
Management approach	SLP
Legislative amendments	Community Safety Model
Service expansion	Communications and despatch?
EMR enhancement?	Core conditions of employment
Partnerships	Part time firefighters
Community Development	Volunteer labour
	Agency amalgamations

10. Values analysis (personal, departmental, essential; pragmatic)

11. *Stakeholder analysis*12. Draft Vision/mission (*clear and consistent statements, eg ideal future*)13. SWOT (Issues), PEST, Facilitators? *Including legislative requirements (mandates) and privatisation*14. *Refined Vision*

15. Define template to incorporate output relating to 14 – 18.

16. Issue Identification *including fundamental policy questions or critical challenges that effect the organisation's mandates, mission, values, products, services, clients, users, payers, cost, financing, organisation or management – Develop statements for each strategic issues including a description, the factors that make the issue a fundamental challenge, and the consequences of failing to address the issue.*

17. Goal Identification (vision articulation)
18. Communicating the organisations future priorities to assist corporate plan contributions and business planning.
19. Current performance measurement and resultant GAP analysis (determine need to raise or lower performance measure bar)
20. Strategy (How we are going to get there?) *including consideration of strategy timing*
21. Risk analysis and contingency planning
22. Performance Measures
23. Documentation of Draft
24. Consultation strategy on draft
25. Marketing Strategy
 1. *During process (including value of planning).*
 2. *Product including (launch / promotion)*
 3. *Presentation on process and progress to appropriate groups*
26. Revision
27. Sign off
28. Implementation management (actions over 2 years, links with business plans, including assignment of responsibilities for action plans on strategies)
29. Performance monitoring plan (Reporting requirements)
30. Update strategy *including environmental monitoring*
31. Identify any alignment plan including cyclic process
32. Develop product suite
33. *Process review*

APPENDIX B

MFESB ENVIRONMENTAL ANALYSIS FOR USE IN THE 2001-2004 CORPORATE PLANNING PROCESS.

SECTION 1: INTRODUCTION

This document has been prepared to provide background information and some thoughts to simulate discussion in the corporate planning process.

The paper specifically considers:

- at the environment the organisation works within (the PEST Analysis)
- the outcomes of SWOT Analysis of the organisation
- the identification of organisational and stakeholder values.

The material contained in this document is not definitive and should not be quoted.

SECTION 2 ENVIRONMENTAL ANALYSIS

2.1 INTRODUCTION

To provide an appropriate, effective and efficient service to the community the organisation must have a good understanding of not only our own issues and concerns but also those in the broader environment. Identification of these issues enables the organisation to best use its strengths and identify opportunities to better serve the community. It may also assist in identifying those emerging issues that may require the organisation to change the way it fulfils its responsibilities.

One of the methods of environmental analysis to identify and categorise the external issues facing the organisation is the PEST approach. PEST is an acronym for Political, Economic Social and Technological. As the name suggests it can identify those issues that may be an irritant to the organisation and in a positive environment help to inform our vision and create our future.

2.2 MFESB ENVIRONMENTAL ANALYSIS

As part of the background work towards the preparation of the Corporate Plan a brief review of the political, economic, social and technological environment was undertaken. The process of the PEST analysis is reinforced in the Board Planning Workshop of 27th November 2000. As part of this workshop individuals with detailed knowledge in the fields perceived to be those most directly impacting on the MFESB will be invited to address the Board and the Executive Committee on emerging issues and future directions.

Following this presentation and analysis members of the organisation will be invited to workshop the issues and, where appropriate develop strategies to respond appropriately. These strategies will be reflected in the new Corporate and Business Plans.

2.2.1 Political and Legal Environment

The Legal Environment: The MFESB is established under the Metropolitan Fire Brigade Act 1958 (the MFB Act). This Act defines the principle role and responsibilities of the organisation. The MFB Act has recently been contemporised and is reflective of current corporate governance standards. Other acts (such as the Emergency Management Act, Dangerous Goods Handling Act) and related legislation (for example the Building Regulations) set out additional specific responsibilities of the MFESB. It should be noted however that the trend towards deregulation put in place by the previous Victorian state government has reduced the organisation's ability to enforce fire and hazard safety in the built environment and is of concern to many parts of the organisation.

