

**Tasmania Fire Service and  
State Emergency Service**  
Strategic Direction

# FRAMING THE FUTURE



Tasmania Fire Service



Tasmanian  
Government

# Contents

Foreword.....	1
Introduction.....	2
About Us.....	4
Strategic Planning Framework.....	7
Strategic Direction 1 .....	8
Strategic Direction 2 .....	10
Strategic Direction 3 .....	12
Strategic Direction 4 .....	14
Strategic Direction 5 .....	16
Risks .....	19
Acronyms.....	20



Tasmania Fire Service



Tasmanian  
Government

This document also available from:  
**[fire.tas.gov.au](http://fire.tas.gov.au)**







# Foreword

Emergency services today face considerable challenges. Chief among these are climate change, terrorism and economic downturn. This presents a dichotomy: on one hand we are confronted with more frequent large and protracted emergencies whilst on the other we are continuously competing for funding and resources to better manage emergencies. Service collaboration or integration is one broad solution to this challenge, which is now reflected in our plans. Others strategies such as bolstering voluntarism, more disciplined financial accountability all form new directions that the State Fire Commission are keen to pursue.

Government leaders, through the Council of Australian Governments, now consider it much wiser to invest in community resilience rather than continuously spending millions of dollars in community recovery costs.

From a front-line service delivery perspective it is much more efficient to support community prevention programs and take a pro-active response approach (for example, through community risk modelling, operational planning and readiness) so we are intervening as early as possible in emergencies rather than relying on the traditional 'wait and see' response model that often leads to protracted, costly and time consuming campaign events. Of course, when catastrophic conditions or terrorist activities quickly develop into major events we must be well prepared to seamlessly escalate operations to the highest level. This means that over time, we must work together with other agencies and develop common operating methodologies and systems.

This Strategic Direction also reflects the transfer of responsibility for the SES to the State Fire Commission and the opportunity that this brings for closer collaboration and resource sharing whilst preserving the important identities and cultures of both the TFS and the SES. The actions detailed within this document frame the future of emergency services in Tasmania by capitalising on the operational synergies of TFS and SES. I therefore commend it to you.

The Tasmania Fire Service (TFS) and the Tasmania State Emergency Service (SES) aspire to stand out as major contributors to Tasmania's and Australia's emergency management sector. This Strategic Direction document represents an important step in our journey towards a common understanding of goals and objectives and will guide us in our collective efforts to do this.

**Chris Arnol**  
Chief Officer

# Introduction

This Strategic Direction has been developed with the operational environment and associated corporate risks to fire and emergency services in mind. It maps out our direction for the next decade but has been purposely framed in terms of four year Horizons to help everyone understand how their efforts today link to longer term outcomes as we build on initiatives over time.

Strategy also informs structure. To be effective, our organisational structure must be properly aligned to deliver on our strategies. That is, we should have people with the right skills in the right place in our organisation to support or enable the best front line service delivery that we can provide.

Combining organisational direction with an enabling structure forms essential elements of good governance which include:

- setting clear corporate goals, policies and strategies;
- establishing internal control/accountability mechanisms to ensure that the goals and strategies are met;
- establishing clear accountability and responsibility for decision making;
- ensuring compliance with laws, regulations, policy and processes;
- accepting responsibility and accountability for corporate performance, through clear disclosure to oversight agencies; and
- establishing and maintaining appropriate ethical standards.

It is important that all organisational decisions around the allocation of financial, physical and human resources are be informed by strategies. The five strategic directions contained within this document, along with their associated deliverables and outcomes provide a sound foundation for the Business Plans of all individual directorates or portfolios within TFS and SES.

The Deliverables in each of our five Strategic Direction will drive the annual Program of Works. All projects contained within the TFS/SES Program of Works must be faithfully aligned to organisational strategies otherwise our time, money and efforts are being misdirected and wasted.







