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**TO THE HONOURABLE JOHN KOBELKE MLA**

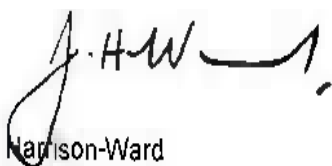
**MINISTER FOR POLICE AND EMERGENCY SERVICES**

In accordance with Section 66 of the *Financial Administration and Audit Act 1985*, we hereby submit for your information and presentation to Parliament, the Annual Report of the Fire and Emergency Services Authority of Western Australia for the year ended 30 June 2007.

In addition to requirements under the *Financial Administration and Audit Act 1985*, the report was prepared according to the *Fire and Emergency Services Authority of Western Australia Act 1998*, the *Fire Brigades Act 1942* and the *Bush Fires Act 1954*.

A handwritten signature in black ink, appearing to read 'M Barnett', with a large, stylized initial 'M'.

M Barnett AM  
FESA BOARD CHAIR

A handwritten signature in black ink, appearing to read 'J Harrison-Ward', with a large, stylized initial 'J'.

J Harrison-Ward  
FESA CHIEF EXECUTIVE OFFICER

26 September 2007

## GLOSSARY OF TERMS

APEC	Asian Pacific Economic Cooperation
AWARE	All West Australians Reducing Emergencies
BA	Breathing Apparatus
BFB	Bush Fire Brigade
BFS	Bush Fire Service
BoM	Bureau of Meteorology
Bushfire CRC	Bushfire Cooperative Research Centre
CBR	Chemical, Biological, Radiological
CCC	Corruption and Crime Commission
CEMO	Community Emergency Management Officer
DEC	Department of Environment and Conservation
DOAC	District Operations Advisory Committee
EMS	Emergency Management Services
ESL	Emergency Services Levy
FESA	Fire and Emergency Services Authority of Western Australia
FRS	Fire and Rescue Service
HAZMAT	Hazardous Materials
HSR Appliance	Hazmat Structure Rescue Appliance
MOU	Memorandum of Understanding
NDMP	Natural Disaster Mitigation Program
OMS	Operational Management System
RAC	Royal Automobile Club of Western Australia
SDC	State Disaster Council
SEMC	State Emergency Management Committee
SECG	State Emergency Coordination Group
SES	State Emergency Service
SLIP-EM	Shared Land Information Platform – Emergency Management
TRK	Training Resource Kit
USAR	Urban Search and Rescue
UXO	Unexploded Ordnance
VES	Volunteer Emergency Service
VFS	Volunteer Fire Service
VMRS	Volunteer Marine Rescue Services
VMRWA	Volunteer Marine Rescue Western Australia
Volunteer firefighters	A term used generically in this report to refer to firefighters in local government volunteer bush fire brigades, the volunteer Fire and Rescue Service, Volunteer Emergency Service units and Volunteer Fire Service brigades.
WAERN	Western Australian Emergency Radio Network
WANDRA	Western Australian Natural Disaster Relief Arrangements

# OPERATIONAL STRUCTURE

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## ABOUT FESA

### OUR FOUNDATION

The Fire and Emergency Services Authority of WA (FESA) was established in 1999 under the *Fire and Emergency Services Authority of Western Australia Act 1998*, to improve the coordination and planning of emergency services in Western Australia.

FESA comprises the career Fire and Rescue Service (FRS), Volunteer Fire and Rescue Service (VFRS), the State Emergency Service (SES), the Bush Fire Service (BFS), and Volunteer Marine Rescue Services (VMRS). In recent years, Volunteer Emergency Service (VES) units and Volunteer Fire Service (VFS) units have also been established.

FESA administers the following Acts:

- *Fire and Emergency Services Authority of Western Australia Act 1998*
- *Fire Brigades Act 1942*
- *Bush Fires Act 1954*
- *Emergency Management Act 2005*

### OUR OUTCOME STATEMENT

*The impact of human and natural hazards on the community of Western Australia is minimised.*

This is the performance expectation placed on FESA by the Government of Western Australia and against which we report annually through key performance indicators.

### OUR VISION

A safer community

### OUR MISSION

In partnership with the people of Western Australia to:

- Improve community safety practices; and
- Provide timely, quality and effective emergency services.

### OUR VALUES

- Put the community first;
- Work together as a committed team;
- Respect and value each other;
- Continuously improve our services;
- Act with integrity and honesty;
- Have open and honest two-way communications; and
- Strive to keep ourselves and others safe.

## OUR ROLES AND RESPONSIBILITIES

FESA has adopted an all hazards approach to emergency management, working in partnership with the community and other agencies to prevent, prepare for, respond to and recover from emergencies.

FESA is the Hazard Management Agency in Western Australia for:

- Fires – rural and urban fires in gazetted fire districts;
- Fires – on Department of Environment and Conservation managed land in gazetted fire districts;
- Hazardous materials incidents;
- Floods;
- Cyclones;
- Severe storms;
- Earthquakes;
- Tsunamis; and
- Landslides.

FESA also provides combat and support services, including communications, for other incidents including:

- Marine searches and rescues;
- Land searches;
- Air searches and rescues (including emergency casualty transport);
- Urban searches and rescues;
- Cliff, cave and confined space rescues;
- Road transport emergencies;
- Rail transport emergencies; and
- Animal disease outbreaks.

We facilitate State emergency management capacity building through:

- Development of State policy and plans;
- Management of the Western Australian Natural Disaster Relief Arrangements (WANDRA); and
- Development of mitigation initiatives.

We also provide advice and support on emergency management issues to key stakeholders at the local, State and national levels, including:

- Maintenance of State emergency management legislation;
- Support to the State Emergency Management Committee (SEMC), the State Emergency Coordination Group (SECG) and the State Disaster Council (SDC);
- Participation in State and National strategic working groups; and
- Provision of emergency management training in conjunction with Emergency Management Australia.

## OUR STAKEHOLDERS

FESA was established to serve the people of Western Australia.

In addition, we have special responsibilities to:

- The Minister for Police and Emergency Services;
- All levels of government;
- Our staff;
- The volunteers we support;
- Emergency Services Cadets;
- The insurance industry;
- The building and construction industry;
- Associated industry interest groups;
- Associations that support our volunteers;
- Unions that support our staff;
- Community service groups and agencies;

- Other Australian emergency services agencies;
- The communities of Christmas Island and the Cocos (Keeling) Islands; and
- Visitors and travellers in WA.

We take pride in serving all of our customers to the best of our ability and are committed to constant improvement in achieving our vision of a safer community for all Western Australians.

## OUR STRUCTURE

FESA is headed by a Board of Management and a Chief Executive Officer.

Following the appointment of the current Chief Executive Officer in August 2006, a major restructure was implemented in November 2006 to better reflect our responsibilities under the *Emergency Management Act 2005* and our commitment to a community centred model for service delivery.

## CORPORATE EXECUTIVE

Under our new structure, four portfolios coordinate and deliver key prevention and emergency services:

- **Community Development** – community engagement, research and liaison and risk planning and evaluation;
- **Corporate Services** – people and organisational development, information communications technology and business services;
- **Operations** – incorporates the FRS, BFS, SES, VMRS, VFS and VES and is responsible for management and delivery of on-the-ground services; and
- **Strategic Policy and Executive Services** – media and public affairs, emergency management services, stakeholder relations, professional standards and strategic policy and planning.

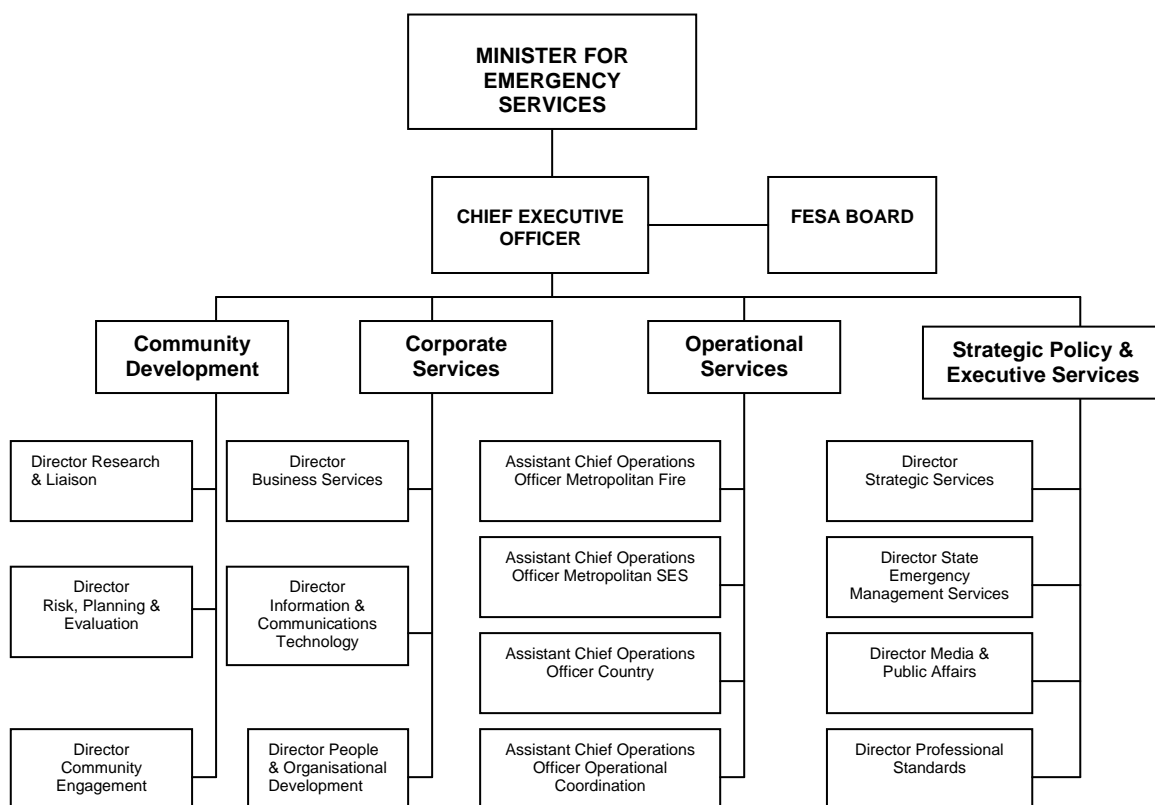
The executive directors of the four portfolios constitute our corporate executive team, which is led by the FESA Chief Executive Officer.

Ms Jo Harrison-Ward was appointed FESA Chief Executive Officer on 6 August 2006. Prior to her appointment, Mr Bill Hewitt was appointed to act in the position.

### Corporate Executive (as at 30 June 2007)

PORTFOLIO	APPOINTEE
Chief Executive Officer	Jo Harrison-Ward
Corporate Services	Frank Pasquale
Community Development	Karen Roberts
Strategic Policy and Executive Services	John Butcher
Operational Services	Craig Hynes

The FESA corporate executive team met 13 times in 2006-2007.



**FESA STRUCTURE (by function) as at 30 June 2007**

## OUR PEOPLE

We employ 1,223 full-time staff and 28 part-time staff. The full-time equivalent staff complement as at 30 June 2007 was 1,210.

We also support more than 30,000 volunteers who make an invaluable contribution to our vision of a safer community by assisting us to deliver emergency services throughout Western Australia.

### VOLUNTEER NUMBERS

Volunteer Fire and Rescue Service	1,781
Bush Fire Service	24,809
State Emergency Service	1,854
Volunteer Marine Rescue Services	1,044
Volunteer Fire Service	243
Volunteer Emergency Service	472
<b>Total</b>	<b>30,203</b>

Since 1 July 2000, we have hosted the Emergency Services Cadets (ESC) in Western Australia. There are currently 45 cadet units with 1,570 cadets supported by 197 unit leaders and instructors statewide.

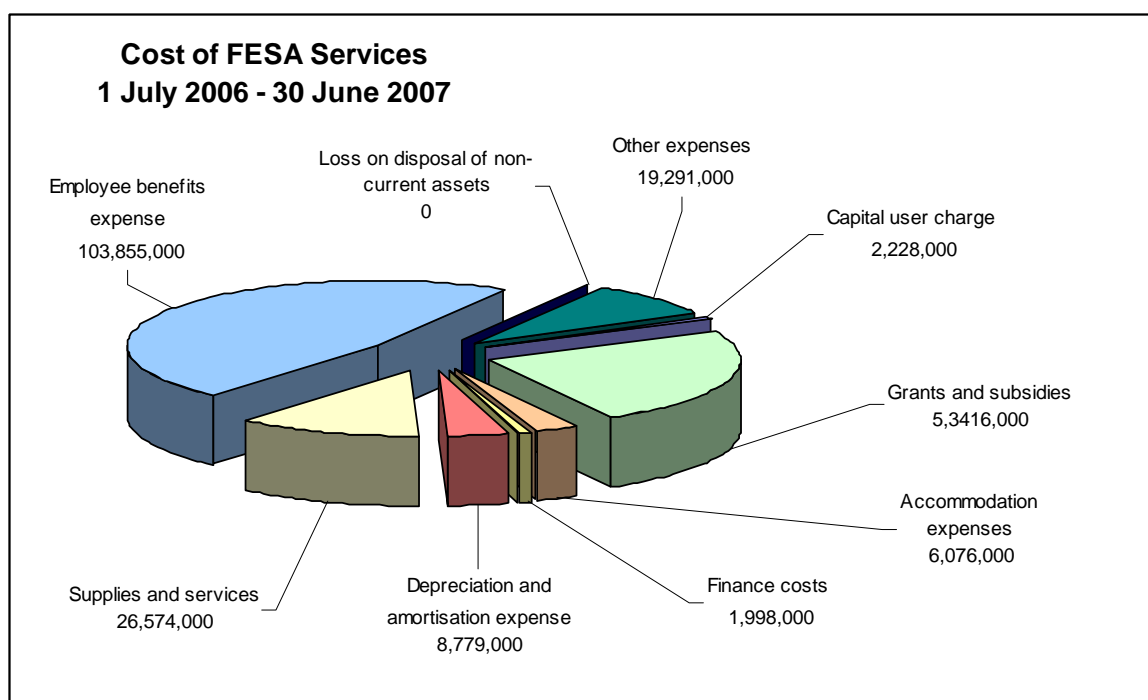
Some volunteer services also operate junior and cadet programs through local brigades, groups and units. Currently, there are 400 juniors and cadets in 73 such programs.

We also have a small band of volunteers who support the Fire Safety Education Centre and Museum, maintaining our vintage fire appliance fleet and assisting with Museum exhibits.



# EXECUTIVE SUMMARY

## 2006-2007 AT A GLANCE



The total cost of FESA services for 2006-07 was \$222.217 million.

The projected cost of services for 2007-08 is \$197.844 million – an increase of 4.6% on 2006-07 estimates.

## HIGHLIGHTS

### MAJOR MILESTONES

- Inquiry into Fire and Emergency Services legislation was completed.
- A major organisational restructure was implemented to better reflect a community centred model.
- The first phase of the FESA Futures Project that will inform long term strategic planning was completed.
- FESA made a significant contribution to national tsunami planning which resulted in the establishment of the [Joint Australian Tsunami Warning Centre](#) and Australian Tsunami Alert System.
- We had significant input into the completion of the National Strategy for Emergency Management in Remote Indigenous Communities [Keeping Our Mob Safe](#).
- A \$1 million dedicated rescue helicopter base opened at Jandakot Airport.

### PREVENTION AND PREPAREDNESS HIGHLIGHTS

- As a result of our innovative carbon offset partnership with Whiteman Park our fleet of 586 vehicles is now carbon neutral.
- Ongoing funding for seven Community Emergency Management Officers and one manager to assist local governments with bushfire planning and other emergency management responsibilities was secured.
- The [WA Emergency Risk Management Guide](#) was launched.
- The StateAlert Public Emergency Warning System was successfully trialed.
- We developed guidelines for managing fires in organic soils and to assist in bush fire fuel identification.
- We continued to improve capital infrastructure, vehicles and equipment for BFBs and SES units through allocation of ESL funding.

- We assisted pastoralists and other community members in the Kimberley through the aerial controlled burning program and development of guidelines to support sustainable fire management practices.
- Repeater equipment was installed at 50 stations across the State as part of the implementation of the Western Australian Emergency Radio Network (WAERN).
- Implementation of the Country Communications System has improved communication and mobilisation.
- Improved thermal imaging, data transmission and mapping equipment was installed on the air intelligence helicopter.
- \$1,175,000 was allocated for Western Australian projects under the [Natural Disaster Mitigation Program \(NDMP\)](#).
- New regional headquarters in Bunbury and Geraldton were completed.
- Urban Search and Rescue (USAR) capabilities were enhanced through the purchase of detection equipment, establishment of a canine team and continued training with Singapore Civil Defence Force.
- We established five new multi-skilled Volunteer Emergency Service units at Beacon, Kalbarri, Morawa, Northampton and Tammin.
- Road crash rescue equipment at country career FRS stations was upgraded.
- We progressed the *Cape to Cape* Ministerial Review of Emergency Services in the Shires of Busselton and Augusta/Margaret River.
- We progressed a joint initiative with the [Department of Water](#) to develop flood plain mapping of the Swan and Canning Rivers.
- We contributed to improved Indigenous community land use planning through the [Planning for Aboriginal communities](#) project.
- We adopted the New Zealand standards for training SES metropolitan canines.

## RESPONSE HIGHLIGHTS

- Fire services responded to 26,581 fires and emergencies during 2006-07.
- Firefighters responded to 1450 structural fires and 7336 bush fires.
- Helicopter water bombers (Helitacs) were activated for 148 incidents, delivering 2.971 million litres of water and 6,666 litres of foam in a total of 2971 drops. Fixed-wing water bombers worked jointly with the Helitacs at 20 incidents. The aerial intelligence helicopter attended 68 incidents.
- Career and volunteer firefighters attended a total of 93 hazardous materials incidents.
- SES volunteers spent an estimated 1,351 hours responding to cyclone-related activities (three tropical cyclones crossed the Western Australian coast – George, Jacob and Kara).
- SES volunteers committed approximately 1,120 hours in responding to flood events.
- 38 storms hit the State, including summer thunderstorms and winter fronts. SES volunteers estimate 4,043 hours were spent responding to storm-related activities.
- SES volunteers undertook six cliff rescues, committing 89 volunteer hours.
- SES volunteers spent a total 8,162 hours undertaking 87 searches.
- Marine rescue volunteers committed 3,279 hours responding to 1,003 rescue incidents.
- RAC Rescue 1, the Emergency Rescue Helicopter Service, undertook 288 missions. Of these, 174 (61%) were primary taskings to rescue incidents.

# STRATEGIC ISSUES

## CHAIRMAN'S REPORT

The past year has once again seen the Fire and Emergency Services Authority of Western Australia achieve its desired outcome of minimising the impact of human and natural hazards on our community.

Our success depends on the contributions of our staff and more than 30,000 dedicated emergency services volunteers across Western Australia. On behalf of the Board and all Western Australians, I would like to acknowledge their contribution to our community, and sincerely thank each and every one of them for the time, skills and sheer hard work they devote to our safety in often difficult and potentially dangerous circumstances.

We have seen further evidence this year of emerging challenges as climate change increases the frequency and intensity of severe weather events across our State. The FESA Futures Project is a key strategy in making sure that we are as prepared as possible for what the future may hold. It will help us to monitor how changing weather patterns will affect demand for services and also alert us to demographic changes that will require us to adapt our service delivery methods to meet community needs.

In the shorter term, we are continuing our efforts to ensure that our impact on the environment is minimised. Our entire fleet of 586 vehicles is now carbon neutral thanks to an innovative and cooperative partnership with Whiteman Park. This project is also helping to rehabilitate degraded bushland sites in the park and mitigate the threat of fire.

Our volunteers are an extremely valuable resource, however, attracting and retaining committed emergency services volunteers is a further challenge. We are adapting to changing demographic patterns and population shift that is reducing volunteer numbers in some areas of our State through the continuing development of multi-skilled hazard response units. A range of initiatives to enhance and promote volunteer recruitment, retention, and recognition and reward have also been implemented.

As we move into the coming year, we will continue to actively promote and support community-centred emergency management.

Engagement, consultation, education, cooperation and partnerships with our key stakeholders will help us continue to assist communities to take greater responsibility for their own safety. By working together, we will build community resilience and capacity to prevent, prepare for and cope with emergencies – ultimately minimising their impact.

This is particularly important as we face the need to prepare and manage potentially more significant and widespread emergency events.

Finally, as our organisation starts another year, I reaffirm our commitment to sound business practices, and quality services for all of our people – staff and volunteers – who provide such vital and valuable service to the Western Australian community.



Mike Barnett  
FESA BOARD CHAIR

# OUR OPERATING ENVIRONMENT

## CHIEF EXECUTIVE OFFICER'S REPORT

The past year has been one of significant change for FESA.

Our new organisational structure, implemented in late 2006, better reflects our responsibilities under the *Emergency Management Act 2005*. It will also enable us to streamline our processes for assessing the risks and support a holistic approach to service delivery planning and resource allocation.

As we look forward, further evolution is inevitable as we adapt to changes in both the environment in which we operate and the community which we serve.

Recommendations from the Community Development and Justice Standing Committee inquiry into Fire and Emergency Services legislation, tabled in Parliament in October 2006 have significant potential implications for our organisation. Climate and demographic changes and the need to manage threats to sustainability are also becoming increasingly important.

The FESA Futures Project is an important initiative that will help us build thinking skills and practical tools to plan strategically for the longer term. The project team has conducted extensive consultation and research into future trends and opportunities, which is now being used in our strategic planning.

Identifying risk and managing its consequences for vulnerable communities is a key priority for us. Our commitment to community-centred emergency management allows a tailored, community-focused approach to risk planning and emergency management. We continue to work in partnership with local governments, assisting them to develop appropriate strategies for emergency prevention, preparedness, response and recovery. In addition, through the Community Emergency Management Officer project we are assisting local governments to understand and meet their legislative emergency management planning and responsibilities.

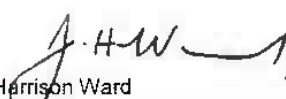
The completion of the National Strategy for Emergency Management in Remote Indigenous Communities was an important milestone in managing the risk to vulnerable indigenous communities. It forms the basis of our State strategy for raising risk awareness and skills in hub communities in order to improve their resilience.

Establishment of the Australian Tsunami Warning Centre and Australian Tsunami Alert System, the opening of a dedicated rescue helicopter base at Jandakot Airport and implementation of the StateAlert Public Emergency Warning System were also significant milestones this year.

We have achieved significant improvements to capital infrastructure, vehicles and equipment across the State this year. All services have benefited from fleet and equipment upgrades for improved capability. Coordination and communications will also be improved through the WA Emergency Radio Network project, Country Communications project and the new FESA emergency dispatch system.

It is inevitable that in a changing world we will continue to face challenges in achieving our vision of a safer community. We will overcome these challenges through our commitment to engagement, cooperation and partnerships at local community, State, national and international levels.

Finally, I would like to join our Chair in expressing my sincere thanks and appreciation to our all staff and volunteers for their dedication, professional skills and commitment that help serve and protect our community.



J Harrison Ward  
FESA CHIEF EXECUTIVE OFFICER

# AGENCY PERFORMANCE

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## MEETING STATE GOVERNMENT STRATEGIC OBJECTIVES

Our strategic plan for 2005-2007 recognises the contributions we make to the Government's five strategic goals outlined in the Strategic Planning Framework: [Better Planning: Better Futures](#) and is aligned with these goals.

We see our responsibilities as outlined in the following table:

MEETING THE GOVERNMENT'S STRATEGIC GOALS	
GOAL	FESA CONTRIBUTION
<b>Goal 1: People and Communities</b>  <i>To enhance the quality of life and wellbeing of all people throughout Western Australia.</i>	<p>We take a community-centred approach that engages communities in partnerships that provide prevention and emergency services to enhance the quality of life and wellbeing of all Western Australians.</p> <p>We acknowledge a particular responsibility to provide safety awareness programs for community members who are at risk.</p> <p>We also have specific obligations in relation to Outcome No. 6: <i>Safe and secure Western Australian communities</i>. The <i>Community-centred Emergency Management</i>, <i>Quality People Services</i> and <i>Sound Business Practices</i> sections following detail relevant activities during 2006-07.</p>
<b>Goal 2: The Economy</b>  <i>To develop a strong economy that delivers more jobs, more opportunities and greater wealth to Western Australians by creating the conditions required for investment and growth.</i>	<p>We are committed to minimising the impact of human and natural hazards on Western Australians.</p> <p>Working in partnership with communities and supporting them in their emergency planning and preparedness allows us to contribute to creating the conditions required for investment and growth, and the development of a strong economy that delivers more jobs, more opportunities and greater wealth to Western Australians.</p> <p>To directly support local enterprise, we commit the majority of our capital expenditure on firefighting appliances and other emergency equipment in regional Western Australia, fostering local innovation, manufacturing, and employment opportunities.</p> <p>Further contributions to this goal are outlined in <i>Quality People Services</i>, <i>Sound Business Practices</i> and <i>Compliance Reports</i>.</p>

MEETING THE GOVERNMENT'S STRATEGIC GOALS	
GOAL	FESA CONTRIBUTION
<p><b>Goal 3: The Environment</b></p> <p><i>To ensure that Western Australia has an environment in which resources are managed, developed and used sustainably, biological diversity is preserved and habitats protected.</i></p>	<p>Protection of the environment is a cornerstone of our service delivery.</p> <p>We recognise the importance of the preservation of biodiversity, protection of habitats and river systems, and of urban air quality, particularly in relation to bush fire management. We strive to minimise the impact of emergencies on the environment through appropriate prevention, preparedness, response and recovery strategies.</p> <p>Our fleet of 586 vehicles is now carbon neutral, through an innovative carbon offset partnership with Whiteman Park.</p> <p>Details of a number of further outcomes that contribute to this goal are contained in the <i>Quality People Services</i>, <i>Sound Business Practices</i> and <i>Compliance Reports</i> sections of this report.</p>
<p><b>Goal 4: The Regions</b></p> <p><i>To ensure that regional Western Australia is strong and vibrant.</i></p>	<p>We acknowledge a key responsibility to increase the capacity of regional communities to prevent, prepare for, respond to and recover from emergency incidents.</p> <p>We take a decentralised, community-centred approach in providing emergency services. Local volunteer units, brigades and groups serve regional areas, with support and training provided by our network of regional staff. We also work in partnership with other government agencies, local governments and their communities to minimise the impact of emergencies.</p> <p>By enhancing services that minimise the impact of human and natural hazards on regional centres, we help ensure regional Western Australia is strong and vibrant.</p>
<p><b>Goal 5: Governance</b></p> <p><i>To govern for all Western Australians in an open, effective and efficient manner that also ensures a sustainable future.</i></p>	<p>FESA is a values-driven organisation that actively promotes open and honest communication and integrity in the workplace. We work in consultative, cooperative partnerships with the people of Western Australia to:</p> <ul style="list-style-type: none"> <li>• Improve community safety practices; and</li> <li>• Provide timely, quality and effective emergency services.</li> </ul> <p>It is our role to ensure that Western Australia has the appropriate legislative and policy framework to manage emergencies as efficiently as possible, encouraging resilient communities and a sustainable future. Relevant responsibilities are covered in the <i>Emergency Management Arrangements</i> section of this report.</p> <p>This goal relates to whole-of-Government, inter-agency and individual agency governance. The majority of our responsibilities in this area are covered in <i>Corporate Governance</i>, <i>Compliance Reports</i>, <i>Key Performance Indicators</i> and <i>Financial Statements</i>.</p>

# MEETING FESA STRATEGIC OBJECTIVES

## OUR STRATEGIC INTENTIONS

To achieve our vision and mission and to endorse our commitment to continuous improvement in emergency service delivery, FESA programs are underpinned by three strategic intentions:

- Community-centred emergency management;
- Quality people services; and
- Sound business practices.

## OUR KEY STRATEGIC ISSUES

In the *FESA Strategic Plan 2005-2007*, our Board reaffirmed our three strategic intentions and identified 11 key strategic issues related to them that are to be addressed in the plan's three-year cycle.

## COMMUNITY-CENTRED EMERGENCY MANAGEMENT

This means working in partnership with the people of Western Australia to create a safer community. It encourages communities to take greater responsibility for their own safety, to be more self-reliant and to be better prepared to cope with emergencies.

Western Australia faces many natural and man-made risks including fires, cyclones, severe storms, floods, chemical spills, vehicle crashes and marine hazards. Around the world, activity by extremist groups has also increased the risk of explosions, chemical, biological and radiological emergencies. Climate change is affecting weather patterns and increasing the frequency of natural emergencies.

Overall, there is a growing need to prepare for and manage more significant and widespread emergency events. Our greatest priority is to build community resilience and capacity to prevent, prepare for and cope with such emergencies – and so minimise their impact.

In order to achieve this, we must determine the views and needs of individual communities, and tailor our service delivery to each community's social, economic, cultural, environmental and geographic conditions.

Community-centred emergency management has four components:

**PREVENTION:** increasing awareness in the community of hazards and its role in minimising their impact.

**PREPAREDNESS:** providing and maintaining appropriate and adequate infrastructure, equipment, skilled personnel, plans and programs in preparation for emergencies.

**RESPONSE:** rapid and comprehensive response contains and minimises the impact of hazards and enables rescues.

**RECOVERY:** assistance is provided to community members, FESA employees and volunteers affected by major emergencies to help them recover from their impact.

We have three key strategies for achieving effective community-centred emergency management:

- Increased engagement, consultation, cooperation and partnerships;
- Endorsement of emergency management and emergency services legislation that reflects contemporary best practice; and
- Involvement of our staff and volunteers in community safety activities.

## INCREASED ENGAGEMENT, CONSULTATION, COOPERATION AND PARTNERSHIPS

### Engagement and consultation

Our [All West Australians Reducing Emergencies](#) (AWARE) program engages local communities in emergency management through awareness activities, training and funding for risk management projects. In 2006-07, almost 800 AWARE activities were undertaken, including workshops, and seminars.

As part of this program, the [Western Australian Emergency Risk Management Guide](#), to assist local governments and communities in their risk management planning, was also launched during the year.



Further community training was provided through our Commercial Training Unit. In 2006-07 the Unit delivered courses to almost 3,000 participants from healthcare, manufacturing and mining organisations across Western Australia.

As part of the Community Emergency Management Officer (CEMO) project we have employed seven CEMOs and one Manager to assist local governments to meet their bush fire and emergency management responsibilities. To date we have consulted with 44 local governments about bush fire response planning.

Major reviews of emergency services, in consultation with all relevant stakeholders, are continuing in Bunbury and the Shires of Busselton and Augusta/Margaret River. These focus on meeting the present and future needs of these fast-growing communities.

#### Indigenous communities

There has been a strong focus on engaging Indigenous communities during the past year. We had significant influence on the development of the National Emergency Strategy for Indigenous Communities: [Keeping our Mob Safe](#), and coordinated its National launch.

During 2006-07, we completed the initial draft of the FESA Emergency Management Strategy for remote Indigenous communities. Our staff have visited many Indigenous communities and conducted resource to risk reviews. We have also commenced negotiations towards the cooperative development of appropriate emergency management arrangements in 'hub' communities in the Dampier Peninsula, Bidjardanga, Nhaanyatjarra Lands and Halls Creek.

Our Safer Country program provides emergency risk management services to remote Indigenous communities and uses Indigenous language and communication where appropriate to deliver local emergency management programs across Western Australia.

Fire management training was undertaken with a number of Kimberley Indigenous communities. In addition, through an agreement with Roebourne Prison, bushfire training will be provided to inmates, who are predominately Indigenous, to allow them to take an active part in fire management and suppression when they return to their communities.

#### Cooperation and partnerships

We worked with the Australian Government in supporting the [Working Together to Manage Emergencies](#) program, including the Local Grants scheme and National Emergency Volunteer Support Fund.

We also worked jointly with the Western Australia Police Arson Squad and the [Queensland Fire and Rescue Service](#) to conduct a nationally accredited fire investigation training course.

Operation of the Emergency Helicopter Rescue Service, [RAC Rescue 1](#), continued through our highly successful partnership with the State Government and principal sponsor, the Royal Automobile Club of Western Australia.

Service delivery capability is also enhanced throughout the State through strategic partnerships with a range of industry and community stakeholders based on memoranda of understanding or service level agreements.

#### ENDORSEMENT OF EMERGENCY MANAGEMENT AND EMERGENCY SERVICES LEGISLATION THAT REFLECTS CONTEMPORARY BEST PRACTICE

##### Community Development and Justice Standing Committee Inquiry

The Community Development and Justice Standing Committee conducted an inquiry into Fire and Emergency Services legislation, and its report was tabled in Parliament on 19 October 2006. The report included 88 recommendations relating to efficiency in responding to, and recovery from, fire and emergencies, risk management strategies, incident command and regulatory control. These potentially have significant implications for the structure and operation of FESA – particularly the recommendation that the 'emergency services Acts' (*Fire and Emergency Services Authority of Western Australia Act 1998*, *Bush Fires Act 1954* and *Fire Brigades Act 1942*) be repealed and replaced by a comprehensive



emergency services Act. We have been seeking feedback from the many interest groups and organisations across the State that are involved in implementing the Committee's recommendations and expect to be in a position to advise the Minister of the outcomes of our consultation early in 2007-08.

#### Emergency Management Act 2005

During 2006, implementation of the *Emergency Management Act 2005* continued with the gazetting of Emergency Management Districts and the appointment of Local and District Coordinators. The Emergency Management Regulations were gazetted in January 2007.

#### Review into Western Australian Natural Disaster Relief Arrangements (WANDRA)

We manage the WANDRA which provide financial assistance to communities affected by natural disaster. During 2007, the Community Development and Justice Standing Committee made 14 recommendations regarding WANDRA. We have established a dedicated WANDRA administrator to ensure that an integrated approach is taken to implementing the WANDRA changes and that support to disaster-affected communities is improved.

#### Building Code of Australia

We are currently working closely with other fire industry practitioners and government agencies in the development of new building approval legislation for Western Australia. The new Building Act and supporting Regulations are expected to be drafted in 2008 with enactment in 2009. We anticipate that under the new legislation our role will focus on ensuring a risk-based approach is taken to building assessment.

New legislation to provide for the mandatory fitting of hardwired smoke alarms in existing residential buildings is also progressing. We have worked closely with the Department of Housing and Works throughout the progress of the *Local Government (Miscellaneous Provisions) Amendment (Smoke Alarm) Bill 2007* (the Bill). Cabinet approved the printing of the Bill on 30 May 2007 and it had a second reading in the Legislative Assembly on 16 June 2007.

#### INVOLVEMENT OF OUR STAFF AND VOLUNTEERS IN COMMUNITY SAFETY ACTIVITIES

##### Community safety awareness programs

During the year, we conducted a number of community safety programs to raise awareness of risks and increase community resilience to those risks. These included:

- **Storm Season Campaign** – May to September, focuses on preparedness for storms.
- **Wintersafe Program** – June to August, education about winter fire hazards and prevention.
- **Wet Season Campaign** – September to April targets residents, workers and travellers in North West.
- **Bush Fire – *Prepare, stay and defend or go early*** – October/November, raises awareness of preparedness and options in an emergency.
- **Dry Season Campaign** – May to November, addresses fire safety issues specific to the Pilbara and Kimberley dry season.
- **Smoke Alarm Campaign** – April, encourages annual battery changing and maintenance of domestic fire alarms.

##### Community education and activities

During 2006-07, 34 Tsunami awareness briefings were conducted in 22 locations across the metropolitan, Midwest Gascoyne, Pilbara and Kimberley regions, including remote Indigenous communities at Lombadina and Bidyadanga.

Firefighters across the State worked with teachers to deliver the *Fire Inside Out* schools education program, which targets year 3 students. Volunteers also visited schools to promote hazard awareness.

Other community-based activities for the year included the SES *One Stormy Day* program for schools and demonstrations by RAC Rescue 1 at a range of public events. Our juniors and cadets were also active, participating in Exercise Canister, ANZAC Day, the Order of Australia Youth Reception, Perth Airport Field Exercise and Perth Fire Station Open Day.

### FESA Education Centre and Museum

The FESA Fire Safety Education Centre and Museum is an important community education facility. It is currently undergoing a major redevelopment, scheduled for completion by October 2008. The new facility will include new educational exhibitions, administration and public amenities that outwardly support and enhance our vision and goals by creating a quality community engagement facility. The facility will be renamed to reflect a contemporary, all hazard approach to community engagement and learning.

The project plan has two different but equally important objectives. The first is to provide a comprehensive historical interpretation of the building and its operational history. This includes provision of a display gallery to showcase the Fire Services historical collection and a heritage trail providing interpretation for each room. This supports the Western Australian State Sustainability strategy to protect and improve community access to heritage sites.

The second component of the project is the creation the first all hazards interactive learning exhibition in Australia. This one-stop experience will offer a comprehensive display of emergency and awareness information within a provocative and innovative learning environment. The gallery space will be supported by public education programs to enhance learning outcomes for the general public, schools and targeted community groups.

During 2006-07, we participated in the Collections Council of Australia's *Community MayDay Campaign*. This initiative encourages the identification and inclusion of museums, heritage features and libraries in planning for local community disasters. Our Museum Branch also provides professional heritage advice to communities and emergency services personnel to assist in the identification and protection of local heritage in Western Australia.

In preparation of the public heritage component of the project, a complete assessment of the remnant operational fabric within the Old Perth Fire Station has been completed. This provides information for the interpretation of the building as a heritage icon and supports the Old Perth Fire Station Conservation Plan. The assessment should protect items with heritage value from future removal and/or modification.

Having recently completed the restoration of an American appliance, our Vintage Fleet Restoration Team has begun the restoration of a 1924 T-model Ford, which was a regional fire appliance in Western Australia from the 1920s to the 1950s. This appliance is a rare and significant addition to our collection. The team has also taken our vintage fleet to a range of community events.

### **QUALITY PEOPLE SERVICES**

Our people are vital in ensuring our success through the services we provide to the community. We provide appropriate training, opportunities, recognition and support for our people and will ensure we have:

- Recruitment and retention strategies – including training and development opportunities – that attract, promote and retain the right people, who are committed to FESA, our values and our mission;
- Competent, committed leadership and management; and
- A safe and healthy work environment.

Achievement of our strategic intention of quality people services for emergency services volunteers, corporate and operational staff and emergency services cadets relies on three key strategies:

- Active development of a culture of safety and well being;
- Enhanced support, training, leadership and vocational opportunities; and
- Proactive encouragement of diversity and equal opportunity.

### ACTIVE DEVELOPMENT OF A CULTURE OF SAFETY AND WELL BEING

During 2006-07 our three-year FESASafe program to integrate occupational safety and health management systems throughout the organisation was completed.

One of FESASafe's key recommendations was the development of a Total Safety Culture. Implementation of this began with a trial at the Jerramungup Emergency Services Unit. Surveys before and after indicated a rise in awareness and commitment to occupational health and safety which should increase the reporting

of hazards and decrease injuries and the cost of workers compensation and personal accident claims. The concept will be trialed with a career Fire and Rescue station and if successful a phased implementation program across the whole of FESA will be undertaken.

Overall during 2006-07, there was an 11.3% decrease in injury reports from the previous year and a 46% increase in hazard reports. This trend indicates significant cultural change is having a similarly significant positive effect in reducing injury.

The number of workers compensation claims decreased by 11.1% in comparison to 2005-05. Volunteer personal injury claims fell by 26% compared to the same period, and by 37.5% compared to 2004-05.

There is also a strong focus on physical fitness. During 2006-07, 156 physical fitness assessments were requested by employees and 32 were provided with personalised programs.

## ENHANCED SUPPORT, TRAINING, LEADERSHIP AND VOCATIONAL OPPORTUNITIES

### Support

We recognise that the key to organisational success is ensuring that our workforce is supported, motivated and trained to undertake their diverse roles. We provide support through our employee welfare programs, motivation through leadership and professional development and training through core skills programs.

During the past year our Employee Assistance Program was enhanced, and provided 458 consultations and a range of other services.

We have also taken steps during the year to increase awareness of our Peer Support Network and its resources. Seven new peer supporters have joined, making a total of 133, and they have received training, refresher courses and new information and communications materials. A new Peer Support Newsletter has been developed and networks widened to enhance activities and training.

### Training, leadership and development

Major incident and applied training was active, with a 102% increase in the use of applied training facilities during the past two years.

Audit reviews against the Australian Quality Training Framework of four Districts in 2006-07 achieved 100% compliance.

During 2006-07, 113 volunteers participated in seven *Discover the Leader in You* courses.

During the year a total of 2,455 volunteer firefighters achieved competence or qualification. A new Volunteer Firefighter Training Program is now being implemented and new resource kits distributed.

The SES Training Section was active, and continued to develop a wide range of key skills training resources. In the past year, 1263 SES volunteers completed Level 1 specialist skills training, a further 260 Level 3 training. In addition, 60 SES volunteers have now achieved nationally recognised qualifications.

Our Emergency Services Cadets and Junior Cadet training programs were reviewed and endorsed by the Curriculum Council during the past year. Our Volunteer and Youth Services Branch offered a variety of training and development opportunities, including courses in Leadership and Instructional Skills, Leeuwin Ocean Adventure, Emergency Management Skills and Instructor Development.

During the year more than 190 personnel participated in our Key Organisational Skills program. A pilot group of 15 began our Frontline Management Program and 11 qualified for the Diploma in Frontline Management.

We also commenced a Cultivating Organisational Leadership program with the inaugural group of 14 commencing in June 2007.

## PROACTIVE ENCOURAGEMENT OF DIVERSITY AND EQUAL OPPORTUNITY

### Diversity and equal opportunity

During the past year we have increased our focus on promoting firefighting as a career to a diverse range of groups through advertising in selected cinemas as well as interstate and national publications. This resulted in an increase in enquiries from women, Indigenous people, and people from culturally and linguistically diverse backgrounds from 67 in 2005-06 to 76 in 2006-07.

### Indigenous traineeships

We have maintained an active Indigenous traineeship program for the past seven years. Of 16 trainees, 11 have completed certificates in Business and three are still completing their studies. Two left prior to completing their studies. Three trainees remain with FESA and five are currently employed elsewhere.

### Cross cultural awareness

We have developed a framework for Professional Development in Cross Cultural Awareness in order to assist our staff to deliver services in a culturally sensitive manner. We propose all staff, and particularly those working with Indigenous people, will undertake training.

During 2006-07 five Indigenous cultural awareness sessions were conducted with 69 participants.

We conducted our first interactive 'Understanding Islam' cultural awareness workshop in May. The workshop introduced participants to the history, principles and practices of Islam in Australia.

### Access to Safety Information

FESA makes community safety and other information brochures available in languages other than English, Braille or by recording on request. To assist community members from culturally and linguistically diverse backgrounds be better prepared for WA's winter storms, FESA's *StormSafe* campaign brochures were translated into nine languages other than English – Chinese, Indonesian, Polish, Croatian, Italian, Portuguese, Dutch, Macedonian and Vietnamese.

FESA's website facilities will be redesigned in 2007-08 to improve accessibility for all community members.

## **SOUND BUSINESS PRACTICES**

To meet our commitments to the community we must implement business practices that can be benchmarked against recognised standards of excellence. This includes managing our financial and physical resources in a competent and accountable manner while maintaining a strong customer focus.

Five key strategies for service improvement underpin our strategic intention of sound business practices:

- Equitable and adequate funding for prevention services and emergency services, with resources matched to risk.
- Continued advancements in inter-operability, coordination and collocation of emergency services.
- Adoption of an innovative approach to the application of telecommunications and information technology.
- Participation in research and accumulation of information to support evidence-based decision-making.
- Completion of a comprehensive review of legislation related to FESA and its services.

## EQUITABLE AND ADEQUATE FUNDING FOR PREVENTION SERVICES AND EMERGENCY SERVICES, WITH RESOURCES MATCHED TO RISK

### Equitable funding

We are continuing to refine our Resource to Risk model for allocating capital funding for buildings, appliances and equipment throughout the State.

The total Emergency Services Levy (ESL) grant allocations for local government volunteer Bush Fire Brigades (BFBs) and volunteer SES units amounted to approximately \$16 million. In brief, the ESL provided funding in 2006-07 for:

- 101 vehicles, including new and refurbished firefighting appliances;
- 14 trailers for SES units;

- 1 new facility and eight facility upgrades for SES units;
- 13 new fire stations and 13 station upgrades for local government BFBs;
- the completion of three volunteer collocated facilities; and
- an estimated \$670,000 worth of personal protective equipment/clothing for BFBs.

#### Improved resources and facilities

Since the introduction of the ESL, approximately half of the BFB fleet has been replaced and the percentage of appliances outside of FESA's recommended age profile of 16 years has been reduced from 30% to 15%. In addition, approximately 30% of SES primary equipment has been replaced.

Construction of the \$9.1 million Perth Fire Station project has commenced to be completed early 2008-09.

Initial funding of \$2.7 million was allocated for the planning phase of a major \$46 million project to relocate FESA Headquarters to Cockburn by 2011.

### CONTINUED ADVANCEMENTS IN INTER-OPERABILITY, COORDINATION AND COLLOCATION OF EMERGENCY SERVICES

#### Inter-agency cooperation

During the year the multi-agency [State Emergency Coordination Group](#) was convened for four emergencies; the Australind Storm in August 2006, a major storm in January 2007, South West Bushfires in February, and Cyclone George in March.

Two significant multi-agency exercises were conducted during 2006-07. Exercise Northern Deployment in November 2006 tested the Western Australia Police tactical response group's response to a siege at the Dampier Port Authority. We included an explosion and building collapse to test notification, mobilisation and deployment of our Urban Search and Rescue Reconnaissance Team and Taskforce to Karratha – the first time we had done this outside the metropolitan area.

