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**Canobolas Zone**  
**Strategic Planning Workshop**  
**Wednesday 20<sup>th</sup> March 2013**

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# Canobolas Zone

## Strategic Plan 2013 - 2015

### December 2013 Milestones

1. New holistic business model developed and tested ready for full implementation (DH)
2. Recalibrated financial plan for Zone's assets and infrastructure plan (AS)
3. Local Control Model blue print developed including pre-incident plan for FDIs severe and above (BB)
4. Ensured Canobolas strategic direction informs all member recruitment and succession planning (DH)
5. Designed and started Group Captain mentoring program (BB)
6. Growing next generation of leaders program including mentoring developed and implemented (NW)
7. District exercises conducted in three locations (NW)
8. Engaged all key stakeholders in an effective consultative communications process (DH)
9. Contributed to consultation and field tested the HO volunteer recruitment process (NW)

### 2015 Targets

Meeting or exceeding all strategic targets  
Canobolas initiatives replicated in other Zones  
Risk Management integrated into a Business Model that provides meaningful reporting and an all of business approach  
A record of delivering effective outcomes

Our community is informed and aware  
Supportive local media  
A reduction in accidental fires  
Reduced hazard complaints from our informed and productive community

Volunteers continue to rate fire ground management as outstanding  
Systems are tested, practiced and blue printed  
Our people are trusted and empowered in their decision making  
Local Control of Incidents is a delivered expectation by all members

Increased members who are female, younger or from an ethnic base  
A mentoring program implemented for volunteers and staff  
Informed volunteers who are active in hazard reduction and training  
Increase percentage of our volunteers accredited to levels of competency

Active participation by critical stakeholders in the Liaison Committee, BFMC and SMT  
Stakeholders and councillors participating in the Gum Tree Meetings  
A Zone that delivers the outcomes required with a strengthening Community ownership  
Informed Councils reflect proactive decision making

Multiple people identified and succession plans in place for all key roles  
Ensuring our people have the competency required  
Career paths and timeframes identified for individuals  
Active participation in future leaders programs

Our 10 year plan is in place and reviewed regularly  
Councils are informed and aware of their obligations  
Strong relationships with our funding sources  
Consistently deliver positive measurable outcomes

### 2015 Outcomes

**Top Performing & Influential District**

**Engaged & Informed Community**

**Grown Effectiveness of Local Control Model**

**Refreshed & Capable Volunteer Base**

**Respectful & Constructive Relationships (Volunteers, Management, HO, Councils)**

**Succession Plans in Place for all Key Roles**

**Adequate Funding for Future Needs**

### Pathways

**Complete & Implement New Business Model**

**Robust & Sustainable Local Control Model**

**New Recruitment, Development & Volunteer Process**

**Develop Overall Workforce & Succession Plan**

**Distributed Training, Mentoring & Empowerment**

**Continual Community Engagement & Education**

**Strategic Funding Management & Bidding**

**Consultative Comms with Stakeholders**

<b>Complete &amp; Implement New Business Model</b>	<ul style="list-style-type: none"><li>• Risk based</li><li>• Our purpose to protect the community</li><li>• Provides work plans for staff – consistency of purpose and effort</li><li>• Auditable</li><li>• Measurable</li></ul>
<b>Robust &amp; Sustainable Local Control Model</b>	<ul style="list-style-type: none"><li>• To provide efficient, effective and consistent management of incidents and activities that are relative to local requirements</li><li>• Provides ownership of incident and outcomes</li><li>• Achieve a tenure/agency/personnel blind</li></ul>
<b>New Recruitment, Development &amp; Volunteer Process</b>	<ul style="list-style-type: none"><li>• Ensure volunteer numbers increase</li><li>• Provision of local knowledge – impartment</li><li>• Provide opportunities to members</li></ul>
<b>Develop Overall Workforce &amp; Succession Plan</b>	<ul style="list-style-type: none"><li>• Sustainable membership base for future</li><li>• Career Opportunities – pathways</li><li>• Long term knowledge is passed on</li></ul>
<b>Distributed Training, Mentoring &amp; Empowerment</b>	<ul style="list-style-type: none"><li>• Take it to the brigades</li><li>• Engagement with volunteers – lead from the front</li><li>• People feel more at home and with people they know</li><li>• Let them identify what they wish to do – use a mentoring method</li><li>• Gives them a sense of purpose</li></ul>
<b>Continual Community Engagement &amp; Education</b>	<ul style="list-style-type: none"><li>• Capture issues before they fester and solve problems</li><li>• School education – embed issues whilst they are young and create influence</li><li>• Use community exposures to show and demonstrate the ‘visible threat’</li></ul>
<b>Strategic Funding Management &amp; Bidding</b>	<ul style="list-style-type: none"><li>• Ensure effective/efficient expenditure</li><li>• Optimise plant/fleet replacement</li><li>• Optimise volunteer morale/enthusiasm</li></ul>
<b>Consultative Comms with Stakeholders</b>	<ul style="list-style-type: none"><li>• Agenda needs to be interesting and have something pertinent to say</li><li>• Feed information out, dissemination of information to stakeholders so they can comment on them</li><li>• Use consultative meetings, communications</li><li>• Have an up-to-date website – enhance if possible eg. fire updates, weather, fire restrictions etc</li></ul>