**WE SHOULD HAVE  
PEOPLE WITH  
THE RIGHT SKILLS  
IN THE RIGHT  
PLACE IN OUR  
ORGANISATION  
TO SUPPORT  
OR ENABLE THE  
BEST FRONT LINE  
SERVICE DELIVERY  
THAT WE CAN  
PROVIDE.**





Photographer: Warren Frey

## About Us

**Collectively our primary purpose is to minimise the social, economic and environmental impact of fire and other emergencies on the Tasmanian community. This is achieved through Tasmania Fire Service (TFS) and State Emergency Services (SES) implementing strategies that develop community self-reliance to prevent and prepare for fires, floods and storms backed by effective response to emergencies.**

TFS and SES are as diverse as the Tasmanian communities that they protect. Our people are a mix of career, retained and volunteer members and support staff. With a combined workforce of over 6,000 career staff and volunteers, more than 230 brigades and 31 SES Units, TFS and the SES are not just major employers and service providers, but combine as a community of its own, committed to achieving its strategic goals for a safe and resilient Tasmania. Our combined workforce provides a multifaceted service. Community risk reduction planning, community education and all-hazard response are key service delivery areas.

TFS operational personnel are equipped and trained for structural firefighting, bush firefighting and fuel mitigation, vehicle and transportation incidents, road crash rescue, urban search and rescue, hazardous materials and the effective deployment of resources and information through our dispatch/communications centre. Our community fire safety personnel contribute directly to the resilience of the state through education and community engagement.

SES provides front line emergency response to storm or flood events, road crash rescue, search and rescue and other specialist support functions such as communications. SES also provides broader emergency management planning and support functions and the coordination of various projects that help build community resilience against natural disasters.



## TFS VISION

Our vision is a Tasmanian community safe from and resilient to the impact of fire and other emergencies.

## TFS MISSION

Our role is to protect life, property and the environment from the impact of fire and other emergencies by:

- Promoting fire safety across the community;
- Focussing on community resilience; and
- Providing an effective response to emergencies.

## TFS CORE VALUES

### Service

We Value:

- Serving the Tasmanian community;
- Being responsive to community needs; and
- Being progressive and delivering quality services.

### Professionalism

We Value:

- Dedication and pride in our organisation;
- Being skilled, efficient, committed and innovative;
- Using our collective capabilities to deliver an excellent service; and
- Being accountable for our actions.

### Integrity

We Value:

- Being trustworthy and ethical;
- Treating each other fairly and honestly; and
- Having the courage to do the right thing.

### Consideration

We Value:

- Each other;
- Working together to achieve our goals;
- Treating each other with respect and understanding; and
- Being supportive, compassionate and helping each other.



## SES VISION

A safe and resilient Tasmania.

## SES MISSION

To deliver quality emergency management services that focus on community safety, resilience and well-being.

## SES CORE VALUES

### Integrity in our People

- Respect the contribution of every individual;
- Promote the wellbeing and development of all SES people; and
- Communicate well and regularly

### Equity and Professionalism

- Strength in relationships across and beyond SES;
- Be the best I can; and
- Make SES proud, make Tasmania proud.

### Accountability and Performance

- Challenge and innovate;
- Be cost conscious;
- Fix problems, take action; and
- Drive decision making down.







# Strategic Planning Framework





# STRATEGIC DIRECTION 1

## Supporting Community Resilience



Our strategies are:		We will achieve the following outcomes in the long term:	We will deliver the following key milestones over time:		
Strategy		Outcome	Deliverables Year 1	Deliverables Year 2-5	Deliverables Year 6-9
1.1	<b>Safer Communities</b>	<p>Increased resilience of at-risk communities.</p> <p>Understanding risks.</p> <p>Tools and programs to manage risk are developed.</p> <p>Decreased risk of death, injury and loss due to natural hazards.</p>	<p>Capability to establish and deliver all-hazards (fire, flood and storm) community development and community protection planning programs.</p> <p>Key stakeholders are engaged. Common understanding of roles and responsibilities is established.</p>	<p>Risk and evidence based community fire programs are delivered.</p> <p>Flood and Storm community programs are being delivered.</p> <p>Performance measures to evaluate outcomes are established.</p>	<p>An all-hazard community development and protection planning strategy is delivered.</p> <p>All-hazard strategies are embedded within urban development frameworks.</p>





