



**METROPOLITAN
FIRE
SERVICE
SOUTH AUSTRALIA**



2023 – 2028

STRATEGIC PLAN



Government
of South Australia



**METROPOLITAN
FIRE
SERVICE
SOUTH AUSTRALIA**



ACKNOWLEDGEMENT

We respectfully acknowledge the Kaurna people as the Traditional Owners of the Adelaide Plains. We pay our deepest respects to the Elders past, present, and emerging; their strength and resiliency; their connections to land, sea, and community; and their continuation of cultural, spiritual, and educational practices.

Thank you to Steven Schueler, Michael Haines and Rob Dridan for capturing the photographs



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INTRODUCING OUR PLAN

As the Chief Executive and Chief Officer of the South Australian Metropolitan Fire Service (MFS) I am thrilled and honoured to present to you our brand-new 5-year Strategic Plan, crafted with utmost care and dedication. This plan represents our unwavering commitment to creating a world-class fire and rescue service that we can all be immensely proud of.

Our purpose, deeply ingrained in our hearts, is to be a trusted entity that protects, empowers, and enriches our community. We understand the immense responsibility that comes with safeguarding the lives and properties of the South Australian people, and we approach this task with the utmost dedication and care. We recognise that in order to achieve this, we must not only strive for excellence in our operations but also foster a workforce that truly represents the rich tapestry of our community.

As we embark on this exciting journey, it is important to acknowledge that urban fire and rescue lies at the core of our purpose. Our duty to serve and protect the South Australian community is a responsibility that constantly drives us to evolve and adapt as an organisation. We understand that in order to be truly effective, we must stay ahead of the ever changing landscape that surrounds us.

Over the years, we have witnessed significant transformations within our community. The rise of high density developments, alternative energies, increasing tourist visitation, expanded cultural diversity, and the growth of satellite commuter communities have presented us with unique challenges. However, I want to assure you that we embrace these challenges wholeheartedly, as they provide us with opportunities to excel in our mission of building a world class fire and rescue service.

Our duty to serve and protect the South Australian community is a responsibility that we hold dear. We understand that in order to be truly effective, we must understand and appreciate the unique needs and challenges faced by different segments of our community. By fostering an inclusive workforce, we ensure that our services are tailored to meet the diverse needs of those we serve.

One area where we will look to excel is in our dedication to embracing technological advancements. As innovators in the emergency services sector, we are continually reviewing and investing in emerging technologies. Our goal is to strengthen our capabilities, enhance safety measures, reduce risk, and ultimately deliver on the strategic intentions outlined in our plan.

With over 38 years of experience, I have had the privilege of witnessing the sustained dedication and professionalism of our workforce, consisting of approximately 1 300 exceptional individuals. It is their relentless commitment to service that inspires me each and every day.

Throughout the development of this Strategic Plan, we have actively engaged with our community, listening intently to your needs, concerns, and aspirations. Your valuable insights have helped us shape our plan, ensuring that it aligns perfectly with the changing needs of the South Australian community.

As we chart our course for the future, we remain committed to fostering an environment that values diversity, inclusivity, and belonging. We will continue to invest in programs that promote equal opportunities, eliminate biases, and ensure that everyone within the MFS feels respected, valued, and empowered.

It is with immense pride, that we unveil a roadmap that will propel the MFS towards becoming a world class emergency services organisation. Together, we will protect, empower, and enrich the South Australian community, leaving a lasting impact for generations to come.

Thank you for your trust and unwavering support. I am genuinely excited about the future that lies ahead, and I look forward to embarking on this transformative journey with each and every one of you.

Warmest regards,

Michael Morgan
Chief Executive and Chief Officer

South Australian Metropolitan Fire Service (MFS)



WHO HELPED GUIDE OUR STRATEGIC PLAN

We engaged with a broad cross section of the community, our workforce, stakeholders, industry and government partners to develop our plan.



1450

Staff and stakeholders engaged over six months



26

Workshops held



21

Stakeholder groups engaged



30.3%

Staff participated in online feedback

WHAT PEOPLE SHARED

This is what people told us:

- “ A modern, agile and flexible emergency service that protects life, property and the economy for all South Australians. ”
- “ An accountable organisation with transparent processes that promote excellence. ”
- “ Modern fire service, that utilises innovative technologies. ”
- “ Employees feel empowered to perform and have a sense of ownership of the organisation. ”
- “ An inclusive workplace where employees feel valued and accepted for their true self. ”
- “ Empower our people to develop themselves to be their best. ”
- “ Values that are visible and driven at each station across the State. ”
- “ Acknowledge and celebrate peoples hard work and dedication. ”
- “ High emphasis on innovation and vision, developing critical thinking and talent identification ”
- “ Focus on inclusivity and diversity. ”
- “ Adopt a professional and sustainable approach to continuous improvement and learning. ”
- “ Training and capability development to meet the evolving needs of emergency service response. ”
- “ Be a world leading fire service. ”

OUR ORGANISATION

Introducing the MFS

The South Australian Metropolitan Fire Service (MFS) is responsible for protecting the community from the effects of fire, road crashes, chemical incidents and other emergencies.