## 2015 Outcomes

1. Top Performing & Influential District
2. Engaged & Informed Community
3. Grown Effectiveness of Local Control Model
4. Refreshed & Capable Volunteer Base
5. Respectful & Constructive Relationships  
(Volunteers, Management, HO, Councils)
6. Succession Plans in Place for all Key Roles
7. Adequate Funding for Future Needs

## 2014 Outcomes

1. Next Generation Risk Management Approach
2. Strong & Broad Community Engagement
3. Refreshed & Enthusiastic Volunteer Base
4. Effective Organisation & Next Generation of Leaders
5. Influential Advocate
6. Effective Environmental Policy & Approach
7. Well Funded

## 2015 Outcomes

1. Top Performing & Influential District
2. Engaged & Informed Community
3. Grown Effectiveness of Local Control Model
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## 2015 Pathways

1. Complete & Implement New Business Model
2. Robust & Sustainable Local Control Model
3. New Recruitment, Development & Volunteer Process
4. Develop Overall Workforce & Succession Plan
5. Distributed Training, Mentoring & Empowerment
6. Continual Community Engagement & Education
7. Strategic Funding Management & Bidding
8. Consultative Communications with Stakeholders

## 2014 Pathways

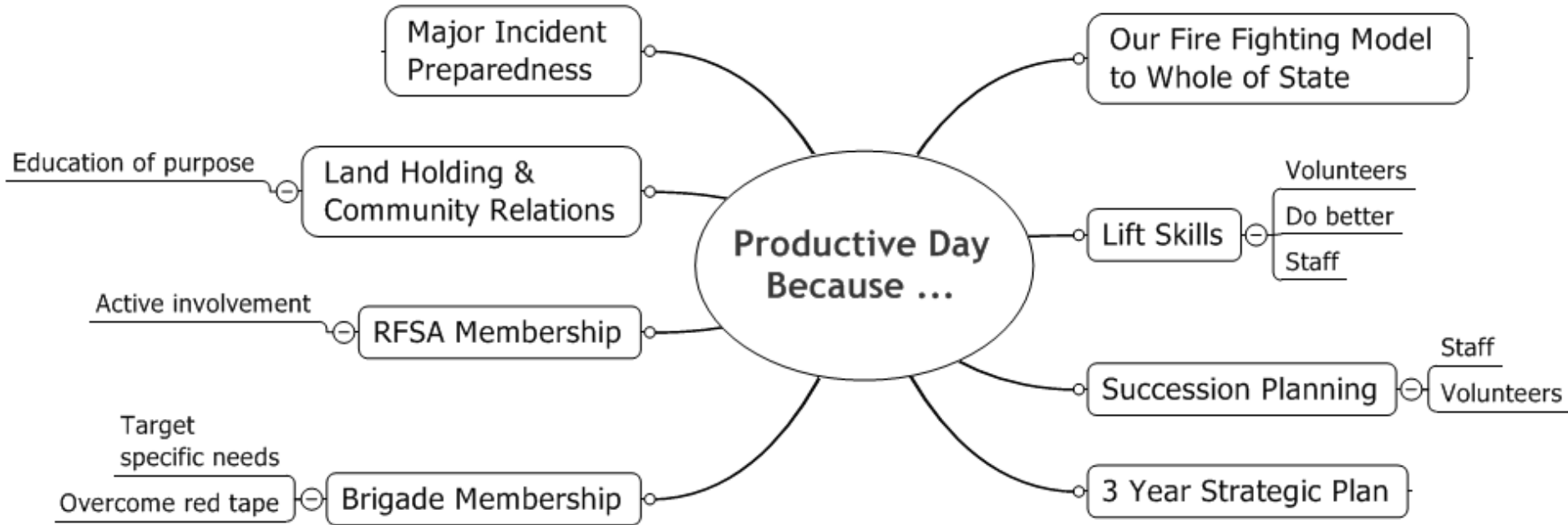
1. Continual Community Engagement & Education
2. Succession Planning & Development of Volunteers & Staff
3. Promotion of Volunteer Career Pathway
4. Utilise Brigade Stations as Focal Point (Social, Info, Training)
5. Strong Inter-Agency Collaboration
6. Representation on all Key Policy Groups
7. Strategic Funding Management & Bidding
8. Holistic Risk Management

