

QUALITY PEOPLE SERVICES

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

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

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

To continue this success we will ensure we have:

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

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

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

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OCCUPATIONAL SAFETY AND HEALTH

FESASAFE PROGRAM

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

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

SAFETY CULTURE

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

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

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

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

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

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

EMPLOYEE HEALTH AND WELL BEING

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

OSH HAZARD/ACCIDENT REPORTING

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

REVIEWS

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

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

PHYSICAL FITNESS PROGRAM

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

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

REHABILITATION AND WORKERS' COMPENSATION

Workers' compensation claims

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

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

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

Personal accident (volunteer) claims

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

WELFARE

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

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

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

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

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

Peer Support Network

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

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

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

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

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

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

Employee Assistance Program

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

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

Chaplaincy

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

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

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

TRAINING AND DEVELOPMENT

TRAINING AND COMPLIANCE

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

FIRE INVESTIGATION TRAINING

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

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

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

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

MAJOR INCIDENT TRAINING

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

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

2 Northern Territory Fire Service (NTFS)

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

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

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

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

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

APPLIED TRAINING

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

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

Major achievements during 2006-07 include:

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

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

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

CAREER FIREFIGHTER TRAINING

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

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

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

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

VOLUNTEER FIREFIGHTER TRAINING

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

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

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

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

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

Volunteer Firefighter Training

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

SES TRAINING

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

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

FESA State Emergency Service – Previous Training System

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

FESA State Emergency Service – New Competency Based Training System

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

SES INDUCTION TRAINING RESOURCE KIT

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

Actions taken included:

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

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

COMMERCIAL TRAINING

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

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

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

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

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

PROFESSIONAL DEVELOPMENT

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

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

LEADERSHIP TRAINING

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

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

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

WORKFORCE PLANNING

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

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

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

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

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

EMPLOYEE RELATIONS

ENTERPRISE BARGAINING

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

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

POLICIES AND PROCEDURES

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

DIVERSITY AND EQUAL OPPORTUNITY

Equity and diversity

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

EQUAL EMPLOYMENT OPPORTUNITY

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

Training for managers in managing a diverse workforce

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

Recruitment diversity initiatives

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

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

Further initiatives

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

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

RECRUITMENT

SELECTION

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

FIREFIGHTER RECRUITMENT

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

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

INDIGENOUS TRAINEESHIP PROGRAM

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

VOLUNTEERS AND YOUTH

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

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

Significant achievements have been:

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

MEMORANDUM OF UNDERSTANDING

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

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

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

Under the associated Memorandum of Understanding, the ESAMC:

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

YOUTH DEVELOPMENT PROGRAMS

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

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

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

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

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

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

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

AUSTRALIAN GOVERNMENT FUNDING

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

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

REWARD AND RECOGNITION

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

AUSTRALIAN FIRE SERVICES MEDAL

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

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

AUSTRALIAN EMERGENCY SERVICES MEDAL

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

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

NATIONAL MEDAL

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

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

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

FESA OUTSTANDING ACHIEVEMENT MEDAL

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

There were no recipients in 2006-07.

FESA COMMENDATION MEDAL

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

There were no recipients in 2006-07.

WA EMERGENCY SERVICES DILIGENT SERVICE MEDAL

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

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

STATE EMERGENCY SERVICE AWARDS 2006

Peter Keillor Award

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

SES Team Achievement Award

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

Youth Achievement Award

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

RAC INSURANCE AND ROTARY CLUB OF WHITFORDS FIREFIGHTING AWARDS 2005

Career Fire and Rescue Service of WA Award

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

Volunteer Fire and Rescue Service of WA Award

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

Murray Lang Volunteer Bush Fire Service of WA Award

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

Volunteer Fire and Rescue Service of WA Youth Achievement Award

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

Volunteer Bush Fire Service of WA Youth Achievement Award

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

VOLUNTEER EMERGENCY SERVICES AWARDS

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

Bob Mitchell Award

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

Outstanding Volunteer Emergency Service Member Award

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

Volunteer Emergency Service Youth Achievement Award

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

Outstanding Volunteer Emergency Service Award

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

VOLUNTEER MARINE RESCUE SERVICES AWARDS

Outstanding Volunteer Marine Rescue Service Member Award

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

Volunteer Marine Rescue Service Youth Achievement Award

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

EMERGENCY SERVICES CADET CORPS AWARDS

Cadet Achievement Award

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

Instructor Achievement Award

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

Unit Achievement Award

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