

CORPORATE GOVERNANCE

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

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

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

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LEGISLATION AND LEGISLATIVE COMPLIANCE

ACTS ADMINISTERED

FESA administers the following Acts:

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

LEGISLATIVE COMPLIANCE

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

- *Fire and Emergency Services Authority of Western Australia Act 1998*
- *Fire Brigades Act 1942*
- *Bush Fires Act 1954*
- *A New Tax System (Fringe benefits Reporting) Act 1999 (Commonwealth)*
- *A New Tax System (Goods and Services Tax) Act 1999 (Commonwealth)*
- *Australian Crime Commission (Western Australia) Act 2004 (Commonwealth)*
- *Corruption and Crime Commission Act 2003*
- *Country Areas Water Supply Act 1947*
- *Criminal Code*
- *Criminal Procedure Act 2004*
- *Dangerous Goods Safety Act 2004*
- *Disability Services Act 1993*
- *Electoral Act 1907*
- *Electronic Transactions Act 2003*
- *Environmental Protection Act 1986*
- *Equal Opportunity Act 1984*
- *Evidence Act 1906*
- *Explosives and Dangerous Goods Act 1961*
- *Financial Administration and Audit Act 1985*
- *Fire and Emergency Services Superannuation Act 1985*
- *Freedom of Information Act 1992*
- *Government Employees' Housing Act 1964*
- *Government Financial Responsibility Act 2000*
- *Heritage of Western Australia Act 1990*
- *Industrial Relations Act 1979*
- *Library Board of Western Australia Act 1951*
- *Local Government Act 1995*
- *Local Government (Miscellaneous Provisions) Act 1960*
- *Metropolitan Water Supply, Sewerage and Drainage Act 1909*
- *Minimum Conditions of Employment Act 1993*
- *Occupational Safety and Health Act 1984*
- *Public Sector Management Act 1994*
- *Public and Bank Holidays Act 1972*
- *Salaries and Allowances Act 1975*
- *State Administrative Tribunal Act 2004*
- *State Records Act 2000*
- *State Superannuation Act 2000*
- *State Supply Commission Act 1991*
- *Water Boards Act 1904*
- *Working with Children (Criminal Record Checking) Act 2004*
- *Workers' Compensation and Rehabilitation Act 1981*
- *Workplace Relations Act 1996 (Commonwealth)*

MINISTERIAL COMMUNICATIONS

In accordance with Section 74 of the *Public Sector Management Act 1994*, we have a communications agreement with the Minister for Police and Emergency Services which outlines communication procedures between staff of the Minister's office and our employees on all matters pertaining to:

- Requests for advice, briefing notes, information or research.
- Media inquiries.
- Arrangements for special events.
- Arranging meetings with FESA staff.
- Drafting of legislation.
- Requests for information from Parliament and State Cabinet.

The agreement ensures that the Minister receives accurate and timely information and advice.

In 2006-07, 736 ministerial items were attended to by our Ministerial Services Coordinator:

- Cabinet comments – 88
- Cabinet submissions – 1
- Draft replies – 169
- General enquiries (advice/action/information) – 189
- FESA-generated (information/approvals) – 65
- Speeches – 34
- Parliamentary questions – 42
- Brief ministerial statements – 6
- Media releases – 19
- Briefing notes – total 123; 48 general, 34 contentious issues, 34 event and 7 regional cabinet

This compares with 690 items handled in 2005-06.

During the year, the Minister attended 34 FESA functions including openings, launches, commissioning ceremonies, presentations and visits (39 in 2005-06).

MANAGEMENT STRUCTURE

BOARD OF MANAGEMENT

Government places significant trust in the Boards of Management of statutory authorities such as FESA. In return, board members are required to perform their duties with care, diligence, honesty, openness and in good faith.

Section 6 of the FESA Act established the FESA Board of Management and states:

the Board is the governing body of the Authority and, in the name of the Authority, is to perform the functions of the Authority under the Emergency Services Acts.

The Board is accountable to the Minister for Police and Emergency Services and is responsible for:

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

PRINCIPLES FOR EXCELLENCE IN BOARD GOVERNANCE

A number of supporting principles assist the Board in achieving its objectives and conducting its operations with distinction. The Board is explicit about its organisational performance expectations. It has assigned these expectations clearly and assesses their achievement annually. In particular, the following performance areas are monitored:

- Maintenance of FESA's strategic direction and strategic intentions through divisional business plans.
- FESA's funded services:
 - i. Prevention services that increase community awareness of human and natural hazards and the community's involvement in minimising their impact; and*
 - ii. Emergency services that enable a rapid and effective response to emergency incidents to minimise their impact.*
- FESA's desired outcome: To minimise the impact of human and natural hazards on the community.
- FESA's vision: A safer community.

The Board uses a single point of delegation, the FESA Chief Executive Officer, to ensure that performance expectations are met, decisions can be made and actions taken with a minimum of delay. Responsibilities are delegated to the Chief Executive Officer under the provisions of the FESA Act, with all approved delegations held on a delegations register.

Through this system of governance, the Board is able to devolve necessary authority and responsibility to staff and volunteers while preserving the controls necessary for accountability.