We are a team of approximately 1 300 operational personnel and corporate professionals serving the community.

At the MFS, we currently operate 37 fire stations, this includes 20 across metropolitan Adelaide and 17 in regional areas across the Yorke Peninsula and Mid North, Far North and Eyre Peninsula, Riverland and Limestone Coast. All MFS fire stations provide emergency response and recovery 24 hours a day, seven days a week.

What we do

The MFS is a multi-hazard agency, well equipped to protect and serve our community in partnership with other emergency services.

Fire and rescue is at the core of what we do, however we also respond to a broad range of emergencies and provide far reaching community services.

Our responsibilities and services include:

- Building fire safety
- Chemical, biological, radiological and nuclear (CBRN) Hazards
- Community education and engagement, including MFS Road Awareness Program (RAP) and Juvenile Fire Lighters Intervention Program (J-FLIP)
- Emerging technologies
- Fire Cause Investigation
- Hazardous Materials (Hazmat)
- Public Warnings
- Road Crash Rescue (RCR)
- Urban Search and Rescue (USAR).



“Provide the best trained and appropriate resources, to protect the community, environment and economy”



Be a world class fire service. Innovative, connected and inclusive



OUR IMPACT

2022 – 2023: How the MFS has serviced and supported the South Australian community.



221

Road Awareness Program (RAP) presentations



430

Community, school and educational visits



216

Fires investigated



3 128

Fire incidents responded to



31 355

Emergency calls



42 848

Total dispatches (MFS, CFS & SES)



5.09 secs

Average time to answer a call



1:34.57

Average call handling time



3 185

Regional incidents generating a response



20 043

Metro incidents generating a response



5:51 min

Average time to structure fires in metro



104 secs

Out the door time for structure fires for metro

SOUTH AUSTRALIA NOW AND IN THE FUTURE

To effectively serve and protect the South Australian community, we are regularly monitoring population trends, evolution of infrastructure, density of living and cultural diversity in the community.

Over the last fifty years South Australia's population has grown by over half a million people and currently sits at 1.8 million, with almost 1.4 million people living in Greater Metropolitan Adelaide.

Over time, the proportion of South Australians born overseas has also increased. Currently almost 400 000 South Australians were born overseas, and about 270 000 speak a language other than English at home.

Another significant consideration is the ageing population of South Australia. Currently the median age is 41 years and this has increased from 27 years over the last fifty years.

Households are also getting smaller in South Australia. In 2021, the average number of people who lived in each household was 2.4 people, with most households comprised of families with no children.

Living arrangements and density of living has also significantly evolved across the State. In 2021, most people lived in separate houses, 78.0%, rather than flats or apartments. However, the proportion of people who live in flats or apartments is increasing, from 6.6% 2016 to 6.8% 2021. With a notable rise in high density urban developments across Adelaide, regional and surrounds this percentage is expected to increase.

**Source: 2021 Australian Census.*

1.8 million people

1.4 million living in Greater Metropolitan Adelaide

400 000 living in regional areas

400 000 South Australians born overseas

Median age of 41

270 000 speak a language other than English at home

2.4 people on average per household

KEEPING YOU SAFE

Our footprint extends across both metropolitan and regional South Australia, with personnel, infrastructure and equipment in place to keep the community safe and ensure we can respond effectively when an emergency occurs.



20

Metropolitan fire stations



17

Regional fire stations



1 300

Approximate staff



115

Appliances



10

Specialist Aerial Appliances for firefighting and rescue operations



1

Marine Firefighting vessel ERV Gallantry

Trusted to protect, empower & enrich our community



Trust

Trusted to safeguard the irreplaceable.



Empower our Community

By providing education, training, and resources, we will prepare individuals and the community to be safer and more prepared to face anything.



Empower our People

Fostering a sense of ownership, motivation and job satisfaction among our staff, leading to enhanced performance, innovation, and a higher level of fulfilment.



Enrich our People

Fostering a supportive and inclusive environment, enabling personal and professional growth, and promoting work-life balance, we aim to enhance the overall wellbeing and satisfaction of our staff.



Enrich our Community

Our proactive approach enables us to implement preventive measures, develop robust contingency plans, and offer targeted resources to support and enhance the resilience and wellbeing of our community.

OUR MISSION

Building a world-class fire and rescue service. We strive to be:



Responsive

Arriving at incidents as quickly as possible, to keep our community safe and reduce public disruption.



