



Government of **Western Australia**
Fire & Emergency Services Authority



Fire and Emergency Services Authority of Western Australia

Annual Report **2008-09**

CONTACT DETAILS

In line with State Government requirements, this annual report is published in electronic format. In order to minimise download times and reduce printing, we have developed the report into chapters. We encourage people to use recycled paper and to print double sided if they print a copy of the report or sections of it.

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GLOSSARY

AFAC	Australasian Fire and Emergency Service Authorities Council	HEAT	Hazmat Emergency Advisory Team
APSEA	Asia Pacific Spatial Excellence Awards	JAFFA	Juvenile and Family Fire Awareness
AQTF	Australian Quality Training Framework	NDMP	National Disaster Mitigation Program
AUSAR	Australian Search and Rescue	NDRRA	Natural Disaster Relief and Recovery Arrangements
AWARE	All Western Australians Reducing Emergencies	OAMG	Operations Area Management Group
BFS	Bush Fire Service	SDC	State Disaster Council
BoM	Bureau of Meteorology	SES	State Emergency Service
BRAG	Bush Fire Ready Action Group	SECG	State Emergency Coordination Group
CESM	Community Emergency Services Manager	SEMC	State Emergency Management Committee
CFM	Community Fire Manager	SLIP EM	Shared Land Information Platform – Emergency Management
CFRS	Career Fire and Rescue Service	SOP	Standard Operating Procedures
CRC	Cooperative Research Centre	USAR	Urban Search and Rescue
DEC	Department of Environment and Conservation	UWA	University of Western Australia
DBMW	Department of Building Management and Works	VES	Volunteer Emergency Service
DOAC	District Operations Advisory Committee	VFRS	Volunteer Fire and Rescue Service
EMA	Emergency Management Australia	VFS	Volunteer Fire Service
ESC	Emergency Services Cadets	VMRS	Volunteer Marine Rescue Services
ESL	Emergency Services Levy	VMRWA	Volunteer Marine Rescue Western Australia
FESA	Fire and Emergency Services Authority of Western Australia	WAERHS	Western Australian Emergency Rescue Helicopter Service
FRS	Fire and Rescue Service	WAERN	Western Australian Emergency Radio Network
GA	Geoscience Australia	WANDRRA	Western Australian Natural Disaster Relief and Recovery Arrangements
HAZMAT	Hazardous Materials		

STATEMENT OF LEGISLATIVE COMPLIANCE

HON. ROB JOHNSON, MLA

Minister for Police; Emergency Services; Road Safety

In accordance with Section 63 of the *Financial Management Act 2006*, 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 financial year ended 30 June 2009.

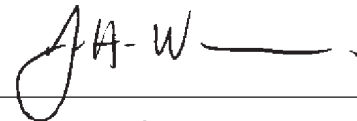
The annual report has been prepared in accordance with the provisions of the *Financial Management Act 2006* as well as the *Emergency Management Act 2005*, the *Fire and Emergency Services Authority of Western Australia Act 1998*, the *Fire Brigades Act 1942* and the *Bush Fires Act 1954*.



A Skinner

Chairman of Accountable Authority

24 August 2009



J Harrison-Ward

Member of Accountable Authority

24 August 2009

CHAIRMAN'S REPORT

Following another busy year for the emergency services industry, it is clear that emergency service organisations within Australia will continue to face significant challenges in developing sustainable service delivery models to cope with changing community needs. Growth in population and changing demographic patterns are leading to increased demand for services and declining volunteer numbers. Together with the increased risk of significant natural events as a result of climate change these pose serious concerns.

Understanding these challenges and undertaking appropriate planning to address them is the key focus of the new strategic plan *FESA 2023 – Shaping Our Future*. Improved data collection, monitoring and reporting will assist us in managing our performance and improving service delivery outcomes. A continued commitment to research will also support improved community safety outcomes through improved programs and emergency management protocols.

The Victorian Bushfires Royal Commission is being followed very closely and the outcomes will be carefully reviewed in relation to FESA's and Western Australia's current protocols and practices. Sharing of knowledge between Australian emergency services has become a major focus in order that lessons learned can be reflected across the nation.

Closer to home, FESA has continued to achieve great results in delivering services to keep Western Australian communities safe. Strong inter agency collaboration supports both prevention and mitigation of known hazards and response to emergencies when they occur. Once again, we received independent recognition for our work in this area with national and state awards for the SLIP EM project and a state award for bush fire mitigation in the Kimberley.

FESA's people are its most valuable resource. On behalf of the Board and all Western Australian stakeholders, I thank our operational staff and volunteers for their ongoing commitment during what has been another very busy year. Your professionalism and dedication are acknowledged and appreciated.



Allan Skinner PSM

BOARD CHAIR

CHIEF EXECUTIVE OFFICER'S REPORT

Our focus at FESA during 2008-09 has been to continue to consolidate and improve processes and systems to build a strong foundation on which to plan for the future. Our futures strategy, *FESA 2023 – Shaping Our Future*, came into force from 1 July 2008. It provides us with a clear strategic direction for the next 15 years and will assist us to consolidate our position as a leading and progressive emergency services organisation both within Australia and internationally.

One of the major milestones achieved this year was the approval to draft one comprehensive emergency services Act. As this will take some time to complete, approval was received to draft critical amendments to the *Bush Fires Act 1954*. These amendments will improve control and coordination arrangements for major bush fires, the inclusion of crown land in the definition of property and the ability to declare a total fire ban in Western Australia. Our overall objective is improved coordination of emergency events and ultimately a reduction in the impact of emergencies on the community.

Building capacity of our staff and volunteers, as well as community stakeholders, is a cornerstone of *FESA 2023*. Key achievements in this area include hosting the Emergency Management Australia conference in April 2009, the completion of the Cape to Cape Review, implementation of standard 'facility footprints' for emergency service buildings and improved Emergency Services Levy grant allocation processes for local government. We also commenced the development of our Operational Doctrine to provide staff and volunteers with an understanding of why and how we deliver our emergency services.

Strong partnerships with communities and local governments in support of community safety remains a major focus. FESA was recognised this year through awards for bush fire mitigation in the Kimberley as well as national and state awards for our SLIP EM project. Improved community capacity is being achieved through the AWARE program and our increased partnerships with local government to employ additional Community Fire Managers and Community Emergency Services Managers. A strong focus has also produced a strengthening of relationships with remote Indigenous communities.

Keeping our people safe is the driver for improved personal protective equipment, additional special risks equipment and improved welfare and support programs. Significant work has been undertaken on the development of a strategic human resource management framework, which will be finalised in the coming year. Outcomes will include improved workforce planning and targeted recruitment to ensure volunteer sustainability.

Finally, I extend my thanks to all staff and volunteers for their continued dedication and support to the organisation to build a Safer Western Australian community.



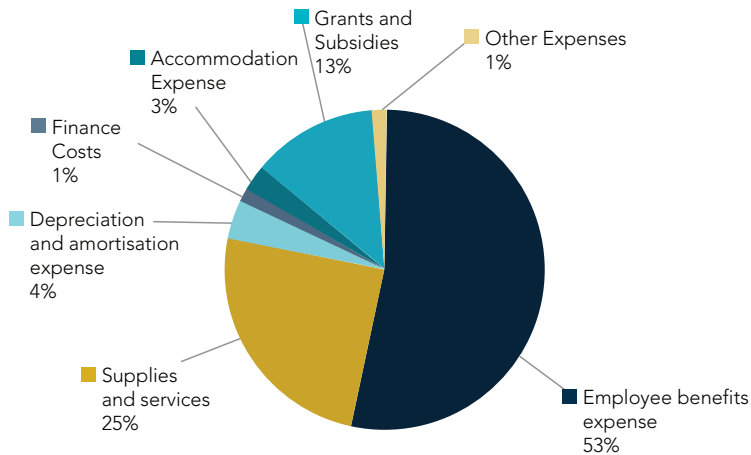
Jo Harrison-Ward
CHIEF EXECUTIVE OFFICER

EXECUTIVE SUMMARY

FINANCIAL OVERVIEW

Sources of Revenue	Total \$'000
Income	
User charges and fees	172,617
Commonwealth grants and contributions	5,207
Interest revenue	4,556
Other revenue	4,689
Gain on disposal of non-current assets	162
Total income other than from State Government	187,231
Income from State Government	
Service appropriation and contributions	43,942
Resources received free of charge	567
Total income from State Government	44,509

Total Cost of FESA Services 2008-09 (\$224,405,000)



PERFORMANCE HIGHLIGHTS

FESA achieves its outcomes through the delivery of two services – prevention services and emergency services.

Highlights – Prevention Services

- Hosted the Emergency Management Australia conference in April 2009.
- Received state recognition for bush fire mitigation in the Kimberley.
- Enhanced support for remote Indigenous communities.
- Improved support to local government through the establishment of Community Emergency Management Officers.
- Established additional Community Fire Managers and Community Emergency Service Managers in high risk local government areas.
- Undertook research to improve emergency services volunteer recruitment and retention.
- Established the Volunteer Employer Recognition Program.
- Improved welfare and support programs for our staff and volunteers.

Highlights – Emergency Services

- Gained Cabinet approval to develop a new, contemporary legislative framework for emergency services.
- Completed the Cape to Cape Review.
- Commenced the development of an Operations Doctrine to guide emergency service delivery in the future.
- Developed standard 'facility footprints' for emergency services.
- Provided increased resourcing for operational services, including improved special risk capability, and improved personal protective equipment for operational personnel.
- Implemented enhanced technology to support operational service delivery.
- Won national and state awards for the SLIP EM project.
- Undertook an extensive consultation program to improve the ESL grant allocation process for local government.
- Established a new Emergency Services Unit in Hopetoun.

QUICK STATISTICS

Our People

At 30 June 2009, FESA employed 1,300 full time staff and 41 part time and casual staff. Our average full time equivalent during 2008-09 was 1,276.

We also support more than 30,000 volunteers across Western Australia

who provide an invaluable contribution to achieving our outcomes by delivering Emergency Services and supporting Prevention Services. Our volunteers undertake a variety of roles in the delivery of operational services as well as in administrative and functional support.

Trends indicate that volunteer numbers are generally decreasing, with an overall reduction of 600 volunteers and 241 cadets and juniors this year. Our records show that the overall volunteer turnover rate was 7 per cent, with 2,285 volunteers leaving. The removal of duplicate personnel records has affected the volunteer numbers this year.

Cadet and junior programs will be reviewed during 2009-10 with the objective of developing strategies to encourage the retention of cadets and juniors and provide pathways for them to move into adult volunteering.

Volunteer Numbers as at 30 June 2009	Operational	Support
Volunteer Fire and Rescue Service	1,777	172
Volunteer Bush Fire Service	24,693	648
State Emergency Service	1,442	12
Volunteer Marine Rescue Service	1,224	32
Volunteer Fire Service	275	65
Volunteer Emergency Services	504	0
FESA	0	16
Total	29,915	945

Cadets and Juniors as at 30 June 2009	
Emergency Services Cadets	1,350
Juniors registered with brigades, groups and units	491
Total Cadets and Juniors	1,841
Emergency Services Cadet (ESC) units	40
Junior Cadet Programs	89

EMERGENCY SERVICES – 2008-09

Incident Response Career and Volunteer Fire Services)	Number of incidents in 2008-09
Fires in a structure	1,543
Landscape fires, vegetation fires	6,959
Other property fires	4,419
Non fire rescue calls, including road crash rescues	1,869
Hazardous materials (HAZMAT) <i>(includes petrol or flammable spills and gas leaks)</i>	922
False alarms	10,608
Other emergency responses – including support to flood, storms, tempest and other natural disasters	1,886
Total responses provided by fire services	28,206

The number of responses provided by fire services this year was a slight increase on 27,364 in 2007-08. There was a marked increase in support response to natural hazards (38 per cent). Results for non-fire rescue calls and HAZMAT were affected by data cleansing and more accurate response coding.

Incident Response (Aerial Services)	2008-09	
	Number of Incidents	Flying Hours
FESA Helitac – Aerial suppression	102	428.67
FESA Aerial intelligence Helicopter	58	155.90
Aerial rescue – RAC Emergency Rescue Helicopter Service <i>(includes incidents and flying hours where a fee for service was charged)</i>	411	553.77

Aerial services recorded similar activity levels to 2007-08.

SES response this year shows a reduction in the number of incidents attended from last year (675 compared to 815 in 2007-08). SES data collection systems are currently being reviewed for replacement during 2009-10. We anticipate this will improve data quality and analysis.

Incident Response (State Emergency Service)	Number of incidents in 2008-09
Cyclone	4
Cliff Rescue	14
Earthquake	0
Firefighting support	37
Flood	28
Road crash rescue	51
Land and air search	93
Storm	140
Temporary building repairs	129
Tsunami	0
Miscellaneous support	179
Total responses provided by State Emergency Service	675

Incident Response (Volunteer Marine Rescue Services)	Number of incidents in 2008-09
Marine Search and Rescue – Group authorised	103
Marine search and Rescue – Police authorised	679
Standby events	61
Total responses provided by Volunteer Marine Rescue Service	843

Volunteer Marine Rescue responses were only slightly fewer than last year's total of 878.

PREVENTION SERVICES – 2008-09

Arson and Fire Investigation	2008-09
Formal investigations	160
- Structural fire	110
- Wildfire	50
Persons charged with fire offences	243
Fire related deaths in WA	5
Three year rolling average fire death rate Western Australia (2004-2006)	3 ¹
Three year rolling average fire death rate Australia (2004-2006)	5.61 ¹

¹ Report on Government Services (RoGS), 2009

Built Environment Safety	2008-09
Commercial building plan assessments	1,969
Firefighting equipment tests	400
High risk accommodation inspections	160
Emergency Management Training	
Organisations accessing commercial training	147

As this is the first year we have provided these statistics, we are unable to provide comparative data for 2007-08.

OPERATIONAL STRUCTURE

ENABLING LEGISLATION

The Fire and Emergency Services Authority of Western Australia (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 (CFRS), 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 Services (VES) units and Volunteer Fire Service (VFS) brigades have also been established.

We also have responsibility for administering the service level agreement for Surf Life Saving Western Australia's volunteer rescue operations. Surf Life Saving Western Australia has approximately 4,000 patrolling lifeguards who provide a range of essential services to the beach going community.

RESPONSIBLE MINISTER

The Hon. Rob Johnson MLA, Minister for Police; Emergency Services; Road Safety

OUR VISION

A safer community.

OUR MISSION

In partnership with the people of Western Australia to:

- Improve community safety practices.
- 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.
- Strive to keep ourselves and others safe.

OUR ROLES AND RESPONSIBILITIES

We have 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:

- Fire – rural and urban fires in gazetted fire districts.
- Fire – on Department of Environment and Conservation managed land in gazetted fire districts.
- Hazardous materials incidents.
- Flood.
- Cyclone.
- Storm.
- Earthquake.
- Tsunami.
- Collapse – collapse of landform or structures.

We also provide combat and support services, including communications, for:

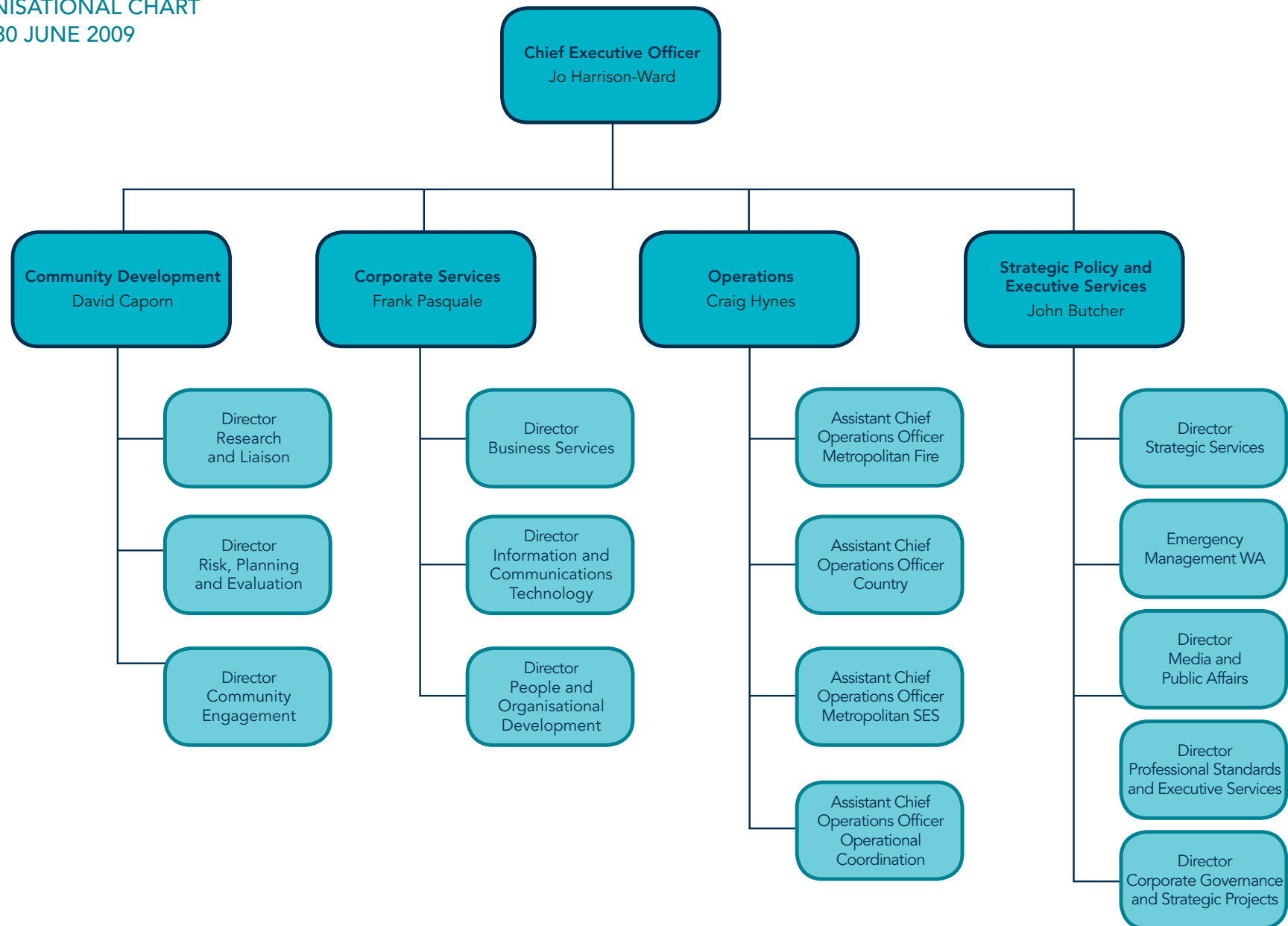
- Marine search and rescue.
- Land search.
- Air search and rescue (including emergency casualty transport).
- Urban search and rescue.
- Cliff, cave and confined space rescue.
- Road transport emergencies.
- Rail transport emergencies.
- Animal disease outbreaks.

We facilitate state emergency management capacity building through:

- Development of state policy and plans.
- Management of the [Western Australian Natural Disaster Relief and Recovery Arrangements](#).
- 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](#) and the State Emergency Coordination Group.
- Participation in state and national strategic working groups.
- Provision of emergency management training in conjunction with [Emergency Management Australia](#).

**ORGANISATIONAL CHART
AS AT 30 JUNE 2009**

THE FESA BOARD

Section 6 of the *Fire and Emergency Services Authority of Western Australia Act 1998* 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 FESA Board continues to be accountable to the Minister for Police; Emergency Services; Road Safety and is responsible for:

- Determining strategic direction and overall performance.
- Ensuring compliance with key legislation.
- Endorsing management initiatives.

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 governance process, the FESA Board is able to devolve necessary authority and responsibility to staff and volunteers while preserving the controls necessary for accountability.

Members of the Board are appointed based on their experience in areas relevant to FESA activities. The profiles of current FESA [Board members](#) are provided in the Disclosure and Legal Compliance section of this report.

CORPORATE EXECUTIVE

FESA's corporate structure comprises four portfolios that coordinate and deliver key prevention and emergency services.

Portfolio	Key Responsibilities
Community Development	<ul style="list-style-type: none">• Research and liaison in order to minimise the impact of emergencies on the community and the environment, and the provision of built environment services.• Risk planning and evaluation, including strategic service delivery planning, knowledge management, corporate planning and reporting and operational resourcing review.• Development and delivery of community education and awareness programs.
Corporate Services	<ul style="list-style-type: none">• Business services, including development and maintenance of property and fleet, and financial management.• Development and maintenance of information technology and telecommunications systems.• People and organisational development, including workplace management, human resources consultancy, personnel and payroll, health safety and welfare, training delivery and volunteer and youth support.
Operations	<ul style="list-style-type: none">• Management and delivery of operational services through the CFRS, VFRS, BFS, SES, VMRS, VFS and VES, including:<ul style="list-style-type: none">- Emergency response and incident control.- Capability development.- State hazard planning.- Special risk planning.
Strategic Policy and Executive Services	<ul style="list-style-type: none">• Development of strategic policy and planning.• Development of strategic emergency management policy and procedures.• Media and public affairs.• Monitoring professional standards• Stakeholder liaison and support.• Development of governance policy and process, and monitoring of strategic projects.

Our corporate executive team is comprised of the Chief Executive Officer and the portfolio executive directors.

Ms Jo Harrison-Ward, MLM

(Chief Executive Officer)

Ms Harrison-Ward has 16 years' experience in the public sector and has held a number of senior roles related to the delivery of emergency services. She received a Churchill Fellowship in 2004 to study engaging the community in emergency management.

Mr Craig Hynes, BCom

(Chief Operations Officer)

Mr Hynes has 24 years' experience in the fire and emergency services industry and has held a range of key roles and responsibilities.

Mr John Butcher

(Executive Director Strategic Policy and Executive Services)

Mr Butcher has more than 30 years' experience in the public sector.

Mr Frank Pasquale, BCom

(Executive Director Corporate Services)

Mr Pasquale has 20 years' experience in the public sector.

Mr David Caporn, APM

(Executive Director Community Development)

Mr Caporn has more than 32 years' experience in the public sector.

ADMINISTERED LEGISLATION

FESA administers the following Acts along with associated, subsidiary legislation:

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

OTHER KEY LEGISLATION IMPACTING ON FESA ACTIVITIES

In performing its functions, FESA complies with the following legislation:

- *A New Tax System (Australian Business Number) Act 1999 (Commonwealth).*
- *A New Tax System (Goods and Services Tax) Act 1999 (Commonwealth).*
- *Auditor General Act 2006.*
- *Australian Crime Commission Act 2004 (Commonwealth).*

- *Disability Discrimination Act 1992 (Commonwealth).*
- *Contaminated Sites Act 2003.*
- *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.*
- *Duties Act 2008.*
- *Electoral Act 1907.*
- *Electronic Transactions Act 2003.*
- *Environmental Protection Act 1986.*
- *Equal Opportunity Act 1984.*
- *Evidence Act 1906.*
- *Financial Management Act 2006.*
- *Fire and Emergency Services Superannuation Act 1985.*
- *Freedom of Information Act 1992.*
- *Fringe Benefits Tax Assessment Act 1986 (Commonwealth).*

- *Government Employees' Housing Act 1964.*
- *Government Financial Responsibility Act 2000.*
- *Heritage of Western Australia Act 1990.*
- *Income Tax Assessment Act 1936 (Commonwealth).*
- *Income Tax Assessment Act 1997 (Commonwealth).*
- *Industrial Relations Act 1979.*
- *Land Tax Assessment Act 2002.*
- *Legal Profession Act 2008.*
- *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.*
- *National Greenhouse and Energy Reporting Act 2008.*

- *Occupational Safety and Health Act 1984.*
- *Payroll Tax Assessment Act 2002.*
- *Perth Parking Management Act 1999.*
- *Public and Bank Holidays Act 1972.*
- *Public Interest Disclosure Act 2003.*
- *Public Sector Management Act 1994.*
- *Road Traffic Act 1974.*
- *Salaries and Allowances Act 1975.*
- *Stamp Act 1921.*
- *State Administrative Tribunal Act 2004.*
- *State Records Act 2000.*
- *State Superannuation Act 2000.*
- *State Supply Commission Act 1991.*
- *Tax Administration Act 1953 (Commonwealth).*
- *Water Boards Act 1904.*
- *Working with Children (Criminal Record Checking) Act 2004.*
- *Workers' Compensation and Injury Management Act 1981.*
- *Workplace Relations Act 1996 (Commonwealth).*

PERFORMANCE MANAGEMENT FRAMEWORK

OUTCOME BASED MANAGEMENT FRAMEWORK
– LINK TO GOVERNMENT GOALS

Broad, high-level government goals are supported at an agency level by specific outcomes. Agencies deliver services to achieve these outcomes.

The following table illustrates the relationship between FESA services, our desired outcomes and the government goal to which they contribute.

Government Goal	Agency Level Desired Outcome	Services
Goal 3 "Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians."	1. The impact of human and natural hazards on the community of Western Australia is minimised	1. Prevention Services 2. Emergency Services

We deliver our services through a network of regionally-based FESA resources and with the support of local volunteers. Our community engagement approach supports the achievements of other government goals including **"A stronger focus on the regions"** and **"Social and environmental responsibility"**.

CHANGES TO OUTCOME BASED MANAGEMENT FRAMEWORK

A comprehensive review of our Outcome Based Management Framework was completed in 2008-09. The review had two objectives:

1. To improve the relevance of performance data collected to assist in decision-making and resource allocation.
2. To improve the clarity of published information in order to assist stakeholders in understanding FESA core services, outcomes and performance.

Further detail on changes is provided in the [KPI section](#) of this report.

SHARED RESPONSIBILITIES WITH OTHER AGENCIES

The State Emergency Management Committee (SEMC) is the peak emergency management body in Western Australia. We provide executive and secretariat support for the committee. Membership includes representatives appointed by the Minister for Police; Emergency Services; Road Safety from those organisations that are essential to the state's emergency management arrangements. The SEMC's role is to:

- Advise the Minister on emergency management and the preparedness of the state to combat emergencies.
- Provide direction, advice and support to public authorities, industry, commerce and the community in order to plan and prepare for an efficient emergency management capability in Western Australia.
- Provide a forum for whole-of-community coordination to ensure the minimisation of the effects of emergencies.
- Provide a forum for the development of community-wide information systems to improve communications during emergencies.
- Develop and coordinate risk management strategies to assess community vulnerability to emergencies.
- Arrange for the preparation of state emergency management policies and plans.
- Prepare an annual report on its activities.
- Monitor and review the *Emergency Management Act 2005* and its regulations.

We also provide secretariat services for the State Mitigation Committee. The committee's role is to minimise the impact of natural hazards on people, property and the environment.

Other emergency management responsibilities that we administer on behalf of Western Australian stakeholders include coordination of:

- National emergency management training.
- Emergency relief and recovery funding provided through the Western Australian Natural Disaster Relief and Recovery Arrangements.

PERFORMANCE AGAINST TARGETS

RESOURCE AGREEMENT

(*Treasurer's Instruction 808*)

The following performance information (financial and non-financial) is the subject of a resource agreement signed by the Minister for Police; Emergency Services; Road Safety, the Fire and Emergency Services Authority of Western Australia and the Treasurer under Part 3, Division 5 of the *Financial Management Act 2006*.

Resources are provided for the delivery of two services, which are linked to our agency level outcome:

1. Prevention Services
2. Emergency Services

Performance is monitored against financial targets and through our key performance indicators. Performance results for 2008-09 are shown below.