ETHICAL STANDARDS

A code of conduct for the FESA Board and consultative committees was developed to specify members' obligations and promote sound, ethical practices. The code of conduct outlines members:

- relationships with the FESA Chief Executive Officer and Minister for Police and Emergency Services.
- personal behaviour.
- accountability (including public expenditure, remuneration and allowances).
- use of public sector resources and facilities.
- recordkeeping and use of information.
- responsibilities in relation to conflict of interest.
- compliance with WA Public Sector Code of Ethics.

The code of conduct stresses the need for board members to observe FESA values and, where possible, consult with stakeholders and affected parties. Accountability is also highlighted in noting that the *Financial Administration and Audit Act 1985* places a responsibility on Board members to ensure efficient and effective operations, avoid wasteful use of resources, maintain confidentiality and ensure compliance with statutory and legal requirements. Other legislative requirements are contained in section 39 of the FESA Act, section 85 of the *Criminal Code*, the *Freedom of Information Act 1992* and the *Public Sector Management Act 1994*.

The code of conduct states that the Board will prepare and retain minutes of meetings, ensure adequate procedures are observed for documenting decisions and prepare and release a summary of proceedings following each meeting.

The code also defines the role of the Chair. Key tasks include facilitating the boardroom process, ensuring that the Board provides leadership and vision and undertaking public relations responsibilities.

APPOINTMENT AND INDUCTION

The Minister for Police and Emergency Services recommends the appointment of Board members to State Cabinet and the Governor, and ensures that those recommended have expertise relevant to the functions of the authority.

The structure of the Board reflects the need for transparency and independence. As established in the FESA Act, the Board consists of 13 members:

- A Chair.
- The Chair of each of the Board's four consultative committees representing:
 - Bush Fire Service;
 - Fire and Rescue Service ;
 - State Emergency Service; and
 - Volunteer Marine Rescue Services
- Four members who represent emergency services volunteers.
- One member who represents FESA staff.
- One member who represents local government.
- The FESA Chief Executive Officer.
- Not more than one other member.

While many of the positions are notionally representative of different groups, the Board applies public sector guidelines and recognises that all members must act in the best interests of the Authority, not representing any sectional interest to the detriment of, or at the expense of, FESA as a whole.

The FESA Chief Executive Officer attends Board meetings as an ex-officio member but is not entitled to vote on matters considered by the Board. All other members of the Board are non-executive positions.

Recommendation 63 of the Community Development Justice Standing Committee's report into the Fire and Emergency Services Act 1999 suggested that the current Board of Management be replaced with an advisory Board. However, implementation of this recommendation would require an amendment to legislation. In the interim, the appointment of a number of current Board members has been extended.

CURRENT BOARD MEMBERS

The membership of the FESA Board as at 30 June 2007 is as follows:

MR MICHAEL BARNETT AM

CHAIR OF THE FESA BOARD

Mr Barnett is a former member of Parliament and is well respected for his role as Speaker of the Legislative Assembly, Chair of Committees and Shadow Ministerial responsibilities in Lands, Conservation and Environment. He was also the Member for Rockingham for 22 years until his retirement from Parliament in 1996. For many years, Mr Barnett was involved with a number of community groups and organisations within the City of Rockingham, either in an advisory capacity, as an office bearer, patron or life member.

First appointed: 1 January 2004

Term expired: 31 December 2006 – Term extended

MR ELIOT FISHER

DEPUTY CHAIR OF THE FESA BOARD
MARINE RESCUE SERVICES VOLUNTEER REPRESENTATIVE

Mr Fisher is Commander and a Sea Rescue Skipper of the Bunbury Sea Search and Rescue Group. He is the former Chief Executive Officer of the Shire of York and is currently a consultant working for local governments. He is also the Chief of Staff – Australian Navy Cadets.

First appointed: 28 April 2003
Term expires: 6 February 2008

MR IAIN AGNEW

EMPLOYEE REPRESENTATIVE

Mr Agnew was appointed to the Board following his success in a FESA staff election process in late 2003. Mr Agnew has been an employee of FESA since 1979. He is a senior firefighter stationed at Welshpool Fire Station.

First appointed: 25 November 2003
Term expired: 31 December 2006 – Term extended

MR BRUCE BRENNAN APM

CHAIR OF THE BUSH FIRE SERVICE CONSULTATIVE COMMITTEE

Mr Brennan had a long and distinguished career with the Western Australia Police, rising to the rank of Deputy Commissioner, which he held on his retirement in 2003. Mr Brennan represented the Western Australia Police on many committees, including the State Emergency Management Committee. In 1998, he was awarded the Australian Police Medal.

First appointed: 6 February 2006
Term expires: 6 February 2008

MR JOHN CAPES

STATE EMERGENCY SERVICE VOLUNTEER REPRESENTATIVE

Mr Capes has been involved in the State Emergency Service Volunteer Association in many capacities for the past 20 years. He has also made a considerable contribution as a volunteer. After leaving the Australian Government service, Mr Capes established his own business, which supplies expertise on security and facilitation of emergency management exercises.

First appointed: 2 November 1999
Term expires: 30 June 2007 – Term extended

CR TERENCE (TERRY) GAUNT

WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION REPRESENTATIVE

Cr Gaunt is a semi-retired businessman and a current councillor with the City of Bayswater. He has served on a large number of community, management and advisory committees for many years.