Collaborative

Our operating model provides a clear and collaborative organisational structure. We contribute to a unified emergency services sector. We are connected to our community, delivering impact through education partnerships and prevention awareness programs.



Modern

Our infrastructure footprint meets the evolving needs of the community. We are seen as an employer of choice through inclusive and industry leading recruitment strategies.



Agile

We are a nimble workforce which is deeply connected to all segments of our diverse community.



Innovative

We utilise and consider emerging technology to enhance our capabilities. We deliver an industry best practice service and are seen as a sector innovator.



Accountable

We have defined success measures which demonstrate to our community, stakeholders and corporate partners how we are delivering on public value and impact.

OUR VALUES

Following engagement across the MFS workforce, our organisational values were developed:



STRATEGIC PILLARS

These four pillars are the foundation of our strategic plan and align to our values.



Our People



Our Spirit



Our Corporate Responsibility



Our Evolution



PILLAR ONE



Our People

Connected and Supported

Our pledge

As an employer of choice, we will have a motivated high-performing, diverse and inclusive team who feel safe and empowered to bring their whole selves to work.

Our priorities

1. Embed realigned values across the whole MFS workforce.
2. Develop a modern, transformational talent acquisition and management strategy for all disciplines within the MFS.
3. Focus on diversity and inclusion across all facets of the MFS.
4. Develop a progressive wellbeing framework to support all MFS personnel.

What success looks like?

1. Our approach to recruitment is transformational, which laterally attracts and retains talent through a clear framework around succession planning, diversity, and professional development opportunities.
2. The MFS represents a modern and sustainable centre of excellence within the emergency services sector, a diverse workplace with a strong employee value proposition that attracts quality candidates.
3. Our disability, diversity and inclusion plan is widely actioned throughout the whole MFS workforce.
4. Our people readily have access to a progressive wellbeing framework and programs, which supports the whole MFS workforce.
5. Our people feel valued, inspired, celebrated and safe at work, through People and Culture practices which incorporate a people first approach.

PILLAR TWO



Our Spirit

Trusted and Collaborative

Our pledge

We will keep our community safe by responding and adapting swiftly, while actively educating the community in prevention awareness.

Our priorities

1. Strengthen partnerships and agency unification across the emergency services sector.
2. Utilisation of technology to enhance responsiveness and MFS capabilities.
3. Realigned communications approach for the community and stakeholders.
4. Develop community and corporate partnerships to enhance MFS community presence and education programs.

What success looks like?

1. Our brand aligns with community expectations and is widely understood by the South Australian community.
2. A proactive, unified emergency services sector which is highly engaged with the community.
3. Our community education programs are far reaching and elevated by the support of corporate partners, providing benefit to all parts of our community.
4. MFS delivers industry best practice service, is seen as a sector innovator and global thought leader across the emergency services sector.
5. MFS communications are a trusted, clear, and highly sought-after source of information for all parts of our community.
6. State of the art emergency services training facilities for our workforce and our partners to deliver the best outcomes for our community.

“ Be a role model to the community where they can see themselves reflected in our workforce and have a desire to be part of it.



PILLAR THREE

Our Corporate Responsibility

Commitment and Impact

Our pledge

Operating in an ethical, sustainable and responsible manner, we will foster and protect the needs of our environment, people, partners and community now and for generations to come.

Our priorities

1. Research and invest in emerging technologies to grow MFS capabilities and community knowledge.
2. Empower the community through our education programs aligning with future and evolving risks.
3. Identify commercialisation opportunities which build engagement and capability across the community, our stakeholders and the wider emergency services sector.

What success looks like?

1. An agile workforce which is deeply connected to all segments of our diverse community through inclusive education programs and sharing of knowledge. Including delivery of services and education for migrants, refugees and those from non-English speaking backgrounds.
2. A unified emergency services sector, collaboratively delivering emergency response, safety, education, and emerging risks.
3. Delivering community impact through alignment with corporate and education partners to develop research which informs legislation and product standards to improve fire safety and emerging alternate energy risks.
4. A proactive emergency response plan delivered to mitigate fire, hazardous environments, climate change and other environmental risks as they develop.
5. Enhance the Fire and Rescue training centre of excellence to build connectivity and collaboration across the emergency services sector, defence and corporate businesses.

PILLAR FOUR

Our Evolution

Sophisticated and Progressive

Our pledge

Through innovation of current and emerging risks we will be a leader in fire and rescue, ensuring our service provides public and economic value through our agility and accountability.

Our priorities

1. Review and realign operating model to provide a clear and collaborative organisational structure.
2. Review service delivery partners to ensure alignment with organisational requirements and values.
3. Review, understand and map our infrastructure footprint to create a plan for future locations based on population heatmaps, incorporating changing urban, community risks and investment in emerging technologies.

What success looks like?