We also managed Exercise Canister in May 2007. This tested the capability of Western Australian emergency agencies to respond to a chemical biological radiological and nuclear incident. It involved 17 FRS crews, Western Australia Police forensic and tactical response groups, St John Ambulance crews and representatives from the Chemistry Centre and the Department of the Environment and Conservation (DEC).

#### Collocated facilities

State-of-the-art regional headquarters were established in Bunbury and Geraldton. The new headquarters allow the collocation of emergency services and include regional coordination centres and training facilities.

New volunteer collocated facilities have been completed at Manjimup, Mundaring and Toodyay. Construction is underway at Dalwallinu and facilities for Esperance, Kununurra and Derby are currently in the planning stage.

#### Multi-skilled units

During 2006-07, five multi-skilled VFS Units were created at Beacon, Kalbarri, Morowa, Northampton and Tammin. These units provide wide-ranging emergency response and management, including road crash rescue at Northampton.

### ADOPTION OF AN INNOVATIVE APPROACH TO THE APPLICATION OF TELECOMMUNICATIONS AND INFORMATION TECHNOLOGY

#### Western Australian Emergency Radio Network

The [Western Australian Emergency Radio Network](#) (WAERN) is a \$20 million four-year project which will provide interoperable communications during the management of emergencies. Work has commenced in four pilot regions, the Burrup Peninsula, Esperance, Warren and Mundaring, and installation of equipment at 50 WAERN repeater stations across Western Australia has been completed.

#### Shared Land Information Platform – Emergency Management

The [Shared Land Information Platform – Emergency Management](#) (SLIP-EM) will facilitate the integration of geospatial information for emergency management prevention, preparedness, response and recovery activities across all emergency service agencies. Pilot services, accessible via the Internet or in the field, have been established to provide emergency management agencies with the most current and authoritative spatial/mapping information using the SLIP infrastructure.

The development of a new series of Emergency Services Directories is also underway. The directories provide mapping information to support emergency service operations across government. A directory for the Wheatbelt has been published and one for the South West is in development.

#### Improved communications

The software reengineering of our emergency dispatch system is complete. The new FESA Computer Aided Dispatch system (FCAD) is currently being tested and will be implemented during 2007-08. The new system will eventually provide statewide mapping and automatic vehicle location and will significantly improve our dispatch capability for SES and Fire Service incidents.

The Country Communications System integrates technology that controls and coordinates building alarms and volunteer notification in regional Western Australia. The system is now operational at all regional career fire stations and 30 volunteer stations.

#### On-line information

We recognise the importance of the internet and online services as a tool for communicating with and receiving information from our stakeholders.

During the year we enhanced the resources available on-line for prospective career firefighters, including the option of on-line application.

The first stage of a new volunteer web portal (extranet) is scheduled to be operational early in 2007-08. This will enhance on-line information provision, reduce the administrative workload for volunteer units and improve communication between volunteers and our administrative staff.

During 2007-08, our website will be redesigned to improve its accessibility for all community members.

#### Aerial intelligence

A significant equipment upgrade for our air intelligence helicopter, including thermal imaging camera, digital video camera, laser rangefinder, microwave down-link and mapping system, has greatly enhanced its effectiveness in supporting bush fire and other emergency management and community early warnings.

#### PARTICIPATION IN RESEARCH AND ACCUMULATION OF INFORMATION TO SUPPORT EVIDENCE-BASED DECISION-MAKING

##### Arson Research

A research project has commenced to profile Western Australian bush fire arsonists. Although it is estimated most bush fires are either deliberately lit or caused by human activities, little information has been available to date about arsonists. This research will be particularly valuable to us and our partners in the prevention of bush fires.

During the year we established a Bush Fire Cooperative Research Centre ([Bushfire CRC](#)) coordinator to enhance our relationship with the Bushfire CRC and share outcomes from its research programs with Western Australian firefighters. We held three interactive forums with Bushfire CRC researchers and volunteer and career firefighters, fire managers and other stakeholders on a range of subjects.

During 2006-07 we continued our ongoing joint initiative with the [Department of Water](#) to upgrade the Swan Avon Catchment Flood Warning System. Monitors based on radio telemetry and repeaters will greatly improve the availability of 'real time' data and the reliability of the system.

#### Integrity in the Workplace Project

A three-year research project, *Integrity in the Workplace*, a joint venture between FESA and the University of Western Australia (UWA) was completed this year. The project aimed to identify the degree of integrity, leadership and ethical behaviour that FESA employees exhibit in the workplace.

The researchers are currently analysing the data and are scheduled to report their findings in November 2007. A detailed report will be provided for our Corporate Leadership Team and a summary version for wider publication.

#### Evaporative Air Conditioners

Research into the risk of ember attack associated with [evaporative air conditioners](#) conducted by our Bushfire and Environmental Planning Branch and the University of Western Australia has confirmed that air conditioner pads protected by a fine aperture mesh will withstand sustained ember attack.

These findings will assist us to develop strategies to highlight the safety issues associated with evaporative air conditioners and increase awareness of the preventative measures that the community can take. It is envisaged that homeowners will be able to retrofit screens to evaporative air conditioners and that manufacturers will incorporate screens into future model design.

# FESA FUTURES – CREATING A CULTURE OF SUSTAINABILITY

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The FESA Futures Project is our most significant sustainability initiative. Futures planning will allow us to manage a range of uncertainties that have the potential to significantly impact our operating environment. It involves considering and developing a range of scenarios and how they may require us to amend the way we deliver our services. Ongoing horizon scanning and adjustment of strategies to accommodate change is the focus of futures planning.

The project will help us to consider and address an increasingly uncertain future by identifying emerging trends and potential future operating environments. It is helping us to build thinking skills and practical tools to visualise and plan strategically and sustainably in the long term – considering not only current needs, but also the needs of future generations.

This strategic foresight capability will form an integral part of our planning process and provide the basis for future strategic plans.

To date, the FESA Futures Project team has achieved the following:

- Undertaken extensive stakeholder consultation with employees, our executives and directors, our Board, and Volunteer Consultative Committees to identify potential future threats and opportunities.
- Conducted horizon scanning with information stored in a research database for use in ongoing strategic planning.
- Developed potential FESA future scenarios based on extensive research into current and future trends.
- Integrated futures planning into strategic planning framework.

The project team specifically considered the potential impact of demographic and climate changes on future service delivery requirements.

Perhaps most significantly, the FESA Futures Project is assisting us to build an outward looking, creative, adaptive and sustainable culture among our employees, and ultimately, our organisation.

## SUSTAINABILITY ACTION PLAN

The *FESA Sustainability Action Plan 2005-2007* supports a commitment to sustainability through its focus on community-centred emergency management. The plan supports our objective of working collaboratively with local communities to build their resilience and to enhance their capacity to prevent, prepare for, respond to and recover from emergencies. Through our partnerships with local stakeholders, we are better able to understand the priorities of each community, including:

- Protection of biodiversity in local bushland, rivers, wetlands and coastal areas.
- Maintaining clean air and water.
- Safeguarding farming, agricultural, industry and business enterprises.
- Assisting local communities to build governance and decision making capacity.
- Respecting places of heritage value and cultural significance.

## WORKFORCE SUSTAINABILITY PLANNING

Ongoing analysis of our workforce has continued with particular focus on operational areas and a preliminary emphasis on age and length of service. Further workforce analysis and profiling will be conducted during the coming year including reporting the results of our retirement intentions survey. This will enable us to implement strategies to ensure capability is sustainably managed.



During 2006-07, we expanded our advertising of firefighter recruit schools into selected cinemas as well as interstate and national publications in order to increase the diversity of the pool of applicants for firefighter positions. This initiative has the scope to ultimately extend to all recruitment areas.

Wider and more varied promotional activities and media have resulted in an increase in enquiries from women, Indigenous people, and people from culturally and linguistically diverse backgrounds.

## **ENVIRONMENTAL SUSTAINABILITY INITIATIVES**

Protection of the environment is a cornerstone of our service delivery.

We recognise the importance of the preservation of biodiversity, protection of habitats and river systems, and of urban air quality, particularly in relation to bush fire management. We strive to minimise the impact of emergencies on the environment through appropriate prevention, preparedness, response and recovery strategies underpinned by contemporary research.

### OUR VEHICLE FLEET IS NOW CARBON OFFSET

Through our partnership with Whiteman Park we have sponsored the planting of more than 12,000 trees, sufficient to sequester the carbon dioxide emitted from all of our 586 vehicles, making our vehicle fleet carbon neutral.

FESA contributes financially and with staff time and skills to the Whiteman Park *Rehabilitation of Degraded Lands Program* and the *Future Keepers Program*, a partnership with Ballajura Community College, Whiteman Park and FESA. These partnerships provide a direct environmental benefit in rehabilitating degraded sites, while also considering bush fire management requirements. This holistic approach addresses the long-term protection of the sites and ensures ongoing carbon sequestration.

A key feature of the project is that the plantings are in an area that is protected from future logging. They rehabilitate a degraded area, thus adding to its overall biodiversity in the long term.

The partnership with Whiteman Park has allowed FESA to meet sustainability objectives while at the same time enhancing the natural environment. As a result of the program, we have also developed a relationship with Ballajura Community College. Students assisted with tree plantings and the college has introduced an environmental education program which fosters a sense of ownership in the students through their direct connection with the bushland.

### KIMBERLEY BURNING GUIDELINES DEVELOPED

Burning in the Kimberley is a dynamic and flexible process that in the past was being undertaken with no formal guidelines. We have worked with pastoralists to develop burning guidelines based on vegetation type and fuel age. The guidelines will help the Kimberley pastoral community to better manage bush fire prevention and response on their stations and reduce the impact of indiscriminate burning practices.

A comprehensive set of burning guidelines has been developed in liaison with pastoralists and FESA fire managers to ensure that they are appropriate and meet operational requirements. They will be critically assessed against on-ground actual burning in the next Kimberley dry season.

### KIMBERLEY FIREBREAK LOCATION, CONSTRUCTION AND MAINTENANCE GUIDELINES DEVELOPED

Mineral earth firebreaks are an important fire management tool. Visits to the Kimberley revealed a significant potential erosion problem with the placement and construction of flat graded fire breaks. We worked with pastoralists to develop guidelines for firebreak location, construction and maintenance. These guidelines assist in the reduction of environmental damage whilst recognising the importance of fire prevention planning.

### CONSERVATION OF BUSHLAND WITHIN THE FESA FORRESTFIELD TRAINING CENTRE

As part of the overall conservation plan, our Training Centre site has undertaken a comprehensive flora survey of all significant vegetation as well as identification and mapping of areas affected by dieback.

Our Forrestfield facility plays a vital role in providing training in emergency rescue and management for our personnel, Western Australia Police and ambulance staff and other community members. However, few people realise the environmental significance of the Training Centre site. A significant portion of the bushland is classed as a Bush Forever site under the rating system that identifies regionally significant bushland to be retained and protected for its environmental value. We have a responsibility to protect and preserve the Training Centre site of which more than 19 hectares of 27.2 hectares is native bushland in good condition.

As part of our Training Centre expansion plans, we are updating the conservation area management plan. This is essential for future development on the site and gaining approvals for construction and clearing.

The flora survey conducted on site uncovered more than 413 specimens of the Declared Rare Flora *Conospermum Undulatum*, as well as several other priority species of significant flora for the Swan Coastal Plain. Identifying the location of these plants allows for adequate conservation principles to be applied.

Identifying dieback is also important. A phosphite treatment of the dieback affected areas and management plan aims to restrict the spread of dieback and limit its affect on significant flora and high conservation-value vegetation. To date, one hectare of priority bush land has been treated. SES training involves 'walk throughs', or mock searches, through bushland areas and managing where these occur reduces the likelihood of spreading the disease.

Signage has also been erected in the conservation areas to make staff and visitors aware of the significance of the bush land and the threat it faces.

#### ADDITIONAL SUSTAINABILITY INITIATIVES

Further examples of our contribution to sustainability include:

- Ongoing investment in environmental research including significant contribution and participation in the Bushfire Cooperative Research Centre and other local research initiatives.
- Collaboration with key stakeholders in reviewing and enhancing the environmental outcomes of the Aerial Controlled Burning Program in the North West.
- Provision of additional resources to local governments through the Community Emergency Management Officer project to assist with bushfire planning and development of emergency management plans.
- Delivery of customised programs and services for remote Indigenous communities which recognise and accommodate the capacity and special needs of individual communities, including recognising cultural practices in relation to the use of fire in the landscape.
- Provision of a legislative framework for the delivery and management of emergency services in Western Australia.
- Working in partnership with GeoScience Australia to enhance the protection and preparation of communities vulnerable to tsunamis by development and implementation of the Australian Tsunami Warning System.
- Advancing Western Australia's emergency management planning by using leading edge modelling technology to simulate and predict the impact of natural disasters on our communities.
- Implementation of a single All Classes panel contract for the refurbishment and manufacture of fire appliances. The contract offers greater flexibility in appliance manufacture, reduces risk, ensures continuous manufacturing capability, and actively supports three regional Western Australian manufacturers on a panel of six.
- Preservation and redevelopment of the State heritage-listed Old Perth Fire Station, to create an interactive educational exhibition that promotes the community safety values of FESA within a stimulating, educational and historical framework using 21st century technology.

# REPORT ON OPERATIONS

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## COMMUNITY-CENTRED EMERGENCY MANAGEMENT

FESA has a key role in improving Western Australia's emergency management capability. We provide services to build capacity, and advise and support key stakeholders at local, regional, State and national levels.

We build capacity by improving emergency management capability through training and development, policy and planning development and review, emergency management funding support and mitigation initiatives.

Advisory and support activities include secretariat services for the multi-agency State Emergency Management Committee and the State Mitigation Committee.

We also participate in State and national strategic working and reference groups, and undertake emergency management research.

### LOCAL COMMUNITY EMERGENCY MANAGEMENT

#### THE ALL WEST AUSTRALIANS REDUCING EMERGENCIES (AWARE) PROGRAM

The [AWARE](#) program enables local government to engage with their communities in emergency management.

AWARE encourages local emergency management committees to assist local governments in taking ownership of emergency management in their areas and provides funding to support local government emergency risk management projects and community emergency management training.

The total AWARE grants allocation for the 2006-07 financial year is \$258,621. This will not be fully expended until local governments achieve their project outcomes.

In 2006-07, AWARE training activities also increased awareness of emergency management. The total amount spent was \$41,498.21, and attendance at emergency management training was:

• AWARE coordinators workshops	9
• Emergency Management for Local Government	31
• Emergency Management Australia Activities	154
• Emergency Management Seminar	43
• Intro to Recovery Management and Intro to Emergency Risk Management Workshops	452

AWARE training was conducted across the State as far north as Karratha, south in Albany and east to Norseman.

#### SAFER COUNTRY

This innovative program provides emergency risk management services to remote Indigenous communities. The nine-module course has been developed to the Australian New Zealand Risk Management Standard 4360 in Emergency Risk Management. The course is customised to meet the needs and capacity of individual communities following engagement with community leaders to identify issues that are of importance to their community.

Each course is delivered by our Indigenous Programs staff using culturally appropriate language, resources and messages. We work with the National Accreditation Authority for Translators and

Interpreters provider, Kimberley Interpreting Services, who provide expert advice on how to deliver training and safety messages in language appropriate to local needs.

In the past year, Safer Country has been delivered to remote indigenous communities at Beagle Bay, Lombadina, Djarindjin, Kalumburu, Mardi Warloop and Halls Creek.

#### AUSTRALIAN SAFER COMMUNITIES AWARDS

Emergency Management Australia coordinates the Australian Safer Communities Awards annually and FESA manages the local components of the program in Western Australia.

These awards recognise best practice and innovation by organisations and individuals that help to build safer communities. All aspects of emergency management – risk assessment, research, education and training, information and knowledge management, prevention, preparedness and recovery – are considered.

In 2006, nine diverse and innovative Western Australian award submissions produced two State winners and seven high commendations. One State winner, the City of Bunbury, received a Highly Commended national award in the category of Post Disaster – Local Government Stream.

#### COMMUNITY EMERGENCY MANAGEMENT OFFICER (CEMO) PROJECT

We established the CEMO project in March 2006. It addresses recommendations in the Report of the Auditor General No 8 [\*Performance Examination – Responding to Major Bushfires\*](#), 20 October 2004 and concerns expressed by local governments that the *Emergency Management Act 2005* would impose additional legislated obligations on them that could not be met from existing resources.

In the forward estimates \$1.2 million has been allocated to support this ongoing initiative and assist local governments in understanding and meeting their legislative responsibilities.

To date, 44 local governments have been consulted about bushfire response planning with a preliminary finding that less a quarter of these have a plan that is current, in use and indicative of the majority of good practices which would address the findings of the Auditor General's report.

The CEMO project targets the completion of good practice Bushfire Response Plans for 75% of its linked local governments by 31 October 2007 – before the 2007 bushfire season – and completed plans for 100% by the 2008 bushfire season.

#### CAPE TO CAPE EMERGENCY SERVICES REVIEW

The Ministerial Review of Emergency Services in the Shires of Busselton and Augusta Margaret River, known as the *Cape to Cape Review* was progressed. Announced in October 2005, the review was prompted by recent rapid economic growth and demographic change in the area.

The review is evaluating the current and future capacity of existing emergency services to respond to existing and potential new hazards.

A steering committee chaired by the Minister for Police and Emergency Services includes the Assistant Commissioner of Western Australia Police, Shire Presidents, Member for the South-West, the Hon Adele Farina (deputy chair), chief executive officers of FESA and DEC and a representative of St John Ambulance.

A supporting project team includes representatives of all participating agencies and the chief executive officer of the South West Development Commission. Input also is being sought from emergency service volunteer groups, commercial and industrial interests and the general community.

The recommendations of the review are anticipated to be published in early 2008.

## BUNBURY REVIEW

A major review of emergency services in Bunbury and the surrounding areas is continuing in consultation with key stakeholders, including local governments and volunteers. Bunbury and the surrounding areas are experiencing unprecedented growth, which is significantly impacting on emergency risks. The aim of the review was to identify the future strategic resourcing requirements for the region. Recommendations contained in the report consider the emerging issues and are designed to ensure that emergency services that match the risks can be provided into the future.

## **STATE EMERGENCY MANAGEMENT**

### EMERGENCY MANAGEMENT LEGISLATION

The [Emergency Management Act 2005](#) established overarching emergency management arrangements for Western Australia's emergency services, including local governments and support organisations. It provides a framework for managing emergencies requiring a significant and coordinated response, including the provision of legislative powers and protection for Hazard Management Agencies responsible for preventing or mitigating, preparing for, responding to, and recovering from, large-scale incidents.

FESA is the agency responsible for the administration of the *Act* and the ongoing development of regulations, policy and administrative arrangements.

We have undertaken significant implementation of the *Emergency Management Act 2005*, subsidiary legislation, and associated policy and plan development during the past year. Emergency Management Districts were gazetted on 22 December 2006 and Local and District Emergency Management Coordinators appointed. The *Emergency Management Amendment Regulations 2006* prescribing FESA and the Commissioner of Police as Hazard Management Agencies for a total of 14 hazards were gazetted on 12 January 2007. These regulations outline the membership and operation of the [State Emergency Management Committee](#) (SEMC) and prescribe Hazard Management Agencies for the hazards defined by the legislation and regulations. The remaining prescribed hazards will be dealt with during 2007-08.

### STATE EMERGENCY MANAGEMENT COMMITTEE (SEMC)

As a part of the implementation of the Act, a five-year Strategic Plan titled [SEMC Emergency Management Strategic Framework 2006-2011](#) has been developed and approved by SEMC.

SEMC has identified 17 State Emergency Management policies to be given development priority and work commenced on 45% of these policies during 2006-07. To date, 20% of the policies have been completed and endorsed by SEMC including three critical ones that directly support the implementation of the Act:

- 2.1 Development and Review of State Emergency Management Policies.
- 2.2 Development and Review of State Emergency Management Plans.
- 2.5 Emergency Management in Local Government Districts.

### STATE EMERGENCY MANAGEMENT PLANS (WESTPLANS)

We conduct regular reviews of all [State Emergency Management Plans](#) (Westplans).

In the past year, 16 of the 26 hazard plans were examined in detail and a recommendation made to the SEMC Emergency Service subcommittee that the plans be reviewed and updated by the appropriate Hazard Management Agencies. Five of the seven support plans and one special plan have been 'recommended for review'.

### STATE MITIGATION COMMITTEE

The FESA Chief Executive Officer, with executive support provided by the FESA Manager Mitigation, chairs the [State Mitigation Committee](#). It is a sub-committee of the State Emergency Management Committee and oversees mitigation and prevention activities for all hazards prescribed under the Emergency Management Act. The Committee ensures that Hazard Management Agencies which lack resources or expertise to fulfill their mitigation and prevention responsibilities have adequate assistance.

The committee is responsible for developing and maintaining the infrastructure required to reduce the social, economic and environmental cost of natural hazards in Western Australia. It advocates an

inclusive approach to natural hazard mitigation, emphasising the need for all levels of government to work with the community to achieve the common goal of a safer community.

#### NATURAL DISASTER MITIGATION PROGRAM

The [Natural Disaster Mitigation Program](#) (NDMP) is a national program which identifies, assesses and provides funding for natural emergency mitigation initiatives and prioritises projects that help the community withstand the effects of natural disasters. FESA administers the program in Western Australia through the State Mitigation Committee. In 2006-2007, 20 Western Australian projects met the NDMP eligibility criteria. Australian Government funding totalling \$1,175,000 was approved for 17 projects.

NDMP applications for 2007-08 funding were assessed in April 2007. The 15 eligible Western Australian projects have a total value of \$17,276,885 of which the State is seeking \$2,185,000 from the Australian Government.

#### STATE EMERGENCY COORDINATION GROUP

In the event of a significant emergency, a multi-agency [State Emergency Coordination Group](#) (SECG) is convened to support the Hazard Management Agency. The role of the SECG is to:

- Ensure the provision of coordinated emergency management by public authorities and other persons;
- Provide advice and direction to public authorities and other persons to facilitate effective emergency management, and;
- Liaise between emergency management agencies and the Minister.

During the past year, the group was activated for four emergencies:

- Australind Storm - August 2006
- Port Hedland Storm Event - January 2007
- South West Bushfires - Feb 2007
- Tropical Cyclones George and Jacob - March 2007

#### WESTERN AUSTRALIAN NATURAL DISASTER RELIEF ARRANGEMENTS

FESA manages the [Western Australian Natural Disaster Relief Arrangements](#) (WANDRA) which provide financial assistance to communities whose social, financial and economic wellbeing has been significantly affected by a natural disaster.

During 2006-07, five events were proclaimed eligible natural disasters under the WANDRA provisions:

- Australind storm – 7 August 2006
- Tropical Low Isobel – 3 January 2007
- Dwellingup and surrounding areas bushfires – 26 January 2007
- Arrino/Mingenew Flood – 24 February 2007
- Tropical Cyclone George – 9 March 2007

FESA managed the provision of assistance to affected individuals, families, primary producers and local governments in partnership with the Department for Community Development and Department of Agriculture and Food.

In 2006, the Community Development and Justice Standing Committee of the WA Parliament commenced an inquiry into WANDRA, with particular reference to the adequacy of State Government assistance under the program.

The Committee tabled its [report](#) on 10 May 2007 and made 14 [recommendations](#) intended to address and resolve the concerns of affected communities. The recommendations have five key themes:

- Equitable financial contributions by local governments.
- Improved dissemination of information to those affected.
- Increases in the amounts available for Personal Hardship and Distress payments.
- Improvements to enable damaged infrastructure to be upgraded to a more resilient standard.
- Extra relief measures, including the costs of fencing materials and the secondment of staff to aid local recovery efforts.

A number of recommendations will affect emergency services workers, local government, primary producers and our main State Government partners.

We have established a dedicated WANDRA administrator to ensure an integrated approach to the development, reform and implementation of the WANDRA, including:

- Timely identification and proclamation of eligible events; and
- Promotion and awareness of the WANDRA through ministerial and agency media releases for each eligible event and direct liaison with local government and local recovery committees.

It is anticipated that WANDRA support to communities recovering from emergencies will be significantly improved as a result of FESA involvement.

#### STATE STRATEGY FOR REMOTE INDIGENOUS COMMUNITIES

During 2006-07, the initial draft of the FESA State Emergency Management Strategy for Remote Indigenous Communities was completed.

We participated in the negotiation of the Western Australian State Bilateral Agreement for Indigenous Affairs to include emergency management.

Staff undertook visits to a number of remote Indigenous communities and commenced a review of resources required to meet risks. We have also commenced early negotiations with the appropriate Indigenous Coordination Centres to establish Shared Responsibility Agreements for the development of emergency management arrangements in the 'hub' communities in the Dampier Peninsula – Bidyadanga, Nhaanyatjarra Lands and Halls Creek.

#### RISK BASED LAND USE PLANNING

##### Unexploded ordinance

Many areas of the Western Australia were previously used as Department of Defence weapon training ranges. A variety of munitions were used in these areas, creating an unexploded ordinance (UXO) risk. As urban areas have grown the potential risk from UXO in the former weapon range areas must be reduced to facilitate development and infrastructure projects.

We are a key participant in the management of UXO. Our UXO Services Branch works with other government agencies, contractors and clients to manage UXO hazards efficiently. Field validation surveys of many larger-scale development sites determine the nature and extent of UXO pollution and reduce the risk on those sites to an acceptable level.

Searches are usually conducted by accredited private companies and funded by the landowner, developer or government agency responsible for the land.

##### Planning for Aboriginal Communities Project

Through the [Planning for Aboriginal Communities Project](#), we have established the potential for land use planning to reduce a current high level of vulnerability to natural hazards.

To date, six key Indigenous land use planners have completed the Risk Based Land Use Planning course conducted by Emergency Management Australia.

Recent aerial data was captured to assist the planning of the integration of the emergency risk management process for remote communities into the Planning for Aboriginal Communities Project.

## **NATIONAL EMERGENCY MANAGEMENT**

Liaison between FESA and Emergency Management Australia on national working groups, committees, reference groups and through the provision of advice and recommendations to the Australian Government is an important link between national and State and territory emergency management agencies.

### WORKING TOGETHER TO MANAGE EMERGENCIES

[Working Together to Manage Emergencies](#) is funded by the Australian Government and managed by Emergency Management Australia. The four year program will provide \$49 million in grants through the Local Grants Scheme and the National Emergency Volunteer Support Fund. FESA provides local expertise and executive support for the program.

#### Local Grants Scheme

In 2006-07, 47 Western Australian projects were eligible for this scheme and total funding of \$1,687,246 was approved for 39 projects. These ranged from the provision of emergency generators and emergency coordination facilities to the production of community information booklets and maps; the development of emergency management plans; communication infrastructure; translation and interpretation services for Indigenous communities and an emergency management forum.

#### National Emergency Volunteer Support Fund

In 2006-2007, 21 projects were considered eligible for this fund. Total funding of \$540,289 was approved for 17 projects including upgrades to facilities, rescue equipment, volunteer recruitment and retention initiatives, and cadet training programs.



# CYCLONE

THE northern coastal region of Western Australia is one of the most cyclone-prone areas in the world. This region experiences cyclonic winds and associated flooding, high seas and storm surge (which resembles a large, sudden tidal movement).

FESA is the Hazard Management Agency for tropical cyclones that cross the Western Australian coast. This includes responsibility for managing prevention (mitigation), preparedness and response and supporting recovery activities in relation to cyclones. FESA's Operational Services are responsible for development of the [State Tropical Cyclone Emergency Management Plan](#). Volunteer SES and Emergency Service (VES) units have prime responsibility for ensuring coordinated, timely and effective help is provided to communities threatened or impacted by cyclones.

## PREPAREDNESS

### PREPARING FOR THE WET SEASON

The coastal stretch from Exmouth to Broome has the highest incidence of tropical cyclones anywhere in Australia. FESA staff, local government and volunteers work together to prepare northern communities for the wet season and the threat of cyclones and flooding.

Bureau of Meteorology (BoM) and FESA staff conducted a tour of coastal areas in the Mid-West Gascoyne, Pilbara and Kimberley regions in October 2006 and addressed local and district emergency management committees, community members and media outlets in these areas.

Resource workers in the Pilbara region were identified as a key target group this year. A range of strategies to raise awareness were undertaken in partnership with Woodside, Rio Tinto and BHP Billiton, including dissemination of literature in induction packages, mail outs to employees' home addresses and reinforcement of safety messages during worksite meetings.

## RESPONSE

SES volunteers spent an estimated 1,351 hours responding to cyclone-related activities during 2006-07. Three tropical cyclones crossed the Western Australian coast – George, Jacob and Kara. A potential fourth cyclone, Isobel, failed to intensify and crossed the coast as a tropical low storm front.

### NOTABLE INCIDENTS

#### TROPICAL CYCLONE GEORGE – 4 - 15 MARCH 2007

TC George originated off the Queensland, Northern Territory and Kimberley coast as a low level system. As it travelled down the WA coast, the system intensified and crossed east of Port Hedland as a destructive category 5 cyclone.

SES volunteers, career and volunteer FRS firefighters, and FESA staff were involved in a range of activities, including pre impact warnings, coordination of preparedness activities including evacuation and assistance with post impact community recovery operations. Communities in Port Hedland and South Hedland, a number of mine site camps, many Remote Indigenous Communities, and pastoral stations sustained significant impact and damage.

TC George tragically left three fatalities, and numerous injuries as well extensive infrastructure damage and devastating property and environmental loss in its wake.

#### TROPICAL CYCLONE JACOB – 7 - 13 MARCH 2007

Although TC Jacob did not result in any significant wind damage, heavy rain added to rainfall from TC George and caused some concerns in relation to flooding on rivers east of Port Hedland.

## RECOVERY

FESA is responsible for the management of the [Western Australian Natural Disaster Relief Arrangements \(WANDRA\)](#), under which relief measures are provided on behalf of the State Government to assist the recovery of communities whose social, financial and economic well-being has been significantly affected by a natural disaster event.

During 2006-07, FESA proclaimed two cyclone events as eligible natural disasters under the provisions of the Western Australian Natural Disaster Relief Arrangements. These were:

- Flooding resulting from the combination of Tropical Low Isobel and a deep weather front in the Great Southern region.
- Tropical Cyclone George.

In partnership with the Department for Community Development and the Department of Agriculture and Food, FESA managed the provision of assistance to individuals and families, primary producers and local governments affected by these events.

\$2.4 million was provided towards recovery from the floods caused by Tropical Low Isobel. The funding was used to assist with clean up costs and restoration of essential public assets.

A further \$1.15 million was provided to assist with community recovery following Tropical Cyclone George. This funding was used to restore roads and other essential public assets.

### TROPICAL CYCLONE GEORGE – MAJOR INCIDENT REVIEW

A Major Incident Review was conducted following Cyclone George. This is in line with FESA policy and is also a requirement of the State Tropical Cyclone Emergency Management Plan 2004, issued under the authority of the State Emergency Management Committee.

The terms of reference for the review do not include examination of the circumstances of the deaths and injuries of individuals that occurred during Cyclone George. This is the responsibility of the State Coroner and WorkSafe WA.

The review will enable FESA and its volunteer groups to learn from the collective experience to make service enhancements for improved community preparation and response planning.

Responsibility for the review rests with the Professional Standards Directorate of FESA. An independent facilitator was retained to assist in the conduct of stakeholder meetings and to prepare the draft report which is imminent.

# EARTHQUAKE

FESA is the Hazard Management Agency for earthquakes in Western Australia and has responsibility for emergency management in prevention (mitigation), preparedness and response and supporting recovery activities. FESA's Operational Services are responsible for the development of the [State Earthquake Emergency Management Plan](#), which determines overall management and coordination of response to earthquake emergencies.

SES volunteers generally undertake activities related to earthquakes. In some areas, Volunteer Emergency Service units may also contribute.

We receive notification of earthquakes from GeoScience Australia, which is required to alert the State to all events recording 4.0 and above on the Richter Scale.

## RESPONSE

During 2006-07, 47 earthquakes were recorded in Western Australia. One had a magnitude of more than 4.0 on the Richter Scale.

### NOTABLE INCIDENTS

#### HYDEN 11 - 12 SEPTEMBER 2006

Between 11 and 12 September 2006, Hyden experienced five recorded earthquakes measuring between 2.2 and 2.5 on the Richter Scale. No damage was reported and no SES assistance was required.

#### SHARK BAY - 15 FEBRUARY 2007

Shark Bay experienced an earthquake measuring 5.3. Even though the earthquake was felt widely, residents reported mild movement and on Dirk Hartog Island the only house on the island reported a ceiling collapse. No structural damage was reported. SES assistance was not required.

#### CADOUX - 28 and 30 JUNE 2007

On 28 June 2007, a 3.2 magnitude earthquake was recorded west of Geraldton and on 30 June 2007, a 3.8 magnitude earthquake occurred east of Geraldton. No major damage was reported and no SES assistance was provided.

# FIRE

Each year, thousands of fires impact on man-made structures, bushland and rural properties in Western Australia. FESA is the Hazard Management Agency for fires in gazetted fire districts in urban and rural areas, including land managed by the Department of Environment and Conservation (DEC) that falls within gazetted areas. Local governments are responsible for fire management in other areas of Western Australia.

It is our responsibility to ensure emergency management activities related to prevention of, preparedness for, response to and recovery from fire are undertaken. FESA's Operational Services are responsible for the development of the [State Bushfire Emergency Management Plan](#) and the [State Urban Fire Emergency Management Plan](#).

FESA career and volunteer Fire and Rescue Service (FRS) brigades, Volunteer Fire Services (VFS) and Volunteer Emergency Service (VES) units combat fires in urban and urban-rural fringes. Volunteer Bush Fire Brigades (BFBs) are managed by local governments. BFB volunteers combat fires in other non-gazetted areas. SES volunteers often provide a support role at fire incidents.

Funding for local government Bush Fire Brigades is now provided by the Emergency Services Levy, and data on local government fire incidents is also included in this section.

## PREVENTION

### ARSON

#### Arson Information Network

Currently, the arson conviction rate in Western Australia is approximately double the national average. During the 2006-07 period, Western Australia Police arrested 233 persons for fire lighting offences which was an increase of 3% on the previous year. FESA, Western Australia Police and the Department of Environment and Conservation spent considerable resources in the ongoing development of the Arson Information Network. The network is designed to capture and pass information from fire fighters and the community to Western Australia Police using a range of mediums including Crimestoppers.

#### Profiling of Bush Fire Arsonists

We have contracted a researcher to profile bush fire arsonists in Western Australia. It is estimated that the majority of bush fires each year are either deliberately lit or caused by human activities. However, there is very little information on bush fire arsonists to assist ourselves and our partners in developing and implementing bush fire prevention strategies.

The research will investigate factors related to bush fire arson activity and the characteristics of arsonists. It will concentrate on members of the general community who are lighting bush fires and also compare these people with arsonists who are firefighters.

### STRUCTURAL FIRE

#### Fire safety inspections of vulnerable buildings

We continue to address the risk of fires in vulnerable buildings through joint inspections of selected premises with local governments.

This year we completed 257 inspections in 53 local government areas. Inspections included a range of budget accommodation types, as well as some public buildings. Priority was given to inspection of nightclubs, psychiatric hostels and some aged care facilities.

### Low Budget Accommodation Inspections 2006 - 2007

BUILDING TYPE	QUANTITY INSPECTED
Metropolitan hotels/lodging houses	45
Country hotels with accommodation	44
Country lodging houses	71
Metro public buildings	50
Country public buildings	47
TOTAL	257

Follow up visits to backpacker properties were made, and these revealed a high rate of adoption of fire safe recommendations.

We have built strong relationships with local governments across Western Australia through this program. Since it began in 2003, more than 940 premises across 117 local government areas have been inspected and follow-up visits have revealed a high level of compliance with the inspection team's recommendations. Visits also resulted in an increased level of enforcement by local government.

#### Smoke Alarm Campaign

The Hon. Minister for Emergency Services John Kobelke MLA formally announced our annual smoke alarm promotion, *Don't be a Fool! Change your Smoke Alarm Battery on April 1<sup>st</sup>* on 21 March 2007.

The two-week campaign included a wide range of media and promotional activities, supported by campaign sponsor Gillette through its subsidiary Duracell Batteries.

There has been a steady increase in residential smoke alarm installations in recent years. Currently, 86% of Western Australian homes have smoke alarms – 24% hard-wired alarm and 62% battery powered. However, the campaign appears to be losing some of its impetus, with anecdotal evidence suggesting an increasing level of complacency among homeowners.

With the high percentage of homes with battery-operated smoke alarms, the campaign messages about changing batteries annually and regular testing and maintenance remain relevant.

There is strong community support for the campaign and we will explore new ways to increase desired behaviours for 2008 and beyond.

#### BUSHFIRES

Our Bushfire and Environmental Protection Branch support operational staff to minimise the impact of bushfires and provides information to assist members of the community to live and operate within bush and pastoral areas safely. The following key initiatives were undertaken during the past year.

##### Bushfire arson reduction

During 2006-07, responses to bush fires in Western Australia increased for the first time since the introduction of targeted bush fire arson reduction activities in December 2001. 7,336 bushfire incidents were recorded, an increase of approximately 9% compared to 2005-06.

During the year comprehensive bush fire arson reduction programs were implemented at five locations where high incidences of bushfires had been recorded – Karratha, Roebourne, Fitzroy Crossing and Baldivis. These programs are developed after interrogating fire attendance data in liaison with local fire managers and partner agencies, and are designed to make communities aware that deliberate fire lighting puts local lives and properties at risk and encourage community members to report suspicious behaviour. Programs and activities are modified to meet the needs of local communities, ensure that residents are aware of the arson problem and to raise awareness of the options to resolve the problem in their area. Activities usually involve doorknocking at homes at the same time as school visits and shopping centre displays in targeted areas. These activities are also supported by media involvement.

In 2006-07 we also conducted widespread distribution of arson awareness posters for the first time.

### **BUSH FIRE MITIGATION**

Urban bush fire response plans and bushfire mapping are invaluable tools that support bush fire mitigation, prevention, suppression and recovery activities across Western Australia.

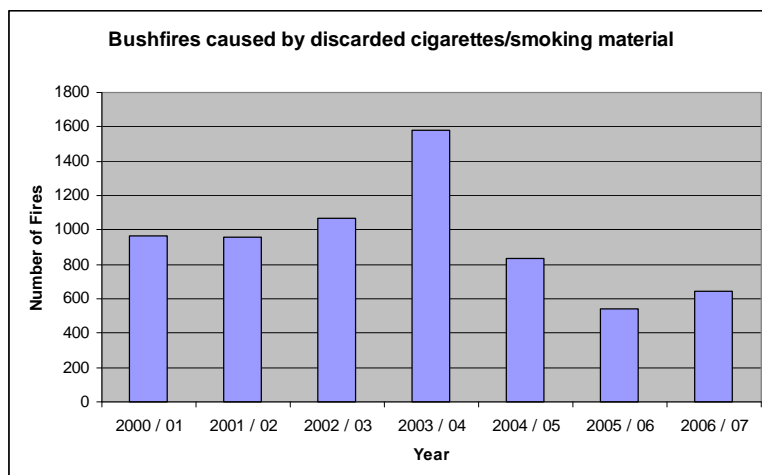
So far, urban bush fire response plans for 180 of 400 sites have been prepared. 20 *Bush Forever Sites* have also been mapped to assist fire services when attending incidents. Maps have also been provided to a number of local governments to assist with prevention planning.

Comprehensive maps for the Kimberley and Pilbara have been developed, including information on rainfall, soil types, vegetation types, topography, pastoral station carrying capacity, culturally sensitive sites and environmentally sensitive areas.

### **REDUCING ROADSIDE FIRES CAUSED BY CIGARETTES**

We have continued to focus on reducing roadside fires caused by discarded cigarettes during the past year. We worked with local governments to manage the moisture content of roadside mulch, particularly for periods of high fire danger. Moisture is the most important factor affecting its propensity to ignite. We have tested to establish the most effective fire prevention regimes and delivered the findings to a number of local governments.

To further reduce bush fires caused by discarded cigarettes, we invited staff and volunteers to report people discarding cigarettes from their cars. A Discarded Cigarette Report Card – used to record an offender's vehicle details – was delivered to all regional offices, stations, brigades and units across Western Australia.



Whilst figures for this ignition source have increased this year, these initiatives have significantly reduced avoidable roadside bush fires caused by discarded cigarettes since the program was introduced. Importantly, this also reduces the incidence of firefighters operating in dangerous roadside situations.

### **GUIDELINES FOR SUPPRESSION OF BUSH FIRES IN ORGANIC SOIL AREAS**

The management of bush fire suppression in areas containing high levels of organic soils (peat) is extremely complex.

Acid sulfate soils are naturally-occurring, highly organic soils that contain iron sulphide minerals. When exposed to air these soils produce sulfuric acid and can often release toxic quantities of iron, aluminium and heavy metals. Around 30% of Australia's acid sulfate soils are believed to occur in Western Australia. Many of the pyrites on the Swan Coastal Plain are fine-grained and can be highly reactive, with oxidation commencing within a few hours of exposure to air.

Western Australia has legislation and policies such as the *Environmental Protection Act 1986*, provision of environmental harm legislation, and a policy on the potential to create acid sulfate soils, as well as legislation on bush fire suppression. All influence the strategies adopted during bush fire management.

All actions to manage bush fires in these important environmentally sensitive areas will result in some loss of environmental values. It is very important that any environmental damage, particularly long-term, is minimised. Fire suppression with foams, retardants or wetting agents which may contain surfactants and other compounds can cause loss of biodiversity and reduce regeneration.

The use of earthmoving machinery to create firebreaks can result in soils containing iron sulfide minerals being exposed air and producing sulfuric acid and often toxic quantities of iron, aluminum and heavy metals. To do nothing more than contain the fire within the perimeter of the peat area will potentially expose the local community to an extended period of smoke as well as the potential for physical harm of people or animals who may come into contact with burning peat.

In consultation with researchers, environmental agencies and land managers, we have developed fire management guidelines for peat laden (organic) and acid sulphate soils. In addition to the environmental benefits, there will be a reduction in time and costs associated with extinguishing of these 'difficult' fires. The guidelines were used at the Neerabup fire, which affected the Clarkson community, and proved to be effective.

#### FURTHER BUSH FIRE INITIATIVES

- The development of a visual guide for bush fire fuel identification in the South West will assist firefighters and those involved in preventative fire management to more quickly recognise fuel loads. This will also assist landowners to protect their property through clearing or installation of fire protection barriers.
- Considerable work has been completed in the Kimberly region to establish a holistic fire management strategy to assist pastoralists and land managers. There are two principal components of the strategy:
  - guidelines for effective firebreaks that are environmentally sound; and
  - development of scientifically-based burning guidelines to ensure effective fire management on pastoral stations.

Feedback from pastoralists has been positive. Similar work is being completed in the Pilbara region.

- In conjunction with the University of Western Australia, a research project was completed on the vulnerability of evaporative air-conditioners in bush fires. This recommended the inclusion of a fine wire aperture mesh to protect the cooling pads from airborne embers originating from nearby bush fires. The research will form the basis for engagement with air-conditioning industry representatives and related stakeholders to look at improving the vulnerability of these units in bush fire situations.

#### BUSH FIRE COOPERATIVE RESEARCH CENTRE (BUSHFIRE CRC)

FESA has established a dedicated Bushfire CRC coordinator to assist in sharing the research outcomes from [Bushfire CRC](#) programs with firefighters in Western Australia. During the past year, three interactive forums were held where Bushfire CRC researchers presented the outcomes of their work to volunteer and career firefighters, fire managers and stakeholders. Topics covered were:

- Smoke Forum – Respiratory Health of Firefighters;
- Building and Occupant Protection; and
- Decision Making and Firefighter Health and Welfare.

The half-day forums were held Fridays and repeated on the following Saturday morning to allow greater volunteer participation. One of the sessions was also videotaped and circulated widely across the Western Australian fire community.

Feedback from forum attendees has been extremely positive. The researchers involved have also expressed the benefits to them of hearing the concerns of firefighters 'first-hand'.

## PREPAREDNESS

### COMMUNITY SAFETY PROGRAMS

There were 10 reported fire fatalities in 2006-07. A database of fire fatalities has been established which, with the close co-operation of the Office of the State Coroner, will provide key information on the circumstances in which people were killed to better tailor our community fire prevention information.

Community safety information, including presentations and media releases are used to encourage all sections of the community to embrace fire safety. Where trends are identified, preventative announcements are made. Warnings on the use of candles and budget commercial night-lights were two notable examples during 2006-07.

#### Bush fire – Prepare, stay and defend or go early

The campaign objective is to raise awareness amongst residents living in bush fire prone areas in relation to preparedness and their options in the event of an emergency.

This year, the Bush Fire Stay or Go Kit has been reprinted in a smaller format for easier handling and distribution. Feedback from key stakeholders resulted in the launch in December 2006 of a *Be Prepared* DVD to help residents visualise preparedness actions. The filming of the DVD was assisted by a number of residents who shared their experiences of bush fires, and volunteer and career firefighters who provided an insight into fire behaviour. Approximately 12,500 DVDs and 14,000 Bush Fire Stay or Go Kits have been distributed to residents in target areas.

#### Dry Season Campaign

This was launched on 22 July 2006 in Broome. The program is designed to address fire safety issues specific to the northern dry season in the Pilbara and Kimberley between May and November. Targeted programs were designed in collaboration with local stakeholders to meet individual community needs. The target group of the 2006-07 program was tourists to the region; especially those travelling vast distances on the road and camping in either designated areas or indiscriminately on pastoral or crown land.