Our strategies are:		We will achieve the following outcomes in the long term:	We will deliver the following key milestones over time:		
Strategy		Outcome	Deliverables Year 1	Deliverables Year 2-5	Deliverables Year 6-9
1.2.	Community Protection, Planning, Promotion and Implementation	<p>Appropriate emergency response from households, communities and agencies.</p> <p>Stakeholders are more aware of risks and enabled to manage risks. Decreased risk of death, injury and loss due to natural hazards.</p> <p>Effective management of bushfire related risk throughout Tasmania.</p> <p>Lower net costs to Government, individuals and businesses.</p>	<p>A Community Development Plan is formulated.</p> <p>Strategies are in place for the continuation of the Fuel Reduction Unit.</p> <p>A communications strategy is developed to facilitate broader community support for planned burning.</p> <p>The Fuel Reduction Unit (FRU) is actively planning and mitigating bushfire risk.</p> <p>Fire Management Area Committees continue to develop and maintain Fire Protection Plans.</p> <p>A co-ordinated and consistent Tasmanian Emergency Management framework is developed.</p>	<p>The Community Development Plan is refined for community risk assessments. It is developed in consultation with communities and utilises available evidence.</p> <p>The FRU activities are sustained.</p> <p>Fire protection plans are being implemented in a sustainable collaborative way prioritised by risk.</p>	<p>The Community Development Plan is integrated across all community planning initiatives with strong support for community risk mitigation strategies.</p> <p>The FRU activities are mature.</p>
1.3	Emergency Management Planning – All-hazards risk management	<p>Risks identified, mitigation and treatments put in place.</p>	<p>Fire, flood, storm and tsunami risk treatments identified and mitigation plans developed.</p>	<p>Continue mitigation and treatment implementation.</p> <p>Management of all hazards including emerging risks are reviewed.</p>	



# STRATEGIC DIRECTION 2

## Providing Trusted Emergency Response

Our strategies are:		We will achieve the following outcomes in the long term:	We will deliver the following key milestones over time:		
Strategy		Outcome	Deliverables Year 1	Deliverables Year 2-5	Deliverables Year 6-9
2.1	<b>Adopt a seamless and all-hazards approach to the delivery of emergency services</b>	<p>Evidence based resource allocation.</p> <p>A capability model for core emergency service delivery is mapped to inform departmental business planning.</p> <p>Efficient use of available resources.</p> <p>Informed future workforce plan and strategic asset management plan.</p> <p>Identify opportunities for improvement (technology, processes).</p>	<p>Complete and implement a state-wide resource to risk analysis.</p> <p>Current resource assignments against risks are reviewed.</p> <p>A long term plan for aviation service delivery is developed.</p>	<p>A multi-service, all-hazard emergency service delivery model is fully operational.</p> <p>Resource design allocation plan (technology and knowledge procedures, personnel, equipment) completed.</p> <p>Capability model informs business planning.</p> <p>Aviation service delivery is synchronised with other agencies to optimise whole of government capability.</p>	<p>Plan for improved resource allocation implemented state-wide.</p> <p>Report on effectiveness of Fire and Emergency Services resource allocation to State Fire Commission and State Emergency Management Committee.</p>
2.2	<b>Consolidate learnings from After Action Reviews and other experiences</b>	<p>Highly flexible and adaptable learning organisation/culture.</p>	<p>Consistent process/ model to capture, review and implement learnings is developed and utilised.</p>	<p>An informed organisation-wide learning loop is applied to organisational learning.</p>	