1. Our internal structure and processes have been reviewed and realigned to support organisational cohesion and efficiency.
2. Our equipment, services and workforce are progressive and contemporary, meeting the needs of our community and seen as industry best practice.
3. We clearly demonstrate to our community, stakeholders and corporate partners how we're delivering on public value and financial environmental outcomes.
4. Accreditations attained and compliance with State Government reporting requirements maintained.

“ I am truly excited about the future of the MFS and thrilled to have played a part providing feedback from the frontline. ”

PLAN SUMMARY

Our leadership team will play a pivotal role in the delivery of this plan, including identifying strategic projects and initiatives that connect back to our key pillars.

PURPOSE

Trusted to protect, empower & enrich our community

MISSION

Building a world class fire and rescue service. We strive to be:

Responsive	Collaborative
Modern	Agile
Innovative	Accountable

OUR VALUES

Our core beliefs, set the purpose, direction and tone of our organisation.

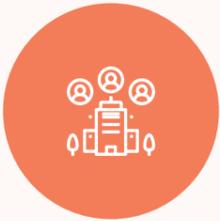
Respect	Integrity
Teamwork	Excellence
Community	

OUR PILLARS

 <p>Our People Connected and Supported</p> <p>As an employer of choice, we will have a motivated high-performing, diverse and inclusive team who feel safe and empowered to bring their whole selves to work.</p>	 <p>Our Spirit Trusted and collaborative</p> <p>We will keep our community safe by responding and adapting swiftly, while actively educating the community in prevention awareness.</p>
 <p>Our Corporate Responsibility Commitment and Impact</p> <p>Operating in an ethical, sustainable and responsible manner, we will foster and protect the needs of our environment, team, partners and community now and for generations to come</p>	 <p>Our Evolution Sophisticated and Progressive</p> <p>Through innovation of current and emerging risks we will be a leader in fire and rescue, ensuring our service provides public and economic value through our agility and accountability.</p>

PLAN SUMMARY

Commitments

 <p>Our People Connected and Supported</p> <ul style="list-style-type: none"> Talent Acquisition Promotion Processes Thriving Employees Workforce Succession Planning High Performing Leadership Flexible Working Arrangements Performance Management Contemporary HR Practices Learning & Development Industrial Advice Solutions & Dispute Management Regional and Retained Employee Value Proposition Modern Workforce Management & Systems 	 <p>Our Spirit Trusted and Collaborative</p> <ul style="list-style-type: none"> Union Partnership Communication & Marketing Globally Connected Strategic Alliances Regional Community National centre of excellence training facility Technology & Modernisation MFS brand engagement 	 <p>Our Corporate Responsibility Commitment and Impact</p> <ul style="list-style-type: none"> Emergency Management Response (Act) Commercialisation & Budget Sustainability External Partnerships & Stakeholder Engagement Community Initiatives Technology & Innovation Research & Development - Future Technologies Community Partnership Community Engagement & Education Environmental & Economic Risks 	 <p>Our Evolution Sophisticated and Progressive</p> <ul style="list-style-type: none"> Organisational Structure Corporate Governance, Risk & Audit Cadence / Operating Rhythm Injury Management Work Health and Safety Service Delivery Innovation Delegation of Authority Financial Modelling Collaboration with key stakeholders through Infrastructure & Asset management Enterprise Agreement Environmental & Economic Risks Policy & Procedure Registered Training Organisation Continuous Improvement
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MILESTONE SUCCESS MEASURES

2024

We will deliver a thriving talent plan that emphasises diversity and inclusion.

The introduction of an updated promotion framework and modern marketing strategy, will allow us to develop a robust commercialisation plan that engages existing and new stakeholders.

2025

Driven by our commitment to excellence, we will build high-performing leaders, implement a contemporary workforce succession plan, embrace agile and flexible working and establish a robust performance management framework.

Forging stronger global connections, we will be regarded as thought leaders in the emergency services sector.

2026

Our relentless focus on growth and innovation will see us build and embed modern people and culture practices. This includes conducting a comprehensive review of learning and development for all staff, and implementing a new framework for staff capability.

A plan will be established to enhance a centre of excellence in collaboration with key partners across government and defence. The centre will aim to foster greater community connection through best-in-class education programs, including wider engagement with culturally and linguistically diverse groups.

2027

A technology-driven plan will be created to enhance response times and reduce costs throughout the fire service, embedding a contemporary employee value proposition, and empowering the community through engagement initiatives that foster knowledge and capacity-building.

2028

A global best practice learning and development framework will be created through a modern Registered Training Organisation. Other developments include the implementation of a lessons management framework and establishment of a modern workforce management structure and systems.

A plan will be undertaken to refresh the Metropolitan Fire Service brand through a fully inclusive lens. These accomplishments will highlight our commitment to excellence, innovation, and inclusivity, setting the stage for continued success in the future.



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