FINANCIAL TARGETS SUMMARY (FURTHER DETAIL IS PROVIDED IN THE FINANCIAL STATEMENTS)

	2008-09 Target (Budget)	2008-09 Actual	Variation	Reason for Significant Variation between Target and Actual
Total cost of services (expense limit) (details from Income Statement)	\$208,153,000	\$224,405,000	\$16,252,000	The variance is mainly due to a long-standing arrangement whereby FESA uses its own cash resources to meet unbudgeted costs associated with unpredictable emergency response and recovery activities by a range of government agencies. These costs are subsequently reimbursed through supplementary funding, including: <ul style="list-style-type: none"> • The Western Australia Natural Disaster Relief and Recovery Arrangements administered on the government's behalf. • Bush Fire Suppression. • State Emergency Service response and recovery.
Net cost of services (details from Income Statement)	\$28,570,000	\$37,174,000	\$8,604,000	This variance reflects the impact of unbudgeted emergency services costs as outlined above. It is offset in part by higher than expected sundry revenues.
Total Equity (details from Balance Sheet)	\$215,668,000	\$280,690,000	\$65,022,000	This result reflects a capital contribution as part of the government debt reduction strategy (\$32.9 million) and an increase in reserves associated with asset revaluations (\$29.5 million).
Net Increase/(Decrease) in Cash Held (details from Cash Flow Statement)	(\$6,168,000)	\$20,305,000	\$26,473,000	Higher cash balances largely reflect capital works in progress at year end and higher than anticipated sundry revenue.
Approved Average Full time Equivalent (FTE) Staff Level	1,258	1,276	18	The commencement of a firefighter recruit school in May 2009 was the major reason for this variance.

KEY PERFORMANCE INDICATORS SUMMARY (FURTHER DETAIL IS PROVIDED IN DISCLOSURES AND LEGAL COMPLIANCE)

Our key effectiveness indicators measure the extent of impact of delivery of services on the achievement of our desired outcome. Our key efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

	2008-09 Target	2008-09 Actual	Variance	Reason for Significant Variation between Target and Actual
Outcome: The impact of human and natural hazards on the community of Western Australia is minimised.				
Service 1: Prevention Services				
KEY EFFECTIVENESS INDICATORS				
Number of accidental residential fires per 100,000 households Note: a lower result indicates better performance.	70	74.05	4.05	Three year rolling averages allow for annual seasonal variations that may impact results. The three year average is 72.95. Results for 2008-09 are affected by improved data collection and auditing.
Proportion of structural fires contained to object/room of origin Note: a higher result indicates better performance	68%	70.50%	2.05%	Results for 2008-09 are affected by improved data collection and auditing.
KEY EFFICIENCY INDICATORS				
Total prevention programs delivered	18	19	1	Delays in completing redevelopment of the Fire Education Heritage Centre impacted total costs. Additional community awareness activities following the Victorian bush fires, including 24 hour information lines and door knocking where fires potentially threatened homes also increased costs.
Total prevention expenditure \$'000	22,963	24,449	1,486	
Average cost per prevention service \$'000	1,275.72	1,286.79	11.07	
Service 2: Emergency Services				
KEY EFFECTIVENESS INDICATORS				
Number of operational personnel ready to respond to emergencies	30,972	29,915	(1,057)	Data auditing and the removal of 301 duplicate volunteer personnel records is the major factor impacting this variance.
KEY EFFICIENCY INDICATORS				
Total emergency services expenditure \$'000	181,009	199,956	18,947	Variances are related to unbudgeted costs incurred on bush fire suppression and State Emergency Service response and recovery activities. These costs are initially met by FESA and subsequently reimbursed with supplementary funding through the Western Australian National Disaster Relief and Recovery Arrangements (WANDRRA). Supplementary funding of \$15.9 million was received in 2008-09.
Average cost per operational personnel \$'000	5.84	6.28	0.44	

OUR AGENCY OBJECTIVES

Our new long term strategic plan [FESA 2023 – Shaping Our Future](#) was implemented from 1 July 2009. Its objective is to deliver improvements in four key focus areas: the community, our staff and volunteers, the development of services and the delivery of services. The plan comprises four long term strategic directions to guide our activities over the next 15 years:

A LEADING EMERGENCY SERVICES ORGANISATION	The Government and community of Western Australia look to us for leadership, direction and innovation in enabling a safer community.
A FUTURE FOCUSED ORGANISATION	An organisation capable of anticipating and responding to the changing needs of the community and the environment.
AN INTEGRATED ORGANISATION	An organisation that achieves its goals through a foundation of strong governance, collaboration, cooperation and alignment.
VALUED AND CAPABLE PEOPLE	An organisation that values and develops its staff and volunteers.

Our long term strategic directions will be achieved through a three stage process with each stage taking five years to complete. Stage one focuses on establishing the frameworks, systems and processes required to achieve our longer term objectives.

KEY ACHIEVEMENTS – 2008-09

SERVICE 1: PREVENTION SERVICES

Through the delivery of Prevention Services we aim to improve the Western Australian community's capacity to reduce preventable emergencies and to prepare for and mitigate the impact of natural hazards. Our focus is on raising awareness of local level risks and empowering community members and local governments to build greater resilience to deal with the impact of emergency events. We achieve our objectives through the delivery of targeted community education programs as well as training and cross-agency support in the management of emergencies.

Major achievements this year include:

A LEADING EMERGENCY SERVICES ORGANISATION	<ul style="list-style-type: none"> Hosted the Emergency Management Australia conference in April 2009. Continued natural hazard mitigation, including state recognition for bush fire mitigation. A continued focus on fire investigation and arson reduction. Reviewed and enhanced community awareness, education and training programs.
A FUTURE FOCUSED ORGANISATION	<ul style="list-style-type: none"> Progression of a strategic foresight planning capability.
AN INTEGRATED ORGANISATION	<ul style="list-style-type: none"> Enhanced support for remote Indigenous communities. Improved support to local government.
VALUED AND CAPABLE PEOPLE	<ul style="list-style-type: none"> Undertook research to improve emergency services volunteer recruitment and retention. Continued implementation of professional development programs. Established the Volunteer Employer Recognition Program. Improved welfare and support programs.

CASE STUDY - WESTERN AUSTRALIAN EMERGENCY MANAGEMENT CONFERENCE 2009

Background

The Western Australian Emergency Management Conference 2009 provided an opportunity for emergency management practitioners and emergency services personnel to come together and learn about contemporary issues affecting emergency management in Western Australia.

Objective

The theme for the 2009 conference was; 'Learning from the Past to Prepare for the Future.' In keeping with this theme, the conference provided an opportunity for emergency management practitioners and researchers to showcase best practice and explore future trends. Presenters represented a cross-section of government and industry organisations.

Results

Almost 300 people took part in the two day conference, including 212 registered delegates, 66 presenters and co-presenters, and 11 exhibitors.

An online survey of delegates highlighted the success of the conference with over 99 per cent of respondents indicating their

attendance at the conference assisted them in their role in the emergency management sector. Informal feedback during and following the conference was very positive, and included some good suggestions for future conferences.

The first day's program included:

- Pre-conference workshop and panel discussions to raise awareness and allow in-depth consideration of a number of emergency management related topics.
- A session on the [Western Australian Natural Disaster Relief and Recovery Arrangements \(WANDRRA\)](#).
- Participants learned the process to be followed once a WANDRRA eligible event is declared, and the roles and responsibilities of the four key agencies who administer the eligible measures.
- A session on the importance of emergency management arrangements for communities – incorporating a desktop exercise utilising an 'all hazards' approach.
- Participants received planning tools and a good understanding of the importance of the process for emergency management arrangements and how they could be applied in a time critical situation within their community.

- A number of sessions on the science of bushfires and climate change.
- These gave the attendees a thorough understanding of a number of subjects including the various factors influencing bush fires in the South West of WA from climatic changes, studies of bush fires that demonstrates the effectiveness of prescribed burns, and an examination of the complete cyclone warning service in Western Australia.

At the end of the first day, conference participants were also able to design and implement a successful volunteer recruitment action plan, develop a tsunami response plan, draw up an operational structure using Australasian Interservice Incident Management System, and to develop the emergency management capacity within their communities. They were equipped to convey their knowledge of the health response during emergencies to their communities, and to engage within Culturally and Linguistically Diverse (CALD) communities.

On the second day, keynote speakers addressed all participants in the morning sessions, followed by two concurrent streams of presentations on a range of emergency management topics in the afternoon.

By the end of the second day, conference participants were able to understand climate change and weather extremes for Western Australia, appreciate what community resilience is, and understand what they need to consider for emergency management in their community – including the factors of uncertainty.

The [Kiwirrkurra Documentary](#), which captures the lessons learned from the flooding and evacuation of Kiwirrkurra in 2001, was also launched during the conference.

The future

We intend to host another Western Australian Emergency Management Conference in the future to ensure emergency management practitioners are kept up-to-date with emerging trends and issues.

NATURAL HAZARD MITIGATION

Bush Fire

- We were a key participant in the [Ecofire: Coordinated Fire Management in the Central and Northern Kimberley Project](#), which was the overall winner of the 2008 Western Australian Environment Award. Extensive fires impose annual economic losses to pastoralists and over time result in catchment degradation and reduced stocking capacities. Cultural sites are also damaged by intense fires. The Ecofire project brought together land owners and managers, Indigenous communities and government and non-government organisations with diverse interests to deliver coordinated regional fire management over 14 properties covering almost five million hectares of the central and northern Kimberley.

Project participants plan and implement a regional prescribed burning program which is dramatically reducing the extent of mid to late dry season fires and significantly improving the conservation management of catchments and biodiversity in the region.


“Regional prescribed burning is dramatically reducing mid to late dry season fires.”

- We were listed as a finalist in the 2008 Premier's Awards for our strategic fire management work in the Kimberley region – including the annual Kimberley Aerial Burning Program and the development of fire management plans with Kimberley pastoralists. Currently, 23 of 118 pastoralists in the Kimberley have fire management plans, and we expect it to take three to four years before all pastoralists have a plan. We are also working with the Pastoralist and Grazier's Association, pastoralists and remote Indigenous communities to develop strategic fire management in the Pilbara region.
- Further modelling to support the Bush Fire Threat Analysis (BFTA) common risk assessment tool was conducted. FESA managed the project, which was implemented in consultation with DEC and Western Power and part funded by the [Natural Disaster Mitigation Program](#). When modelling of all Western Australian regions is complete, BFTA will enable us to assess potential bush fire risk across the state with a common tool, and will also help inform our mitigation strategies.
- In conjunction with Main Roads Western Australia, we undertook a pilot road side burning project in the Shire of Derby/West Kimberley. This project, which was assisted by Natural Disaster Mitigation Program funding, aims to reduce the number of fires in roadside vegetation which can impact on adjoining private land.
- We support the Department of Planning and Infrastructure in managing fire on unallocated Crown land and unmanaged reserves through a Memorandum of Agreement. We manage 647 parcels of land in the metropolitan region and 31,748 parcels in country regions. Significant progress has been made in strategic hazard reduction burns in these areas, as well as upgrading firebreaks, prioritising risk to the community and incorporating the land into local government fire prevention plans. Risks have been prioritised and treatment strategies scheduled.
- We reviewed more than 100 Urban Bushland Plans. These raise local firefighters' awareness of assets in environmentally significant areas of bushland and mitigate the impacts of emergency response on important flora and fauna.
- A research study on fire management implications for wetlands on the Swan coastal plain was completed through Edith Cowan University. Its results will assist in the development of fire management strategies to improve the sustainability of the wetlands and enhance the safety of both adjoining communities and firefighters.

Tsunami

- Tsunami impact modelling was conducted in conjunction with Geoscience Australia for selected population centres between Carnarvon and Busselton. The study assessed the potential inundation from a tsunami and provided advice to assist in emergency management planning.
- An education program has been developed to raise community awareness in tsunami risk areas and will be delivered during 2009-10.

FIRE INVESTIGATION AND ARSON REDUCTION

- A joint study was undertaken with the Office of Crime Prevention and conducted by the University of Western Australia Psychology Department to review arson offender data. The study aimed to better understand the motivations behind deliberate fire lighting and support a targeted approach to the reduction of arson. It was funded through the Natural Disaster Mitigation Program.
 - We conducted a regional tour of the state with the Western Australia Police Arson Squad to raise awareness of the initiatives being undertaken by the Arson Information Network. This combined approach has resulted in a significant increase in the involvement of regional staff and will assist in reducing the number of deliberate fires through effective communication and reporting.
 - Reports of suspected arson received from our staff statewide, together with information gathered through Crime Stoppers, enabled Western Australia Police to formally charge 72 people with offences against the *Bush Fires Act 1954* and 171 people with 'criminal damage by fire' which includes structure and property. This is an increase of approximately 35 per cent over the previous year.
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- The Extinguish Arson Information Database is currently being developed with Natural Disaster Mitigation Program funding and completion is planned for December 2009. This database will allow us to quickly identify arson threats through the automatic interrogation of information provided by emergency services, including Western Australia Police and the Department of Environment and Conservation.
 - We completed a study into the causes of fatal fires in Western Australia which made comparisons between local six and 15 year datasets and against national trends.
- In response to a disproportionately high number of fire related fatalities in State housing, we undertook a joint initiative with the Department of Building Management and

Works (DBMW) to raise property managers' awareness of effective smoke alarm maintenance. DBMW has developed new maintenance procedures to support this community safety initiative.

- We also coordinated discussion between the National Electrical and Communications Association, Western Power and EnergySafety and developed a joint statement on the safe use of halogen downlights. Further work is now being done with the insulation industry and electrical contractors to help prevent roof space fires.

COMMUNITY AWARENESS, EDUCATION AND TRAINING PROGRAMS

Bush Fire Program

Our Bush Fire Program aims to raise the awareness of the community to bush fire risk and to encourage them to take action to prepare and respond to this risk. The Bush Fire Program has three key components:

- The Bush Fire Ready Action Group program.
- A range of community education resources such as the 'Prepare Stay and Defend or Go Early' kits, The Homeowners Survival Manual and Bush Fire Ready brochure.
- Training and professional development for the key stakeholders.

The Bush Fire Program was important in ensuring the rapid delivery of community activities following the Victorian bush fires in February. Community meetings, mail outs and other community based activities were conducted in high bush fire risk areas of Western Australia. These activities focused on building community knowledge of the Prepare, Stay and Defend or Go Early policy, promoting community preparedness for bush fire risk, the development and delivery of the School Bush Fire Program, raising the awareness of absentee landowners to high bush fire risk and facilitating the identification of safe refuges.

Bush Fire Ready Action Group Program

The Bush Fire Ready Action Group (BRAG) program supports neighbourhoods and communities throughout Western Australia in preparing for the bush fire season. There are currently more than 20 active BRAGs working with a network of street coordinators. Our Community Safety Coordinators liaise with FESA regional operational staff to provide training, resources and assistance in conducting meetings and other awareness activities.

In early 2008, the [Bushfire Cooperative Research Centre](#) and Royal Melbourne Institute of Technology University evaluated the effectiveness of the BRAG program. They conducting a case study of three BRAGs in

Bedfordale, Darlington and Yallingup, and consulted with the local members of each of the groups, FESA staff, volunteers and other stakeholders. The findings and recommendations, which were tabled in January 2009, encourage the development and expansion of the program. This is being achieved through a professional development program for existing facilitators and a recruitment, training and support program to support the expansion.

Wet Season Program (FESA Evaluation)

A comprehensive review of wet season materials was undertaken following Cyclone George in 2007. In response to the review recommendations, a set of resources have been developed as a 'kit' to address the range of wet season risk, including cyclone, flood



and storm surge. The new Cyclone Smart materials take a comprehensive approach to managing emergencies, addressing cyclone risk in terms of 'before, during and after', and also covering the needs of specific groups such as residents, tourists, Indigenous people and communities, itinerant workers and Culturally and Linguistically Diverse (CALD) community members. Cyclone Smart was launched during our annual cyclone community awareness tour conducted in partnership with the Bureau of Meteorology in October 2008. An evaluation of the effectiveness of Cyclone Smart will be undertaken in 2009-10 and its results will guide the improvement of other community safety resources for hazards such as storm and bush fire.

Juvenile and Family Fire Awareness (JAFFA)

The JAFFA Program helps minimise the loss of life, injury and property and environmental damage caused by one off or repetitive fire lighting by juveniles. It aims to help juveniles understand the dangers of fire play, educate them in the various aspects of fire behaviour and alert them to the potential long-term consequences of sustaining serious burns. JAFFA is a voluntary program and is currently supported by 23 career firefighter and volunteer Juvenile Support Officers (JSOs) throughout Western Australia.

The program accepts referrals between the ages of four and sixteen. During 2008-09, 65 cases were referred, 55 of which were addressed and closed. Four of the referred cases did not meet the age criteria. As there has been a notable increase in the complexity of referrals, we will conduct a review of the program in 2009-10, which will include the JSOs and other agencies involved. A professional development workshop and training program will also provide ongoing support to the program's expanding network of volunteers.

Indigenous Engagement

A joint project with the Kimberley Language Resource Centre was funded through a [Working Together to Manage Emergencies](#) grant. Originally, the project aimed to translate the Western Australian Emergency Management Guidelines and the Emergency Management Arrangements documents into a universal Indigenous written language. However, when consultation identified that this was not possible, it was decided to instead identify the most appropriate and effective means of providing critical emergency management information to Indigenous communities. This experience highlighted the importance of early engagement with Indigenous communities and the challenge of developing appropriate means of communication where English is a

second or third language. The project's results will assist in the development and implementation of the FESA Indigenous Emergency Management Strategy in 2009-10.

Safer Country – Indigenous Emergency Risk Management Training

In line with our Indigenous Emergency Management Strategy, and in partnership with Kalgoorlie-Boulder Shire and the Western Australian Local Government Association, we are delivering Safer Country emergency risk management capacity-building training to three Indigenous communities. So far, Safer Country has been delivered to 11 representatives of the Kurrawang community, and the project will continue during 2009-10 with the Coonana and Tjuntjuntjara communities.

FUTURES PLANNING

We are progressively integrating future foresight into the planning and management of emergency services in Western Australia and in our strategic directions outlined in [FESA 2023 – Shaping Our Future](#).

During 2008-09, internal planning processes have been revised so that they now integrate horizon and environmental scanning and strategic review cycles to maintain the relevance of long term plans and strategies and focus on annual business plans.

ENHANCED SUPPORT FOR REMOTE INDIGENOUS COMMUNITIES

FESA Indigenous Emergency Management Strategy

The national emergency management strategy [Keeping Our Mob Safe](#) was launched at Bidyadanga in Western Australia in 2007. It is endorsed by the Remote Indigenous Communities Advisory Committee (RICAC) and supported by the Ministerial Council for Police and Emergency Management.

We have commenced the development of the FESA Indigenous Emergency Management Strategy which will be implemented during 2009-10. The strategy will take a holistic approach to building community resilience through operational resourcing, emergency management training and raising risk awareness. The strategy will meet the requirements of Keeping Our Mob Safe, priority five – a coordinated and cooperative approach to emergency management in remote Indigenous communities and is aligned to [FESA 2023 - Shaping Our Future](#).



Implementation of the Emergency Management Act

In 2008, a Project Officer, jointly funded by the FESA and the Department of Indigenous Affairs, was appointed to consult with Indigenous communities on the implementation of the *Emergency Management Act 2005*. A pilot project commenced in the communities of Bidyadanga, Beagle Bay, Lombadina, Djardinjin and Bardi Ardyaloon (One Arm Point) in the Broome Shire. This involved extensive consultation with these communities, local government, Local Emergency Management Committees, District Emergency Management Committees and the broader emergency management sector to identify how emergency management should be implemented.

In 2009-10, we will hold meetings between the pilot project communities, local government and the supporting emergency management sector to gain endorsement for the preferred framework. Once the framework has been agreed, we will assist in the integration of these five communities into the Western Australian Emergency Management Arrangements. This will facilitate the establishment of sustainable emergency management for the communities, and support the delivery of Safer Country capacity building emergency management training.

CASE STUDY - KIWIRRKURRA FLOOD EVACUATION RESEARCH AND DOCUMENTARY

Background

The Kiwirrkurra Community is one of Australia's most remote Indigenous communities – located approximately 1,200 kilometres to the east of Port Hedland and 850 kilometres west of Alice Springs.

In March 2001, Kiwirrkurra was inundated by floodwaters and the entire community had to be evacuated.

Initially, 170 people were evacuated to Kintore, then moved to Alice Springs' Norforce Army Base and then to a Bega Health establishment at Morapoi in the goldfields region, some 2000 kilometres south-southwest of Kiwirrkurra. From there, the people were eventually relocated to various communities in the Ngaanyatjarra Lands. They finally returned to Kiwirrkurra in August 2002, some 18 months after the floods.

Objective

The Kiwirrkurra research and documentary project was a joint project between FESA and Emergency Management Australia which aimed to highlight a number of nationally significant lessons gained from a review into the impact of the 2001 floods and subsequent evacuation of the community.

Our Indigenous Strategy and Policy Branch and Operational Services fulfilled an advisory role in the production of the documentary and acted as advocates for the community to ensure their experiences and stories were captured.

Results

Recording the experiences of the Kiwirrkurra Community and presenting them in a documentary format illustrated the importance of the emergency management sector and Indigenous communities learning from experiences in an emergency situation. The stories particularly highlighted areas in which the prevention, preparedness, response and recovery phases of an emergency can be improved and better coordinated in the future.

The documentary format is particularly useful when used in Aboriginal communities, where people have a strong cultural connection to the land but English is only spoken as a second or third language.

The future

The Kiwirrkurra Documentary has been acknowledged by Australian emergency services as an important tool for the future development of flexible approaches to service delivery planning for Indigenous communities.

IMPROVED SUPPORT TO LOCAL GOVERNMENT

Community Emergency Management Officers

Our regionally based Community Emergency Management Officers (CEMOs) provide direct assistance to local governments and Local Emergency Management Committees in fulfilling their responsibilities under the *Emergency Management Act 2005*. They provide advice and support on legislative requirements, assist with the risk management process – including the development of emergency management plans, and provide the link between Local and District Emergency Management Committees. The CEMOs have made a positive contribution in building a resilient community through direct engagement with local government and Local Emergency Management Committees.

As at 30 June 2009, we had established CEMOs in the Great Southern, South West, Midland/Goldfields, Metro and Midwest regions. During 2009-10, we will also establish CEMOs in the Pilbara and Kimberley regions.

Community Fire Managers and Community Emergency Service Managers

Community Fire Managers (CFMs) and Community Emergency Service Managers (CESMs) are allocated to local government areas where there is a high risk of community impact from natural hazards such as bush fire or flood.

The officers' roles and responsibilities are tailored to meet local needs but generally include responsibility for developing and maintaining partnerships with the community, local government and volunteers to reduce the impact of natural hazards as well as developing and supervising the

implementation of local preparedness, prevention, response and recovery initiatives.

The Western Australian Government committed \$3.7 million in 2008-09 to double the total number of CFMs and CESMs, who are funded through shared arrangements with local governments. We now have a total of six CFMs located in Busselton, Denmark, Geraldton-Greenough, Mundaring, Wanneroo and Nannup and ten CESMs located in Augusta-Margaret River, Bridgetown-Greenbushes, Cockburn, Dandaragan, Esperance, Kalamunda, Kwinana, Murray, Nannup and Swan.

EMERGENCY SERVICE VOLUNTEER RECRUITMENT

In 2007, emergency services volunteers requested the development of tools to address volunteer recruitment issues across different regions and areas of Western Australia. Grant funding through the [National Emergency Volunteer Support Fund](#) (\$49,400) enabled us to conduct research across the state to identify specific volunteer recruitment issues related to location, demographics and employment models, including fly in-fly out communities.

Dr Judy Esmond was commissioned to conduct the research, for which the objectives were:

- To identify past and current volunteer recruitment strategies and their effectiveness.
- To examine which resources were most effective and identify potential new resources to be developed.
- To determine the most significant issues affecting volunteer recruitment efforts.

The research identified that word of mouth was the most successful form of recruitment and general media advertising was the least successful.

“Additional funding in 2008-09 has allowed us to increase the support to communities with a high risk of natural hazard emergencies.”

Face to face contact by members of FESA brigades, groups and units was seen as the most useful recruitment resource, and assistance in targeting local media outlets was identified as an important area for future development. The biggest issue identified in volunteer recruitment was the lack of time and availability of volunteers to conduct recruitment initiatives.

The research findings will result in the production of a number of targeted recruitment packages for various services or groups identified. A Recruitment Action Handbook has also been developed as a key volunteer resource.

PROFESSIONAL DEVELOPMENT

Cultivating Organisational Leadership

The Cultivating Organisational Leadership (COL) strategy is part of FESA's holistic approach to leadership enhancement. It is a leadership capability assessment and customised leadership development process with the primary purpose of facilitating the development of leadership and professional skills of our current and future leaders.

The Cultivating Organisational Leadership Program is an ongoing, four stage process including:

- Identifying and selecting current and future leaders.
- Assessing those leaders' skills, ability and behaviour to identify their strengths and areas for specific development.
- Assisting leaders in identifying the most appropriate learning and development opportunities, and supporting them in their development.
- Reviewing and evaluating the outcomes.

Since July 2007, we have supported 55 staff through the Cultivating Organisational Leadership program. Of these, 17 will finish the program in July 2009. A further 20 participants commenced the 18 month program in December 2008.

FESA Management Development Program

The FESA Management Development Program will be offered to frontline personnel during 2009-10 and those successfully completing the program will attain a Diploma of Management. The program has a broad focus with the objective of supporting senior FESA personnel in meeting their corporate governance obligations.

VOLUNTEER EMPLOYER RECOGNITION PROGRAM

Employers of volunteers who support the community by allowing their employees to attend emergency incidents during work hours – and self-employed volunteers – are highly regarded by FESA and the State Government. To acknowledge their support, our [Volunteer Employer Recognition Program \(VERP\)](#) was launched on 24 August 2008. The VERP encourages emergency service volunteers to nominate either their employer or a self-employed volunteer for an award. The program has been audited through a formal accreditation process and was awarded quality system endorsement. It is the first such employer recognition program to be launched in Australia and has the potential to significantly benefit emergency services volunteering within Western Australia.

Awards are valid for three years from the date of announcement and will entitle the recipient to display the FESA recognition status on their stationery and promotional materials.

During the first round of the employer recognition program, a total of 73 nominations across large, medium and small employers as well as self-employed volunteers were recommended for recognition in the Gold, Silver and Bronze award categories at the first Volunteer Employer Recognition Program award ceremony in July.

IMPROVED WELFARE AND SUPPORT PROGRAMS

During 2008-09, a psychologist with significant clinical experience was appointed as permanent Welfare Coordinator. Welfare programs that have been running for many years are now being reviewed against a series of traditional and emerging psychological philosophies to develop a sustainable model for our profile of career and volunteer personnel. This process has included the development of a multi-faceted awareness training module for all career fire stations, delivered in conjunction with our Wellness Officer, and the delivery of refresher training for Peer Supporters in the metropolitan area and Kalgoorlie-Boulder, Albany and Bunbury regions.

Our temporary Wellness Officer, in conjunction with the Welfare Coordinator, has been delivering awareness training on mental health and the role that physical fitness plays in mental health to all career fire stations. Local health initiatives based on addressing cardiac risk factors have also been introduced, as have stress prevention strategies in the Communication Centre and for corporate staff.

SERVICE 2: EMERGENCY SERVICES

The focus of our Emergency Services is to ensure that all areas of Western Australia receive timely and appropriate response when emergencies occur. This includes ensuring that the organisation has appropriate resources to respond to emergencies and that its staff and volunteers are appropriately trained to undertake their role in protecting community safety and reducing life and property loss as a consequence of emergency events.