Our strategies are:		We will achieve the following outcomes in the long term:	We will deliver the following key milestones over time:		
Strategy		Outcome	Deliverables Year 1	Deliverables Year 2-5	Deliverables Year 6-9
2.3	Deliver timely and accurate emergency information and intelligence	<p>A community that is informed to respond in a manner to protect themselves.</p> <p>Decrease in fatalities.</p> <p>Warning and information systems that shape the behaviours of communities during emergencies.</p> <p>Operational intelligence informs preparedness for anticipated emergency events.</p>	<p>Dissemination of emergency information is consistent with the national approach.</p> <p>A 'Vulnerable People' strategy is developed.</p> <p>Consultation with the community in relation to information dissemination is completed.</p> <p>The approach to meet community needs and technological developments is reviewed and modified.</p> <p>All operational intelligence needs are identified.</p>	<p>The community is engaged to ensure they are receiving relevant information.</p> <p>A 'Vulnerable People' Strategy is implemented.</p> <p>Operational intelligence cell is formed at State level to enhance operational awareness and response.</p> <p>Incident management personnel have access to dynamic data and information to support effective decisions.</p>	<p>Contemporary and integrated emergency management information framework is delivered and operating.</p>
2.4	Be a socially and environmentally responsible organisation	<p>A respected organisation that improves its capacity to measure its impact on the environment.</p>	<p>Policies, systems and procedures are reassessed to gauge their environmental impact.</p>	<p>Respect built between community and emergency services through communication and consultation regarding environmental indicators relevant to emergency services.</p> <p>Ways to measure and review environmental indicators are established.</p>	<p>Confirmation that environmental indicators are in place.</p>



# STRATEGIC DIRECTION 3

## A Collaborative Organisation

Our strategies are:		We will achieve the following outcomes in the long term:	We will deliver the following key milestones over time:		
Strategy		Outcome	Deliverables Year 1	Deliverables Year 2-5	Deliverables Year 6-9
3.1	<b>Take opportunities to integrate common operating systems</b>	<p>People undertake work efficiently, collaboratively and seamlessly.</p> <p>Operational systems provide the capability to coordinate emergency services across all hazards.</p>	<p>Common operating systems are:</p> <ul style="list-style-type: none"> <li>– Identified, including gaps</li> <li>– Reviewed</li> <li>– Risk-assessed</li> <li>– Prioritised.</li> </ul> <p>Underpinning characteristics/ principles for new Common Operating Platforms (COPs) are agreed.</p>	<p>Priority operating systems are modified and adopted.</p> <p>WebEOC is embedded and fully utilised.</p>	<p>All common operating system changes are adopted and in use.</p>
3.2	<b>Build a culture that delivers a collaborative approach</b> <ul style="list-style-type: none"> <li>– Values and behaviours</li> <li>– Policies and protocols</li> <li>– Stakeholder engagement</li> </ul>	<p>Members achieve outcomes collaborating innately within the organisation and with external stakeholders.</p> <p>Our organisation is receptive to approaches from other organisations to collaborate.</p>	<p>Characteristics of current culture are identified and measured.</p> <p>Behaviours that support collaboration are described and communicated.</p> <p>Training and education options to enable members to collaborate are identified.</p>	<p>Policies and protocols are reviewed and modified to ensure they support collaboration.</p> <p>Training / education regarding opportunities collaboration is completed.</p> <p>Tools are available to assist collaboration.</p> <p>Operating systems are integrated.</p>	<p>Changes in the organisational culture are re-evaluated.</p>
3.3	<b>Participate and inform Whole of Government (WoG) reforms</b>	<p>WoG reforms are appropriate for fire and emergency services.</p>	<p>WoG reform participation is identified and prioritised.</p> <p>A process for ensuring representatives are able to present a Fire and Emergency Services position and report on progress established.</p>	<p>WoG reforms impacting Fire and Emergency Services are adopted.</p> <p>Process for representation and reporting is reviewed.</p>	<p>Fire and Emergency Services effectively collaborate and influences relevant WoG reforms.</p>