The MFESB also has a complex range of responsibilities as an employer, a property owner and a good corporate citizen there are further responsibilities relative to privacy, freedom of information. Relevant legislation includes the Occupational Health and Safety Act, the Freedom of Information Act and the Heritage Act and many others. It might also be noted that the current industrial relations approach is highly legalistic and is strongly directed by the Workplace Relations Act. Industrial disputation is resolved through the direct application of this Act.

Recent changes to the Emergency Management Act established the role of the Emergency Services Commissioner in particular identifying the role of the Commissioner to 'establish standards of fire cover'. The legislative relationship between the Emergency Services Commissioner (ESC) and the responsibilities of the MFESB under the MFB Act are yet to be fully explored. However the organisation has a commitment to working cooperatively with the ESC to achieve the best outcome for the community.

The organisation is aware that in an increasingly litigious community the organisation is under increased scrutiny.

The Political Environment: As a statutory authority the MFESB has a close relationship with state government without being a central government agency. Notwithstanding this the Board has resolved that it shall at all times act in accordance with expressed government policy. Funding arrangements also mean the government contributes 12.5% of our cost of operation and approves the budget of the MFESB.

The state government has a strong focus on community consultation and fiscal responsibility.

The 'four pillars' of government are:

- Responsible fiscal management

- Promoting growth across the whole of Victoria
- Delivering improved services, particularly in the key areas of education, health and community safety
- Restoring democracy through open and accountable government.

The government also has a strong regional focus for investment priority. This is likely to continue at least until the next state election (October 2002) while non-metropolitan independents hold the balance of power.

In contrast to the system under the previous government Union officials have good access to different parts of the government hierarchy. Recent concessions to a variety of public sector unions on wages and conditions can be expected to flow through to other groups. If granted, increased wages or changes to productivity arrangements could put increased pressure on funding.

As noted under legislation one of the pre-election commitments that the Government has immediately implemented has been the appointment of an Emergency Services Commissioner. The specific responsibilities of the Emergency Services Commissioner are set out in the Emergency Management Act. Other pre-election undertakings include a commitment to maintain the identities of the separate fire services and to bring the computer aided dispatch system (Intergraph) back under government operation, management and control. In recent developments the government has indicated there is no proposal to decentralise the computer aided dispatch system and the post Intergraph arrangements will maintain a 'whole of government' approach to the delivery of this service.

Another election commitment implemented is an increased emphasis on consultation with the community such that organisations, including emergency service organisations are more aware of their needs and concerns.

2.2.2 Economic Environment

Funding The MFB Act sets out the funding arrangements for the organisation. In broad terms the act prescribes a funding formula that allows for contributions from State Government; local government and from insurance companies (based on their market share of insured properties in the MFD). The organisation also receives a portion of funds from user charges and commercial activities.

The funding formula in the MFB Act is such that as the number of individuals or businesses insures the cost to each individual increases. The insurance industry is a reluctant participant in this funding arrangement and a continually pressuring the government to put in place alternative funding arrangements.. At the same time those who choose not to insure continue to receive the protection and other services offered by the MFESB. It is not anticipated that such a change would occur without a comprehensive overhaul of the fire and emergency service arrangements in Victoria. The Government has reiterated its commitment to maintain the separate identities of the MFESB, the CFA and the SES.

In an environment of tight fiscal management the contributions of the MFESB remained fixed, in dollar terms from 1992/93 to 1998/99. This means that, in real terms there has been a \$59 million less available to the organisation in this period.

Exchange Rate: A significant proportion of the MFESB capital investment is in the purchase of new vehicles and equipment. Much of this is sourced from overseas suppliers. In the last 5 years the Australian dollar has fallen from (approximately) 80c to the US\$1.00 to 50c to the US\$1.00. This means that any items purchased from overseas are now significantly more expensive. In the short-term this has been absorbed through hedging and supplier arrangements – however the impact is likely to be felt in the planning period. It is estimated that the fall in the Australian dollar will add \$0.5million per annum to our planned capital replacement program.

The Value of What We Protect: The MFESB is responsible for emergency prevention and response in the area known as the Metropolitan Fire District which includes the central business district and the inner and middle suburbs of the metropolitan area. Business confidence and government investment in recent years has seen a major increase in the scale and complexity of the infrastructure and development protected by the organisation.

