



Mr Lee Odenwalder MP  
Member for Elizabeth  
PO Box 1046  
ELIZABETH VALE SA 5112

Dear Mr Odenwalder

### Freedom of Information Determination

I refer to your application under the *Freedom of Information Act 1991* (FOI Act) received by the former Minister for Police, Emergency Services and Correctional Services, the Hon Corey Wingard MP on 11 June 2020 seeking access to:

*'All correspondence (including, but not limited to submissions, emails, letters, minutes, briefings and notes) between any officer or employee of SAFECOM and the Minister and/or his office, regarding SAFECOM's 'Analysis of South Australia's Fire and Emergency Services'.*

On 29 July 2020, the Hon Vincent Tarzia MP was appointed as the Minister for Police, Emergency Services and Correctional Services, therefore your FOI application was transferred to his newly established office.

Following extensive searches of this agency's records management system, 8 documents were discovered which fall within the scope of your application and are detailed in the attached document schedule.

I have determined to release documents 6 and 7 in full.

Documents 1, 5 and 8 are partially released with third party information pertaining to direct work numbers and mobile phone numbers removed. This information falls within the definition of personal affairs under the FOI Act; therefore, the information is exempt by virtue of Schedule 1.

### 6—Documents affecting personal affairs

- (1) A document is an exempt document if it contains matter the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

Document 2 is a briefing specifically prepared for the use of the Minister in relation to a matter proposed to be submitted for Cabinet, therefore, is considered exempt pursuant to 1(1)(f). Document 3 was prepared for submission to Cabinet, whether or not it has been submitted therefore, is considered exempt pursuant to 1(1)(a). Document 4 contains information of which the disclosure would divulge information concerning deliberation of Cabinet, therefore, is considered exempt pursuant to 1(1)(e).

#### **1—Cabinet documents**

- (1) A document is an exempt document—
  - (a) if it is a document that has been specifically prepared for submission to Cabinet (whether or not it has been so submitted); or
  - (e) if it contains matter the disclosure of which would disclose information concerning any deliberation or decision of Cabinet; or
  - (f) if it is a briefing paper specifically prepared for the use of a Minister in relation to a matter submitted or proposed to be submitted to Cabinet.

If you are dissatisfied with this determination, you may seek an internal review by writing to the Hon Vincent Tarzia MP within 30 days of receipt of this letter. A factsheet outlining your rights to review, and appeal is available at [www.archives.sa.gov.au/finding-information/information-held-sa-government/making-freedom-information-application#Review](http://www.archives.sa.gov.au/finding-information/information-held-sa-government/making-freedom-information-application#Review).

Pursuant to Premier and Cabinet Circular PC045, agencies receiving non-personal FOI applications may publish the document in the agency disclosure log if access is provided.

Should you require further information or clarification on this matter, please contact my office on telephone (08) 8303 0670.

Yours sincerely



**Georgia Meneaud**  
Accredited FOI Officer  
Office of the Hon Vincent Tarzia MP

9 / 12 / 2020

Encl: 1. Schedule of Documents  
2. Documents Discovered

## DOCUMENT SCHEDULE

<b><i>Document number</i></b>	<b><i>Document description</i></b>	<b><i>Exemption clauses</i></b>	<b><i>Released (part/full/refused)</i></b>
1	Email	6(1)	Partial
2	Cabinet Note	1(1)(e)(f)	Refused
3	Ministerial Briefing	1(1)(e)(a)	Refused
4	Draft Report	1(1)(e)(b)	Refused
5	Email	6(1)	Partial
6	Analysis Talking Points	Nil	Full
7	Draft Commission Executive Charter	Nil	Full
8	Ministerial Briefing	6(1)	Partial

