



# OUR STRATEGIC DIRECTION PLAN 2019-2024

## About us

We are the lead combat agency for bush fires in NSW, and the world's largest volunteer fire service. For over 100 years we have provided fire and emergency services to communities across NSW.

## Our vision

To provide a world standard of excellence in the provision of a volunteer-based community fire and emergency service.

## Our purpose

To protect the community and our environment by minimising the impact of fire and other emergencies.

**Vibrant and Sustainable Membership**

Safe and inclusive workplace where members can be at their best

**Strategies**

- › Embed a culture of safe and inclusive practices for member health and wellbeing
- › Strengthen current and future leadership capability at all levels
- › Grow membership capability through deliberate attraction, engagement and development

**Resilient Communities and Valued Partnerships**

Stronger communities better able to prepare, respond and recover

**Strategies**

- › Advance our understanding of at risk communities and deliver effective public safety and environmental protection programs
- › Boost community capability and capacity to prepare for and be responsive to bush fire and other emergencies
- › Partner with other agencies and stakeholders to prepare for, prevent and recover from bush fire and other emergencies

**Service Delivery Readiness and Agility**

Trusted and credible provision of public safety services

**Strategies**

- › Ensure a community centred approach to service delivery
- › Embed a risk based approach to resource planning and allocation
- › Shape standards and practices to be responsive to changes in the natural and built environment

**Research, Innovation and Technology**

Better outcomes through applied research, innovation and technology

**Strategies**

- › Leverage research and member perspectives for better ways of working
- › Lift our digital capacity through cohesive and future focused Information Communication Technology
- › Adopt a user-led approach to ensure fit for purpose business systems and processes

## Outcomes

- ✓ Strong member engagement and sense of belonging
- ✓ Demonstrable commitment by all to a safe, respectful and inclusive workplace
- ✓ Depth of leadership talent and high confidence in leadership
- ✓ Membership capacity and capability aligned to Service needs
- ✓ Diverse membership reflective of the communities we serve
- ✓ Increasing levels of community resilience across key demographics and locations
- ✓ Increased collaboration and cooperation with the community and allied partners
- ✓ Strong corporate reputation and community confidence in service delivery

- ✓ Robust operational readiness and continuous improvement in operational performance
- ✓ Right number of resources, with the right capabilities, at the right times, at the right places
- ✓ Agile service delivery responsive to changing external influences
- ✓ Alignment of technologies to current and future services
- ✓ Technology enables better field-based capability and dynamic information and communication
- ✓ Technology enables more efficient and effective business practices
- ✓ Continuous improvement from applied research, science and business intelligence