## 2015 Pathways

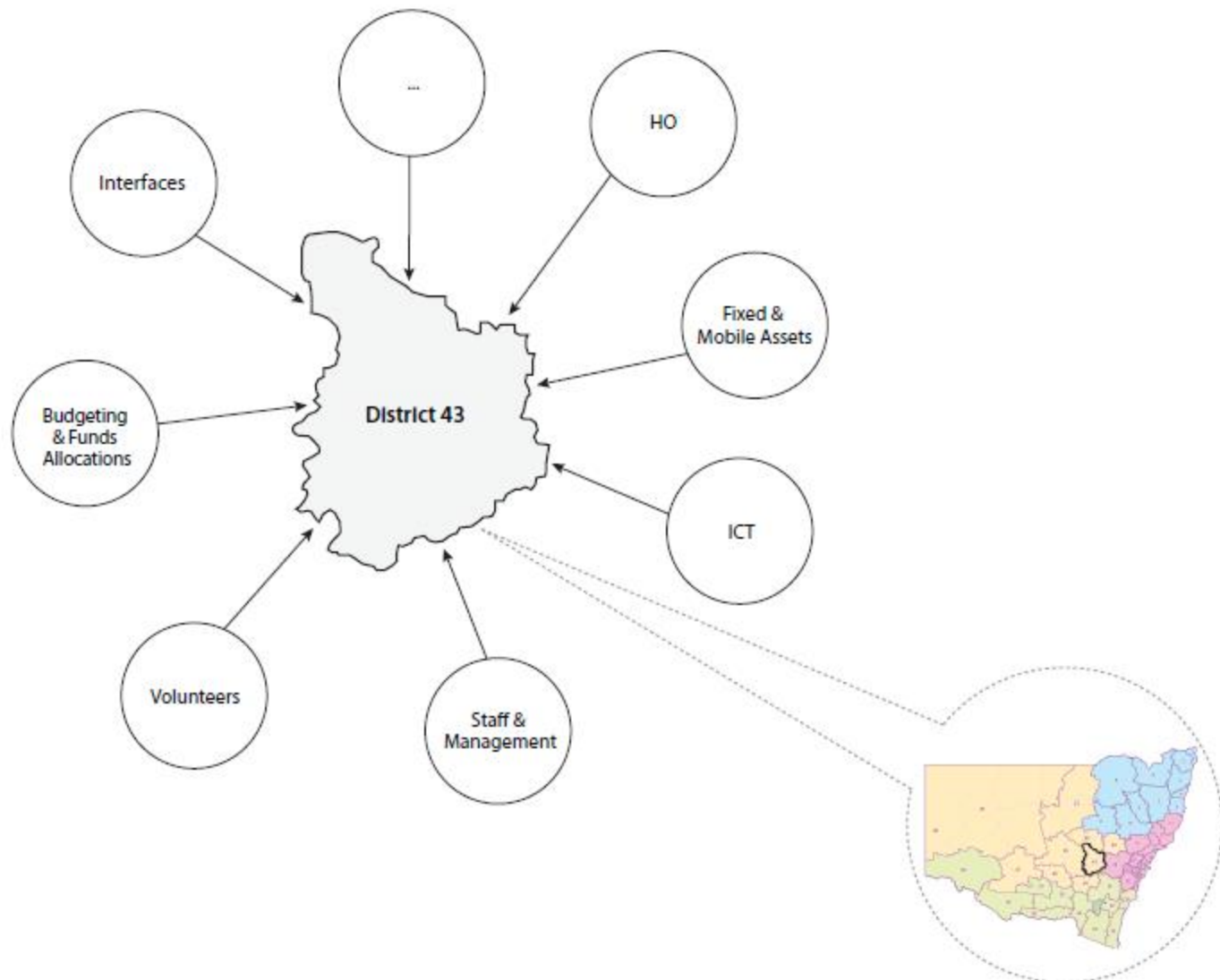
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