## Meneaud, Georgia (DCS)

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**From:** Soucek, Pavla (SAFECOM)  
**Sent:** Wednesday, 2 October 2019 12:43 PM  
**To:** Mallinson, Larissa (DIT); Hooper, Sam (DCS)  
**Subject:** CONFIDENTIAL - ESS 19 - 3770 - Draft Cabinet note - Analysis of South Australia's Emergency Services - September 2019  
**Attachments:** ESS 19 - 3770 - Attachment - Draft Cabinet note - Analysis of South Australia's Emergency Services - September 2019.docx; ESS 19 - 3770 - Draft Cabinet Note - Attachment - Report - Analysis of South Australia's Emergency Services - September 2019.docx; ESS 19 - 3770 - Wingard, Corey MP 2019 - Cabinet Note - Analysis of South Australia's Emergency Services - September 2019 - covering minute to Minister.doc; ESS 19 - 3770 - Wingard, Corey MP 2019 - Cabinet Note - Analysis of South Australia's Emergency Services - September 2019 - signed covering minute.pdf

Larissa/Sam

Please find attached draft Cabinet note and report regarding Analysis of SA's Emergency Services - September 2019.

Kind regards, Pavla

### Pavla Soucek

Project Officer, Governance Board and Executive Support

SA Fire & Emergency Services Commission (SAFECOM)  
 Level 6, 60 Waymouth Street  
 Adelaide SA 5000

T (08) [REDACTED] | F (08) [REDACTED] | M [REDACTED] | E [REDACTED]  
 Volunteer Recruitment Hotline T 1300 364 587



**Disasters:**  
 prepare  
 and stay  
 safe...

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Soucek, Pavla (SAFECOM) has sent you copies of the following 4 documents from Objective:

- "ESS 19 - 3770 - Attachment - Draft Cabinet note - Analysis of South Australia's Emergency Services - September 2019" (A1190179) v3.0
- "ESS 19 - 3770 - Draft Cabinet Note - Attachment - Report - Analysis of South Australia's Emergency Services - September 2019" (A1190180) v8.0
- "ESS 19 - 3770 - Wingard, Corey MP 2019 - Cabinet Note - Analysis of South Australia's Emergency Services - September 2019 - covering minute to Minister" (A1190043) v3.0
- "ESS 19 - 3770 - Wingard, Corey MP 2019 - Cabinet Note - Analysis of South Australia's Emergency Services - September 2019 - signed covering minute" (A1190252) v1.0



## Meneaud, Georgia (DCS)

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**From:** Dilag, Lorraine (SAFECOM)  
**Sent:** Tuesday, 31 December 2019 3:38 PM  
**To:** AGD:Wingard Correspondence  
**Cc:** SAFECOM:Ministerial Liaison  
**Subject:** ESS 19 - 4952 - Progress following development of Analysis of SA's Fire and Emergency Services  
**Attachments:** Wingard, Corey MP 2019 - Analysis of South Australia's Fire and Emergency Services, September 2019 - Briefing signed by CE SAFECOM .pdf; Wingard, Corey MP 2019 - Analysis of South Australia's Fire and Emergency Services, September 2019 - briefing to Minister.docx; ESS-19-4952 - Attachment 1 - Analysis Talking points.docx; ESS-19-4952 - Attachment 2 - Draft Commission Executive Charter.docx

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

**Categories:** CASSIE

Good afternoon

Please find attached briefing for the Minister's noting regarding the progress following the development of the Analysis of South Australia's Fire and Emergency Services, September 2019.

Kind regards, Lorraine

**Lorraine Dilag** CPA  
 Principal Internal Auditor

SA Fire & Emergency Services Commission (SAFECOM)  
 Level 6, 60 Waymouth Street  
 Adelaide SA 5000

T [REDACTED] | M | E [Lorraine.Dilag@sa.gov.au](mailto:Lorraine.Dilag@sa.gov.au)  
 Volunteer Recruitment Hotline T 1300 364 587



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**Talking Points – The Analysis of South Australia's Fire and Emergency Services, September 2019.**

Following the appointment of the new Chief Executive, South Australian Fire and Emergency Services Commission (SAFECOM), Dom Lane, Mr Lane was asked to review the current capabilities of South Australia's Fire and Emergency Services.

The Analysis of South Australia's Fire and Emergency Services ('the Analysis') was a systematic process of;

- A review of the major emergencies in South Australia since Ash Wednesday in 1983.
- The South Australian Government's current policy initiatives and budget enhancements.
- The role of the *Commission* under the *Fire and Emergency Services Act 2005*.
- Comparison of funding and performance with other States and Territories.
- A Summary of 'Reviews' of SAFECOM and the emergency services since 2003.