#### Winter Safe Program

This program is designed to educate communities about potential fire hazards and appropriate fire prevention and preparedness activities during the winter period. The program specifically targets at-risk community groups, including families with young children, seniors, carers of the frail, elderly or people with disabilities, and residents in suburbs that have a statistically high fire risk.

This year's campaign focuses on increasing research evidence that the use of functioning smoke alarms significantly reduces the risk of fatalities from fire and smoke. It also promotes the importance of developing, documenting and practising a home fire escape plan.

### WAROONA DOOR KNOCK

During the week of the serious Dwellingup bushfires in February, staff from our Bush Fire and Environmental Protection Branch doorknocked homes in the Waroona area, approximately 24 kilometres southwest of Dwellingup.

They physically inspected homes and left fire safety information with residents who could potentially be affected by bush fire. Although some of the properties inspected were well prepared for a bush fire, most residents needed to undertake more work.

### MAJOR EXERCISES

#### Kalamunda bush fire

A simulated bush fire exercise was conducted in Kalamunda. The aim of the exercise was to evaluate a multi-agency response, management and coordination of a major escalating bush fire that crossed jurisdictional boundaries. Participating agencies were able to evaluate their own agency's response and test their communications and reporting protocols.



#### Exercise SLIP – EM bush fire

This was multi-agency, information sharing desk-top exercise designed to introduce and test cross-agency information sharing using the EmerGeo product for the provision of a coordinated multi-agency response to a bush fire emergency.

The objectives of the exercise were:

- To test the effectiveness of information sharing across multiple agencies;
- To test the practicality and suitability of the EmerGeo product as a large incident management tool;
- To test the ability of product configuration to support the operational processes; and
- To test the completeness of the data gathered to support the operation.

The aims of the exercise were achieved. EmerGeo is well positioned to be used to map divisional and sector boundaries, and to give other agencies and stakeholders the ability to share, view and update incident information. Work is required on the process for authorising data to be shared.

### **RESPONSE**

In 2006-07, fires accounted for more than 48% of all incidents responded to by career or volunteer firefighters, a slight increase on last year. The number of incidents in all categories of fires has increased.

#### BUSHFIRES

Career or volunteer firefighters responded to a total of 7,343 bush fires during the past year. This is an increase of 11.5% on 2005-06.

A bushfire emergency period was declared when significant resources were required to combat hundreds of bush fires across the State during the 2006-07 bush fire season. This extraordinary power, prescribed by the [Bush Fires Act 1954](#) has only been exercised twice in the State's history and is reserved for those occasions where there is a very real threat of a bush fire catastrophe. Of particular significance were 29 bush fires across the south western portion of the State, requiring the formation of incident management teams and coordinated support across 25 local governments.

#### STRUCTURAL FIRES

Structural fires are defined as fires in housing or other buildings ([Report on Government Services, 2007](#)). During 2006-2007, a total of 1,452 structural fires were suppressed by our career or volunteer firefighters. This is an increase of 7.5% on 2005-06.

#### OTHER FIRES

Firefighters responded to 4,128 other fires during 2006-07, an increase of 12% compared to last year. This category includes rubbish fires, fires in other structures such as tunnels, outbuildings, fencing or storage facilities and mobile property fires.

#### NOTABLE INCIDENTS – STRUCTURAL FIRE

##### **KWINANA BULK TERMINAL CONVEYOR BELT TUNNEL – JANUARY 2007**

This fire involved a 200 metre long underground conveyor belt tunnel transporting coal to shipping. Ignition was caused by spontaneous combustion of high-grade coal. Estimated property loss was \$4.85 million.

##### **NATIONAL HOTEL, FREMANTLE – 11 MARCH 2007**

This fire resulted in \$4 million damage. Crews arrived at the scene quickly after early notification through 000. However, the blaze was very difficult to suppress because of grave danger that the heritage building might collapse. At the height of the incident around 50 firefighters worked to contain the fire and protect neighbouring businesses. Investigations revealed that the fire was intentionally lit. Two juveniles were subsequently charged with unlawful damage and remanded in custody.

##### **MIDLAND MILITARY MARKETS – 25 APRIL 2007**

Crews worked for two hours to bring the blaze in this 94 year old building under control. Most of the 120 shops within the markets were destroyed although firefighters were able to save a number in the north west corner of the building. Fire investigators established that the fire was caused by an electrical short circuit in an electrical distribution board. Total damage was estimated at \$5 million.

## NOTABLE INCIDENTS – BUSH FIRE

### **CARABOODA – 29 AUGUST 2006**

Firefighters faced significant challenges in extinguishing this fire due to difficult access and the difficulties associated with extinguishing fire in peat soils. The fire caused considerable adverse public opinion due to smoke, odour and firefighters' inability to extinguish it.

### **FITZROY VALLEY – OCTOBER 2006**

This bush fire affected more than 500,000 hectares and took two weeks to control. It caused significant pasture loss to Brooking Springs, Ellendale and Jubilee Downs pastoral stations. Our managers, local government, Hamlet Grove BFB and Fitzroy Crossing VES assisted the pastoralists to contain this fire using direct attack, back burning and earth fire breaks.

### **COCONUT WELLS – OCTOBER 2006**

This fire spread rapidly through the rural community east of Coconut Wells on Waterbank Aboriginal Lease. Our managers assisted local government, Broome BFB and Broome VFRS to control the fire during a three day period. The fire damaged outbuildings, fences, vehicles and mango plantations.

### **KALAMUNDA FIRE – 12 DECEMBER 2006**

This major bushfire threatened properties in the Perth Hills area of Kalamunda. Career FRS, volunteer FRS, volunteer BFB crews and DEC personnel worked for several hours to contain the fire. Helitacs and fixed wing water bombers were deployed to protect crews and properties. Unfortunately, the fire completely destroyed one house and damaged another when embers from a bushfire entered the houses through roof-mounted evaporative air conditioning units.

### **DWELLINGUP – 16 DECEMBER TO 11 FEBRUARY 2007**

Three significant bush fires in the Dwellingup area burnt through an estimated 14,000 hectares of bushland between Dwellingup and Coolup. The first fire was deliberately lit and started three kilometres north of the Dwellingup townsite. Investigations determined that the second and third ignitions were most likely caused by smouldering peat soils in the hot, dry weather conditions.

It is important to note that there was no loss of life during the Dwellingup bush fires despite the extreme conditions and significant associated risks.

However, the rapid response and tireless efforts of DEC, volunteer BFBs, career and volunteer FRS crews, supported by water bombing aircraft, could not prevent the loss of 14 houses and damage to a further four. Stock, outbuildings and farm machinery were also extensively damaged.

### **WHITEMAN PARK – 15 DECEMBER 2007**

Significant damage was caused to the bush environment and some sheds on the property. Evacuating and accounting for all visitors to the park at the time was challenging.

### **CHATCUP – 3 FEBRUARY 2007**

During the early stages of this fast moving fire, a local resident self-evacuating at a late stage lost control of her vehicle and was killed. The fire was estimated to be travelling at 9,000 metres per hour at its peak. No major property losses occurred. The incident was the subject of a Western Power investigation.

### **BOYA – 9 MARCH 2007**

This deliberately lit bush fire threatened neighbourhoods in Greenmount and Darlington. It was one of 40 suspicious incidents recorded in two months in Boya and neighbouring suburbs. Helitacs assisted firefighters in protecting property, saving ten homes and protecting a further 22 properties.

### **PORONGURUP WILDFIRE – 11 FEBRUARY 2007**

This fire razed 4000 hectares in the Porongurup National Park and 2,800 hectares of private property. One person was severely burnt, one house was lost and damage was sustained to fencing, stock and farm buildings and Western Power and Telstra infrastructure.

## **RECOVERY**

### ARSON ADVICE FOR FREMANTLE BUSINESS

After the National Hotel fire, our Fire Investigation and Analysis Unit and staff from the Fremantle regional office informed business owners in the area how to better protect their business from arson.

### WANDRA

A natural disaster was declared for the areas affected by the Dwellingup fires. Community relief funding of \$1.04 million was provided through WANDRA to assist with road repairs, restoration of essential public assets, clean up costs and personal hardship.

# AERIAL FIREFIGHTING

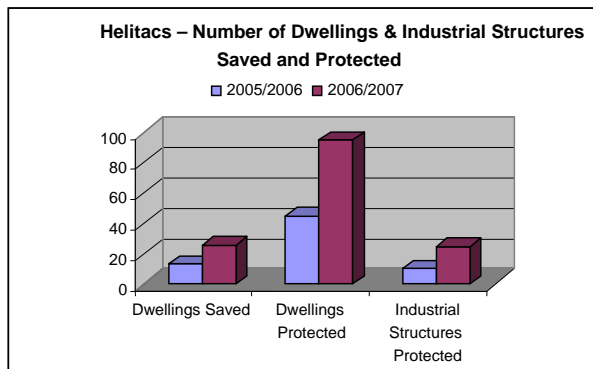
The integrated use of helicopter water bombers (Helitacs) and fixed-wing water bombers continues to be a successful strategy – combining the bush fire ‘knockdown’ capacity of the fixed-wing aircraft and the fast turn-around times of the Helitacs to provide effective protection of Perth’s rural-urban fringe.

Helitacs are now considered an essential firefighting tool in support of fire fighters on the ground in Western Australia. Following the expansion of the Helitac response area in 2005-06, additional collar tanks for water resupply were strategically located for the 2006-07 fire season.

The 2006-07 fire season was longer and more severe than the previous year. As a result, Helitacs were activated for 148 incidents, delivering 2.971 million litres of water and 6,666 litres of foam in a total of 2,971 drops. Fixed-wing water bombers worked jointly with the Helitacs at 20 incidents.

Overall, there was a 200% increase in incidents requiring response, and a 500% increase in Zone 2 responses. Total flying hours increased by 73% and the number of drops more than doubled from the previous year. Despite these significant increases in operational activity, the Helitac average response time of 12 minutes was 20% below a 15 minute target, and turnaround time to get water to the fire line improved from 5.6 minutes in 2005-06 to 4.6 minutes.

Zone 2 automatic responses comprise the dispatch of two Helitacs and two-fixed wing water bombers with the remaining two Helitacs on standby at Perth airport if required. This strategy effectively saved an estimated \$9 million worth of structural assets and protected a further \$41 million worth.



## NOTABLE INCIDENTS

### WHITEMAN PARK – 3 DECEMBER 2006

This incident escalated rapidly and had the potential for injury as well as loss of life and property. Three Helitacs and fixed wing bombers supported ground crews and appliances for more than 13 hours, with poor visibility due to smoke and the proximity of the general aviation approach to Perth Airport making aerial operations difficult.

### ZIGZAG – 8 MARCH 2007 AND BOYA 9 MARCH 2007

Both of these Zone 2 incidents were suspected of being deliberately lit. Helitacs and fixed wing water bombers were used to support ground crews and appliances to contain the fires and protect numerous properties under direct threat. With a number of aircraft operating in a relatively high-risk area with high tension power lines, valleys and ridges – safety was of paramount importance. Without the joint effort of aerial suppression and ground crews there would likely have been significant property losses.

## AERIAL INTELLIGENCE

Increased State Government funding has enabled our air intelligence helicopter to be equipped with a Star Safire III thermal imaging camera incorporated with a digital video camera, laser rangefinder, microwave down-link and Avalex mapping system.

The new equipment is invaluable for bush fire and incident management. It transmits real-time images of mapping, hot-spot information and digital/infrared vision from the helicopter to management teams in the field. Maps indicate the exact location of the fire and assist in identifying vulnerable community assets.

The information gathered and transmitted has greatly enhanced the ability of incident management teams to view hotspots, and predict fire shapes and escalating threat. This has allowed for early community warnings, more effective protection of community assets and a greater level of firefighter safety.

The new equipment is also being evaluated for real-time data capture in a range of incidents including hazardous materials response, urban search and rescue, land search and rescue, floods and storms.

In 2006-07, the aerial intelligence helicopter was used for 68 incidents compared with 40 the year before. Flying hours more than doubled from 53 in 2005-06 to 125 in 2006-07. We achieved 100% availability to assist against a target of 95%.

Average time to activate this year was 12.3 minutes against a target time of 15 minutes. This was an improvement on last year's performance of an average activation time of 14.3 minutes.

# FLOOD

Many parts of Western Australia are prone to flooding at different times of year. Floods can cause significant disruption to road, rail, and communications and damage to community infrastructure.

Torrential rain in the monsoonal wet season in the Kimberley and other northern areas of the State can cause the flooding of vast areas. The wet season also may bring rivers down in flood, threatening life, livestock and property.

FESA is the Hazard Management Agency for flood in Western Australia with responsibilities in relation to preparedness, response and recovery. FESA's Operational Services are responsible for development of the [State Flood Emergency Management Plan](#).

State Emergency Service (SES) units and Volunteer Emergency Service (VES) units undertake the primary response roles.

## PREPAREDNESS

### PREPARING FOR THE WET SEASON

The aim of the [Wet Season](#) Campaign is to decrease the risk to human life and property as a result of hazards associated with the Wet Season during November to April; including flood, cyclone, storm surge and severe storms.

An important component of this program is to engage our SES staff and volunteers as well as selected target groups in the broader community. We aim to identify the individual needs of local communities and the volunteers who assist them through the wet season in terms of prevention, preparation, response and recovery. Our ultimate goal is to build capacity within the communities in the North West so should they be threatened by any of the hazards associated with the wet season they will have greater resilience.

Awareness activities commenced with a tour of coastal areas in the Mid West Gascoyne, Pilbara and Kimberley regions in October 2006. Bureau of Meteorology and FESA staff addressed local and district emergency management committees, community members and media outlets in these areas.

### FLOOD PLAIN MAPPING FOR PERTH RIVERS

As part of a joint initiative with the Department of Water, a project was established to upgrade the Swan Avon Catchment Flood Warning System. This involves the replacement of existing rain and river gauges with elevated real time monitors based on radio telemetry using radio repeaters. The project will greatly enhance the availability of real time data as the reliability of the radio telemetry system is significantly improved compared to the landline system which is susceptible to breakdowns during extreme weather.

Project funding of \$140,000 was allocated in 2006-07 through the [Natural Disaster Mitigation program](#). It is anticipated that the project will take six years to complete and it is dependent on ongoing funding.

The Metropolitan Flood Management Plan and Local Flood Arrangements are currently being reviewed to ensure that data is used effectively. As part of this review, community consultation has occurred between FESA and key local government stakeholders to discuss a common approach to community awareness/safety campaigns through safety publications and key messages. Other improvements to date include improved digital mapping by the Department of Water showing 10, 25, 50 and 100 year Average Recurrence Interval floodplain mapping of the Swan and Avon Rivers.

## RESPONSE

The Bureau of Meteorology reported one major flood event in 2006-07. In January 2007, the Great Southern region, particularly Esperance and Ravensthorpe, experienced the full impact of the storm fronts associated with the tropical low originally named Isobel. Storms and flood threats also occurred throughout the metropolitan area, Midlands, South West and Goldfields regions when this system interacted with another remarkably deep mid-latitude trough.

Tropical cyclones George and Jacob also caused flooding in the Pilbara.

In 2006-07 SES volunteers committed more than 1,120 hours to responding to flood incidents.

### NOTABLE INCIDENTS

#### ESPERANCE FLOODS – 3 - 8 JANUARY 2007

Remnants of seasonal, tropical low Isobel merged with a strong low pressure trough in the Goldfields to creating significant storm activity. Winds gusted at speeds of 110 kilometres per hour as 155mm of rain fell on the town of Esperance in 24 hours.

Major damage was sustained to Bandy Creek boat harbour, the Esperance town and rural properties.

#### FLASH FLOOD MULLEWA – 3 JANUARY 2007

Unprecedented heavy rains fell on Mullewa by night causing rapidly rising streams, creeks and rivulets. On urgent call by the Western Australia Police and local government, three SES Units were activated to protect nine homes from impending flood inundation. Despite travelling 120 kilometres to arrive at the scene, the SES units diverted the floodwaters with sandbag and plastic levees and by placing pumps in readiness to combat overflows. The local government estimates that \$450,000 value of property was saved thanks to the rapid response and expedient SES actions on site.

#### ARRINO-MINGENEW FLOOD – 24 FEBRUARY 2007

Heavy rainfall in the Midwest area of the State resulted in extensive flooding. The rainfall began to the east of Binnu and intensified as it traveled in a south easterly direction. The heaviest rainfall occurred between Mingenew and Three Springs. SES volunteers provided assistance in preparation and recovery activities.

## RECOVERY

### ESPERANCE

As a result of widespread flooding, the State Government declared a natural disaster for the Esperance area on 8 January 2007.

In partnership with the Department for Community Development and the Department of Agriculture and Food, FESA managed the provision of [WANDRA](#) assistance to individuals and families, primary producers and local governments affected by the floods. \$2.4 million was provided to assist with clean up costs and restoration of public assets.

### ARRINO-MINGENEW FLOOD

This flood event was declared a natural disaster event under [WANDRA](#). \$418,000 was provided to assist recovery operations following this flood event. The funding was used to restore essential public assets.

# HAZARDOUS MATERIALS

## (INCORPORATING CHEMICAL, BIOLOGICAL AND RADIOLOGICAL THREATS)

Hazardous materials are widely used and transported throughout Western Australia. Wherever they are used within the community, there is a risk of an emergency occurring. They include explosives, compressed gases, corrosive substances, poisons, radioactive materials, infectious substances and flammable liquids and gases.

As the designated Hazard Management Agency in WA, FESA has responsibility the management of emergency incidents involving hazardous materials (HAZMAT). These include chemical, biological and radiological (CBR) incidents – ever present threats in a changing global environment in relation to terrorism. FESA's Operational Services are responsible for development of the [State HAZMAT Emergency Management Plan](#). Because of the unique circumstances of chemical, biological and radiological incidents, a separate emergency management plan, *Westplan – CBR*, is being developed. This outlines the consequence management role for incidents involving chemical, biological and radiological materials. Generally, career and volunteer firefighters manage these incidents.

## PREVENTION

The Western Australian Hazardous Materials Coordinating Committee – made up of representatives from government agencies, the community and industry – investigates all major hazardous materials incidents in the State with a view to preventing any recurrence of the cause of the incident. This proactive approach has resulted in Western Australia having one of the lowest incidences of hazardous materials emergencies in Australia.

## PREPAREDNESS

### INTER-AGENCY OPERATIONS

Part of the Asian Pacific Economic Cooperation (APEC) forum was held in Perth in February 2007. We worked closely with Western Australia Police to develop a response plan for potential incidents during the meetings. Risk assessments were conducted to ascertain the level of support required and a specialist FESA team assisted Western Australia Police at the meeting venue.

The multi-agency model developed in Western Australia was used as the standard for subsequent Australian APEC meetings.

The purchase of the Ahura Raman Spectrometer has greatly advanced our ability to identify unknown substances. An Infrared detector, known as the HazMatID system, will further overcome limitations in existing detection equipment and enable a positive identification of the chemical being tested.

### TRAINING

We conducted two multi-agency chemical, biological and radiological (CBR) management courses this year. Representatives from Western Australia Police, fire services, health, ambulance and other response and support agencies participated in the three day courses. Western Australia is leading the field in CBR management training and other States are using our course materials in their own training development.

### Exercise Canister

*Exercise Canister 2007*, a two-day multi-agency chemical, biological and radiological materials exercise, was held in April 2007. It specifically examined Western Australia's CBR response capability.

As a follow-up, all of the agencies reviewed and modified protocols and procedures in preparation for an actual chemical, biological and radiological materials incident.



## RESPONSE

During 2006-07, career and volunteer firefighters responded to a total of 324 incidents where there were hazardous conditions, of which 93 involved hazardous materials.

### NOTABLE INCIDENTS

#### COLES WOOLSTORES, FREMANTLE – JANUARY 2007

An unknown gas, believed to be deliberately released, challenged firefighters and the Department of Health as their equipment was unable to identify the substance. The incident resulted in approximately \$1 million in lost trade.

# SEARCH / RESCUE

FESA provides a variety of search and rescue services in support of the Western Australia Police who are the Hazard Management Agency for search and rescue.

These range from operation of the State's only dedicated emergency rescue helicopter service to marine search and rescue, in addition to a recently enhanced capability to deal with casualties of terrorist activities.

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# AERIAL RESCUE

[RAC Rescue 1](#) is Western Australia's only dedicated emergency rescue helicopter.

The rescue helicopter service provides:

- Emergency rescues for victims in a range of circumstances including car crashes, cliff rescues and farming accidents;
- Ship to shore rescues including responding to Emergency Position Indicating Radio Beacons; and
- Hospital transfers for critically ill patients.

## PREPAREDNESS

The Emergency Rescue Helicopter Service is managed by FESA and funded by the State Government and principal sponsor, the Royal Automobile Club of Western Australia (RAC).

RAC Rescue 1 and its highly trained crew are on standby 24 hours a day, 365 days a year. The helicopter is crewed by a pilot, rescue crewman (both supplied under contract by CHC Helicopters Australia) and a St John Ambulance Critical Care Paramedic. Stationed at Jandakot Airport, Perth, RAC Rescue 1 typically operates within a 200 kilometre radius, covering 90% of Western Australia's population or 1.8 million people.

Call outs are usually initiated by, or through, St John Ambulance or at the request of Western Australia Police. Critical life-saving missions take precedence before any other call out.

## NEW FACILITIES

In March 2007, a \$1 million dedicated rescue helicopter base was opened at Jandakot Airport. The new facility provides a number of significant benefits to the service including additional hangar space to accommodate the back-up aircraft, a planning and operations room and enhanced crew accommodation. The base should improve operational coordination, crew effectiveness and reduce response times to emergency incidents.

## PROMOTION

Demonstrations were provided at community events and for a number of emergency services, including:

- Opening of Northam Hospital Helipad;
- Australia Day Sky Show;
- Sir Charles Gairdner Hospital Nurses Study Program and Intensive Care Unit familiarisation;
- Wundowie Emergency Services Field Day;
- The Perth Royal Show; and
- Annual camp of the Emergency Services Cadet Corps.

## RESPONSE

In 2006-07, RAC 1 undertook 288 missions. Of these:

- 61% (174) were primary taskings, attending on scene at rescue incidents.
- 21% (61) of missions were for retrievals of critically ill patients from regional hospitals to metropolitan tertiary hospitals.
- 18% (52) of missions were search and rescue, most often in response to the activation of an Emergency Positioning Indicating Radio Beacon. These missions were requested either by the Australian Maritime Safety Authority through the Australian Search and Rescue Coordination Centre in Canberra, or the Western Australia Police.

One mission was listed as 'other'. This was a FESA flight to gather data with the helicopter's infrared camera on the effectiveness of fire suppression over Kalamunda.

Of all missions, approximately 14% (41) were in response to motor vehicle and motorcycle crashes.

The average activation (response) time was 13.2 minutes against a target of 15 minutes. This was a 13% improvement on the previous year.

Flight time logged in the air for rescues was 331 hours as against an estimated 330 hours. Each mission averaged 1.15 hours as against 1.98 in 2005-06.

As response personnel involved in the rescue helicopter are provided through contractual arrangements, the cost of the service cannot be included as representative of the general cost of response. However, the service can be considered separately and be costed by its mission hours as an efficiency indicator.

#### **AVERAGE COST PER MISSION HOUR WESTERN AUSTRALIAN EMERGENCY RESCUE HELICOPTER SERVICE**

	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>
<b>Number of mission hours<sup>(a) (b)</sup></b>	387	254	331
<b>Total expenditure \$'000</b>	3,921	3,950	3,870**
<b>Average cost per mission hour \$<sup>(c)</sup></b>	10,132	15,551	11,691

(a) Mission hours are actual hours in the air (ie. flight time) for rescues and other activities.

(b) Variance in mission Hours for 2005-2006: Fewer extended distance rescues were flown this year.

(c) Cost of helicopter service is linked to Consumer Price Index and will increase each year. Total expenditure includes time on the ground, even if no missions are activated.

**\*\* Note: Excludes One off Capital payment of \$450,000 towards Rescue Helicopter Base.**

#### **NOTABLE INCIDENTS**

##### **AUGUST 2006**

The emergency helicopter winched a man to safety and took him to Royal Perth Hospital after he fell from the top of Oakley Dam near Pinjarra.

##### **OCTOBER 2006**

Survivors of a boating tragedy that left one man dead and another missing were rescued after being spotted by the RAC Rescue 1 after a three metre wave swamped their boat off Quinns Rock.

##### **NOVEMBER 2006**

Six people escaped a light plane crash on Rottnest Island. The plane crashed shortly after takeoff from Rottnest air strip. Two people were seriously injured and flown to Perth.

##### **JANUARY 2007**

A man in his 50s was pinned under a two tonne trestle in Nannup. He was airlifted to Perth.

##### **FEBRUARY 2007**

A Wagin man sustained serious injuries after becoming trapped under the blade of a piece of earthmoving equipment. The man was treated at the scene and was flown to Royal Perth Hospital.

##### **APRIL 2007**

RAC Rescue 1 airlifted a man who received 80% burns to his body after the car he was repairing erupted in flames outside his Northam home.

Two divers were rescued off Rottnest Island after they were hit by a boat while spear fishing. One of the men suffered serious wounds when he was slashed by the boat's propeller.

##### **MAY 2007**

After an amateur-built aircraft crashed RAC Rescue 1 evacuated a patient to Royal Perth Hospital with suspected spinal injuries and burns.

# CLIFF AND CAVE RESCUE

Volunteers from State Emergency Service (SES) units and some Volunteer Emergency Service (VES) units are trained to undertake vertical rescues on cliffs and in caves. These volunteers provide a support role for Western Australia Police, the Hazard Management Agency for land search and rescue.

## PREPAREDNESS

### REGIONAL EXERCISES

Two exercises to test vertical cliff rescue in the Pilbara region were completed this year – Exercise Whaletail and Exercise Out of the Park.

Exercise Whaletail was a multi-agency response to a vertical rescue involving the Department of Environment and Conservation, Western Australia Police, St John Ambulance and SES volunteers. It tested team management, rope systems, individual chores, communications and reporting systems, and interagency cooperation. Response times and communications were identified as areas where improvements are desired.

Out of the Park exercised a range of SES volunteer skills, including teamwork, leadership, navigation, search and four wheel driving techniques.

## RESPONSE

SES volunteers undertook six cliff rescues during the reporting period. No cave rescues were required. In total, 89 volunteer hours were spent in response.

### NOTABLE INCIDENTS

SHIRE OF NORTHAMPTON – 29 NOVEMBER 2006

A man was severely injured and immobilised in an isolated location following a cliff top collapse. He was reported missing two days later. SES units and regional staff were deployed as part of a major search operation. That night the casualty was located and volunteers successfully conducted a complex three stage vertical rescue.

## RECOVERY

### PROGRESS ON KARIJINI REPORT RECOMMENDATIONS

A major incident review was undertaken following the tragic death of a SES volunteer during a cliff rescue operation in Karijini National Park in April 2004. As a result of the review, 65 recommendations were developed, of which 91% have been completed. Outstanding recommendations relate to training, qualifications, equipment and response standards, which were the subject of a separate independent review (Toomer Report).

Recommendations from the Toomer report are being considered by our internal Vertical Rescue Group, which is developing a common set of standards and equipment for all services undertaking vertical rescue.

Our responsibilities in relation to vertical rescue roles have been clarified by the *Emergency Management Act 2005*. Vertical rescue terminology has been clarified and development of training resources and competency standards has commenced.

We have also been working with other agencies including DEC and Western Australia Police to implement emergency response plans and test operational capabilities.

# LAND AND AIR SEARCH

Western Australia Police is responsible for managing land and air search and rescue. Our State Emergency Service (SES) and Volunteer Emergency Service (VES) units provide a support role in these emergencies.

Assistance is provided by fully trained, self-contained teams of volunteers who work under the leadership of volunteer field search controllers. Most searches are for missing people but assistance has also been provided in locating criminal evidence such as murder weapons. Air search in support of marine rescue is also provided. Additional resources available to Western Australia Police through the SES include our horseback mounted section and tracker dogs.

## PREPAREDNESS

### TRACKER DOGS

The SES Tracker Dog Section has been in existence for many years and provides an additional resource to help locate missing persons in search operations.

In 2006-07 a full business review of the use of canines in search was undertaken. A report was completed in February 2007 after extensive research and consultation with all stakeholders and included ten recommendations on internal structural and management requirements.

The following outcomes have been achieved:

- Restructure of the team's management.
- Development of an ongoing partnership with the Western Australia Police Canine Section.
- Ongoing development of professional relationships with accredited Canine Search Organisations.
- Commencement of review of training standards and Standard Operating Procedures.
- Implementation of a volunteer Canine Training Coordinator to coordinate training opportunities and develop professional partnerships.
- Identification of additional training areas to diversify training opportunities.
- Development of a clear training progression pathway for both Trailing and Area Search training.

In late 2006, members of the Stirling SES tracker dog section visited local primary schools to teach children from a highly multicultural community with 39 different nationalities what to do if they become lost.

### LAND SEARCH AND RESCUE GUIDELINE

A formal guideline has been developed for Metro Duty Regional Coordinators for the activation of an SES response to a Land Search. This will be particularly useful for coordinators who do not hold the national qualification of Field Search Controller.'

The guidelines ensure a systematic, controlled and professional response in the initiation of a Land Search.

### REGIONAL EXERCISES

SES volunteers from the Karratha, Onslow, Port Hedland, Tom Price, Newman and Pilbara Regional Operations units took part in a major regional exercise in the Karijini National Park to test their skills in land search, communications, maps and navigation and cliff rescue.

## RESPONSE

SES volunteers spent a total 8,162 hours undertaking 87 searches during 2006-07.

### NOTABLE INCIDENTS

#### MUNDARING – 5-10 OCTOBER 2006

An intellectually handicapped 42 year-old male was reported missing in the Mundaring area. A multi-agency response was undertaken by Western Australia Police, SES, Fire and Department of Environment and Conservation personnel. All metropolitan SES units were represented and the Mandurah and Murray units also assisted. 4,660 hours were logged by volunteers during the search operation. Unfortunately, the missing person has not been found to date.

#### COONAN – 11 JANUARY 2007

SES crews and FESA managers worked in conjunction with Western Australia Police to search a large area between Kalgoorlie and the South Australian border along the Trans Rail line for two missing persons. The two persons were eventually discovered deceased.

#### WILYABRUP – 27 MAY 2007

A search was undertaken in the South West region for two missing children. It involved 120 SES volunteers and approximately 400 other searchers. The missing children were located alive and well after spending a cold night under a bush.

# MARINE SEARCH AND RESCUE

Western Australia Police is the Hazard Management Agency for marine emergencies. 33 volunteer marine rescue groups, formally approved under legislation, provide support services including response to marine emergencies. We also have a service delivery arrangement with the Metropolitan Volunteer Sea Rescue Group which has three member groups operating in the Perth metropolitan region.

The approved Volunteer Marine Rescue Services (VMRS) groups are involved in a wide variety of marine emergency management activities including:

- Assisting Western Australia Police to search for missing people or vessels;
- Providing help to drifting vessels;
- Assisting in the removal of grounded or submerged vessels;
- Providing a 'sail plan' notification service for boat owners;
- Monitoring marine radio services;
- Providing training in small-craft proficiency, communications and safety; and
- Providing information to boat owners on appropriate actions during emergencies at sea.

## PREPAREDNESS

### TRAINING

This year 142 VMRS Volunteers have undertaken courses including Senior First Aid, Radio Operators Ticket, Marine Search and Rescue Coordination, Coxswains, Certificate III in Administration and National Power Boat Instructor. Assessment of volunteer skill levels is ongoing and recognises prior learning.

### NEW AND REPLACEMENT VESSELS

The Consultative Committee considered and endorsed 17 grant applications from VMRS groups totalling \$1,347,000. Lotterywest Emergency Services Funds provided a further \$251,300 in grants.

Three new purpose-built rescue vessels replaced existing vessels in Hopetoun, Exmouth and Jurien Bay. Leeman's rescue vessel received a major refit and a further two vessels, built specifically for the 2000 Sydney Olympics, were purchased to replace ageing vessels at Albany and Busselton.

### BLACK SPOT COMMUNICATIONS

The State Government has allocated funds to address 'black spot' marine VHF communication areas along the coastline of Western Australia.

This year repeaters were installed at Esperance, Mt Lesure, Abrolhos Islands, Koolan Island, resulting in significant improvement to the radio network. A further four sites will be upgraded next year.

### ANNUAL CONFERENCE

Groups from across Western Australia attended the second VMRS conference in August 2006. The conference provided the opportunity to learn about new developments in the marine industry, research into emergency incidents at sea and new strategies for recruitment of volunteer members. We also recognised volunteer achievement through the presentation of Annual and VMRS Service Awards.

## RESPONSE

Marine rescue volunteers committed 3,279 hours to 1,003 rescue incidents during 2006-2007.

### NOTABLE INCIDENTS

Carnarvon and Shark Bay VMRS groups provided coordination and support to 27 vessels involved in the search for crewmen missing overboard in two separate incidents in the Shark Bay area.



# ROAD CRASH RESCUE

Western Australia Police is the Hazard Management Agency for road transport emergencies; however, the extrication of casualties of vehicle crashes is undertaken by emergency services supported by FESA.

This service is predominantly provided by career and volunteer firefighters from the Fire and Rescue Service (FRS) throughout Western Australia. State Emergency Service (SES), Volunteer Fire Services (VFS) and Volunteer Emergency Service (VES) units also undertake this often lifesaving task in areas where FRS are unavailable.

## PREPAREDNESS

### WESTERN RESCUE 2007

At the end of June 2007, we hosted the 2007 Annual Road Rescue Challenge and Conference on behalf of the Australasian Road Rescue Organisation Inc.

Named *Western Rescue 2007* and with the theme '*Road Safety – Are we prepared for the future?*' it attracted 20 teams of rescuers from across Australia, as well as New Zealand, Hong Kong and Singapore.

Industry and road safety stakeholders from Australia and New Zealand joined the teams for a learning symposium, with keynote speakers from Holland and Melbourne.

### UPGRADE RESCUE CAPABILITY AT COUNTRY CAREER FIRE AND RESCUE STATIONS

The risk of road crash incidents involving heavy road transport vehicles is greater in regional areas of Western Australia.

Rescue capability at country career fire stations has been upgraded to improve response to this and other risks such as industrial accidents and incidents involving rail transport. New equipment for heavy duty hydraulic cutting, spreading and lifting, plus quick cut saws, reciprocating saws, air lifting bags and heavy duty hydraulic jacks have been provided. To accommodate the new equipment, additional trailers have been acquired and existing fire appliances and rescue trailers modified.

Career fire stations at Kalgoorlie, Albany, Bunbury and Geraldton are now better equipped as first responders to deal with a wider range of accident/incident scenarios in their local communities. Responding fire fighters are also better able to safely complete their work, with fit-for-purpose, designated equipment.

### STATEWIDE ROAD CRASH RESCUE REPLACEMENT PROGRAM

We have commenced the first stage of a replacement strategy for identified hydraulic rescue tools.

General improvements in materials, design and manufacturing technologies adopted by vehicle manufacturers globally have resulted in significant changes in motor vehicle extrication techniques and hydraulic rescue tool design. An internal review has identified that firefighters and SES personnel in some locations are equipped with older rescue equipment and may find it difficult to operate effectively in removing casualties from certain modern vehicles.

The equipment replacement strategy will ensure that rescuers have the appropriate tools to undertake their role.

### MAJOR EXERCISES

Perth North Coastal personnel were actively involved in the multi-agency Exercise Cooperation, a simulated bus crash involving multiple casualties including non-English speaking people.

The aim of the exercise was to evaluate multi-agency response, management and coordination of a major traffic crash resulting in loss of life, and injured and missing persons. It allowed participants to:

- Practice agency/stakeholder local emergency plans;
- Practice inter-agency liaison and cooperation;
- Evaluate local registration procedures; and
- Practice traffic crash procedures.

The aim of the exercise was achieved. All participating agencies have reviewed, and where necessary amended, their procedures to maximise their response and effectiveness.

### **RESPONSE**

In 2006-2007, emergency services in Western Australia attended 583 road crashes.

Of the total missions undertaken by the RAC Rescue 1 helicopter, approximately 14% (41) were in response to motor vehicle and motorcycle crashes.

# URBAN SEARCH AND RESCUE

## (INCORPORATING CONFINED SPACE)

FESA supports the Western Australia Police as a combat authority for urban search and rescue. We have developed a capability to deal with the rescue of casualties trapped by buildings, landfall or slippage which collapse as a result of industrial accidents, explosions, natural disasters and terrorist activity.

Additional funding in the past three years has allowed significant advances to be made in the Western Australia's preparedness, response and recovery capabilities for urban search and rescue (USAR).

Career and volunteer Fire and Rescue Service (FRS), volunteers from State Emergency Service (SES), Volunteer Fire Brigades (VFS) and multi-skilled Volunteer Emergency Service (VES) units provide this service throughout the State.

## PREPAREDNESS

### IMPROVED CAPABILITY

Western Australia's urban search and rescue (USAR) capability has been significantly increased with the purchase of equipment funded by State and Australian Governments. Our capability is now widely recognised, and we have close associations in place both nationally and internationally with the Singapore Civil Defence Force.

USAR responders are trained to three levels – Category 1, which qualifies the responder to provide initial response and conduct above ground search, Category 2, which qualifies the responder as a technician with the competencies to conduct underground searches and Category 3, which qualifies the responder to lead a USAR taskforce.

To date, all career firefighters are trained to Category 1 (CAT 1) and there are 42 Category 2 (CAT2) technicians available to respond to incidents requiring the specialised skills of the USAR Task Force.

Western Australia now has a basic-qualified USAR Canine Team to enhance our operational capacity and is the only State with an integrated canine team in its USAR Task Force. Canine teams are an important part of an integrated approach in locating victims, assisting in rapid location and prioritisation of potential survivors.

### INTERNATIONAL COOPERATION

The relationship between FESA and the Singapore Civil Defence Force was consolidated further through:

- continued mutual training and professional development exchange opportunities – six career firefighters visited Singapore in December 2006 to undertake USAR CAT2 training.
- exchange of information and ideas in regard to operational procedures, research and development, equipment and training simulations.

## RESPONSE

### NOTABLE INCIDENTS

ADELAIDE STREET, FREMANTLE – MAY 2007

A building collapse resulted from the impact of machinery on structural columns. One machine operator was trapped and rescued by the FESA USAR team.

# STORM

Although they usually occur from May through to September, severe storms can hit throughout the year in the southern half of Western Australia. Each year, storms generally cause more damage in our communities than cyclones, floods, bushfires and earthquakes.

We have the emergency management responsibility for prevention (mitigation), preparedness and response for storms and support local governments in recovery management. FESA's Operational Services are responsible for development of the [State Severe Storm Emergency Management Plan](#). State Emergency Service (SES), and in some areas Volunteer Emergency Service (VES), units respond to storm damage call outs. Severe storms may also require assistance from other services and local governments.

## PREPAREDNESS

### STORMSAFE 2007

Our annual [StormSafe](#) campaign aims to increase the resilience of the Western Australia community to severe storms. In 2006-07 we focused on increasing the number of residents preparing their homes and properties prior to winter and raising awareness of appropriate behaviour during and after storms.

The *StormSafe* campaign is supported by SGIO. Metropolitan SES volunteers distributed literature and educational resources at the Eagles home game on 2 June 2007. For this initiative, SGIO had ponchos printed with the *StormSafe* and SGIO logos, and volunteers gave these away at Subiaco Oval on the day.

### STORM SAFETY FOR SCHOOLS

29 metropolitan and regional schools participated in this year's SES *One Stormy Day* program. The program was also made available through the Kidsafe *Safety in Schools Week* package, which was distributed to all primary schools in Western Australia.

The program encourages students and their parents to be prepared for storms. SES volunteers visited schools and volunteers and teachers distributed storm safe resources including brochures, posters and magnets.

### PLANS AND PROCEDURES

The Metropolitan SES Storm Plan was reviewed in preparation for the 2007 storm season and a number of significant issues addressed. The Belmont SES Metropolitan Regional Coordination Centre was upgraded, public assistance call management processes were reviewed, the coordination centre manual was updated, and SES operational management structures and processes for managing large-scale incidents in the metropolitan area were also reviewed.

## RESPONSE

The 2006-07 storm season for was comparatively quiet with few significant weather events. The Bureau of Meteorology reported 38 storms for the year, including summer thunderstorms and winter fronts. Severe weather warnings were issued for 20 events. SES volunteers across the State spent a total of 4,680 hours in storm-related activities.

### NOTABLE INCIDENTS

#### AUSTRALIND TORNADO/STORM – 7 AUGUST 2006

As a result of a strong low pressure, damaging widespread winds with locally destructive gusts impacted the Australind area during the early hours of 7 August 2006. The community suffered power outages and varying levels of damage from fallen trees and debris. More than 50 properties were affected with seven totally destroyed.

#### MID WEST – 31 OCTOBER 2006

The Shire of Wiluna in the Mid West region experienced a severe thunderstorm in October. Most significant damage was to the hotel and school, with the community refuge centre and early education centre both unserviceable. Further storms occurred but damage was not magnified due to response and preparatory activities of SES personnel and locals. Damage was estimated at \$125,000.

### **RECOVERY**

#### AUSTRALIND TORNADO/STORM – 7 AUGUST 2006

This storm event was declared a natural emergency under WANDRA. \$203,000 was provided to assist with clean up costs and the restoration of essential public assets.

# TSUNAMI

Tsunamis are surges of water in the ocean that can be generated by earthquakes, volcanic eruptions, landslides or meteorite impacts. Most tsunamis that reach the Australian coastline are too small to have any noticeable effect, or even be seen. On average, a local tsunami occurs once every two years in Western Australia.

The biggest tsunami reported in Western Australia was in August 1977, at Cape Leveque. It reportedly reached ground six metres above sea level. On 26 December 2004, a seafloor earthquake near Indonesia measuring 9 on the Richter Scale generated one of the most devastating tsunamis in living memory. It killed more than 270,000 people and made millions homeless along the coastline of 11 Indian Ocean countries from Africa to Thailand. The physical impact on Western Australia was minimal. Only minor environmental and property damage was reported. However, the event focused community attention on the potential tsunami threat to Western Australia.

The severity of any impact will depend on the nature, intensity, time and location of the event that causes the tsunami and the physical characteristics of the coastal zone in its path. Not only beaches can be affected – bay mouths, tidal flats and the shores of large coastal rivers are especially vulnerable to tsunamis.

As the Hazard Management Agency for tsunamis in Western Australia, we are responsible for community preparation, response and recovery. This includes development of the [State Tsunami Emergency Management Plan](#).

## PREPAREDNESS

### TSUNAMI MODELLING

As a result of the Indian Ocean tsunami on 26 December 2004, the Australian Government committed funding of \$68.9 million in its 2005-06 budget, to be spent in the next four years, to enhance the [Australian Tsunami Alert System](#) and establish the Australian Tsunami Warning Centre.

This project is based on a partnership between Geoscience Australia and the Bureau of Meteorology (BoM). Geoscience Australia provides the seismic wave (earthquake) detection and analysis, and BoM verifies tsunami existence, determines possible impacts, forecasts wave arrival times and issues alerts to emergency agencies, media and the public.

The enhanced Australian Tsunami Alert System was implemented on 8 November 2006. It will dramatically reduce the time for notification of local communities with tsunami advice and alerts provided to our Communication Centre by the BoM.

We have established a dedicated project manager to lead the tsunami project in Western Australia and work with other States, Emergency Management Australia, Geoscience Australia and the BoM.

During 2006-07, we conducted 34 tsunami awareness briefings in 22 locations across the metropolitan, Mid West Gascoyne, Pilbara and Kimberley regions. The briefings were attended by emergency managers, responders, local governments, industry and other agencies that may be involved in a tsunami response. They provided an overview of the potential impacts of tsunami, an outline of national and State initiatives, and the alert and notification process for the local community.

Briefings were also conducted in the remote indigenous communities of Lombadina and Bidyadanga. These were well-attended and included representatives from other nearby communities. Inundation modeling has been completed for six towns in the Pilbara and Kimberley. This will assist emergency managers and responders in their response planning. Local response planning sessions have commenced in the Pilbara region and regional managers are working together to ensure that tsunami planning is a part of local planning by mid-2009.

Emergency planning is being addressed at the State level with the current review of the [Westplan-Tsunami](#), and at a local level where district managers are assisting local communities with their planning.

Funding has been received as part of the Australian Tsunami Alert System project to produce a tsunami demonstration tank for the FESA Education Centre. This funding will support the production of the Water Hazard exhibit in the interactive gallery.

## **RESPONSE**

On 17 July 2006, a tsunami affected a number of areas from the north of Geraldton to Port Hedland, and inundated and destroyed a camp in the Steep Point area. A family camping there was fortunately able to move quickly to safe ground, or hold onto their vehicle as it was moved 10 metres by the tsunami.

# QUALITY PEOPLE SERVICES

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We employ 1,223 full-time staff and 28 part-time staff. Our full-time equivalent staff complement was 1,210 as at 30 June 2007.

We also support more than 30,000 volunteers (see page [8](#) for a breakdown of volunteer numbers).

Our success, and the quality of the services we provide to the community, is very much dependent on our people. Providing appropriate training, a range of opportunities, and recognition and support for our staff and volunteers is integral to this success.

To continue this success we will ensure we have:

- Recruitment and retention strategies, including training and development, that attract, promote and retain people who are committed to FESA, our values and our mission;
- Competent, committed leadership and management; and
- A safe and healthy work environment.

To meet our strategic intention of providing Quality People Services in relation to emergency services volunteers, corporate and operational staff and youth, we have determined three key strategies for the current three-year business cycle:

- Active development of a culture of safety and well being;
- Enhanced support, training, leadership and vocational opportunities; and
- Proactive encouragement of diversity and equal opportunity.