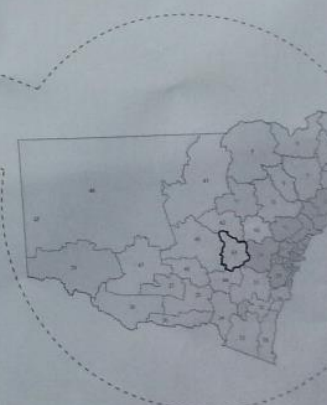
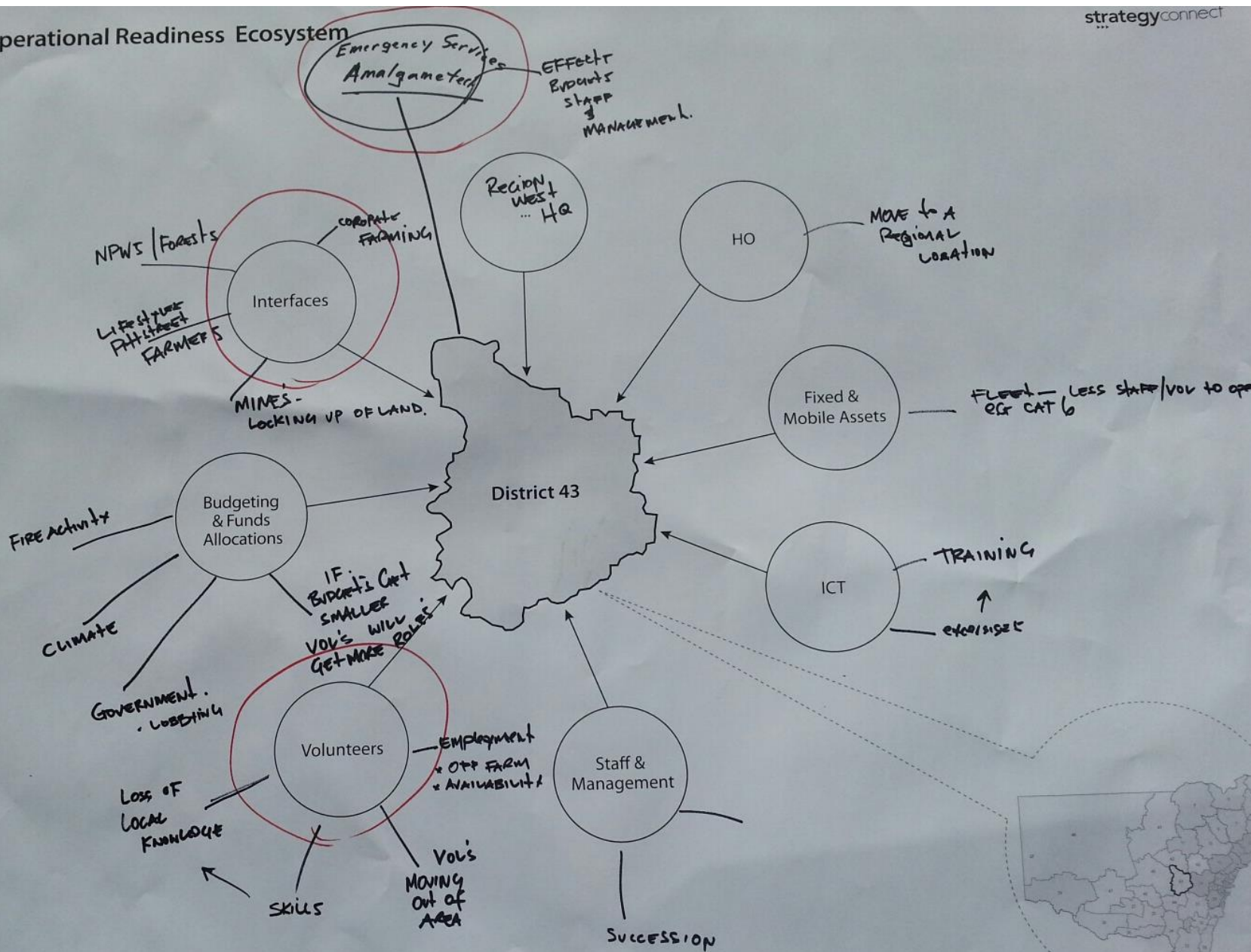
# Needs Analysis – Productive Day Because ...

