



Annual Report 2002

# Annual Report

2002



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This annual report has been prepared in accordance with the Financial Management Act 1994 and the Directions of the Minister for Finance. It:

- provides a record of events, performance, volunteer and career staff activities;
- reports against CFA's annual plan 2001/02;
- informs the Government and public about CFA's services and organisational development during the financial year;
- acknowledges the support of CFA people; and
- demonstrates how CFA's vision and the expected community outcomes for Victoria are being delivered.

Further copies of this annual report may be obtained from CFA, PO Box 701, Mt Waverley, Vic 3149. Telephone: 03-9262 8444. Facsimile: 03-9264 6200. A CD-ROM copy is also available with printable pages.

Cover photography: Sally Prideaux

Top Photo: New recruit - training exercise at Fiskville.

Bottom Photo: Volunteers from Cranbourne, Warneet-Blind Bight and Mt Martha Fire Brigades. Training exercise at CFA's South Eastern Training Ground

# Our purpose

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*To provide a cost effective fire and emergency service for the people of Victoria.*

# Our vision

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*With our people, volunteers and career firefighters alike, we will strive to create a safe community through best practice and continuous improvement.*

# Our three-year mission

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*CFA will be a professional community based organisation which has performed to agreed standards in the achievement of community safety outcomes, sustainable and dynamic into the future.*



## Achievement of our vision and mission

We will achieve our vision and mission by:

- Following the corporate priorities set by the Board, and effectively implementing the major outputs in our annual plans in accordance with these priorities.
- Having strategically located and well prepared brigades ready to provide services as and when required.
- Educating communities and individuals about the risks they face.
- Working with the community and industry to reduce risks and prevent incidents.
- Dealing with incidents effectively and efficiently when they do occur.
- Having the:
  - right people and expertise;
  - right skills;
  - right equipment; and
  - right procedures
 available at the place and time needed to address service delivery standards and specific service needs, and supported by adequate systems, processes and standards to ensure brigades can operate effectively, efficiently and safely with a high degree of safety and reliability.
- Understanding our customers and our service environment in a rapidly changing world.

- Monitoring incident trends and social change so that we can:
  - target services where they are most needed, and
  - identify and address potential problems at an early stage.
- Continually improving our ability to monitor:
  - trends in the frequency, type, cause and impact of incidents;
  - inherent risks in the areas we service;
  - factors which influence the potential loss to occur;
  - knowledge, behaviour and competing priorities of the communities we serve; and
  - trends in our own resource base and our efficiency and effectiveness at intervention.
- Responding to our external operating environment and positioning ourselves to manage changing opportunities and challenges.

*We will measure our success in:*

- *reducing preventable loss of life and injury;*
- *reducing preventable loss of property;*
- *adopting environmentally friendly and sustainable practices;*
- *achieving value for money in providing CFA's services;*
- *meeting customer expectations;*
- *enhancing the lifestyle of volunteers and staff; and*
- *delivering continuous improvement.*

# History

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The Fire Brigades Act 1890 created two boards, a Metropolitan Fire Brigades Board for the metropolitan fire district, and a Country Fire Brigades Board (CFBB) to embrace nine country fire districts. The Act gave CFBB extensive powers and responsibilities for fire brigades based more than 16 kilometres from Melbourne. The CFBB officially came into being on 1 January 1891.

In 1926 the Bush Fire Brigades were formed following serious bush fires. Made up entirely of volunteer members, they were administered by the State Forests Department. They had only scant power to carry out fire prevention measures and received little or no financial assistance from the Government.

In 1939 a Royal Commission was established to investigate further devastating and disastrous bush fires across Victoria, and recommended a single firefighting organisation for country Victoria. The devastation of the 1944 fires emphasised the urgency of better coordination of country fire services. Legislation was enacted to establish a single country fire authority and the Country Fire Authority (CFA) began operations on 2 April 1945.