Historically Victoria and the Melbourne metropolitan area in particular has been the manufacturing hub of Australia. There has been a significant decline in the manufacturing sector in the metropolitan area in the last 25 years and this trend has continued. At the same time there has been a focus on new investment in services, advanced manufacturing, food production and processing, biotechnology and pharmaceutical industries.

Physical changes have been seen in the establishment of Southbank and the art centre precinct, Docklands, new State Swimming Centre, Museum and National Gallery. It is estimated that there is currently \$20 billion of investment projects in Victoria either committed or under construction, the majority of which are in the metropolitan area.

There is a continuing emphasis on the provision of effective infrastructure to support commercial development. Victoria has an extensive road network (recently enhanced with the construction of the City Link network) and 11,000 trucks more than 250 million tonnes annually. The Port of Melbourne which already operates 24-hours-a-day and handles over 40% of Australia's overseas container trade is soon to be expanded. Coode Island, located in the same area, is also to be expanded on its current site.

The overall impact of these changes has been that the physical environment to which the organisation responds has become more complex and frequently requires that operational staff have specialist skills or equipment to manage an emergency situation or to provide appropriate emergency prevention advice.

Impact of GST The impact of the Goods and Services Tax (GST) on public bodies is expected to be neutral or positive. As part of the implementation of the GST the government anticipated that removal of sales tax and the ability to reclaim GST costs would result in savings for public bodies and required organisations identify and realise

these savings. As part of this process the MFESB have been required to 'find' \$1million in savings in 2000/2001. The MFESB has argued that these savings have not been realised and the organisation is seeking to recoup the funds from Treasury.

2.2.3 Social Environment

Changing Population Demographics Over the period 1996 – 2021 the population of Victoria is expected to increase by about 17% or 800,000 (equivalent to another city the size of Ballarat). In recent times most of the population growth has been in the outer metropolitan areas is now beginning to reverse with a trend towards inner city living. At the same time household size is falling there are more single and two person households and fewer traditional family groups.

Analysis of population distribution shows that the largest numbers of people in Victoria were born between 1966 and 1971. This group is now in their mid 30's and contribute significantly to economic and social demand. By 2021 this group will be 55, close to retirement and demanding a new range of services. By 2041 this group will be reaching 75 and their needs will have radically changed. Already the increase in the older age groups are presenting challenges for the government and service providers and this challenge will grow as the number in this group increases. This has community safety implications that the organisation will continue and increasingly need to address.

Changing Population: Cultural Diversity Victoria is one of Australia's most culturally diverse states. Victorians come from 208 countries, speak 151 languages and follow more than 100 faiths. The diversity is most powerfully reflected in the Melbourne area. More than 29% of Melbourne people were born overseas. Ninety percent of recent arrivals to Victoria settle in Melbourne and the large majority (87%) of all overseas born people in Victoria continue to live there. Victoria's population is becoming increasingly diverse with a number of new communities emerging. The population change between 1991 and 1996 census indicates significant increases in the Somalian and Iraqi as well as those from Afghanistan and Bosnia-Herzegovina. Many of these individuals have come to Australia under the humanitarian program and anecdotal evidence indicates these communities have continued to increase since the last census.

While some communities have dispersed across the metropolitan area, others have clustered in particular areas. It is recognised that because of the diversity within local neighbourhoods there is a need for a balance between centrally developed programs and those developed with a close understanding of the specific needs of a particular ethnic group or individual community.

Specific Problems Communities in the inner metropolitan area face additional challenges, as it is these areas which attract the greatest diversity in population. In particular the inner metropolitan area has a higher proportion of those facing the problems of homelessness, drug addiction and other social problems. From a fire service perspective these groups present particular problems as they may have behaviours (for example the use of candles or open fires) that create particular fire risks while at the same time they are often difficult to reach with the fire safety message.

Changing Population: Conclusion The full impact of the changing social and demographic profile is yet to be assessed but is likely to include an increase in demand

for emergency medical service and general community assistance services. The MFESB has been working to develop a series of programs targeted at improving fire safety for specific high-risk groups – one such group has been the isolated elderly as it is with this group that a high proportion of fire deaths occur. It is likely that this type of program will need to be expanded in the future.