First appointed: 25 August 2003
Term expired: 24 August 2006

MS SANDRA GREGORINI

CHAIR OF THE STATE EMERGENCY SERVICE CONSULTATIVE COMMITTEE

Ms Gregorini has been a member of a volunteer bush fire brigade for the past 10 years and a volunteer in a number of other community groups. She has worked in property development management for more than 30 years.

First appointed: 19 March 2002

Term expires: 31 December 2007

MR TREVOR JONES

FIRE AND RESCUE SERVICE VOLUNTEER REPRESENTATIVE

Mr Jones has a long association with the volunteer sector of the Fire and Rescue Service in regional Western Australia. He has been a member of the South Kalgoorlie Brigade since 1977, which includes a five-year term as Captain. Mr Jones is currently the Goldfields Zone representative for the WA Volunteer Fire and Rescue Services Association.

First appointed: 6 February 2006

Term expires: 6 February 2008

MR WILLIAM (BILL) HEWITT

CHIEF EXECUTIVE OFFICER (EX-OFFICIO MEMBER)

As a consequence of the transfer of Mr Bob Mitchell to the Department of Housing and Works, Mr Hewitt was appointed the acting Chief Executive Officer of the Fire and Emergency Services Authority pending the appointment of a permanent CEO.

First appointed: 20 February 2006

Term expired: 4 August 2006

MS JO HARRISON-WARD

CHIEF EXECUTIVE OFFICER (EX-OFFICIO MEMBER)

Ms Harrison-Ward commenced her appointment as FESA Chief Executive Officer on 4 August 2006. She has a strong background in policy, planning, strategy and change management. Her previous experience includes several appointments within FESA including Manager of Policy and Strategic Planning, Manager of Media and Public Affairs and Executive Director EMS. In 2001, she was seconded to the position of Director Machinery of Government Implementation at the Department of Local Government and Regional Development. Immediately prior to her appointment as FESA CEO, Ms Harrison-Ward spent three years as Executive Director of Western Australia Police.

First appointed: 4 August 2006

Term expires: – Not applicable

MR ALLAN SKINNER PSM

CHAIR OF THE VOLUNTEER MARINE RESCUE SERVICES CONSULTATIVE COMMITTEE

A retired career State public servant, Mr Skinner was a former Chief Executive Officer of the Department of Land Administration and Chair of the Bush Fires Board. Since his retirement in 2001, he has undertaken several consulting assignments for government. Mr Skinner was awarded the Public Service Medal in 2001 and the Centenary Medal in 2003.

First appointed: 19 February 2003

Term expires: 31 December 2007

MS CHRISTINE THOMPSON

WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION REPRESENTATIVE

Cr Thompson is the Deputy President of the Shire of Murray and Chair of the Shire of Murray Bush Fire Advisory Committee. She also represents local government on the Peel Region District Emergency Management Committee. Cr Thompson has a wealth of experience in emergency services, is a current volunteer firefighter and has served on a number of advisory committees and boards. This is her second appointment to the FESA Board, having served as a member from 2000-2003.

Appointed: 15 January 2007

Term expires: 14 January 2009

MS GLENDA TEEDE

INDEPENDENT MEMBER

Ms Teede is the Chief Executive Officer of the Bidyadanga Aboriginal Community La Grange Incorporated, which is the legal entity of the Bidyadanga Community, a position she has held for the past three years. Ms Teede has worked extensively with Indigenous communities throughout Australia and, in particular, the Kimberley Region of WA.

First appointed: 6 February 2006

Term expires: 6 February 2008

MRS PENELOPE VALENTINE

CHAIR OF THE FIRE AND RESCUE SERVICE CONSULTATIVE COMMITTEE

Mrs Valentine is well known in FESA where she worked for seven years before leaving in July 2005 to pursue private business interests. Mrs Valentine's professional career spans 35 years, commencing in the field of journalism and more recently working in strategic planning and corporate governance with FESA. Mrs Valentine continues to provide corporate communications consultancy services to the public sector.

First appointed: 6 February 2006

Term expires: 6 February 2008

MR EDDIE VAN RIJNSWOUD

BUSH FIRE BRIGADE VOLUNTEER REPRESENTATIVE

Mr van Rijnswoud has more than a decade's experience as a bush fire brigade volunteer and served for six years as Secretary of the Association of Volunteer Bush Fire Brigades WA. He has had extensive involvement with other voluntary community organisations, including the Scout Association of Australia and has worked in the Western Australian and Australian Government public sectors as an electrical engineer for 38 years.

First appointed: 31 December 2001

Term expired: 31 December 2006 – Term extended

MEETING ATTENDANCE

Eleven Board meetings were held during the year, 10 at FESA House and one in New Norcia.

The record of attendance of members is as shown in the following table.