Major achievements this year include:

A LEADING EMERGENCY SERVICES ORGANISATION	<ul style="list-style-type: none"> • Progression towards a new, contemporary legislative framework for emergency services. • Review and updating of State Emergency Management Plans (Westplans). • emergency management review following the Victorian bush fires.
A FUTURE FOCUSED ORGANISATION	<ul style="list-style-type: none"> • Development of an operations doctrine to guide emergency service delivery in the future. • Completion of the Cape to Cape review. • Development of standard facility footprints for emergency services premises.
AN INTEGRATED ORGANISATION	<ul style="list-style-type: none"> • Improved processes for Emergency Services Levy capital investment. • The establishment of a Volunteer Emergency Service in Hopetoun. • Improved operational resourcing. • The implementation of enhanced technology to support operations. • National and state awards won for the SLIP-EM project. • Major incident response.
VALUED AND CAPABLE PEOPLE	<ul style="list-style-type: none"> • Capability building through operational training for career and volunteer personnel.

A CONTEMPORARY LEGISLATIVE FRAMEWORK

A safer community relies on the establishment of legislation that clearly specifies agency roles and responsibilities and empowers agencies to deliver their services. Development of a contemporary legislative framework for emergency services has two key elements:

- Drafting critical amendments to existing legislation to reflect recommendations from the inquiry into emergency services legislation conducted by the Community Justice Standing Committee in 2008.
- Drafting of a new Emergency Services Bill.

The [Community Development and Justice Standing Committee \(CDJSC\) Inquiry](#) into Fire and Emergency Services Legislation presented 88 recommendations for improving emergency management outcomes. On 10 November 2008, Cabinet endorsed the supported recommendations and approved the drafting of the Emergency Services Bill. Cabinet also approved the progression of critical amendments to the *Bush Fires Act 1954* to address urgent issues. During 2008-09 our primary focus has been to progress three critical amendments:

- Assuming control of fire in specific circumstances
This amendment will give FESA the authority to take control of bush fires on local government or Department of Environment and Conservation (DEC) land at the request of local government or DEC or in circumstances where the nature or extent of the fire threatens life or property. Policy is being established outside the legislation to promote consultation between agencies prior to a declaration or a decision to assume control over a major incident or incidents.
- Definition of 'property'
In 2007, a court ruled that as the *Bush Fires Act 1954* did not define the term 'property' then the dictionary definition: something which one owns, applied. This made prosecution difficult where bush fires were deliberately lit on Crown land but caused no injuries or damage to physical infrastructure. As a result of this ruling, section 32 of the *Bush Fires Act 1954* will be amended to include a definition of 'property' that makes direct reference to Crown land and the flora and fauna on that land.

- Ability to declare a Total Fire Ban period

There is currently no legislative provision for the declaration of a Total Fire Ban period. A new section 22A of the *Bush Fires Act 1954* provides for the Minister for Police; Emergency Services; Road Safety to declare a Total Fire Ban period for specified areas, meaning no fire can be lit in the open air, and no activity likely to cause a fire may be undertaken.

The first draft of the consolidated Emergency Services Bill is anticipated to be available for discussion by the end of 2009-10, and the new legislation completed by late 2010.

Work has also continued on the drafting of Emergency Management Act Regulations. On 14 January 2009, the *Emergency Management Amendment Regulations (No. 3) 2008* appointed:

- The Public Transport Authority and WestNet Rail Pty Limited as the hazard management agencies responsible for emergency management of rail crashes in their respective areas.

- The State Health Coordinator, Department of Health as the hazard management agency for Western Australia for the emergency management aspects (prevention, preparedness and response) for actual or impending spillage, release or escape of a biological substance that is capable of causing loss of life; injury or damage to the health of a person, property or the environment.
- The State Health Coordinator, Department of Health, as the hazard management agency for Western Australia for the emergency management aspects of actual or impending spillage, release or escape of a radiological substance that is capable of causing loss of life, injury or damage to the health of a person, property or the environment.

STATE EMERGENCY MANAGEMENT – WESTPLANS

State emergency management plans in Western Australia are known as [Westplans](#) and provide strategic, state level arrangements for managing the particular hazards to which they apply. Westplans are periodically reviewed and updated to ensure they meet community and emergency service agency needs. Their current status is as follows:

WESTPLAN-CBRN (CHEMICAL, BIOLOGICAL, RADIOLOGICAL AND NUCLEAR)	Current.
WESTPLAN-COLLAPSE, WESTPLAN-HAZMAT and WESTPLAN-STRUCTURAL (FIRE)	Under review in line with State Emergency Management Committee (SEMC) specifications and the <i>Emergency Management Act 2005</i> .
WESTPLAN-BUSH FIRE	Undergoing re-drafting in compliance with the contemporary template. Additional work is being undertaken concurrently in anticipation of planned changes to the <i>Bush Fires Act 1954</i> approved by Cabinet in November 2008.
WESTPLAN-CYCLONE	Current.
WESTPLAN-FLOOD	Extensively reviewed during 2008-09 and is now in the final approval process.
WESTPLAN-TSUNAMI	Extensively reviewed during 2008-09 and is now in the final approval process.
WESTPLAN-STORM	Current with a review scheduled for 2009-10.
WESTPLAN-EARTHQUAKE	Current with a review scheduled for 2009-10.

EMERGENCY MANAGEMENT REVIEW – VICTORIAN BUSH FIRES

The 2009 [Victorian Bushfires Royal Commission](#) was established to investigate the causes of, and responses to, the bush fires which swept through parts of Victoria earlier this year in what has become known as 'Black Saturday'. The Commission's interim report was tabled in the Victorian Parliament on Monday 17 August. It is anticipated that further hearings will continue into 2010 with the final report due in July 2010.

The outcomes of the Victorian Bushfires Royal Commission are expected to have a major impact on national policy for the management of bush fires where multi-agency response is required. Issues that have been raised during the proceedings include a number of key areas of interest for Western Australia, including:

1. Community warnings.
2. Evacuation.
3. Prepare, Leave Early or Stay and Defend – the 'Stay or Go' policy.
4. Fire Refuges.
5. Incident control and management.
6. The role of the Chief Officer.

We have taken a lead role in Western Australia to learn from the review and outcomes of the Royal Commission. This has included contributing to the development of national position statements on scaled warnings and a new bush fire slogan to replace the 'Stay or Go' message. We are currently represented on a National Bush Fire Warnings Taskforce that includes representatives from each state and territory and commonwealth agencies and which will put in place an action plan to urgently progress these changes.

Critical amendments to the *Bush Fires Act 1954* will also be important to improving the state's management of major bush fire incidents. These amendments have been drafted for approval prior to the upcoming summer season and will improve public safety by assigning coordination and control responsibilities to FESA in major fires. FESA, local government and the Department of Environment and Conservation will work under common systems and have seamless handover arrangements. Further improvements will be gained through additional amendments to the *Bush Fires Act 1954* regarding:

- Total Fire Bans – which will increase community awareness of bans and activities that may cause fire.
- The definition of property – which will increase the successful prosecution of arson.

A Bush Fire Summit on 25 August 2009 will be convened by FESA on behalf of the Minister for Police; Emergency Services; Road Safety. The Summit will bring together key stakeholders in bush fire management to inform the Minister of critical matters to be progressed and where improvements can be made to the state's bush fire management systems and policy.

STATEALERT

The [StateAlert](#) emergency warning system is a joint project between FESA and Western Australia Police which commenced in 2005.

The second major trial of the system will be undertaken in Bedfordale on 23 August 2009. We are currently on schedule to have StateAlert operational for the 2009-10 bush fire season.

StateAlert complements the range of methods currently used to warn the community in times of danger by delivering alerts through landline telephones, by facsimile, email and both SMS and voice to mobile phones. It was originally trialed in March 2007 but could not be implemented because of legislative restrictions preventing access to information in the Integrated Public Number Database, an industry database that collects information provided by telecommunications carriers. As a consequence of the Victorian bush fires, legislative amendments are being progressed to allow designated emergency services – in Western Australia, FESA and Western Australia Police – access to this information. FESA has been designated to issue StateAlert messages for other hazard management agencies, for example the Department of Health, should the need arise.

“StateAlert delivers emergency warnings through landline and mobile phones, using voice, facsimile, SMS and email technology.”

OPERATIONS DOCTRINE

The Operations Doctrine project is a comprehensive review and restructure of our Operations portfolio procedural framework. It will support improved service delivery through better understanding of how emergency services will be delivered across Western Australia.

The project, named One Source – One Understanding, commenced in March 2009. It aims to produce a single web based source of procedural guidance and authority that is broadly accessible through our web portal and incorporates search and electronic amendment alert functions. The project has three key elements:

Keystone Paper

This is a fundamental part of the doctrine that provides principles and emphasis to the development of the portfolio's functional processes. A first draft has been completed and is currently being reviewed.

The Operations Doctrine

Comprises seven key area based chapters: Personnel, Mobilising and Staff Deployment, Operations, Logistics, Administration, Training, Business Processes. Chapters contain subject specific directives providing guidance and minimum standards for operational performance within each area. The Operations Doctrine is scheduled for completion in 2009-10.

The Operations Resource

The final element of the Operations Doctrine is a review and realignment of all Operations procedural forms and guidance. The resulting Operations Resource will initially consist of nine sections or portfolios, and is capable of expansion. The initial portfolios are: Standing Operating Procedures, Checklists and Forms, Hazard Notes, Incident Control Toolbox, Arson Prevention, Major Emergency Management, Westplans, Staff Deployment, Resource Distribution. It is scheduled for delivery with the Operations Doctrine in 2009-10.

CAPE TO CAPE EMERGENCY SERVICES REVIEW

In late 2005, a steering committee was established to review the provision of emergency services in the Shires of Busselton and Augusta-Margaret River, known as the Cape to Cape area.

The Cape to Cape Emergency Services Review focused on the adequacy of arrangements to effectively manage a range of hazards (natural, technical and human acts) and the emergency management capabilities of key agencies in the area. The review excluded general policing measures and public health issues.

The steering committee guided the review and established a project team that carried out research and gathered information through consultation with stakeholders and the wider community.

Developing Situation

Since the steering committee last met there have been some significant events that required consideration and inclusion in the report, including:

- The Community Development and Justice Standing Committee Report.
- The 2009 Victorian Bushfires Royal Commission.
- The 2009 review of Western Australia's bush fire preparedness.

These developments and their relevance to emergency management in the Cape to Cape area were reflected in the Cape to Cape Emergency Services Review report, which was delivered to the Minister for Police; Emergency Services; Road Safety in July 2009.

Review Conclusions and Recommendations

Although the review concludes that the emergency services provided in the Cape to Cape area meet the risks and hazards currently faced, it highlighted a number of issues that need to be addressed. There are 38 recommendations in the report, focused around three key themes:

1. Understanding and mitigating risks.
2. Emergency management planning, testing and review.
3. Managing increased demand for emergency response services.

CASE STUDY - STANDARD FACILITY FOOTPRINT DESIGNS

Background

Historically, the planning of capital works projects for new and replacement volunteer buildings – Fire and Rescue Service, Bush Fire Service, State Emergency Services, and collocations – has involved extended and protracted negotiations with stakeholders regarding size, design and functionality. This has resulted in significant escalation in costs and delays in completing projects.

Solution

We have developed a suite of 14 drawings and illustrations, commonly called 'footprints', for emergency service facilities. They provide varied accommodation options for volunteer and career emergency services and provide flexibility to meet the needs of the different combinations of FESA-supported services.

The individual designs incorporate knowledge accumulated from past construction projects, input from career and volunteer operational personnel and post-occupancy feedback as to how well previous designs have delivered fit-for-purpose facilities.

The 'facility footprint' concept was developed to:

- Provide designs to support

Emergency Services Levy grants.

- Assist with the application and capital works processes.
- Simplify and streamline planning.
- Contain costs associated with building design, architectural inputs and tender specifications.
- Deliver buildings that are fit-for-purpose.
- Provide parity of standards for facilities between units and services.
- Improve the transparency of decision making.

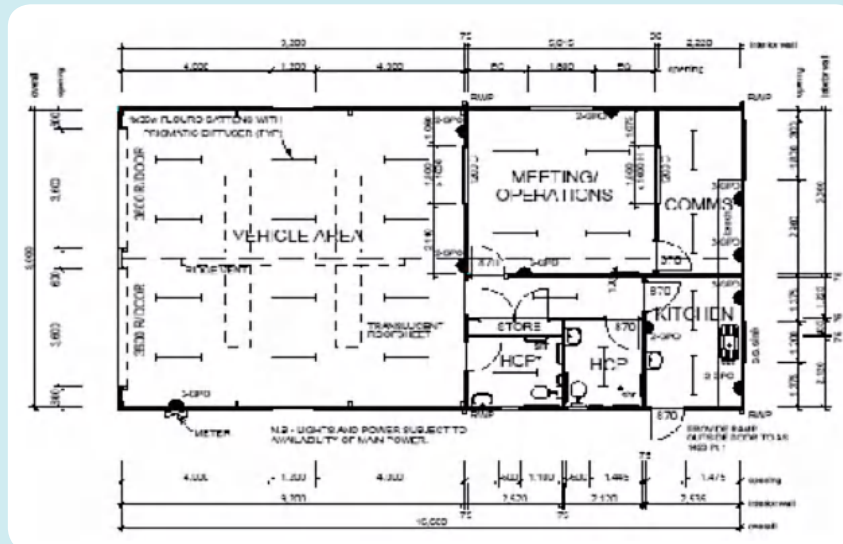
Results

The footprints enable local government and FESA and volunteer units to identify a building type that is fit-for-purpose. Footprints assist in managing architectural and quantity surveying charges and escalating building costs.

To date, footprints have been designed for Bush Fire Service, State Emergency Service, collocations and Fire and Rescue Service facilities.

The future

As Volunteer Marine Rescue Services (VMRS) groups continue to develop and expand they will require suitable facilities. During the next two years, the footprint concept will be expanded to include designs planned according to suit specific VMRS needs and the ability to collocate with other services.



Bush Fire Station with Moderate Facilities – capacity for two tankers. Suitable for Town Brigade with up to 15 active members.

IMPROVED PROCESSES FOR EMERGENCY SERVICES LEVY (ESL)

In 2007, the Emergency Services Levy Local Government Manual for Capital and Operating Grants stated FESA's intention to improve the efficiency and effectiveness of the Emergency Services Levy (ESL) Grants process.

The first stage of this initiative was to improve the ESL Operating Grants allocation process.

For 2008-09, we introduced a process that determined local governments' baseline funding requirements, which were adjusted to reflect Department of Treasury and Finance escalation factor and identified service growth.

This change has simplified and streamlined the ESL Operating Grants allocation process, reducing the workload for local governments.

The second stage of the improvement program was a broader review of the ESL Grants program policy and processes through extensive stakeholder consultation.

The aim was to gain stakeholders' input on proposals to:

- Enhance service delivery to Local Government.
- Review ESL policies and procedures.
- Update the resource-to-risk and fit-for-purpose assessment tools.
- Adopt standard design facility footprints.
- Complete a number of strategic reviews.

Participants included Western Australian Local Government Association country and metropolitan councils, FESA Consultative Committees and Associations, and FESA Regional Directors and staff.

Following this extensive consultation, 12 changes are now incorporated into the 2009-10 ESL Grants manual which will clarify and streamline a number of areas in the ESL Grants process. They include a new timeline that provides additional time for local government to complete applications and increases to the operational funding limits.

HOPETOUN EMERGENCY SERVICE UNIT ESTABLISHED

In March 2009, a new Volunteer Emergency Service Unit (VES) was established at Hopetoun in the Great Southern region. The unit was formed by upgrading the town Bush Fire Brigade's profiles, and it is collocated with the local Volunteer Marine Rescue Service and Ambulance Service in a new facility provided by the Australian Government.

Hopetoun VES has the capacity to respond to the following hazards:

- Bush fire.
- Structural defensive firefighting.
- Road crash rescue (profile under development).

The 2009-10 ESL Grants Process has been streamlined, providing additional time for local government to complete applications and increased funding limits.

IMPROVED OPERATIONAL RESOURCING

Urban Search and Rescue (USAR) Capability

The final purchases of USAR equipment under Australian Government grant funding of \$453,012.75 have been made. The new equipment, including trench rescue and heavy rescue tools, will assist to manage USAR incidents and support other major incidents throughout the state. Two platform on demand containers and additional transport resources have also been commissioned to bring to four the total number of containers available for deployment to USAR and other specialist rescue incidents.

USAR training will be improved with the completion of a training building, rubble pile and trench rescue area at the FESA Training Centre.

An additional \$3.14 million was allocated in the May 2009 budget over the period 2009-10 to 2012-13. In 2008-09, \$750,000 of this funding will provide ongoing training for emergency service and medical officers, equipment maintenance and logistics management.

Chemical, Biological, Radiological and Nuclear Equipment

We purchased the HAPSITE (Hazardous Airborne Pollutants On-site) Chemical Identification System to assist in hazardous materials incidents. HAPSITE

is a portable gas chromatograph–mass spectrometer for on-scene detection and identification of airborne chemical contaminants, including volatile organic compounds, chemical warfare agents and toxic industrial chemicals.

The Chem Centre will retain and operate the equipment 24 hours, seven days a week under a Memorandum of Understanding (MOU) with FESA. CCWA has the necessary expertise to operate and maintain the equipment and to introduce new chemicals to its already extensive onboard library. The new equipment complements the HazMatID System and the Ahura Raman Spectrometer which are also retained by the CCWA under an MOU with FESA.

Personal Protective Equipment for State Emergency Service

Personal Protective Equipment (PPE) for the State Emergency Service (wet weather gear and overalls) has been upgraded to comply with Australian Standard AS/NZS402:199 and provide improved visibility.

A PPE cache has been established in the metropolitan region for use by walk in volunteers, which FESA is able to use if the need arises. The cache enhances our total response capability by giving up to 50 walk in volunteers access to the full range of PPE and can equip a further 50 with uniforms and basic requirements.

Additional funding for personal protective clothing of \$6.72 million over the period 2009-10 to 2012-13 was approved in the May 2009 budget. This will allow for the replacement of garments that do not currently meet Australian standards, provide increased protection for career firefighters and replace worn out clothing.

New Vessels for Volunteer Marine Rescue Services

The Metropolitan Volunteer Sea Rescue Group comprises three Volunteer Sea Rescue Groups (Cockburn, Fremantle and Whitfords), who operate outside of FESA management. Funding of \$200,000 per annum for the period 2008-09 to 2011-12 was approved in the May 2009 budget to support the group's delivery of marine rescue services. A further \$150,000 was allocated in 2008-09 for a new boat for the Whitfords Volunteer Sea Rescue Group.

Additional State Government funding of \$6.5 million (\$2.6 million in 2009-10) has been approved for regional Volunteer Marine Rescue Services over the period 2009-10 to 2012-13. This will fund the establishment of a sustainable long-term hull and vessel replacement program, increases in operational funding for the 33 sea rescue groups and the acquisition of purpose built rescue vessels for Kalbarri, Windy Harbour and Lancelin.

ENHANCED TECHNOLOGY TO SUPPORT OPERATIONS

Staff and Management System (SAMS)

The activation of SAMS Phase II in May 2009 provides firefighters with a tool to more effectively manage critical station administration, specifically dispersed relieving. The SAMS project also fulfils requirements for integration into Western Australian Government Shared Services by electronically identifying overtime and relief payments on station rosters and reporting these to a pay system.

Further enhancements to be completed in 2009-10 include a scheduled training module to record training activities and a module for the electronic management of standby cover. The ongoing SAMS project will deliver the Shared Services integration requirements as well as future operational requirements for managing hydrant maintenance, building fire safety inspections, electronic ordering, operational checks and fault reporting.

CASE STUDY - SHARED LAND INFORMATION PLATFORM – EMERGENCY MANAGEMENT (SLIP EM)

Background

We are developing a coordinated spatial capability for the state's emergency management sector in partnership with other agencies, utilising the Western Australian Shared Land Information Platform (SLIP). The SLIP – Emergency Management Program (SLIP EM) is one of the four key focus areas of the SLIP program and has developed services to encourage the state's emergency management community to collaborate and make greater use of spatial information.

The key objectives of SLIP EM are:

- Improve spatial information awareness within the emergency management sector.
- Provide access to authoritative, maintained fit-for-purpose information.
- Develop pilot services to support cross-agency coordination of hazard mapping and planning in support of Westplans.

Solution

SLIP EM is now providing a range of customised, web based mapping services for specific operational needs. Work is coordinated by the State

Emergency Management Committee Spatial Information Working Group.

SLIP EM enables hazard management agencies to access, create and share incident information through a secure 'real time' process. Sharing incident data including fire shapes, chemical plumes, cyclone tracking, fire hotspots and live weather information using SLIP EM has improved the planning and decision making processes of operational teams.

Results

SLIP EM has improved access to data, such as drainage for HAZMAT sites, and coordinated the development of an extranet portal for special risk sites that allows the exchange of information between emergency management agencies in a secure environment.

Over the past year, SLIP EM technology and expertise has provided mapping assistance for large scale events such as the Kings Park and Yanchep bush fires, tropical cyclones, extreme weather and flooding events, and HAZMAT incidents.

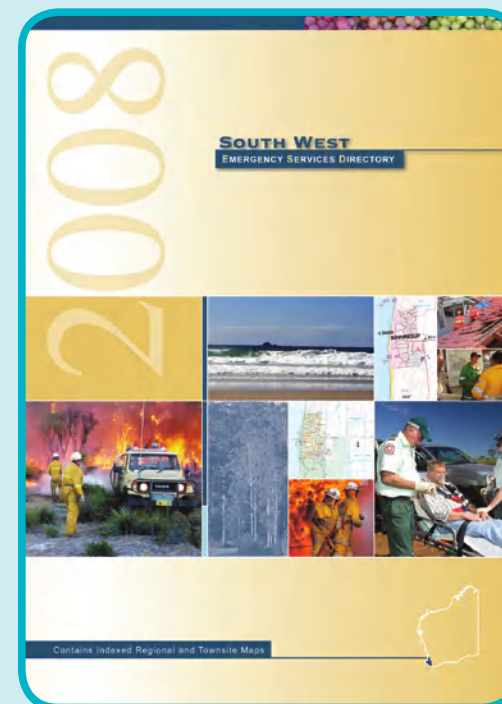
The SLIP EM team has also worked with Western Australia Police, Landgate and the Department of Environment and Conservation on the development of Emergency Service Directories (ESD) with funding assistance from the Natural Disaster Mitigation Program (NDMP).

The Great Southern Coastal ESD is underway and due for completion in 2010. Together with the Avon-Wheatbelt and South West directories, also developed with NDMP funding, it will provide comprehensive coverage of the South West agricultural region.

In July 2008, SLIP EM won the Western Australian Spatial Excellence Award in the People and Community – Large Project category. SLIP EM also won the 2008 [Australian Safer Communities Award](#) hosted by Emergency Management Australia in the State Government category.

The future

A coordinated approach to information sharing is a critical success factor in supporting emergency management response within Western Australia. The ongoing focus for SLIP EM will be fostering cross agency collaboration and developing improved and timely provision of fit-for-purpose information to ensure that Western Australia has a coordinated emergency mapping response to support the safety and wellbeing of the community.



OPERATIONAL TRAINING – CAREER AND VOLUNTEER

During 2008-09, the FESA Training Centre delivered 630 courses for operational personnel, including:

- Three trainee firefighter schools.
- Career firefighter skills enhancement, with a focus on managing injuries at rescue incidents, incident command skills and hot fire training.
- Delivery of the annual volunteer training calendar, which provides training to volunteers from all services, including local government Bush Fire Brigades and the State Emergency Service.

In addition:

- Four volunteers attended the Australasian Fire and Emergency Service Authorities Council Volunteers Leaders Program in Sydney in April and May 2009.
- A total of 108 personnel (75 staff and 33 volunteers) attended trainer and assessor development programs.
- There were 12 registered recognition of prior learning applications during 2008-09. Six were endorsed, with the others still under consideration.

Significant improvements in training facilities and resourcing were made in 2008-09, including:

- Road crash rescue pad and shelter completed.
- Road crash rescue training vehicle contract signed.
- Upgrade of structural simulator including incinerator wing and smoke system.
- Drink stations introduced across applied training ground.
- Barbecue and outdoor dining area at the FESA Training Centre extended and upgraded.
- Parade ground and main pump system shelters completed.
- Ground water drainage systems installed at front gate, applied training ground and historical society shed.
- Contaminated site ground and water sample drilling completed.
- Practical completion of the urban search and rescue category 2 facility.

During the year, FESA was re-registered as a Registered Training Organisation

MAJOR INCIDENT RESPONSE 2008-09

STRUCTURE FIRE

Wembley Downs Shopping Centre – 19 October 2008

This fire had already taken extensive hold when firefighters arrived. Crews were unable to save the building, with damage estimated at \$10 million. The incident had a negative impact on local business and subsequently, the economy in the area.

FESA and Arson Squad investigators were unable to determine the cause of the fire.

Perth International Airport Terminal – 15 January 2009

In the early response stages, FESA provided support to the Aviation and Rescue Firefighting Division of Air Services Australia who are responsible for control and extinguishment of fires in aircraft and in buildings on aerodrome land. As there was no visible flame, only smoke, firefighters took several hours to locate the source of the fire, which was in PVC plumbing hidden in the roof space. There was minimal physical damage, however, the incident caused considerable disruption to air traffic and had significant cost implications due to business disruption.

Maddington Service Station – 15 May 2009

A tanker carrying 40,000 litres of unleaded fuel caught fire at a Maddington Service Station. The multi-agency response included Western Australia Police, Main Roads Western Australia, the Water Corporation, Western Power, the City of Gosnells, Alinta Gas, Caltex Woolworths, the Department of Environment and Conservation Pollution Response Unit, Department of Mines and Petroleum and TOLL Group. The incident caused significant disruption to peak hour traffic through road closures and the evacuation of adjacent businesses and homes.

Firefighters saved approximately 60 per cent of infrastructure on the site, although the service station forecourt and retail shop as well as the semi-trailer tanker were extensively damaged, with losses estimated at \$2 million. The incident attracted a high media presence as a result of the potential for loss of life and significant environmental issues – although any adverse environmental impact was averted. Investigations have determined that electrostatic ignition was the likely cause.

Canning Vale Regional Resource Recovery Centre – 1 June 2009

This multi agency response involved career and volunteer firefighters, the Department of Environment and Conservation's Pollution Response Unit, Western Australia Police and the Department of Health.

Although fire crews were able to save the office and workshop facilities, the recycling plant was destroyed causing damage estimated at \$18 million, and the loss of the centre affected rubbish recycling activities for seven local governments in the south metropolitan region. The cause of the incident was undetermined.

BUSH FIRE

Kings Park – 16 January 2009

A multi agency response including FESA, the Department of Environment and Conservation (DEC), Kings Park Board and local government was required when a deliberately lit fire caused the evacuation of the park and significant damage to a historic and publicly-valued asset. Extensive metropolitan ground and aerial resources responded, including ten Fire and Rescue Service stations, eight Bush Fire Brigades, four DEC units, two Helitacs, the Fire King helicopter, the Air Intelligence helicopter and all Kings Park Botanical Gardens and Parks Authority firefighters.

Approximately 40 hectares of the park were lost, with damage estimated at \$100,000.

Yanchep National Park – 16 to 18 January 2009

On the same day as the Kings Park fire, career and volunteer firefighters and DEC staff battled a major bush fire in Yanchep National Park. Response efforts lasted three days and although a home and major pine plantation were saved, 7,531 hectares of land were burned and power poles destroyed with damage estimated at \$10 million. It is suspected that this fire was deliberately lit.