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# OCCUPATIONAL SAFETY AND HEALTH

## FESASAFE PROGRAM

FESASafe is a three-year program to integrate occupational safety and health management systems throughout FESA.

It has now been completed and will be evaluated to establish our future direction in occupational safety and health.

## SAFETY CULTURE

A key recommendation of the FESASafe plan was the development of a 'total safety culture'.

Implementation began with a trial at the Jerramungup VES where a workshop identified the resources and information needed to increase the unit's awareness and participation in Occupational Safety and Health.

Following the development of resources another workshop was held with volunteers to explain them.

The trial's effectiveness was measured with a 'before and after' survey which rated the importance the unit placed on individual elements of our Safety Management System and its satisfaction with these elements.

The survey measured 18 elements including personal protective equipment, accident investigation and the reporting of hazards and injuries. The unit's perception of how well our safety system was performing at the beginning of the trial was rated as 7.40 out of a possible score of 10.

After the trial our safety system was rated at 7.90. This rise in awareness and commitment to occupational safety and health processes will increase the reporting of hazards and in turn decrease the number of injuries and subsequent cost of workers compensation and personal accident (volunteer) claims. Employee and volunteer wellbeing and morale are also expected to increase.

## EMPLOYEE HEALTH AND WELL BEING

Influenza vaccinations were offered to all employees during 2006-07 as part of our Health Safety and Welfare program. Approximately 180 employees participated. We anticipate the benefits will be a reduction in sick leave and lost productivity resulting from employees and family members becoming ill.

## OSH HAZARD/ACCIDENT REPORTING

During 2006-07, 282 injury and 164 hazard reports were received. This is an 11.3% decrease in the number of injury reports in comparison to the previous year and an increase of 46% in the number of hazard reports. This strong trend indicates the culture of reporting hazards is changing across the organisation, with a significant effect on the number of injuries occurring.

## REVIEWS

An external review of our compliance with injury management policies and procedures, and workers' compensation costs and performance was undertaken during the past year. The review made seven recommendations, which were prioritised for implementation. An injury management policy and standard return to work documentation were developed to ensure compliance with injury management legislation and timely return to work for injured employees and volunteers. An annual program of claims management has also commenced to ensure difficult claims are resolved in a timely manner for the benefit of the employee or volunteer and FESA.

The review also recommended further examination of the physical fitness activities undertaken by career firefighters to ensure they have an efficient and effective mechanism to maintain their fitness. This examination has been undertaken and recommendations are being finalised. We are now conducting a review of the volunteer personal accident claim process to ensure a standardised approach is adopted.

## PHYSICAL FITNESS PROGRAM

FESA's physical fitness advisor is available to undertake physical fitness assessments and develop work hardening, exercise rehabilitation and training programs for employees on request. During 2006-07, 156 physical fitness assessments were conducted and 32 employees were provided with work hardening, exercise rehabilitation and training programs. The advisor also conducted 62 on-site information sessions.

Our physiotherapy program offers a service for employees with work and non-work related injuries which affect their ability to carry out their role. During the past year 480 individual physiotherapy treatment sessions were provided.

## REHABILITATION AND WORKERS' COMPENSATION

### Workers' compensation claims

We aim to minimise the financial and personal impact of workplace injury on FESA and have ongoing goals of reducing the number of workers' compensation claims received and workers' compensation costs.

The number of workers' compensation claims increased by 11.1% in comparison to 2005-06 and 1.7% compared to 2004-05. Our estimated claims costs increased by 5.5% in comparison to 2005-06 financial year but decreased by 28% from 2004-05. Three of the 2006-07 workers' compensation claims were stress-related, with an estimated cost of \$50,000 each.

Although there has been an increase in the number of workers' compensation claims, there has been a decrease of 4.4% in the number of lost time injuries in comparison to 2005-06. The number of days lost as a result of a workplace injury has also decreased by 13.7% in comparison to the previous year. These statistics indicate that injured workers are being returned to work sooner and that the severity of injuries is decreasing. As a result, workers' real compensation costs, after adjustments to reflect pay increases and inflation, should start to decrease when inflation factors are taken into account.

### Personal accident (volunteer) claims

Personal accident claims decreased by 26% in comparison to 2005-06 and by 37.5% in comparison to 2004-05. Our estimated costs for personal accident claims decreased by 51.2% compared to 2005-06.

## WELFARE

Our Welfare Coordinator provides valuable welfare and debriefing services to employees, volunteers and their families following critical incidents. This includes travelling throughout the State at very short notice to provide hands on assistance and being available by telephone at all hours to provide immediate assistance. The Welfare Coordinator also provides peer support and welfare training sessions to employees, conducts presentations at leadership groups, managers' forums and conferences to raise awareness of the availability of our Support Program for personnel.

We are also currently investigating the development of new programs to add to the support already available to employees and volunteers involved in critical incidents.

We have committed to a study of 'help-seeking behaviour' among career firefighters. This will assist in refining our future strategies for education and awareness training and review existing processes.

Our 1800 free call number has continued to be well used for immediate confidential advice and assistance 24 hours per day, 7 days per week by managers, employees and volunteers across career and volunteer units. There has been greater use by volunteers Statewide, and there is a trend of growing confidence in the service.

FESA Support has had a facelift with new posters, brochures and cards. The cards carry the 1800 number and have a space for peer supporter contact information, cost-effectively promoting both.

### Peer Support Network

Further steps have been taken during 2006-07 to rebuild the profile and recognition of the Peer Support Network as part of the FESA Support Program. Seven new peer support volunteers have joined – making a total of 133 – and have received appropriate training. Refresher training is now conducted annually to

ensure peer supporters have up-to-date information and skills. In total, 15 training sessions were conducted in Perth, Kununurra, Broome, Bunbury, Newman, Dongara, Albany and Karratha.

Peer Supporters now have Peer Support Team identification with a photo and expiry date to ensure currency of active peer supporters and enable easy identification at an incident.

A Peer Supporter resource DVD has been circulated to enhance our new strategy of pro-active peer supporting. It promotes support services with standardised PowerPoint presentations, videos and additional electronic information.

A Peer Support Newsletter has been developed and is circulated amongst peer supporters to inform them of peer support activities across the State. This enables peer supporters to support their colleagues and has had a positive effect on communication and information flow to the Welfare Coordinator on developing issues.

External networks are also being developed with St John Ambulance, Western Australia Police, Department of Environment and Conservation, and Department of Corrective Services to enhance our peer support activities and training.

#### Employee Assistance Program

Our Employee Assistance Program provides welfare support with two service providers assisting employees and volunteers to deal with a range of work-related and personal concerns. A new program provider was introduced during 2006-07 after a change in the Government contracting arrangements. This has enhanced our welfare service in relation to counselling availability and service provision.

During the past year, our program providers have conducted 458 consultations and a range of other services including workplace bullying presentations, group defusing after critical incidents, consultancy meetings and mediation.

#### Chaplaincy

Our Chaplain provides welfare and spiritual support for employees and volunteers and works closely with peer supporters and members of our Corporate Services response team to ensure a coordinated approach. We have also conducted sessions with volunteers to raise awareness that the Chaplaincy service is also available to them.

The chaplaincy also provides valuable crisis support to members of the community who have been affected by emergency events. Through our relationships with the Salvation Army and the Anglican Diocese of North Western Australia, a service is provided across the State.

In conjunction with Western Australia Police, we are developing a Memorandum of Understanding with the Salvation Army so funding can be provided to support the appointment of a permanent staff member to coordinate and improve their emergency services program – the catering truck and trailers that provide meals and refreshments to emergency service workers during long critical incidents.

## **TRAINING AND DEVELOPMENT**

#### TRAINING AND COMPLIANCE

Our Training and Compliance Section has continued audit reviews against the Australian Quality Training Framework with the four districts targeted during 2006-07 achieving 100% compliance, indicating that staff understand and are effectively applying our Training Procedures Manual. Some areas of improvement have been identified including staff induction and feedback mechanisms and these will be the focus in the next six months. The manual has undergone a final review and is due for re-release in August 2007.

### FIRE INVESTIGATION TRAINING

During the past five years, we have conducted joint fire investigation training with the Western Australia Police Arson Squad, with the assistance of the Queensland Fire and Rescue Service. Course work is nationally accredited with participants awarded a Diploma of Fire Investigation which provides 50% of the required credits towards a Graduate Certificate of Fire Investigation at Charles Sturt University, South Australia.

Two Fire and Rescue Station Officers completed the course in Queensland in December 2006 and January 2007.

A further course was conducted in Perth during May/June 2007. Three Department of Housing and Works houses in Cloverdale, Queens Park and Kewdale, which were due for demolition, were furnished and set alight to replicate residential fire conditions. The fires were filmed and photographed before the trainee firefighters used their theoretical skills to carry out a fire scene investigation and examination.

Participants on the Western Australian course included representatives from State and federal police, fire, private industry and other government agencies involved in fire investigations.

### MAJOR INCIDENT TRAINING

Training Activity	Numbers achieving competency or qualification		
	2005/06	2006/07	
FESA Logistics Management	84	9	
FESA Incident Planning	48	14	
FESA Major Incident Management for Incident Controllers	NA	29	
VectorCommand Simulations – FESA <sup>1</sup> (Strategic) (Tactical)	67	53	64
VectorCommand Simulations – NTFS <sup>2</sup> (Strategic) (Tactical)	NA	15	12

1 Includes personnel from complementary agencies (eg Western Australia Police, Department of Environment and Conservation (DEC), Local Government)

2 Northern Territory Fire Service (NTFS)

One Logistics Management course and one Incident Planning course were conducted during the 2006-07 to complete the required training for designated Level 2 and Level 3 Incident Managers. A number of participants were Level 1 Incident Managers who our Operational Services considered to be potential Level 2 Incident Managers.

Level 1 Incident Managers are qualified to manage incidents where local resources are sufficient and incident control is limited to the immediate area. Level 2 Incident Managers are qualified to deal with more complex incidents that require additional resources and establishment of a number of operational sectors. Level 3 Incident Managers are qualified to manage highly complex incidents that require delegation of duties and coordination across a number of operational divisions.

Fewer Logistics Management and Incident Planning courses will be delivered next year as more than 90% of Level 2 and 3 Incident Managers have completed these. Development of the courses is continuing to ensure consistency with our diverse incident management roles and responsibilities.

Three Major Incident Management for Incident Controllers courses were conducted for a total of twenty nine participants. These included two Level 2 Incident Managers from the Country Fire Authority of Victoria and a small selection of our Level 2 Incident Managers. Currently, all but two of our Level 3 Incident Managers have completed or delivered the course. The course has been included on our scope as the Advanced Diploma of Public Safety, Control Multi Agency Emergency Situations (PUAOPE006A) unit of competency. Currently, it is the only course in Australia consistent with PUAOPE006A and is being considered by the CFA of Victoria for their Level 3 incident management training.

Computer-simulated incident management, utilising the both VectorCommand tactical/strategic (Level 2/3 Incident Management) and strategic (Level 3 Incident Management) scenarios were delivered to all country and metropolitan regions except Midwest Gascoigne during 2006-07. In February we delivered incident management training with the VectorCommand simulator to the Northern Territory Fire Service. This consisted of one-to-one training for 12 station officers and senior station officers using tactical scenarios. The week of training culminated in a full day strategic scenario involving all participants in an Incident Management Team. The training was well received by all participants and we have been asked to deliver computer-simulated incident management training again in 2008.

#### APPLIED TRAINING

There has been a substantial increase in the use of Applied Training facilities during 2006-07 to 860 training days – a 102% increase compared to the past two years.

Vehicle use for road crash rescue training has increased 80% compared to the past two years with Applied Training having provided 459 vehicles.

Major achievements during 2006-07 include:

- Proposals approved for major upgrades to Applied Training amenities and Hot Fire Training facilities.
- Refurbishment and redesign of the Service Station Hot Fire Pad – one of 5 main Hot Fire Scenario pads used extensively by Trainee Fire Fighter School 61 to realistically simulate a variety of fire scenarios.
- Extensive upgrade to the Structural Simulator used in training in breathing apparatus (BA) procedures and firefighting with charged lines of hose.

Applied Training has developed a number of new procedures during the past year:

- Security and lone worker policy.
- Sodium Hypochlorite dosing policy.
- Hot Fire Scenario Trainer/Assessor Endorsement Training Resource Kit.
- Competency needs analysis for Hot Fire Safety Tower Operation.

#### CAREER FIREFIGHTER TRAINING

Recruit Firefighter School 60 commenced 19 September 2006 with 21 students graduating on 15 December and School 61 commenced on 16 April 2007 with 26 participants graduating on 13 July 2007.

The five-week Incident Command course was completed in August 2006, completing the training of eight participants in the Operational Management Program.

The development of training resource kits for the firefighter development program are complete to year four, with the fifth year modules still to be developed.

Work has begun on the development of training resource kits in the Station Officer Development Program to replace the Operational Management Program. As the new theoretical material will be delivered internally rather than externally, this will create a financial saving.

#### VOLUNTEER FIREFIGHTER TRAINING

The endorsement of the Volunteer Firefighter Training Program by the Operational Services portfolio has allowed the Volunteer Firefighter Training Section to develop training resource kits that reflect the needs of volunteers.

Workshops for the implementation of the Volunteer Firefighter Training Program for managers and the handover of five new training resource kits have now been completed:

- Volunteer Firefighter Induction.
- Introduction to Firefighting.
- Introduction to Bush Fire Firefighting.
- Bush Fire Firefighting.
- Chief Bush Fire Control Officer.

Regions have also conducted workshops for volunteers to inform potential trainer/assessors and brigades and units of the Volunteer Firefighter Training Program and transition arrangements. A new Course Information booklet detailing all 37 training resource kits was produced and distributed to all regions.

Training resource kits for Structural Firefighting, Crew Leader Bush Fire, Australasian Interservice Incident Management System (AIIMS) Awareness, Road Crash Rescue and Breathing Apparatus (BA) have been finalised and a regional implementation process has commenced. The development of training resource kits for Pumping, hazardous materials (HAZMAT) and Ground Controller is progressing and they will be available shortly.

#### **Volunteer Firefighter Training**

<b>Training Activity</b>	<b>Numbers achieving competence or qualification</b>		
	<b>2004/05</b>	<b>2005/06</b>	<b>2006/07</b>
FESA Fire and Rescue Service Volunteer Training and Education Curriculum	973	954	244
FESA Bush Fire Service Core Training Program	1,863	1,684	914
Volunteer Firefighter Training Program	0	157	1297
<b>Total</b>	<b>2,836</b>	<b>2,795</b>	<b>2,455</b>

#### **SES TRAINING**

The SES Training Section continues to develop key skills training resource kits through a proven consultative process that utilises subject matter experts and focus groups. It has begun developing training resources and competency assessments for a range of specialist skills and leadership areas, including vertical rescue, operation of flood rescue boats, general rescue management and SES Local Manager competencies. During 2006-07, work continued on the development and implementation of training resources for road crash rescue, field search controller, injury management and storm damage operations. Additional training resource kits for operations room, chainsaw, four-wheel drive and recovery, land search team leader and the new training and assessment competencies have been developed, and some have been fully implemented.

In the past year, 1263 SES volunteers completed level 1 specialist skills training using new training resource kits, in addition to those undertaking 'workplace assessor' and 'train small groups' courses. A further 260 personnel completed the new Level 3 Trainer/Assessor of Specialist Skills course. In addition, 60 SES volunteers now have a nationally recognised qualification – 29 completed the Certificate II in Public Safety (SES Operations), 31 completed the Certificate II in Public Safety (SES Rescue) and 2 completed the Certificate III (SES Rescue) – building on the previous year's figures. SES training also offers units at diploma level for the Field Search Controller course.

#### **FESA State Emergency Service – Previous Training System**

<b>Training Activity</b>	<b>Numbers achieving competence or qualification</b>		
	<u>2004/05</u>	<u>2005/06</u>	<u>2006/07</u>
Level 1 – Specialist Skills	396	310	487
Level 2 – Team Leader of Specialist Skills	17	24	30
Level 3 – Instructors of Specialist Skills	18	22	25
<b>Total</b>	<b>431</b>	<b>356</b>	<b>542</b>

#### **FESA State Emergency Service – New Competency Based Training System**

<b>Training Activity</b>	<b>Numbers achieving competence or qualification</b>		
	<u>2004/05</u>	<u>2005/06</u>	<u>2006/07</u>
Level 1 – Specialist Skills	808	648	1,263
Level 3 – Trainer/Assessor of Specialist Skills	70	72	260
Certificate II in Public Safety (SES Operations)	17	23	29
Certificate II in Public Safety (SES Rescue)	26	31	31
Certificate III in Public Safety (SES Rescue)	0	0	2
<b>Total</b>	<b>921</b>	<b>774</b>	<b>1,585</b>

### SES INDUCTION TRAINING RESOURCE KIT

A review of the SES Induction training resource kit (TRK) was completed during 2006-07. The key findings were that mentors, trainers and trainer/assessors required more delivery material (booklets and PowerPoint) to ensure consistency and more effective use of time and personnel when delivering the coursework.

Actions taken included:

- Update of brochures and graphics in various sections within the SES Induction TRK.
- Redesign of the training resource kit from three booklets to a one booklet format with clearly identified section covers with suitable graphics.
- Rearrangement of assessments to include them all in one location and aligned for the various completion possibilities – the 'Mandatory' OSH unit only, two, three and all four competencies completed during the SES Induction TRK course training period.

Extremely positive feedback has been received in relation to the 'one book' approach and the assessment sign-off as well as the new PowerPoint presentation which was distributed with the new TRKs to all the previous SES Induction TRK mentors, trainers and trainer/assessors.

### COMMERCIAL TRAINING

A key component of community-centred emergency management is increasing community preparedness to respond effectively to emergencies, including those that occur in the workplace. In 2006-07, our Commercial Training Unit delivered courses to healthcare, manufacturing and mining organisations across Western Australia. The table below outlines the unit's activities during the past three years.

Training Activity	Numbers achieving competence or qualification					
	2004-05		2005-06		2006-07	
	Courses	Participants	Courses	Participants	Courses	Participants
Fire Warden and Chief Fire Warden Training	-	381	43	456	62	496
Extinguisher Training	30	272	84	1,048	116	1,160
Emergency Operations	-	1,670	237	1,944	259	1,317

Training Services	Numbers provided					
	2004-05		2005-06		2006-07	
	Service	Participants	Service	Participants	Service	Participants
Written Evacuation Procedures	21	-	30	-	36	496
Extinguisher Demonstrations	321	8,091	384	7,133	321	5,778
Evacuation Drills	43	630	77	879	92	1,012
Fire Safety Presentations	0	-	14	-	5	-
Safety Audits	16	-	12	-	3	-

There was an approximately 30% increase in the number of extinguisher courses delivered during the past year and a marked increase in the number of fire warden courses delivered.

The number of emergency operations training courses has also increased, with several organisations seeking our expertise to deliver their emergency response training.

### PROFESSIONAL DEVELOPMENT

The ongoing Key Organisation Skills project undertook the first electronic staff survey through the Shared Portal. During 2006-07, 76 skills courses were provided. These included computer skills, presentations skills, project management and report writing, with more than 190 personnel participating in the training.

The pilot group of our Frontline Management Program is scheduled to graduate in July 2007. Of the 15 initial participants, three withdrew early in the program and one indicated that they would not meet the assessment requirements in the timeframes allocated – with 11 expected to qualify for the Diploma in Frontline Management. Early feedback indicates that the course was well received and of significant value to participants. Research will be undertaken to determine the return on investment.

#### LEADERSHIP TRAINING

Initial development work on our Cultivating Organisational Leadership program occurred in early 2007 with tenders being called in May. The inaugural group of 14 commenced the program, which aims to develop a strategic approach to leadership across FESA in June.

*Discover the Leader in You* is a leadership skills development program for key volunteers in leadership roles. During 2006-07, seven courses were held and 113 participants successfully completed the program.

21 applications for Study Assistance were approved in January 2006, and eight applications were reimbursed by December. 19 Study Assistance applications were received in January 2007, and 17 were approved.

## **WORKFORCE PLANNING**

Planning, development and implementation of our new organisational structure has been largely finalised with some outstanding tasks still to be completed.

Management reporting has continued to be reviewed, with the development of information for inclusion in quarterly reports to the Board and Corporate Leadership Team. This information is representative of all people and organisational development branches.

The *FESA Equity and Diversity Plan for 2006 – 2009* has been completed and submitted to the Office of Equal Employment Opportunity. It includes new objectives for the next three years, including:

- Broadening the scope and responsibilities of the Equity and Diversity Group to include recruitment initiatives and opportunities.
- Investigate, and if practical, implement a graduate development program that promotes diversity.

We have resurveyed our employees and the results will form the basis of reporting against our objectives.

## **EMPLOYEE RELATIONS**

#### ENTERPRISE BARGAINING

The new WA Fire Service Enterprise Bargaining Agreement 2006 was registered in June 2006. The negotiation process involved the Western Australian Industrial Relations Commission and included arbitration on a number of allowance claims that could not be finalised by agreement between the parties. It was a very complex negotiation and arbitration process and took approximately 18 months to conclude. Initiatives in the agreement will now be progressed, including a review of part-time arrangements and health and fitness program.

A new enterprise bargaining agreement for the Fleet and Equipment Services Branch was concluded and implemented. The agreement covers mechanics and electricians and provides enhanced terms and conditions of service to maximise flexibility for employees and FESA.

#### POLICIES AND PROCEDURES

A new policy position has been created within People and Organisational Development to ensure existing policies are reviewed and up-to-date and new policies are developed. The position will ensure that policies and procedures are appropriate and monitored.



# DIVERSITY AND EQUAL OPPORTUNITY

## Equity and diversity

	(%) ACTUAL REPRESENTATION	EQUITY INDEX	(%) 2007 OBJECTIVE	(%) ABOVE OR BELOW OBJECTIVE
Women in Management Tiers 2 and 3	20.0	95	25.0	– 5.0
People from Culturally Diverse Backgrounds	4.1	127	7.5	– 3.4
Indigenous Australians	2.4	45	2.4	0.0
People with Disabilities	2.7	200	2.5	0.2
Youth	3.2	N/A	2.0	1.2

## EQUAL EMPLOYMENT OPPORTUNITY

All staff have been surveyed using the Western Australian Government Office of Equal Employment Opportunity diversity questions. During the year a new survey was conducted and promoted, with fire station visits undertaken to encourage participation. The more current and accurate data gathered has provided a much better picture of diversity across the organisation.

### Training for managers in managing a diverse workforce

During 2006-07, 60% of our managers participated in training for managing a diverse workforce. These managers are responsible for 90% of our staff. This improved recognition and understanding across FESA.

### Recruitment diversity initiatives

During 2006-07, a staff representative group was established. Its objectives included increasing the diversity of the pool of applicants for firefighter positions. It is intended that this initiative has the scope to ultimately extend to all recruitment areas.

Wider and more varied promotional activities and media have resulted in an increase in enquiries from women, Indigenous people, and people from culturally and linguistically diverse backgrounds.

### Further initiatives

Looking forward, we have identified several opportunities for the year ahead:

- To broaden the scope and responsibilities of the Equity and Diversity Group in terms of the breadth of recruitment initiatives and opportunities.
- To investigate and if practicable, implement a graduate development program that promotes diversity.
- To ensure equity and diversity is promoted in all our media, publications, brochures, promotions, intranet, extranet (for volunteers) and advertising.

# RECRUITMENT

## SELECTION

In 2006-07, we conducted selection processes for 165 permanent positions across the organisation, which attracted 572 applicants.

## FIREFIGHTER RECRUITMENT

A firefighter recruitment drive commenced in August 2006 and included a number of new initiatives for the recruitment process:

- Cinema advertising at selected metropolitan locations;
- Advertising in interstate and national publications and websites;
- A DVD that is accessible via the internet and highlights the physical testing requirements for prospective firefighters;
- Online applications;
- External consultant to be appointed to participate as a member of the recruitment and selection panel; and
- Establishment of a training and information day for assessors taking part in the recruitment process. This included an equal employment opportunity session focusing on diversity issues.

## INDIGENOUS TRAINEESHIP PROGRAM

We have supported the Indigenous Traineeship Program for the past seven years and since 2000 have hosted 16 young people working towards attaining a Certificate II in Business. To date, 10 trainees have completed Certificate II and one has gone on to graduate in Certificate III. Three trainees are still completing their qualifications. Five trainees gained work elsewhere and three have remained with FESA.

# VOLUNTEERS AND YOUTH

While the Volunteer and Youth Services Branch has continued to work on a range of non-operational projects and tasks during the year, the primary points of focus continue to be in the:

- Volunteer attraction, recruitment and retention;
- Youth development;
- Reward and recognition;
- Employer recognition; and
- Volunteer website.

Significant achievements have been:

- The launch of the *Are You Ready* volunteer recruitment DVD. More than 500 copies have been distributed and extremely well received by emergency services volunteer brigades, groups and units across Western Australia as well as our co-members of the Australian Fire Authorities Council.
- On-line advertising of emergency services volunteering opportunities. More than 17, 000 hits were recorded to 30 June 2007.
- Increased focus on youth development, enabled by the provision of an additional staff within the branch, resulting in a range of direct benefits for young people in our system.
- Significant progress in reaching the final phases of an accredited volunteer employer recognition program. We have now achieved formal status as a Quality Endorsed Company.
- Reaching the final stages of development of a new volunteer and youth website.
- A range of new volunteer recruitment brochures, posters, stickers, postcards and business cards.

## MEMORANDUM OF UNDERSTANDING

A new Memorandum of Understanding was established between the Emergency Services Associations Management Committee and FESA for the provision of staff to support the committee in meeting their business needs.

Two staff engaged by FESA will provide direct support for the State Emergency Service Volunteers Association of Western Australia, the Association of Volunteer Bush Fire Brigades and the Volunteer

Emergency Service Volunteers Association that comprise the Emergency Service Associations Management Committee (ESAMC).

Under the associated Memorandum of Understanding, the ESAMC:

- Provides high-level strategic and administrative support to volunteers.
- Provides greater representation of the Associations.
- Significantly improves communication between Associations, FESA and other stakeholders.
- Sets the foundation for an integrated volunteer emergency service association that is expected to play a pivotal role in the evolution of a modern volunteer emergency service.
- Helps manage (and possibly pool) volunteer resources.
- Reduces the influence of individual personalities from emergency service volunteering that hinders meeting objectives and promotes an ethos of "service before self" ethos.
- Ensures, in consultation with FESA, that appropriate human resource management practices are observed, including occupational health, safety and welfare.

#### YOUTH DEVELOPMENT PROGRAMS

The Emergency Services Cadets and Junior Cadet Program training programs were reviewed and endorsed by the Curriculum Council in the community organisation category.

We offered a variety of youth development training opportunities, including a Leadership and Instructional Skills Course, Leeuwin Ocean Adventure Voyage, Emergency Management Skills courses and Instructor Development Training.

A grant system to provide financial assistance to volunteer brigades, groups and units operating junior and cadet programs has been established. In excess of \$ 37,000 was allocated during 2006-07. These grants will be recurring with a total of \$ 50, 000 available each year.

Juniors and cadets continued their active involvement in community service projects, including Exercise Canister, ANZAC Day, Order of Australia Youth Reception, Perth Airport Field Exercise and Perth Fire Station Open Day.

Four Five Year Service Badges and one 10 Year badge were awarded to volunteer Emergency Services Cadet Instructors.

Our Working with Children Check policy was implemented in early 2007. A number of workshops have been conducted to raise awareness of the legislation and provide child protection information.

National Youth Week was celebrated with a morning tea at FESA house where representatives from the Emergency Services Cadets and Junior Cadet programs spoke to staff and guests about their experiences.

#### AUSTRALIAN GOVERNMENT FUNDING

A number of grant applications submitted under the [National Emergency Volunteer Support Fund](#) which benefits volunteers and youth involved in emergency services were approved. During 2006-07, these funded the *Are You Ready* recruitment DVD, completion of the Youth Development/Junior Cadet Program and significant progress on other projects as outlined in the following table:

Project	Brief Description	Funding
Volunteer and Youth Recruitment DVD	Develop a volunteer recruitment DVD to enhance the recruitment and retention of emergency services volunteers	\$30,000
Youth Development – Junior Cadet Program	Develop a training and administrative framework for Junior/Cadet Programs operating within brigades, groups and units.	\$43,000
Volunteer and Youth Website	Develop the volunteer and youth component of the FESA website to enhance the recruitment and retention of emergency services volunteers.	\$85,000
Volunteer Employer Recognition	Develop an employer recognition program to reward supportive employers of emergency services volunteers and encourage other employers of emergency services volunteer to show similar support.	\$90,000
Volunteer Behaviour and Governance	Develop a framework that provides emergency services volunteers with the guidelines, policies and procedures to guide their behaviour and minimises the risk of not complying with governance responsibilities.	\$50,000
Volunteer Recruitment Information Sessions	Establish and conduct public information sessions in regional and metropolitan locations to promote and improve emergency services volunteering recruitment.	\$24,970
Volunteer Recruitment Guidelines for Brigades, Groups, Units	Develop a package which provides guidelines and training to assist brigades, groups and units to recruit new volunteers.	\$26,400
Volunteer Recruitment Print Media and Resources	Develop a range of print media and related display resources to assist brigades, groups and units to recruit new volunteers.	\$28,600

## REWARD AND RECOGNITION

Our staff and volunteers are eligible for a comprehensive range of awards and medals that acknowledge the contributions they make towards achievement of a safer community in Western Australia. These include national medals, and medallions, certificates and trophies awarded by FESA and community stakeholders.

### AUSTRALIAN FIRE SERVICES MEDAL

Fire Services personnel whose service is distinguished by a high degree of resourcefulness and devotion above and beyond normal work are eligible for this medal. Recipients in 2006-07, announced as part of Australia Day and Queen's Birthday Honours lists were:

- Edmond Leo Brooks, Fire & Rescue Service.
- Phillip Mark Cribb, Fire & Rescue Service.
- Terrence Gordon Hunter, volunteer, Bush Fire Service.
- Phillip Joseph Brown, volunteer, Fire & Rescue Service.
- Robert William Murphy, volunteer, Bush Fire Service.
- Donald Charles Stewart, volunteer, Fire & Rescue Service.

### AUSTRALIAN EMERGENCY SERVICES MEDAL

Awarded to those who have demonstrated distinguished service as a member of the emergency services. Recipients in 2006-07, also announced as part of Australia Day and Queen's Birthday Honours Lists, were:

- Keith Irwin Shadbolt, volunteer, Marine Rescue Service.
- Joyce Mary White, volunteer, State Emergency Service.

### NATIONAL MEDAL

The National Medal is awarded to career and volunteer firefighters and State Emergency Service volunteers who have served for a period of 15 years. A Service Clasp is awarded for every 10 years thereafter. Nominations for the National Medal and Service Clasps are processed by our Corporate Services portfolio and sent to the Governor-General in Canberra for approval and issuing. In 2006-07, we held two National Medal and Clasp presentation ceremonies, one for career firefighters and one for volunteers. The number of medals and clasps presented are shown in the following table:

#### **Number of nominations for National Medals and Clasps approved by the Governor-General**

	<b>National Medal (15 years)</b>	<b>1st Clasp (25 years)</b>	<b>2nd Clasp (35 years)</b>	<b>3rd Clasp (45 years)</b>
Career Fire and Rescue Service	33	19	5	0
Volunteer Fire and Rescue Service	17	12	3	2
Bush Fire Service	96	27	22	8
State Emergency Service	14	3	3	0

### FESA OUTSTANDING ACHIEVEMENT MEDAL

This medal has been established as our most prestigious internal award. It recognises extraordinary contributions made by FESA staff and volunteers and is presented for outstanding achievements that would not be eligible for nomination under the Australian Honours and Awards system.

There were no recipients in 2006-07.

### FESA COMMENDATION MEDAL

Recognises contributions made by members of FESA towards helping the organisation achieve its vision of a safer community, where such contributions are not eligible to be nominated through another award.

There were no recipients in 2006-07.

### WA EMERGENCY SERVICES DILIGENT SERVICE MEDAL

A number of career fire fighters and staff members were presented with Diligent Service Medals.

	35 years	30 years	25 years	20 years	15 years
Career firefighters	2	15	21	27	57
FESA Staff	-	-	2	2	3

### STATE EMERGENCY SERVICE AWARDS 2006

#### Peter Keillor Award

The Peter Keillor Award is presented to a SES volunteer who has achieved a high level of service in an operation, in the development or promotion of a community safety initiative, or in raising their unit's profile or capabilities. The 2006 winner was Gordon Williams, District Headquarters Regional Operations Team, Geraldton.

#### SES Team Achievement Award

Teamwork is a vital part of SES operations, and this award recognises SES units or teams who have initiated a new idea, worked collectively to achieve outstanding results in a particular area, or undertaken a community safety project. Eneabba State Emergency Services Unit was the 2006 winner.

#### Youth Achievement Award

Recognises, rewards and encourages the special contributions of youth to the community. The 2006 winner was Ian McMahon from Australind SES Unit.

## RAC INSURANCE AND ROTARY CLUB OF WHITFORDS FIREFIGHTING AWARDS 2005

### Career Fire and Rescue Service of WA Award

Awarded to District Manager Phill Cribb, Fire Investigation and Analysis Unit for his role in assisting the Western Australia Police Arson Squad and the Department of Environment and Conservation to establish the Arson Information Network and a substantial increase in arrests for arson.

### Volunteer Fire and Rescue Service of WA Award

Pingelly Volunteer FRS received this award for performance and dedication to duty in the community and willingness to increase its service levels to the urban and rural sectors.

### Murray Lang Volunteer Bush Fire Service of WA Award

Annie Palmer from the Yallingup Bush Fire Brigade was presented with this award for devotion to duty beyond the normal expectation and considerable contribution to community-based education.

### Volunteer Fire and Rescue Service of WA Youth Achievement Award

Awarded to Chelsea Bell from Williams Volunteer FRS for her dedication and commitment to the Williams brigade.

### Volunteer Bush Fire Service of WA Youth Achievement Award

Tony de Kwant of Wanneroo Central Bush Fire Brigade began as a cadet with the brigade and has moved up through the ranks to become one of the most active firefighters in Wanneroo. He is an excellent role model for local youth.

## VOLUNTEER EMERGENCY SERVICES AWARDS

Recognise the outstanding contributions of members of these integrated groups in providing a comprehensive range of emergency services to their local communities.

### Bob Mitchell Award

This award is named in honour of the founding FESA Chief Executive Officer and presented to a volunteer in recognition of outstanding service. It may be within their unit and/or across the emergency services sector and may encompass actions performed during a number of years. The award is not necessarily made every year. The 2006 winner was Roy Brown of the Bremer Bay VES.

### Outstanding Volunteer Emergency Service Member Award

For outstanding service in a VES group or unit. The 2006 winner was Richard Boulton of the York VES.

### Volunteer Emergency Service Youth Achievement Award

A nominee for this award must be aged 25 years or less and have demonstrated a commitment to emergency services in the area of prevention, preparedness, response or recovery. The 2006 winner was Tina Nilon from the Halls Creek VES.

### Outstanding Volunteer Emergency Service Award

The recipient in 2006 was the Kondinin VES. The award recognises the exceptional efforts of VES groups or units that use teamwork to achieve outstanding results in a particular area of emergency services.

## VOLUNTEER MARINE RESCUE SERVICES AWARDS

### Outstanding Volunteer Marine Rescue Service Member Award

Ralph Wille of the Geraldton Volunteer Sea Rescue Group was the 2006 recipient, in recognition of his outstanding contribution to the community.

### Volunteer Marine Rescue Service Youth Achievement Award

Presented to Martin Gillet of Jurien Bay Volunteer Sea Rescue Group, it recognises a youth member who has made the needs of others a high priority, gone above and beyond the call of duty, and demonstrated reliability, dependability, teamwork and leadership qualities.

## EMERGENCY SERVICES CADET CORPS AWARDS

### Cadet Achievement Award

Jessica Acton of the Tom Price Emergency Services Cadet Unit was presented with the 2006 award for her valuable contribution to the unit, local community and the cadet corps.

### Instructor Achievement Award

Karl Baxter, Lakeland Emergency Services Cadet Unit, was presented with the 2006 award for demonstrating a high level of dedication to his unit and the Emergency Services Cadet Corps as a volunteer instructor.

### Unit Achievement Award

The Lakeland Emergency Services Cadet Unit was the 2006 winner of this award, which recognises a unit that has initiated a new idea, worked collectively to achieve outstanding results in a particular area, or undertaken a community project.

# SOUND BUSINESS PRACTICES

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To meet our commitments to the community we must implement business practices that can be benchmarked against recognised standards of excellence. This includes managing our financial and physical resources in a competent and accountable manner while maintaining a strong customer focus.

To achieve our strategic goal of continuous improvement in emergency service delivery we must:

- Provide equitable and adequate funding for prevention and emergency services, with resources matched to risk;
- Continue advancements in inter-operability, coordination and collocation of emergency services;
- Adopt an innovative approach to the application of telecommunications and information technology;
- Participate in research and accumulation of information to support evidence-based decision-making; and
- Complete a comprehensive review of legislation related to FESA and its services.

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# KNOWLEDGE AND INFORMATION MANAGEMENT

## KNOWLEDGE MANAGEMENT

Knowledge Management within FESA is about creating a knowledge-sharing environment in partnership with other information providers. Our new structure will assist us to ensure that information within the organisation is stored appropriately, managed effectively and made accessible to the relevant stakeholders. We are developing effective systems for capturing and integrating specialist knowledge such as geospatial information into operational planning and response, data management systems that support accurate reporting and communication technologies that support interoperability between services and agencies as well as timely sharing of information to relevant stakeholders.

## SHARED LAND INFORMATION PLATFORM – EMERGENCY MANAGEMENT

The [Shared Land Information Platform – Emergency Management](#) (SLIP-EM) will facilitate the integration of geospatial information for emergency management prevention, preparedness, response and recovery activities across all emergency service agencies. Pilot services, accessible via the Internet or in the field, have been established to provide emergency management agencies with the most current and authoritative spatial/mapping information using the SLIP infrastructure.

## GEOSPATIAL SERVICES

Our Geospatial Services section now holds approximately 1.5 terabytes of data including aerial photography of areas across Western Australia and other data of significance to emergency management.

Significant projects this year included support of the FESA Computer Aided Dispatch project, map production for the Fire Investigation and Analysis Unit to support arson reduction and map production showing proposed changes to ESL boundaries.

Other projects include the development of tools and processes to

- Support station planning, including 'modelled best location' (best spot) analysis; and
- Facilitate management of Unallocated Crown Land and Un-Managed reserves.

The section also assisted the State Coordination Centre during the major fires and cyclones throughout February and March 2007 and continues to support the SLIP-EM team.

Through representation on the Emergency Management Spatial Information Network of Australia, we are involved in resolving national spatial issues that impact on emergency management. We have also participated and contributed to the development of standardised emergency management mapping symbology for Australia and New Zealand.

## OPERATIONAL MANAGEMENT DATABASES

The issue of data quality and integrity is a high priority. Consultation with operational staff will be undertaken to improve data accuracy and timeliness in order to improve our ability to provide accurate reports to satisfy our statutory obligations.

Preliminary work has commenced on the future of replacement OMS / EM2000 systems that include an all hazards approach.

## COMMUNICATIONS TECHNOLOGY

During the past year work has continued on a number of projects to improve operational support computing and communications systems.

## Western Australian Emergency Radio Network (WAERN)

The WAERN is a \$20 million, four-year project to upgrade the State's emergency radio infrastructure. Launched in July 2005, it will dramatically improve emergency services radio communications in Western Australia by providing inter-operable communications during the management of fires, floods and other disasters.

Some infrastructure and manufacturing difficulties delayed aspects of the WAERN project, but these issues have been resolved and the project will soon be back on track.

Work has commenced in four pilot regions, the Burrup Peninsula, Esperance, Warren District and Mundaring. Installation of repeater equipment, with antenna arrays and associated equipment has been completed at fifty WAERN repeater locations throughout the State.

#### Triple zero emergency dispatch system

The software for FESA's computer-aided dispatch system (FCAD) has been re-engineered. The new system will be phased in during the coming months in readiness for the next fire season. The new and old systems will run in parallel for a short period to verify operation and ensure minimal disruption to dispatch processes.

#### Country Communication System

The Country Communication System controls and coordinates direct brigade alarms and volunteer notification in regional Western Australia.

The system incorporates:

- Direct brigade alarms.
- Group call.
- Voice overlay paging.
- Station siren operation.

All country direct brigade alarm messages can now be transmitted to our communication centre. All regional career fire stations and 30 volunteer fire stations have had the new equipment installed.

#### MEDIA AND PUBLIC INFORMATION

During major bush fire emergencies, cyclones and floods, public alerts generated by FESA are sent to ABC radio for regular broadcast throughout the duration of the incident.

This is governed by a formal Memorandum Of Understanding between the ABC and all of the Western Australian Hazard Management Agencies. In addition, for cyclones and often also for storms, the Bureau of Meteorology includes State Emergency Service (SES) alerts at the end of its forecast bulletins.

An alert is different from a media statement in that it is expected that the broadcaster will use the wording of an alert in its exact format, in the same manner in which a weather forecast is broadcast. A Memorandum of Understanding with the ABC gives effect to this protocol. In this way, there can be no conjecture about the meaning of the alert.

The alerts broadcast by radio are supported by information recorded on the FESA 1300 657 209 public information phone line, through media releases, the FESA website alert page and a community information line when activated.

#### StateAlert Public Emergency Warning System

FESA and Western Australia Police have jointly developed a new community emergency warning system, StateAlert. It is designed to assist Hazard Management Agencies to communicate timely, accurate and geographically specific information to communities that may be critically threatened by an emergency.

The system is capable of sending voice and/or text messages via landline and mobile telephones; SMS, email and fax.

The system has been two years in development and was successfully trialled in Wundowie in March 2007. All Hazard Management Agencies will have access to the system via Western Australia Police or FESA.

### ON-LINE SERVICES

We have continued to make improvements to our on-line services this year. Information management through the FESA Intranet has been significantly improved and FESA staff now have access to a dynamic, current and useful portal for storing and sharing information.

During the year we also enhanced the resources available on-line for prospective career firefighters, including the option of on-line application and encouraged SES volunteers to conduct maintenance training on-line through the SES Acticard.

Expertise gained through the development of the intranet portal will assist in the review of the FESA internet website planned for 2007-08 and development of our extranet portal for volunteers.

### Volunteer Extranet Project

Following approval of a grant from Emergency Management Australia, we engaged ISA Technologies to construct a web portal for FESA volunteers.

The initial phase of the website is scheduled for implementation in August 2007, and subsequent phases will include improved functionality and content.

The project is driven by Volunteer and Youth Service Branch with the following objectives:

- Enhance the on-line information available online to those considering becoming volunteers.
- Reduce the administrative workload in running a volunteer brigade, group or unit.
- Improve communication between our administrative staff and volunteers – underpinning the volunteers' sense of belonging, involvement and contribution to the safety of the Western Australian community.

Future developments will aid operational reporting through access to our operational management system.

### SES Acticard

The SES Training section, in conjunction with the National Education and Training Committee launched the ACSES Acticard website for use by volunteers, particularly training personnel, for continuation (maintenance) training within the emergency services across Australia.

The target group for Acticard is training personnel within SES; however we also encourage our SES and Volunteer Emergency Service (VES) volunteers to access the maintenance training options via the E-training section of the website wherever possible. Acticards can be combined to run exercises of varying degrees of complexity for training nights or weekend camps.

Until all volunteers have net access, hard copy Acticard files will be distributed to SES and VES Unit Training Managers at workshops during the next few months.

## **EMERGENCY SERVICES LEVY**

The financial reporting period ending 30 June 2007 is the fourth year of the ESL under the provision of the [Fire and Emergency Services Authority of Western Australia Act 1998](#). The ESL is a levy on properties in Western Australia and is applicable to residential, farming, commercial and industrial properties and vacant land. Commonwealth property, vacant land owned by local governments and certain mining tenements restricted to prospecting and exploratory activities are exempt from the ESL.

Processes and systems to administer the ESL are now generally working efficiently and effectively and local governments, as ESL collection agents, are continuing to operate in accordance with legislative requirements. Revised versions of the [Local Government Manual for Capital and Operating Grants](#) and the [Manual of Operating Procedures](#) were developed and issued for 2006-2007. The grants manual provides guidance to local governments in preparing annual estimates of the operating and capital requirements for their bush fire brigades and SES units. The ESL Operating Procedures Manual, coupled

with local government rates systems upgrades, was introduced to ensure that appropriate ESL billing, collection, remittance and reporting procedures are implemented by local governments.

Monitoring of these relatively new ESL accounting and administrative processes has continued during the year to ensure that property owners are correctly charged and that our reporting obligations are met.

In 2006-07 minor process and system refinements have continued:

- The *Local Government Manual for Capital and Operating Grants* was again updated (2007-08 version issued) with focus on areas where more simplified administrative approaches could be introduced and improvements in the efficiency and effectiveness of the ESL grants scheme could be made.
- Promotion of an alternative, more efficient ESL remittance arrangement for local governments continued during 2006-07. This resulted in a further 19 councils electing this option for 2007-08 (in addition to the 78 that operated under this arrangement in 2006-07).
- A review of all ESL category boundaries was conducted during 2006-07 to ensure that, in readiness for 2007-08 ESL billing, they properly reflected the service delivery available to property owners.
- A revised and more cost-effective ESL communications and marketing strategy was adopted in 2006-07 for the 2007-08 ESL billing cycle. This involved the continuing use of the ESL call centre from June to October 2007 and the development of an ESL brochure for inclusion with 2007-08 rates notices. The ESL pages on the FESA website were also updated.