2.2.4 The Technological Environment

One of the particular challenges and greatest opportunities facing the MFESB is in relation to technological change. Technology increases the complexity of the incidents that we may be asked to attend and enhances the skills we bring to combat these situations. Specific ways in which technology, or technological change will impact on the organisation includes the introduction (or pressure for the introduction) of Automatic Vehicle Monitoring (AVM), the introduction of mobile data terminals, and the increase in intelligent buildings. These initiatives bring with them additional demands for information to be processed and managed more and more quickly thereby placing further demands on the organisation.

There is a wealth of technological devices available, and many of these are a significant investment for an organisation such as the MFESB. The challenge is make the decisions that make the best use of resources available provide the greatest benefit to the community.

We must also be mindful that as the organisation and the community becomes increasingly confident and dependent upon the use of technology we must be conscious that our service must continue to be provided even in the event that such technology fails and maintain contingency plans to deal with such an occurrence.

SECTION 3 THE MFESB ENVIRONMENT (SWOT ANALYSIS)

3.1 INTRODUCTION

As part of the planning process a tabletop exercise to identify the Strengths, Weaknesses, Opportunities and Threats (SWOT) was conducted by the Corporate Planning Team. The results of this exercise are summarised below.

3.2 SUMMARY OF SWOT ANALYSIS

Strengths: The MFESB is a well-equipped, well-resourced and well-managed fire service that delivers excellent results. It has a focus on innovation and is willing to expand service to meet changing needs.

Weaknesses Organisational conflict within the organisation at various levels with or without union involvement. Energy is expended on dealing with minor conflict in the absence of a clear future or goal directed ethic that is owned by all staff.

Opportunities Increased engagement with the community, government and other stakeholders. The development, with all stakeholders, of a shared vision and values, together with increased communication and involvement facilitated by a new Chief Executive

Threats Lack of profile within government and consequent lack of budget support . The impact of poor morale and staff relations on organisational effectiveness, health and safety and community and stakeholder relations.

MFESB SWOT ANALYSIS November 2000

Note colouring is used only to assist in the reading of this table.

STRENGTHS	WEAKNESSES
<p><i>Public profile: Respect from the community, public and private sectors</i></p> <p><i>Equity of fire cover – strategic location of resources meeting target response times</i></p> <p><i>Strong financial management approach Have addressed unfunded long service leave liability.</i></p> <p><i>Own our own property buildings vehicles and equipment.</i></p> <p><i>Government perception that the MFESB is well managed.</i></p> <p><i>Strong organisational culture (Esprit de Corp)</i></p> <p><i>Sound Standard Operational Procedures for the fireground. Experience operational staff Strong fireground command structure</i></p> <p><i>Up-to-date Equipment</i></p> <p><i>Career Service</i></p> <p><i>Continuity in the Board and management teams.</i></p> <p><i>Multiskilled workforce</i></p> <p><i>Role as a statutory authority</i></p> <p><i>Strong legislative base with flexibility to increase range of services provided.</i></p> <p><i>Clear base for funding .</i></p> <p><i>Delivery of EMR services to the community.</i></p> <p><i>Focus on the training and education of staff.</i></p>	<p><i>Failure to introduce effective zone management system.</i></p> <p><i>Communication difficulties between management and staff.</i></p> <p><i>Lack of trust between management and staff.</i></p> <p><i>Whole of government approach to technological investment</i></p> <p><i>Uncertain budget funding for identified existing and future needs</i></p> <p><i>Weak reporting mechanisms</i></p> <p><i>Reactive style of management</i></p> <p><i>A militant union.</i></p> <p><i>Lack of promotional opportunities at all levels</i></p> <p><i>Lack of investment in new technology (esp GIS)</i></p> <p><i>Role as a statutory authority (c/f govt department)</i></p> <p><i>Protect only a small portion of the state.</i></p> <p><i>Small budget item for the government and Minister.</i></p> <p><i>Relatively ignored by the Department of Justice</i></p> <p><i>Aging workforce</i></p> <p><i>Failure of organisation to reflect the multi-cultural community in its workforce</i></p> <p><i>Strong culture – resistance to change</i></p> <p><i>Culture at station level and Sub culture across the different zones.</i></p> <p><i>Attendance management and occupational health and safety issues that must be addressed in the short term.</i></p> <p><i>Training and skills maintenance omissions</i></p>
OPPORTUNITIES	THREATS
<p><i>Expansion of EMR role</i></p> <p><i>Expansion of the Community Safety Model</i></p> <p><i>Public Education Training</i></p> <p><i>Increased knowledge and information though improved use of AIRs and similar information</i></p> <p><i>To improve alliance with other government agencies to improve community safety.</i></p> <p><i>Tap into the activities of ex MFESB staff and work along side them to become leaders in the International arena.</i></p> <p><i>Process and outcomes from the ESC review of the standards of fire cover.</i></p> <p><i>New CEO with external experience and contacts (especially with local government)</i></p> <p><i>Improved management/staff relationships wit the implementation of a new EB agreement.</i></p> <p><i>High turn over of senior operational staff over the next 10 years</i></p> <p><i>Unionised workforce provides opportunity to negotiate organisational improvements.</i></p>	<p><i>Government budget constraints may mean a Reduction to only doing core activity – leading to a smaller organisation.</i></p> <p><i>Continued reduction in budget in real terms</i></p> <p><i>Lack of organisational profile and relevance may reduce community respect.</i></p> <p><i>High turn over of senior operational staff over the next 10 years</i></p> <p><i>Decreasing public perception of the differences between the MFESB and CFA.</i></p> <p><i>Increasing differences within the organisation with the growth of sub-cultures in work units, stations and zones.</i></p> <p><i>Acquisition of non-emergency response activities by the ESC or the CFA or other structural change – leading to loss of jobs, reduced career opportunities.</i></p> <p><i>Increasing division between operational and non- operational staff.</i></p>