Number of meetings attended in 2006-2007

Mr Mike Barnett	11
Ms Jo Harrison-Ward ¹	9
Mr William (Bill) Hewitt ¹	1

Mr Iain Agnew	11
Mr Bruce Brennan	9
Mr John Capes	11
Mr Eliot Fisher	9
Mr Terry Gaunt ²	5
Ms Sandra Gregorini	10
Mr Trevor Jones	8
Mr Allan Skinner	10
Ms Glenda Teede	7
Ms Christine Thompson ²	4
Ms Penelope Valentine	10
Mr Eddie van Rijnswooud	11

¹ On 20 February 2006, the substantive FESA Chief Executive Officer, Mr Bob Mitchell, was transferred to the Department of Housing and Works. Mr Bill Hewitt was appointed acting CEO pending the appointment of a permanent CEO. Ms Jo Harrison-Ward took up her appointment as CEO on 17 August 2006.

² Mr Terry Gaunt's term expired on 31 December 2006. Ms Christine Thompson was appointed from January 2007.

BOARD SUB-COMMITTEES

FINANCE AND AUDIT COMMITTEE

The FESA Internal Audit Charter states that the Finance and Audit Committee shall comprise at least three FESA Board members. The committee met three times in 2006-07. Membership and attendance records are set out in the following table:

Number of meetings attended in 2006-2007

Glenda Teede – Chair 2006	3
John Capes	3
Eliot Fisher	2
Eddie van Rijnswooud	3

Meetings were also attended by:

- Chief Executive Officer.
- Executive Director Corporate Services.
- Director Business Services.
- Manager Financial Services.
- Managing Partner and the Senior Manager Risk and Management Assurance from PKF Chartered Accountants and Business Advisers (internal auditor) (July - November 2006) and then Sutherland and Rose (internal auditor) (December 2006 – July 2007).
- Director Attest Audit from the Office of the Auditor General (external auditors).

CONSULTATIVE COMMITTEES

The *Fire and Emergency Services Authority of Western Australia Act 1998* (the FESA Act) established three consultative committees as forums for stakeholders of FESA's operational divisions to be consulted on significant issues. These cover the Bush Fire Service, the State Emergency Service and the Fire and Rescue Service. During 2002, the Act was amended to formally recognise the Volunteer Marine Rescue Services Consultative Committee, which was established by the Minister for Police and Emergency Services in 1999.

Each consultative committee has a Chair appointed by State Cabinet and the Governor, on the recommendation of the Minister for Police and Emergency Services. By virtue of their position as Chair, they are members of the FESA Board of Management.

Section 25 of the FESA Act stipulates that Schedule 1 of that Act, *Constitution and proceedings of Board*, also applies to the constitution and proceedings of the FESA consultative committees, providing a basis for the appointment and removal of members, the calling of meetings and meeting procedures.

BUSH FIRE SERVICE CONSULTATIVE COMMITTEE

Members (as at 30 June 2007)

Bruce Brennan	Chair
George Storer	Central West-Carnamah District Operations Advisory Committee (DOAC)
David Gossage	Perth South DOAC
Rodney Eyre	Perth North DOAC
Peter Capito	Goldfields – Midlands (Merredin) DOAC
Brian Wood	Goldfields – Midlands (Northam) DOAC
Rodney Daw	Great Southern DOAC
Terry Hunter	South West DOAC
Terry Maher	Department of Environment and Conservation (DEC)
Colin James	Western Australian Local Government Association
Paul Maddern	Bush Fire Volunteer Association
Craig Hynes	Chief Operations Officer

The BFS Consultative Committee met four times in 2006-07.

BUSH FIRE SERVICE CONSULTATIVE COMMITTEE REPORT

The BFS Consultative Committee had an active and productive year through the attendance of the Committee members and the support of FESA staff. The Committee members represent key stakeholders and bring forward the views of their District Operations Advisory Committees in the interests of developing a common focus. Members provide input and advice to FESA Operational Services division on a broad range of issues.

Key issues covered during the year included:

- Status report on the WA Emergency Services Network.
- BFB profiling.
- Bushfire cadets- funding from National Emergency Volunteer Support Fund.
- Insurance cover on government property.
- Insurance cover for volunteers through local government.
- Movement of unlicensed vehicles.
- BFB volunteer training competencies.
- ESL funding and appliance distribution.
- Hazard management adjacent to the Westnet Rail system.
- Bushfire forum.

- Emergency management legislation – progress and implementation.
- Emergency services legislation - status.
- Operations Handbook.
- Community Emergency Management Officers.
- Incident handover agreements.
- Bushfire threat analyses.
- Volunteer Firefighter Training Program – status.
- Community engagement presentations and updates.
- Volunteer vehicles and equipment.
- Prepare, Stay and Defend or Go Early campaigns.
- Harvest and Vehicle Movement Bans implementation by local governments.
- Westplan Bushfire.
- DEC burning programs.
- Dwellingup (Shire of Murray) fire suppression and recovery.
- Volunteer and Youth Services – status and cadet programs.
- Working With Children legislation.
- BFS Appliance and Bulk Water Tanker Build Program.
- Public Alert systems – media coverage and reports.
- Personal Protective Clothing and Equipment- guidelines and policy.
- The Shared Land Information Platform [SLIP - EM].
- Emergency Services Directory.
- Hazard management on Unallocated Crown Land and Unmanaged Reserves.
- Major bushfire events in the State.
- Liaison with the Bureau of Meteorology and other government agencies.