Bridgetown – 15 to 19 January 2009

This incident affected the Shire's major highway, caused multiple road closures and required extended multi agency response and coordination. Fire crews were able to save farmland and stock, although final damage was estimated at \$3 million and included four houses, three cottages, eight sheds, two vehicles and a caravan. This figure does not include timber plantation losses that are still being assessed.

Ferndale (Shire of Donnybrook-Balingup) – 19 to 20 January 2009

This bush fire started in the Blackwood

Valley between Balingup and Nannup and burned about 600 hectares of DEC and private lands, including pine plantations, and disrupted the community due to the closure of major roads. The FESA Fire King helicopter was used extensively and effectively to help contain the fire, delivering 35,000 litres of water to otherwise inaccessible areas to slow the forward rate of spread on 19 January and 21,000 litres to mitigate spot fires on 20 January. Eight regional Bush Fire Brigades assisted DEC with mop up and patrol once the fire was contained.

Gnaraloo Station – 16 to 22 January 2009

This very large bush fire was caused by a lightning strike in a remote area of the Shire of Carnarvon. It required a multi agency response from local Bush Fire Brigades and FESA and DEC staff as well as charter aircraft for intelligence gathering. Fire crews were able to save a number of structures on the Gnaraloo and Warroora Stations, however, significant numbers of livestock on the Gnaraloo Station could not be saved and damage to livestock and feeding pasture was estimated at \$300,000. The bush fire also had a major impact as a result of road closures in the area.

Baldivis/Rockingham – 12 April 2009

More than 780 hectares of bushland and regional reserves in the Baldivis/Rockingham area were burnt out by a fire which required a multi agency

response including FESA, DEC, Western Australia Police and local government. The impact on the community included several homes which were threatened but ultimately saved, and the closure of major roads in the area. It is suspected that the fire was deliberately lit.

STORM

Melville – 18 July 2008

A significant number of homes, along with vegetation and fencing were damaged by this severe storm requiring a multi agency response that included volunteers from metropolitan and country SES units supported by volunteer and career firefighters.

Perth Metropolitan, South West and Great Southern – 21 to 22 May 2009

A severe storm front brought destructive winds and resulted in localised flooding across the southern area of the State with major impacts in Swan, Northshore (Kallaroo), Wanneroo, Rockingham and Esperance.

The storms resulted in damage to structures, vegetation and fencing. FESA and local government resources including SES volunteers, career and volunteer firefighters and Urban Search and Rescue crews assisted the community in addressing damage and restoring property.

Unfortunately, one SES volunteer was injured and required hospitalisation as a result of this incident.

FLOOD

Kimberley – 31 January 2009

This wet season flood in the Willare (West Kimberley) area caused significant infrastructure loss to Telstra when floodwaters damaged optic fibre cable and significantly disrupted communication across the Kimberley. Landline and mobile phone communications in all townships except Broome were affected, including the 000 network. FESA initiated a Kimberley Operations Area Management Group and assisted it to develop a short term alternative communications strategy for the activation of emergency services and vital facilities such as hospitals. The State Emergency Coordination Group activated the Westplan–Telecommunications and assisted in statewide coordination of temporary repairs to 17 kilometres of optic fibre cable across the flooded area.



Pilbara – February 2009

A multi agency response was required as a result of severe flooding in the Pilbara region which caused the evacuation of Yarraloo Station and threatened to disrupt the state's gas supply from the Burrup and power supplies to Karratha.

Floodwaters caused major damage estimated at approximately \$2 million to Water Corporation infrastructure, including the Millstream pipeline, roads and bridges. SES volunteers provided support in minimising further damage to infrastructure such as mining operations and roads.

CLIFF RESCUE

Kimberley – 26 April 2009

A 19 year old student was killed in a 40 metre fall into the Lennard Gorge in the Kimberley. The recovery operation took more than 24 hours and required significant mobilisation of staff and volunteers in an extreme and remote location.

VOLUNTEER MARINE RESCUE

Albany – March 2009

Volunteers from the Albany VMRS potentially saved three lives in March when they responded to a distress call from the yacht Finistere. The rescue was one of the longest undertaken in the history of the VMRS, totalling around 142 nautical miles in trying conditions to reach the stricken yacht and return – a 23-hour round trip.

ROAD CRASH RESCUE

Manjimup – 29 October 2009

The multi agency response to a bus crash that claimed one life saw Shire of Manjimup volunteers assist with 37 vehicle extractions.

The incident attracted considerable media interest and had a significant impact on the major highway through an extended road closure and the movement of patients to local and regional hospitals.

Narrogin – 8 May 2009

After a collision approximately three kilometres from the Narrogin town centre, a prime mover and trailer of diesel fuel rolled over. Power lines were damaged and around 10,000 litres of fuel spilled into a nearby creek system. A multi agency initial response involved Western Australia Police, Volunteer Fire and Rescue, Volunteer Bush Fire Brigades, SES and local government personnel, and the Department of Environment and Conservation Pollution Response Team was also mobilised. Roads in the vicinity were closed and adjacent residents relocated for a short period of time. Power infrastructure was restored within a few hours and the fuel spill contained within the creek system, with the fuel contractor undertaking recovery arrangements. No long term environmental impacts are expected.

HAZMAT

Broome – 1 December 2008

A bulk road tanker explosion in the Broome Industrial area caused two fatalities. FESA Kimberley regional staff and the Broome Volunteer Fire and Rescue Brigade responded, and on arrival found that the pressure vessel on the prime mover had exploded causing the immediate deaths of the driver and a site worker. As there was no fire and the product involved was inert, FESA and volunteer personnel assisted police in securing the site. Follow-up investigation by WorkSafe determined that an inert mineral powder (Barite) was being transferred under pressure from the tanker into a silo when the pressure relief valve failed causing the explosion.

Avon Valley Industrial Park – 24 March 2009

A multi agency response to a fire at the depot of a major agricultural chemical supplier contained the incident to the Avon industrial area, some 18 kilometres from the regional centre of Northam. Firefighters managed to save 50 per cent of the property with damage estimated at \$3 million. The containment of the fire meant it presented minimal risk to the community and there was little impact environment impact.

VICTORIAN BUSHFIRES ROYAL COMMISSION

The outcomes of the Victorian Bushfires Royal Commission are expected to have a substantial impact on national policy for the management of major bush fires where multi agency response is required. Issues that have been raised include a review of the effectiveness of the Stay and Defend, or Go Early policy versus forced community evacuation, the effectiveness of current community warning systems and the coordination of significant emergency events. Further detail on our response to the challenges identified is provided in the Agency Performance Section (pages 30-31).

THE CHANGING NEEDS OF THE COMMUNITY AND THE ENVIRONMENT

We recognised in our [FESA 2023 – Shaping Our Future](#) document the requirement to be able to anticipate and respond to the changing needs of the community and the environment. The development of a strategic foresight capability, proactive strategy development and a long-term planning approach will assist us in preparing for change. Areas of specific focus over the coming year include developing improved monitoring of future capital infrastructure requirements and the capacity of the Emergency Services

Levy to fund increased services. The development of standard design facility footprints for all emergency services premises will deliver increased efficiency.

We are participating in significant national projects to assess community preparedness and resilience to cope with significant disasters such as bush fires, floods and cyclones. We are continuing to adopt an all hazards approach to the delivery of emergency services across Western Australia through our Operations Doctrine and review of service delivery models.

The capacity to deliver Prevention Services was increased with the establishment of seven additional Community Fire Managers in 2008-09 to support local governments in high risk areas. The continued delivery of emergency management training through the All Western Australians Reducing Emergencies (AWARE) program will also support improved outcomes for the community.

Firefighting capacity increased by 44 personnel in 2008-09 to address an existing shortage and staff the new Ellenbrook fire station. An additional 23 firefighters will be added in 2009-10. The implementation of dispersed relieving arrangements in the metropolitan region will provide more effective coverage of absences and the development of strategies to reduce the number of false Direct Brigade Alarm activations will also improve the capacity to respond to genuine emergencies.

Increased budget allocations in 2009-10 to upgrade personal protective clothing, maintain urban search and rescue capability and increase operational funding for Volunteer Marine Rescue Services will enhance the delivery of Emergency Services.

STRENGTHENING OF LEGISLATION

Legislation to support effective emergency management is critical for reducing the impact of emergencies on the community. The proposed new Emergency Services Bill currently being drafted will significantly improve the clarity of roles and accountability in the management and coordination of emergencies requiring a multi agency response. In the short term, approved amendments to current legislation will address identified issues.

The impacts of emergency events have also resulted in changes to current building regulations to address community safety issues. During 2009-10, we will clarify and formalise our role in managing the application of the new Building Act and its impact on the building approval process.

“New legislation will significantly improve role clarity and coordination of multi agency emergencies.”

IMPROVED TECHNOLOGY

As the community becomes more vigilant in preparing for and reacting to emergencies, its expectation of timely and accurate information also increases. Our focus is on better communication and information flow to improve Prevention Services. The implementation of StateAlert will improve community capacity to manage risk by delivering targeted emergency alerts and warnings. An upgrade of our website will also increase community access to information, awareness of risk and preparedness.

Technology is also being used to improve and support the delivery of emergency services. Geographical Information Systems and the Shared Land Information Platform are improving planning during the preparedness and response phases of an emergency. Continued implementation of the Western Australian Emergency Radio Network is improving communication during incident response.

During 2008-09, upgrades to operational data systems have improved reporting capability and data collection to support future strategy development. The implementation of the Emergency Management Extranet has also enhanced emergency management committee business planning and reporting.

RECRUITMENT AND RETENTION OF STAFF AND VOLUNTEERS

Improved human resource management is the cornerstone of our strategy to improve recruitment and retention of staff and volunteers. The development of a strategic human resource framework and associated workforce management plan will improve outcomes in this area. Work undertaken to date includes increased leadership training to improve succession planning and targeting improved age and cultural diversity in the workforce.

The outcomes of a research study examining effective strategies for recruiting volunteers have resulted in our new Recruitment Action Handbook for volunteers. In the coming year we will focus on identifying and monitoring areas where there is high volunteer turnover, building youth and cadet programs and continued recognition of volunteers and their employers.

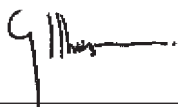


FINANCIAL STATEMENTS

CERTIFICATION OF FINANCIAL STATEMENTS

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 ending 30 June 2009 and the financial position as at 30 June 2009.

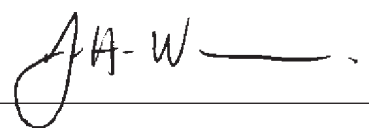
At the date of signing we are not aware of any circumstances which would render the particulars included in the financial statements misleading or inaccurate.



G. Thompson

Chief Finance Officer

24 August 2009



J Harrison-Ward

Member of Accountable Authority

24 August 2009



A Skinner

Chairman of Accountable Authority

24 August 2009

Income Statement For the year ended 30 June 2009

	Note	2009 \$000	2008 \$000
COST OF SERVICES			
Expenses			
Employee benefits expense	4	119,710	106,658
Supplies and services	5	55,549	51,310
Depreciation and amortisation expense	6	8,823	9,436
Finance costs	7	2,980	2,262
Accommodation expenses	8	5,984	6,144
Grants and subsidies	9	28,551	41,251
Loss on disposal of non-current assets	10	36	1
Other expenses	11	2,772	1,996
Total cost of services		224,405	219,058
Income			
Revenue			
User charges and fees	12	172,617	165,265
Commonwealth grants and contributions	13	5,207	5,950
Interest revenue	14	4,556	4,469
Other revenue	15	4,689	8,266
Total Revenue		187,069	183,950
Gains			
Gain on disposal of non-current assets	10	162	113
Total Gains		162	113
Total income other than income from State Government		187,231	184,063
NET COST OF SERVICES		37,174	34,995
INCOME FROM STATE GOVERNMENT			
Service appropriation	16	43,942	46,631
Resources received free of charge		567	1,597
Total income from State Government		44,509	48,228
SURPLUS FOR THE PERIOD		7,335	13,233

The Income Statement should be read in conjunction with the accompanying notes.

Balance Sheet As at 30 June 2009

	Note	2009 \$000	2008 \$000
ASSETS			
Current Assets			
Cash and cash equivalents	17	79,817	59,508
Restricted cash and cash equivalents	18	83	87
Inventories	19	8,702	8,687
Receivables	20	7,224	9,605
Total current assets		95,826	77,887
Non-Current Assets			
Amounts receivable for services	21	6,170	2,355
Property, plant and equipment	22	239,229	225,490
Intangible assets	23	72	143
Other financial assets	24	500	500
Total Non-Current Assets		245,971	228,488
TOTAL ASSETS		341,797	306,375
LIABILITIES			
Current Liabilities			
Payables	26	10,832	9,381
Borrowings	27	27,729	33,174
Provisions	28	12,644	10,775
Total Current Liabilities		51,205	53,330
Non-Current Liabilities			
Borrowings	27	-	5,207
Provisions	28	9,902	7,624
Total Non-Current Liabilities		9,902	12,831
TOTAL LIABILITIES		61,107	66,161
NET ASSETS		280,690	240,214
EQUITY			
Contributed equity	29	92,863	59,319
Reserves		76,751	77,154
Accumulated surplus		111,076	103,741
TOTAL EQUITY		280,690	240,214

The Balance Sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity For the year ended 30 June 2009

	Note	2009 \$000	2008 \$000
Balance of equity at start of period		240,214	200,193
CONTRIBUTED EQUITY	29		
Balance at start of period		59,319	58,363
Capital contribution		32,910	1,210
Other contributions by owners		851	490
Distributions to owners		(217)	(744)
Balance at end of period		92,863	59,319
RESERVES	29		
Asset revaluation reserve			
Balance at start of period		77,154	48,119
(Losses)/Gains from asset revaluation		(403)	29,035
Balance at end of period		76,751	77,154
ACCUMULATED SURPLUS	29		
Balance at start of period		103,741	93,711
Change in asset capitalisation threshold		-	(3,203)
Restated balance at start of period		103,741	90,508
Surplus for the period		7,335	13,233
Balance at end of period		111,076	103,741
Balance of equity at end of period		280,690	240,214
Total income and expense for the period ^(a)		6,932	42,268

(a) The aggregate net amount attributable to each category of equity is: surplus of \$7,335,000 less losses from asset revaluation of \$403,000 (2008: surplus \$13,916,000 plus gains from asset revaluation of \$29,035,000).

Cash Flow Statement For the year ended 30 June 2009

	Note	2009 \$000	2008 \$000
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation		40,127	42,887
Capital contributions		32,910	1,210
Holding account drawdowns		-	2,650
Net cash provided by State Government		73,037	46,747
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(115,378)	(105,702)
Supplies and services		(54,499)	(58,864)
Finance costs		(2,200)	(1,653)
Accommodation		(5,984)	(6,144)
Grants and subsidies		(28,551)	(41,251)
GST payments on purchases		(10,120)	(9,987)
Other payments		(2,750)	(1,996)
Receipts			
User charges and fees		174,886	164,082
Commonwealth grants and contributions		5,207	5,462
Interest received		4,632	4,236
GST receipts on sales		914	1,272
GST receipts from taxation authority		9,206	8,715
Other receipts		4,689	8,266
Net cash used in operating activities	30	(19,948)	(33,564)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of non-current physical assets		263	116
Purchase of non-current physical assets		(22,396)	(30,536)
Net cash used in investing activities		(22,133)	(30,420)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings		23,400	7,619
Repayment of borrowings		(34,051)	(2,103)
Net cash used in financing activities		(10,651)	5,516
Net increase / (decrease) in cash and cash equivalents		20,305	(11,721)
Cash and cash equivalents at the beginning of the period		59,595	71,316
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD	17,18	79,900	59,595

The Cash Flow Statement should be read in conjunction with the accompanying notes.

Notes to the Financial Statements For the year ended 30 June 2009

1 Australian equivalents to International Financial Reporting Standards

General

The Authority's financial statements for the year ended 30 June 2009 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 Australian Accounting Standards Board (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 2009.

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).

(c) Reporting entity

The reporting entity comprises the Fire and Emergency Services Authority of Western Australia.

(d) Contributed equity

AASB Interpretation 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities' requires transfers, other than as a result of a restructure of administrative arrangements, 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, other than as a result of a restructure of administrative arrangements, are designated as contributions by owners where the transfers are non-discretionary and non-reciprocal. See note 29 'Equity'.

Notes to the Financial Statements For the year ended 30 June 2009

2 Summary of significant accounting policies (continued)

(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.

Emergency Services Levy

The Emergency Services Levy (ESL) funds Western Australia's fire and emergency services. The majority of the ESL is raised and collected by local government agencies (LGA) on behalf of the Authority by including it on their council rates notices. The ESL is calculated on the Gross Rental Value (GRV) of most urban properties, with a fixed rate charge per property in rural and remote areas. The Authority raises assessment notices for ESL directly for properties owned by the State Government (General Sector) in the first quarter, State Government instrumentalities (corporations) for large corporations in the third quarter and Local Governments in the second quarter.

LGA's either remit ESL to the Authority on a monthly basis as they collect it (Option A), or enter into a memorandum of understanding (Option B) authorised by the Minister for Police; Emergency Services; Road Safety and pay the ESL they assess to FESA in four quarterly (30%, 30%, 30% and 10%) or one annual instalment. The annual payment option is generally taken up by local governments that raise only a small amount of ESL and wish to further simplify the ESL administrative arrangements.

All LGA's submit a Declaration of Annual Emergency Services Levy Billing Assessment Profile Return (Form A) within 14 days of issue of rates notice. Revenue is recognised upon the issue of an invoice to the LGA's.

Sale of goods

Revenue is recognised from the sale of goods, 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 and can be measured reliably.

Interest

Revenue is recognised as the interest accrues.

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 16 '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.

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 are expensed when incurred.

(g) Property, plant and equipment

Capitalisation / Expensing of assets

Items of property, plant and equipment costing \$5,000 or more 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 \$5,000 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 2009

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. See note 22 'Property, plant and equipment' for further information.

Derecognition

Upon disposal or derecognition of an item of property, plant and equipment, any revaluation reserve relating to that asset is retained in the asset revaluation reserve.

Asset Revaluation Reserve

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets as described in note 22 'Property, Plant and Equipment' and note 29 'Equity'.

Depreciation/Amortisation

All non-current assets having a limited useful life are systematically depreciated over their estimated useful lives in a manner that 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:

Building	20 - 40 years
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 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.

(h) Intangible assets

Capitalisation / Expensing of assets

Acquisitions of intangible assets costing \$5,000 or more and internally generated intangible assets costing \$50,000 or more are capitalised. The cost of utilising the 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.

Notes to the Financial Statements For the year ended 30 June 2009

2 Summary of significant accounting policies (continued)

(h) Intangible assets (continued)

Capitalisation / Expensing of assets (continued)

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. The expected useful lives for each class of intangible asset are:

Licences	up to 10 years
Software ^(a)	3 to 5 years

(a) Software that is not integral to the operation of any related hardware.

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 \$5,000 is expensed in the year of acquisition.

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 balance sheet 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, where the replacement cost is falling or where there is a significant change in useful life. 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.

Intangible assets with an indefinite useful life and intangible assets not yet available for use are tested for impairment at each balance sheet 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-based 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 balance sheet date. See note 25 'Impairment of assets' for the outcome of impairment reviews and testing. See note 2(o) 'Receivables'.

(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 represents the pattern of benefits derived from the leased items and services. See note 5 'Supplies and services' and note 31 'Commitments'.

(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 income and as assets or expenses as appropriate, at fair value. See note 16 'Income from State Government'.

Notes to the Financial Statements For the year ended 30 June 2009

2 Summary of significant accounting policies (continued)

(l) Financial instruments

In addition to cash, the Authority has two categories of financial instrument:

- Loans and receivables; and
- Financial liabilities measured at amortised cost.

These have been disaggregated into the following classes:

Financial Assets

- Cash and cash equivalents
- Receivables
- Amounts receivable for services
- Other financial assets

Financial Liabilities

- Payables
- WATC 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. See note 2(r) for 'Other financial assets', note 35 'Financial instruments' and note 27 'Borrowings'.

(m) Cash and cash equivalents

For the purpose of the Cash Flow Statement, cash and cash equivalent assets comprise cash on hand and short-term highly liquid investments that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value. See note 17 'Cash and cash equivalents'.

(n) Accrued salaries

Accrued salaries (see note 26 'Payables') represent the amount due to staff but unpaid at the end of the financial year, as the pay date for 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.

(o) Receivables

Receivables are recognised and carried at original invoice amount less an allowance for uncollectible amounts (i.e. impairment). The collectability of receivables is reviewed on an ongoing basis and any receivables identified as uncollectible are written-off against the allowance account. 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 20 'Receivables'.

(p) Amounts receivable for services (Holding account)

The Authority receives appropriation 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 16 'Income from State Government' and note 21 'Amounts receivable for services'.

(q) 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. The values have been confirmed through an annual stocktake.

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 19 'Inventories'.

(r) Other financial assets

The Authority has classified its investment as a held-to-maturity investment.

The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and re-evaluates this designation at each balance sheet date. Investments not at fair value are initially recognised at cost being the fair value of consideration given, including directly attributable transaction costs.

Notes to the Financial Statements For the year ended 30 June 2009

2 Summary of significant accounting policies (continued)

(r) Other financial assets (continued)

Term deposits with fixed or determinable payments and fixed maturity dates are classified as held-to-maturity when management has a positive intention and ability to hold to maturity. Short-term highly liquid investments are classified as cash and cash equivalents. Refer to note 2(m) 'Cash and cash equivalents'.

Held-to-maturity investments are subsequently measured at amortised cost using the effective interest method. Amortised cost is calculated by taking into account any discount or premium on acquisition, over the period to maturity. For investments carried at amortised cost, gains and losses are recognised in the income statement when the investments are derecognised or impaired, as well as through the amortisation process.

The Authority assesses at each balance date whether there is objective evidence that a financial asset is impaired. See note 24 'Other financial assets'.

(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 26 'Payables'.

(t) Borrowings

All loans payable 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 27 'Borrowings'.

(u) Provisions

Provisions are liabilities of uncertain timing and amount and are recognised where there is a present legal or constructive obligation as a result of a past event and when the outflow of resources embodying economic benefits is probable and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at each balance sheet date. See note 28 'Provisions'.

(i) Provisions - 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 balance sheet 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 balance sheet 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 balance sheet 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 balance sheet 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 balance sheet date.

Purchased Leave

The provision for purchased leave relates to Public Service employees who have entered into an agreement to self-fund up to an additional four weeks leave per calendar year. The provision recognises the value of salary set aside for employees and is measured at the nominal amounts expected to be paid when the liabilities are settled. This liability is measured on the same basis as annual leave.

Deferred Leave

The provision for deferred leave relates to Public Service employees who have entered into an agreement to self-fund an additional twelve months leave in the fifth year of the agreement. The provision recognises the value of salary set aside for employees to be used in the fifth year. This liability is measured on the same basis as annual leave. Deferred leave is reported as a non-current provision until the fifth year.

Notes to the Financial Statements For the year ended 30 June 2009

2 Summary of significant accounting policies (continued)

(u) Provisions (continued)

(i) Provisions - Employee benefits (continued)

Superannuation

Contributions are made to the Fire and Emergency Services Superannuation Fund (FESSF) and to the Government Employees Superannuation Board (GESB) to provide benefits for employees and their dependants on retirement, disability or death.

The Fire and Emergency Services Superannuation Fund is a superannuation fund available to employees of the Fire and Emergency Services Authority of Western Australia. Membership is also available for employees of the United Firefighters Union of Western Australia, Western Australian Volunteer Fire Brigades Association (Inc), and the Fire and Emergency Services Superannuation Board (FESSB). The FESSB is a trustee of the fund and is responsible for managing the fund in the best interest of all members and for ensuring that the fund is managed in accordance with its governing legislation; Fire and Emergency Services Superannuation Act 1985 and the Fire and Emergency Services (Superannuation Fund) Regulations 1986. The liability for superannuation charges is extinguished by payments of employer contributions to the FESSF.

Members can make additional voluntary contributions to an accumulation account and are payable in addition to any defined benefit entitlement. Contributing members who have reached the age of 55 or completed 30 years of contributing membership can also elect to transfer their defined benefit into their accumulation account.

The Government Employees Superannuation Board (GESB) in accordance with legislative requirements administers public sector superannuation arrangements in Western Australia.

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 were 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. See note 2(v) 'Superannuation expense'.

(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 11 'Other Expenses' and note 28 'Provisions'.

Notes to the Financial Statements For the year ended 30 June 2009

2 Summary of significant accounting policies (continued)

(v) Superannuation expense

The following elements are included in calculating the superannuation expense in the Income Statement:

(a) Defined benefit plans - For 2007-08, the 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 (concurrent contributions), the West State Superannuation Scheme (WSS); the GESB Super Scheme (GESBS) and the Fire and Emergency Services Superannuation Fund (FESSF).

Defined benefit plans - For 2007-08, the movements (i.e. current service cost and, actuarial gains and losses) in the liabilities in respect of the Pension Scheme and the GSS Scheme transfer benefits are recognised as expenses. As these liabilities are assumed by the Treasurer (refer note 2(u)(i)), a revenue titled 'Liabilities assumed by the Treasurer' equivalent to the expense is recognised under Income from State Government in the Income Statement. See note 16 'Income from State Government'. Commencing in 2008-09, the reporting of annual movements in these notional liabilities has been discontinued and is no longer recognised in the Income Statement.

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.

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.

The Authority also makes employer contributions to the FESSF during the year. The FESSF is a defined benefit scheme for the purpose of employees and is a defined contribution plan for the Authority. The concurrent contributions (defined contributions) made by the Authority to the FESSF extinguishes the Authority's obligations to the related superannuation liability.

(w) Comparative figures

Comparative figures are, where appropriate, reclassified to be comparable with the figures presented in the current financial year.

Notes to the Financial Statements For the year ended 30 June 2009

3 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 2008 that impacted on the Authority:

Review of AAS 27 'Financial Reporting by Local Governments', AAS 29 'Financial Reporting by Government Departments' and AAS 31 'Financial Reporting by Governments'. The AASB has made the following pronouncements from its short term review of AAS 27, AAS 29 and AAS 31:

AASB 1004 'Contributions';

AASB 1050 'Administered Items';

AASB 1051 'Land Under Roads';

AASB 1052 'Disaggregated Disclosures'

AASB 2007-9 'Amendments to Australian Accounting Standards arising from the review of AASs 27, 29 and 31 [AASB 3, AASB 5, AASB 8, AASB 101, AASB 114, AASB 116, AASB 127 & AASB 137]; and

Interpretation 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities'.

The existing requirements in AAS 27, AAS 29 and AAS 31 have been transferred to the above new and revised topic-based Standards and Interpretation. These requirements remain substantively unchanged. AASB 1050, AASB 1051 and AASB 1052 do not apply to Statutory Authorities. The other Standards and Interpretation make some modifications to disclosures and provide additional guidance, otherwise there is no financial impact.

Voluntary changes in Accounting Policy

Treasurer's Instruction 1101 sets out the effective date for agencies to move their asset capitalisation threshold to \$5,000 based on the transition to the Office of Shared Services. This represents a voluntary change in accounting policy for the purposes of applying AASB 108 'Accounting Policies, Changes in Accounting Estimates and Errors'.

The asset capitalisation threshold for the Authority has been set to \$5,000 for asset recognition under AASB 116 'Property, Plant and Equipment' and AASB 138 'Intangible Assets' effective 1 July 2008.