## PHYSICAL RESOURCE PLANNING

Our physical resource planning incorporates the use of business-case strategies to ensure that service delivery outcomes are consistent with corporate objectives. Our approved capital works investment program is used to manage the delivery of physical resources to meet service delivery requirements.

### FLEET AND EQUIPMENT SERVICES

#### Fire appliance procurement improvements

Capacity and capability exposures were identified in the way we procured fire appliances, and the large number of contracts meant that the approach was administratively demanding. Contracts were appliance type and time and/or quantity specific. To ensure continuous manufacturing capability across the product range, the procurement arrangements were reviewed and a new procurement framework implemented. A single All Classes contract was established that relied on a panel of pre-qualified suppliers and continued our commitment to fostering local industry in regional Western Australia.

We have taken steps to increase the number of experienced manufacturers of fire appliances in Western Australia while also maintaining our commitment to fostering industry in regional Western Australia. New contracting arrangements have been made with Western Australian-based suppliers for new appliances and the refurbishment of existing appliances for a 10-year period. The total value of the contract is estimated at \$72 million. The panel arrangement allows greater flexibility in appliance manufacture and provides the opportunity to increase the capabilities of suppliers to better deliver our appliance requirements. Three regional manufactures are included in the panel of six contracts.

#### Vehicle build program

During 2006-07, 119 projects with a value of approximately \$16.2 million were undertaken. The program includes vehicle replacement, and special projects for the vehicle and equipment needs of additional fire stations or improved response capability such as urban search and rescue.

#### Vehicle replacement program

An ongoing replacement program is critical in ensuring vehicles and associated equipment used by emergency responders are reliable and fit for purpose. 104 vehicle build projects were completed in 2006-07. This is 79% of our total program, which includes some carry-over from previous years. Vehicles completed include pumpers, tankers, special purpose trailers, personnel carriers and other specialised units.

#### Development of Hazmat, Structure, Rescue (HSR) appliances for Volunteer Fire and Rescue Brigades.

Most Volunteer Fire and Rescue (VFRS) brigades with a road crash rescue role had provided this capacity from purpose-built rescue trailers towed by light tankers. Brigades with two appliances provided structural response using light pumper appliances. Single-appliance brigades with just a light pumper carried their road crash rescue equipment on this appliance.

Initially, light pumpers were being replaced with urban tankers. However, these were only suitable for two appliance stations as they could not carry rescue equipment. The HSR appliance was designed to fill the need for a single appliance that could fulfill all response requirements.

Its development has been highly consultative with volunteers having significant input to the prototype, which has been refined in partnership with our supplier. The final design features a number of innovations that may be adopted in other appliances. It also offers many ergonomic advantages compared to previous designs and has been well received. The attention to detail, innovation, lateral thinking and fitness for purpose applied to the design of the HSR have been acknowledged by key interstate fire agency personnel.

The purpose-built HSR appliance is a multi-function appliance that meets all current requirements of VFRS brigades and will assist them to provide a quicker, more comprehensive response capability. An added benefit is reduced reliance on trailers in regional locations.

#### FLEET MAINTENANCE

Preventative maintenance programs for Fire and Rescue Service vehicles and specialised hydraulic rescue equipment continued as scheduled. A 10-year half-life inspection and maintenance schedule was completed on aerial appliance TTL03 during 2006.

#### LEASED FLEET

FESA has continued to change its leased passenger fleet to smaller four cylinder vehicles. In the past year, we increased the number of four-cylinder passenger vehicles to 68 vehicles and decreased the number of six-cylinder vehicles to 16. This change will further reduce total operating costs of our passenger fleet and future carbon dioxide emissions.

# CAPITAL WORKS PROGRAM

Our capital works program for 2006-07 of \$25.865 million comprised new works of \$6.925 million and works in progress of \$18.940 million. As part of the 2007-08 budget process, the capital works program for 2006-07 was revised to \$54.590 million, an increase of \$28.725 million, and included carry-overs from 2005-06 and additional funding for cost escalation approved during the period. Details of the capital works projects are contained in the following tables. Note that The Estimated Total Project Costs for the program have been adjusted, to reflect the latest increased budget allocations achieved through the 2006-07 Budget process for the 2007-08 year and beyond.

CAPITAL WORKS PROGRAM AS AT 30 JUNE 2007							
Program	Note	Estimated Total Project Cost	Expenditure prior to 01/07/2006	Estimated Expenditure 2006-2007	Actual Expenditure 2006-2007	Expenditure Variance 2006-2007	Estimated Cost of Balance of Program
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b><u>FIRE STATIONS</u></b>							
<b><u>Completed</u></b>							
Career FRS Belmont Fire Station	1	2,900	2,545	355	10	345	345
VFRS Kalgoorlie Fire Station	1	675	553	122	4	118	118
Volunteer FRS Broome fire station	1	1,205	485	615	720	(105)	0
<b><u>Under construction</u></b>							
Volunteer FRS station modifications	1	755	615	140	140	0	0
Station Modifications 2006-2012	1	1,970	0	470	33	437	1,937
Career FRS Perth fire station relocation	1	9,500	3,550	5,950	353	5,597	5,597
Volunteer FRS Merredin fire station	1	1,500	21	784	254	530	1225
<b><u>Planning stages</u></b>							
VFRS Albany Fire Station	1	2,514	14	1,021	2	1,019	2,498
<b><u>Land acquisitions</u></b>							
Career FRS Maddington fire station	2	320	9	311	2	309	309
Career FRS Eglinton fire station	2	4,305	0	400	0	400	4,305
FESA House Relocation	2	46,577	0	2,000	2,731	(731)	43,846
<b><u>REGIONAL OFFICES</u></b>							
FESA regional collocation – Bunbury	3	1,691	1,111	544	580	(36)	0

CAPITAL WORKS PROGRAM AS AT 30 JUNE 2007							
Program	Note	Estimated Total Project Cost	Expenditure prior to 01/07/2006	Estimated Expenditure 2006-2007	Actual Expenditure 2006-2007	Expenditure Variance 2006-2007	Estimated Cost of Balance of Program
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b><u>REGIONAL OFFICES (cont)</u></b>							
FESA regional collocation – Geraldton	3	1,650	212	1,163	1,413	(250)	25
SES Regional Headquarters replacement – Broome	3	921	102	819	0	819	819
<b><u>TRAINING FACILITY</u></b>							
National USAR enhancement strategy - facility	5	332	0	332	38	294	294
Forestfield Training Centre Modification	6	650	0	650	33	617	617
<b><u>FIRE AND EMERGENCY VEHICLES</u></b>							
Career FRS turntable ladder half life refurbishment	7	400	169	231	178	53	53
Career FRS combination ladder platform half life refurbishment	7	400	214	186	0	186	186
Career FRS demountable pods	8	1,685	1,419	266	0	266	266
National USAR enhancement strategy – pod carriers	9	328	0	328	0	328	328
Career FRS firefighting appliance program – 2003-2004 program	10	1,000	409	591	591	0	0
Career FRS heavy pumper replacement program	11	4,920	2	2,208	1,236	972	3,682
Career FRS North Region appliance – Eglinton	12	600	81	519	323	196	196
Career and Volunteer light pumper replacement program	13	22,250	1,4057	4,043	3,292	751	4,901
Volunteer FRS light tanker replacement program	14	3,700	3,754	84	84	0	(138)
Career FRS medium tanker replacement program	15	600	132	468	336	132	132
VES Unit Fleet 2006-12 Replacement Program	16	6,750	66	500	277	223	6,407
Career Light Tanker Replacement Program 2006-12	14	4,450	0	300	411	(111)	4,039
Volunteer Light Tanker Replacement Program 2006-12	14	8,030	0	800	580	220	7,450
<b><u>PLANT AND EQUIPMENT</u></b>							
Volunteer FRS direct brigade	18	800	297	503	284	219	219

CAPITAL WORKS PROGRAM AS AT 30 JUNE 2007							
Program	Note	Estimated Total Project Cost	Expenditure prior to 01/07/2006	Estimated Expenditure 2006-2007	Actual Expenditure 2006-2007	Expenditure Variance 2006-2007	Estimated Cost of Balance of Program
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
alarm replacement program							
Volunteer FRS hose replacement strategy 2001-2007 program	19	450	236	104	53	51	161
VMRS vessel and equipment replacement 2004-2009 program	20	1,700	225	675	378	297	1,097
<b><u>PLANT AND EQUIPMENT Cont.</u></b>							
VMRS communications network 2003-2011 program	21	850	95	305	13	292	742
WA Emergency Radio Network	22	20,000	258	14,742	1779	12,963	17,963
National USAR enhancement strategy – equipment	23	1,003	0	983	71	912	932
SES Equipment Replacement 2006-12 Program	17	5,250	0	750	750	0	4,500
<b><u>INFORMATION TECHNOLOGY SYSTEMS</u></b>							
Shared Land Information Platform	24	2,071	624	1,447	706	741	741
FESA ES-CADCOM project	25	2,500	166	2,334	351	1,983	1,983
<b><u>VOLUNTEER COLLOCATION</u></b>							
<b><u>Completed</u></b>							
FESA volunteer collocation – Manjimup	4	395	393	2	2	0	0
FESA volunteer collocation Mundaring	4	1,240	40	1,200	1,123	77	77
FESA volunteer collocation – Toodyay	4	259	259	0	0	0	0
<b><u>Under Construction</u></b>							
FESA Volunteer Collocation - Dalwallinu	4	1,363	7	913	4	909	1,352
<b><u>Planning Stage</u></b>							
FESA volunteer collocation – Esperance	4	3,006	6	1,094	61	1,033	2,939
FESA volunteer collocation – Derby	4	2,000	7	1,693	2	1,691	1,991
FESA Emergency Centre – Kununurra	4	2,300	0	1,500	5	1,495	2,295
<b>Total</b>		<b>177,765</b>	<b>32,133</b>	<b>54,445</b>	<b>19,203</b>	<b>35,242</b>	<b>126,429</b>



## NOTES TO THE CAPITAL WORKS

### LAND AND BUILDINGS:

1. Provision of new facilities to provide greater functional capacity between services and improved service delivery to the community in accordance with risk. Includes building projects completed in Belmont, Kalgoorlie and Broome. Stations due to commence construction during 2006-07 included Perth and Merredin FRS stations. Works include additions and modifications to accommodate current and new emergency appliances and/or provide training facilities on an ongoing basis.
2. Land acquisition to accommodate new facilities at Maddington and Eglinton. Relocation of the existing FESA administration building that has reached the end of its serviceable life.
3. Provision of new facilities for collocated regional offices in Geraldton, Bunbury and Broome.
4. Replacement of existing fire stations with new volunteer collocated facilities. Developments completed in Manjimup, Mundaring and Toodyay. The facility in Dalwallinu is under construction, with stations for Esperance, Kununurra and Derby in the planning stages
5. National USAR enhancement strategy – additional training facilities for USAR.
6. Forrestfield Training Centre modification – replacement of existing transportable buildings that have reached the end of their serviceable life.

### APPLIANCES AND VEHICLES:

7. Half-life vehicle refurbishments – refurbishment of specialised combination ladder platform and turntable ladder vehicles in accordance with manufacturer's requirements.
8. Demountable pods – continuation of program to provide additional functional capacity and diversity within the metropolitan firefighting fleet.
9. National USAR enhancement strategy –provision of an additional pod carrier for USAR pod.
10. Fire fighting appliance program (2003-04) – an ongoing program to replace existing firefighting vehicles that have completed their economic and serviceable life.
11. Heavy pumper replacement program – a program to replace existing heavy pumper fire fighting vehicles that have completed their economic and serviceable life.
12. FRS north west corridor appliances (Eglinton) – provision of vehicles for the new career Fire and Rescue Service facility at Eglinton, currently used for the interim facility at Nowerup (Butler).
13. Light pumper replacement program (2000-08) – ongoing replacement of existing light pumpers that have completed their serviceable life in metropolitan and country regions.
14. Light tankers replacement program – ongoing program to provide additional and replacement Fire and Rescue Service fire fighting capacity State-wide.
15. Medium tanker replacement program - a program to replace existing medium tanker fire fighting vehicles that have completed their economic and serviceable life.
16. VES unit fleet 2006-12 replacement program - ongoing program to provide additional and replacement emergency service unit fire fighting vehicles that have completed their serviceable life.

### PLANT AND EQUIPMENT WORKS

17. SES volunteer equipment – updating aged equipment at SES volunteer units.
18. FRS volunteers direct brigade alarm replacement program – replacement of existing communications infrastructure to fire stations in country regions, which has reached the end of its serviceable life.
19. VFRS volunteers hose replacement strategy – replacement of firefighting hoses that have completed their serviceable life.
20. VMRS vessel and equipment replacement program – the upgrade and replacement of vessels and equipment that has reached the end of its serviceable life.
21. VMRS communication network (2003-11) – provision and replacement of communication infrastructure to improve emergency response service delivery.
22. Western Australian Emergency Radio Network (WAERN) – Migration to VHF High Band for FESA and CALM operational radio communications. Includes the construction of approximately 300 radio repeaters and replacement of 7000 mobile radios.
23. National USAR enhancement strategy – provision of USAR equipment to meet service delivery needs.

### GEOGRAPHIC INFORMATION SYSTEMS

24. SLIP-EM –development of a spatial information system consistent across all emergency services.
25. ES CADCOM project – redevelopment of the communications and computing infrastructure for the FESA operations centre emergency dispatch area.

# SIGNIFICANT ISSUES AND TRENDS

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## FESA KEY GOALS FOR 2007-2008

1. **Climate change and its impact on vulnerable communities through the increased frequency and intensity of severe weather events is challenging emergency organisations and available resources.**
2. **Emerging energy and water strategies, combined with extreme weather events will impact on future priorities and initiatives for managing emergency events.**

### FESA KEY GOALS FOR 2007-08

- Complete the FESA Futures Project – which will monitor the key issues of climate and demographic change. The project will allow FESA to identify potential impacts of changes on current and future business and develop strategies to address them. It will form the basis for ongoing strategic planning and organisational change management initiatives.
- Develop and commence the implementation of a Tsunami warning system for Western Australia, incorporating State and local level planning, risk assessment and computer modelling by Geoscience Australia, to identify highly vulnerable areas, including remote Indigenous communities.
- Continue the implementation of the operational flood warning system in the Swan and Avon River catchment areas.
- Launch the community public alert system StateAlert in the Perth Metropolitan area.
- Commence the State Level Emergency Risk Management Project.
- Continue to base allocation of local government grants for volunteer Bush Fire Brigades (BFB) and State Emergency Service (SES) units throughout Western Australia according to need through the ongoing development of the Resource to Risk model.
- Progress adoption of the National State Emergency Service request for assistance number 132500
- Continue to invest in national and State emergency management research initiatives, including strategic partnerships with tertiary institutions and other research bodies, including the Bushfire Cooperative Research Centre.

### INTENDED OUTCOMES

- The FESA Futures Project will build strategic foresight within the organisation. This foresight will assist in strategic planning and adjustment of services and service delivery models to match the changing operating environment.
- The Tsunami project will provide data to support planning for community awareness and preparedness initiatives. The implementation of the improved warning system will assist the community and emergency services to prepare for potential impacts and to coordinate potential response and recovery requirements.
- Improved warning systems for flood and other emergencies support preparedness and prevention and should reduce flood related damage.
- Implementation of StateAlert will assist in provision of timely community warnings and incident related information.
- The State Level Emergency Risk Management Project will identify risks across the State and support prevention, preparedness, response and recovery planning.
- Ongoing development of the resource to risk model will ensure that the allocation of Emergency Services Levy funding supports capability building according to risk.
- Adoption of the National State Emergency Service request number will improve notification times and support effective response.
- Continued participation in research will ensure that Western Australian emergency management meets best practice and support continuous improvement.
- Deployment of a State-wide dispatch system with real time tracking will improve operational coordination and response.

### **3. The need to improve disaster resilience of remote indigenous communities**

#### FESA KEY GOALS FOR 2007-08

- Tsunami warning as above.
- Continuation of *Safer Country*.
- Implement a State strategy for service delivery to Remote Indigenous Communities.
- Adapt the Western Australian Emergency Management Guidelines to enable Indigenous people to access appropriate emergency management information.

#### INTENDED OUTCOMES

- *Safer Country* training courses will help build resilience by raising awareness of emergency risks and training Indigenous communities in their management.
- The State strategy will identify the resources required to ensure that Remote Indigenous Communities are equipped to deal with the emergencies they face.
- Adapting the Western Australian Emergency Management Guidelines will improve the capacity for indigenous communities to be involved in their own emergency management planning.

### **4. The need to enhance mitigation strategies through effective land use, planning, development and building controls.**

#### FESA KEY GOALS FOR 2007-08

- In liaison with the Department of Housing and Works, continue to contribute to and influence changes to the Building Code of Australia.
- Following the introduction of mandatory smoke alarm legislation, conduct a comprehensive community education and public information program.
- Conduct a Kimberley Dry Season Campaign to reduce inappropriate fire lighting in the Fitzroy Valley, targeting pastoralists, remote Indigenous communities, children and the community.
- Continue to progress development of fire management plans with community stakeholders, Indigenous and pastoral landowners in the Kimberley.
- Continue to implement the Kimberley Bushfire Planning Project to assist pastoralists with strategic hazard reduction through controlled aerial burning and other measures.

#### INTENDED OUTCOMES

- Continuous improvement to the Building Code of Australia will ensure that building standards are based on risk.
- Continued community awareness campaigns will improve the community's understanding of risks and options for addressing them.
- Development of fire management plans and strategic hazard reduction in high risk areas will assist in reducing the impact of fire on the natural environment.

### **5. Volunteer attraction and retention is becoming increasingly difficult due to changing demographic patterns and the population shift from inland to coastal and regional areas**

#### FESA KEY GOAL FOR 2007-08

- Continue to support the establishment of multi-skilled units in areas where separate volunteer services are unsustainable.
- Continue initiatives to further enhance and promote recruitment, retention, recognition and reward opportunities for volunteers.

#### INTENDED OUTCOMES

- Continued development of multi hazard response units (Volunteer Fire Service and Volunteer Emergency Service) will support delivery of services in areas where volunteer numbers are reducing.
- Continued support to volunteer groups through clarification of roles and responsibilities, recruitment and recognition and reward will help to ensure that volunteer numbers remain at levels that support a sustainable level of service delivery.

**6. The need to optimise the organisational capacity to harness benefits in information technology, such as the reliance on spatial information, into routine business and operational practices.**

FESA KEY GOAL FOR 2007-08

- Continue to embed the use of geospatial information into operational planning through the management of the Government's Shared Land Information Platform – Emergency Management (SLIP-EM) project.

INTENDED OUTCOME

- The SLIP-EM project will assist all emergency service agencies to access reliable and accurate data to support prevention, preparedness, response and recovery activities.

**7. The shift in focus from the planning and management of localised incidents to the planning and management of catastrophic and widespread events.**

FESA KEY GOALS FOR 2007-08

- Continued development and deployment of a Statewide dispatch system with real time tracking.
- Progress agreed outcomes from the Community Development and Justice Standing Committee's Inquiry into Western Australian Natural Disaster Relief Arrangements.
- Progress agreed outcomes of the Community Development and Justice Standing Committee's Inquiry into Emergency Services Legislation.
- Participate on a national project to evaluate and improve the effectiveness of community safety education programs.
- Conduct comprehensive reviews of key emergency and awareness programs, including Juvenile and Family Fire Awareness, Bush Fire Ready Actions Groups and All West Australians Reducing Emergencies.
- Continue to work in collaboration with local government through the Community Emergency Management Officer (CEMO) project to enhance emergency management planning for all hazards.
- Commence a review of local management arrangements established by Local Emergency Management Committees.
- Publish a *Local Emergency Management Arrangements Guide* and *Local Recovery Planning Guide*.

INTENDED OUTCOMES

- Improvements to dispatch systems will ensure that appropriate and effective response occurs.
- Implementation of the Community Development Justice Standing Committee recommendations will support better preparedness and prevention planning.
- Effective community safety programs will assist in building community capacity to prepare for, prevent and cope with emergencies.
- The CEMO project will assist local governments to understand their legislative responsibilities and support them in prevention, preparedness, response and recovery planning.
- Local government planning will be assisted through relevant publications including the *Local Emergency Management Arrangements Guide* and *Local Recovery Planning Guide*.

# CORPORATE GOVERNANCE

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We are committed to maintaining community confidence in our integrity by upholding the highest standards of corporate behaviour. We always aim to act in the best interests of the Western Australian community by working towards its vision of *a safer community*. Our corporate values underpin the expected standards of personal and organisational conduct and behaviour.

Corporate governance within FESA concerns the structure and methods for controlling and directing the organisation. This means ensuring that appropriate systems and practices are in place to monitor, evaluate and meet the State Government's designated services – *prevention services* and *emergency services* – and desired outcome – *to minimise the impact of human and natural hazards on the community of Western Australia*.

The FESA Board of Management is responsible for our functioning in accordance with the *Fire and Emergency Services Authority of Western Australia Act 1998*, other relevant Western Australian and Australian Government legislation and State Government policy. Particular importance is placed on the Board's role, operations and accountability. Related emphasis is placed on strategic planning functions, as well as policy, risk management and performance reporting frameworks and corporate decision-making rules and procedures.

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# LEGISLATION AND LEGISLATIVE COMPLIANCE

## ACTS ADMINISTERED

FESA administers the following Acts:

- *Fire and Emergency Services Authority of Western Australia Act 1998*
- *Fire Brigades Act 1942*
- *Bush Fires Act 1954*
- *Emergency Management Act 2005*

## LEGISLATIVE COMPLIANCE

In performing its functions, FESA complies with the following legislation:

- *Fire and Emergency Services Authority of Western Australia Act 1998*
- *Fire Brigades Act 1942*
- *Bush Fires Act 1954*
- *A New Tax System (Fringe benefits Reporting) Act 1999 (Commonwealth)*
- *A New Tax System (Goods and Services Tax) Act 1999 (Commonwealth)*
- *Australian Crime Commission (Western Australia) Act 2004 (Commonwealth)*
- *Corruption and Crime Commission Act 2003*
- *Country Areas Water Supply Act 1947*
- *Criminal Code*
- *Criminal Procedure Act 2004*
- *Dangerous Goods Safety Act 2004*
- *Disability Services Act 1993*
- *Electoral Act 1907*
- *Electronic Transactions Act 2003*
- *Environmental Protection Act 1986*
- *Equal Opportunity Act 1984*
- *Evidence Act 1906*
- *Explosives and Dangerous Goods Act 1961*
- *Financial Administration and Audit Act 1985*
- *Fire and Emergency Services Superannuation Act 1985*
- *Freedom of Information Act 1992*
- *Government Employees' Housing Act 1964*
- *Government Financial Responsibility Act 2000*
- *Heritage of Western Australia Act 1990*
- *Industrial Relations Act 1979*
- *Library Board of Western Australia Act 1951*
- *Local Government Act 1995*
- *Local Government (Miscellaneous Provisions) Act 1960*
- *Metropolitan Water Supply, Sewerage and Drainage Act 1909*
- *Minimum Conditions of Employment Act 1993*
- *Occupational Safety and Health Act 1984*
- *Public Sector Management Act 1994*
- *Public and Bank Holidays Act 1972*
- *Salaries and Allowances Act 1975*
- *State Administrative Tribunal Act 2004*
- *State Records Act 2000*
- *State Superannuation Act 2000*
- *State Supply Commission Act 1991*
- *Water Boards Act 1904*
- *Working with Children (Criminal Record Checking) Act 2004*
- *Workers' Compensation and Rehabilitation Act 1981*
- *Workplace Relations Act 1996 (Commonwealth)*

## MINISTERIAL COMMUNICATIONS

In accordance with Section 74 of the *Public Sector Management Act 1994*, we have a communications agreement with the Minister for Police and Emergency Services which outlines communication procedures between staff of the Minister's office and our employees on all matters pertaining to:

- Requests for advice, briefing notes, information or research.
- Media inquiries.
- Arrangements for special events.
- Arranging meetings with FESA staff.
- Drafting of legislation.
- Requests for information from Parliament and State Cabinet.

The agreement ensures that the Minister receives accurate and timely information and advice.

In 2006-07, 736 ministerial items were attended to by our Ministerial Services Coordinator:

- Cabinet comments – 88
- Cabinet submissions – 1
- Draft replies – 169
- General enquiries (advice/action/information) – 189
- FESA-generated (information/approvals) – 65
- Speeches – 34
- Parliamentary questions – 42
- Brief ministerial statements – 6
- Media releases – 19
- Briefing notes – total 123; 48 general, 34 contentious issues, 34 event and 7 regional cabinet

This compares with 690 items handled in 2005-06.

During the year, the Minister attended 34 FESA functions including openings, launches, commissioning ceremonies, presentations and visits (39 in 2005-06).

# MANAGEMENT STRUCTURE

## BOARD OF MANAGEMENT

Government places significant trust in the Boards of Management of statutory authorities such as FESA. In return, board members are required to perform their duties with care, diligence, honesty, openness and in good faith.

Section 6 of the FESA Act established the FESA Board of Management and states:

*the Board is the governing body of the Authority and, in the name of the Authority, is to perform the functions of the Authority under the Emergency Services Acts.*

The Board is accountable to the Minister for Police and Emergency Services and is responsible for:

- Determining FESA's strategic direction and overall performance.
- Ensuring FESA's compliance with key legislation.
- Endorsing management initiatives.

## PRINCIPLES FOR EXCELLENCE IN BOARD GOVERNANCE

A number of supporting principles assist the Board in achieving its objectives and conducting its operations with distinction. The Board is explicit about its organisational performance expectations. It has assigned these expectations clearly and assesses their achievement annually. In particular, the following performance areas are monitored:

- Maintenance of FESA's strategic direction and strategic intentions through divisional business plans.
- FESA's funded services:
  - i. *Prevention services that increase community awareness of human and natural hazards and the community's involvement in minimising their impact; and*
  - ii. *Emergency services that enable a rapid and effective response to emergency incidents to minimise their impact.*
- FESA's desired outcome: To minimise the impact of human and natural hazards on the community.
- FESA's vision: A safer community.

The Board uses a single point of delegation, the FESA Chief Executive Officer, to ensure that performance expectations are met, decisions can be made and actions taken with a minimum of delay. Responsibilities are delegated to the Chief Executive Officer under the provisions of the FESA Act, with all approved delegations held on a delegations register.

Through this system of governance, the Board is able to devolve necessary authority and responsibility to staff and volunteers while preserving the controls necessary for accountability.

## ETHICAL STANDARDS

A code of conduct for the FESA Board and consultative committees was developed to specify members' obligations and promote sound, ethical practices. The code of conduct outlines members:

- relationships with the FESA Chief Executive Officer and Minister for Police and Emergency Services.
- personal behaviour.
- accountability (including public expenditure, remuneration and allowances).
- use of public sector resources and facilities.
- recordkeeping and use of information.
- responsibilities in relation to conflict of interest.
- compliance with WA Public Sector Code of Ethics.

The code of conduct stresses the need for board members to observe FESA values and, where possible, consult with stakeholders and affected parties. Accountability is also highlighted in noting that the *Financial Administration and Audit Act 1985* places a responsibility on Board members to ensure efficient and effective operations, avoid wasteful use of resources, maintain confidentiality and ensure compliance with statutory and legal requirements. Other legislative requirements are contained in section 39 of the FESA Act, section 85 of the *Criminal Code*, the *Freedom of Information Act 1992* and the *Public Sector Management Act 1994*.



The code of conduct states that the Board will prepare and retain minutes of meetings, ensure adequate procedures are observed for documenting decisions and prepare and release a summary of proceedings following each meeting.

The code also defines the role of the Chair. Key tasks include facilitating the boardroom process, ensuring that the Board provides leadership and vision and undertaking public relations responsibilities.

#### APPOINTMENT AND INDUCTION

The Minister for Police and Emergency Services recommends the appointment of Board members to State Cabinet and the Governor, and ensures that those recommended have expertise relevant to the functions of the authority.

The structure of the Board reflects the need for transparency and independence. As established in the FESA Act, the Board consists of 13 members:

- A Chair.
- The Chair of each of the Board's four consultative committees representing:
  - Bush Fire Service;
  - Fire and Rescue Service ;
  - State Emergency Service; and
  - Volunteer Marine Rescue Services
- Four members who represent emergency services volunteers.
- One member who represents FESA staff.
- One member who represents local government.
- The FESA Chief Executive Officer.
- Not more than one other member.

While many of the positions are notionally representative of different groups, the Board applies public sector guidelines and recognises that all members must act in the best interests of the Authority, not representing any sectional interest to the detriment of, or at the expense of, FESA as a whole.

The FESA Chief Executive Officer attends Board meetings as an ex-officio member but is not entitled to vote on matters considered by the Board. All other members of the Board are non-executive positions.

Recommendation 63 of the Community Development Justice Standing Committee's report into the Fire and Emergency Services Act 1999 suggested that the current Board of Management be replaced with an advisory Board. However, implementation of this recommendation would require an amendment to legislation. In the interim, the appointment of a number of current Board members has been extended.

#### CURRENT BOARD MEMBERS

The membership of the FESA Board as at 30 June 2007 is as follows:

##### **MR MICHAEL BARNETT AM**

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##### CHAIR OF THE FESA BOARD

Mr Barnett is a former member of Parliament and is well respected for his role as Speaker of the Legislative Assembly, Chair of Committees and Shadow Ministerial responsibilities in Lands, Conservation and Environment. He was also the Member for Rockingham for 22 years until his retirement from Parliament in 1996. For many years, Mr Barnett was involved with a number of community groups and organisations within the City of Rockingham, either in an advisory capacity, as an office bearer, patron or life member.

First appointed: 1 January 2004

Term expired: 31 December 2006 – Term extended

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**MR ELIOT FISHER**

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DEPUTY CHAIR OF THE FESA BOARD  
MARINE RESCUE SERVICES VOLUNTEER REPRESENTATIVE

Mr Fisher is Commander and a Sea Rescue Skipper of the Bunbury Sea Search and Rescue Group. He is the former Chief Executive Officer of the Shire of York and is currently a consultant working for local governments. He is also the Chief of Staff – Australian Navy Cadets.

First appointed: 28 April 2003  
Term expires: 6 February 2008

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**MR IAIN AGNEW**

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EMPLOYEE REPRESENTATIVE

Mr Agnew was appointed to the Board following his success in a FESA staff election process in late 2003. Mr Agnew has been an employee of FESA since 1979. He is a senior firefighter stationed at Welshpool Fire Station.

First appointed: 25 November 2003  
Term expired: 31 December 2006 – Term extended

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**MR BRUCE BRENNAN APM**

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CHAIR OF THE BUSH FIRE SERVICE CONSULTATIVE COMMITTEE

Mr Brennan had a long and distinguished career with the Western Australia Police, rising to the rank of Deputy Commissioner, which he held on his retirement in 2003. Mr Brennan represented the Western Australia Police on many committees, including the State Emergency Management Committee. In 1998, he was awarded the Australian Police Medal.

First appointed: 6 February 2006  
Term expires: 6 February 2008

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**MR JOHN CAPES**

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STATE EMERGENCY SERVICE VOLUNTEER REPRESENTATIVE

Mr Capes has been involved in the State Emergency Service Volunteer Association in many capacities for the past 20 years. He has also made a considerable contribution as a volunteer. After leaving the Australian Government service, Mr Capes established his own business, which supplies expertise on security and facilitation of emergency management exercises.

First appointed: 2 November 1999  
Term expires: 30 June 2007 – Term extended

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**CR TERENCE (TERRY) GAUNT**

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WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION REPRESENTATIVE

Cr Gaunt is a semi-retired businessman and a current councillor with the City of Bayswater. He has served on a large number of community, management and advisory committees for many years.

First appointed: 25 August 2003  
Term expired: 24 August 2006

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**MS SANDRA GREGORINI**

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CHAIR OF THE STATE EMERGENCY SERVICE CONSULTATIVE COMMITTEE

Ms Gregorini has been a member of a volunteer bush fire brigade for the past 10 years and a volunteer in a number of other community groups. She has worked in property development management for more than 30 years.

First appointed: 19 March 2002

Term expires: 31 December 2007

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**MR TREVOR JONES**

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FIRE AND RESCUE SERVICE VOLUNTEER REPRESENTATIVE

Mr Jones has a long association with the volunteer sector of the Fire and Rescue Service in regional Western Australia. He has been a member of the South Kalgoorlie Brigade since 1977, which includes a five-year term as Captain. Mr Jones is currently the Goldfields Zone representative for the WA Volunteer Fire and Rescue Services Association.

First appointed: 6 February 2006

Term expires: 6 February 2008

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**MR WILLIAM (BILL) HEWITT**

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CHIEF EXECUTIVE OFFICER (EX-OFFICIO MEMBER)

As a consequence of the transfer of Mr Bob Mitchell to the Department of Housing and Works, Mr Hewitt was appointed the acting Chief Executive Officer of the Fire and Emergency Services Authority pending the appointment of a permanent CEO.

First appointed: 20 February 2006

Term expired: 4 August 2006

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**MS JO HARRISON-WARD**

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CHIEF EXECUTIVE OFFICER (EX-OFFICIO MEMBER)

Ms Harrison-Ward commenced her appointment as FESA Chief Executive Officer on 4 August 2006. She has a strong background in policy, planning, strategy and change management. Her previous experience includes several appointments within FESA including Manager of Policy and Strategic Planning, Manager of Media and Public Affairs and Executive Director EMS. In 2001, she was seconded to the position of Director Machinery of Government Implementation at the Department of Local Government and Regional Development. Immediately prior to her appointment as FESA CEO, Ms Harrison-Ward spent three years as Executive Director of Western Australia Police.

First appointed: 4 August 2006

Term expires: – Not applicable

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**MR ALLAN SKINNER PSM**

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CHAIR OF THE VOLUNTEER MARINE RESCUE SERVICES CONSULTATIVE COMMITTEE

A retired career State public servant, Mr Skinner was a former Chief Executive Officer of the Department of Land Administration and Chair of the Bush Fires Board. Since his retirement in 2001, he has undertaken several consulting assignments for government. Mr Skinner was awarded the Public Service Medal in 2001 and the Centenary Medal in 2003.

First appointed: 19 February 2003

Term expires: 31 December 2007

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**MS CHRISTINE THOMPSON**

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**WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION REPRESENTATIVE**

Cr Thompson is the Deputy President of the Shire of Murray and Chair of the Shire of Murray Bush Fire Advisory Committee. She also represents local government on the Peel Region District Emergency Management Committee. Cr Thompson has a wealth of experience in emergency services, is a current volunteer firefighter and has served on a number of advisory committees and boards. This is her second appointment to the FESA Board, having served as a member from 2000-2003.

Appointed: 15 January 2007

Term expires: 14 January 2009

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**MS GLENDA TEEDE**

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**INDEPENDENT MEMBER**

Ms Teede is the Chief Executive Officer of the Bidyadanga Aboriginal Community La Grange Incorporated, which is the legal entity of the Bidyadanga Community, a position she has held for the past three years. Ms Teede has worked extensively with Indigenous communities throughout Australia and, in particular, the Kimberley Region of WA.

First appointed: 6 February 2006

Term expires: 6 February 2008

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**MRS PENELOPE VALENTINE**

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**CHAIR OF THE FIRE AND RESCUE SERVICE CONSULTATIVE COMMITTEE**

Mrs Valentine is well known in FESA where she worked for seven years before leaving in July 2005 to pursue private business interests. Mrs Valentine's professional career spans 35 years, commencing in the field of journalism and more recently working in strategic planning and corporate governance with FESA. Mrs Valentine continues to provide corporate communications consultancy services to the public sector.

First appointed: 6 February 2006

Term expires: 6 February 2008

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**MR EDDIE VAN RIJNSWOUD**

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**BUSH FIRE BRIGADE VOLUNTEER REPRESENTATIVE**

Mr van Rijnswoud has more than a decade's experience as a bush fire brigade volunteer and served for six years as Secretary of the Association of Volunteer Bush Fire Brigades WA. He has had extensive involvement with other voluntary community organisations, including the Scout Association of Australia and has worked in the Western Australian and Australian Government public sectors as an electrical engineer for 38 years.

First appointed: 31 December 2001

Term expired: 31 December 2006 – Term extended

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**MEETING ATTENDANCE**

Eleven Board meetings were held during the year, 10 at FESA House and one in New Norcia.

The record of attendance of members is as shown in the following table.

**Number of meetings attended in 2006-2007**

Mr Mike Barnett	11
Ms Jo Harrison-Ward <sup>1</sup>	9
Mr William (Bill) Hewitt <sup>1</sup>	1

Mr Iain Agnew	11
Mr Bruce Brennan	9
Mr John Capes	11
Mr Eliot Fisher	9
Mr Terry Gaunt <sup>2</sup>	5
Ms Sandra Gregorini	10
Mr Trevor Jones	8
Mr Allan Skinner	10
Ms Glenda Teede	7
Ms Christine Thompson <sup>2</sup>	4
Ms Penelope Valentine	10
Mr Eddie van Rijnswood	11

<sup>1</sup> On 20 February 2006, the substantive FESA Chief Executive Officer, Mr Bob Mitchell, was transferred to the Department of Housing and Works. Mr Bill Hewitt was appointed acting CEO pending the appointment of a permanent CEO. Ms Jo Harrison-Ward took up her appointment as CEO on 17 August 2006.

<sup>2</sup> Mr Terry Gaunt's term expired on 31 December 2006. Ms Christine Thompson was appointed from January 2007.

## **BOARD SUB-COMMITTEES**

### **FINANCE AND AUDIT COMMITTEE**

The FESA Internal Audit Charter states that the Finance and Audit Committee shall comprise at least three FESA Board members. The committee met three times in 2006-07. Membership and attendance records are set out in the following table:

#### **Number of meetings attended in 2006-2007**

Glenda Teede – Chair 2006	3
John Capes	3
Eliot Fisher	2
Eddie van Rijnswood	3

Meetings were also attended by:

- Chief Executive Officer.
- Executive Director Corporate Services.
- Director Business Services.
- Manager Financial Services.
- Managing Partner and the Senior Manager Risk and Management Assurance from PKF Chartered Accountants and Business Advisers (internal auditor) (July - November 2006) and then Sutherland and Rose (internal auditor) (December 2006 – July 2007).
- Director Attest Audit from the Office of the Auditor General (external auditors).

## CONSULTATIVE COMMITTEES

*The Fire and Emergency Services Authority of Western Australia Act 1998* (the FESA Act) established three consultative committees as forums for stakeholders of FESA's operational divisions to be consulted on significant issues. These cover the Bush Fire Service, the State Emergency Service and the Fire and Rescue Service. During 2002, the Act was amended to formally recognise the Volunteer Marine Rescue Services Consultative Committee, which was established by the Minister for Police and Emergency Services in 1999.

Each consultative committee has a Chair appointed by State Cabinet and the Governor, on the recommendation of the Minister for Police and Emergency Services. By virtue of their position as Chair, they are members of the FESA Board of Management.

Section 25 of the FESA Act stipulates that Schedule 1 of that Act, *Constitution and proceedings of Board*, also applies to the constitution and proceedings of the FESA consultative committees, providing a basis for the appointment and removal of members, the calling of meetings and meeting procedures.

### BUSH FIRE SERVICE CONSULTATIVE COMMITTEE

#### Members (as at 30 June 2007)

Bruce Brennan	Chair
George Storer	Central West-Carnamah District Operations Advisory Committee (DOAC)
David Gossage	Perth South DOAC
Rodney Eyre	Perth North DOAC
Peter Capito	Goldfields – Midlands (Merredin) DOAC
Brian Wood	Goldfields – Midlands (Northam) DOAC
Rodney Daw	Great Southern DOAC
Terry Hunter	South West DOAC
Terry Maher	Department of Environment and Conservation (DEC)
Colin James	Western Australian Local Government Association
Paul Maddern	Bush Fire Volunteer Association
Craig Hynes	Chief Operations Officer

The BFS Consultative Committee met four times in 2006-07.

#### BUSH FIRE SERVICE CONSULTATIVE COMMITTEE REPORT

The BFS Consultative Committee had an active and productive year through the attendance of the Committee members and the support of FESA staff. The Committee members represent key stakeholders and bring forward the views of their District Operations Advisory Committees in the interests of developing a common focus. Members provide input and advice to FESA Operational Services division on a broad range of issues.

Key issues covered during the year included:

- Status report on the WA Emergency Services Network.
- BFB profiling.
- Bushfire cadets- funding from National Emergency Volunteer Support Fund.
- Insurance cover on government property.
- Insurance cover for volunteers through local government.
- Movement of unlicensed vehicles.
- BFB volunteer training competencies.
- ESL funding and appliance distribution.
- Hazard management adjacent to the Westnet Rail system.
- Bushfire forum.

- Emergency management legislation – progress and implementation.
- Emergency services legislation - status.
- Operations Handbook.
- Community Emergency Management Officers.
- Incident handover agreements.
- Bushfire threat analyses.
- Volunteer Firefighter Training Program – status.
- Community engagement presentations and updates.
- Volunteer vehicles and equipment.
- Prepare, Stay and Defend or Go Early campaigns.
- Harvest and Vehicle Movement Bans implementation by local governments.
- Westplan Bushfire.
- DEC burning programs.
- Dwellingup (Shire of Murray) fire suppression and recovery.
- Volunteer and Youth Services – status and cadet programs.
- Working With Children legislation.
- BFS Appliance and Bulk Water Tanker Build Program.
- Public Alert systems – media coverage and reports.
- Personal Protective Clothing and Equipment- guidelines and policy.
- The Shared Land Information Platform [SLIP - EM].
- Emergency Services Directory.
- Hazard management on Unallocated Crown Land and Unmanaged Reserves.
- Major bushfire events in the State.
- Liaison with the Bureau of Meteorology and other government agencies.

Presentations were made to the Committee on the following topics:

- WAERN Project.
- Determining of Equipment Needs through a Resource to Risk Model.
- Capital Grants Scheme Assessment Process.
- Volunteer Vehicles and Equipment.
- EM Legislation Update.
- FESA Volunteers and Youth Services Branch.
- Volunteer Training pathways.
- Management of Insurance for Volunteers.

Members also participated in the following forums with a view to providing input and recommendations on key issues:

- Bushfire Forum.
- Leaders Forums.
- CBFCO, FCO and Captains Forums.
- Equipment and Training Committees.

***Bruce Brennan – Chair***

## **FIRE AND RESCUE SERVICE CONSULTATIVE COMMITTEE**

### **Members (as at 30 June 2007)**

Penelope Valentine	Chair
Howard Fiedler	A/Assistant Chief Operations Officer Country
Norm Flynn	Volunteer Fire and Rescue Services Association
Francis Burgoyne	Volunteer Fire and Rescue Services Association
Frank Martinelli	United Firefighters Union
Scott Gamble	United Firefighters Union
Chris Mitchell	Local Government representative
Craig Hynes	Chief Operations Officer

The Fire and Rescue Service Consultative Committee met three times in 2006-07. FESA Operational Services staff membership of the committee changed during the year to reflect staff changes in the division. Some members had difficulty in attending meetings due to other commitments.

### **FIRE AND RESCUE SERVICE CONSULTATIVE COMMITTEE REPORT**

The Fire and Rescue Service Consultative Committee members represent FESA Fire and Rescue Service staff and volunteers, and provide a link to local government. They provide input into key issues and provide advice in relation to policy and planning within the FESA Fire Services division.

In 2006-07, the committee received regular updates on major incidents, incident reporting, volunteer firefighter training, community safety initiatives, youth and volunteer support services, legislative changes, new facilities, appliances and equipment.

Members provided input and advice on a broad range of issues including the FESA Futures project, restructures within FESA, the status of and membership of the Consultative Committee, volunteer facilities, community safety programs and volunteer training.

Other volunteer-related issues and initiatives covered included:

- Improved injury prevention programs at volunteer championship events.
- Security at volunteer stations.
- Re-imbursement of volunteer expenses.
- Computers for volunteer stations.

FESA presentations included:

- The replacement of the FESA Computer Assisted Dispatch System.
- The national '000' emergency call number campaign.
- Grants for junior cadet programs.
- The proposed volunteer extranet.

***Penny Valentine – Chair***



## **SES CONSULTATIVE COMMITTEE**

### **Members (as at 30 June 2007)**

Sandra Gregorini	Chair
Bill Mulroney	Deputy Chair/Great Southern District
Charlie Myres	Great Southern District
Craig Chadwick	Midwest District
Peter Newton	South-West District
Phillip Petersen	SES Volunteers Association
Sylvia Bristow-Stagg	Midlands District
Andrae Moore	Pilbara District
Doug Simpson	North Metro District
Vivienne Welch	Kimberley District
Mark Geary	South Metro District
Howard Fiedler	A/Assistant Chief Operations Officer Country
Gary Gifford	A/Assistant Chief Operations Officer Metro

The SES Consultative Committee met four times in 2006-07.

### **SES CONSULTATIVE COMMITTEE REPORT**

The committee welcomed new members Vivienne Welch and Mark Geary during the year. Howard Fiedler and Gary Gifford, have also joined us. The committee said farewell to Derek Fletcher and I would like to thank him for his valued input during his time on the committee. We also said goodbye to former A/Director, Country Operations South, Phil Marshall. On behalf of the committee I would like to acknowledge Phil's great work with the SESCO, his tireless efforts and his full support of our volunteers. The Consultative Committee continues to work towards its vision, which is to represent and promote SES volunteers at a strategic level.