Presentations were made to the Committee on the following topics:

- WAERN Project.
- Determining of Equipment Needs through a Resource to Risk Model.
- Capital Grants Scheme Assessment Process.
- Volunteer Vehicles and Equipment.
- EM Legislation Update.
- FESA Volunteers and Youth Services Branch.
- Volunteer Training pathways.
- Management of Insurance for Volunteers.

Members also participated in the following forums with a view to providing input and recommendations on key issues:

- Bushfire Forum.
- Leaders Forums.
- CBFCO, FCO and Captains Forums.
- Equipment and Training Committees.

Bruce Brennan – Chair

FIRE AND RESCUE SERVICE CONSULTATIVE COMMITTEE

Members (as at 30 June 2007)

Penelope Valentine	Chair
Howard Fiedler	A/Assistant Chief Operations Officer Country
Norm Flynn	Volunteer Fire and Rescue Services Association
Francis Burgoyne	Volunteer Fire and Rescue Services Association
Frank Martinelli	United Firefighters Union
Scott Gamble	United Firefighters Union
Chris Mitchell	Local Government representative
Craig Hynes	Chief Operations Officer

The Fire and Rescue Service Consultative Committee met three times in 2006-07. FESA Operational Services staff membership of the committee changed during the year to reflect staff changes in the division. Some members had difficulty in attending meetings due to other commitments.

FIRE AND RESCUE SERVICE CONSULTATIVE COMMITTEE REPORT

The Fire and Rescue Service Consultative Committee members represent FESA Fire and Rescue Service staff and volunteers, and provide a link to local government. They provide input into key issues and provide advice in relation to policy and planning within the FESA Fire Services division.

In 2006-07, the committee received regular updates on major incidents, incident reporting, volunteer firefighter training, community safety initiatives, youth and volunteer support services, legislative changes, new facilities, appliances and equipment.

Members provided input and advice on a broad range of issues including the FESA Futures project, restructures within FESA, the status of and membership of the Consultative Committee, volunteer facilities, community safety programs and volunteer training.

Other volunteer-related issues and initiatives covered included:

- Improved injury prevention programs at volunteer championship events.
- Security at volunteer stations.
- Re-imbursment of volunteer expenses.
- Computers for volunteer stations.

FESA presentations included:

- The replacement of the FESA Computer Assisted Dispatch System.
- The national '000' emergency call number campaign.
- Grants for junior cadet programs.
- The proposed volunteer extranet.

Penny Valentine – Chair

SES CONSULTATIVE COMMITTEE

Members (as at 30 June 2007)

Sandra Gregorini	Chair
Bill Mulrone	Deputy Chair/Great Southern District
Charlie Myres	Great Southern District
Craig Chadwick	Midwest District
Peter Newton	South-West District
Phillip Petersen	SES Volunteers Association
Sylvia Bristow-Stagg	Midlands District
Andrae Moore	Pilbara District
Doug Simpson	North Metro District
Vivienne Welch	Kimberley District
Mark Geary	South Metro District
Howard Fiedler	A/Assistant Chief Operations Officer Country
Gary Gifford	A/Assistant Chief Operations Officer Metro

The SES Consultative Committee met four times in 2006-07.

SES CONSULTATIVE COMMITTEE REPORT

The committee welcomed new members Vivienne Welch and Mark Geary during the year. Howard Fiedler and Gary Gifford, have also joined us. The committee said farewell to Derek Fletcher and I would like to thank him for his valued input during his time on the committee. We also said goodbye to former A/Director, Country Operations South, Phil Marshall. On behalf of the committee I would like to acknowledge Phil's great work with the SESCO, his tireless efforts and his full support of our volunteers. The Consultative Committee continues to work towards its vision, which is to represent and promote SES volunteers at a strategic level.

During the year the committee provided advice and input in a number of key areas including:

- SES Recognition Awards.
- SES Conference.
- RAR Glass Management Kits.
- RAR Equipment and Servicing.
- USAR/Rescue Training for SES Volunteers.
- SES working uniforms in general.
- SES Profile.
- SES Build Program.
- ESL Planning - State Catering Plan.
- Equipment & vehicle suitability for different areas.
- National number 135200.
- Training and marketing of volunteers.
- FRS Code Systems.
- R2R Modelling Framework for SES Units.
- Long Service Medals and certificates for volunteers.
- Operation Grab Kits completion.

Presentations to the committee included:

- FESA's Future Project.
- Air Operations.
- SES Build Program.
- SES Training.

- WAERN Project.
- Volunteer Youth and Youth Services.

The Committee attended the Launch of the Volunteer Recruitment DVD ON 28 October 2006.

The Consultative Committee congratulates the winners of the 2006 SES Recognition Awards:

- Peter Keillor Award Gordon Williams Midwest Gascoyne RHQ
- SES Team Achievement Award Eneabba SES Unit
- SES Youth Achievement Award Ian McMahon Australind SES Unit

The first SES Conference held last November was a great success. Congratulations to all who were involved in the organisation of the conference. Well done.

Sincere thanks to all of the consultative committee members for their valued input during the past year.