The Analysis also combines with Mr Lane's personal observations which is based on his extensive career as an emergency services professional which has allowed him to form the key findings and recommendations of the Analysis.

The Analysis calls for:

1. Greater collaboration across the fire and emergency services.
2. The leaders to drive this collaboration as is legally expected under the powers of the Fire and Emergency Services Commission.
3. Making the new Fire and Emergency Services Headquarters the ideal facility to build on the collaboration and leadership that is required and expected.

Hon. Minister Wingard Quotes:

*"The Government expects strong leadership of its fire and emergency services."*

I have also outlined a range of priorities to:

- Support volunteers and work towards building the next generation of volunteers;
- Drive better outcomes from investment and see results in upgraded fleet, use of new technology and providing better support services to volunteers and firefighters;
- Implement actions that help create a more resilient South Australia; and
- Deliver the highest standards of service to our communities.



## South Australian Fire and Emergency Service Commission – Joint Executive Charter

As senior public sector executives of the South Australian Public Sector, we are committed to abiding by the values and standards of professionalism set out within the Code of Ethics. It is our role to be unified in leading a high performing and modern public sector. Under the South Australian Executive Service Charter **LEADING THE WAY**, we will;

### INSPIRE, COLLABORATE, DELIVER

The South Australian Government expects strong leadership of its emergency services.

The quality of services provided by firefighters and volunteers is outstanding. We commit to supporting all fire and emergency services personnel to allow them to do their best. Our collaboration in areas such as planning, capital works, procurement decisions, innovation and the use of technology will support this commitment. The changing risk environment continues to place pressure on the effective delivery of services within budgets. Greater collaboration will help us understand and mitigate these risks. As a renewed emergency services executive team we will continue to make the needed improvements and bring together the leadership team that is required.

As the Chief Executive and Chief Officers, we will lead by example. We are accountable for delivering the strong leadership that is expected. By setting a strategic direction, modelling the highest professional standards, effectively communicating, consulting and promoting diversity and inclusion we will exhibit the behaviors that our respective roles necessitate.

As members of the South Australian Fire and Emergency Services Commission demonstration of our commitment to the Joint Executive Charter goes beyond the expectation of other public sector executives. Not only do the functions and powers of the South Australian Fire and Emergency Services Commission provide the mandate through which the Chief Executive and the Chief Officers can effectively deliver the best possible fire and emergency services to the community of South Australia, we are legally bound to operate as a Commission to implement these functions as a collective and unified body.

*Our policy advice to government will be collective.*

*Our communications will be unified.*

*Our debate at Board level will be vigorous and we will not flinch from challenge.*

*Our decisions will be data driven, will be comprehensive, will be action-oriented, will be framed in an economic context and will be in the best interests of the community we serve.*

*We will measure our performance as a Commission, not as individual agencies,*

AND

*We are committed to transparency and openness and will continually communicate with and seek feedback from our staff and volunteers.*

CE SAFECOM

CO MFS

CO CFS

CO SES

MPES



ESS 19 - 4952



Government of South Australia  
South Australian Fire and  
Emergency Services Commission

TO MINISTER FOR POLICE, EMERGENCY SERVICES AND CORRECTIONAL  
SERVICES

FOR NOTING

RE: PROGRESS FOLLOWING DEVELOPMENT OF 'ANALYSIS OF SOUTH  
AUSTRALIA'S FIRE AND EMERGENCY SERVICES, SEPTEMBER 2019'

Critical Date: / / 2019

Reason:

RECOMMENDATION(S):

SAFECOM Recommendation	CE Initials	Minister's Response
That you note the contents of this brief.	<i>DL</i>	Approved / Not Approved / <u>Noted</u>

Minister's Office use: Comments

Comments:

*CDW*  
Hon Corey Wingard MP

*10 / 1* / 2019

ISSUE:

Following on from the South Australian Fire and Emergency Services strategic planning workshop held at the end of October 2019, a number of actions are being progressed including those resulting from the Analysis of South Australia's Fire and Emergency Services, September 2019 ('the Analysis').