During the year the committee provided advice and input in a number of key areas including:

- SES Recognition Awards.
- SES Conference.
- RAR Glass Management Kits.
- RAR Equipment and Servicing.
- USAR/Rescue Training for SES Volunteers.
- SES working uniforms in general.
- SES Profile.
- SES Build Program.
- ESL Planning - State Catering Plan.
- Equipment & vehicle suitability for different areas.
- National number 135200.
- Training and marketing of volunteers.
- FRS Code Systems.
- R2R Modelling Framework for SES Units.
- Long Service Medals and certificates for volunteers.
- Operation Grab Kits completion.

Presentations to the committee included:

- FESA's Future Project.
- Air Operations.
- SES Build Program.
- SES Training.

- WAERN Project.
- Volunteer Youth and Youth Services.

The Committee attended the Launch of the Volunteer Recruitment DVD ON 28 October 2006.

The Consultative Committee congratulates the winners of the 2006 SES Recognition Awards:

- Peter Keillor Award                      Gordon Williams Midwest Gascoyne RHQ
- SES Team Achievement Award      Eneabba SES Unit
- SES Youth Achievement Award      Ian McMahon Australind SES Unit

The first SES Conference held last November was a great success. Congratulations to all who were involved in the organisation of the conference. Well done.

Sincere thanks to all of the consultative committee members for their valued input during the past year.

**Sandra Gregorini – Chair**

## **VOLUNTEER MARINE RESCUE SERVICES CONSULTATIVE COMMITTEE**

### **Members (as at 30 June 2007)**

Allan Skinner	Chair
Phil Nicholls	President Volunteer Marine Rescue Western Australia (VMRWA)
Barry Lapham	Vice President VMRWA
Barry Corish	VMRWA Regional Representative
Peter Aram	VMRWA Regional Representative
Keith Dunlop	VMRWA Regional Representative
Gary Mackwell	VMRWA Regional Representative
Terry Cullen	VMRWA Regional Representative
Roger Martin	VMRWA Regional Representative
Howard Fiedler	A/Assistant Chief Operations Officer Country
Geoff Brierley	VMRWA Regional Representative
<b>FESA VMRS Support</b>	
Paul Kimber	FESA VMRS Manager
Jeff Howe	FESA VMRS Manager

The VMRS Consultative Committee met four times in 2006-07.

### **VOLUNTEER MARINE RESCUE SERVICES CONSULTATIVE COMMITTEE REPORT**

The Consultative Committee's representative membership is closely linked to the Volunteer Marine Rescue Western Australia (VMRWA) executive and regional representation. With the VMRWA nominations being ratified in August 2006, it is appropriate to thank and acknowledge the efforts of retiring Committee members, Keith Shadbolt, Stuart Robertson and Chris Wright. Roy Brown resigned during the past year and his contribution is also recognised. Consistent with FESA policy, new members were provided with a copy of the Code of Conduct for FESA's Board and Consultative Committees. After reading, members signed the Corporate copy.

The VMRWA's Annual Sea Rescue Conference, supported by FESA, was held in August 2006. This second Annual Conference built on the success of the first held in 2005. It provides an invaluable opportunity for interaction between the groups, the executive, FESA and related organisations and industry. In addition to presentations on a wide range of issues relevant to association members, it also provided an appropriate forum to recognise achievements through the presentation of Annual and VMRS Service Awards.

The Consultative Committee considered and endorsed 17 grant applications from VMRS groups totalling \$1,347,000. These included:

- Jurien Bay: \$242,000 to replace the existing rescue vessel with a 9 metre Leisurecraft.
- Hopetoun: \$200,000 to replace the existing rescue vessel with a 8.5 Naiad.
- Pt Walcott: \$80,000 to purchase the former Hopetoun rescue vessel to replace the existing rescue vessel.
- Pt Walcott: \$220,000 to construct suitable group operational and storage facilities for its rescue vessel.
- Exmouth: \$300,000 to replace the existing rescue vessel with a 9 metre AirRider design rescue vessel.
- Leeman: \$55,000 for a major dedicated vessel refit.
- Albany: \$170,000 to replace the existing DGR3 with a former NSW Police 10.3 metre Steber.
- Busselton: \$80,000 to replace the existing rescue vessel with a former NSW Police Noosa Cat.

The Lotterywest Emergency Services Funds also provided a further \$251,300 in grants in response to applications from the association and many groups around the coast.

During the year, the Committee discussed and provided advice and input in a number of key areas including:

- State-wide rollout of the VHF Marine Repeater Network.
- Compulsory wearing of Personal Flotation Devices.
- A review of insurance coverage afforded to all VMRS groups and volunteers.
- Use, maintenance and potential replacement of FESA's NAIAD standby vessel which is available for group use.
- Additional training support for VMRS volunteers.
- opportunities for Junior/Cadet programs within VMRS Groups.
- Continuation of the strategic review of all policy and procedures within VMRS with direct input from Committee members.

The Committee also received presentations from Gavin Mair from Global Marine Design Pty Ltd regarding vessel design standards and equipment; FESA's Futures presentation by Anita Kelleher and FESA's Working With Children Policy by Wayne Fanderlinden. The Committee valued the professional support and input of Paul Kimber and Jeff Howe, FESA's VMRS Managers, and the administrative support of other FESA officers throughout the year.

**Allan Skinner PSM – Chair**

# STRATEGIC MANAGEMENT AND REVIEW

## AGENCY RESOURCE AGREEMENT AND CEO PERFORMANCE AGREEMENT

Agency resource agreements have a critical role in ensuring financial management and accountability. They:

- Clarify the State Government's desired outcomes for the organisation; and
- Provide a formal mechanism for the endorsement of budget allocation and the goods and services (services) purchased by the Government.

Accordingly, Chief Executive Officer performance agreements are closely aligned to agency performance agreements. The existing FESA Resource Agreement is between the Minister for Police and Emergency Services, the Chair of the FESA Board, the FESA Chief Executive Officer and the State Treasurer.

## INTERNAL AUDIT

The 2006-07 Strategic Internal Audit Plan approved by the Finance and Audit Committee provided the foundation for Internal Audit Activity. This complied with Part XII the *Financial Management Act 2006* which endorses the Institute of Internal Auditors' Professional Practice Framework. The Framework facilitates consistent development, interpretation and application of internal audit concepts, methodologies, and techniques.

The Internal Audit Activity contract went to tender during 2006-07 and was awarded to external contractor Sutherland Rose - Assurance and Consulting Services in November 2006. Audits conducted during the year included:

- Inventory / Stores.
- Accounts Receivable / Revenue.
- Grants – Compliance and Allocation.
- Western Australia Natural Disaster Relief Arrangements.
- Operational Code Number.
- Bush Fire Suppression.
- Emergency Services Levy.
- Capital Works.
- Segregation of Duties.
- Contract Management.
- Records Management.
- Occupational Health and Safety.

## STRATEGIC PLANNING

Our strategic planning process has been aligned to the Western Australian Government's [Better Planning: Better Futures](#) framework to facilitate the delivery of cohesive, coordinated services to the community of Western Australia.

Our strategic planning directly links to the Government's Goal for People and Communities: *to enhance the quality of life and wellbeing for all people throughout Western Australia* and the Government's strategic outcome of *safe and secure Western Australian communities*.

Our approach to strategic and business planning involves a continual cycle of:

- Analysis of internal and external factors.
- Strategy development and planning.
- Service delivery.
- Performance monitoring and evaluation.

The *FESA Strategic Plan 2005-2007* continues to reaffirm the commitment to community-centred emergency management and putting the community at the hub of our decision-making processes. During 2005-07 FESA's strategic direction is focused on:

- Engaging the community in mitigating, preventing, preparing for, responding to and recovering from emergencies.
- Progressing community-centred approach to emergency management.
- Continuously improving the delivery of our services.
- Promoting research, innovation and learning in all aspects of our business.

## **ORGANISATIONAL POLICY DEVELOPMENT, IMPLEMENTATION AND REVIEW & RISK MANAGEMENT FRAMEWORKS**

### **POLICY FRAMEWORK**

We provide all of our personnel with access to comprehensive and relevant policies that are consistent with legislation and support our vision, mission and values. We have continued to build upon its effective and coherent policy development and implementation framework.

The [Child Protection](#) policy was the only significant new policy developed during the year.

### **BUSINESS CONTINUITY AND RISK MANAGEMENT**

A business continuity management process and implementation proposal has been approved. A template for a business continuity plan has been developed to enable the integration and enhancement of existing strategic and operational plans from across the organisation and incorporate data from risk management process completed in the past year.

In the short term while this plan is in development, some key projects have been undertaken. These include:

- Development of an operational pandemic business continuity plan to support our emergency services obligations in the event of a pandemic.
- Avian influenza preparations to assist the Department of Agriculture and Food in the event in an outbreak of this disease.

We recognise that effective risk management requires the continual identification, recording and evaluation of risks to ensure that reasonable and effective controls are in place and that the level of risk exposure is acceptable.

Our Risk Management Policy was adopted on 26 July 2005. In accordance with the policy:

- The Chief Executive Officer is responsible for ensuring that risk management is a part of the corporate, operational and line management responsibilities and is integrated into the overall business planning process.
- Executive Directors, as part of the Corporate Executive Team, are responsible for ensuring that divisions comply with the policy, and that every employee is invited and encouraged to participate in the risk management process.
- The Corporate Executive team is required to monitor and steer the risk management process and ensure integration with all strategic planning processes.
- The Corporate Executive team is also to provide advice and support of the application of the Risk Management Policy.
- The Finance and Audit Committee of the Board is responsible for the corporate governance requirements, with our internal audit process required to conduct ongoing risk audit checks to establish that there is agency compliance, that plans and procedures are in place and the risk assessment process is effective.

The fundamental principle of our risk management discipline is that risk management is to be conducted within the existing corporate structure and as a part of the corporate strategic planning process, the divisional business planning process; and our day-to-day business (including the 'risk' evaluation of all new activities).

To aid the risk management process, the RiskCover-developed RiskBase 2000 system has been tailored for use throughout FESA to capture, monitor and report on risks. This includes the adoption of 'risk likelihood' and 'risk consequence' measurement criteria and the endorsement of a corporate risk management monitoring and reporting structure. All activities and processes that help to control our risks are being identified and where unacceptable risks have been identified, appropriate treatment options are being evaluated and, where necessary and viable, implemented.

A number of staff have been trained in the use of the database and risk managers have identified and recorded corporate risks.

## **MEMORANDA OF UNDERSTANDING**

During 2006-07, we developed a Memorandum of Understanding (MOU) with Landgate's Information Valuation Services Section to document the property and valuation data that Landgate provides us so we can efficiently and effectively support the declaration of ESL rates by the Minister for Police and Emergency Services; and administer the ESL. The MOU will be formally executed in 2007-08.

### MOU between Department of Defence & FESA

**Signed:** 12 July 2006

**Stakeholders:** Department of Defence & FESA.

**Purpose:** Fire and Emergency Services support at the Naval Communication Station Harold E. Holt and Exmouth Surrounds.

**Key benefits / outcomes:** Agreement establishes mutual aid arrangements for the purposes of planning mutual response arrangements for emergency incidents within the Naval Communication Station Harold E. Holt and Exmouth area.

### MOU between Beacon Volunteer Fire Service Brigade, Shire of Mt Marshall and FESA

**Signed:** 28 September 2006

**Stakeholders:** Beacon Volunteer Fire Service Brigade, Shire of Mt Marshall and FESA.

**Purpose:** The Establishment, maintenance and support of the Beacon Volunteer Fire Service Brigade.

**Key benefits / outcomes:** Agreement establishes a multi skilled and multi functional Fire Service Brigade.

### MOU between FESA and the Department for Planning and Infrastructure

**Signed:** 6 October 2006

**Stakeholders:** Department for Planning and Infrastructure and FESA.

**Purpose:** Establish a more efficient agreement structure

**Key benefits / outcomes:** Administrative agreement provides a more efficient and targeted approach to the referral of certain classes of subdivision, amalgamation and survey-strata proposals by the Department of Planning and Infrastructure to FESA.

### MOU Between Morawa Volunteer Fire Service, Shire of Morawa and FESA

**Signed:** 26 October 2006

**Stakeholders:** Morawa Volunteer Fire Service, Shire of Morawa and FESA.

**Purpose:** The Establishment, maintenance and support of the Morawa Volunteer Fire Service.

**Key benefits / outcomes:** Agreement establishes a multi skilled and multi functional Fire Service Brigade.

### MOU between Emergency Services Associations Management Committee and FESA

**Signed:** 20 October 2006

**Stakeholders:** Emergency Services Associations Management Committee and FESA

**Purpose:** The provision of personnel engaged by FESA to support the committee in meeting their business needs.

**Key benefits / outcomes:** Employment of two staff to provide support for the provision of information, advice and advocacy in volunteer safety, training, protective clothing and equipment, welfare, insurance, compensation, recruitment, retention and recognition.

MOU between Marble Bar VES, Shire of East Pilbara and FESA

**Signed:** 7 December 2006

**Stakeholders:** Marble Bar VES, Shire of East Pilbara and FESA

**Purpose:** The Establishment, maintenance and support of the Marble Bar VES Unit.

**Key benefits / outcomes:** Agreement establishes a multi skilled and multi functional Emergency Services Unit.

MOU between Kalbarri Volunteer Fire Service, Shire of Northampton & FESA

**Signed:** 11 December 2006

**Stakeholders:** Kalbarri Volunteer Fire Service, Shire of Northampton & FESA

**Purpose:** The establishment, maintenance and support of the Kalbarri Volunteer Fire Service.

**Key benefits / outcomes:** Agreement establishes a multi skilled and multi functional fire service.

MOU between Northampton Volunteer Fire Service, Shire of Northampton & FESA

**Signed:** 11 December 2007

**Stakeholders:** Northampton Volunteer Fire Service, Shire of Northampton & FESA

**Purpose:** The Establishment, maintenance and support of the Northampton Volunteer Fire Service.

**Key benefits / outcomes:** Agreement establishes a multi skilled and multi functional Fire Service Brigade.

MOU between Department of Corrective Services and FESA (capstone)

**Signed:** 24 January 2007

**Stakeholders:** Department of Corrective Services and FESA

**Purpose:** To enable the Department of Corrective Services and FESA to collaboratively develop formal procedures and processes to reduce the likelihood of the following hazards, in Western Australian prisons and detention centres:

- Fire
- Storm Damage
- Earthquake
- Cyclone
- Flood
- Hazardous Materials

**Key benefits / outcomes:** To establish mutual support arrangements to respond to all hazard emergencies occurring at prison and detention centres.

**NOTE:** Although covered under the capstone MOU, individual MOUs between Department of Corrective Services, FESA and relevant Local Governments have also been developed to outline responsibilities of each party for the following locations:

- Casuarina Prison
- Albany Regional Prison (unsigned)
- Wooroloo Regional Prison
- Acacia Regional Prison
- Greenough Regional Prison
- Roebourne Regional Prison (unsigned)
- Karnet Prison (unsigned)

MOU between Lionore Australia (Nickel) Ltd and FESA

**Signed:** 24 January 2007

**Stakeholders:** Lionore Australia (Nickel) Ltd and FESA

**Purpose:** Mutual support in planning and responding to emergency incidents.

**Key benefits / outcomes:** Provision of mutual support in response to emergency incidents occurring within Lionore's lease area and property, the Shire of Dundas and surrounding areas.

MOU between Department of Land Information and FESA

**Signed:** 19 February 2007

**Stakeholders:** Landgate and FESA

**Purpose:** Formalise the arrangements for the development, implementation and operation of a web service using a verified WA address for the return of spatially displayed address location within an ESL category.

**Key benefits / outcomes:** Provides for a mutually beneficial web service.

MOU between Tammin Volunteer Fire Service, Shire of Tammin and FESA

**Signed:** 16 April 2007

**Stakeholders:** Tammin Volunteer Fire Service and the Shire of Tammin and FESA.

**Purpose:** The establishment, maintenance and support of the Tammin Volunteer Fire Service.

**Key benefits / outcomes:** Agreement establishes a multi skilled and multi functional Fire Service Brigade.

MOU between Airservices Australia and FESA

**Signed:** 31 May 2007

**Stakeholders:** Airservices Australia and FESA

**Purpose:** Airservices to grant FESA access to a building and control tower at Karratha Airport, for the purpose of conducting BA training.

**Key benefits / outcomes:** FESA able to conduct BA training activities.

MOU between Exhibition Services and FESA for a Tsunami Demonstration Tank

**Signed:** 1 June 2007

**Stakeholders:** Exhibition Services and FESA

**Purpose:** Production of Tsunami Interactive Exhibit for the FESA Museum redevelopment project.

**Key benefits / outcomes:** The exhibit will become the property of FESA.

MOU between Bruce Rock Fire and Emergency Services Unit, Shire of Bruce Rock and FESA

**Signed:** 29 June 2007

**Stakeholders:** Bruce Rock Fire and Emergency Services Unit, Shire of Bruce Rock and FESA

**Purpose:** The establishment, maintenance and support of the Bruce Rock VES.

**Key benefits / outcomes:** Agreement establishes a multi skilled and multi functional Fire Service Brigade.



# DISCLOSURES AND LEGAL COMPLIANCE

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# FINANCIAL STATEMENTS

## FINANCIAL STATEMENTS

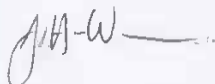
### **Certification of Financial Statements** **For the year ended 30 June 2007**

The accompanying financial statements of the Fire and Emergency Services Authority of Western Australia have been prepared in compliance with the provisions of the Financial Management Act 2006 from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2007 and the financial position as at 30 June 2007.

At the date of signing we are not aware of any circumstances which would render any particulars included in the financial statements misleading or inaccurate.



**M. Barnett AM**  
**Chairman of Accountable Authority**  
Date: 27 August 2007



**J. Harrison-Ward**  
**Chief Executive Officer**  
Date: 27 August 2007



**R. Fortuna**  
**Acting Chief Finance Officer**  
Date: 27 August 2007

**Income Statement**  
**For the year ended 30 June 2007**

		<b>2007</b>	<b>2006</b>
	<b>Note</b>	<b>\$000</b>	<b>\$000</b>
<b>COST OF SERVICES</b>			
<b>Expenses</b>			
Employee benefits expense	<b>6</b>	103,855	94,193
Supplies and services	<b>7</b>	26,574	21,823
Depreciation and amortisation expense	<b>8</b>	8,779	8,322
Finance costs	<b>9</b>	1,998	2,508
Accommodation expenses	<b>10</b>	6,076	4,771
Grants and subsidies	<b>11</b>	53,416	28,042
Capital user charge	<b>12</b>	2,228	3,038
Loss on disposal of non-current assets	<b>13</b>	-	259
Other expenses	<b>14</b>	19,291	19,373
<b>Total Cost of Services</b>		<b>222,217</b>	<b>182,329</b>
<b>INCOME</b>			
<b>Revenue</b>			
User charges and fees	<b>15</b>	150,009	143,384
Commonwealth grants and contributions	<b>16</b>	4,639	3,013
Interest revenue	<b>17</b>	4,343	3,861
Other revenue	<b>18</b>	6,938	3,101
Other grants and contributions	<b>19</b>	2,634	1,769
<b>Total Revenue</b>		<b>168,563</b>	<b>155,128</b>
<b>Gains</b>			
Gain on disposal of non-current assets	<b>13</b>	116	1,978
<b>Total Gains</b>		<b>116</b>	<b>1,978</b>
<b>Total Income other than income from State Government</b>		<b>168,679</b>	<b>157,106</b>
<b>NET COST OF SERVICES</b>		<b>53,538</b>	<b>25,223</b>
<b>INCOME FROM STATE GOVERNMENT</b>			
	<b>20</b>		
Service appropriation		59,277	44,301
Liabilities assumed by the Treasurer		419	-
Resources received free of charge		2,745	888
<b>Total Income from State Government</b>		<b>62,441</b>	<b>45,189</b>
<b>SURPLUS FOR THE PERIOD</b>		<b>8,903</b>	<b>19,966</b>

The Income Statement should be read in conjunction with the accompanying notes.

**Balance Sheet**  
**As at 30 June 2007**

	Note	2007 \$000	2006 \$000
<b>ASSETS</b>			
<b>Current assets</b>			
Restricted cash and cash equivalents	21	71,316	72,165
Inventories	22	6,274	5,646
Receivables	23	7,757	3,945
Amounts receivable for services		1,261	1,675
<b>Total current assets</b>		<b>86,608</b>	<b>83,431</b>
<b>Non-current assets</b>			
Restricted cash and cash equivalents	21	500	500
Property, plant and equipment	24	178,636	134,185
Intangible assets	25	144	183
<b>Total non-current assets</b>		<b>179,280</b>	<b>134,868</b>
<b>TOTAL ASSETS</b>		<b>265,888</b>	<b>218,299</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	27	6,194	3,212
Borrowings	28	12,550	2,050
Provisions	29	10,401	6,813
Other current liabilities	30	9,157	7,268
<b>Total current liabilities</b>		<b>38,302</b>	<b>19,343</b>
<b>Non-current liabilities</b>			
Borrowings	28	20,315	32,865
Provisions	29	7,078	8,159
<b>Total non-current liabilities</b>		<b>27,393</b>	<b>41,024</b>
<b>TOTAL LIABILITIES</b>		<b>65,695</b>	<b>60,367</b>
<b>NET ASSETS</b>		<b>200,193</b>	<b>157,932</b>
<b>EQUITY</b>			
	31		
Contributed equity		58,363	58,113
Reserves		48,119	15,011
Accumulated surplus		93,711	84,808
<b>TOTAL EQUITY</b>		<b>200,193</b>	<b>157,932</b>

The Balance Sheet should be read in conjunction with the accompanying notes.

**Statement of Changes in Equity  
For the year ended 30 June 2007**

	<b>Note</b>	<b>2007 \$000</b>	<b>2006 \$000</b>
<b>Balance of equity at start of period</b>		<b>157,932</b>	<b>132,539</b>
<b>CONTRIBUTED EQUITY</b>	<b>31</b>		
Balance at start of period		58,113	51,882
Capital contribution		250	7,251
Distributions to owners		-	(1,020)
Balance at end of period		58,363	58,113
<b>RESERVES</b>	<b>31</b>		
<b>Asset revaluation reserve</b>			
Balance at start of period		15,011	15,011
Gains from asset revaluation		33,108	-
Balance at end of period		48,119	15,011
<b>ACCUMULATED SURPLUS</b>	<b>31</b>		
Balance at start of period		84,808	65,646
Surplus for the period		8,903	19,966
Equity contributions reclassification		-	(804)
Balance at end of period		93,711	84,808
<b>Balance of equity at end of period</b>		<b>200,193</b>	<b>157,932</b>
<b>Total income and expense for the period (a)</b>		<b>42,011</b>	<b>19,966</b>

(a) The aggregate net amount attributable to each category of equity is: surplus of \$8,903,000 plus gains from asset revaluation of \$33,108,000 (2006: surplus \$19,966,000).

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

**Cash Flow Statement**  
**For the year ended 30 June 2007**

		<b>2007</b>	<b>2006</b>
	<b>Note</b>	<b>\$000</b>	<b>\$000</b>
<b>CASH FLOWS FROM STATE GOVERNMENT</b>			
Service appropriation		56,036	43,596
Capital contributions		250	5,426
Holding account drawdowns		3,655	2,924
<b>Net cash provided by State Government</b>		<b>59,941</b>	<b>51,946</b>
<b>Utilised as follows:</b>			
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Employee benefits		(95,838)	(90,394)
Supplies and services		(44,158)	(37,669)
Finance costs		(1,571)	(2,508)
Accommodation		(6,076)	(4,771)
Grants and subsidies		(53,416)	(28,042)
Capital user charge		(2,228)	(3,038)
<b>Receipts</b>			
User charges and fees		153,507	141,957
Commonwealth grants and contributions		4,639	4,810
Interest received		3,967	3,493
Other receipts		2,634	2,481
<b>Net cash used in operating activities</b>	<b>32</b>	<b>(38,540)</b>	<b>(13,681)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Proceeds from sale of non-current physical assets		206	4,330
Purchase of non-current physical assets		(20,406)	(13,561)
<b>Net cash used in investing activities</b>		<b>(20,200)</b>	<b>(9,231)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Proceeds from borrowings		-	3,000
Repayment of borrowings		(2,050)	(10,802)
<b>Net cash used in financing activities</b>		<b>(2,050)</b>	<b>(7,802)</b>
<b>Net increase / (decrease) in cash and cash equivalents</b>		<b>(849)</b>	<b>21,232</b>
Cash and cash equivalents at the beginning of the period		72,665	51,433
<b>Cash and cash equivalents at end of period</b>	<b>21</b>	<b>71,816</b>	<b>72,665</b>

The Statement of Cash Flows should be read in conjunction with the accompanying notes.

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

**1 Australian equivalents to International Financial Reporting Standards**

**General**

The Authority's financial statements for the year ended 30 June 2007 have been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS), which comprise a Framework for the Preparation and Presentation of Financial Statements (the Framework) and Australian Accounting Standards (including the Australian Accounting Interpretations).

In preparing these financial statements the Authority has adopted, where relevant to its operations, new and revised Standards and Interpretations from their operative dates as issued by the AASB and formerly the Urgent Issues Group (UIG).

**Early adoption of standards**

The Authority cannot early adopt an Australian Accounting Standard or Australian Accounting Interpretation unless specifically permitted by TI 1101 'Application of Australian Accounting Standards and Other Pronouncements'. No Standards and Interpretations that have been issued or amended but are not yet effective have been early adopted by the Authority for the annual reporting period ended 30 June 2007.

**2 Summary of significant accounting policies**

**(a) General statement**

The financial statements constitute a general purpose financial report which has been prepared in accordance with the Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board as applied by the Treasurer's instructions. Several of these are modified by the Treasurer's instructions to vary application, disclosure, format and wording.

The Financial Management Act and the Treasurer's instructions are legislative provisions governing the preparation of financial statements and take precedence over the Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board.

Where modification is required and has a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

**(b) Basis of preparation**

The financial statements have been prepared on the accrual basis of accounting using the historical cost convention, modified by the revaluation of land and buildings which have been measured at fair value.

The accounting policies adopted in the preparation of the financial statements have been consistently applied throughout all periods presented unless otherwise stated.

The financial statements are presented in Australian dollars and all values are rounded to the nearest thousand dollars (\$'000).

**Notes to the Financial Statements  
For the year ended 30 June 2007**

**2 Summary of significant accounting policies (continued)**

**(b) Basis of preparation (continued)**

The key assumptions made concerning the future, and other key sources of estimation uncertainty at the balance sheet date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are disclosed at note 3 'Key sources of estimation uncertainty'.

**(c) Reporting entity**

The Authority is the only reporting entity.

**(d) Contributed equity**

UIG Interpretation 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities' requires transfers in the nature of equity contributions to be designated by the Government (the owner) as contributions by owners (at the time of, or prior to transfer) before such transfers can be recognised as equity contributions. Capital contributions (appropriations) have been designated as contributions by owners by Treasurer's Instruction (TI) 955 'Contributions by Owners made to Wholly Owned Public Sector Entities' and have been credited directly to Contributed Equity.

Transfer of net assets to/from other agencies are designated as contributions by owners where the transfers are non-discretionary and non-reciprocal.

**(e) Income**

***Revenue recognition***

Revenue is measured at the fair value of consideration received or receivable. Revenue is recognised for the major business activities as follows:

***Rendering of services***

Revenue is recognised on delivery of the service to the client or by reference to the stage of completion of the transaction.

***Sale of goods***

Revenue is recognised from the sale of goods and disposal of other assets and the delivery of services to the client when the significant risks and rewards of ownership control transfer to the purchaser.

***Interest***

Revenue is recognised as the interest accrues.



**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

**2 Summary of significant accounting policies (continued)**

**(e) Income (continued)**

*Service Appropriations*

Service appropriations are recognised as revenues at nominal value in the period in which the Authority gains control of the appropriated funds. The Authority gains control of appropriated funds at the time those funds are deposited into the Authority's bank account or credited to the holding account held at the Department of Treasury and Finance. (See note 20 'Income from State Government').

*Grants, donations, gifts and other non-reciprocal contributions*

Revenue is recognised at fair value when the Authority obtains control over the assets comprising the contributions, usually when cash is received.

Other non-reciprocal contributions that are not contributions by owners are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

Where contributions recognised as revenues during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the balance sheet date, the nature of, and amounts pertaining to, those undischarged conditions are disclosed in the notes.

**Gains**

Gains may be realised or unrealised and are usually recognised on a net basis. These include gains arising on the disposal of non-current assets and some revaluations of non-current assets.

**(f) Borrowing costs**

Borrowing costs for qualifying assets are capitalised net of any investment income earned on the unexpended portion of the borrowings. Other borrowing costs are expensed when incurred.

**(g) Property, plant and equipment**

*Capitalisation / Expensing of assets*

Items of property, plant and equipment costing over \$1,000 are recognised as assets and the cost of utilising assets is expensed (depreciated) over their useful lives. Items of property, plant and equipment costing less than \$1,000 are immediately expensed direct to the Income Statement (other than where they form part of a group of similar items which are significant in total).

*Initial recognition and measurement*

All items of property, plant and equipment are initially recognised at cost.

For items of property, plant and equipment acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

**2 Summary of significant accounting policies (continued)**

**(g) Property, plant and equipment (continued)**

*Subsequent measurement*

After recognition as an asset, the revaluation model is used for the measurement of land and buildings and the cost model for all other property, plant and equipment. Land and buildings are carried at fair value less accumulated depreciation on buildings and accumulated impairment losses. All other items of property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Where market-based evidence is available, the fair value of land and buildings is determined on the basis of current market buying values determined by reference to recent market transactions. When buildings are revalued by reference to recent market transactions, the accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount.

Where market-based evidence is not available, the fair value of land and buildings is determined on the basis of existing use. This normally applies where buildings are specialised or where land use is restricted. Fair value for existing use assets is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, ie. the depreciated replacement cost.

Where the fair value of buildings is dependent on using the depreciated replacement cost, the gross carrying amount and the accumulated depreciation are restated proportionately. Independent valuations of land and buildings are provided annually by the Western Australian Land Information Authority (Valuation Services) and recognised with sufficient regularity to ensure that the carrying amount does not differ materially from the asset's fair value at the balance sheet date.

The most significant assumptions in estimating fair value are made in assessing whether to apply the existing use basis to assets and in determining estimated useful life. Professional judgement by the valuer is required where the evidence does not provide a clear distinction between market type assets and existing use assets.

*Depreciation*

All non-current assets having a limited useful life are systematically depreciated over their estimated useful lives in a manner which reflects the consumption of their future economic benefits.

Land and artwork is not depreciated. Depreciation on other assets is calculated using the straight-line method, using rates which are reviewed annually. Estimated useful lives for each class of depreciable asset are:

Buildings	20 - 40 years
Motor vehicles	2 - 20 years
Plant and equipment	5 - 10 years

Works of art controlled by the Authority are classified as property, plant and equipment, which are anticipated to have very long and indefinite useful lives. Their service potential has not, in any material sense, been consumed during the reporting period and so no depreciation has been recognised.

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

**2 Summary of significant accounting policies (continued)**

**(h) Intangible assets**

*Capitalisation / Expensing of assets*

Acquisitions of intangible assets costing over \$1,000 or more and internally generated intangible assets costing \$1,000 or more are capitalised. The cost of utilising assets is expensed (amortised) over their useful lives. Costs incurred below these thresholds are immediately expensed direct to the Income Statement.

All acquired and internally developed intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

The cost model is applied for subsequent measurement requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.

Amortisation for intangible assets with finite useful lives is calculated for the period of the expected benefit (estimated useful life) on the straight-line basis using rates which are reviewed annually. All intangible assets controlled by the Authority have a finite useful life and zero residual value, except for trademarks.

*Computer Software*

Software that is an integral part of the related hardware is treated as property, plant and equipment. Software that is not an integral part of the related hardware is treated as an intangible asset. Software costing less than \$1,000 is expensed in the year of acquisition. Computer software is amortised over 3 years.

*Web site costs*

Web site costs are charged as expenses when they are incurred unless they relate to the acquisition or development of an asset when they may be capitalised and amortised. Generally, costs in relation to feasibility studies during the planning phase of a web site, and ongoing costs of maintenance during the operating phase are expensed. Costs incurred in building or enhancing a web site, to the extent that they represent probable future economic benefits that can be reliably measured, are capitalised.

**(i) Impairment of assets**

Property, plant and equipment, and intangible assets are tested for any indication of impairment at each reporting date. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised. As the Authority is a not for profit entity, unless an asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated or where the replacement cost is falling. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of asset's future economic benefits and to evaluate any impairment risk from falling replacement costs.

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

**2 Summary of significant accounting policies (continued)**

**(i) Impairment of assets (continued)**

Intangible assets with an indefinite life and intangible assets not yet available for use are tested for impairment at each reporting date irrespective of whether there is any indication of impairment.

The recoverable amount of assets identified as surplus assets is the higher of fair value less costs to sell and the present value of future cash flows expected to be derived from the asset. Surplus assets carried at fair value have no risk of material impairment where fair value is determined by reference to market evidence. Where fair value is determined by reference to depreciated replacement cost, surplus assets are at risk of impairment and the recoverable amount is measured. Surplus assets at cost are tested for indications of impairment at each reporting date.

**(j) Leases**

The Authority holds operating leases for buildings, office equipment, aerial equipment and motor vehicles. Lease payments are expensed on a straight line basis over the lease term, as this is representative of the pattern of benefits to be derived from the leased items and services.

**(k) Resources received free of charge or for nominal cost**

Resources received free of charge or for nominal cost that can be reliably measured are recognised as revenues and as assets or expenses as appropriate, at fair value.

**(l) Financial instruments**

The Authority has two categories of financial instrument:

Loans and receivables (cash and cash equivalents, receivables and term deposits); and

Non-trading financial liabilities (payables and State Treasury borrowings).

Initial recognition and measurement of financial instruments is at fair value which normally equates to the transaction cost or the face value. Subsequent measurement is at amortised cost using the effective interest method.

The fair value of short-term receivables and payables is the transaction cost or the face value because there is no interest rate applicable and subsequent measurement is not required as the effect of discounting is not material.

**(m) Cash and cash equivalents**

For the purpose of the Cash Flow Statement, cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand and short-term deposits with maturities of six months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

**(n) Accrued salaries**

Accrued salaries (see note 30 'Other Liabilities') represent the amount due to staff but unpaid at the end of the financial year, as the end of the last pay period for that financial year does not coincide with the end of the financial year. Accrued salaries are settled within a week of the financial year end. The Authority considers the carrying amount of accrued salaries to be equivalent to its net fair value.

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

**2 Summary of significant accounting policies (continued)**

**(o) Investments**

Investments are brought to account at the lower of cost and recoverable amount. Term investments held represent investments in term deposits. Interest revenues from investments are recognised as they are accrued.

**(p) Receivables**

Receivables are recognised and carried at original invoice amount less an allowance for any uncollectible amounts (ie. impairment). The collectability of receivables is reviewed on an ongoing basis and any receivables identified as uncollectible are written-off. The allowance for uncollectible amounts (doubtful debts) is raised when there is objective evidence that the Authority will not be able to collect the debts. The carrying amount is equivalent to fair value as it is due for settlement within 30 days. See note 2(l) 'Financial Instruments' and note 23 'Receivables'.

**(q) Amounts receivable for services (Holding account)**

The Authority receives funding on an accrual basis that recognises the full annual cash and non-cash cost of services. The appropriations are paid partly in cash and partly as an asset (Holding Account receivable) that is accessible on the emergence of the cash funding requirement to cover items such as leave entitlements and asset replacement. See note 19 'Income from State Government'.

**(r) Inventories**

Inventories are measured at the lower of cost and net realisable value. Costs are assigned by the method most appropriate to each particular class of inventory, with the majority being valued using the average cost method.

Inventories not held for resale are valued at cost unless they are no longer required, in which case they are valued at net realisable value. See note 21 'Inventories'.

**(s) Payables**

Payables are recognised at the amounts payable when the Authority becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as they are generally settled within 30 days. See note 2(l) 'Financial Instruments' and note 27 'Payables'.

**(t) Borrowings**

All loans are initially recognised at cost, being the fair value of the net proceeds received. Subsequent measurement is at amortised cost using the effective interest rate method. See note 2(l) 'Financial Instruments' and note 28 'Borrowings'.

**(u) Provisions**

Provisions are liabilities of uncertain timing and amount and are recognised where there is a present legal, equitable or constructive obligation as a result of a past event and when the outflow of economic benefits is probable and can be measured reliably. Provisions are reviewed at each balance date. See note 29 'Provisions'.

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

**2 Summary of significant accounting policies (continued)**

**(u) Provisions (continued)**

**(i) Employee benefits**

*Annual leave and long service leave*

The liability for annual and long service leave expected to be settled within 12 months after the end of the reporting date is recognised and measured at the undiscounted amounts expected to be paid when the liabilities are settled. Annual and long service leave expected to be settled more than 12 months after the end of the reporting date is measured at the present value of amounts expected to be paid when the liabilities are settled. Leave liabilities are in respect of services provided by employees up to the reporting date.

When assessing expected future payments consideration is given to expected future wage and salary levels including non salary components such as employer superannuation contributions. In addition, the long service leave liability also considers the experience of employee departures and periods of service.

The expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

All annual leave and unconditional long service leave provisions are classified as current liabilities as the Authority does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

*Superannuation*

The Government Employees Superannuation Board (GESB) administers the following superannuation schemes.

Employees may contribute to the Pension Scheme, a defined benefit pension scheme now closed to new members or the Gold State Superannuation Scheme (GSS), a defined benefit lump sum scheme also closed to new members.

The Authority has no liabilities under the Pension or the GSS Schemes. The liabilities for the unfunded Pension Scheme and the unfunded GSS Scheme transfer benefits due to members who transferred from the Pension Scheme, are assumed by the Treasurer. All other GSS Scheme obligations are funded by concurrent contributions made by the Authority to the GESB. The concurrently funded part of the GSS Scheme is a defined contribution scheme as these contributions extinguish all liabilities in respect of the concurrently funded GSS Scheme obligations.

Employees commencing employment prior to 16 April 2007 who are not members of either the Pension or the GSS Schemes became non-contributory members of the West State Superannuation Scheme (WSS). Employees commencing employment on or after 16 April 2007 became members of the GESB Super Scheme (GESBS). Both of these schemes are accumulation schemes. The Authority makes concurrent contributions to GESB on behalf of employees in compliance with the Commonwealth Government's Superannuation Guarantee (Administration) Act 1992. These contributions extinguish the liability for superannuation charges in respect of the WSS and GESBS Schemes.

The GESB makes all benefit payments in respect of the Pension and GSS Schemes, and is recouped by the Treasurer for the employer's share.

Contributions are also made to the Fire and Emergency Services Superannuation Board to provide benefits for employees and their dependants on retirement, disability or death.

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

**2 Summary of significant accounting policies (continued)**

**(u) Provisions (continued)**

**(i) Employee benefits (continued)**

*Superannuation (continued)*

The liability for superannuation charges under the Fire and Emergency Services Superannuation Act 1985 is extinguished by weekly payments of employer contributions to the Fire and Emergency Services Superannuation Board.

The liability for superannuation charges incurred under the Superannuation and Family Benefits Act 1938 pension scheme, together with the pre-transfer service liability for employees who transferred to the Gold State Superannuation scheme, has been provided for in the financial statements.

**(ii) Provisions - Other**

*Employment on-costs*

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other Expenses' and are not included as part of the Authority's 'Employee benefits expense'. The related liability is included in 'Employment on-costs provision'. See note 14 'Other Expenses' and note 29 'Provisions'.

**(v) Superannuation expense**

The following elements are included in calculating the superannuation expense in the Income Statement:

- (a) Defined benefit plans - Change in the unfunded employer's liability (i.e. current service cost and, actuarial gains and losses) assumed by the Treasurer in respect of current employees who are members of the Pension Scheme and current employees who accrued a benefit on transfer from that Scheme to the Gold State Superannuation Scheme (GSS); and
- (b) Defined contribution plans - Employer contributions paid to the GSS, the West State Superannuation Scheme (WSS), and the GESB Super Scheme (GESBS).

The superannuation expense does not include payment of pensions to retirees, as this does not constitute part of the cost of services provided in the current year.

Defined benefit plans - in order to reflect the true cost of services, the movements (i.e. current service cost and, actuarial gains and losses) in the liabilities in respect of the Pension Scheme and the GSS transfer benefits are recognised as expenses. As these liabilities are assumed by the Treasurer, a revenue titled 'Liabilities assumed by the Treasurer' see note 2(u)(i), equivalent to the expense is recognised under Income from State Government in the Income Statement. See note 20 'Income from State Government'.

The GSS Scheme is a defined benefit scheme for the purposes of employees and whole-of-government reporting. However, apart from the transfer benefit, it is a defined contribution plan for agency purposes because the concurrent contributions (defined contributions) made by the agency to GESB extinguishes the agency's obligations to the related superannuation liability.

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

**2 Summary of significant accounting policies (continued)**

**(w) Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST except:

where the GST incurred on purchases of goods and services is not recoverable from the taxation authority, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable.

receivables and payables are stated inclusive of GST.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the balance sheet. Cash flows are included in the cash flow statement on a gross basis and GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the Australian Taxation Office is classified as operating cash flows.

**(x) Comparative figures**

Comparative figures are, where appropriate, reclassified to be comparable with the figures presented in the current financial year.

**3 Key sources of estimation uncertainty**

The key estimates and assumptions made concerning the future, and other key sources of estimation uncertainty at the balance sheet date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, which are described in the respective notes, include:

Discount rates used in estimating provisions;

Estimating useful life and residual values of key assets; and

Long service leave – retention rates and discount rates.

**4 Disclosure of changes in accounting policy and estimates**

**Initial application of an Australian Accounting Standard**

The Authority has applied the following Australian Accounting Standards and Australian Accounting Interpretations effective for annual reporting periods beginning on or after 1 July 2006:

1. AASB 2005-9 'Amendments to Australian Accounting Standards [AASB 4, AASB 1023, AASB 139 & AASB 132]' (Financial guarantee contracts). The amendment deals with the treatment of financial guarantee contracts, credit insurance contracts, letters of credit or credit derivative default contracts as either an "insurance contract" under AASB 4 'Insurance Contracts' or as a "financial guarantee contract" under AASB 139 'Financial Instruments: Recognition and Measurement'. The Authority does not currently undertake these types of transactions, resulting in no financial impact in applying the Standard.
2. UIG Interpretation 4 'Determining whether an Arrangement Contains a Lease' as issued in June 2005. This Interpretation deals with arrangements that comprise a transaction or a series of linked transactions that may not involve a legal form of a lease but by their nature are deemed to be leases for the purposes of applying AASB 117 'Leases'. At balance sheet date, the Authority has not entered into any arrangements as specified in the Interpretation, resulting in no impact in applying the Interpretation.



**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

**4 Disclosure of changes in accounting policy and estimates (continued)**

**Initial application of an Australian Accounting Standard (continued)**

3. UIG Interpretation 9 'Reassessment of Embedded Derivatives'. This Interpretation requires an embedded derivative that has been combined with a non-derivative to be separated from the host contract and accounted for as a derivative in certain circumstances. At balance sheet date, the Authority has not entered into any contracts as specified in the Interpretation, resulting in no impact in applying the Interpretation.

The following Australian Accounting Standards and Interpretations are not applicable to the Authority as they have no impact or do not apply to not-for-profit entities:

AASB Standards  
and Interpretations

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2005-1	'Amendments to Australian Accounting Standard' (AASB 139 – Cash flow hedge accounting of forecast intragroup transactions)
2005-5	'Amendments to Australian Accounting Standards [AASB 1 AASB 139]'
2006-1	'Amendments to Australian Accounting Standards [AASB 121]'
2006-3	'Amendments to Australian Accounting Standards [AASB 1045]'
2006-4	'Amendments to Australian Accounting Standards [AASB 134]'
2007-2	'Amendments to Australian Accounting Standards arising from AASB Interpretation 12 [AASB 1, AASB 117, AASB 118, AASB 120, AASB 121, AASB 127, AASB 131 & AASB 139]' – paragraph 9
UIG 5	'Rights to Interests arising from Decommissioning, Restoration and Environmental Rehabilitation Funds'
UIG 6	'Liabilities arising from Participating in a Specific Market – Waste Electrical and Electronic Equipment'
UIG 7	'Applying the Restatement Approach under AASB 129 Financial Reporting in Hyperinflationary Economies'
UIG 8	'Scope of AASB 2'

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

**4 Disclosure of changes in accounting policy and estimates (continued)**

**Future impact of Australian Accounting Standards not yet operative**

The Authority cannot early adopt an Australian Accounting Standard or Australian Accounting Interpretation unless specifically permitted by TI 1101 'Application of Australian Accounting Standards and Other Pronouncements'. Consequently, the Authority has not applied the following Australian Accounting Standards and Australian Accounting Interpretations that have been issued but are not yet effective. These will be applied from their application date:

1. AASB 7 'Financial Instruments: Disclosures' (including consequential amendments in AASB 2005 10 'Amendments to Australian Accounting Standards [AASB 132, AASB 101, AASB 114, AASB 117, AASB 133, AASB 139, AASB 1, AASB 4, AASB 1023 & AASB 1038]'). This Standard requires new disclosures in relation to financial instruments. The Standard is considered to result in increased disclosures, both quantitative and qualitative of the Authority's exposure to risks, enhanced disclosure regarding components of the Authority's financial position and performance, and possible changes to the way of presenting certain items in the financial statements. The Authority does not expect any financial impact when the Standard is first applied. The Standard is required to be applied to annual reporting periods beginning on or after 1 January 2007.
2. AASB 2005-10 'Amendments to Australian Accounting Standards (AASB 132, AASB 101, AASB 114, AASB 117, AASB 133, AASB 139, AASB 1, AASB 4, AASB 1023, & AASB 1038)'. The amendments are as a result of the issue of AASB 7 'Financial Instruments: Disclosures', which amends the financial instrument disclosure requirements in these standards. The Authority does not expect any financial impact when the Standard is first applied. The Standard is required to be applied to annual reporting periods beginning on or after 1 January 2007.
3. AASB 101 'Presentation of Financial Statements'. This Standard was revised and issued in October 2006 so that AASB 101 has the same requirements as IAS 1 'Presentation of Financial Statements' (as issued by the IASB) in respect of for-profit entities. The Authority is a not-for-profit entity and consequently does not expect any financial impact when the Standard is first applied. The Standard is required to be applied to annual reporting periods beginning on or after 1 January 2007.
4. AASB 2007-4 'Amendments to Australian Accounting Standards arising from ED 151 and Other Amendments (AASB 1, 2, 3, 4, 5, 6, 7, 102, 107, 108, 110, 112, 114, 116, 117, 118, 119, 120, 121, 127, 128, 129, 130, 131, 132, 133, 134, 136, 137, 138, 139, 141, 1023 & 1038)'. This Standard introduces policy options and modifies disclosures. These amendments arise as a result of the AASB decision that, in principle, all options that currently exist under IFRSs should be included in the Australian equivalents to IFRSs and additional Australian disclosures should be eliminated, other than those now considered particularly relevant in the Australian reporting environment. The Department of Treasury and Finance has indicated that it will mandate to remove the policy options added by this amending Standard. This will result in no impact as a consequence of application of the Standard. The Standard is required to be applied to annual reporting periods beginning on or after 1 July 2007.
5. AASB 2007-5 'Amendment to Australian Accounting Standard – Inventories Held for Distribution by Not-for-Profit Entities (AASB 102)'. This amendment changes AASB 102 'Inventories' so that inventories held for distribution by not-for-profit entities are measured at cost, adjusted when applicable for any loss of service potential. The Standard is required to be applied to annual reporting periods beginning on or after 1 July 2007.