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



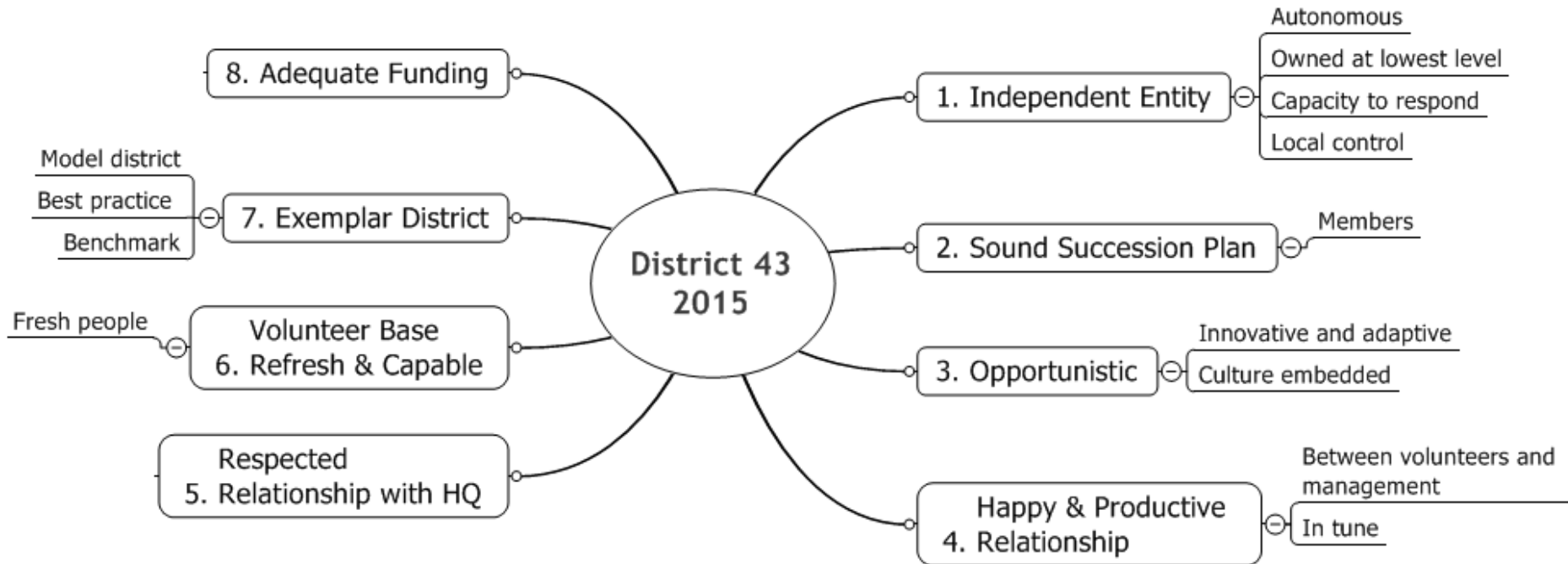






# District 43 – 2015 Canobolas

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



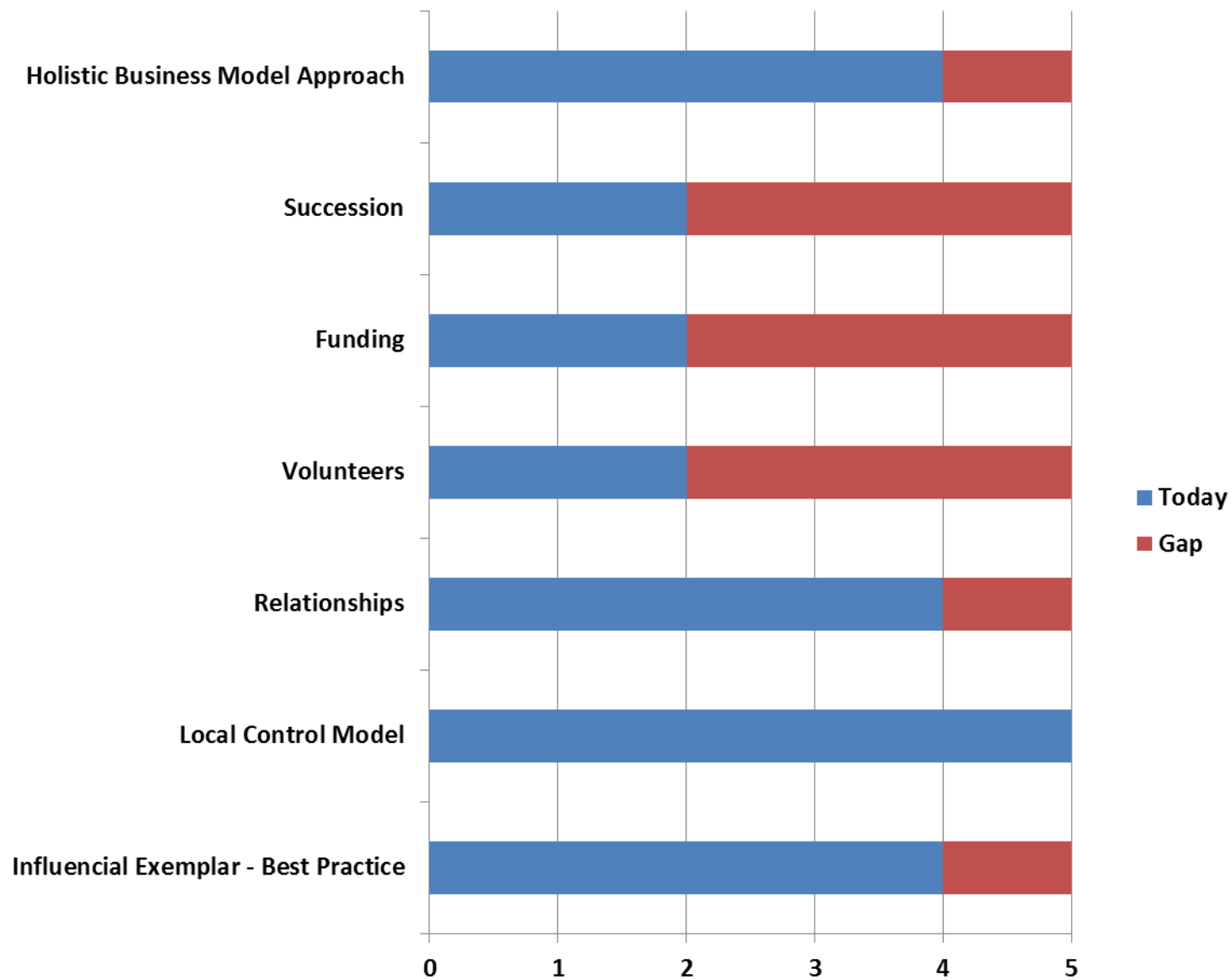
# District 43 – 2015 Canobolas

*"Where are we placed today to achieve the 2015 Outcomes?"*

1 = Woeful			
2 = Poor			
3 = OK			
4 = Good			
5 = Outstanding			
<b>District 43 2015 Outcomes</b>		<b>Ranking</b>	
1	Holistic Business Model Approach	4	
2	Succession	2	
3	Funding	2	
4	Volunteer Base	2	
5	Relationships	4	
6	Local Control Model	5	
7	Influential Exemplar - Best Practice	4	
<b>Total</b>		<b>23</b>	<b>65.71%</b>

# District 43 – 2015 Canobolas

*"Where are we placed today to achieve the 2015 Outcomes?"*



## Works For Us

- ✓ Management
- ✓ Local Control Model
- ✓ Gum Tree Meetings
- ✓ Web page, Facebook
- ✓ Well resourced – sheds, tankers, heavy plant
- ✓ Air support – strips at strategic locations, recon flights
- ✓ LGA relationship
- ✓ Radio communications upgrades
- ✓ Enthusiasm from the Council reps
- ✓ Technology at FCC to give info to the coal face
- ✓ H/R – risk management
- ✓ Training – exercises, courses, RPL
- ✓ Infrastructure – FCC, stations, radio sites
- ✓ Fire trails upgrade and signage and upkeep
- ✓ Pre-incident plans re water points
- ✓ Pre-emptive S44 planning
- ✓ Relationships with other stakeholders
- ✓ High quality infrastructure and resource across area
- ✓ Bushfire Management Committee
- ✓ Business planning model
- ✓ Paging/response system