Our strategies are:		We will achieve the following outcomes in the long term:	We will deliver the following key milestones over time:		
Strategy	Outcome	Deliverables Year 1	Deliverables Year 2-5	Deliverables Year 6-9	
3.4 <b>Participate across the emergency management industry to add value to Tasmania</b>	<p>Fire and Emergency Services are amongst the leaders in contemporary emergency management.</p> <p>Integrated and seamless operations exist with emergency management partners.</p> <p>National initiatives are utilised to add value for Tasmania.</p> <p>A vibrant, active, engaged and relevant State Fire Management Council (SFMC).</p>	<p>Fire and emergency services participate in AFAC and other national forums.</p> <p>Review of emergency management inter-agency communication and documentation for emergencies completed.</p> <p>Identify opportunities for collaboration with newly identified stakeholders and establish relationships with those identified.</p> <p>Organisational research adoption strategy is developed.</p> <p>SFMC Strategic Directions Framework and associated workplan is implemented.</p>	<p>Clear communication channels and documented understanding exists between EM agencies for emergencies.</p> <p>Collaboration occurs with newly identified stakeholders to deliver solutions for the community.</p> <p>TFS and SES utilise research initiatives that enhance services and programs.</p> <p>Strategic Directions Framework is reviewed and relevant.</p>		



# STRATEGIC DIRECTION 4

## Valued and Capable People



Our strategies are:		We will achieve the following outcomes in the long term:	We will deliver the following key milestones over time:		
Strategy	Outcome	Deliverables Year 1	Deliverables Year 2-5	Deliverables Year 6-9	
4.1 <b>Develop and implement a Human Resources (HR) Capability Framework</b>	<p>Engaged workforce.</p> <p>Consistent delivery of service across the organisation.</p> <p>Functionally proficient and diverse workforce.</p> <p>Demonstrated values through behaviours.</p>	<p>(HR) Capability Framework documented.</p> <p>People management systems reviewed and developed:</p> <ul style="list-style-type: none"> <li>– Executive Leadership Program</li> <li>– Employee/member Engagement Program</li> <li>– Quality Assurance review</li> <li>– Job/functional design</li> <li>– Consistent and reportable feedback system.</li> </ul>	<p>People Capability Framework implemented including:</p> <ul style="list-style-type: none"> <li>– Revised internal Communications Strategy</li> <li>– Improved system of personnel recognition</li> <li>– Job-specific, incremental leadership program</li> <li>– Sustainable and targeted recruitment program.</li> </ul>	<p>People Capability Framework modified to ensure:</p> <ul style="list-style-type: none"> <li>– Effective and sustainable succession planning into the future</li> <li>– Adaptive, functional workforce</li> <li>– Employer of Choice.</li> </ul>	