Adjustments relating to each financial statement line items affected are disclosed below:

	(Restated) 2008 \$000	2008 \$000
Income Statement		
Supplies and services	51,310	50,535
Depreciation	9,436	9,528
Balance Sheet		
Property, plant and equipment	225,490	229,317
Intangible assets	143	202
Opening balance accumulated surplus	90,508	93,711

Notes to the Financial Statements For the year ended 30 June 2009

3 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 and which may impact the Authority but are not yet effective. Where applicable, the Authority plans to apply these Standards and Interpretations from their application date:

Title	Operative for reporting periods beginning on/after
AASB 101 'Presentation of Financial Statements' (September 2007). This Standard has been revised and will change the structure of the financial statements. These changes will require that owner changes in equity are presented separately from non owner changes in equity. The Authority does not expect any financial impact when the Standard is first applied.	1 January 2009
AASB 2009-2 'Amendments to Australian Accounting Standards - Improving Disclosures about Financial Instruments [AASB 4, AASB 7, AASB 1023 & AASB 1038]'. This Standard amends AASB 7 and will require enhanced disclosures about fair value measurements and liquidity risk with respect to financial instruments. The Authority does not expect any financial impact when the Standard is first applied.	1 January 2009
AASB 123 'Borrowing Costs' (June 2007). This Standard has been revised to mandate the capitalisation of all borrowing costs attributable to the acquisition, construction or production of qualifying assets. However, AASB 2009-1 'Amendments to Australian Accounting Standards - Borrowing Costs of Not-for-Profit Public Sector Entities [AASB 1, AASB 111 & AASB 123]' issued in April 2009 and applicable to annual reporting periods beginning on or after 1 January 2009, amends revised AASB 123, which will allow not-for-profit public sector entities to continue to choose whether to expense or capitalise borrowing costs relating to qualifying assets. The Authority already expenses borrowing costs directly attributable to buildings and motor vehicles under construction, therefore this will not impact on the financial statements when these standards are first applied.	1 January 2009

Changes in Accounting Estimates

There were no changes in accounting estimates that will have an effect on the current reporting period.

Notes to the Financial Statements For the year ended 30 June 2009

	2009 \$000	2008 \$000
4 Employee benefits expense		
Wages and salaries ^(a)	88,788	80,678
Protective clothing and uniforms	2,725	2,323
Superannuation - defined benefit plans ^{(b) (c)}	-	-
Superannuation - defined contribution plans: ^(d)		
Fire and Emergency Services Superannuation Board	10,221	9,329
Government Employees Superannuation Board	985	850
Long service leave ^(e)	4,679	1,958
Annual leave ^(e)	11,803	11,125
Other related expenses	509	395
	119,710	106,658

(a) Includes the value of the fringe benefit to the employee plus the fringe benefits tax component.

(b) Defined benefit plans include Pension scheme and Gold State (pre-transfer benefit).
(See note 2(v) 'Superannuation expense')

(c) An equivalent notional income is also recognised (see note 16 'Income from State Government').
Commencing in 2008-09, the reporting of notional superannuation expense and equivalent notional income has been discontinued. For 2007-08, GESB estimated a negative movement resulting in a nil liability. (see note 16 'Income from State Government')

(d) Defined contribution plans include West State, Gold State, GESB Super Scheme (contributions paid) and FESSB Fund (contributions paid).

(e) Includes a superannuation contribution component.

Notes to the Financial Statements For the year ended 30 June 2009

	2009 \$000	2008 \$000
5 Supplies and services		
Administration	3,507	3,337
Advertising and promotion expense	498	692
Communication	2,773	2,204
Consultants and contractors	12,846	11,794
Electricity and water expense	1,111	1,283
Insurance premiums and claims	3,119	2,048
Leases	14,046	13,141
Maintenance	14,809	13,969
Travel	2,840	2,842
	55,549	51,310
6 Depreciation and amortisation expense		
(a) Depreciation		
Buildings	3,243	2,937
Vehicles	4,658	4,594
Plant & equipment	850	1,791
Total depreciation	8,751	9,322
(b) Amortisation		
Intangible assets	72	114
Total depreciation and amortisation	8,823	9,436
7 Finance costs		
Interest paid	2,980	2,262
8 Accommodation expenses		
Lease rentals	1,567	1,343
Repairs and maintenance	4,417	4,801
	5,984	6,144

Notes to the Financial Statements For the year ended 30 June 2009

	2009 \$000	2008 \$000
9 Grants and subsidies		
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	17,780	15,983
- Private Fire Brigades	124	112
Natural Disaster grants paid in accordance with the Western Australian Natural Disaster Relief Arrangements; Natural Disaster Mitigation Program; and All West Australians Reducing Emergencies grant (AWARE).	7,632	22,299
Grants and subsidies paid to volunteer establishments and external bodies in line with approved schemes, agreements and statutes encompassing the Association of Volunteer Bush Fire Brigades Western Australia Inc, State Emergency Services Volunteer Association of Western Australia Inc, Volunteer Marine Rescue of Western Australia Inc, Surf Life Saving Western Australia Inc and Western Australian Volunteer Fire and Rescue Services Inc.	3,015	2,857
	28,551	41,251
10 Net gain / (loss) on disposal of non-current assets		
<u>Costs of disposal of non-current assets</u>		
Vehicles	137	3
<u>Proceeds from disposal of non-current assets</u>		
Vehicles	263	116
Loss on disposal of non-current assets	(36)	(1)
Gain on disposal of non-current assets	162	113
Net gain on disposal of non-current assets	126	112

Notes to the Financial Statements For the year ended 30 June 2009

	2009 \$000	2008 \$000
11 Other expenses		
Doubtful debts expense	22	-
Employment on-costs ^(a)	2,633	1,904
Ex-gratia payments	12	-
Other ^(b)	105	92
	2,772	1,996
(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 28 'Provisions'. Superannuation contributions accrued as part of the provision for leave are employment benefits and are not included in employment on-costs. (See also note 4 'Employee benefits expense')		
(b) Audit fees, see also note 37 'Remuneration of auditor'.		
12 User charges and fees		
User charges	3,739	4,326
Emergency services levy	168,878	160,939
	172,617	165,265
13 Commonwealth grants and contributions		
Capital	-	960
Recurrent	4,906	4,874
Other	301	116
	5,207	5,950
Each year Commonwealth grants are received for various purposes including non repayable grants that contribute towards FESA operations such as the State Support Package, Aerial Fire Fighting and the Indian Ocean Territories. Contributions are also received for specific purpose grants such as the National Disaster Mitigation Program grants (NDMP) and research/employment projects.		
An amount of \$1,331,735 was received in 2008/09 for the Natural Disaster Mitigation Program (NDMP) of which \$397,500 remains unexpended as at 30 June 2009. NDMP funds natural disaster mitigation works, measures and related activities that contribute to safer and sustainable communities that are better able to withstand the effects of natural disasters.		
14 Interest revenue		
Interest from term deposits	4,434	4,365
Interest from Emergency Services Levy	122	104
	4,556	4,469

Notes to the Financial Statements For the year ended 30 June 2009

	2009 \$000	2008 \$000
15 Other revenue		
Employee and volunteer cost recovery	1,807	1,540
Sponsorship and donations	517	814
Non Reciprocal contributed assets	770	3,603
Grants	204	1,811
General	1,391	498
	4,689	8,266
16 Income from State Government		
Appropriation received during the year:		
Service Appropriation ^(a)	43,942	46,631
Resources received free of charge ^(b)		
Determined on the basis of estimates provided by:		
Western Australian Land Information Authority	559	1,586
Department for Planning and Infrastructure	8	11
	44,509	48,228

(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) Where assets or services have been received free of charge or for nominal cost, the Authority recognises revenues equivalent to the fair value of the assets and/or the fair value of those services that can be reliably measured and which would have been purchased if they were not donated, and those fair values shall be recognised as assets or expenses, as applicable. Where the contribution of assets or services are in the nature of contributions by owners, the Authority makes an adjustment direct to equity.

Notes to the Financial Statements For the year ended 30 June 2009

	2009 \$000	2008 \$000
17 Cash and cash equivalents		
Current		
Cash at bank	19,747	15,433
Short-term investments	60,000	44,000
Cash on hand and advances	70	75
	79,817	59,508
See note 2(m) 'Cash and cash equivalents'		
18 Restricted cash and cash equivalents		
Current		
Gift fund ^(a)	45	52
Rental property bonds ^(b)	38	35
	83	87
(a) Employees make a gold coin donation for a dress down day. The Gift fund makes an annual donation to a nominated charity.		
(b) These are bonds held as part of the Government Regional Officers' Housing (GROH) tenancy agreement. They apply to all tenants moving into GROH properties.		
19 Inventories		
Current		
Inventories held for consumption ^(a)	1,540	1,316
Inventories held for distribution ^(b)	7,162	7,371
	8,702	8,687
(a) Inventories held for consumption are measured at cost using the average cost method.		
(b) Inventories held for distribution represent fire appliances under construction as part of the Emergency Services Levy capital grants process. These inventories are measured at cost.		
See note 2(q) 'Inventories'.		

Notes to the Financial Statements For the year ended 30 June 2009

	2009 \$000	2008 \$000
20 Receivables		
Current		
Receivables	5,224	7,550
Allowance for impairment of receivables	(26)	(4)
Prepayments	612	619
Interest receivable	157	233
GST receivable	1,257	1,207
Total Current	<u>7,224</u>	<u>9,605</u>
Reconciliation of changes in the allowance for impairment of receivables:		
Balance at start of year	4	4
Doubtful debts expense recognised in the income statement	22	-
Balance at end of year	<u>26</u>	<u>4</u>
The Authority does not hold any collateral as security or other credit enhancements relating to receivables. See note 2(o) 'Receivables' and note 35 'Financial instruments'.		
21 Amounts receivable for services		
Non-current	6,170	2,355
	<u>6,170</u>	<u>2,355</u>

Represents the non-cash component of service appropriations. See note 2(p) 'Amounts receivable for services (Holding account)'. It is restricted in that it can only be used for asset replacement or payment of leave liability.

Notes to the Financial Statements For the year ended 30 June 2009

	2009 \$000	2008 \$000
22 Property, plant and equipment		
Land		
At fair value ^(a)	70,019	67,204
Buildings		
At fair value ^(a)	87,071	87,210
Accumulated depreciation	-	(24)
	87,071	87,186
Buildings under construction		
Construction costs	18,110	14,019
Vehicles		
At cost	71,640	64,051
Accumulated depreciation	(33,576)	(30,328)
	38,064	33,723
Vehicles under construction		
Construction costs	10,197	10,827
Plant and equipment		
At cost	10,649	9,808
Accumulated depreciation	(5,749)	(4,760)
	4,900	5,049
Plant and equipment under construction		
Construction costs	10,710	7,324
Works of Art		
At cost	158	158
	239,229	225,490

Notes to the Financial Statements For the year ended 30 June 2009

22 Property, plant and equipment (continued)

(a) Land and buildings were revalued as at 1 July 2008 by the Western Australian Land Information Authority (Valuation Services). The valuations were performed during the year ended 30 June 2009 and recognised at 30 June 2009. In undertaking the revaluation, fair value was determined by reference to market values for land: \$20,211,350 and buildings: \$2,602,900. Where there is no market based evidence of fair value because of the specialised nature of the asset (fire stations), fair value of land: \$49,062,900 and buildings: \$80,230,210 was determined on the basis of current use and depreciated replacement cost. See note 2(g) 'Property, plant and equipment'.

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	Vehicles \$000	Vehicles under construction \$000	Plant and equipment \$000	Plant and equipment under construction \$000	Works of Art \$000	Total \$000
2009									
Carrying amount at start of year	67,204	87,186	14,019	33,723	10,827	5,049	7,324	158	225,490
Additions	814	1,375	8,845	379	8,625	317	3,389	-	23,744
Transfers	16	4,357	(4,754)	9,255	(9,255)	384	(3)	-	-
Disposals ^(a)	(217)	-	-	(635)	-	-	-	-	(852)
Revaluation increments/decrements	2,202	(2,604)	-	-	-	-	-	-	(402)
Depreciation	-	(3,243)	-	(4,658)	-	(850)	-	-	(8,751)
Carrying amount at end of year	70,019	87,071	18,110	38,064	10,197	4,900	10,710	158	239,229
2008									
Carrying amount at start of year	45,021	78,853	3,057	32,502	7,110	6,070	2,711	158	175,482
Additions	1,647	2,067	11,656	75	9,462	1,530	5,367	-	31,804
Transfers	-	1,448	(694)	5,745	(5,745)	-	(754)	-	-
Disposals ^(a)	(189)	(555)	-	(3)	-	-	-	-	(747)
Change in asset capitalisation	-	-	-	(2)	-	(761)	-	-	(763)
Revaluation increments	20,725	8,310	-	-	-	-	-	-	29,035
Depreciation	-	(2,937)	-	(4,594)	-	(1,790)	-	-	(9,321)
Carrying amount at end of year	67,204	87,186	14,019	33,723	10,827	5,049	7,324	158	225,490

^(a) Represents land and buildings transferred to other agencies. See also note 29 'Equity'.

Notes to the Financial Statements For the year ended 30 June 2009

	2009 \$000	2008 \$000
23 Intangible assets		
Computer software		
At cost	1,522	1,538
Accumulated amortisation	(1,450)	(1,395)
	72	143
Trademarks		
At cost	-	-
	72	143
Reconciliations:		
<i>Computer software</i>		
Carrying amount at start of year	143	122
Additions	-	160
Amortisation expense	(71)	(114)
Change in asset capitalisation threshold	-	(25)
Carrying amount at end of year	72	143
<i>Trademarks</i>		
Carrying amount at start of year	-	22
Additions	-	-
Change in asset capitalisation threshold	-	(22)
Carrying amount at end of year	-	-
24 Other financial assets		
Non-current		
Held-to-maturity investments (see note 2(r) 'Other financial assets')	500	500
25 Impairment of assets		
There were no indications of impairment to property, plant and equipment and intangible assets at 30 June 2009. See note 2(i) 'Impairment of assets'.		

Notes to the Financial Statements For the year ended 30 June 2009

	2009 \$000	2008 \$000
26 Payables		
Current		
Trade payables	7,694	7,208
Accrued Interest	1,390	610
Accrued salaries	1,659	1,472
GST payable	89	91
	10,832	9,381
See note 2(s) 'Payables', note 2(n) 'Accrued salaries, note 33 'Events occurring after the balance sheet date' and note 35 'Financial instruments'.		
27 Borrowings		
Current		
Western Australian Treasury Corporation Loans	27,729	33,174
Non-current		
Western Australian Treasury Corporation Loans	-	5,207
The funds have been advanced under the Western Australian Treasury Corporation's Portfolio Lending Arrangements. Under the terms and conditions of these arrangements the Authority makes quarterly payments of capital and interest. The capital is repaid according to a fixed repayment schedule, while interest is variable. See note 2(t) 'Borrowings' and note 33 'Events occurring after the balance sheet date'.		
28 Provisions		
Current		
Employee benefits provision		
Annual leave ^(a)	6,165	5,050
Long service leave ^(b)	4,814	4,473
Deferred salary scheme (Note 2(u)(i) 'Provisions employee benefits')	9	68
	10,988	9,591
Other provisions		
Employment on-costs ^(c)	1,656	1,184
	12,644	10,775

Notes to the Financial Statements For the year ended 30 June 2009

	2009 \$000	2008 \$000
28 Provisions (continued)		
Non - current		
<i>Employee benefits provision</i>		
Long service leave ^(b)	8,857	6,904
Deferred salary scheme (Note 2(u)(i) 'Provisions employee benefits')	68	-
<i>Other provisions</i>		
Employment on-costs ^(c)	977	720
	9,902	7,624
 (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 actual settlement of the liabilities will occur as follows:		
Within 12 months of balance sheet date	4,542	3,747
More than 12 months after balance sheet date	1,623	1,303
	6,165	5,050
 (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 balance sheet date. Assessments indicate that actual settlement of the liabilities will occur as follows:		
Within 12 months of balance sheet date	2,142	2,194
More than 12 months after balance sheet date	11,529	9,184
	13,671	11,378
 (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 expense, apart from the unwinding of the discount (finance cost), is disclosed in note 11 'Other expenses'.		
<u>Movements in other provisions</u>		
Movements in each class of provisions during the financial year, other than employee benefits, are set out below.		
<u>Employment on-cost provision</u>		
Carrying amount at start of year	1,904	2,030
Additional provisions recognised	729	(126)
Carrying amount at end of year	2,633	1,904

Notes to the Financial Statements For the year ended 30 June 2009

	2009 \$000	2008 \$000
29 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	59,319	58,363
Contributions by owners		
Capital contribution ^(a)	32,910	1,210
Transfer of net assets from other agencies ^(b)	851	490
Lot 1710 Gordon St, Narrogin transferred to the Authority under Management Order		
Lot 1445 Exmouth transferred to the Authority under Management Order		
Lot 357 Wickham Drive, Wickham transferred to the Authority under Management Order		
Lot 15515 Queen Elizabeth Ave, Vasse transferred to the Authority under Management Order		
Lot 3162 Frederic St, Broome transferred to the Authority under Management Order		
25 Rowlands St, Beacon transferred to the Authority under Management Order		
Lot 3000 & Lot 311, 11 & 15 Leahy St, Dalwallinu transferred to the Authority under Management Order		
Total contributions by owners	33,761	1,700
Distributions to owners		
Transfer of net assets to other agencies ^(b)	(217)	(744)
Lot 784 Cnr Morgans St & Moir Ravensthorpe transferred to Department of Planning and Infrastructure		
Lot 1896 Yunderup Road South Yunderup transferred to Department of Planning and Infrastructure		
Lot 176-177 Glass St Kalbarri transferred to Department of Planning and Infrastructure		
Balance at end of year	92,863	59,319
(a) Under the Treasurer's Instruction T1 955 'Contributions by Owners Made to Wholly Owned Public Sector Entities' Capital Contributions (appropriations) have been designated as contributions by owners in accordance with AASB Interpretation 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities'.		
(b) Under T1 955, non-discretionary (non-reciprocal) transfers of net assets between State Government agencies have been designated as contributions by owners in accordance with AASB Interpretation 1038, where the transferee agency accounts for a non-discretionary (non-reciprocal) transfer of net assets as a contribution by owners and the transferor agency accounts for the transfer as a distribution to owners.		

Notes to the Financial Statements For the year ended 30 June 2009

	2009 \$000	2008 \$000
29 Equity (continued)		
Reserves		
Asset revaluation reserve		
Balance at start of year	77,154	48,119
Net revaluation increments/(decrements):		
Buildings	(2,605)	8,310
Land	2,202	20,725
Balance at end of year	76,751	77,154
Accumulated surplus		
Balance at start of year	103,741	93,711
Change in asset capitalisation threshold	-	(3,203)
Result for the period	7,335	13,233
Balance at end of year	111,076	103,741

Notes to the Financial Statements For the year ended 30 June 2009

	2009 \$000	2008 \$000
30 Notes to the Cash Flow Statement		
<u>Reconciliation of cash</u>		
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:		
Cash and cash equivalents	79,817	59,508
Restricted cash and cash equivalents	83	87
	79,900	59,595
See note 17 'Cash and cash equivalents' and note 18 'Restricted cash and cash equivalents'.		
<u>Reconciliation of net cost of services to net cash flows used in operating activities</u>		
Net cost of services	(37,174)	(34,995)
Non-cash items:		
Depreciation and amortisation expense ^(note 6)	8,823	9,436
Net (gain) on sale of property, plant and equipment ^(note 10)	(126)	(112)
Resources received free of charge ^(note 16)	567	1,597
Doubtful debt expense ^(note 11)	22	-
<u>(Increase) / decrease in assets:</u>		
Current receivables	2,409	(1,481)
Current inventories	(16)	(2,413)
Non-current assets	-	(179)
<u>Increase / (decrease) in liabilities:</u>		
Current payables	1,453	(5,970)
Current provisions	1,869	347
Non-current provisions	2,277	573
Change in GST in receivables/payables	(52)	(367)
Net cash (used in) operating activities	(19,948)	(33,564)

Notes to the Financial Statements For the year ended 30 June 2009

	2009 \$000	2008 \$000
31 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	69,585	38,790
Later than 1 year and not later than 5 years	70,617	101,990
Later than 5 years	23,320	43,137
	163,522	183,917
The capital commitments include amounts for:		
Buildings	93,903	88,793
Motor vehicles	48,745	66,826
Plant and equipment	20,874	28,298
	163,522	183,917
Lease commitments		
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	6,823	8,042
Later than 1 year and not later than 5 years	13,099	16,318
Later than 5 years	11	1,122
	19,933	25,482
The Authority has various operating leases, the most significant being:		
The provision of Rotary Wing Aircraft Rescue and Medical Transport Services is a non-cancellable lease with a five year term, with rent payable monthly. An option exists at the end of the five year term for an additional 2 x 2 years extension option and a further one year final extension. The Authority has since exercised the first option to extend the contract to October 2010.		
These commitments are all inclusive of GST.		
See note 2(j) 'Leases'.		

Notes to the Financial Statements For the year ended 30 June 2009

32 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.

In 2006/07 the Authority reported 1 contaminated site to DEC. The site is a former drum storage area at the FESA Training Centre located at Dundas Road 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.

In 2007/08, the tender to select a qualified consultant to undertake a detailed site investigation commenced and subsequently awarded in 2008/09. The detailed site investigation is currently in progress. The next phase is for a risk assessment plan together with a health management plan to be incorporated in the defined scope of works for remedial rectification which will be advertised for public tender.

33 Events occurring after the balance sheet date

The Authority's Western Australian Treasury Corporation borrowings totalling \$27,729,450 has been repaid in July 2009. The Authority received funding from the Consolidated Account to make the repayment.

Notes to the Financial Statements For the year ended 30 June 2009

34 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 10%.

Significant variances between estimated and actual result for 2009

	2009 Estimate \$000	2009 Actual \$000	Variation \$000
Depreciation and amortisation expense	11,147	8,823	(2,324)
Finance costs	1,607	2,980	1,373
Grants and subsidies	22,639	28,551	5,912
Other expenses	4,404	2,738	(1,666)
Commonwealth grants and contributions	3,551	5,207	1,656
Interest revenue	2,500	4,556	2,056
Other revenue	1,344	4,689	3,345
Service appropriation	27,977	43,942	15,965

Depreciation and amortisation expense

The variance is mostly due to slower than anticipated progress in the construction of new facilities resulting in lower depreciation charges.

Finance costs

The variance largely reflects the financial interest payment associated with the early retirement of the Authority's borrowings as part of the State Governments debt reduction strategy.

Grants and subsidies

The variance is primarily related to payments made under the Natural Disaster Relief and Restoration Arrangements (NDRRA) administered on behalf of the State Government. Outlays on NDRRA are recouped by way of supplementary funding from the State Government.

Other expenses

The variance is primarily due to the different classification of employee on-costs between actual and estimated results.

Commonwealth grants and contributions

The variance is largely due to the Authority as the nominated lead agency for the Natural Mitigation Disaster Program being responsible for the distribution of Commonwealth funds to the various eligible agencies. The Authority acts as a conduit for the payment process.

Interest revenue

The variance is mainly due to implementing improved investment and cashflow strategies.

Other revenue

The variance is attributable to the discount received for the early repayment of the Authority's borrowings as part of the State Governments debt reduction strategy.

Service appropriation

The variance is primarily due to approved supplementary funding for the NDRRA, wildfire suppression and State Emergency Services incident responses.

Notes to the Financial Statements For the year ended 30 June 2009

34 Explanatory statement (continued)

Significant variations are considered to be those greater than 10%.

Significant variances between actual results for 2008 and 2009

	2009 \$000	2008 \$000	Variation \$000
Employee benefits expense	119,710	106,658	13,052
Finance Costs	2,980	2,262	718
Grants and subsidies	28,551	41,251	(12,700)
Loss on disposal of non-current assets	36	1	35
Other expenses	2,772	1,996	777
Commonwealth grants and contributions	5,207	5,950	(743)
Interest revenue	4,556	4,469	87
Other revenue	4,689	8,266	(3,577)
Gain on disposal of non-current assets	162	113	49
Resources received free of charge	567	1,597	(1,030)

Employee benefit expense

The variance is mainly due to an increase in costs associated with the United Firefighters Union Enterprise Bargaining Agreement and the Government Officers Salaries, Allowances and Conditions General Agreement.

Finance costs

The variance largely reflects the financial interest payment associated with the early retirement of the Authority's borrowings as part of the State Governments debt reduction strategy.

Grants and subsidies

The value is directly related to payments made under the Natural Disaster Relief and Restoration Arrangements (NDRRA) administered on behalf of the State Government.

Loss on disposal of non-current assets

The variance is due to the disposal of an increased number of fire appliances in 2008/09.

Other expenses

The variance is largely attributable to an increase in the employment on-costs.

Commonwealth grants and contributions

The variance is due to no Commonwealth capital funding being received in 2008/09.

Other revenue

The variance is mainly attributable to the transfer of Lot 23/24 Wandeara Crescent Mundaring (a collocated premise) to the Authority in 2007/08.

Gain on disposal of non-current assets

The variance is due to the disposal of an increased number of fire appliances in 2008/09.

Resources received free of charge

The variance is largely due to a reduction in services required by Landgate.

Notes to the Financial Statements For the year ended 30 June 2009

35 Financial instruments

(a) Financial risk management objectives and policies

Financial instruments held by the Authority are cash and cash equivalents, short-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

Credit risk arises when there is the possibility of the Authority's receivables defaulting on their contractual obligations resulting in financial loss to the Authority. The maximum exposure to credit risk at balance sheet date in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any provisions for impairment as shown in the table at note 35(c) 'Financial instruments disclosures' and note 20 'Receivables'.

Credit risk associated with the Authority's financial assets is minimal. For receivables other than government, the Authority trades only with recognised, creditworthy third parties. The Authority has policies in place to ensure that sales of 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. At the balance sheet date there were no significant concentrations of credit risk.

During 2008/09, the Authority has elected to adopt the Commonwealth Government Guarantee Scheme for all term deposits to minimise its exposure to credit risk.

Allowance for impairment of financial assets is calculated based on objective evidence such as observable data indicating changes in client credit ratings. For financial assets that are either past due or impaired, refer to note 35(c) 'Financial instrument disclosures'.

Liquidity risk

Liquidity risk arises when the Authority is unable to meet its financial obligations as they fall due. The Authority is exposed to liquidity risk through its trading in the normal course of business.

The Authority has appropriate procedures to manage cash flows including drawdowns of appropriations by monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

Market risk

Market risk is the risk that changes in market prices such as interest rates will affect the Authority's income or the value of its holdings of financial instruments. The Authority does not trade in foreign currency and is not materially exposed to other price risks. The Authority's exposure to market risk for changes in interest rates relate primarily to the long-term debt obligations and short-term investments. The Authority's borrowings are all obtained through the Western Australian Treasury Corporation (WATC) and are at fixed rates with varying maturities. The risk is managed by WATC through portfolio diversification and variation in maturity dates. The Authority currently holds short-term highly liquid investments held in various Approved Deposit Taking Institutions (ADI). The Authority monitors the credit ratings of ADI's regularly to minimise its market risk. The risk is managed through product diversification and variation in maturity dates. Other than as detailed in the interest rate sensitivity analysis table at Note 35(c), the Authority is not exposed to interest rate risk other than WATC borrowings and short-term investments.