Over the past 57 years CFA has evolved from these informal beginnings to become one of the world's largest volunteer-based emergency services. There are presently 1,228 CFA brigades that service all regional Victoria and the outer suburbs of metropolitan Melbourne, with the exception of Crown land.

In recent times there has been significant growth in CFA's responsibilities for urban and transport risks. CFA has also increased its commitment to community education, awareness and safety programs, and forged close operational relationships with other emergency services and high-risk industries such as commercial forestry.

Since the 19th century, brigades have been strongly supported by their local communities. This tradition continues today, and is supported with CFA's considerable organisational infrastructure, ensuring brigades can respond to the fire safety and emergency management needs of the Victorian community.

# CFA Profile

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The Authority is constituted under the Country Fire Authority Act 1958. CFA operates within the State Government portfolio of the Minister for Police and Emergency Services. As a community service organisation, CFA's people operate as an integrated team of volunteers and career staff, supported by central and regional infrastructure.

CFA's organisational structure comprises a Melbourne based headquarters, together with 11 Areas, 20 Regions, 143 Groups and 1,228 brigades. CFA provides the following services:

State-wide fire and related emergency coordination, including:

- wildfire suppression
- structural fire suppression
- transport related fire suppression
- road accident rescue
- hazardous materials transportation and storage incidents
- technical rescue
- forest industry brigades
- industrial accident response
- other emergency activities including flood assistance
- technical services including building code related inspections and post incident investigations
- fire safety input planning for major community risks and fire prevention and land use planning at municipal level
- community awareness, education and safety programs.

CFA works in close partnership with industry and community groups in high-risk areas to increase awareness of fire prevention and develop risk minimisation programs.



# CFA at a glance ...

as at 30 June 2002

## Brigades

Brigades	1,228
Groups	143
Community Fireguard groups	938
Fire stations with career staff	21
Road Accident Rescue brigades	23
Forest Industry Brigades	25

## CFA people

Management and support staff	724
Career firefighter positions	405
Total volunteers	57,985
<b>Total CFA people</b>	<b>59,114</b>

## Incident management

Total number of incidents (2001/02)	34,139
Total number of brigade turnouts (2001/02)	58,641

## Vehicle fleet (fire and emergency)

Tankers	1,282
Pumpers	236
Aerial appliances	7
All terrain	3
Rescue units	28
Hazardous Materials Incident units	9
Mobile Control units	6
Quick Attacks	7
Protective Equipment units	6
<b>Total CFA vehicles and appliances</b>	<b>1,584</b>
Brigade-owned vehicles	701
Staff transport vehicles	374
Portable equipment	1,484

## Communications infrastructure (approx)

Base radios	1,030
Mobile radios	5,268
Portable radios	2,629
Pagers	12,517
Satellite terminals	57
Emergency Reporting System Interceptors	8,194
<b>Total communications items</b>	<b>29,695</b>

## Buildings and land

Urban fire stations	252 *
Rural fire stations	1,023 *
HQ and offices	23
Training grounds	7
Mechanical workshops	13
Communications workshop/store	1
Protective equipment workshop	1
Residences	22
<b>Total buildings</b>	<b>1,342</b>

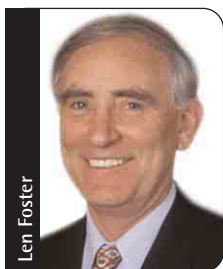
## Land holdings

Owned by CFA	812
Leased by CFA	554

## Financial (\$m)

Total revenue (2001/02)	171.9
Total expenditure (2001/02)	149.4
Total assets (non-current)	343.8
Value of buildings and leasehold improvements	161.5
Value of land owned by CFA	37.4
Value of vehicles	106.0

\* Some stations house two or more brigades, some brigades have one or more outlying stations



# Chairman's Report

Dear Minister

On behalf of the Board, I am pleased to report on the activities of CFA and the administration of the Country Fire Authority Act 1958 (CFA Act) for the year ended 30 June 2002.