65%

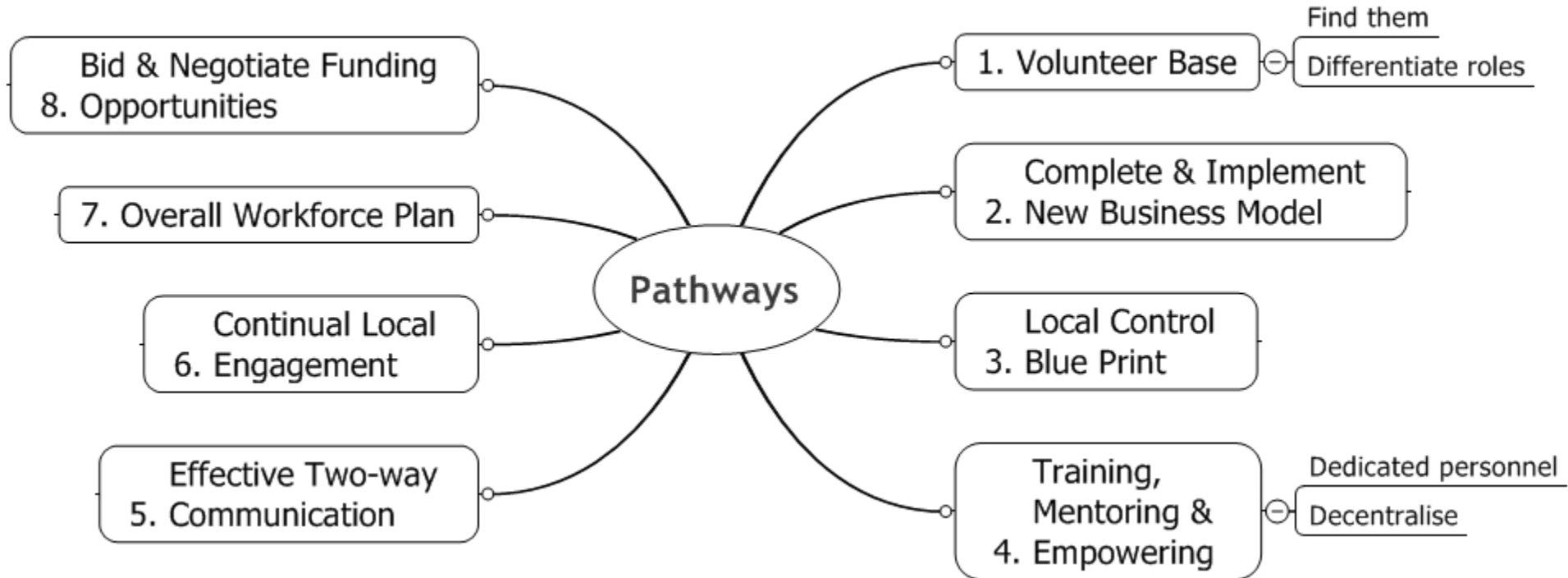
EQUILIBRIUM

## Works Against Us

- × Some brigades not able to respond
- × Lack of commitment or ability to commit
- × Total number of people available
- × Experience level
- × Enjoyment/satisfaction levels
- × Red tap in competency
- × ‘Discourage’ membership – by ‘personalities’
- × Function of Govt/short term views
- × Organisation props up bad management
- × ‘New’ funding model (ins vs rate base)
- × Membership form/application changes
- × Flexible delivery/assessment training
- × No feeling of acceptance
- × Not a valued contributor
- × Not being listened to
- × Having no role
- × No provision of an influence
- × Public/member of otherwise (Local Control Model)
- × Them and us mentality
- × Negative external influences
- × SOPS and doctrine
- × Tall poppy syndrome
- × Jealousy
- × Victim of successful outcomes
- × Complacency
- × Toxic cultures (other areas)
- × Some agencies/stakeholders don’t participate eg. Roads and Rail