Notes to the Financial Statements For the year ended 30 June 2009

35 Financial instruments (continued)

(b) Categories of Financial Instruments

In addition to cash, the carrying amounts of each of the following categories of financial assets and financial liabilities at the balance sheet date are as follows:

	2009 \$000	2008 \$000
Financial Assets		
Cash and cash equivalents	79,817	59,508
Restricted cash and cash equivalents	83	87
Held to maturity investments	500	500
Loans and receivables ^(a)	11,367	9,901
Financial Liabilities		
Financial liabilities measured at amortised cost ^(b)	38,472	47,671

(a) The amount of receivables excludes GST payable to the ATO (statutory receivable).

(b) The amount of payables excludes GST recoverable from the ATO (statutory payable).

Notes to the Financial Statements For the year ended 30 June 2009

35 Financial instruments (continued)

(c) Financial Instrument Disclosures

Credit Risk and Interest Rate Exposures

The following table discloses the Authority's maximum exposure to credit risk, interest rate exposures and the ageing analysis of financial assets. The Authority's maximum exposure to credit risk at the balance sheet date is the carrying amount of financial assets as shown below. The table discloses the ageing of financial assets that are past due but not impaired and impaired financial assets. The table is based on information provided to senior management of the Authority.

The Authority does not hold any collateral as security or other credit enhancements relating to the financial assets it holds.

The Authority does not hold any financial assets that had to have their terms renegotiated that would have otherwise resulted in them being past due or impaired.

Interest rate exposures and ageing analysis of financial assets^(a)

	Weighted Average Effective Interest Rate %	Carrying Amount \$000	Interest rate exposure		Non-Interest Bearing \$000	Up to 3 months \$000	Past due but not impaired						More than 5 years \$000	Impaired financial assets \$000
			Variable interest rate \$000	Fixed interest rate \$000			3 - 12 months \$000	1-2 Years \$000	2- 3 Years \$000	3-4 Years \$000	4-5 Years \$000			
Financial Assets														
2009														
Cash and cash equivalents	3.31	79,817	19,817	60,000	-	-	-	-	-	-	-	-	-	-
Restricted cash and cash equivalents	3.31	83	83	-	-	-	-	-	-	-	-	-	-	-
Receivables ^(a)	-	5,966	-	-	5,966	824	1,162	184	50	20	21	3	-	-
Amounts receivable for services	-	6,170	-	-	6,170	-	-	-	-	-	-	-	-	-
Other financial assets	3.98	500	500	-	-	-	-	-	-	-	-	-	-	-
		92,536	20,400	60,000	12,136	824	1,162	184	50	20	21	3	-	-
2008														
Cash and cash equivalents	7.89	59,508	15,508	44,000	-	-	-	-	-	-	-	-	-	-
Restricted cash and cash equivalents	7.89	87	87	-	-	-	-	-	-	-	-	-	-	-
Receivables ^(a)	-	8,398	-	-	8,398	2,108	1,892	310	23	22	3	-	-	-
Amounts receivable for services	-	2,355	-	-	2,355	-	-	-	-	-	-	-	-	-
Other financial assets	7.89	500	500	-	-	-	-	-	-	-	-	-	-	-
		70,848	16,095	44,000	10,753	2,108	1,892	310	23	22	3	-	-	-

^(a) The amount of receivables excludes GST payable to the ATO (statutory receivable).

Notes to the Financial Statements For the year ended 30 June 2009

35 Financial instruments (continued)

(c) Financial Instrument Disclosures (continued)

Liquidity Risk

The following table details the contractual maturity analysis for financial liabilities. The contractual maturity amounts are representative of the undiscounted amounts at the balance sheet date. The table includes interest and principal cash flows. An adjustment has been made were material.

Interest rate exposure and maturity analysis of financial liabilities

	Weighted Average Effective Interest Rate %	Carrying amount \$000	Interest rate exposure		Adjustment for discounting \$000	Total nominal amount \$000	Up to 3 months \$000	Maturity Dates					
			Variable interest rate \$000	Non-Interest Bearing \$000				3 - 12 months \$000	1-2 Years \$000	2- 3 Years \$000	3-4 Years \$000	4-5 Years \$000	More than 5 years \$000
<u>Financial Liabilities</u>													
2009													
Payables	-	10,743	-	10,743	-	-	-	-	-	-	-	-	-
WATC loans	5.96	27,729	-	-	-	27,729	-	-	-	-	-	-	27,729
		38,472	-	10,743	-	27,729	-	-	-	-	-	-	27,729
2008													
Payables	-	9,290	-	9,290	-	-	-	-	-	-	-	-	-
WATC loans	6.69	38,381	-	-	-	38,381	-	-	-	-	-	-	38,381
		47,671	-	9,290	-	38,381	-	-	-	-	-	-	38,381

The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities.

Notes to the Financial Statements For the year ended 30 June 2009

35 Financial instruments (continued)

(c) Financial Instrument Disclosures (continued)

Interest rate sensitivity analysis

The following table represents a summary of the interest rate sensitivity of the Authority's financial assets and liabilities at the balance sheet date on the surplus for the period and equity for a 1% change in interest rates. It is assumed that the change in interest rates is held constant throughout the reporting period.

	Carrying amount \$000	-1 % Change Profit \$000	Equity \$000	+1 % Change Profit \$000	Equity \$000
2009					
<u>Financial Assets</u>					
Cash and cash equivalents	79,817	(798.2)	(798.2)	798.2	798.2
Restricted cash and cash equivalents	83	(0.8)	(0.8)	0.8	0.8
<u>Financial Liabilities</u>					
WATC loans	27,729	277.3	277.3	(277.3)	(277.3)
Total Increase (Decrease)		(521.7)	(521.7)	521.7	521.7
2008					
<u>Financial Assets</u>					
Cash and cash equivalents	59,508	(595.1)	(595.1)	595.1	595.1
Restricted cash and cash equivalents	87	(0.9)	(0.9)	0.9	0.9
<u>Financial Liabilities</u>					
WATC loans	38,381	383.8	383.8	(383.8)	(383.8)
Total Increase (Decrease)		(212.2)	(212.2)	212.2	212.2

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 2009

36 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:

\$	2009 No.	2008 No.
0 - 10,000	7	8
10,001 - 20,000	4	4
20,001 - 30,000	-	1
30,001 - 40,000	1	-
260,001 - 270,000	1	1

The total remuneration of members of the accountable authority is:

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:

\$	2009 No.	2008 No.
20,000 - 30,000	-	1
30,001 - 40,000	1	1
40,001 - 50,000	1	-
50,001 - 60,000	3	1
60,001 - 70,000	-	1
90,001 - 100,000	1	2
100,001 - 110,000	-	1
110,001 - 120,000	-	1
120,001 - 130,000	-	1
130,001 - 140,000	3	5
140,001 - 150,000	3	-
150,001 - 160,000	1	1
160,001 - 170,000	1	-
170,001 - 180,000	1	-
210,001 - 220,000	1	1

The total remuneration of senior officers is:

The total remuneration includes 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.

2009
\$000

2008
\$000

378

385

1,890

1,736

Notes to the Financial Statements For the year ended 30 June 2009

	2009 \$000	2008 \$000
37 Remuneration of auditor		
Remuneration payable to the Auditor General in respect to the audit for the financial year is as follows:		
Auditing the accounts, financial statements and performance indicators	112	105
The expense is included at note 11 'Other expenses'.		
38 Related bodies		
The Authority has no related bodies at balance sheet date.		
39 Affiliated bodies		
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	25
Emergency Services Volunteer Association Inc	-	10
State Emergency Services Volunteers Association of Western Australia Inc	26	48
Surf Life Saving Western Australia Inc	559	540
Volunteer Marine Rescue Western Australia Inc	65	126
Western Australian Volunteer Fire Brigades Association Inc	289	250
	964	999
40 Supplementary financial information		
<u>Losses through theft, defaults and other causes</u>		
Losses of public moneys and, public and other property through theft or default	412	413
Amounts recovered	(324)	(288)
	88	125
41 Indian Ocean Territories		
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	165	152
Total Receipts	425	661
Total Expenditure	(480)	(648)
Closing Balance	110	165

Notes to the Financial Statements For the year ended 30 June 2009

42 Schedule of income and expenses by service

	As at 30 June 2009			As at 30 June 2008		
	Prevention Services \$000	Emergency Services \$000	Total \$000	Prevention Services \$000	Emergency Services \$000	Total \$000
COST OF SERVICES						
Expenses						
Employee benefits expense	14,901	104,809	119,710	13,040	93,618	106,658
Supplies and services	5,999	49,550	55,549	5,185	45,350	50,535
Depreciation and amortisation expense	995	7,828	8,823	1,074	8,454	9,528
Finance costs	336	2,644	2,980	255	2,007	2,262
Accommodation expense	565	5,419	5,984	590	5,554	6,144
Grants and subsidies	1,209	27,342	28,551	1,129	40,122	41,251
Loss on disposal of non-current assets	4	32	36	-	1	1
Other expense	440	2,332	2,772	244	1,752	1,996
Total cost of services	24,449	199,956	224,405	21,517	196,858	218,375
Income						
User charges and fees	19,299	153,318	172,617	16,491	148,774	165,265
Commonwealth grants & contributions	582	4,625	5,207	593	5,357	5,950
Interest revenue	509	4,047	4,556	446	4,023	4,469
Gain on disposal of non-current assets	18	144	162	11	102	113
Other revenue	524	4,165	4,689	825	7,441	8,266
Total Income other than income from State Government	524	4,165	4,689	825	7,441	8,266
NET COST OF SERVICES	3,517	33,657	37,174	3,151	31,161	34,312
INCOME FROM STATE GOVERNMENT						
Service appropriation and contributions	4,913	39,029	43,942	4,653	41,978	46,631
Resources received free of charge	63	504	567	159	1,438	1,597
Total Income from State Government	4,976	39,533	44,509	4,812	43,416	48,228
Surplus for the year	1,459	5,876	7,335	1,661	12,255	13,916

The Schedule of Income and Expenses by Service should be read in conjunction with the accompanying notes.

KEY PERFORMANCE INDICATORS

CERTIFICATION OF KEY PERFORMANCE INDICATORS

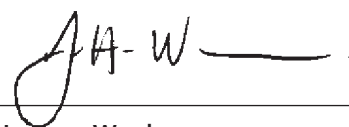
We hereby certify that the performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Fire and Emergency Services Authority of Western Australia's performance, and fairly represent the performance of the Fire and Emergency Services Authority of Western Australia for the financial year ended 30 June 2009.



A Skinner

Chairman of Accountable Authority

24 August 2009



J Harrison-Ward

Member of Accountable Authority

24 August 2009

DETAIL ON KEY PERFORMANCE INDICATORS

Link to Government Goals

FESA's core business is to support Government Goal 3 – **Outcomes Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.**

Our community engagement approach also supports the achievements of other Government goals including:

A stronger focus on the regions

– our services are delivered through a network of regionally-based employees and volunteers. Through the management of the Emergency Services Levy and our volunteer programs we support local governments in maintaining volunteer services appropriate to the level of risk in their community.

Social and environmental responsibility – we support the achievement of this goal through our commitment to developing sustainable emergency management strategies and programs that are targeted to meet the needs of local communities.

In line with our core responsibilities we have adopted one outcome:

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

We achieve this outcome by providing two services:

Service 1: Prevention Services

Prevention Services support the achievement of our outcome by raising community awareness of the hazards people face within their communities and by encouraging safer behaviour through prevention and mitigation of risk. Increased awareness will support improved safety through fewer preventable emergencies and greater preparedness for natural emergencies when they occur.

Our community awareness and education programs support community stakeholders in reducing preventable emergencies, for example accidental fire, and in mitigating the risks of natural hazards specific to their location.

We take a targeted approach to the delivery of these programs to improve the effectiveness and efficiency of our prevention services, and some campaigns are seasonally focused, such as:

- Storm Safe campaign.
- Wet season 2008-13 (cyclone, flood).
- WinterSafe.
- Smoke Alarm campaign.
- Bush Fire Program 2008-13.
- Dry season (Pilbara and Kimberley regions) 2009-14.

Other programs and campaigns, such as Juvenile and Family Fire Awareness (JAFFA) and our schools education program, Fire Inside Out, run throughout the year.

The majority of our programs are delivered with the support of locally based operational staff and volunteers. Specialist advice and training includes support for local government in emergency management and risk planning through the All Western Australians Reducing Emergencies (AWARE) program as well as courses in evacuation planning and the safe use of fire extinguishers which are delivered through our Commercial Training Unit.

Service 2: Emergency Services

The focus of our Emergency Services is to minimise the impact of emergencies through the delivery of appropriate emergency response. To achieve this outcome, we ensure that our operational personnel, including volunteers, are appropriately trained, resourced and prepared to deliver an efficient, effective and appropriate response to emergency incidents.

By delivering emergency services across Western Australia, we support the community to minimise the economic, environmental and social impact of emergencies.

CHANGES TO OUTCOME BASED MANAGEMENT STRUCTURE FOR 2009-10

A comprehensive review of our Outcome Based Management Structure was completed in 2008-09. The review had two objectives:

1. To improve the relevance of performance data collected to assist in decision making and resource allocation.
2. To improve the clarity of published information to assist stakeholders in understanding FESA core services, outcomes and performance.

The review recommended revision of our outcome statement: "The impact of human and natural hazards on the community of Western Australia is minimised". We now have two outcome statements which more clearly indicate the link to our two services and the overarching government goal:

1. Western Australian communities able to prevent, prepare for and recover from emergencies (Service 1: Prevention and Mitigation Services).
2. The impact of emergencies is minimised through delivery of appropriate emergency response (Service 2: Emergency Services).

The title of our prevention services was amended to reflect the significant work we undertake in assisting the community to mitigate the impact of natural emergencies that can never be prevented.

Underpinning our new outcome statements are a number of amendments to our Key Performance Indicators (KPIs). Two effectiveness KPIs have been retained and five new effectiveness KPIs have been included to measure our performance in meeting these outcomes:

- Number of accidental residential fires per 100,000 households (previous KPI retained – Prevention and Mitigation Services).
- Proportion of structural fires confined to the object or room of origin (previous KPI retained – Prevention and Mitigation Services).
- Prevention and mitigation of hazardous materials emergencies – through the monitoring of special risk plans for hazardous materials sites (Prevention and Mitigation Services).
- Percentage of volunteer Fire and Rescue Services turnouts within target timeframes – to monitor capacity to respond in regional areas (Emergency Services).
- Percentage of 000 calls answered within target timeframe (Emergency Services) – to support timely

response to the community and to assist in monitoring demand for emergency responses.

- Percentage of metropolitan responses by career Fire and Rescue Services within target timeframes (established KPI but not reported previously in the budget – Emergency Services).
- Percentage of required personnel trained to manage more significant incidents – to monitor our preparedness to cope with potentially increased operational activity and concurrent significant incidents across the State (Emergency Services).

Our efficiency indicators have also been amended and from 2009-10 will measure the cost of our services per capita. This amendment recognises the significant growth of the Western Australian population in recent years and will also allow improved comparison against national benchmarks published in the Report on Government Services.

The Outcome Structure Review Group endorsed the revised structure on 7 April 2009 and the new indicators will apply from 1 July 2009.

RESULTS FOR 2008-09

Data Improvement

Performance results for our effectiveness indicators depend on the completion of incident reports and correct coding to support data extraction. Each year, the past years' data is adjusted to reflect retrospective data entry.

Significant work was undertaken in 2008-09 to improve data completeness and quality. Additional resourcing was allocated to data auditing and to deliver training in the use of operational data systems for career and volunteer Fire and Rescue Service personnel, and other key users. This training has resulted in a reduction in the proportion of incomplete incident reports and improved coding of incidents.

Enabling volunteers to enter data electronically via our Volunteer Extranet is resulting in significant improvement in the completion of their incident reporting, with some volunteers having completed 100 per cent of their reports for the first time. For brigades that still do not have access to enter data online, resources were allocated to clear the backlog of volunteer paper reports.

Our performance results have been impacted in some instances as a consequence of this effort to improve data completeness and quality.

EFFECTIVENESS INDICATORS

During 2008-09, we used three effectiveness indicators to measure our performance in minimising the impact of human and natural hazards on the community of Western Australia:

- The number of accidental residential fires per 100,000 households.
- The proportion of structure fires contained to the room or object of origin.
- Career Fire and Rescue Service response times (Metropolitan Region).

NUMBER OF ACCIDENTAL RESIDENTIAL FIRES PER 100,000 HOUSEHOLDS

Structure fires¹, especially accidental residential fires, can have a devastating effect on the community. During 2008-09, we recorded five fatalities and property damage estimated at more than \$22 million resulting from accidental residential fires.

This KPI aims to measure the effectiveness of FESA community awareness programs, specifically in relation to home fire safety. Programs that impact on our results for this KPI include the WinterSafe program, Juvenile and Family Fire Awareness (JAFFA) and the Smoke Alarm program. Our partnerships with industry bodies also assist in identifying and alerting people to unsafe products which have the potential to cause fire.

The number of households in Western Australia has increased by almost 8.5 per cent since 2004-05. During the same period, the number of structure fires has increased by just over 7.7 per cent, which indicates that our prevention and mitigation programs are having some effect in changing community behaviours.

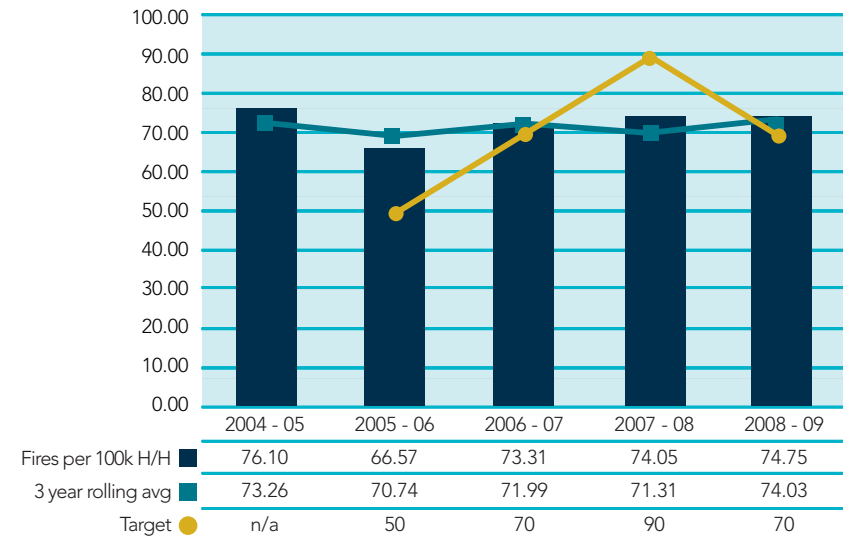
Annual results are impacted by a number of factors outside our control. For example, unsafe behaviour tends to increase during severe winters as there is a greater need for heating and the tendency for people to spend longer periods indoors. It is therefore appropriate to consider long term trends for this indicator rather than taking the results of any particular year as an indication of the effectiveness of community awareness programs.

Our target for this KPI is a maximum of 70 fires per 100,000 households. The result for 2008-09 was 74.75 fires per 100,000 households (Figure 1.1). The three-year rolling average of 74.03 fires per 100,000 households was trending downwards, but slightly increased last year.

¹Structure fires are those fires in housing and other buildings (Source: Report on Government Services, 2009).

²Source: Report on Government Services 2009, Accidental Residential Fires per 100,000 households.

Figure 1.1 – Number of Accidental Residential Fires per 100,000 Households



The results for this indicator depend on data completion and correct coding. The number of structure fires where the cause is 'undetermined' has reduced from 9.3 per cent in 2006-07 to 6.7 per cent in 2008-09. Data for previous years has been adjusted to reflect completed reports as at 30 June 2009.

National Benchmarking

The current national average for this indicator is 106 fires per 100,000 households², although data across jurisdictions are not always comparable. Based on our improved data, it now appears that FESA's 2008-09 target of 70 fires per 100,000 households is overly optimistic and will be reviewed.

PROPORTION OF STRUCTURE FIRES CONFINED TO ROOM OR OBJECT OF ORIGIN

The confinement of fires within structures to the room or object of origin will minimise damage to the rest of the structure and reduce the overall impact of the fire on the community.

This indicator measures the effectiveness of our community awareness programs in encouraging safer behaviour to reduce accidental fire, and in minimising the impact of fire emergencies by improving early detection through the installation of smoke alarms and sprinkler systems, and early notification of emergency services. It also measures, to a lesser extent, the effectiveness of our Emergency Services in confining fire through appropriate fire response strategies.

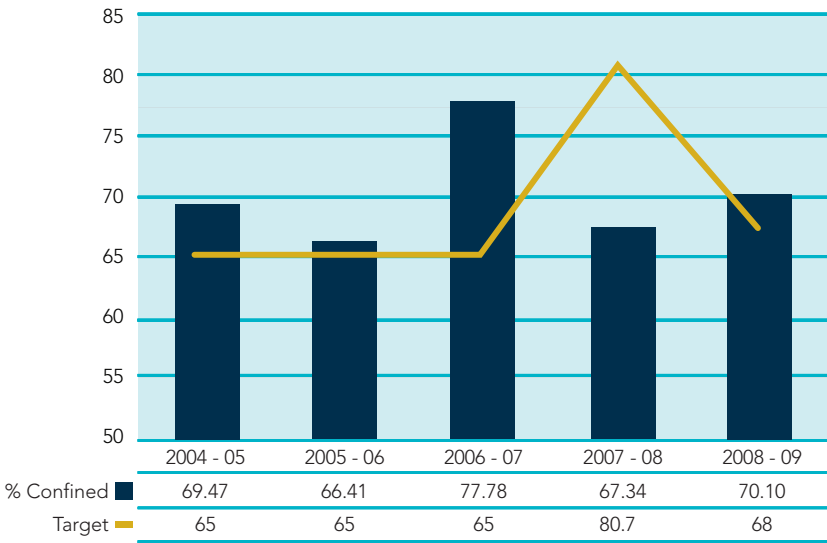
The ability to confine structure fires is impacted by a number of factors outside of our control. Weather conditions, building construction and different types of household furnishings can affect the rate at which fire spreads. Additionally, the installation of early detection devices, such as smoke alarms or sprinkler systems, will support early notification of emergency services and increase the capacity to confine the fire.

Initiatives that support improved community safety and the results of this KPI include our WinterSafe and Smoke Alarm programs, raising awareness of the emergency assistance number 000, fire investigation and analysis to inform the development of more effective education and awareness campaigns, and building legislation and product standards.

Our 2008-09 target for this indicator was 68 per cent of structure fires confined to the room or object of origin, with a higher percentage indicating better performance. Data for this indicator depends on completion of incident reporting and also correct containment coding.

In 2008-09, we confined 70.10 per cent of all structure fires – an improvement on last year's result. The data includes all types of ignition, both accidental and deliberate. Confinement results for accidental fires tend to be higher than for deliberate or suspicious fires (79.35 per cent compared to 56.42 per cent) as earlier notification allows for a more timely response by emergency services and appropriate action by occupants can reduce the spread of the fire.

Figure 2.1 – Structure Fires Confinement to Room or Object of Origin



Retrospective data entry will affect the results for this indicator at any given time. Confinement data for past years has been updated to reflect completed reports as at 30 June 2009. Improved data quality has only slightly impacted the results for this indicator with a 1 per cent improvement in confinement coding since 2007-08.

National Benchmarking

Although results for this indicator are also published in the Report on Government Services, data is not directly comparable nationally. The national average for confinement of structure fires in 2007-08 was 69.6 per cent for all ignition types.

RESPONSE TIMES – CAREER FIRE AND RESCUE SERVICES, PERTH METROPOLITAN REGION

Career firefighters in the metropolitan area currently respond to 61.88 per cent of total emergencies within Western Australia and their timely response is critical in minimising the impact of fire emergencies on the community. Rapid response, combined with appropriate combat strategies, will deliver improved outcomes such as reduced loss of life and damage to property and other community assets.

Response time results are provided for five major classes of emergencies: rescue, structure fires, hazardous materials incidents (HAZMAT), other property fires and vegetation fires.

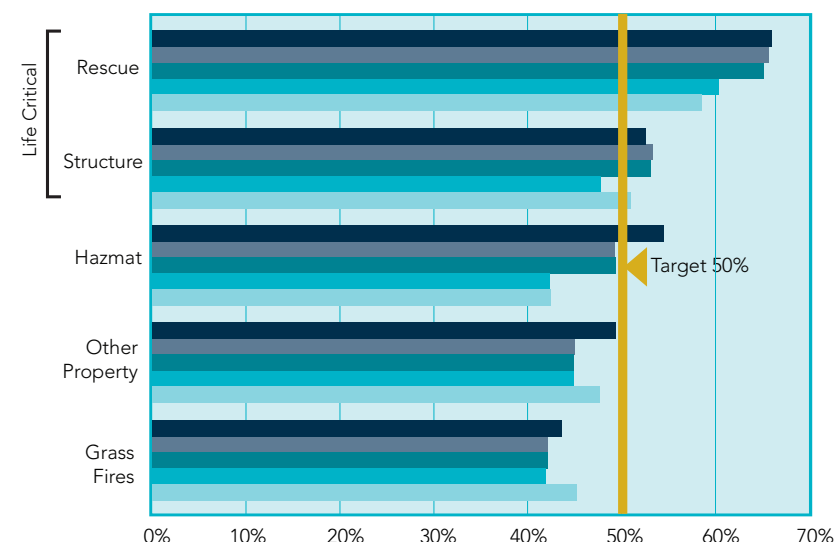
Total response times are measured from the time the request for attendance is received to the time that the first emergency crew arrives at the scene of the incident. Where there is high potential for threat to life (structure fires and rescues), first response crews aim to be on the scene within eight minutes or less 50 per cent of the time (50th percentile target) and within 12 minutes 90 per cent of the time (90th percentile target). These target timeframes are also used as a benchmark for responses to other types of incidents.

Data provided is based only on incidents where reporting has been completed. Retrospective data entry will affect the results at any given time and response time data for past years has been updated to reflect completed reports as at 30 June 2009.

The results for 2008-09 (Figures 3.1a and 3.1b) show that our response times were better than target for rescue and structure fire incidents – the two most life-critical emergencies. While response times are higher than the benchmark times for the remaining categories, there is a clear improvement in the results for 2008-09 compared to the previous financial year. Response times for all types of incidents have improved compared to last year, with 90th percentile results for HAZMAT being the only category where performance was not equal to or improved compared to 2007-08.

With our focus on improving operational data quality during 2008-09, improved coding and completion of incident reporting has particularly impacted results for structure, rescue and HAZMAT as we have significantly reduced the percentage of incomplete incidents from 15.6 per cent in 2007-08 to 6.5 per cent at the end of 2008-09.

Figure 3.1a – Percentage of Arrivals at Incidents in 8 Minutes or Less



	Grass Fires	Other Property	Hazmat	Structure	Rescue
■ 2004-05	44%	49%	54%	53%	66%
■ 2005-06	42%	45%	50%	53%	65%
■ 2006-07	42%	45%	50%	53%	65%
■ 2007-08	42%	45%	42%	48%	61%
■ 2008-09	45%	48%	42%	51%	58%

³ Non-fire rescues including road crash rescue.

⁴ Structure fires are those fires in housing and other buildings (Source: Report on Government Services, 2009).