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**BACKGROUND:**

As requested, an analysis to review the functioning of the South Australian Fire and Emergency Services Commission (SAFECOM) and to provide recommendations on the best processes for the ongoing implementation of Government priorities has now been completed.

Implementing the recommendations has commenced through the two-day strategic planning workshop held between the Chief Executive, SAFECOM and the Chief Officers of South Australian Country Fire Services (CFS), Metropolitan Fire Services (MFS) and State Emergency Services (SES).

**DISCUSSION:**

The Analysis was tabled to the SAFECOM Board on 18 December 2019. The paper was well received and it was agreed the Analysis provides a good 'peg in the ground' from which to move forward. The United Firefighters Union (UFU) and Volunteer Associations both expressed a desire to be closely engaged with as the recommendations are implemented. It is now intended to publically release the Analysis. Talking points associated with the release are attached (Attachment 1).

The Joint Executive Charter ("the Charter") has now been drafted (Attachment 2), subject to your agreement it is intended at a future meeting with yourself to sign off on the Charter and attach to each of the Chief Executive, SAFECOM and Chief Officers (Executives) contracts.

The announcement of the new Fire and Emergency Services Headquarters creates the opportunity to now progress implementation of the recommendations of the Analysis. The new Headquarters also offers the opportunity to fundamentally improve a whole range of deliverables, however this will require significant project management effort. Noting recommendation 5; 'policy advice and support to government', which relates to observations of previous poor project management. I propose to restructure SAFECOM to establish a Project Office with first priority being the Headquarters move. The first step of this transition is the re-location of the Chief Officers on to one floor of Waymouth Street. Additional space has been identified on level 3, an area of 273m<sup>2</sup> at approximately \$14,000 per month. With some basic fit-out required for the Executive and Project Office can be up and running in early 2020.

The costs of the establishment of the Project Office will be offset by re-aligning the functions of the Public Information and Warnings (PIAW) section of SAFECOM. Currently each of the three agencies deliver their various alerts and warnings autonomously through each of their operational and media sections. The way this currently operates does not seem to create any issues and I have formed the view that the SAFECOM PIAW does not assist this autonomous approach.

It is therefore proposed to re-align SAFECOM PIAW and move staff to other functions, including the intended Project Office. The Project Office will have the responsibility for bringing higher levels of governance to the delivery of projects based on performance indicators of timeliness, cost and implementation, with the highest priority being the implementation of the new Fire and Emergency Services Headquarters.

I intend to meet with staff and representative bodies in the coming weeks to commence implementation of these changes.

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**SENSITIVE:** No

**FINANCIAL IMPLICATIONS:**

Are there financial implications?

Yes

**Budget Impact Table**

	2019-2020 \$000	2020-2021 \$000	2021-2022 \$000	2022-2023 and ongoing \$000
Operating Expenses	\$70,000	168,000	82,000	Nil
Operating Revenue				
<b>Net Operating Cost</b>	\$70,000	168,000	82,000	Nil
Capital Expenditure				

Identify the source(s) of funds

2019-2020 costs will be funded within Fire and Emergency Services Budget. A budget bid will be sought for the following two financial years.

Is there an FTE Impact?

No

Nil associated with this brief.

Are there any implications arising from the Public Finance and Audit Act 1987 and/or Treasurer's Instructions? No

**MEDIA:** Yes, it is intended to publically release the Analysis

**LEGAL IMPLICATIONS:** No

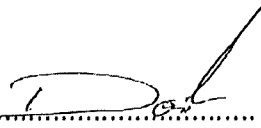
**Contract Confidentiality Clause Inserted:** No

**ATTACHMENTS:**

1. Talking Points – The Analysis of South Australia's Fire and Emergency Services, September 2019.
2. Draft Joint Executive Charter

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<p><b>Contact Officer:</b>  Dom Lane  Phone: [REDACTED]</p>		<p>Approved by:</p>  <p>.....</p> <p><b>Dom Lane</b>  <b>CHIEF EXECUTIVE</b>  <b>SAFECOM</b></p> <p>3/1/2019</p>
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