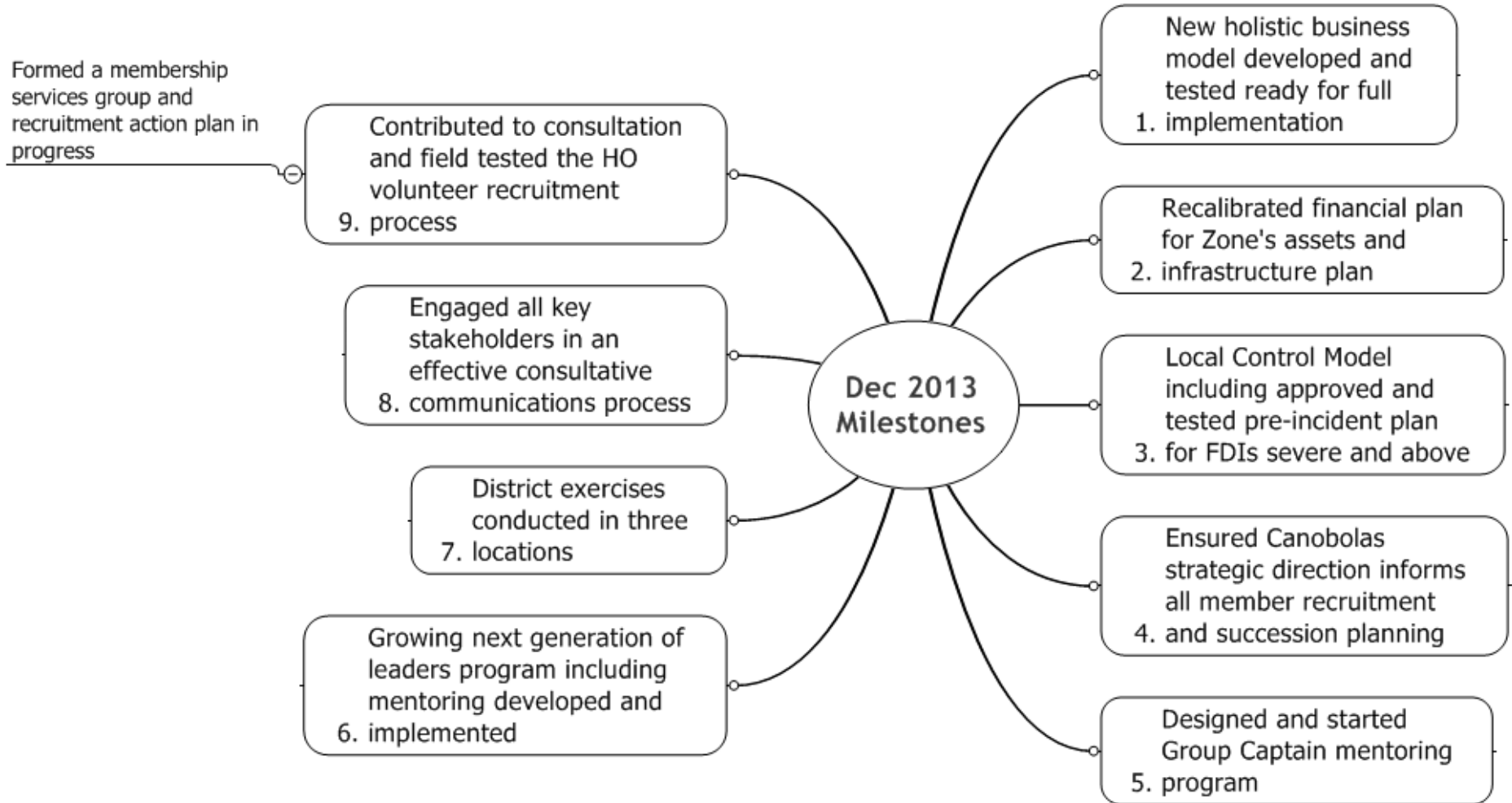
# Pathways

“Where do we need to focus our time, energy and investment in to reach our 2015 Outcomes?”



# December 2013 Milestones

*“What tangible outputs can we achieve by 31st December 2013?”*







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No: VC 202323  
For NSW Rural Fire Service  
(Canobolas Zone)

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