SECTION 4. IDENTIFICATION OF VALUES

4.1 INTRODUCTION

The Oxford dictionary aligns the concept of value with that of philosophy and defines it as one's principles or standards and the judgement of what is important. It has been argued (Vines 2000) that the key to building a positive and dynamic organisation is to identify the values that underpin the future success of the business. Tony Stacey¹ argues that without a set of values, that are used for all strategic planning and decision making it is difficult to get a common direction and people are likely to go off and 'do their own thing'. In contrast clearly identified values allows people to make their own judgements in the best interests of the organisation.

The MFESB has not previously prepared a 'values statement'. However is proposed that it would be timely and appropriate to clearly identify and document the values of the organisation so that these can be used as point of reference and support in the strategic planning process. In the past the organisation has adopted the statement of 'fire fighter ethics'². This, along with value statements from other organisations was the starting point for a draft set of values documented below. Internal stakeholders now have the opportunity comment on this starting point and refine the value statements to best reflect the organisational culture and needs.

DRAFT ORGANISATIONAL VALUE STATEMENTS

We listen to the community, respect its views and respond to their concerns

We work towards preventing fire and other emergencies and minimising the impact when these occur.

We demonstrate pride in ourselves, our work and our role in the community.

We respect and support our colleagues and encourage teamwork.

We are committed to continuous improvement.

We are environmentally, economically and socially responsible.

We act with honesty and integrity in all that we do.

4.3 WHAT IS IMPORTANT TO STAKEHOLDERS

In addition to understanding the values of the organisation it is also important to understand what is important to our stakeholders. This helps the organisation in determining priorities and maintaining community support.

As part of the planning process the planning team conducted a brief 'tabletop exercise to identify what is important to key stakeholders. The detail of this exercise is provided in Attachment 3 and the major outcomes summarised below.

Clearly with a large number of very different stakeholders there is a broad range of different perspectives on the role, future direction and the priorities of the MFESB. It is unlikely that we will ever be able to address the requirements of all and there will be a need to identify our priorities. Indeed prioritisation is essential to ensure that limited resources are not spread across too wide a range of activities or projects.

¹ CEO Blundstone International quoted in Vines H Putting Values to Work HR Monthly April 2000 p 12-18

² It is understood that this Code was produced in the late 1980's. Whilst it was endorsed by the Chief Fire Officer it is not widely recognised or publicised across the organisation and is not included in training programs or in the Recruit Graduation ceremony.

One clear message in this analysis is that all stakeholders require that we provide an effective emergency response service. Whilst this was a tabletop exercise it may be worth exploring in detail with some of these stakeholders what this means. The second learning from this process is that there is at least one key stakeholder, local government, which appears to share our value of service to the community and with whom we might look to sharing opportunities to enhance how we can each provide improved services to the community.