Sandra Gregorini – Chair

VOLUNTEER MARINE RESCUE SERVICES CONSULTATIVE COMMITTEE

Members (as at 30 June 2007)

Allan Skinner	Chair
Phil Nicholls	President Volunteer Marine Rescue Western Australia (VMRWA)
Barry Lapham	Vice President VMRWA
Barry Corish	VMRWA Regional Representative
Peter Aram	VMRWA Regional Representative
Keith Dunlop	VMRWA Regional Representative
Gary Mackwell	VMRWA Regional Representative
Terry Cullen	VMRWA Regional Representative
Roger Martin	VMRWA Regional Representative
Howard Fiedler	A/Assistant Chief Operations Officer Country
Geoff Brierley	VMRWA Regional Representative
FESA VMRS Support	
Paul Kimber	FESA VMRS Manager
Jeff Howe	FESA VMRS Manager

The VMRS Consultative Committee met four times in 2006-07.

VOLUNTEER MARINE RESCUE SERVICES CONSULTATIVE COMMITTEE REPORT

The Consultative Committee's representative membership is closely linked to the Volunteer Marine Rescue Western Australia (VMRWA) executive and regional representation. With the VMRWA nominations being ratified in August 2006, it is appropriate to thank and acknowledge the efforts of retiring Committee members, Keith Shadbolt, Stuart Robertson and Chris Wright. Roy Brown resigned during the past year and his contribution is also recognised. Consistent with FESA policy, new members were provided with a copy of the Code of Conduct for FESA's Board and Consultative Committees. After reading, members signed the Corporate copy.

The VMRWA's Annual Sea Rescue Conference, supported by FESA, was held in August 2006. This second Annual Conference built on the success of the first held in 2005. It provides an invaluable opportunity for interaction between the groups, the executive, FESA and related organisations and industry. In addition to presentations on a wide range of issues relevant to association members, it also provided an appropriate forum to recognise achievements through the presentation of Annual and VMRS Service Awards.

The Consultative Committee considered and endorsed 17 grant applications from VMRS groups totalling \$1,347,000. These included:

- Jurien Bay: \$242,000 to replace the existing rescue vessel with a 9 metre Leisurecraft.
- Hopetoun: \$200,000 to replace the existing rescue vessel with a 8.5 Naiad.
- Pt Walcott: \$80,000 to purchase the former Hopetoun rescue vessel to replace the existing rescue vessel.
- Pt Walcott: \$220,000 to construct suitable group operational and storage facilities for its rescue vessel.
- Exmouth: \$300,000 to replace the existing rescue vessel with a 9 metre AirRider design rescue vessel.
- Leeman: \$55,000 for a major dedicated vessel refit.
- Albany: \$170,000 to replace the existing DGR3 with a former NSW Police 10.3 metre Steber.
- Busselton: \$80,000 to replace the existing rescue vessel with a former NSW Police Noosa Cat.

The Lotterywest Emergency Services Funds also provided a further \$251,300 in grants in response to applications from the association and many groups around the coast.

During the year, the Committee discussed and provided advice and input in a number of key areas including:

- State-wide rollout of the VHF Marine Repeater Network.
- Compulsory wearing of Personal Flotation Devices.
- A review of insurance coverage afforded to all VMRS groups and volunteers.
- Use, maintenance and potential replacement of FESA's NAIAD standby vessel which is available for group use.
- Additional training support for VMRS volunteers.
- opportunities for Junior/Cadet programs within VMRS Groups.
- Continuation of the strategic review of all policy and procedures within VMRS with direct input from Committee members.

The Committee also received presentations from Gavin Mair from Global Marine Design Pty Ltd regarding vessel design standards and equipment; FESA's Futures presentation by Anita Kelleher and FESA's Working With Children Policy by Wayne Fanderlinden. The Committee valued the professional support and input of Paul Kimber and Jeff Howe, FESA's VMRS Managers, and the administrative support of other FESA officers throughout the year.

Allan Skinner PSM – Chair

STRATEGIC MANAGEMENT AND REVIEW

AGENCY RESOURCE AGREEMENT AND CEO PERFORMANCE AGREEMENT

Agency resource agreements have a critical role in ensuring financial management and accountability. They:

- Clarify the State Government's desired outcomes for the organisation; and
- Provide a formal mechanism for the endorsement of budget allocation and the goods and services (services) purchased by the Government.

Accordingly, Chief Executive Officer performance agreements are closely aligned to agency performance agreements. The existing FESA Resource Agreement is between the Minister for Police and Emergency Services, the Chair of the FESA Board, the FESA Chief Executive Officer and the State Treasurer.

INTERNAL AUDIT

The 2006-07 Strategic Internal Audit Plan approved by the Finance and Audit Committee provided the foundation for Internal Audit Activity. This complied with Part XII the *Financial Management Act 2006* which endorses the Institute of Internal Auditors' Professional Practice Framework. The Framework facilitates consistent development, interpretation and application of internal audit concepts, methodologies, and techniques.

The Internal Audit Activity contract went to tender during 2006-07 and was awarded to external contractor Sutherland Rose - Assurance and Consulting Services in November 2006. Audits conducted during the year included:

- Inventory / Stores.
- Accounts Receivable / Revenue.
- Grants – Compliance and Allocation.
- Western Australia Natural Disaster Relief Arrangements.
- Operational Code Number.
- Bush Fire Suppression.
- Emergency Services Levy.
- Capital Works.
- Segregation of Duties.
- Contract Management.
- Records Management.
- Occupational Health and Safety.