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

**4 Disclosure of changes in accounting policy and estimates (continued)**

**Future impact of Australian Accounting Standards not yet operative (continued)**

6. AASB Interpretation 4 'Determining whether an Arrangement Contains a Lease'. This Interpretation was revised and issued in February 2007 to specify that if a public-to-private service concession arrangement meets the scope requirements of AASB Interpretation 12 'Service Concession Arrangements' as issued in February 2007, it would not be within the scope of Interpretation 4. At balance sheet date, the Authority has not entered into any arrangements as specified in the Interpretation or within the scope of Interpretation 12, resulting in no impact when the Interpretation is first applied. The Interpretation is required to be applied to annual reporting periods beginning on or after 1 January 2008.
7. AASB Interpretation 12 'Service Concession Arrangements'. This Interpretation was issued in February 2007 and gives guidance on the accounting by operators (usually a private sector entity) for public-to-private service concession arrangements. It does not address the accounting by grantors (usually a public sector entity). It is currently unclear as to the application of the Interpretation to the Authority if and when public-to-private service concession arrangements are entered into in the future. At balance sheet date, the Authority has not entered into any public-to-private service concession arrangements resulting in no impact when the Interpretation is first applied. The Interpretation is required to be applied to annual reporting periods beginning on or after 1 January 2008.
8. AASB Interpretation 129 'Service Concession Arrangements: Disclosures [revised]'. This Interpretation was revised and issued in February 2007 to be consistent with the requirements in AASB Interpretation 12 'Service Concession Arrangements' as issued in February 2007. Specific disclosures about service concession arrangements entered into are required in the notes accompanying the financial statements, whether as a grantor or an operator. At balance sheet date, the Authority has not entered into any public-to-private service concession arrangements resulting in no impact when the Interpretation is first applied. The Interpretation is required to be applied to annual reporting periods beginning on or after 1 January 2008.
9. AASB 2007-6 'Amendments to Australian Accounting standards arising from AASB 1, AASB 101, AASB 107, AASB 111, AASB 116 & AASB 138 and Interpretations 1 & 12'. The amendments principally remove references to expensing borrowing costs on qualifying assets, as AASB 123 was revised to require such borrowing costs to be capitalised. The Authority does not expect any financial impact when the Standard is first applied. The Standard is required to be applied to annual reporting periods beginning on or after 1 January 2009.

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

**4 Disclosure of changes in accounting policy and estimates (continued)**

**Future impact of Australian Accounting Standards not yet operative (continued)**

The following Australian Accounting Standards and Interpretations are not applicable to the Authority as they have no impact or do not apply to not-for-profit entities:

AASB Standards  
and Interpretations

AASB 8	'Operating Segments'
AASB 1049	'Amendments to Australian Accounting Standard' (AASB 139 – Cash flow hedge accounting of forecast intragroup transactions)
AASB 2007-1	'Amendments to Australian Accounting Standards arising from AASB Interpretation 11 [AASB 2]'
AASB 2007-2	'Amendments to Australian Accounting Standards arising from AASB Interpretation 12 [AASB 1, AASB 117, AASB 118, AASB 120, AASB 121, AASB 127, AASB 131 & AASB 139] – paragraphs 1 to 8
AASB 2007-3	'Amendments to Australian Accounting Standards arising from AASB 8 [AASB 5, AASB 6, AASB 102, AASB 107, AASB 119, AASB 127, AASB 134, AASB 136, AASB 1023 & AASB 1038]'
AASB 2007-7	'Amendments to Australian Accounting Standards [AASB 1, AASB 2, AASB 4, AASB 5, AASB 107 & AASB 128]'. This Standard was issued on 28 June 2007 and applies to annual reporting periods beginning on or after 1 July 2007.
Interpretation 10	'Interim Financial Reporting and Impairment'
Interpretation 11	'AASB 2 – Group and Treasury Share Transactions'

**5 Changes in Accounting Estimates**

There were no changes in accounting estimates that will have an effect on the current reporting period.

**6 Employee benefits expense**

	<b>2007</b>	<b>2006</b>
	<b>\$000</b>	<b>\$000</b>
Wages and salaries (a)	74,230	69,676
Protective clothing and uniforms	2,241	2,210
Superannuation contribution to FESB	8,420	7,886
Superannuation contribution to GESB	818	733
Long service leave (b)	4,570	2,818
Annual leave (b)	12,079	10,261
Other related expenses (c) (d)	1,497	609
	<b>103,855</b>	<b>94,193</b>

(a) Includes the value of the fringe benefit to the employee plus the fringe benefits tax component.

(b) Includes a superannuation contribution component.

(c) Defined benefit plans include Pension scheme and Gold State (pre-transfer benefit).

(d) An equivalent notional income is also recognised (see note 20 'Income from State Government').

Employment on-costs such as workers' compensation insurance are included at note 14 'Other Expenses'. The employment on-costs liability is included at note 29 'Provisions'.

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

	<b>2007</b>	<b>2006</b>
	<b>\$000</b>	<b>\$000</b>
<b>7 Supplies and services</b>		
Communication	1,822	1,936
Consultants and contractors	22,059	17,188
Travel	2,693	2,699
	<hr/>	<hr/>
	26,574	21,823
	<hr/>	<hr/>
<b>8 Depreciation and amortisation expense</b>		
<b>(a) Depreciation</b>		
Buildings	2,735	2,453
Plant, equipment and motor vehicles	5,938	5,745
	<hr/>	<hr/>
Total depreciation	8,673	8,198
<b>(b) Amortisation</b>		
Software	106	124
	<hr/>	<hr/>
Total depreciation and amortisation	8,779	8,322
	<hr/>	<hr/>
<b>9 Finance costs</b>		
Interest paid	1,998	2,508
	<hr/>	<hr/>
<b>10 Accommodation expenses</b>		
Lease rentals	1,550	999
Repairs and maintenance	4,526	3,772
	<hr/>	<hr/>
	6,076	4,771
	<hr/>	<hr/>
<b>11 Grants and subsidies</b>		
Emergency Service Levy grants paid in accordance with the provisions of the Fire and Emergency Services Authority of Western Australia Act 1998 and the Local Government Manual for Capital and Operating Grants:		
- Local Governments	15,952	15,562
- Private Fire Brigades	70	102
	<hr/>	<hr/>
Natural Disaster grants paid in accordance with the Western Australian Natural Disaster Relief Arrangements.	34,863	9,959
	<hr/>	<hr/>
Grants and subsidies paid to volunteer establishments and external bodies in line with approved schemes, agreements and statutes encompassing Association of Volunteer Bush Fire Brigades WA, Emergency Services Volunteer Association, SES Volunteer Association of WA, Volunteer Marine Rescue WA and Western Australian Volunteer Fire & Rescue Services Association.	2,531	2,419
	<hr/>	<hr/>
	53,416	28,042
	<hr/>	<hr/>

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

	2007 \$000	2006 \$000
<b>12 Capital user charge</b>		
Capital user charge	2,228	3,038
<p>The charge was a levy applied by Government for the use of its capital. In 2006-07, the final year in which the charge was levied, a single payment was made equal to the appropriation for 2006-07 less any adjustment relating to 2005-06.</p>		
<b>13 Gain / loss on disposal of non-current assets</b>		
<u>Cost of disposal of non-current assets</u>		
Buildings	-	883
Land	-	1,466
Motor vehicles	90	256
Plant and equipment	-	7
Intangible assets	-	-
<u>Proceeds from disposal of non-current assets</u>		
Buildings	-	967
Land	-	3,078
Motor vehicles	206	284
Plant and equipment	-	2
Loss on disposal of non-current assets	-	(259)
Gain on disposal of non-current assets	116	1,978
Net gain on disposal of non-current assets	116	1,719
<b>14 Other expenses</b>		
Administration	2,973	2,964
Advertising and promotion expense	874	997
Ex-gratia payments	200	-
Electricity and water expense	1,071	1,116
Insurance premiums and claims	2,390	2,139
Motor vehicle leases	1,421	1,368
Other leases	54	78
Maintenance of inventory	9	(22)
Maintenance of motor vehicles	4,124	4,027
Maintenance of plant and equipment	6,035	6,376
Doubtful debts	4	284
Employment on-costs (a)	-	46
Other	136	-
	19,291	19,373

(a) Includes worker's compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and long service leave liability is included at note 29 'Provisions'. Superannuation contributions accrued as part of the provision for leave are employment benefits and are not included in employment on-costs.

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

	<b>2007</b>	<b>2006</b>
	<b>\$000</b>	<b>\$000</b>
<b>15 User charges and fees</b>		
User charges	3,910	4,344
Fees	146,099	139,040
	<u>150,009</u>	<u>143,384</u>
<b>16 Commonwealth grants and contributions</b>		
Capital	150	-
Recurrent	3,605	2,688
Other	884	325
	<u>4,639</u>	<u>3,013</u>
<b>17 Interest revenue</b>		
Interest from investments	4,203	3,676
Interest from Emergency Services Levy	140	185
	<u>4,343</u>	<u>3,861</u>
<b>18 Other revenue</b>		
Employee and volunteer cost recovery	1,425	1,431
Write back of allowance for impairment of receivables	3,286	-
Sponsorship, donations and general	2,227	1,670
	<u>6,938</u>	<u>3,101</u>
<b>19 Other grants and contributions</b>		
Non-reciprocal contributed assets	1,648	1,610
Other	986	159
	<u>2,634</u>	<u>1,769</u>

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

	<b>2007</b>	<b>2006</b>
	<b>\$000</b>	<b>\$000</b>
<b>20 Income from State Government</b>		
Appropriation received during the year:		
Service Appropriation (a)	59,277	44,301
Superannuation liability assumed by the Treasurer during the financial year (b)	419	-
Resources received free of charge (c)		
Determined on the basis of estimates provided by Western Australian Land Information Authority	2,745	888
	<u>62,441</u>	<u>45,189</u>

(a) Service appropriations are accrual amounts reflecting the net cost of services delivered. The appropriation revenue comprises a cash component and a receivable (asset). The receivable (holding account) comprises the depreciation expense for the year and any agreed increase in leave liability during the year.

(b) The assumption of the superannuation liability by the Treasurer is a notional income to match the notional superannuation expense reported in respect of current employees who are members of the Pension Scheme and current employees who have a transfer benefit entitlement under the Gold State Superannuation Scheme. (The notional superannuation expense is disclosed at note 6 'Employee Benefits Expense').

**20 Income from State Government (continued)**

(c) Where assets or services have been received free of charge or for nominal cost, the Authority recognises revenues (except where the contributions of assets or services are in the nature of contributions by owners in which case the Authority shall make a direct adjustment to equity) equivalent to the fair value of the assets and/or the fair value of those services that can be reliably determined and which would have been purchased if not donated, and those fair values shall be recognised as assets or expenses, as applicable.

**21 Restricted cash and cash equivalents**

**Current**

Cash at bank	3,221	1,317
Cash deposits	27	31
Cash investments	68,000	70,744
Cash on hand and advances	68	73
	<u>71,316</u>	<u>72,165</u>

**Non- current**

Cash investments	500	500
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All cash held by the Authority is to be used only for the purpose of providing services in accordance with the Fire and Emergency Services Authority of Western Australia Act 1998.

**22 Inventories**

Inventories held for consumption	1,129	1,200
Inventories held for distribution	5,145	4,446
	<u>6,274</u>	<u>5,646</u>

See also note 2(r) 'Inventories'.



**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

	<b>2007</b>	<b>2006</b>
	<b>\$000</b>	<b>\$000</b>
<b>23 Receivables</b>		
Receivables	5,982	5,047
Prepaid expenditure	563	1,051
Allowance for impairment of receivables	(4)	(3,286)
Interest receivable	376	432
Goods and services tax receivable	840	701
	<u>7,757</u>	<u>3,945</u>
See also note 2(p) 'Receivables' and note 37 'Financial instruments'		
<b>24 Property, plant and equipment</b>		
<b>Land</b>		
At fair value (a)	<u>45,021</u>	<u>32,430</u>
<b>Buildings</b>		
At fair value (a)	83,445	66,917
Accumulated depreciation	<u>(3,196)</u>	<u>(13,580)</u>
	<u>80,249</u>	<u>53,337</u>
<b>Buildings under construction</b>		
Construction costs	<u>3,057</u>	<u>3,950</u>
<b>Fire appliances</b>		
At cost	58,833	51,335
Accumulated depreciation	<u>(26,311)</u>	<u>(22,463)</u>
	<u>32,522</u>	<u>28,872</u>
<b>Fire appliances under construction</b>		
Construction costs	<u>7,110</u>	<u>6,259</u>
<b>Plant and equipment</b>		
At cost	17,801	16,426
Accumulated depreciation	<u>(9,993)</u>	<u>(8,727)</u>
	<u>7,808</u>	<u>7,699</u>
<b>Plant and equipment under construction</b>		
Construction costs	<u>2,711</u>	<u>1,478</u>
<b>Works of Art</b>		
At cost	<u>158</u>	<u>160</u>
	<u>178,636</u>	<u>134,185</u>

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

**24 Property, plant and equipment (continued)**

- (a) Land and buildings were revalued as at 1 July 2006 by the Western Australian Land Information Authority (Valuation Services). The valuations were performed during the year ended 30 June 2007 and recognised at 30 June 2007. See note 2(g) 'Property, Plant and Equipment.

To ensure the valuations provided by Valuation Services were compliant at 30 June 2007 with the fair value requirements under AASB 116, Valuation Services provided the Department of Treasury and Finance (DTF) with information that tracked the general movement in the market value of land and in building construction costs from the 1 July 2006 (the date of valuation) to 31 March 2007. DTF reviewed the information and determined that the valuations provided by Valuation Services (as at 1 July 2006) were compliant with fair value requirements for 30 June 2007 reporting without further adjustment.

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

**24 Property, plant and equipment (continued)**

Reconciliations of the carrying amounts of property, plant, equipment and vehicles at the beginning and end of the reporting period are set out below.

	Land \$000	Buildings \$000	Buildings under construction \$000	Fire appliances \$000	Fire appliances under construction \$000	Plant and equipment \$000	Plant and equipment under construction \$000	Works of Art \$000	Total \$000
<b>2007</b>									
Carrying amount at start of year	32,430	53,337	3,950	28,872	6,259	7,699	1,478	160	134,185
Additions	2,788	1	5,448	804	7,927	1,898	1,540	-	20,406
Transfers	38	6,303	(6,341)	6,941	(6,941)	307	(307)	-	-
Disposals	-	-	-	(90)	-	-	-	-	(90)
Write offs	-	-	-	-	(135)	(163)	-	(2)	(300)
Revaluation increments	9,765	23,343	-	-	-	-	-	-	33,108
Impairment losses(a)	-	-	-	-	-	-	-	-	-
Depreciation	-	(2,735)	-	(4,005)	-	(1,933)	-	-	(8,673)
Carrying amount at end of year	45,021	80,249	3,057	32,522	7,110	7,808	2,711	158	178,636
<b>2006</b>									
Carrying amount at start of year	33,714	51,570	3,635	26,857	6,398	7,722	1,446	160	131,502
Additions	183	5,102	4,541	6,087	5,756	1,919	163	-	23,751
Transfers	-	-	(4,226)	-	(5,895)	-	(131)	-	(10,252)
Disposals	(1,467)	(1,204)	-	(1,185)	-	(2,780)	-	-	(6,636)
Depreciation	-	(2,131)	-	(2,887)	-	838	-	-	(4,180)
Carrying amount at end of year	32,430	53,337	3,950	28,872	6,259	7,699	1,478	160	134,185

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

	<b>2007</b>	<b>2006</b>
	<b>\$000</b>	<b>\$000</b>
<b>25 Intangible assets</b>		
<b>Computer software</b>		
At cost	1,656	1,589
Accumulated amortisation	(1,534)	(1,428)
	<u>122</u>	<u>161</u>
<b>Trademarks</b>		
At cost	<u>22</u>	<u>22</u>
	<u>144</u>	<u>183</u>
Reconciliations:		
<i>Computer software</i>		
Carrying amount at start of year	161	216
Additions	67	69
Amortisation expense	(106)	(124)
Carrying amount at end of year	<u>122</u>	<u>161</u>
<i>Trademarks</i>		
Carrying amount at start of year	22	21
Additions	<u>-</u>	<u>1</u>
	<u>22</u>	<u>22</u>
	<u>144</u>	<u>183</u>
<b>26 Impairment of assets</b>		
There were no indications of impairment to property, plant and equipment and intangible assets at 30 June 2007.		
<b>27 Payables</b>		
Trade payables	5,676	2,521
Interest payable	427	535
GST payable	91	156
	<u>6,194</u>	<u>3,212</u>
See also note 2(s) 'Payables' and note 37 'Financial Instruments'.		
<b>28 Borrowings</b>		
<b>Current</b>		
WATC Loans	<u>12,550</u>	<u>2,050</u>
<b>Non-current</b>		
WATC Loans	<u>20,315</u>	<u>32,865</u>

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

	<b>2007</b>	<b>2006</b>
	<b>\$000</b>	<b>\$000</b>
<b>29 Provisions</b>		
<b>Current</b>		
<i>Employee benefits provision</i>		
Annual leave (a)	4,618	2,784
Long service leave (b)	4,457	3,129
Employment on-costs (c)	1,326	900
	<hr/>	<hr/>
	10,401	6,813
<b>Non - current</b>		
<i>Employee benefits provision</i>		
Long service leave (a)	6,347	7,140
Employment on-costs (c)	704	1,007
Deferred salary scheme	27	12
	<hr/>	<hr/>
	7,078	8,159

(a) Annual leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after balance sheet date. Assessments indicate that expected settlement of the liabilities will occur as follows:

Within 12 months of reporting date	3,470	-
More than 12 months after reporting date	1,148	-
	<hr/>	<hr/>
	4,618	-

(b) Long service leave liabilities have been classified as current where there is no unconditional right to defer settlement for at least 12 months after reporting date. Assessments indicate that expected settlement of the liabilities will occur as follows:

Within 12 months of reporting date	1,877	3,501
More than 12 months after reporting date	8,927	6,768
	<hr/>	<hr/>
	10,804	10,269

(c) The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments. The associated expenses are included in note 6 'Employee benefits expense' and note 14 'Other expenses'.

**Movements in other provisions**

Movements in each class of provisions during the financial year, other than employee benefits, are set out below.

**Employment on-cost provision**

Carrying amount at start of year	1,907	1,647
Additional provisions recognised	123	1,907
Payments/other sacrifices of economic benefits	-	(1,647)
	<hr/>	<hr/>
	2,030	1,907

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

	<b>2007</b>	<b>2006</b>
	<b>\$000</b>	<b>\$000</b>
<b>30 Other liabilities</b>		
Accrued salaries	5,091	937
Accrued expenditure	4,066	5,795
Other	-	536
	<hr/> 9,157	<hr/> 7,268

**31 Equity**

Equity represents the residual interest in the net assets of the Authority. The Government holds the equity interest in the Authority on behalf of the community. The asset revaluation reserve represents that portion of equity resulting from the revaluation of non-current assets.

**Contributed equity**

Balance at the start of the year	58,113	51,882
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**Contributions by owners**

Capital contribution	250	6,447
Equity contributions reclassification	-	804

**Total contributions by owners**

<hr/> 250	<hr/> 7,251
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**Distributions to owners**

Transfer of net assets to other agencies (a)	-	(1,020)
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**Balance at end of year**

<hr/> 58,363	<hr/> 58,113
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(a) Relates to transfer of Crown Land to Department of Planning & Infrastructure (DPI).

**Reserves**

**Asset revaluation reserve**

Balance at start of year	15,011	15,011
Net revaluation increments:		
Land	9,765	-
Buildings	23,343	-
	<hr/> 48,119	<hr/> 15,011

**Accumulated surplus**

Balance at start of year	84,808	65,646
Result for the period	8,903	19,966
Equity contributions reclassification	-	(804)

**Balance at end of year**

<hr/> 93,711	<hr/> 84,808
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**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

**32 Notes to the Cash Flow Statement**

	<b>2007</b>	<b>2006</b>
<b>Note</b>	<b>\$000</b>	<b>\$000</b>

**Reconciliation of cash**

Cash at the end of the financial year as shown in the Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows:

Restricted cash and cash equivalents	71,816	72,665
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(see note 21 'Restricted cash and cash equivalents')

**Reconciliation of net cost of services to net cash flows used in operating activities**

Net cost of services	(53,538)	(25,223)
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Non-cash items:

Employee benefits expense	2,926	-
Depreciation and amortisation expense	8,779	8,322
Doubtful debts expense	4	284
Net gain on sale of property, plant and equipment	(116)	(1,719)
Resources received free of charge	2,745	888
Net other expenses	351	-

(Increase) in assets:

Receivables and other assets	(3,440)	(1,814)
Inventories	(628)	(1,407)
Non-current assets	(67)	(620)

Increase in liabilities:

Payables and other liabilities	4,444	6,019
Provisions	-	1,589

Net cash used in operating activities	(38,540)	(13,681)
---------------------------------------	----------	----------

**33 Commitments**

**Capital expenditure commitments**

Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:

Within 1 year	39,636	2,271
Later than 1 year and not later than 5 years	15,210	14,149
Later than 5 years	5,400	-
	60,246	16,420

The capital commitments include amounts for:

Buildings	10,015	563
Motor vehicles	27,640	2,001
Plant and equipment	22,591	13,856
	60,246	16,420

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

	<b>2007</b>	<b>2006</b>
	<b>\$000</b>	<b>\$000</b>
<b>33 Commitments (continued)</b>		
<b>Lease commitments</b>		
Commitments in relation to non-cancellable operating leases contracted for at the balance sheet date but not recognised in the financial statements are payable as follows:		
Within 1 year	1,902	1,530
Later than 1 year and not later than 5 years	2,023	879
Later than 5 years	1	13
	<hr/>	<hr/>
	3,926	2,422
	<hr/>	<hr/>

**34 Contingent liabilities and contingent assets**

**Contingent liabilities**

In addition to the liabilities included in the financial statements, there is the following contingent liability:

Contaminated sites

Under the Contaminated Sites Act 2003, the Authority is required to report known and suspected contaminated sites to the Department of Environment and Conservation (DEC). In accordance with the Act, DEC classifies these sites on the basis of the risk to human health, the environment and environmental values. Where sites are classified as contaminated – remediation required or possibly contaminated – investigation required, the Authority may have a liability in respect of investigation or remediation expenses.

During the year the Authority reported 1 contaminated site to DEC. The site is a former drum storage area at the FESA Training Centre located at Dundas Rd Forrestfield. The Authority is unable to assess the likely outcome of the classification process, and accordingly, it is not practicable to estimate the potential financial effect or to identify the uncertainties relating to the amount or timing of any outflows. Whilst there is no possibility of reimbursement of any future expenses that may be incurred in the remediation of this site, the Authority has applied and received funding from the Contaminated Sites Management Account to undertake further investigative work and may apply for funding from the Contaminated Sites Management Account to meet remediation costs that may be required.

**35 Events occurring after the balance sheet date**

The Authority is not aware of any event or events occurring after the reporting date, which would materially, affect the operating results as disclosed in the financial statements during the current or future reporting periods.



**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

**36 Explanatory statement**

Significant variations between estimates and actual results for income and expense are shown below. Significant variations are considered to be those greater than \$2 million.

**Significant variances between estimated and actual result for 2007**

	2007 Estimate \$000	2007 Actual \$000	Variation \$000
Employee benefits expense	93,862	103,855	9,993
Finance costs	4,134	1,998	(2,136)
Accommodation expenses	2,188	6,076	3,888
Grants and subsidies	22,045	53,416	31,371
Commonwealth grants and contributions	2,464	4,639	2,175
Other grants and contributions	561	2,634	2,073
Other revenue	1,487	6,938	5,451
Service appropriation	34,207	59,277	25,070

The variance in the employees benefits expense mainly relates to the Fire Fighters being granted a higher than anticipated EBA through the Industrial Relations Commission, together with an overrun in paid overtime due to the call back and hold back of Fire Fighters. The finance costs variance is primarily due to deferred borrowings. The variance in accommodation expenses is largely attributable to market pressure on new and renewed property leases together with general restoration carryovers. The variance in the Commonwealth grants and contributions is due to unbudgeted additional funding received during the year. The variance in other grants and contributions is mostly from expenditure associated with the Natural Disaster Relief Arrangements. The other revenue variance relates to the write back of impairment of doubtful debts plus higher cost recovery for services provided to external agencies. The variance in service appropriation relates to the supplementary funding received for the Natural Disasters Relief Arrangements.

**Significant variances between actual results for 2006 and 2007**

	2007 Actual \$000	2006 Actual \$000	Variation \$000
Employee benefits expense	103,855	94,193	9,662
Supplies and services	26,574	21,823	4,751
Grants and subsidies	53,416	28,042	25,374
User charges and fees	150,009	143,384	6,625
Other revenue	6,938	3,101	3,837
Service appropriation	59,277	44,301	14,976

The employee benefits expense variance is generally due to the accrued salaries for the new Fire Fighters EBA together with an increase in paid overtime due to the call back and hold back of Fire Fighters as well as the normal increase in accordance with the EBA. The increase in supplies and services is largely attributable to the hire of fixed and rotary winged aircraft. The grants and subsidies increase is mainly due to the result of increased expenditure associated with the Natural Disaster Relief Arrangements. The increase to user charges and fees is mainly due to normal cost escalation in the provision of FESA services. The write back of impairment of doubtful debts has increased other revenue. The increase in service appropriation relates to the supplementary funding received for the Natural Disasters Relief Arrangements.

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

**37 Financial instruments**

**(a) Financial risk management objectives and policies**

Financial instruments held by the Authority are cash and cash equivalents, term deposits, borrowings from the Western Australian Treasury Corporation (WATC), receivables and payables. The Authority has limited exposure to financial risks. The Authority's overall risk management program focuses on managing the risks identified below.

**Credit risk**

The Authority trades only with recognised, creditworthy third parties. The Authority has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. In addition, receivable balances are monitored on an ongoing basis with the result that the Authority's exposure to bad debts is minimal. There are no significant concentrations of credit risk.

**Liquidity risk**

The Authority's objective is to maintain a balance between continuity of funding and flexibility through the drawdown of appropriations and WATC loans. The Authority has appropriate procedures to manage cash flows by monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

**Cash flow interest rate risk**

The Authority's exposure to market risk for changes in interest rates relate primarily to the long term debt obligations. The Authority's borrowings are all obtained through the WATC and are at fixed rates with varying maturities. The risk is managed by WATC through portfolio diversification and variation in maturity dates. Otherwise, the Authority is not exposed to interest rate risk because restricted cash and cash equivalents are non interest bearing and the Authority have no other borrowings.

**(b) Financial Instrument disclosures**

**Fair Values**

All financial assets and liabilities recognised in the balance sheet, whether they are carried at cost or fair value, are recognised at amounts that represent a reasonable approximation of fair value unless otherwise stated in the applicable notes.

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

**37 Financial instruments (continued)**

**(b) Financial Instrument disclosures**

**Interest Rate Risk Exposure**

The following table details the Authority's exposure to interest rate risk as at the balance sheet date:

	Weighted Average Effective Interest Rate %	Variable Interest Rate \$000	Within 1 year \$000	1-2 Years \$000	Fixed Interest Rate Maturity				More than 5 Years \$000	Non- Interest Bearing \$000	Total \$000
					2- 3 Years \$000	3-4 Years \$000	4-5 Years \$000				
<b>2007</b>											
<b>Financial assets</b>											
Restricted cash and cash equivalents	6.46	3,221	68,000						500	95	71,816
Receivables										7,757	7,757
Amounts receivable for services	-	-	-	-	-	-	-	-	-	1,261	1,261
		3,221	68,000	-	-	-	-	-	500	9,113	80,834
<b>Financial liabilities</b>											
Payables	-									6,194	6,194
WATC loans	6.22		12,550	2,748	2,748	2,748	2,748	9,323		-	32,865
			12,550	2,748	2,748	2,748	2,748	9,323		6,194	39,059
<b>2006</b>											
<b>Financial assets</b>											
Restricted cash and cash equivalents	5.42	1,317	70,744	-	-	-	-		500	104	72,665
Receivables	-	-	-	-	-	-	-	-	-	3,945	3,945
Amounts receivable for services	-	-	-	-	-	-	-	-	-	1,675	1,675
		1,317	70,744	-	-	-	-		500	5,724	78,285
<b>Financial liabilities</b>											
Payables	-									3,212	3,212
WATC loans	6.11		11,853	2,748	2,748	2,748	2,748	12,070		-	34,915
		-	11,853	2,748	2,748	2,748	2,748	12,070		3,212	38,127

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

**2007**                      **2006**  
**\$000**                      **\$000**

**38 Remuneration of members of the accountable authority and senior officers**

**Remuneration of members of the accountable authority**

The number of members of the accountable authority, whose total of fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year, fall within the following bands are

\$		
0 - 10,000	8	13
10,001 - 20,000	4	2
30,001 - 40,000	1	1
150,001 - 160,000	-	-
160,001 - 170,000	-	-
170,001 - 180,000	-	-
180,000 - 190,000	-	-
190,001 - 200,000	-	-
200,001 - 300,000	1	1
	<hr/>	<hr/>
	14	17

The total remuneration of members of the accountable authority is:

<hr/>	348	354	<hr/>
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The total remuneration includes the superannuation expense incurred by the authority in respect of members of the accountable authority. No members of the accountable authority are members of the Pension Scheme.

**Remuneration of senior officers**

The number of senior officers, other than senior officers reported as members of the accountable authority, whose total fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year, fall within the following bands are:

\$		
0 - 50,000	3	10
50,001 - 100,000	2	5
100,001 - 110,000	3	5
110,001 - 120,000	4	2
120,001 - 130,000	3	4
130,001 - 140,000	6	-
140,001 - 150,000	2	1
150,001 - 160,000	-	1
160,001 - 170,000	-	-
170,001 - 180,000	1	-
180,001 - 190,000	1	-
	<hr/>	<hr/>
	25	28

The total remuneration of senior officers is:

<hr/>	2,848	2,205	<hr/>
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The superannuation included here represents the superannuation expense incurred by the Authority in respect of senior officers other than senior officers reported as members of the accountable authority. No senior officers are members of the Pension Scheme.

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

	<b>2007</b>	<b>2006</b>
	<b>\$000</b>	<b>\$000</b>
<b>39 Remuneration of auditor</b>		
Remuneration payable to the Auditor General for the financial year is as follows:		
Auditing the accounts, financial statements and performance indicators	92	80
The expense is included in note 6 'Services and contracts expense'.		
<b>40 Related bodies</b>		
The Authority has no related bodies at the reporting date.		
<b>41 Affiliated bodies</b>		
The following are classified as non-government affiliated bodies and receive indirect and/or direct financial assistance.		
Direct financial assistance is given in the form of a grant. Indirect financial assistance is also given in the form of administrative support including the use of a motor vehicle and running costs, office accommodation and minor administrative support.		
Association of Volunteer Bush Fire Brigades WA Inc	25	28
SES Volunteer Association of WA Inc	48	25
Volunteer Marine Rescue WA	45	65
Western Australian Volunteer Fire & Rescue Services Association	262	257
	380	375
<b>42 Supplementary financial information</b>		
<b><u>Losses through theft, defaults and other causes</u></b>		
Losses of public moneys and, public and other property through theft or default	68	-
Amounts recovered	(54)	-
	14	-
<b>43 Indian Ocean Territories</b>		
The funds provided by the Department of Transport and Regional Services have been spent on the provision of services to the Indian Ocean Territories as specified in the Service Delivery Arrangements entered into between the State and Commonwealth.		
Opening Balance	59,751	106,054
Total Receipts	538,168	339,926
Total Expenditure	(445,854)	(386,229)
Closing Balance	\$152,065	\$59,751

**Notes to the Financial Statements**  
**For the year ended 30 June 2007**

**44 Schedule of income and expenses by service**

	As at 30 June 2007			As at 30 June 2006		
	Prevention Services \$000	Emergency Services \$000	Total \$000	Prevention Services \$000	Emergency Services \$000	Total \$000
<b>COST OF SERVICES</b>						
<b>Expenses</b>						
Employee benefits expense	16,915	86,940	103,855	14,981	77,002	91,983
Supplies and services	1,557	25,017	26,574	2,524	40,552	43,076
Depreciation and amortisation expense	239	8,540	8,779	227	8,095	8,322
Finance costs	34	1,964	1,998	43	2,465	2,508
Accommodation expense	416	5,660	6,076	326	4,445	4,771
Grants and subsidies	188	53,228	53,416	99	27,943	28,042
Capital user charge	221	2,007	2,228	302	2,736	3,038
Loss on disposal of non-current assets	-	-	-	8	251	259
Other expense	811	18,480	19,291	14	316	330
<b>Total cost of services</b>	<b>20,381</b>	<b>201,836</b>	<b>222,217</b>	<b>18,524</b>	<b>163,805</b>	<b>182,329</b>
<b>Income</b>						
Regulatory fees and fines	13,479	132,620	146,099	13,796	125,244	139,040
User charges and fees	388	3,522	3,910	431	3,913	4,344
Commonwealth grants & contributions	460	4,179	4,639	299	2,714	3,013
Other grants and contributions	261	2,373	2,634	175	1,594	1,769
Interest revenue	432	3,911	4,343	384	3,477	3,861
Gain on disposal of non-current assets	12	104	116	198	1,780	1,978
Other revenue	688	6,250	6,938	307	2,794	3,101
<b>Total Income other than income from State Government</b>	<b>15,720</b>	<b>152,959</b>	<b>168,679</b>	<b>15,590</b>	<b>141,516</b>	<b>157,106</b>
<b>NET COST OF SERVICES</b>	<b>4,661</b>	<b>48,877</b>	<b>53,538</b>	<b>2,934</b>	<b>22,289</b>	<b>25,223</b>
<b>INCOME FROM STATE GOVERNMENT</b>						
Service appropriation and contributions	5,881	53,396	59,277	4,395	39,906	44,301
Liabilities assumed by the Treasurer	68	351	419	-	-	-
Resources received free of charge	271	2,474	2,745	88	800	888
<b>Total Income from State Government</b>	<b>6,220</b>	<b>56,221</b>	<b>62,441</b>	<b>4,483</b>	<b>40,706</b>	<b>45,189</b>
<b>Surplus for the year</b>	<b>1,559</b>	<b>7,344</b>	<b>8,903</b>	<b>1,549</b>	<b>18,417</b>	<b>19,966</b>

# KEY PERFORMANCE INDICATORS

## EFFECTIVENESS INDICATORS

### KEY PERFORMANCE INDICATOR 1

#### Number of accidental residential fires per 100,000 households

*Through provision of prevention services FESA aims to raise awareness of natural and human hazards in order to minimise their impact on the community, including the environment, and to build community resilience in dealing with emergency events when they do arise.*

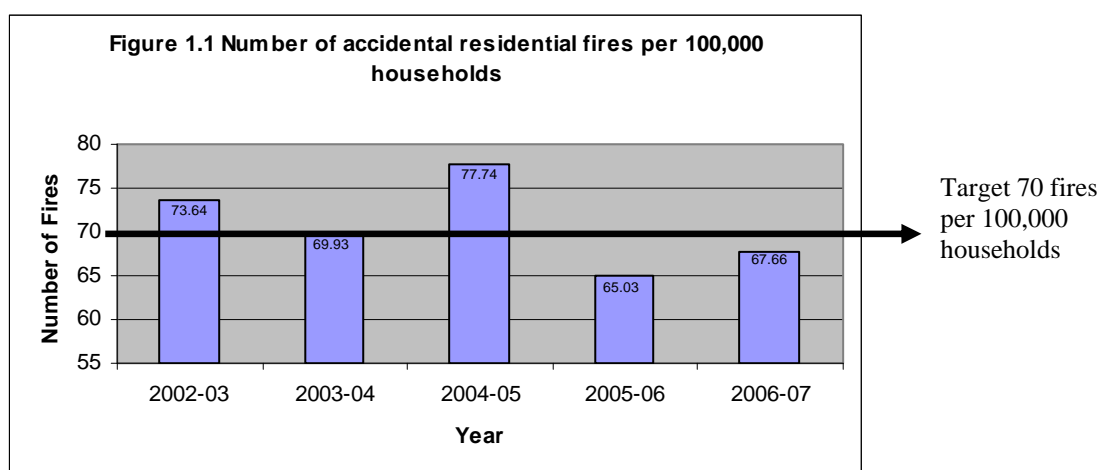
*The effectiveness of prevention services increases the more the community is engaged in managing potential threats and is the reason FESA takes a community centred approach to the delivery of prevention services.*

Due to the complex variables that affect the incidence of fires, a direct relationship cannot be made between the number of fires and the effectiveness of services in any given year. However, effective prevention services, can have a positive impact over time on the incidence of residential fires.

In the past, we reported the number of residential fires per 100,000 persons with a target of 50 fires per 100,000 persons or less. This indicator has been aligned to the national performance indicator from the Report on Government Services and is now based on the number of residential fires per 100,000 households. The change in the definition of this indicator also requires a change in the target as there are fewer households than persons. The new target is 70 fires per 100,000 households or less.

In 2006-2007, more than 26,500 primary incidents were attended by Fire and Rescue Service brigades and bush fire brigades. Of these incidents, 1,450 were structure fires of which 542 are classified as “accidental residential”<sup>1</sup> by service personnel.

Figure 1.1 shows time series data for the past five years. For comparative purposes we have recalculated 2002-2003 to 2005-2006 data based on the new definition and target of 70 fires per 100,000 households.



<sup>1</sup> Accidental residential fires include fires in residential property, including apartments, rooming and lodging houses that are not considered to have started as a result of deliberate lighting (arson activity).

## KEY PERFORMANCE INDICATOR 2

### Response times

#### Scope of response indicators

*This indicator currently relates to incidents within the metropolitan area<sup>2</sup> where the primary response is provided by a career Fire and Rescue Service brigade. As response time statistics for incidents in country areas are heavily influenced by geographical location, these are not included in the assessment.*

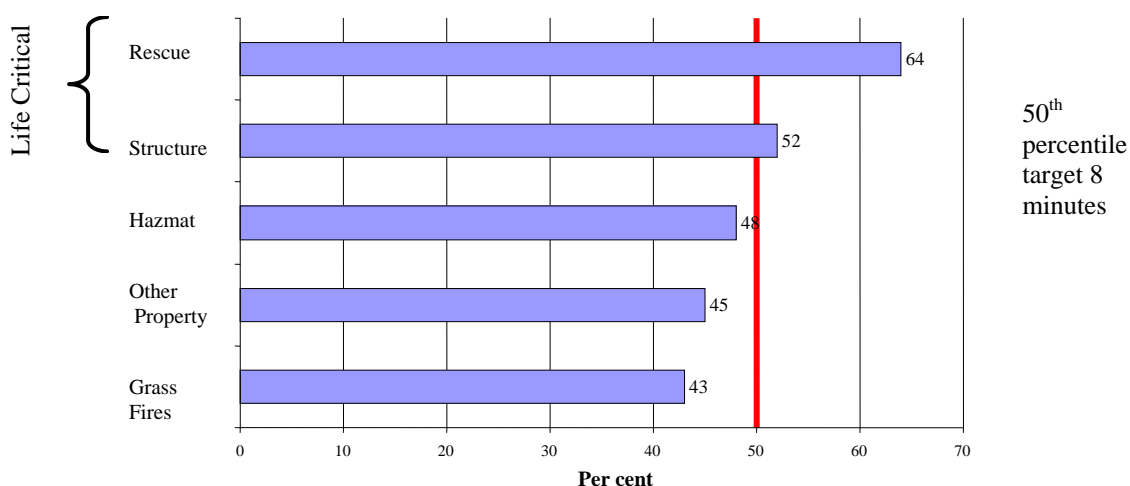
*The Report on Government Services issued by the Commonwealth in January of each year is beginning to develop response time indicators for career responses in non-metropolitan areas but is limited by the relatively small number of incidents.*

*It is not practical to set response time targets for services provided by volunteers, however other performance indicators for State Emergency Services, volunteer fire response and Volunteer Marine Services are being developed.*

Response time indicators are provided for five major classes of emergencies: rescue, structure<sup>3</sup>, hazardous materials incidents, other property<sup>4</sup> and grass fires. The community expects quick response to emergency incidents so that their impact can be minimised. Total response times are measured from the time the request for attendance is received to the time that emergency crews arrive at the scene of the incident.

FESA has set a 50<sup>th</sup> percentile target response time of eight minutes for incidents in the metropolitan area where there is a potential threat to life (structure and rescue). Figure 2.1 shows the percentage of arrivals to incidents in eight minutes or less and indicates that for structure and rescue FESA has met or exceeded its target. Reported response times for hazardous materials incidents and grass fires may be affected by the time taken for crews to assess the situation. Figures 2.2 to 2.6 provide a comprehensive assessment of response times to FESA's five major classes of emergencies.

**Figure 2.1 Percentage of arrivals at incidents in eight minutes or less**



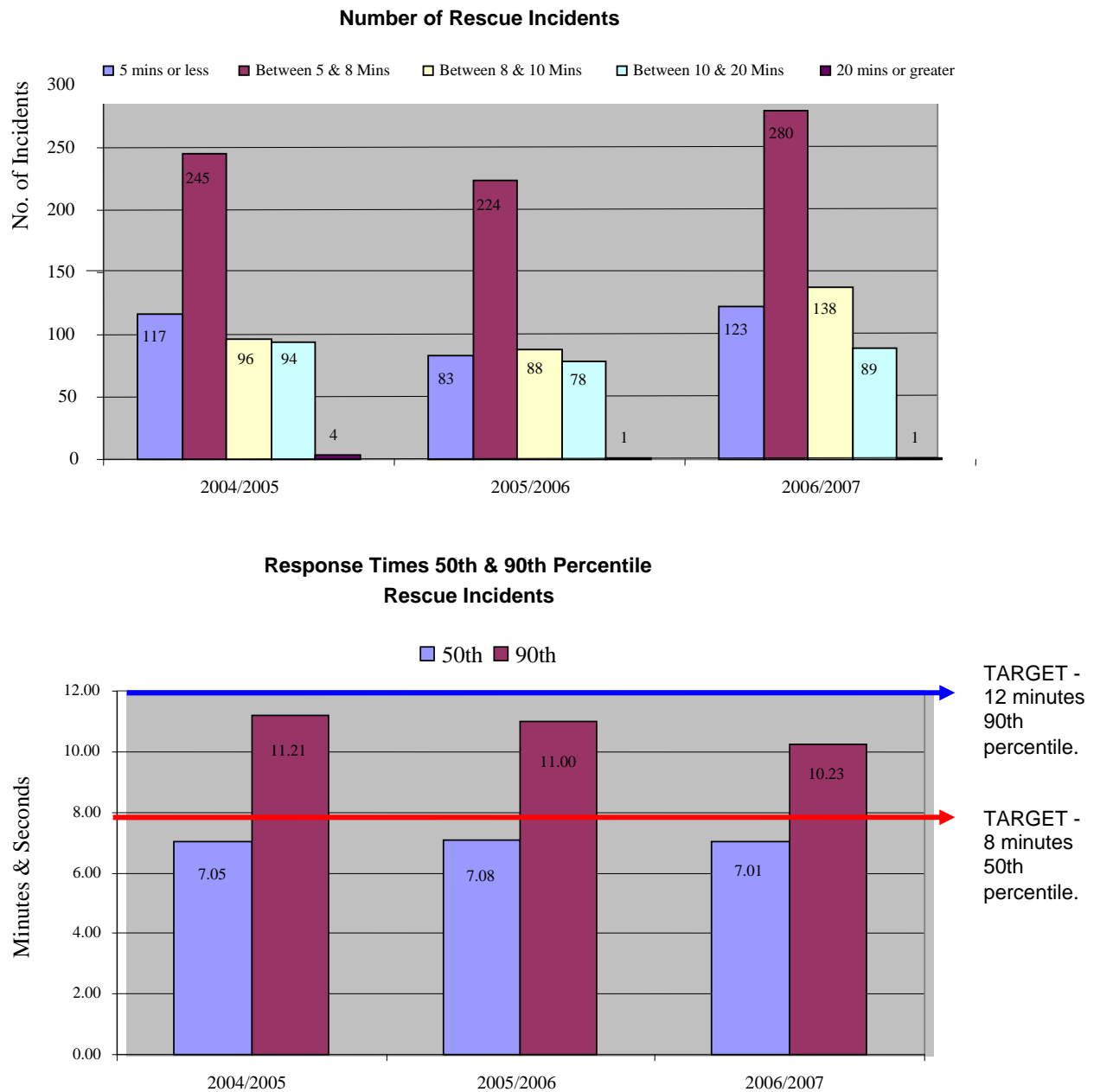
<sup>2</sup> For the purposes of this indicator, the definition of metropolitan area is based on the ABS "Major Cities" classification, which includes Mandurah.