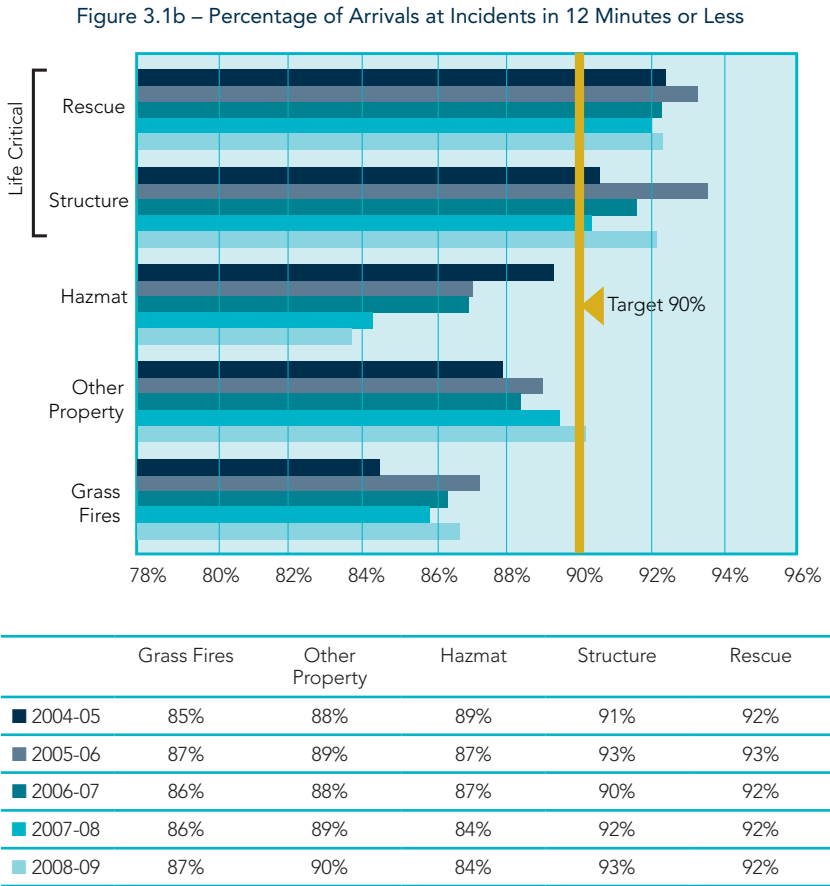
⁵ HAZMAT includes petrol or flammable spills and gas leaks.

⁶ 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.

⁷ Vegetation fires include landscape and grass fires.

Response times to HAZMAT incidents are traditionally longer than for other incidents types as additional time is usually taken at the mobilisation stage to determine what materials are involved, the appropriate response strategy and whether specialist resources are required to safely deal with the incident. Extra time is often also required with grass fires for crews to determine and reach the exact location of the fire, especially if they are required to move off-road, and to determine the severity or potential impact of the incident, which can delay notification that crews have arrived on scene.

Limitations in the capabilities of our reporting system mean that in some instances response times are overstated. Results are currently calculated for brigades designated as the 'primary response' and do not allow for incidents where support crews are the first on-scene. As this impacts the quality of our data and extends our reported response times, we are investigating options for addressing this data quality issue.

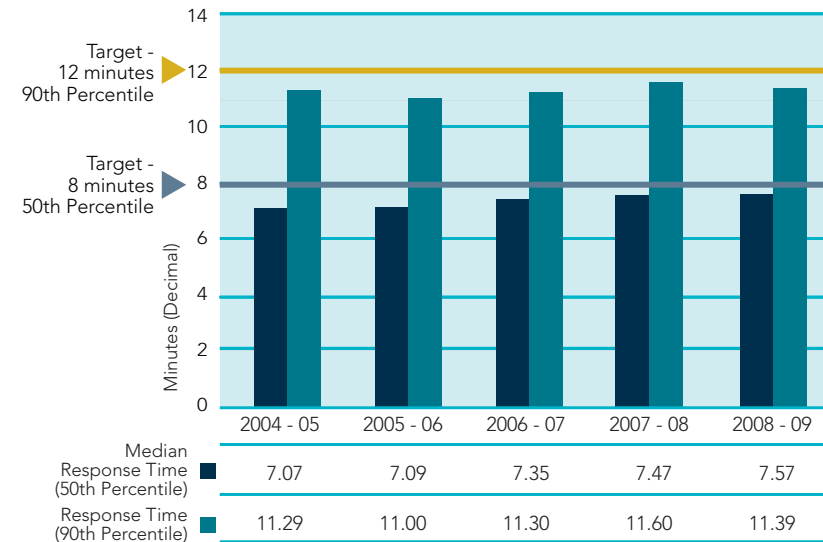


Figures 3.2 to 3.6 provide response time information for Rescue Incidents, Structure Fires, HAZMAT Incidents, Other Property Fires, and Grass, Scrub Rubbish and Bush Fires.

Rescues are considered to potentially pose a high threat to life and as such are defined as 'life critical' incidents. Responses to these incidents receive the highest priority.

The total number of incidents used to calculate rescue response times in 2008-09 (Figure 2.3) was 1,153. This is an increase of more than three per cent compared to 2007-08. The median response time increased by six seconds and the 90th percentile response time decreased by 13 seconds. We achieved our target response times for both the 50th and 90th percentiles. In 2008-09, 92.28 per cent of rescue incidents received a response within 12 minutes, which is consistent with 91.94 percent in 2007-08.

Figure 3.2 – Response Times 50th and 90th Percentile – Rescue Incidents



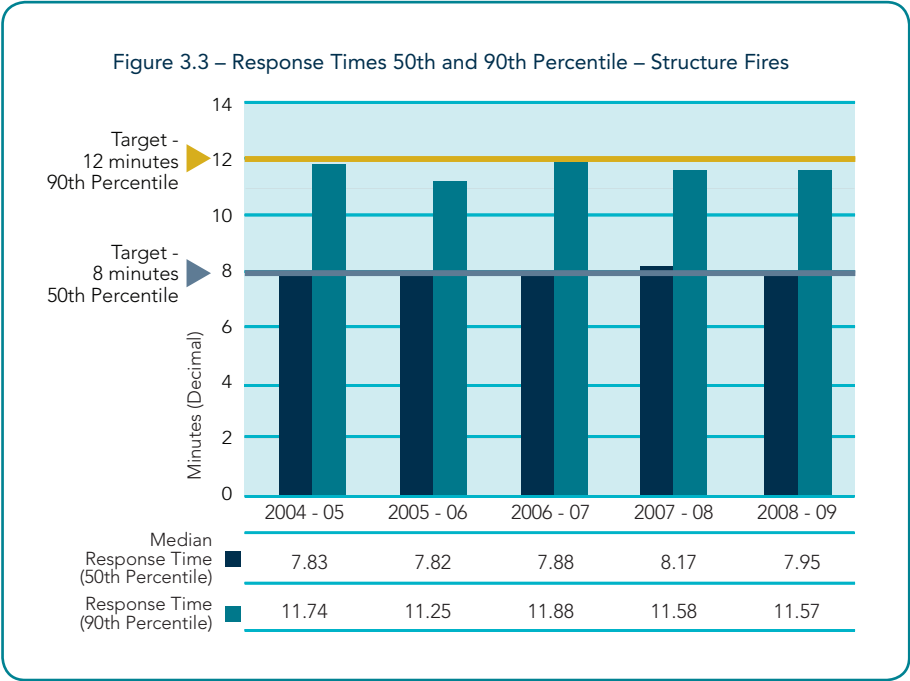
These times expressed in this table are in minutes and percentages of minutes	Median Response Time (50th Percentile)	Response Time (90th Percentile)	Number of Incidents Above 12 Minutes	Total HAZMAT Incidents	Minimum Total Response Times	Maximum Total Response Time
2004-05	7.07	11.29	55	552	0.00 ⁸	42.8
2005-06	7.09	11.00	47	474	0.00	24.78
2006-07	7.35	11.30	101	1,009	0.00	34.95
2007-08	7.47	11.60	112	1,117	0.00	28.48
2008-09	7.57	11.39	117	1,153	0.00	31.15
5 Year Average	7.31	11.32	86	861		

⁸ Minimum response times of 0.00 minutes occur when fire crews notice and respond to an emergency before it has been reported to the Communications Centre by a 000 call.

Structure fires are categorised as ‘life critical’ incidents and receive the highest priority for response.

The total number of incidents used to calculate structure fire response times in 2008-09 was 1,045, which is consistent with 1,035 recorded in 2007-08. Our median response time improved by 13 seconds and our 90th percentile response time improved by one second. We met our targets for both the 50th and 90th percentiles. In 2008-09, 92.82 per cent of structure fire incidents received a response within 12 minutes compared to 91.59 per cent in 2007-08. Response times for structure fires are also reported through the Report on Government Services. Data in the report includes responses by all services, which in Western Australia includes volunteers⁹, and is not comparable with data published here.

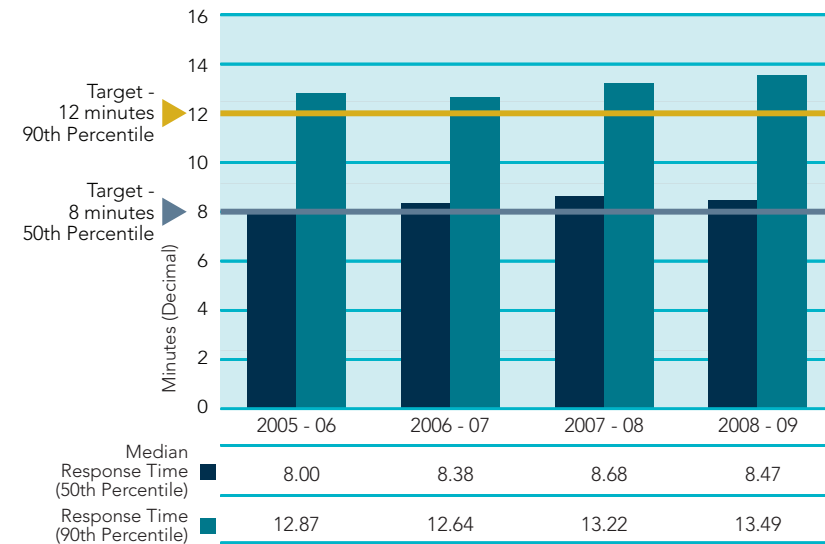
⁹ All services data includes responses by career Fire and Rescue Service, volunteer Fire and Rescue Service, Volunteer Fire Services, Volunteer Emergency Services and local government Bush Fire Brigades.



These times expressed in this table are in minutes and percentages of minutes	Median Response Time (50th Percentile)	Response Time (90th Percentile)	Number of Incidents Above 12 Minutes	Total HAZMAT Incidents	Minimum Total Response Times	Maximum Total Response Time
2004-05	7.83	11.74	92	922	0.08	32.95
2005-06	7.82	11.25	82	822	0.05	31.67
2006-07	7.88	11.88	98	986	0.45	27.75
2007-08	8.17	11.58	104	1,035	0.00	70.23
2008-09	7.95	11.57	105	1,045	0.00	88.50
5 Year Average	7.93	11.60	96.20	962.00		

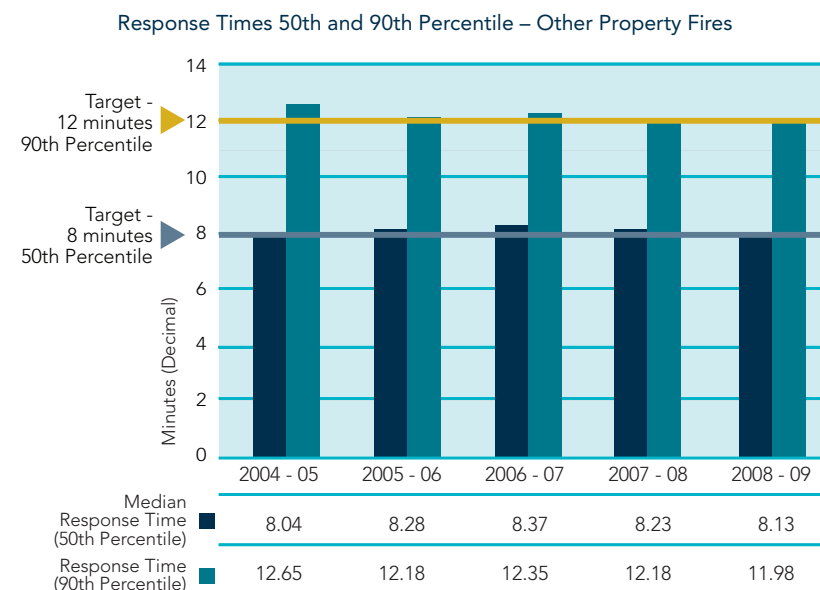
HAZMAT response time data includes petrol or flammable spills and gas leaks. The total number of incidents in 2008-09 was 643, which is 12.5 per cent fewer than in 2007-08. The median response time for HAZMAT incidents in 2008-09 improved by 13 seconds compared to 2007-08. The 90th percentile response time increased by 16 seconds. These times remain slightly above target. In 2008-09, 83.83 per cent of incidents received a response within 12 minutes compared to 84.35 per cent in 2007-08.

Figure 3.4 – Response Times 50th and 90th Percentile – HAZMAT Incidents



These times expressed in this table are in minutes and percentages of minutes	Median Response Time (50th Percentile)	Response Time (90th Percentile)	Number of Incidents Above 12 Minutes	Total HAZMAT Incidents	Minimum Total Response Times	Maximum Total Response Time
2004-05	7.78	12.38	82	821	0.00	79.27
2005-06	8.00	12.87	87	878	0.00	37.72
2006-07	8.38	12.64	56	566	0.05	35.25
2007-08	8.68	13.22	73	735	0.00	27.13
2008-09	8.47	13.49	64	643	0.00	32.83
5 Year Average	8.26	12.92	72.40	728.60		

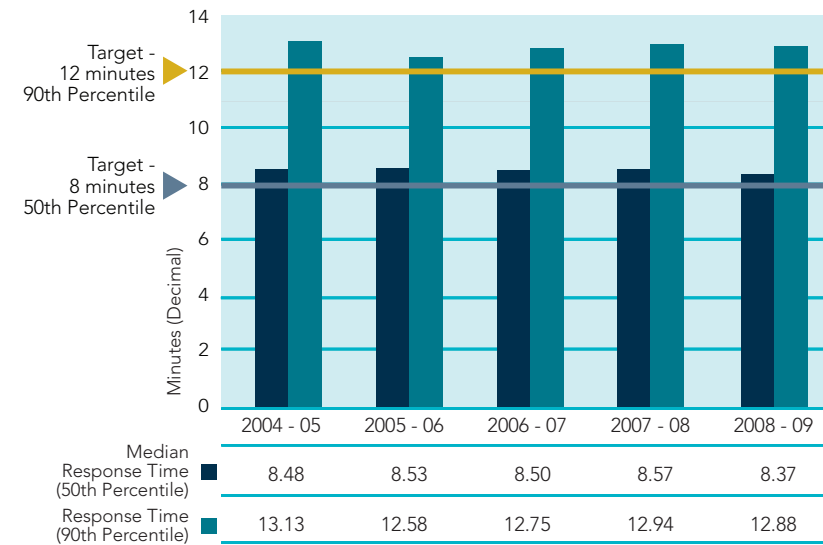
The total number of incidents used to calculate other property response times in 2008-09 was 1,298, a decrease of 2.5 per cent compared to 2007-08. The median response time for this incident category has improved by six seconds. The 90th percentile time improved by 12 seconds, bringing this indicator slightly under the target of 12 minutes. In 2008-09, 90.22 per cent of other property incidents received a response within 12 minutes compared to 89.41 per cent in 2007-08.



These times expressed in this table are in minutes and percentages of minutes	Median Response Time (50th Percentile)	Response Time (90th Percentile)	Number of Incidents Above 12 Minutes	Total HAZMAT Incidents	Minimum Total Response Times	Maximum Total Response Time
2004-05	8.04	12.65	106	1,058	0.00	35.38
2005-06	8.28	12.18	104	1,045	0.00	79.40
2006-07	8.37	12.35	129	1,285	0.07	54.37
2007-08	8.23	12.18	134	1,331	0.00	27.75
2008-09	8.13	11.98	130	1,298	0.05	63.35
5 Year Average	8.21	12.27	121	1,203		

The total number of incidents used to calculate response times for this category in 2008-09 was 4,788, a decrease of 4.8 per cent compared to 2007-08. Response times for both the median and 90th percentile have improved, yet remain slightly above target. In 2008-09, 86.75 per cent of incidents in this category received a response within 12 minutes compared to 85.96 per cent in 2007-08.

Figure 3.6 – Response Times 50th and 90th Percentile
– Grass, Scrub, Rubbish and Bush Fires



These times expressed in this table are in minutes and percentages of minutes	Median Response Time (50th Percentile)	Response Time (90th Percentile)	Number of Incidents Above 12 Minutes	Total HAZMAT Incidents	Minimum Total Response Times	Maximum Total Response Time
2004-05	8.48	13.13	468	4,661	0.00	166.72
2005-06	8.53	12.58	454	4,513	0.00	94.33
2006-07	8.50	12.75	514	5,132	0.00	37.33
2007-08	5.57	12.94	502	5,027	0.00	58.68
2008-09	8.37	12.88	484	4,788	0.00	123.83
5 Year Average	7.89	12.86	484	4,824		

EFFICIENCY INDICATOR PREVENTION SERVICES – AVERAGE COST PER PREVENTION SERVICE

Our efficiency in delivering our Prevention Services is measured by the average cost of community awareness and education programs. The average cost per prevention service in 2008-09 was \$1,286,789.

During 2008-09, we aimed to deliver 18 services and delivered 19.

Prevention Service costs this year were impacted by delays in completing redevelopment of our Fire Education and Heritage Centre and additional community awareness and preparedness activities undertaken as a result of the Victorian bush fires.

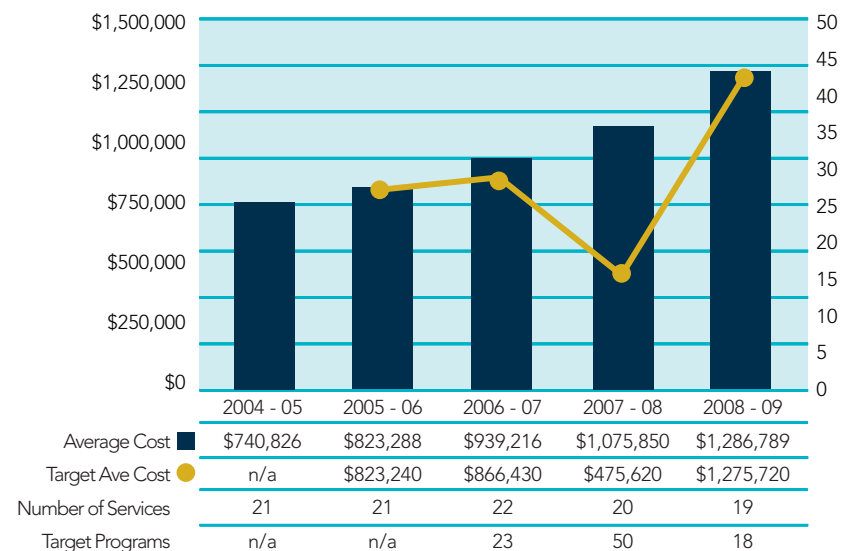
Community reaction to the Victorian incidents included increased demand for information and a need for extra reassurance and guidance in preparing for bush fire. In response, we allocated personnel to provide 24 hour coverage of community information lines and delivered seven community awareness sessions in high-risk bush fire areas in the metropolitan, South West and Great Southern regions. In addition, operational staff undertook extensive door knocking during bush fire incidents to reassure residents and advise them on appropriate action.

Expense related to these activities was a key contributing factor in the increase of 19.6 per cent in average expenditure compared to 2007-08 and had a major impact on our efficiency result for 2008-09. In addition, a rise in general costs and a continued commitment to community engagement and building resilience at the local level also impacted our results.

The method used to calculate this efficiency indicator does not consider the complexities of some of our programs. For example, activities undertaken in response to the Victorian bush fires were conducted as part of the Bush Fire Program, which is counted as one Prevention Service regardless of activity level. Similarly, environmental management programs, tsunami mitigation planning and Indigenous program development are highly complex programs which absorb a disproportionate share of the budget compared to some of our other prevention programs.

For this reason, we have amended our efficiency indicator for Prevention and Mitigation Services, which will be based on expenditure per head of population from 2009-10.

Figure 4.1 - Number of Prevention Services and Average Cost for the Past 5 Years



EFFICIENCY INDICATOR EMERGENCY SERVICES – AVERAGE COST PER OPERATIONAL PERSONNEL READY TO RESPOND TO AN EMERGENCY

Our efficiency in delivering our Emergency Services is measured by the average cost of operational personnel ready to respond to an emergency.

Total cost of Emergency Services includes all fixed and variable expenditure involved in maintaining Emergency Services. Total costs are also impacted by unbudgeted expenditure incurred in the delivery of services to manage significant emergencies caused by natural hazard risks. Supplementary funding to cover this expenditure is reimbursed annually through the [Western Australian Natural Disaster Relief and Recovery Arrangements \(WANDRRA\)](#) and \$15.9 million was received in 2008-09.

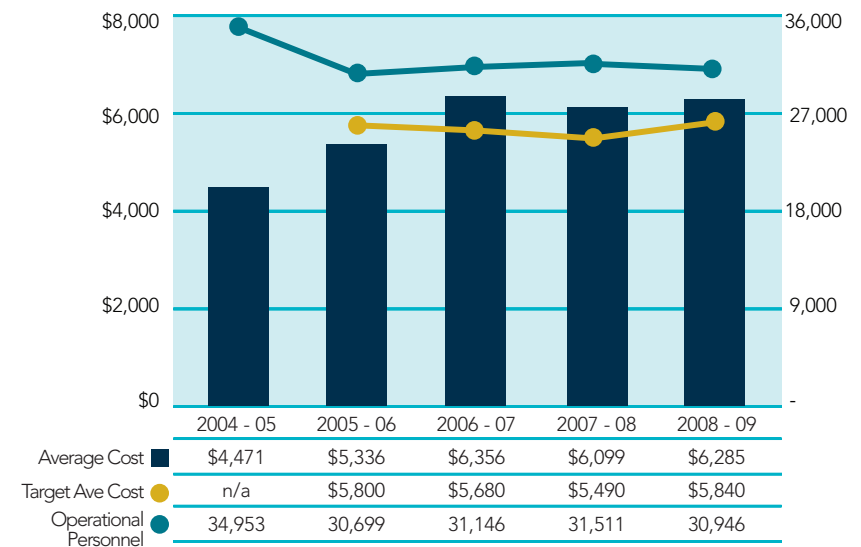
For the purposes of calculating the results for this indicator, costs of the RAC Emergency Rescue Helicopter Service are excluded as the service is managed on our behalf by St John Ambulance Australia.

Results for 2008-09 indicate that the total number of operational personnel has decreased by 2.2 per cent – from 31,511 in 2007-08 to 30,946 at 30 June 2009. The largest reduction of 385 was in State Emergency Service volunteer numbers.

Data quality auditing, including the removal of duplicate personnel records may have affected our volunteer numbers this year. Volunteer levels will always be dynamic, however, continuous improvement to personnel records systems and the ongoing review of volunteer sustainability will be a focus for 2008-09.

The average cost per operational personnel has increased slightly in 2008-09 compared to 2007-08. This is due to lower numbers of operational personnel and increased total costs of Emergency Services.

Figure 5.1 - Average Cost per Operational Personnel Ready to Respond to an Emergency



Note: Emergency Rescue Helicopter Service costs are excluded from the calculation for average cost of operational personnel ready to respond to an emergency.

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 2009

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 2009, 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 www.audit.wa.gov.au/pubs/AuditPracStatement_Feb09.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 2009**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 2009 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 2009.



COLIN MURPHY
AUDITOR GENERAL

1 September 2009

**Auditor General**

4th Floor Dumas House 2 Havelock Street West Perth 6005
Western Australia Tel: 08 9222 7500 Fax: 08 9322 5664

MINISTERIAL DIRECTIVES AND COMMUNICATION

Ministerial Directives [TI 903(12)]

Treasurer's Instruction 903(12) requires disclosure of any Ministerial directives relevant to the setting of desired outcomes or operational objectives, the achievement of desired outcomes or operational objectives, investment activities, and financing activities. No such directives were issued to FESA by the Minister for Police; Emergency Services; Road Safety during 2008-09.

Ministerial Communication

In accordance with Section 74 of the *Public Sector Management Act 1994*, we have a communications agreement with the Minister for Police; Emergency Services; Road Safety that outlines communication procedures between the Minister's office and our employees. This agreement ensures that the Minister receives accurate and timely information and advice. In 2008-09, 90 per cent of correspondence was attended to within specified timeframes.

	2008-09	2007-08
Ministerial items	722	674
Parliamentary Questions	37	34
Functions attended by the Minister	34	42

OTHER FINANCIAL DISCLOSURES

PRICING POLICIES OF SERVICES PROVIDED

User charges and fees are reviewed annually. Increases in user charges and fees are generally limited to increases in the consumer price index as advised by the Department of Treasury and Finance.

The [Emergency Services Levy \(ESL\)](#) was introduced in 2003-04 and provides the majority of our funding to enable effective service delivery for bush and structure fires, cyclones, earthquakes, floods, incidents involving hazardous materials, severe storms, tsunamis, road crash rescues and a range of search and rescue call-outs.

The ESL is a Western Australian Government charge which is invoiced and collected by local government with funds remitted directly to FESA. ESL rates and charging parameters are determined annually by the Minister for Police; Emergency Services; Road Safety to raise an approved amount of ESL each year. The 2008-09 ESL budget, rates and charging parameters were published in the *Government Gazette* on 30 May 2008.

CAPITAL WORKS

The 2008-09 Capital Works Program of \$38.9 million comprised new works of \$2.3 million and works in progress of \$36.6 million. After adjusting for approved carry overs from 2007-08 and revisions agreed with the Department of Treasury and Finance, the revised program for 2008-09 amounted to \$35.1 million. Actual expenditure on the revised program amounted to \$20.8 million, with approval from the Economic and Expenditure Reform Committee being sought to carry over the balance of \$14.3 million.

The Capital Works Investment Plan is established in conjunction with the application of a resource-to-risk assessment to determine the emergency service infrastructure needs of communities and operational personnel throughout the State. This process recognises demographic changes and changing community safety issues.

Progress has continued on the construction of a purpose-built emergency service headquarters in Cockburn. This commenced in 2007-08, but was delayed by the change of Government and subsequent review of the state's Capital Works Program. The new facility will incorporate Western Australia's emergency communication and coordination centre and also accommodate administrative and emergency support staff from existing facilities in Hay Street, Perth and Belmont.

Other major land and building capital works allocations in 2008-09 included new buildings and upgrades to existing facilities. Regional projects included major works in Kununurra and Derby.

Major building projects still outstanding are:

Capital Project	Estimated for Completion
Albany VFRS	2009-10
Derby Volunteer Collocation	2009-10
Emergency Services Centre Kununurra	2009-10
Esperance Volunteer Collocation	2009-10
FESA Headquarters Relocation	2010-11
WA Emergency Radio Network	2010-11
Appliance Replacement Program	Various dates

WESTERN AUSTRALIAN NATURAL DISASTER RELIEF AND RECOVERY ARRANGEMENTS (WANDRRA)

We manage the [Western Australian Natural Disaster Relief and Recovery Arrangements \(WANDRRA\)](#) which provide financial assistance to communities whose social, financial and economic well-being has been significantly affected by a natural disaster. WANDRRA payments can extend over several financial years.