STRATEGIC PLANNING

Our strategic planning process has been aligned to the Western Australian Government's [Better Planning: Better Futures](#) framework to facilitate the delivery of cohesive, coordinated services to the community of Western Australia.

Our strategic planning directly links to the Government's Goal for People and Communities: *to enhance the quality of life and wellbeing for all people throughout Western Australia* and the Government's strategic outcome of *safe and secure Western Australian communities*.

Our approach to strategic and business planning involves a continual cycle of:

- Analysis of internal and external factors.
- Strategy development and planning.
- Service delivery.
- Performance monitoring and evaluation.

The *FESA Strategic Plan 2005-2007* continues to reaffirm the commitment to community-centred emergency management and putting the community at the hub of our decision-making processes. During 2005-07 FESA's strategic direction is focused on:

- Engaging the community in mitigating, preventing, preparing for, responding to and recovering from emergencies.
- Progressing community-centred approach to emergency management.
- Continuously improving the delivery of our services.
- Promoting research, innovation and learning in all aspects of our business.

ORGANISATIONAL POLICY DEVELOPMENT, IMPLEMENTATION AND REVIEW & RISK MANAGEMENT FRAMEWORKS

POLICY FRAMEWORK

We provide all of our personnel with access to comprehensive and relevant policies that are consistent with legislation and support our vision, mission and values. We have continued to build upon its effective and coherent policy development and implementation framework.

The [Child Protection](#) policy was the only significant new policy developed during the year.

BUSINESS CONTINUITY AND RISK MANAGEMENT

A business continuity management process and implementation proposal has been approved. A template for a business continuity plan has been developed to enable the integration and enhancement of existing strategic and operational plans from across the organisation and incorporate data from risk management process completed in the past year.

In the short term while this plan is in development, some key projects have been undertaken. These include:

- Development of an operational pandemic business continuity plan to support our emergency services obligations in the event of a pandemic.
- Avian influenza preparations to assist the Department of Agriculture and Food in the event in an outbreak of this disease.

We recognise that effective risk management requires the continual identification, recording and evaluation of risks to ensure that reasonable and effective controls are in place and that the level of risk exposure is acceptable.

Our Risk Management Policy was adopted on 26 July 2005. In accordance with the policy:

- The Chief Executive Officer is responsible for ensuring that risk management is a part of the corporate, operational and line management responsibilities and is integrated into the overall business planning process.
- Executive Directors, as part of the Corporate Executive Team, are responsible for ensuring that divisions comply with the policy, and that every employee is invited and encouraged to participate in the risk management process.
- The Corporate Executive team is required to monitor and steer the risk management process and ensure integration with all strategic planning processes.
- The Corporate Executive team is also to provide advice and support of the application of the Risk Management Policy.
- The Finance and Audit Committee of the Board is responsible for the corporate governance requirements, with our internal audit process required to conduct ongoing risk audit checks to establish that there is agency compliance, that plans and procedures are in place and the risk assessment process is effective.

The fundamental principle of our risk management discipline is that risk management is to be conducted within the existing corporate structure and as a part of the corporate strategic planning process, the divisional business planning process; and our day-to-day business (including the 'risk' evaluation of all new activities).

To aid the risk management process, the RiskCover-developed RiskBase 2000 system has been tailored for use throughout FESA to capture, monitor and report on risks. This includes the adoption of 'risk likelihood' and 'risk consequence' measurement criteria and the endorsement of a corporate risk management monitoring and reporting structure. All activities and processes that help to control our risks are being identified and where unacceptable risks have been identified, appropriate treatment options are being evaluated and, where necessary and viable, implemented.

A number of staff have been trained in the use of the database and risk managers have identified and recorded corporate risks.

MEMORANDA OF UNDERSTANDING

During 2006-07, we developed a Memorandum of Understanding (MOU) with Landgate's Information Valuation Services Section to document the property and valuation data that Landgate provides us so we can efficiently and effectively support the declaration of ESL rates by the Minister for Police and Emergency Services; and administer the ESL. The MOU will be formally executed in 2007-08.

MOU between Department of Defence & FESA

Signed: 12 July 2006

Stakeholders: Department of Defence & FESA.

Purpose: Fire and Emergency Services support at the Naval Communication Station Harold E. Holt and Exmouth Surrounds.

Key benefits / outcomes: Agreement establishes mutual aid arrangements for the purposes of planning mutual response arrangements for emergency incidents within the Naval Communication Station Harold E. Holt and Exmouth area.

MOU between Beacon Volunteer Fire Service Brigade, Shire of Mt Marshall and FESA

Signed: 28 September 2006

Stakeholders: Beacon Volunteer Fire Service Brigade, Shire of Mt Marshall and FESA.

Purpose: The Establishment, maintenance and support of the Beacon Volunteer Fire Service Brigade.

Key benefits / outcomes: Agreement establishes a multi skilled and multi functional Fire Service Brigade.

MOU between FESA and the Department for Planning and Infrastructure

Signed: 6 October 2006

Stakeholders: Department for Planning and Infrastructure and FESA.