ATTACHMENT 1:

Identifying the organisational values. A tabletop exercise conducted by the Corporate Planning Team 14 November 2000. The results of this exercise are provided below.

What is important to the MFESB (what does the organisation value)

Our emergency response performance.

(Some of) our community safety initiatives.

Our commitment to educational improvement of staff.

Our public image.

Our autonomy as a statutory authority.

The application of technology in our emergency response.

Our prudent long-term and short-term financial management.

Our role in helping others.

Our history.

From this we sought to develop a set of words that reflected the values – that is the statement of beliefs the organisation collectively finds to be important.

Tradition

Family

Pride

Helping/Community Service

Excellence

Commitment

Doing a job well

Teamwork

Professionalism

Hierarchy Command Structure

Safety

Staff Relationships

Command Structure

Partnerships

ATTACHMENT 2 FIREFIGHTERS CODE OF ETHICS



Code of Ethics

As a firefighter with the Metropolitan Fire Brigade, I have a duty to:

- (a) Protect life, property and the environment*
- (b) Render assistance at all fires, accidents, explosions or other emergencies that I attend.*

At all times ,

- I will discharge my duties promptly, properly and diligently.*
- I will make every effort to prevent loss, damage or injury occurring to any person, property or the environment.*
- I will strive for excellence and endeavour to improve my knowledge and professionalism.*
- I will maintain a standard of physical fitness commensurate with the requirements of my duties.*
- I will not participate in any improper activity which is likely to bring discredit to the reputation of the Brigade, Chief Fire Officer or myself.*
- I will not use my position for private advantage or profit.*
- I accept these ethics as a necessary part of my Brigade and personal life.*

ATTACHMENT 3: WHAT IS IMPORTANT TO STAKEHOLDERS

Identifying what is important to stakeholders (with respect to the MFESB activities). A tabletop exercise was conducted by the Corporate Planning Team in November 2000. The results of this exercise are provided below.

STAKEHOLDER	IMPACT ON THE MFESB
Victorian Government	Acceptance and follow through in the implementation of government policy including financial restraint – no unreasonable increases in costs, harmonious industrial relations environment, appropriate handling of operational, industrial and community issues, consultation with the community, co-operation and support for the work of the Emergency Services Commissioner.
Local Government	No significant increase in contributions, effective emergency response, value for money services, value added services (some municipalities only), advice and information on emergency issues.
Insurance Agencies	No significant increase in contributions and real consideration of alternative funding arrangements. Effective emergency response especially in minimising property loss. Information on fire incident attendance.
Community	Effective emergency response – “be there when I need you”. Appropriate fire prevention particularly in the public venues and work places. Fire safety advice when requested.
Emergency Services Commissioner	Financial support. Provision of timely and accurate information. Responsiveness and cooperation with defining and monitoring standards. Cooperation with ESC and other emergency Service Agencies. Assistance in the whole of community emergency management arrangements.
Country Fire Authority	Emergency response support when requested. Assistance with specialist training. Willingness to follow CFA lead in ‘whole of state’ community safety initiatives (?). Recognition and support for of the contribution of volunteers to the emergency response system (?).
State Emergency Service	Maintain organisational autonomy. Contribution to emergency management framework.
Department of Health/ Metropolitan Ambulance Service	Limited EMR role for fire service. Control of EMR training and standards. Monitoring of EMR performance.
Other Government Departments	Professional relationship with specialist and operational staff as required.
BOMA	Removal of charges for attendance at false alarms. Continued deregulation of fire protection standards.
Unions (esp UFU)	Participation in the decision making process. Consistency in management approach. Maintain or improve working conditions for employees. Maintain relevance to members. Provision of a safe working environment for employees.
Staff	Stability in employment and maintenance in working conditions. Incremental and negotiated change which provides benefits to themselves as well as management. Equipment to enable them to do their job to the best of their ability. Participation in any changes made to this equipment. Protection from injury and support for themselves and their family if they are injured. Recognition of a job well done. A positive work environment in which they are valued. Opportunities to maintain current and develop new skills.
MFESB Management	Participation from and empowerment of staff. Goal certainty. Improved organisational morale.