Our strategies are:		We will achieve the following outcomes in the long term:	We will deliver the following key milestones over time:		
Strategy		Outcome	Deliverables Year 1	Deliverables Year 2-5	Deliverables Year 6-9
4.2	<b>Develop a people plan</b>	<p>Skilled and capable workforce.</p> <p>Sustainable succession plan.</p> <p>Embedded workplace safety culture.</p> <p>Motivated and engaged workforce.</p> <p>Highly effective volunteer support structure.</p>	<p>Functional skill gap analysis completed and demographic risks identified.</p> <p>Review and alignment of organisational values completed.</p> <p>Organisation WH&amp;S Framework reviewed.</p> <p>Fire and Emergency Services 'wellness' program developed.</p>	<p>An effective and targeted recruitment and retention strategy for a functional and fit-for-purpose workforce implemented.</p> <p>WH&amp;S Framework implemented.</p> <p>Values based awareness program implemented.</p> <p>Demonstrate/deliver effective reward and recognition campaign.</p>	<p>People plan reviewed and modified.</p> <p>The workforce is functional and adaptive.</p> <p>Volunteer Strategy that allows for specialisation and expanded career paths (across EM sector) in place.</p>
4.3	<b>Development of a professional development pathway for volunteer and career staff</b>	<p>Volunteers are valued and utilised for their skills particularly in training, command and local knowledge.</p> <p>Career pathways ensure capability matches service delivery.</p>	<p>Programs focussing on operational performance measures are developed and implemented.</p> <p>Key performance measures are developed.</p>	<p>Volunteers are utilised in operational command roles.</p> <p>Development Program evaluated and key performance measures identified.</p>	
4.4	<b>Establish mechanisms to support proactive innovation</b>	<p>All levels of the organisation participate or contribute to corporate development and growth.</p>	<p>Mechanisms are established to enable staff and volunteers to provide input into strategy and planning (innovation portal).</p>	<p>TFS/SES effectively harness the contribution that can be made by all members in corporate planning and business processes.</p>	<p>Innovation in business planning is part of everyday culture.</p>



# STRATEGIC DIRECTION 5

## An Efficient and Effective Organisation

Our strategies are:		We will achieve the following outcomes in the long term:	We will deliver the following key milestones over time:		
Strategy		Outcome	Deliverables Year 1	Deliverables Year 2-5	Deliverables Year 6-9
5.1	<b>Review Emergency Service Legislation</b>	New Emergency Service legislation that complements emergency management with contemporary administration and governance.	Fire Service Act, 1979 review process is agreed with government and the review commenced.	Recommendations from the review are agreed and implemented including a revised funding model for SES.	New emergency service legislation is reviewed and evaluated for efficiency.
5.2	<b>Adopt good governance, corporate risk management and business disciplines that meet changing needs</b>	<p>Reduced organisational risk.</p> <p>Delivery of organisation priorities.</p> <p>Accountable and transparent reporting.</p> <p>Strategic approach to managing assets.</p> <p>Better management of finances.</p> <p>A new organisational structure is in place that is adaptable and responsive.</p>	<p>A corporate risk management framework is developed.</p> <p>KPIs for service delivery are developed.</p> <p>A Strategic Asset Management Plan (SAMP) is established.</p> <p>An organisational structure that is aligned to the corporate direction is implemented.</p> <p>A business continuity framework has been established.</p> <p>An information governance framework has been developed and endorsed.</p>	<p>Risk mitigation and reporting implemented.</p> <p>Robust project management methodology is adopted to manage corporate projects.</p> <p>An integrated suite of systems is designed and implemented to enable consistent tracking of project information, financial and human resourcing.</p> <p>Detailed asset planning is occurring which delivers assets consistent with operational needs.</p> <p>Business continuity framework is operating effectively.</p> <p>Change management is embedded in methodologies and mature change management is adopted across services.</p>	<p>Structured planning and reporting framework in place and operating.</p> <p>Organisational structure is reviewed to ensure strategic alignment.</p>



Photographer: Warren Frey



Photographer: Warren Frey



Our strategies are:		We will achieve the following outcomes in the long term:	We will deliver the following key milestones over time:		
Strategy		Outcome	Deliverables Year 1	Deliverables Year 2-5	Deliverables Year 6-9
5.3	<b>Develop an appropriate funding model to enable service delivery</b>	Appropriate, resourced Emergency Services.	Operating costs of Emergency Services are identified.	A funding model for SES is established and legislated.	Robust budget in place and operating, which is clearly linked to strategic outcomes and initiatives.
5.4	<b>Develop and implement outcomes based reporting tools</b>	KPIs developed to enable the organisation to measure performance.	Current KPIs/measures and existing tools are reviewed.	A shared recording mechanism is identified and implemented.	System outputs inform resource allocations.
5.5	<b>Establish a comprehensive and compliant suite of policies and procedures</b>	The organisation is legislatively compliant.	All policies and procedural documents reflect legislative requirements where relevant and are contemporary and compliant.	All policies and procedures are in place.	
5.6	<b>Implement an effective communication framework</b>	Communications framework optimises information flow between internal and external stakeholder groups.	A corporate communications strategy is developed.	Digital and social media are used to compliment traditional communication methods to maximise timeliness and coverage of public information.  A range of internal communication approaches are adopted to ensure the workforce is informed and engaged in accordance with the communications strategy.	Effectiveness of communication systems is regularly tested.