<sup>3</sup> Structure fires are those fires in housing and other buildings (Source: RoGS)

<sup>4</sup> Other Property refers to fires in special structures including but not limited to piers, bridges, or tunnels, outside storage facilities and mobile property for example buses, aircraft and rail.



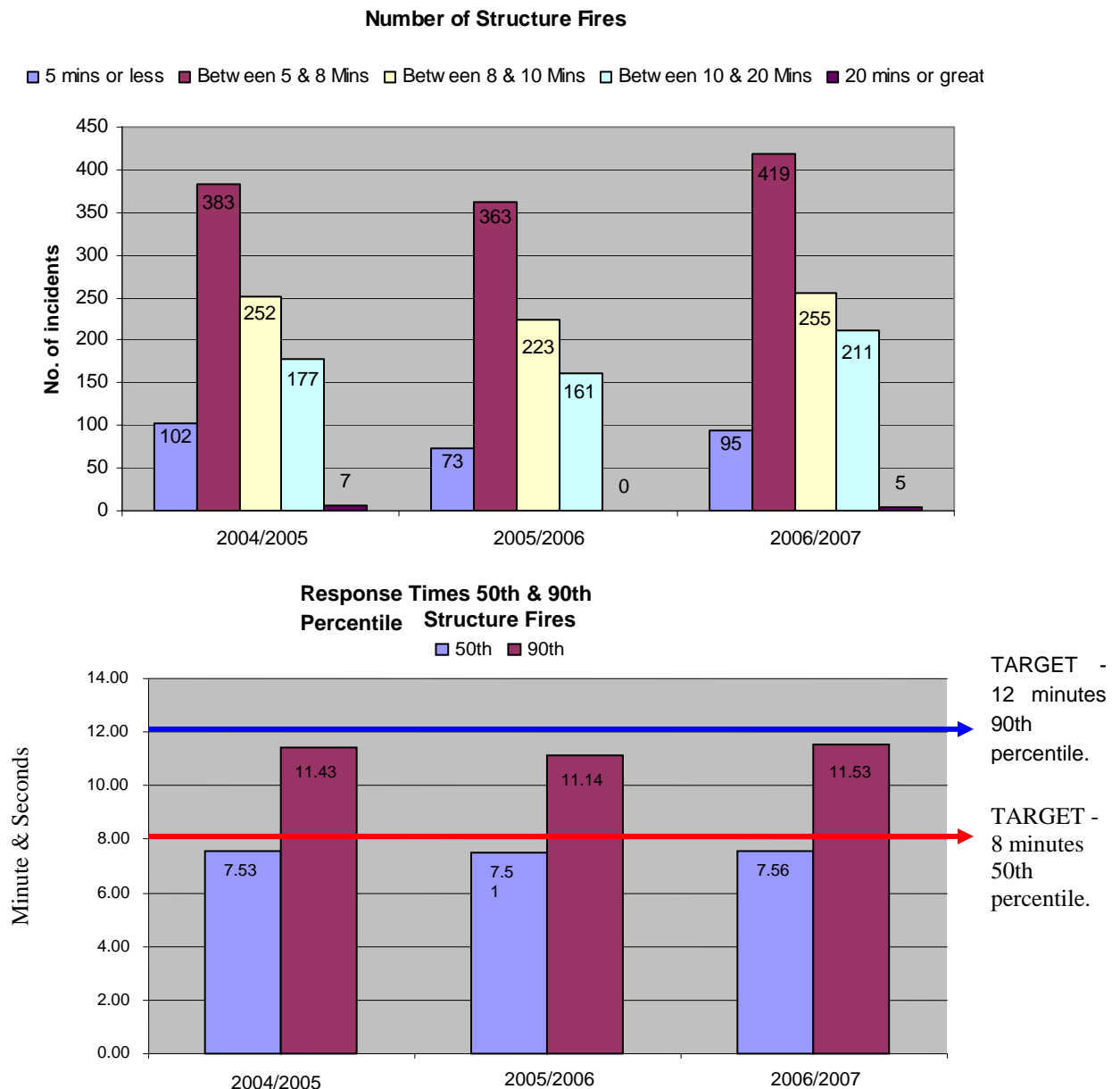
**Figure 2.2 - RESCUE**



The times expressed in this table are in minutes & seconds	Total Rescue Incidents	Minimum Total Response Time	Maximum Total Response Time	Median Response Time (50 <sup>th</sup> Percentile)	Median Response Time (90 <sup>th</sup> Percentile)	Number of incidents above 12 minutes
2004/2005	556	0.02	23.37	7.05	11.21	56
2005/2006	474	0.04	24.47	7.08	11.00	49
2006/2007	631	0.01	20.23	7.01	10.23	66

FESA's response to rescue incidents over the three year reporting period has decreased slightly in both the 50<sup>th</sup> (8 minute response time) and 90<sup>th</sup> percentile (12 minute response time). The total number of rescue incidents for 2006/2007 is 631, with 63.86% of rescue incidents responded to in eight minutes or less.

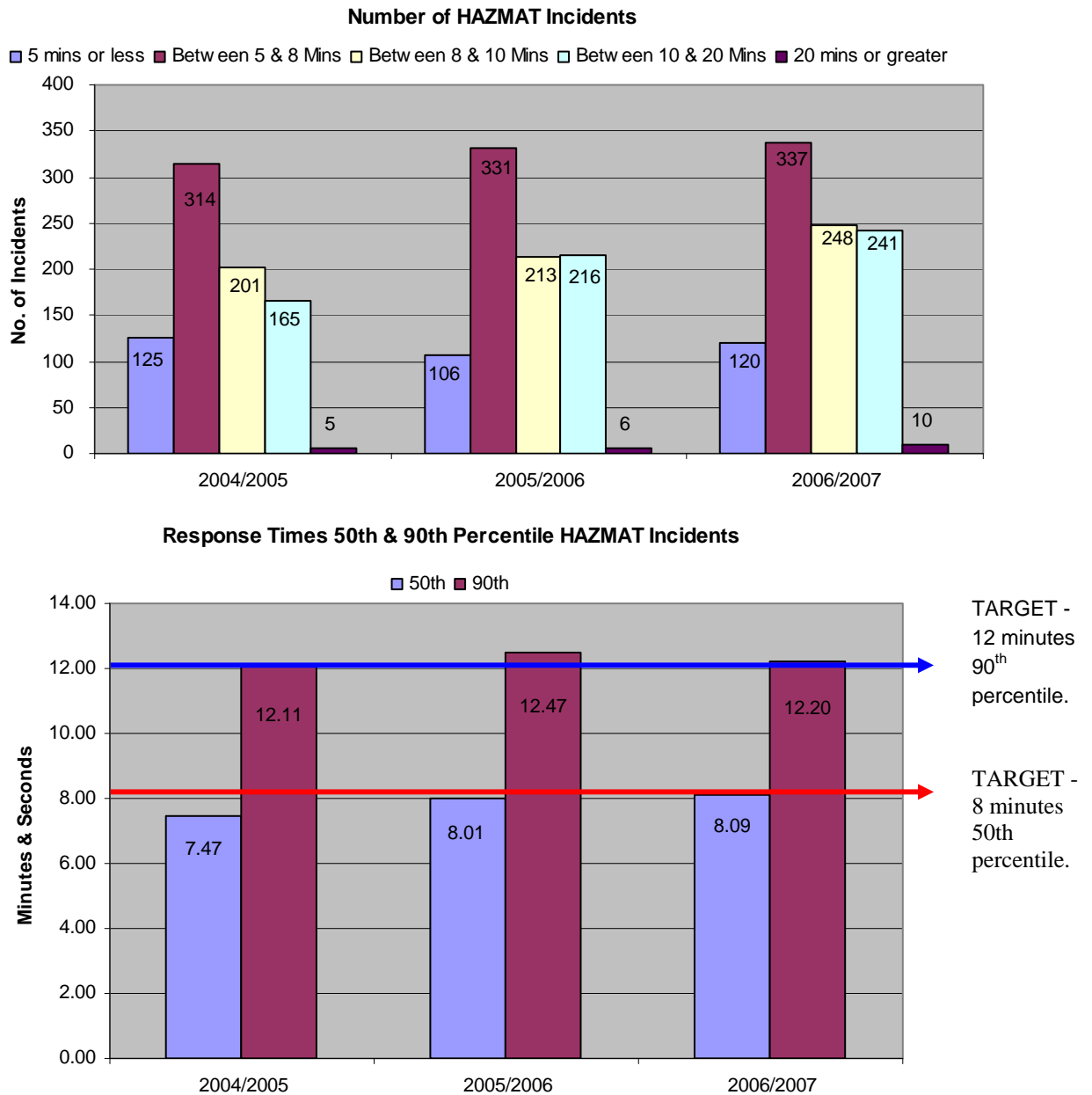
**Figure 2.3 – STRUCTURE FIRES**



The times expressed in this table are in minutes & seconds	Total Structure Fire Incidents	Minimum Total Response Time	Maximum Total Response Time	Median Response Time (50 <sup>th</sup> Percentile)	Median Response Time (90 <sup>th</sup> Percentile)	Number of incidents above 12 minutes
2004/2005	921	0.05	26.16	7.53	11.43	92
2005/2006	820	0.03	18.13	7.51	11.14	82
2006/2007	985	0.27	27.45	7.56	11.53	98

FESA's response to structure fires has risen slightly over the past three years in both the 50<sup>th</sup> (8 minute response time) and 90<sup>th</sup> percentile (12 minute response time). The total number of structure fire incidents for 2006-07 totals 985, with 52.18% of structure fires responded to in eight minutes or less.

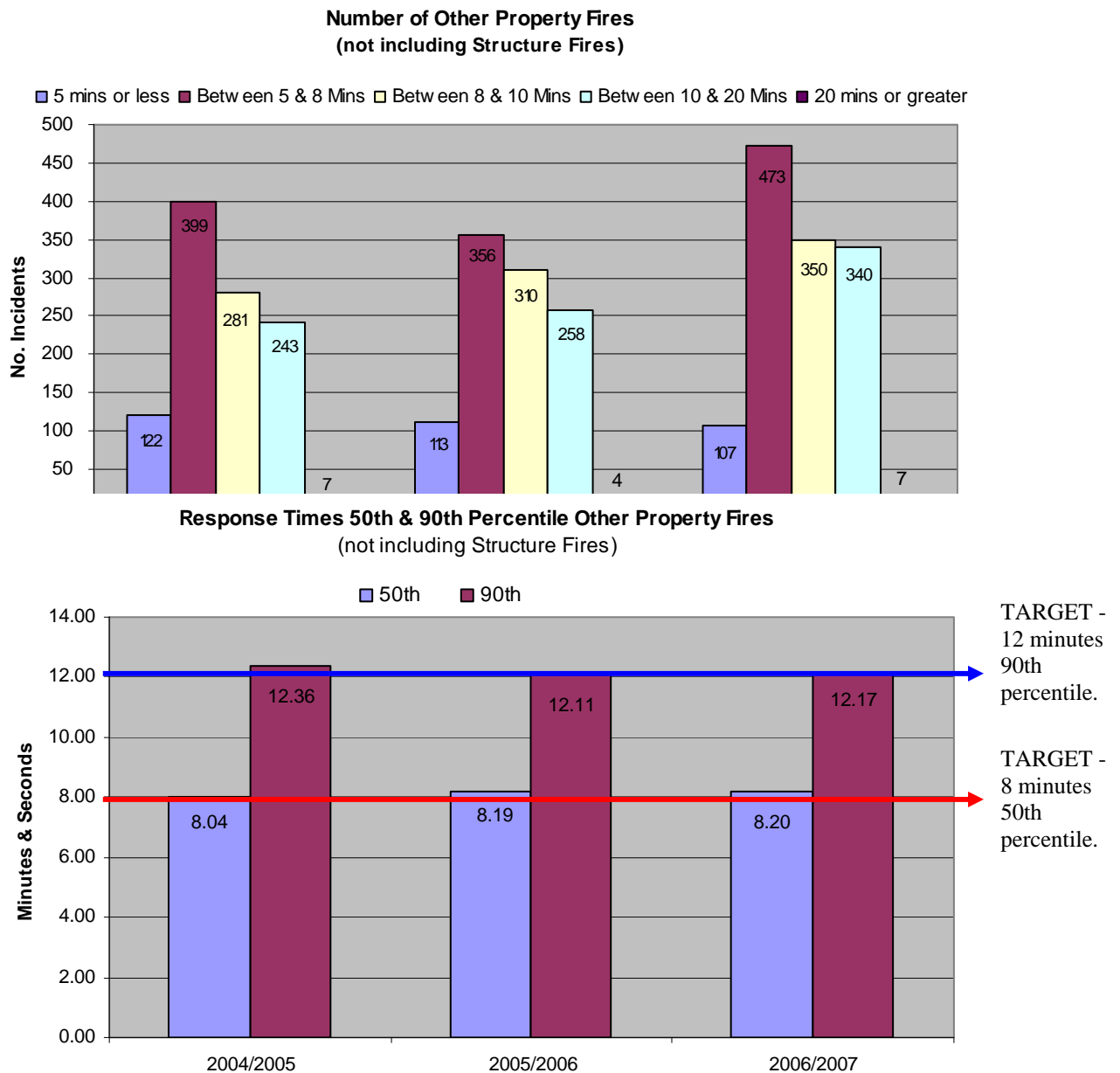
**Figure 2.4 – HAZARDOUS MATERIALS (HAZMAT)**



The times expressed in this table are in minutes & seconds	Total HAZMAT Incidents	Minimum Total Response Time	Maximum Total Response Time	Median Response Time (50th Percentile)	Median Response Time (90th Percentile)	Number of Incidents above 12 minutes
2004/2005	810	0.03	47.42	7.47	12.11	82
2005/2006	872	0.04	28.09	8.01	12.47	87
2006/2007	956	0.03	24.40	8.09	12.20	95

FESA's response to hazmat incidents over the three year reporting period has risen slightly in the 50<sup>th</sup> (8 minute response time) and decreased in the 90<sup>th</sup> percentile (12 minute response time). The total number of hazmat incidents for 2006/2007 totals 956, with 47.80% of hazmat incidents responded to in eight minutes or less.

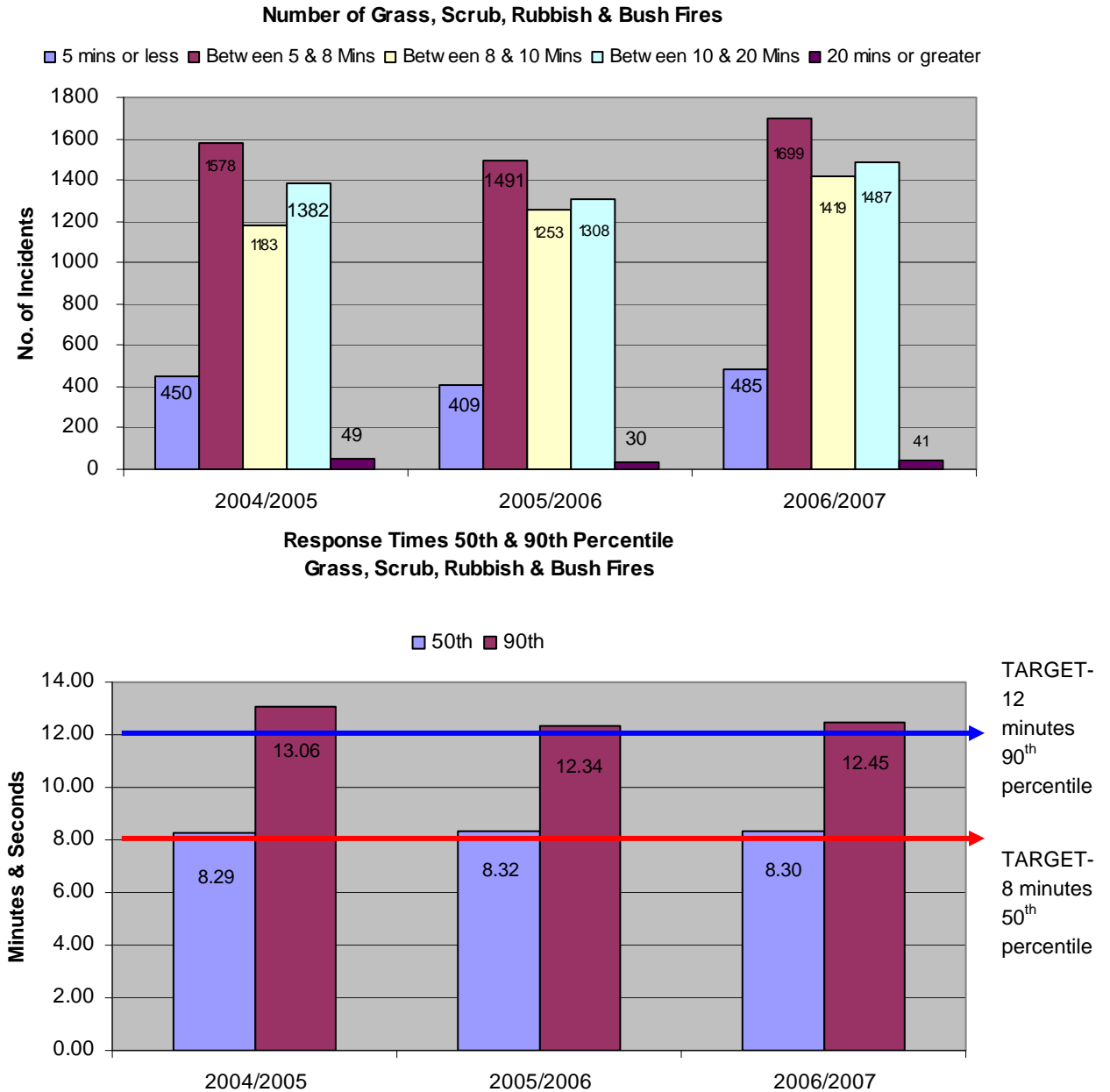
**Figure 2.5 – OTHER PROPERTY FIRES**



The times expressed in this table are in minutes & seconds	Total Property Fire Incidents	Minimum Total Response Time	Maximum Total Response Time	Median Response Time (50th Percentile)	Median Response Time (90th Percentile)	Number of incidents above 12 minutes
2004/2005	1052	0.03	29.14	8.04	12.36	105
2005/2006	1041	0.03	25.28	8.19	12.11	103
2006/2007	1277	0.04	27.51	8.20	12.17	128

FESA's response to other property fires over the three year reporting period has risen slightly in both the 50th (8 minute response time) and 90th percentile (12 minute response time). The total number of other property fire incidents for 2006/2007 is 1277, with 45.41% of other property fires responded to in eight minutes or less.

**Figure 2.6 – Grass, Scrub, Rubbish & Bush Fires**



The times expressed in this table are in minutes & seconds	Total G,S,R & B Fire Incidents	Minimum Total Response Time	Maximum Total Response Time	Median Response Time (50 <sup>th</sup> Percentile)	Median Response Time (90 <sup>th</sup> Percentile)	Number of incidents above 12 minutes
2004/2005	4642	0.02	28.17	8.29	13.06	466
2005/2006	4491	0.02	30.00	8.32	12.34	449
2006/2007	5131	0.03	29.42	8.30	12.45	513

FESA's response to grass, scrub, rubbish and bush fire over the three year reporting period has decreased slightly in the 50<sup>th</sup> (8 minute response time) and increased 90<sup>th</sup> percentile (12 minute response time). The total number of grass, scrub rubbish and bush fire incidents for 2006/2007 is 5131, with 42.56% of grass, scrub rubbish and bush fire incidents responded to in eight minutes or less.

### KEY PERFORMANCE INDICATOR 3

#### Proportion of structure fires contained to room / object of origin

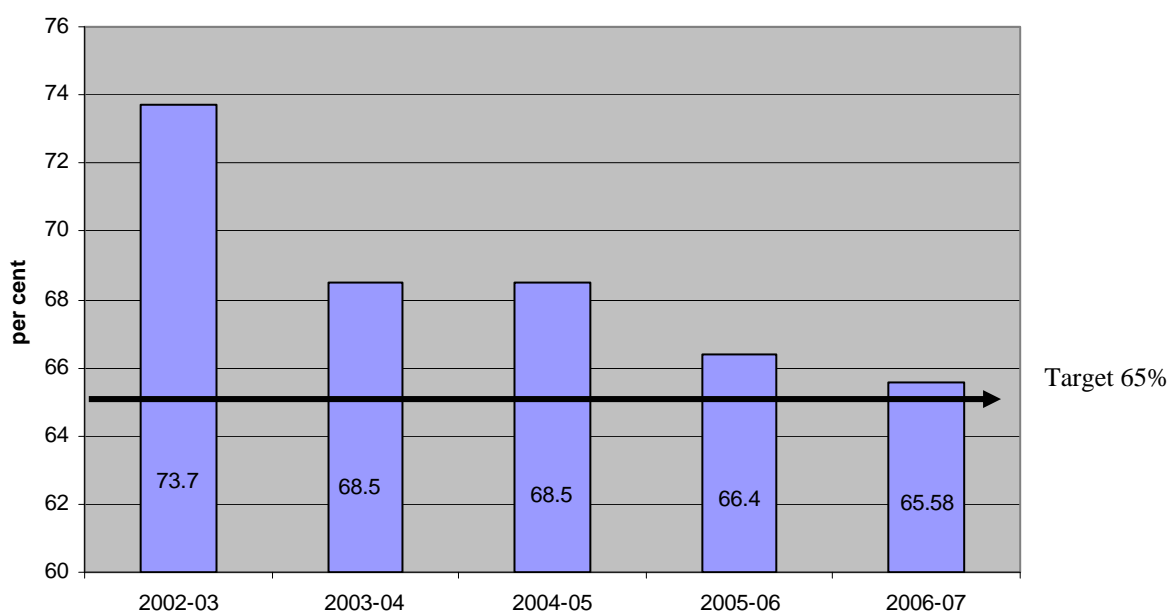
Structure fires are those fires which occur in housing and other buildings. The effectiveness of combating property fires can be measured by the proportion of fires where damage is confined to room or object of origin. Response and mitigation strategies reduce the adverse effects of structure fires on the community.

Although a higher proportion of containment is desirable, 100% containment can never be met due to uncontrollable factors. For example, weather conditions, different types of household furnishings and chemicals stored on site can all affect the rate at which fire spreads. In addition, traffic conditions and the time taken to report the emergency will affect the time between the fire's ignition and arrival of emergency service crews. Effective and appropriate firefighting techniques, as well as prompt detection and rapid response, make a significant difference in the percentage of fires contained.

In 2005-06 FESA aligned this indicator to the national performance indicator from the *Report on Government Services* to include both object and room of origin when calculating the percentage of structure fires contained.

Figure 3.1 shows the proportion of containment since 2002-2003. In 2003-2004 and 2004-2005, 68.5% of structure fires had damage confined to the room of origin. Since we have used the national definition, there has been a slight decrease in containment from 66.4% in 2006-2006 to 65.58% in 2006/2007.

**Figure 3.1 Proportion of structure fires contained to room/object of origin**



## KEY PERFORMANCE INDICATOR 4

### Human costs of flood, tropical cyclone, storm, earthquake and tsunami hazards

The State Emergency Service responds to five major natural hazards – flood, tropical cyclone, storm, earthquake and tsunami. The human cost of these hazards in respect of deaths and serious injuries is a partial indicator of the effectiveness of emergency services. In particular, it relates to preparedness and response activities undertaken in partnership with local communities. The total number of events each year is combined in Table 4.1.

In 2006-2007 there were a number of significant natural emergency events.

Three cyclones were officially recorded by the Bureau of Meteorology for WA - Tropical Cyclones George, Jacob, and Kara. Tropical Cyclone Isobel was a WA named system that was declared a tropical low after the event. Notably, Tropical Cyclone George resulted in a number of reported impacts including three fatalities and numerous injuries at mining camps south of Port Hedland. Considerable damage was reported from Port Hedland and nearby pastoral stations with at least 10 houses losing roofs, despite solid construction practices in the Region.

In January 2007 the Great Southern region, particularly Esperance and Ravensthorpe, experienced the full impact of the storm fronts associated with the tropical low originally named TC Isobel. Storms and flood threats were also experienced throughout the Metropolitan area, Midlands, South West, Great Southern and Goldfields regions when this system interacted with another remarkably deep mid-latitude trough.

As the natural environment is unpredictable, the number of events varies from year to year.

The Bureau of Meteorology provides the standard definitions for natural emergency events. A cyclone or similar natural emergency may result in a number of consequential emergency incidents. For example, Tropical Cyclone George although primarily categorised as a Tropical Cyclone resulted a number of associated storm and flood events.

FESA recorded the total number of natural emergency incidents for the current year as 126. This is a slight increase compared to 2005-2006 with 116 incidents. However, it is significantly lower than in 2004-2005 when the number of events peaked at 199 incidents.

Although there is not a direct cause and effect relationship between natural hazard frequency and the incidence of deaths or injuries, better preparedness and prevention measures have lessened the human cost of natural hazards. For example, preparedness activities such as response planning and evacuation planning significantly mitigate the outcome of natural emergencies resulting from flood, cyclone, storm and other natural hazards.

Table 4.1 – Five (5) year report of deaths and serious injuries by number of hazard events

Year	Number of events <sup>5</sup>	Deaths <sup>6</sup>	Serious Injuries <sup>6</sup>
2002-2003	133	0	0
2003-2004	93	0	0
2004-2005	199	0	0
2005-2006	116	0	0
2006-2007	126	Not available	Not available
<b>5-year total</b>	<b>667</b>	<b>0</b>	<b>0</b>

<sup>5</sup> Number of event types is determined by data published by Geoscience Australia (Earthquakes) and the Bureau of Meteorology.

<sup>6</sup> Statistical data relating to deaths and serious injuries is provided by the Department of Health. FESA is aware of a number of deaths and serious injuries that may have resulted from Tropical Cyclone George; however at this stage data is unavailable due to impending coronial inquiries.

## EFFICIENCY INDICATORS

### KEY PERFORMANCE INDICATOR 5

#### Weighted average cost per prevention service

FESA's prevention related activities are measured on a composite performance measure based on output-based efficiency. Weightings were established from costs for 1999-2000 as supplied in the 2000-2001 budget papers. Current measures correspond with prevention services reporting in the 2006-2007 budget papers.

The weighting system is proportional. As the majority of prevention expenditure is directed towards community prevention/awareness campaigns, a weighting of one was applied to this output. Comparatively, smaller weightings are applied to emergency management services training.

Table 5.1 indicates the number of prevention programs, nominal contact hours for emergency management training and the average cost over five years.

Expenditure on prevention services has increased in line with FESA's commitment to community engagement and building resilience at the local level.

**Table 5.1 Weighted average cost per prevention service**

	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007
Number of Prevention/Awareness Programs Weighting = 1	20	21	21	21	20
Nominal contact hours for participants undertaking emergency management services training programs	8,936.5	9,902.7	10,061	7,364	8,709.5
Weighting = 0.0002	1.8	2.0	2.0	1.5	1.7
Average cost per prevention service \$'000	626.238	658.913	740.826	823.288	939.216



## KEY PERFORMANCE INDICATOR 6

### Emergency Services: Average cost per operational personnel ready to respond to an emergency

The measure used to determine emergency services efficiency is based on the number of operational personnel ready to respond to an emergency. In total, operational staff and volunteers numbered 31,146 in 2006-07.

For the past three years, FESA has made enhancements to reporting in order to improve the accuracy of our records. Although volunteer numbers will remain dynamic, continuous improvement to personnel records systems and the ongoing review of volunteer status will enable more precise reporting.

The increase in total emergency services expenditure of \$38 million compared to 2005-06 shown in Table 6.1 is due largely to payments made under the National Disaster Relief Arrangements associated with recovery following major emergencies and payment of increases in salaries and awards resulting from the recently finalised firefighter EBA negotiations.

Table 6.1 Average cost per operational personnel ready to respond to an emergency

	2002-2003	2003-2004	2004-2005	2005-06	2006-07
Number of personnel ready to respond to emergencies	29,120	27,451	34,593	30,699	31,146
Total Expenditure \$,000s	100,348	129,637	154,680	163,805	201,836
Average cost per operational personnel	3,466.02	4,722.49	4,471.45	5,335.84	6,480.32

# AUDITOR'S OPINION



## AUDITOR GENERAL

### INDEPENDENT AUDIT OPINION

To the Parliament of Western Australia

#### **FIRE AND EMERGENCY SERVICES AUTHORITY OF WESTERN AUSTRALIA FINANCIAL STATEMENTS AND KEY PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2007**

I have audited the accounts, financial statements, controls and key performance indicators of the Fire and Emergency Services Authority of Western Australia.

The financial statements comprise the Balance Sheet as at 30 June 2007, and the Income Statement, Statement of Changes in Equity and Cash Flow Statement for the year then ended, a summary of significant accounting policies and other explanatory Notes.

The key performance indicators consist of key indicators of effectiveness and efficiency.

#### **Board's Responsibility for the Financial Statements and Key Performance Indicators**

The Board is responsible for keeping proper accounts, and the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Treasurer's Instructions, and the key performance indicators. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements and key performance indicators that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; making accounting estimates that are reasonable in the circumstances; and complying with the Financial Management Act 2006 and other relevant written law.

#### **Summary of my Role**

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the financial statements, controls and key performance indicators based on my audit. This was done by testing selected samples of the audit evidence. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion. Further information on my audit approach is provided in my audit practice statement. Refer "<http://www.audit.wa.gov.au/pubs/Audit-Practice-Statement.pdf>".

An audit does not guarantee that every amount and disclosure in the financial statements and key performance indicators is error free. The term "reasonable assurance" recognises that an audit does not examine all evidence and every transaction. However, my audit procedures should identify errors or omissions significant enough to adversely affect the decisions of users of the financial statements and key performance indicators.

**Fire and Emergency Services Authority of Western Australia**  
**Financial Statements and Key Performance Indicators for the year ended 30 June 2007**

**Audit Opinion**

In my opinion,

- (i) the financial statements are based on proper accounts and present fairly the financial position of the Fire and Emergency Services Authority of Western Australia at 30 June 2007 and its financial performance and cash flows for the year ended on that date. They are in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Treasurer's Instructions;
- (ii) the controls exercised by the Authority provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions; and
- (iii) the key performance indicators of the Authority are relevant and appropriate to help users assess the Authority's performance and fairly represent the indicated performance for the year ended 30 June 2007.



**COLIN MURPHY**  
**AUDITOR GENERAL**  
12 September 2007

# GOVERNANCE DISCLOSURES

## OBLIGATORY REPORTING TO GOVERNMENT

We report regularly, or as required, to the following public sector bodies:

- Crime and Corruption Commission
- Office of the Auditor General
- Department of Housing and Works (Commercial Property Branch)
- Department of the Premier and Cabinet
- Department of Consumer and Employment Protection, including WorkSafe
- Department of Treasury and Finance
- Director of Equal Opportunity in Public Employment
- WA Disability Services Commission
- Government Employees Superannuation Board
- Heritage Council of Western Australia
- Library and Information Service of WA
- Office of the Information Commissioner
- Office of Multicultural Interests
- Office of the Public Sector Standards Commissioner
- Parliament
- State Supply Commission
- State Records Office of the Department of Culture and the Arts
- WorkCover WA

We also provide data and organisational performance information to the Emergency Management chapter of the annual *Australian Government Report on Government Services*, published by the Productivity Commission for the Council of Australian Governments.

# OTHER LEGAL REQUIREMENTS

## ADVERTISING

The obligatory report in relation to advertising and sponsorship is contained in the Notes to Financial Statements on [page 114](#).

## DISABILITY ACCESS AND INCLUSION PLAN OUTCOMES

We progressed the development of a Disability Access and Inclusion Plan to replace our existing Disability Services Plan. Proposals from key internal stakeholders have been incorporated into the draft plan. Finalisation of the plan has been delayed pending the restructure of the Community Engagement Directorate and will be completed as a priority early in 2007-08.

### OUTCOMES TO DATE

1. People with disabilities have the same opportunities as other people to access the services of, and any events organised by, a public authority
  - People with disabilities are provided with the opportunity to participate in emergency and evacuation planning.
  - Information about our services is provided on request in formats that meet the needs of people with disabilities.
2. People with disabilities have the same opportunities as other people to access the buildings and other facilities of a public authority
  - Our capital works program addresses access by people with disabilities to buildings and facilities. As part of the FESA Museum Redevelopment Project we prepared a disability service access report to inform the design and development of visitor areas and education programs. This will enable us to provide a meaningful experience for people with sensory, intellectual and/or physical disabilities (see under following heading for more information).
3. People with disabilities receive information from a public authority in a format that will enable them to access the information as readily as other people
  - Our publications are available upon request in large type, Braille and tape recordings.
  - A review of the FESA website has revealed it does not meet State government access standards for people with disabilities. Research has commenced on acquiring a new website editing program to provide this capability.
4. People with disabilities receive the same level and quality of service from the staff of a public authority as other people receive from the staff of that public authority

Our staff are aware of, and understand the needs of, people with disabilities and provide advice and services accordingly. In particular:

  - A guide to ensure people with disabilities have equal access to events has been delivered to key stakeholders within FESA. The guide was developed by the Meetings and Events Industry of Australia in collaboration with the Human Rights and Equal Opportunity Commission.
  - When responding to emergency incidents, FESA's operational services provide priority assistance to the frail, aged and people with disabilities. Operational Services work closely with all stakeholders, including the Western Australia Police and Department of Health, to ensure that response protocols consider people who may have reduced mobility. Advice is also provided at a local level for community members with special needs in relation to evacuation planning or other community safety matters.
  - Fire safety and prevention programs delivered at the Fire Safety Education Centre and Museum for school children have been modified and adapted to cater for children with special needs. These groups may include children with intellectual, physical and behavioural disabilities. The modified delivery ensures the children still receive important messages and participate in practical activities that reinforce personal fire safety strategies. Groups who access the program are often from Education Support Centres (primary and secondary) attached to mainstream schools and special needs schools that operate independently.

- A major refurbishment of the Fire Safety Education Centre and Museum has commenced which, when completed, will enable a meaningful educational experience for people with sensory (hearing or visual), intellectual and/or physical impairment.
  - In addition to ensuring that access and facilities comply with legislative requirements, other facilities will include:
    - (a) Provision of listening devices and visual options for audio material;
    - (b) Large font size for all text, labels and signs throughout the site;
    - (c) Audio options for all text at each exhibit;
    - (d) Appropriate lighting for all signs, text and labels and placement that enables a clear view for people confined to wheelchairs or who are unable to stand fully upright;
    - (e) Access for walking frames and wheelchairs around all exhibits; and
    - (f) All controls, handles, buttons that are part of participatory and interactive display hardware are easily accessible, simple in design and able to be manipulated by someone who does not have full digital dexterity.
5. People with disabilities have the same opportunities as other people to make complaints to a public authority.
- Opportunities are available to all people, including those with disabilities to make complaints through our Customer Feedback process.
6. People with disabilities have the same opportunities as other people to participate in any public consultation by a public authority.
- Opportunities are available to all people, including those with disabilities, to participate in public consultation that is undertaken by FESA and to make complaints through our Customer Feedback process.

## **EQUAL EMPLOYMENT OPPORTUNITY OUTCOMES**

Details of our Diversity and Equal Employment Opportunity can be found under Quality People Services, DIVERSITY AND EQUAL OPPORTUNITY on [page 64](#) of this report.

## **COMPLIANCE WITH PUBLIC SECTOR STANDARDS AND ETHICAL CODES**

### PUBLIC SECTOR STANDARDS

In 2006-07, we conducted 165 selection processes that had the potential to attract breach of standard claims. These processes attracted 572 applicants. One breach of a Recruitment, Selection and Appointment standard was lodged.

#### Summary of Breach Applications

Number Lodged	1
Breaches Found	0
Multiple Breaches	0
Breaches under review	0
Material Breaches	0
Non-material Breaches	0

The breach claim lodged was reviewed and the claimant advised of the outcome. No further action was requested by the claimant. The framework for our policies emphasises compliance with the Public Sector Standards in Human Resource Management. Although relevant policies have future revision dates scheduled they are amended progressively should the need be identified.

### WA CODE OF ETHICS AND FESA VALUES

During the past year allegations were made against three employees for breaching two WA Code of Ethics (responsible care and respect for persons) and two FESA Values (respect and value each other and act with honesty and integrity). It was alleged that one of the employees committed two acts in breach two WA Code of Ethics and two FESA Values. The allegations were substantiated and appropriate action taken.

An allegation was made against one employee in respect to the inappropriate use of computer technology. An investigation found that the allegation regarding the employee were substantiated and led to disciplinary action being taken against the staff member.

#### SIGNIFICANT ACTION TO MONITOR AND ENSURE COMPLIANCE

FESA Values underpin ethical conduct throughout the organisation. These values are detailed in pamphlets entitled [Living our Values](#) and [Leadership the FESA Way](#), which are provided to new employees and are available to all staff.

An education and training program on public sector corporate governance requirements has been presented to career firefighters at fire stations throughout the metropolitan area and major regional centres.

Funding has been granted through the National Emergency Volunteer Support Fund program for a governance DVD that can be presented to emergency services volunteers. The scoping of this project commenced in 2006-07.

Information about Standards and Values are included on the FESA Intranet, job application packages and induction materials.

The grievance officer network has been updated and new grievance officers trained in 2006-07.

#### FIREFIGHTER RECRUITMENT

During the year, we conducted a review of our firefighter recruitment practices, including integrity checks, screening and selection methods. The report of the review is in its final stages and will lead to a strengthening of employee profiling and screening procedures, contributing to an enhanced level of organisational resistance to misconduct and corruption.

#### FIREFIGHTER RECRUIT TRAINING

Firefighter recruits are introduced to the FESA Values (Code of Ethics) and of the conduct required and the expectations facing them as public officers in their day to day dealings with members of the public.

Recruit training modules include an introduction to the *Corruption and Crime Commission Act 2003*, a description of the role and responsibilities of the Corruption and Crime Commission (CCC) and the conduct requirements and obligations of public officers.

#### STAFF INDUCTION

A comprehensive introductory package is provided to all new staff as part of the induction process. It includes an outline of all policies and procedures relating to the conduct of staff and expectations of them as public officers. All FESA policies are available on our Intranet Portal.

#### PROFESSIONAL STANDARDS

Our Professional Standards Directorate forms part of the Strategic Policy and Executive Services Division. Its primary focus is the development of strategies for improved service standards within FESA and our volunteer organisations.

The directorate is responsible for ensuring high levels of integrity within FESA, including the oversight and investigation of complaints about the conduct of personnel and volunteers. It oversees and reports against CCC requirements and obligations, including the investigation of misconduct cases. The directorate is also responsible for the implementation of staff awareness of the *Public Interest Disclosure Act 2003* and provides the first point of contact for staff referrals under the Act.

#### MISCONDUCT EDUCATION, AWARENESS AND TRAINING

We have continued to promote corruption and misconduct awareness through workplace training for staff and volunteers with session formats are developed in conjunction with the CCC. Members of our volunteer emergency services organisations throughout Western Australia have been a particular focus of the past year's program. Regional personnel have also attended awareness-raising sessions provided by the CCC, including participation by our Pilbara and Kimberley-based staff in the Commission's Northern Exposure Regional Outreach Program.

## MATTERS FOR NOTIFICATION

A reduction in the number of matters notified to the CCC may be viewed as a reflection of our increased scrutiny of personal conduct and integrity. A total of seven new matters were reported to the CCC during the year, down from 18 in 2005-06. Several matters were carried forward from the previous year due to ongoing misconduct or corruption matters before the courts or the complexity of continuing Western Australia Police investigations. An increasing number of matters notified involve arson or suspected arson committed by volunteer firefighters. All of these were investigated jointly by our Fire Investigation and Analysis Branch and the Western Australia Police Arson Squad.

A number of our policies governing employee personal conduct are currently being reviewed, and most of these will be finalised during the coming twelve months.

## **RECORDKEEPING PLANS**

### INFORMATION RESOURCES (DOCUMENT MANAGEMENT)

Our Retention and Disposal Schedule, which was approved for a period of five years by the State Records Advisory Committee in May 2006 and endorsed by the State Records Commission in July 2006, is being incorporated into our records management system, TRIM Context.

The Administrative Records General Disposal Authority and the Financial and Accounting General Disposal Authority have been completed, and the Human Resources General Disposal Authority is currently being uploaded into TRIM Context.

An amendment to the Retention and Disposal Schedule is being developed in consultation with the State Records Office, to address the recordkeeping requirements for the Fire Safety Building Plans being scanned by the Built Environment Branch.

Revision of the Fire Rescue Service, Bush Fire Service and the State Emergency Service Records and Disposal Schedules are planned for October 2007.

An Internal Audit of our records management program was conducted in March 2007 to ensure:

- The records Management service is efficient, effective and addresses the needs of management.
- Compliance with relevant legislation, including the *State Records Act 2000*, *Freedom of information Act 1992* and *Financial Management Act 2006*.

A census of all FESA House records coincided with the Internal Audit in March 2007.

Awareness training in good recordkeeping practices is being conducted to ensure compliance with the *State Records Act 2000*, particularly during a time of organisational restructure and staff movement.

## **FREEDOM OF INFORMATION**

The Freedom of Information Statistical Return for the period 2006-07 has been submitted to the Information Commissioner as prescribed in Section 111 of the *Freedom of Information Act (FOI Act) 1992*.

A total of 79 valid applications were received in the reporting period; eight more than the previous year, with 58% total applications received since January 2007. Some applications were quite complex, requiring additional time and deliberation.

Most applications sought access to non-personal information (including Fire Incident Reports and Fire Investigation Reports) in relation to domestic and commercial structural fires in Waikiki, Kwinana and Welshpool. Many invalid applications were also received; omitting the application fee or requesting fire documentation that had not been finalised at the time of application.

Of the 79 valid applications, one was transferred in full to a local government agency, 17 were granted full access and four were carried forward into the next reporting period. Edited access was applied to 57 applications and Exemption Clause 3(1), which enables certain personal information about individuals to be withheld, was applied to 97% of edited applications.



We received two applications for personal information from volunteers relating to information about them. One volunteer was represented by his Member of Parliament.

One internal review was received and the original decision was confirmed.

The average processing time for each application was 23 days, an increase from 18 days in 2005-06. This is attributed to an increase in applications, requests for fire reports before the reports were finalised and the complexity of some applications (eg Perth Fire Station and study on fire retardants).

#### **FESA Freedom of Information Statistical Return – 2006-07**

<b>APPLICATIONS</b>	<b>STATISTICS</b>
New valid applications received in this period (includes 1 application that was transferred in full to another agency)	79
Applications transferred in full to another Government agency	1
Applications carried forward (undecided) from 2005-06	1
Applications not yet dealt with	4
<b>Total applications dealt with (decided) in this period</b>	<b>74</b>

<b>OUTCOME OF APPLICATIONS</b>	<b>STATISTICS</b>
Access in full	17
Edited access	57
Denied (documents did not exist)	0
<b>Total</b>	<b>74</b>
<b>Average Processing Time (days)</b>	<b>23</b>
<b>Internal Review</b>	<b>1</b>
<b>FEES AND CHARGES</b>	<b>\$</b>
Application fees collected	2,310
Charges waived *	322
Actual charges collected	861

Note: \* Charges are waived if the actual processing cost is less than \$10

# GOVERNMENT POLICY REQUIREMENTS

## CORRUPTION PREVENTION

During the past year our organisational portfolios were restructured to create a dedicated position of Director Professional Standards within the Strategic Policy and Executive Services portfolio. The Professional Standards sub-portfolio is dedicated to improving our service delivery standards and to supporting similar aims within our volunteer organisations. A specific focus of the role is helping create an environment where high-standards of conduct and integrity are commonplace and strengthening our organisational resistance to misconduct and corruption.

The FESA community exceeds 32,000 individuals; career staff, volunteers and cadets. Each performs a role in the service of the community that is to some extent supported by public funding and is equally subject to the personal conduct and integrity requirements applicable to the public sector workforce.

## SUBSTANTIVE EQUALITY

The objective of the State Government's Policy Framework for Substantive Equality is to:

- Eliminate systemic racial discrimination in the provision of public sector services; and
- Promote sensitivity to the different needs of client groups.

During 2006-07 we undertook a range of initiatives to enhance and customise our services to the community and improve cultural awareness of staff. These are outlined in detail in the Community Centred Emergency Management section on [page 27](#) of this report and in the Meeting FESA Strategic Objectives, Proactive Encouragement of Diversity and Equal Opportunity section on [page 15](#).

## SUSTAINABILITY

Details of our Sustainability initiatives and outcomes are outlined in the FESA Futures section on [page 24](#) of this report.