The past year has been one of continued activity for CFA with considerable progress made in addressing safety and operational change to set a solid foundation for future improvements in service levels. This was achieved against a background of relatively high activity levels despite a generally milder summer season which resulted in a significant decrease of 14% in overall vegetation fire activity during the summer months. As a consequence, the number of days for which a Total Fire Ban were declared was reduced compared to last year, with no Total Fire Bans declared for the whole of the State. However, some areas of the State, particularly the Goulburn-Murray and North Central areas, experienced higher fire conditions and recorded an increase of almost 20% in summer fire activity.

Despite an overall decline in vegetation fires, the total number of incidents remained at a high level, almost at the record levels of last year. Of particular note was the increase in road accident rescues, which increased by 9% over last year. Excluding false alarms and good intent calls, around one in four incidents attended by CFA personnel involved road accident and other rescues, and hazardous materials, demonstrating that CFA is more than simply an emergency fire service.

While false alarms and good intent calls declined by 3%, the number of false alarms as a proportion of total incidents remains at unacceptable levels - representing a large unproductive commitment of around one in every five call outs. Measures are being taken to reduce the number of false alarms, particularly those related to faulty alarm equipment, careless and inappropriate behaviour in the vicinity of alarms, and malicious calls.

With the moderate Victorian summer fire season, we were able to deploy substantial resources to assist in fighting major wildfires in central NSW and the ACT. We carefully balanced the need for emergency resources on stand-by in Victoria with the urgent need for assistance in NSW and consequently committed a total of 2,794 CFA firefighters and 80 appliances from Christmas Day to 7 January 2002. Their high standards of professionalism, efficiency and safety was recognised in a subsequent review, and their willingness to forgo their Christmas and New Year festivities with their families to assist in another state is very commendable and a reflection of the commitment and selflessness of our people.

CFA is not only increasingly engaged in more diverse emergency services, but is a vastly different organisation from what it was a decade ago. We have the same spirit and commitment to the protection of the Victorian community, and the same volunteer ethos that has formed the backbone and soul of CFA since its inception. We have placed much greater emphasis on training, safety, and equipment. We have improved communications and are much more consultative with our members and the Victorian community. We are instilling a focused risk management approach in our community safety and incident control activities. We have introduced more effective business models and processes. This has led CFA to be a very professional service.

Our annual plan reflects the way we have changed in recent years, and provides the basis for identifying and prioritising issues and actions we can take to continually enhance our service to the Victorian community and our members within the context of dynamic social, economic and demographic change. The Board has established its key priorities that form the basis of the annual plan, and regularly monitors and reviews performance.

Our focus during the past year, and in the years ahead, is on improving firefighter and community safety, improving operational readiness and effectiveness, and the efficient use of finite resources, both human and capital. As this report demonstrates, we have recorded significant milestones in meeting

*Chairman's report continued*

the Board's strategic priorities and these are continuing to consolidate CFA's position as a leading world-class emergency service.

Our annual plan is ambitious and requires a careful balance between maintaining effective on-going operational services and undertaking new additional, albeit complementary, activities. This has placed considerable challenges on our people and, while much remains to be done, our success is a credit to them all.

Resource constraints in meeting our priority outcomes have been significantly enhanced through additional funding provided through the State Government's Strategic Resource Initiative (SRI). Traditionally we have implemented improvements to our community service levels through statutory funding contributions. This has often limited the capital needed to meet identified priorities and has often resulted in delays or deferment of essential projects as we balance the need to maintain existing service requirements. Without additional funding, we were faced with a continual 'backlog' in our efforts to initiate many of the programs that would enhance the efficiency and effectiveness of our services.

The SRI involves total funding of \$97.4 million over four years, of which a total of \$35.15 million was allocated during 2001/02. This was allocated to agreed priority projects which include volunteer support, firefighter recruitment, new land, buildings, personal protective clothing and equipment, training and safety programs. Progress of these projects is provided in this report.

