

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

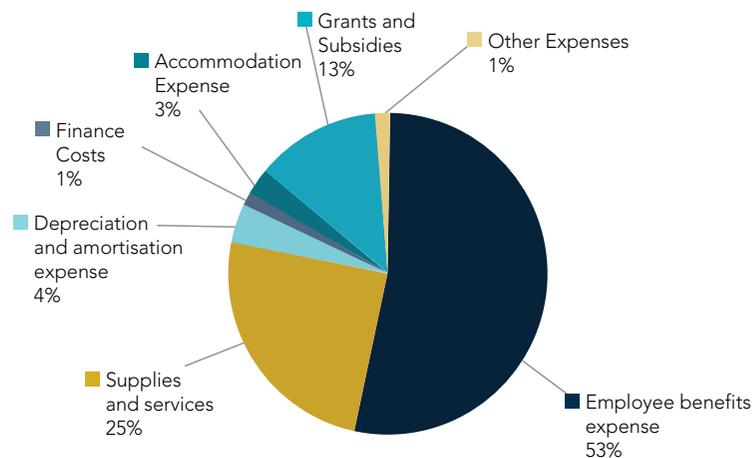
CHIEF EXECUTIVE OFFICER

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.

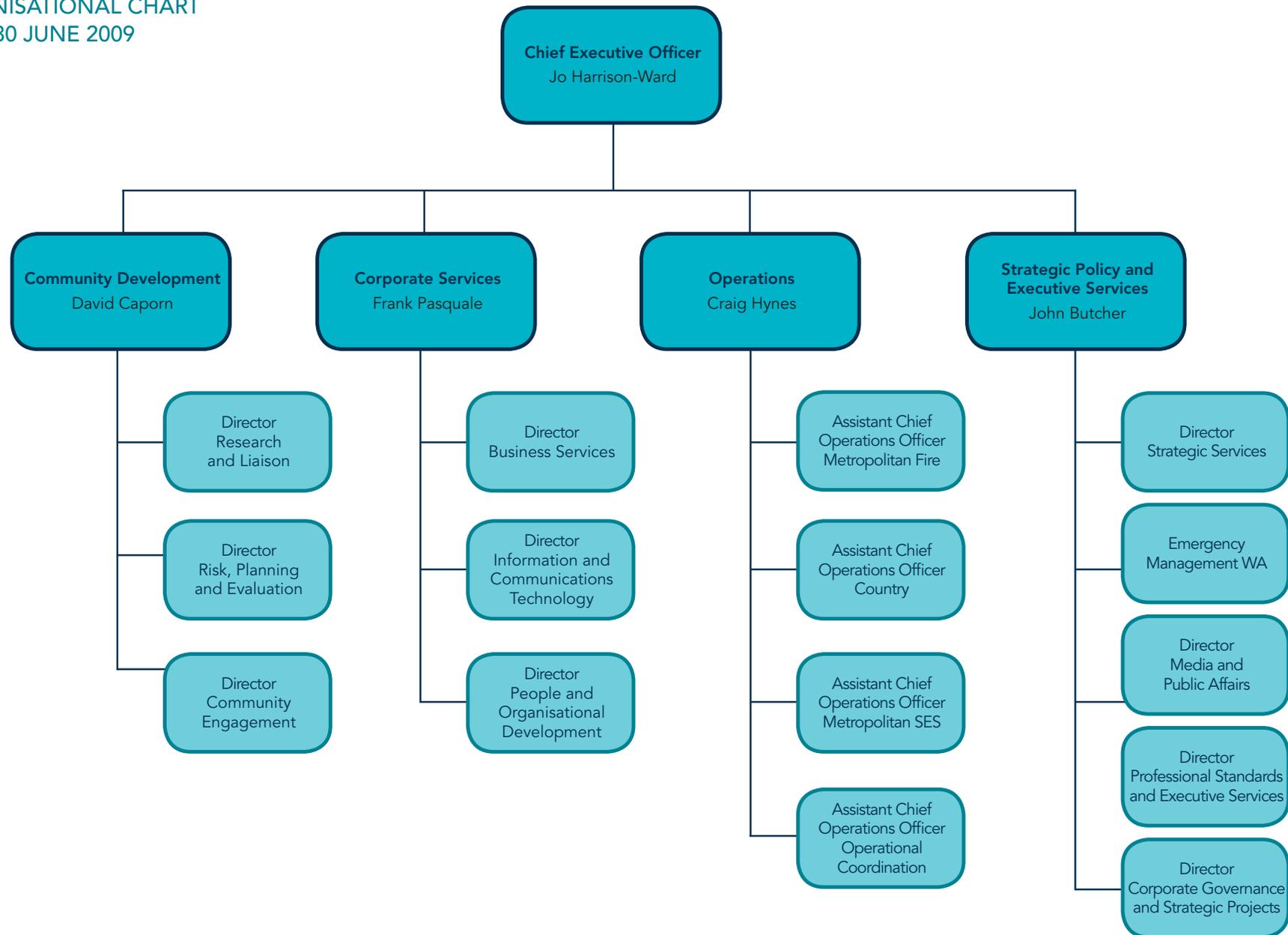
We facilitate state emergency management capacity building through:

- 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.