Purpose: Establish a more efficient agreement structure

Key benefits / outcomes: Administrative agreement provides a more efficient and targeted approach to the referral of certain classes of subdivision, amalgamation and survey-strata proposals by the Department of Planning and Infrastructure to FESA.

MOU Between Morawa Volunteer Fire Service, Shire of Morawa and FESA

Signed: 26 October 2006

Stakeholders: Morawa Volunteer Fire Service, Shire of Morawa and FESA.

Purpose: The Establishment, maintenance and support of the Morawa Volunteer Fire Service.

Key benefits / outcomes: Agreement establishes a multi skilled and multi functional Fire Service Brigade.

MOU between Emergency Services Associations Management Committee and FESA

Signed: 20 October 2006

Stakeholders: Emergency Services Associations Management Committee and FESA

Purpose: The provision of personnel engaged by FESA to support the committee in meeting their business needs.

Key benefits / outcomes: Employment of two staff to provide support for the provision of information, advice and advocacy in volunteer safety, training, protective clothing and equipment, welfare, insurance, compensation, recruitment, retention and recognition.

MOU between Marble Bar VES, Shire of East Pilbara and FESA

Signed: 7 December 2006

Stakeholders: Marble Bar VES, Shire of East Pilbara and FESA

Purpose: The Establishment, maintenance and support of the Marble Bar VES Unit.

Key benefits / outcomes: Agreement establishes a multi skilled and multi functional Emergency Services Unit.

MOU between Kalbarri Volunteer Fire Service, Shire of Northampton & FESA

Signed: 11 December 2006

Stakeholders: Kalbarri Volunteer Fire Service, Shire of Northampton & FESA

Purpose: The establishment, maintenance and support of the Kalbarri Volunteer Fire Service.

Key benefits / outcomes: Agreement establishes a multi skilled and multi functional fire service.

MOU between Northampton Volunteer Fire Service, Shire of Northampton & FESA

Signed: 11 December 2007

Stakeholders: Northampton Volunteer Fire Service, Shire of Northampton & FESA

Purpose: The Establishment, maintenance and support of the Northampton Volunteer Fire Service.

Key benefits / outcomes: Agreement establishes a multi skilled and multi functional Fire Service Brigade.

MOU between Department of Corrective Services and FESA (capstone)

Signed: 24 January 2007

Stakeholders: Department of Corrective Services and FESA

Purpose: To enable the Department of Corrective Services and FESA to collaboratively develop formal procedures and processes to reduce the likelihood of the following hazards, in Western Australian prisons and detention centres:

- Fire
- Storm Damage
- Earthquake
- Cyclone
- Flood
- Hazardous Materials

Key benefits / outcomes: To establish mutual support arrangements to respond to all hazard emergencies occurring at prison and detention centres.

NOTE: Although covered under the capstone MOU, individual MOUs between Department of Corrective Services, FESA and relevant Local Governments have also been developed to outline responsibilities of each party for the following locations:

- Casuarina Prison
- Albany Regional Prison (unsigned)
- Wooroloo Regional Prison
- Acacia Regional Prison
- Greenough Regional Prison
- Roebourne Regional Prison (unsigned)
- Karnet Prison (unsigned)

MOU between Lionore Australia (Nickel) Ltd and FESA

Signed: 24 January 2007

Stakeholders: Lionore Australia (Nickel) Ltd and FESA

Purpose: Mutual support in planning and responding to emergency incidents.

Key benefits / outcomes: Provision of mutual support in response to emergency incidents occurring within Lionore's lease area and property, the Shire of Dundas and surrounding areas.

MOU between Department of Land Information and FESA

Signed: 19 February 2007

Stakeholders: Landgate and FESA

Purpose: Formalise the arrangements for the development, implementation and operation of a web service using a verified WA address for the return of spatially displayed address location within an ESL category.

Key benefits / outcomes: Provides for a mutually beneficial web service.

MOU between Tammin Volunteer Fire Service, Shire of Tammin and FESA

Signed: 16 April 2007

Stakeholders: Tammin Volunteer Fire Service and the Shire of Tammin and FESA.

Purpose: The establishment, maintenance and support of the Tammin Volunteer Fire Service.

Key benefits / outcomes: Agreement establishes a multi skilled and multi functional Fire Service Brigade.

MOU between Airservices Australia and FESA

Signed: 31 May 2007

Stakeholders: Airservices Australia and FESA

Purpose: Airservices to grant FESA access to a building and control tower at Karratha Airport, for the purpose of conducting BA training.

Key benefits / outcomes: FESA able to conduct BA training activities.

MOU between Exhibition Services and FESA for a Tsunami Demonstration Tank

Signed: 1 June 2007

Stakeholders: Exhibition Services and FESA

Purpose: Production of Tsunami Interactive Exhibit for the FESA Museum redevelopment project.

Key benefits / outcomes: The exhibit will become the property of FESA.

MOU between Bruce Rock Fire and Emergency Services Unit, Shire of Bruce Rock and FESA

Signed: 29 June 2007

Stakeholders: Bruce Rock Fire and Emergency Services Unit, Shire of Bruce Rock and FESA

Purpose: The establishment, maintenance and support of the Bruce Rock VES.

Key benefits / outcomes: Agreement establishes a multi skilled and multi functional Fire Service Brigade.