During 2008-09, six events were proclaimed eligible natural disasters under the WANDRRA provisions:

- Tropical Cyclone Pancho and associated flooding (March-April 2008).
- Storms in the Great Southern and South East and associated flooding (November 2008).
- Storms in the eastern Great Southern and associated flooding (December 2008).
- Monsoon trough and associated flooding (January 2009).
- Tropical Cyclone Dominic and associated flooding (January 2009).
- Tropical lows and associated flooding (February 2009).

Details of the above declarations, and of the WANDRRA, are available on the FESA website.

WANDRRA expenditure during 2008-09 by hazard category was as follows:

Hazard	Total
Cyclone (including associated flooding)	\$4,392,626
Bush fire	\$695,006
Floods	\$581,347
Storms	\$100,408
Total	\$5,769,387

\$4,598,777 of the above amount was expended on the repair and restoration of road infrastructure.

NATIONAL EMERGENCY VOLUNTEER SUPPORT FUND

The [National Emergency Volunteer Support Fund](#) (NEVSF) is funded by the Australian Government and managed by Emergency Management Australia (EMA) directly with successful applicants. FESA assists with the initial processing of applications and with the preparation of recommendations to the Australian Government Minister regarding NEVSF allocations.

The 2008-09 NEVSF funding round provided \$394,790 for 31 Western Australian projects.

Applications for the 2009-10 NEVSF funding round closed on 31 March 2009, and successful applications are expected to be announced early in 2009-10.

NATURAL DISASTER MITIGATION

The [Natural Disaster Mitigation Program](#) (NDMP) is a national program to identify, assess and provide prioritised funding for natural emergency mitigation initiatives to help communities withstand the effects of natural disasters. We administer the program within Western Australia.

The 2008-09 NDMP funding round provided \$2,226,866 for 22 Western Australian projects. Allocations included:

- \$550,000 to assist with the Onslow evacuation centre and multi purpose complex.
- \$479,315 towards Carnarvon flood mitigation works.

DISASTER RESILIENCE AUSTRALIA PACKAGE

A National Partnership on Disaster Resilience Australia was announced in the Australian Government Budget 2009-10 on 12 May. This will provide funding to states and territories over the next four years as part of an ongoing program to strengthen efforts to combat man-made and natural threats and disasters across Australia.

The focus will be on building community resilience, with the Disaster Resilience Australia Package replacing a number of existing disaster mitigation programs, including the NDMP, the Bushfire Mitigation Program and the National Emergency Volunteer Support Fund.

EMPLOYMENT AND INDUSTRIAL RELATIONS

STAFF PROFILE

	2008-09 As at 30 June 2009	2007-08 As at 30 June 2008
Full-time permanent	1,260	1,198
Full-time contract	33	32
Full-time trainees	2	1
Part-time permanent	30	29
Part-time contract	11	7
On secondment (at FESA)	8 ¹	6
On secondment (to other agencies)	3	4
Casuals	2	2
Total (headcount)	1,341	1,282

¹ On secondment (at FESA) employees have been excluded from total headcount

WORKPLACE MANAGEMENT

FESA employees are covered by a number of awards and agreements providing terms and conditions of employment. The Western Australian Fire Service Enterprise Bargaining Agreement 2008 was successfully registered in March 2009. This agreement covers Firefighters, Communications Systems Officers, Fire Safety Officers and Advisors, and Applied Training Assistants and provides enhanced wages and conditions for both employees and FESA.

In July 2009, we will formally commence negotiations for a replacement Agency Specific Agreement, covering government officers, and a replacement Fleet and Equipment Services agreement which will cover Technicians at the O'Connor workshops.

There was no industrial action in 2008-09 resulting in time lost due to absences. We are continuing to review, update and create new policies to ensure adherence to compliance requirements and reflect best practice in people management.

EQUITY AND DIVERSITY

We have progressed a number of Equity and Diversity Plan initiatives during 2008-09. These include:

- The establishment of a permanent Recruitment Coordinator, whose key responsibilities include actively targeting and developing beneficial relationships with diverse community groups to promote diversity within FESA.
- The identification of equal opportunity, harassment and bullying training needs, and the development of an organisation wide training program to address these needs.
- The development of parameters for the Equity and Diversity Group.
- Collection of data through a Diversity Survey to record and assess diversity outcomes across FESA.
- The ongoing development of a mentoring system.
- Various policies, including the Grievance and Equal Opportunity Policies, are being reviewed, as is our Disability, Access and Inclusion Plan.

RECRUITMENT

We aim to achieve continual improvement in all recruitment processes. By evaluating past and present recruitment processes, monitoring current trends and adapting our processes, we are able to attract quality applicants. In 2008-09, we received 1,364 applications for 146 advertised vacancies.

No general firefighter recruitment was conducted in 2008, as a comprehensive review of the firefighter recruitment process was undertaken. The recommendations from this review are currently being considered.

Two targeted firefighter recruitment campaigns with the active involvement of local fire stations were conducted in Kalgoorlie-Boulder and Geraldton. The campaigns included local newspaper and radio advertising, information session and open days.

OCCUPATIONAL SAFETY AND HEALTH

Mechanism for Consultation with Employees on Occupational Safety and Health

During the past 12 months significant progress has been made towards re-establishing robust occupational safety and health consultative processes. The Manager Safety, Health and Welfare presented at the United Firefighters Union (UFU) conference in late 2008 and this was followed by formal elections for Safety and Health Representatives from the Fire and Rescue Service and agreement regarding consultative processes for moving forward.

We have commenced an external audit of the Safety, Health and Welfare Management System, which includes formal interviews with the UFU safety representative, elected Safety and Health Representatives and employees.

During 2008-09, we also called for employee representatives from non-uniformed areas of FESA and are reviewing the results of this process.

Consultation with our Volunteer Fire and Rescue Services in relation to competitions was conducted and significant competition safety improvements have been achieved through the attendance of the Manager Safety Health and Welfare at competition rules meetings during 2009 and at the State and Easter Championships.

Injury Management

The FESA Injury Prevention and Management Program primarily focused on the Fire and Rescue Service, aiming to keep firefighters physically capable of the arduous tasks they are called upon to perform. In line with this objective, the first year of a three-year program to upgrade station based gyms was completed, with seven fire stations updated. Health and fitness checks are conducted on a voluntary basis and visits were made to Bunbury and Albany during the past year.

Workers Compensation and Injury Claims and Rehabilitation

Indicator	Target 2008-09	Achieved	
		2008-09	2007-08
Number of fatalities	Zero (0)	Zero (0)	Zero (0)
Lost time injury/diseases (LTI/D) incidence rate	Zero (0) or 10% reduction on previous year	7.52	8.35
		10% reduction	
Lost time injury severity rate	Zero (0) or 10% improvement on previous year	6.6667	8.2645
		19% reduction	
Proportion of injured workers returned to work within 28 weeks	Actual percentage result to be reported	98.96%	Not reported in 2007-08
Proportion of managers trained in occupational safety, health and injury management responsibilities	Greater than or equal to 50%	30%	Not reported in 2007-08
Number of Severe Claims	Using RiskCover definitions	8	10
		20% reduction	

GOVERNANCE DISCLOSURES

FESA BOARD MEMBERS AS AT 30 JUNE 2009

During 2008-09, the focus of our occupational safety and health strategies has been to reduce lost time injuries and severity rates. We have achieved more than the targeted reductions in these areas through a review of processes and systems, and raising awareness of occupational safety and health issues among career and volunteer operational personnel. We also presented injury management and occupational, safety and health information to all managers as part of the Senior Managers Forum.

Chairman

Mr Allan Skinner PSM

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. He is a National Fellow of the Institute of Public Administration Australia (FIPAA) and a Fellow of the Australian Institute of Management (FAIM). Mr Skinner was awarded the Public Service Medal in 2001 and the Centenary Medal in 2003.

First appointed: 31 December 2002
Appointed as Chairman: 28 April 2008
Term expires: 27 April 2010

Deputy Chairman – Bush Fire Services Consultative Committee Chairman

Mr Bruce Brennan APM

Mr Brennan had a long and distinguished career with the Western Australia Police, rising to the rank of Deputy Commissioner before 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
Appointed Deputy Chairman: 28 April 2008
Term expires: 27 April 2010

Chief Executive Officer (Ex-Officio Member)

Ms Jo Harrison-Ward

Ms Harrison-Ward's appointment as FESA CEO in August 2006 followed three senior management positions in FESA – Executive Director Emergency Management; Manager Policy and Strategic Planning; and Manager Media and Public Affairs. She has also held the positions of Director at the Department of Local Government and Regional Development (with responsibility for Machinery of Government Implementation) and Executive Director at Western Australia Police. Before she joined FESA in 1988, she was a senior advisor on emergency services to successive Western Australian Government Ministers. Her academic

qualifications include a Graduate Certificate in Management and a Master in Leadership and Management.

Bush Fire Brigade Volunteer Representative

Mr Eddie van Rijnswood

Mr van Rijnswood has 15 years experience as a bush fire brigade volunteer and was the Secretary of the Association of Volunteer Bush Fire Brigades Western Australia Inc. for six years. For many years Mr van Rijnswood has been involved in other voluntary community organisations and committees and also has 38 years experience as a professional communications engineer in the public sector at federal and State levels.

First appointed: 7 December 2001
Term expired: 31 December 2006 – term extended

FESA Employee Representative

Mr Iain Agnew

Mr Agnew has been an employee of FESA since 1979. He is a senior firefighter of the Fire and Rescue Service and is stationed at Welshpool Fire Station. In 2000 he was appointed a member of the Fire and Rescue Service Consultative Committee and has also been a committee member of the United Firefighters Union of Western Australia since 1998.

First appointed: 17 November 2003
Term expired: 31 December 2006 – term extended

Fire and Rescue Services Consultative Committee Chairwoman

Mrs Penelope Valentine

Mrs Valentine was a FESA staff member for seven years before leaving in July 2005 to pursue private business interests. Her professional career spans more than 40 years, commencing in journalism and more recently in management positions in media and public affairs, strategic planning and corporate governance with FESA. She currently serves in a voluntary capacity on several local government and community committees.

First appointed: 6 February 2006
Term Expires: 27 April 2010

Volunteer Fire and Rescue Services Representative

Mr Trevor Jones

Mr Jones has a long association with the Volunteer Fire and Rescue Service in regional Western Australia. He has been a member of the South Kalgoorlie brigade since 1977, including a five-year term as Captain, and the Kalgoorlie VFRS since 2005 where he holds position of Secretary. 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 – term extended

Independent Member**Ms Glenda Teede**

Ms Teede has also worked extensively with Indigenous communities throughout Australia and in particular the Kimberley region of Western Australia.

After 6 years as Chief Executive Officer of the Bidyadanga Aboriginal Community La Grange Inc, Ms Teede moved to Karratha to take up the challenge of becoming District Business Manager, West Pilbara for Horizon Power. This role includes being the On-Scene Commander, responsible for taking charge of procedures carried out in the event of a cyclone.

First appointed: 6 February 2006

Term expires: 27 April 2010

State Emergency Service Consultative Committee Chairwoman**Ms Sandra Gregorini**

Ms Gregorini has been a volunteer bush fire brigade member for over 13 years and has been involved in a number of other community groups since 1966. She has 32 years experience in property development and management and is a current Councillor for the City of Swan. Sandra was Deputy Chair of this committee for 2007-2008.

First Appointed: 19 March 2002

Term expires: 27 April 2010

State Emergency Service Volunteer Representative**Mr John Capes, OAM**

Mr Capes has been involved in the State Emergency Service Volunteer Association in many capacities for the past 20 years. After leaving the Australian Government, he established his own business, Capes Consultancy Services, which supplies expertise on security and the facilitation of emergency management exercises.

First appointed: 2 November 1999

Term expires: 30 June 2007 – term extended

Volunteer Marine Rescue Services Consultative Committee Chairman**Mr Ross Monger**

Mr Monger was a public servant of 43 years, mostly in state court administration. On his retirement in 2007, he was appointed Director of Magistrates Courts Western Australia. Mr Monger also spent 10 years with WorkCover Western Australia as the director responsible for workers' compensation dispute resolution. He is currently a Justice of the Peace and a lay member of two ethics committees.

First appointed: 28 April 2008

Term expires: 27 April 2010

Volunteer Marine Rescue Services Volunteer Representative**Mr Eliot Fisher, ESM**

Mr Fisher is currently the Commander Bunbury Sea Rescue has had many years experience as a volunteer with the Bunbury and York State Emergency Service, Bunbury Volunteer Marine Rescue and the York Bush Fire Brigade. He currently serves as the National Commander of the Australian Navy Cadets. He has also served in the Citizen Military Forces and spent over 20 years as a leader in the Scout Association of Australia. Formerly a local government CEO, he retains an active interest in rural communities as Western Australian Local Government Association Zone Executive Officer for the South West.

First appointed: 28 April 2003

Term expires: 6 February 2008 – term extended

Western Australian Local Government Association Representative**Councillor Christine Thompson**

Cr Thompson is the Deputy President of the Shire of Murray and the Chair of the Shire of Murray Local Emergency Management Committee. She also represents local government on the Peel Region District Emergency Management Committee and the Recovery Services Committee which is a sub-committee of the State 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.

First appointed: 30 May 2000

Term expires: 15 January 2011

Number of meetings attended in 2008-2009

Eleven Board meetings were held during the year.

The record of attendance of members is as follows:

Iain Agnew	10
Bruce Brennan, APM	11
John Capes, OAM	10
Eliot Fisher	9
Sandra Gregorini	9
Jo Harrison-Ward ³	11
Trevor Jones	9
Allan Skinner, PSM	11
Glenda Teede	7
Penny Valentine	9
Eddie Van Rijnswood	11
Christine Thompson	10
Ross Monger	8

³ Frank Pasquale attended one meeting as acting Chief Executive Officer in place of Ms Harrison-Ward

AUDIT COMMITTEE

During 2008-09, the committee held four meetings. Attendance was as follows:

Glenda Teede – Chair	3
John Capes	2
Eliot Fisher	4
Eddie van Rijnsdoud	4

Meetings were also attended by:

- Chief Executive Officer.
- Executive Director Corporate Services.
- Director Business Services (Chief Finance Officer).
- Manager Financial Services.
- Sutherland Rose (Internal Auditor).
- Office of the Auditor General and/or its representative (External Auditor).

FESA's Internal Audit is conducted by an outsourced provider, Sutherland Rose, in accordance with the *Financial Management Act (2006)* and the Institute of Internal Auditors (IIA) *International Standards for the Professional Practice of Internal Auditing*. The Internal Audit presents an independent, objective assurance and consulting activity designed to add value and improve our organisation's operations.

The following internal audits were conducted in 2008-09:

- Financial Audits: Determine whether the following processes are efficient, effective and comply with the *Financial Management Act (2006)* and relevant Treasurer's Instructions:
 - Accounts Receivable.
 - Purchasing.
 - Accounts Payable.
 - Purchasing Cards.
 - Fixed Assets.
 - Payroll and Superannuation including overtime and allowances.
 - Financial Segregation of Duties.
- Emergency Services Levy: Assess the effectiveness and efficiency of controls and processes in place to ensure the ESL is calculated and administered in accordance with the policy specified by Government and practices comply with FESA policies and procedures.
- Local government's acquittal of ESL payments: Ensure local government agencies spend the ESL payments in accordance with the funding agreement.
- Supplementary Funds Expenditure Audit: Review supplementary funds expenditure (OCN, WANDRA and Wildfire) and ensure it is appropriate given the nature of the disaster and the funding agreement.
- Fleet and Equipment Management: Ensure the management of the fleet and equipment is efficient and effective including fleet replacement and maintenance.
- Capital Works: Capital works including non-ESL capital is capitalised in accordance with policy and procedure and approved by the infrastructure planning committee.
- Payroll: Ensure payroll and superannuation processes are efficient and effective, comply with the *Financial Management Act (2006)*, relevant Treasurer's Instructions and relevant awards and agreements.
- District Offices: High level review of all operational and administrative processes at district level to ensure they are consistent with FESA policy and procedures.

CONSULTATIVE COMMITTEES

Bush Fire Service Consultative Committee

The Bush Fire Service Consultative Committee (BFSCC), chaired by Mr Bruce Brennan, APM, comprises 14 members with a diverse range of bush fire experience. FESA, the Department of Environment and Conservation, Western Australia Local Government Association and the Association of Volunteer Bush Fire Brigades are represented, as are all regions by District Officers Advisory Committee (DOAC) members.

The BFSCC met three times in 2008-09. During the year the BFSCC provided comment and advice to the FESA Board on a broad range of issues affecting the various operational areas of the Volunteer Bush Fire Service across Western Australia.

Fire and Rescue Service Consultative Committee

The Fire and Rescue Service Consultative Committee (FRSCC) is chaired by Ms Penny Valentine. It comprises nine members, with representatives from FESA, the Volunteer Fire and Rescue Services Association, United Firefighters Union and local government.

The FRSCC represents FESA Fire and Rescue Service staff and volunteers, as well as providing a link to local government. The committee provides input on strategic issues and advice in relation to policy and planning within the FESA Operational Services division, as well as maintaining a communication channel – through the FRSCC chair – between volunteers and staff in the field and the FESA Board.

The committee met three times in 2008-09.

State Emergency Service Consultative Committee

Ms Sandra Gregorini chairs the State Emergency Service Consultative Committee (SESCC) which comprises 14 members, with representatives from FESA, the SES Volunteers Association and all regions of the State.

The SES Consultative Committee met four times during the year and worked towards their goal of representing and promoting SES volunteers at a strategic level.

Volunteer Marine Rescue Service Consultative Committee

The Volunteer Marine Rescue Services Committee (VMRSCC) is chaired by Mr Ross Monger and comprises 11 members, with support provided by three FESA employees. Volunteer Marine Rescue Western Australia (VMRWA) is represented by the President and Vice President and the VMRWA Regional Representatives.

The committee's membership is closely linked to the executive and regional representatives of VMRWA.

The VMRSCC met four times during 2008-09.

CONTRACTS WITH SENIOR OFFICERS

In June 2009, FESA Chief Operations Officer, Mr Craig Hynes, declared his appointment to the position of Treasurer of the [National Aerial Firefighting Centre \(NAFC\) Ltd](#). NAFC is a not-for-profit agency responsible for distributing Australian government funding to the states' fire agencies, including FESA, for effective support for the combating of wildfires through national co-operative arrangements for aerial firefighting.

At the date of reporting, other than normal contracts of employment of service, no other senior officers, or firms of which senior officers are members, or entities in which senior officers have substantial interests had any interests in existing or proposed contracts with FESA.

INDEMNITY INSURANCE

An insurance policy is taken out to indemnify members of the FESA Board, directors and officers against any liability incurred under sections 13 or 14 of the *Statutory Corporations (Liability of Directors) Act 1996*.

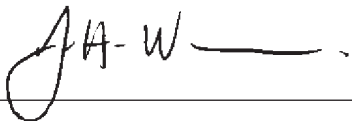
The amount of the insurance premium paid for 2008-09 was \$20,185.

COMPLIANCE WITH PUBLIC SECTOR STANDARDS AND ETHICAL CODES

(Public Sector Management Act 1994,S31(1))

1. In the administration of FESA during 2008-09, I have complied with the Public Sector Standards in Human Resource Management, the Western Australian Public Sector Code of Ethics and our Code of Conduct.
2. I have established procedures designed to ensure such compliance and conducted appropriate internal assessments to satisfy myself that the statement made in point one above is correct.
3. In August 2008, a presentation to senior staff at the FESA Senior Managers' Forum covered public sector Code of Ethics, FESA Values, equal opportunity, bullying and harassment, and the legal and policy framework supporting these.
4. Accountability and ethics training is also being developed with a view to rolling it out across the agency in 2009-10.
5. There were no breaches of the public sector standards or Code of Ethics in 2008/2009. A report was tabled in Parliament by the Public Sector Standards Commissioner regarding the outcome of a review into a selection decision for a senior position within FESA. This review was instituted by the Commissioner and was not as a result of a breach claim. FESA is challenging the results of that review and the matter is being further reviewed by the Public Sector Commission.
6. The applications made for breach of standards review and the corresponding outcomes for the reporting period are:

Number lodged:	Three
Number of breaches found:	Nil
Number of multiple breaches:	Nil
Number still under review:	Two



J Harrison-Ward
Chief Executive Officer

24 August 2009

RECORD KEEPING PLANS

(*State Records Act 2000* and *State Records Commission Standard 2, Principle 6*)

During 2008-09 the effectiveness of current record keeping practices and procedures and mail services within FESA House were reviewed. This review will continue during 2009-10 with a focus on Electronic Document Management; Training in Records Management and Retention and Disposal (archiving records).

Training is a key component of maintaining efficient and effective record keeping and a training needs analysis was undertaken for the metropolitan area. Better ways to use the functionality of the Total Records and Information Management system (TRIM) and archiving were identified as key training objectives for 2009-10. A training needs assessment for country regions will be scheduled for 2009-10. Ongoing awareness training in good record keeping practices is being conducted to ensure compliance with the *State Records Act 2000*. An evaluation of our record keeping systems based on the *National Archives of Australia Check up Guide* is planned for 2009-10.

A number of initiatives related to Electronic Document Management are being trialled, including:

- Indexing emails within TRIM.
- Capturing requests for incident reports and statistics – electronic and paper.
- Indexing media photographs.

The Records Management and Email – Acceptable Usage Policies have been reviewed and implemented. The Privacy and Personal Information Protection Policy is currently under review and this will be completed during 2009-10.

ADVERTISING

(*Electoral Act 1907*)

In accordance with section 175ZE of the Electoral Act 1907, FESA incurred the following expenditure in advertising, market research, polling, direct mail and media advertising. Total expenditure for 2008-09 was \$126,097

Advertising Agencies	\$59,206	Colourbox Digital	\$860
		Optima Press	\$673
		Department of the Premier and Cabinet	\$193
		Chambers and Rowe Marketing	\$4,084
		Sensis Pty Ltd	\$8,118
		Southwest Printing	\$496
		Department of Treasury	\$459
		WA Volunteer Fire and Rescue Service	\$455
		Mounted Section SES Unit	\$205
		Britel Enterprises Pty Ltd	\$3,395
		Campaign Brief Pty Ltd	\$800
		The Australian Firefighter	\$495
		Crocodile Signs	\$223
		Adcorp Australia	\$25,462
		Concept Media	\$351
Media advertising organisations	\$66,891	Kalgoorlie Miner	\$270
		The Alternative Advertising and Marketing	\$12,667
		Radiowest Broadcasters (Network)	\$2080
		Marketforce Pty Ltd	\$25914
		Media Decisions	\$5817
		Western Australia Newspapers Ltd	\$379
		West Australian Publishers	\$1431
		West Coast Radio Pty Ltd (6MM)	\$4000
		Radiowest Broadcasters Pty Ltd	\$1440
		Community News	\$378
		MacQuarie Southern	\$3053
		Government Gazette	\$76
		BFS free TV	\$157
		Albany advertiser	\$1786
		Geraldton Newspapers Ltd	\$191
		Department of Treasury and Finance –	
		Office of Shared Services	\$631
		Marsh Agencies Pty Ltd	\$2455
		Entity Media Production	\$380
		APN Educational Media	\$3415
		Examiner Newspapers (WA)	\$4545
		Wyndham Telecentre Inc	\$18
		Executive Media Pty Ltd	\$8400
		Pindan Publishing	\$345

DISABILITY ACCESS AND INCLUSION PLAN OUTCOMES

(Disability Services Act 1993, S29)

We recognise that people with disabilities may be especially vulnerable to the impacts of natural disasters and other emergencies, and have individual requirements in order to be able deal with them.

We have established a Disability Access Committee to guide and monitor our Disability Access and Inclusion Plan (DAIP) and improvement initiatives.

The committee has focused on reviewing the DAIP and finalising the implementation plan with timeframes as many of the activities require longer term processes.

Achievements over the past twelve months include:

- Restructuring the Disability Access Committee to ensure a more effective arrangement.
- Revising the committee's terms of reference.
- Auditing all buildings, identifying any access barriers and including this as part of standard processes.
- Ensuring that our capital works program addresses access to buildings and facilities for people with disabilities.
- Ensuring that FESA contract documentation makes it an explicit requirement for contractors to seek and consider comments on our services by people with disabilities.
- Ensuring that FESA events policies meets the needs of people with disabilities.

Priorities for 2009-10 will include:

- Publicising the DAIP and calling for community comment and participation.
- Implementing a number of initiatives to ensure that the DAIP is understood by FESA staff and volunteers, including the identification of appropriate training needs.
- Ensure that the FESA and StateAlert websites meet contemporary good practice for accessibility.
- Improve community awareness that FESA information can be made available in alternative formats.

FREEDOM OF INFORMATION

(Freedom of Information Act (FOI Act) 1992 – Section 111)

The Freedom of Information Statistical Return for the period 2008-09 was submitted to the Information Commissioner on 6 July 2009.

A total of 69 valid applications were received in the reporting period. This is an increase of six applications from the previous year, with 88 per cent of the total applications received between July 2008 and March 2009. Most applications sought access to non personal information from Operational Services (including Fire Incident Reports and Fire Investigation Reports) in relation to domestic and commercial structural fires throughout the State.

Of the 69 applications received, two were denied access, one was withdrawn, 16 were granted full access and five applications are not yet finalised and will be held over into the next reporting period. Edited access was applied to 49 applications under Exemption Clause 3(1), which enables certain personal information about individuals to be withheld.

There were four applications from the media that related to the three per cent efficiency dividend, the Varanus Gas explosion, annual entertainment expenses and bush fire training.

We received two requests for internal review: one related to the assessment, analysis, forecasts, reports or requests regarding training and fighting bush fires which resulted in the original decision being upheld. This application has been referred by the applicant to the Office of the Information Commissioner for an external review with no decision to date. The second request for internal review was withdrawn by the applicant.

Applications have become noticeably more complicated during the 2008-09 reporting period, and this is reflected in the increase in the average processing time for each application from 23 days in 2007-08 to 24 days in 2008-09. However, this is still well within the maximum period of 45 days permitted under the Act.

FESA's Information Statement, which is required under *Part 5 – Publication of Information about Agencies of the FOI Act*, was updated and republished on the FESA website in June 2009.

Freedom of Information Applications 2008-09

Applications carried over from 2007-08	4
New applications received	69
Total applications for 2008-09	73
Applications withdrawn or invalid	0
Applications denied access	3
Full access granted	17
Edited access granted	48
Total applications dealt with 2008-09	68
Applications carried over to 2009-10	5

CORRUPTION PREVENTION

(Premier's Circular 2005/02: Corruption Prevention)

We are committed to creating a workplace environment where high standards of conduct and integrity are commonplace and to help achieve this we commenced a comprehensive training program for employees during 2008-09.

A specific, FESA based training package, with real life operational examples, has been developed to reinforce employees' understanding of issues such as conflicts of interest that may be raised in the workplace.

During the past 12 months, staff attended training and briefing sessions organised by the Corruption and Crime Commission (CCC) on how to reduce the incidence of misconduct, and the risks and obligations of reporting any acts of misconduct. They also participated in CCC online surveys about misconduct awareness.

In 2008-09 a total of seven matters were reported to the CCC, compared to 14 in 2007-08.

No matters of Public Interest Disclosure were received during 2008-09.

FESA RECONCILIATION ACTION PLAN (RAP) – OUR VISION FOR RECONCILIATION

The launch of the [FESA Reconciliation Action Plan](#) in February 2009 formalised our commitment to the national reconciliation strategy. The plan aims to enhance the understanding of Indigenous culture and assist in building positive relationships between Indigenous and non Indigenous people. It embraces reconciliation as a way forward to securing a better future for Indigenous people and providing them the opportunity to participate fully in Australian society.

Our commitment to reconciliation can be accessed at www.fesa.wa.gov.au