# Risks

These strategic directions are also designed to mitigate the following corporate risks:

## Strategy and Resource Allocation

- Strategy is unclear or not consistent with public or political expectation and there are potential impacts on resource planning and development, including the workforce.

## Governance Structure

- Inability to efficiently and effectively manage governance, accountabilities, and oversight in a complex and multi-governed organisation.

## Stakeholder Management

- Failure to meet public and political expectation, leading to a loss in confidence and support.

## Project Management

- The risk that significant projects do not deliver their objectives, preventing the Department from transforming its services.

## Fraud Risk

- Intentional misconduct by officers for self-gain or interest.

## Unsafe Workplaces and/or Practices

- Failure to provide a safe working environment for the Organisation's staff, contractors or sub-contractors, or volunteers.

## Legislative Framework

- Inability to influence the legislative framework.

## Legal and Compliance Obligations

- Inability to fairly interpret, administer and manage legislation and/or failure to comply with legislation that is applicable.

## Business Continuity

- Concern that critical business and information systems will fail.

## Data Security and Management

- Not having sufficient records to adequately undertake duties to protect the community.
- Records management systems may not adequately secure information held by the Department.

## Financial Sustainability

- The current model of service delivery is not sustainable or efficient in the long term.

## Disaster Recovery

- The organisation may not sufficiently or efficiently respond in the event of an emergency, which impacts the Organisation's facilities, resources or capability.

## Asset Management

- That assets employed by the organisation to deliver core services may not be fit for purpose for the delivery of current or future objectives/priorities.





# Acronyms

<b>AFAC</b>	Australasian Fire and Emergency Service Authorities Council
<b>DPFEM</b>	Department of Police, Fire and Emergency Management
<b>FMAC</b>	Fire Management Area Committee
<b>FRU</b>	Fuel Reduction Unit
<b>HR</b>	Human Resources
<b>KPIs</b>	Key Performance Indicators
<b>SAMP</b>	Strategic Asset Management Plan
<b>SES</b>	State Emergency Service
<b>SFC</b>	State Fire Commission
<b>SFMC</b>	State Fire Management Council
<b>SFOC</b>	State Fire Operations Centre
<b>TFS</b>	Tasmania Fire Service
<b>WebEOC</b>	Web Emergency Operations Centre
<b>WH&amp;S</b>	Work Health & Safety
<b>WoG</b>	Whole of Government







Tasmania Fire Service

**HEAD OFFICE:**  
Corner Argyle & Melville Streets Hobart

**POSTAL ADDRESS:**  
GPO Box 1526 HOBART TAS 7001

P: 1800 000 699  
F: 03 6234 6647  
E: [fire@fire.tas.gov.au](mailto:fire@fire.tas.gov.au)  
W: [www.fire.tas.gov.au](http://www.fire.tas.gov.au)



**HEAD OFFICE:**  
Corner Argyle & Melville Streets Hobart

**POSTAL ADDRESS:**  
GPO Box 1290 HOBART TAS 7001

P: (03) 6173 2700  
F: (03) 6234 9767  
E: [ses@ses.tas.gov.au](mailto:ses@ses.tas.gov.au)  
W: [www.ses.tas.gov.au](http://www.ses.tas.gov.au)