Under the provisions of the CFA Act, statutory funding contributions are made by the State Government and insurance and other companies, and amounted to \$160.2 million for the past year. Statutory contributions formed the majority of our total revenue for the period which increased by 10.2% over last year to \$171.9 million. Our expenses from ordinary activities totalled \$149.4 million, an increase of 4.8% over the same period last year.

## Board changes

Three new Board members were appointed during the year to replace retiring members whose terms of office expired. As mentioned in my report last year, Robyn Hale and Robert MacLennan were appointed on 17 July 2001 following the retirement of Holford (Tiger) Wettenhall and Ron Schultz. In addition, Jan Boynton was appointed on 7 November 2001 following the retirement of Richard Rawson who made a valuable contribution to the CFA Board over a period of eight years. Our new Board members have brought new skills to the governance of CFA which complement our commitment to change and professionalism in the way we conduct our business.

In conclusion, I commend the efforts of all CFA's people. Members of the Board have given their time and expertise to the strategic direction and success of CFA. The Victorian Urban Fire Brigades' Association and the Victorian Rural Fire Brigades' Association have continued to be most supportive, and the contribution of their senior personnel is acknowledged and very much appreciated. Our staff have developed and implemented strategies into productive outcomes. Our volunteers have continued to demonstrate high levels of dedication, professionalism and commitment in meeting our obligations for the safety of the communities we serve. It is through the combined efforts of all in the 'CFA family' that we have recorded another successful year and continue to set the foundations for future efficiencies and effectiveness.

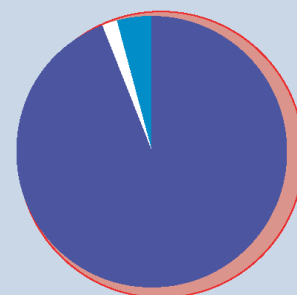


Len Foster  
Chairman

# Financial summary

## Revenue 2001/02 \$171.9 million

■ Total Government and statutory funding	\$161.6m
■ Sales of goods and services	\$3.1m
■ Other revenue	\$7.2m
<b>TOTAL</b>	<b>\$171.9m</b>



### *Total Government and statutory funding*

Under the Country Fire Authority Act 1958, CFA receives funding of annual estimated expenditure through the State Government, insurance companies (through insurance premiums) and from other companies under Section 80A of the Act. During 2001/02 these contributions totalled \$160.2 million, comprising \$35.1 million from the State Government, \$121.0 million from insurance companies, and \$4.1 million from other companies.

### *Other revenue*

Other revenues during the year totalled \$7.2 million from a number of sources including the Transport Accident Commission, the Commonwealth Government, interest, and public donations.

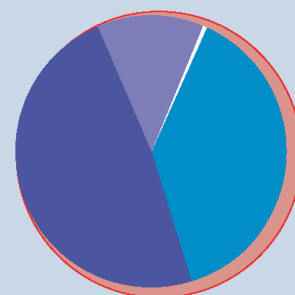
### *Sales of goods and services*

CFA received \$3.1 million during the year from the provision of goods and services to external bodies. These include the provision of external training services, fire protection fees, alarm monitoring, dangerous goods inspections, and hazardous materials incidents.

Financial summary continued

## Expenses 2001/02 \$149.4 million

■ Employee benefits	\$72.1m
■ Depreciation and amortisations	\$19.0m
■ Borrowing costs	\$0.7m
■ Other expenses	\$57.6m
<b>TOTAL</b>	<b>\$149.4m</b>



### Employee benefits

During 2001/02 \$72.1 million was spent on salaries and other employee expenses such as superannuation, payroll tax, WorkCover premiums and employee support activities.

### Depreciation and amortisation

The cost or valuation of CFA's assets, including land, buildings, leasehold improvements, vehicles, plant and machinery totalled \$343.8 million. Depreciation totalled \$19.0 million during 2001/02.

### Borrowing costs

Interest payments on loans with Treasury Corporation of Victoria totalled \$725,000 during 2001/02.

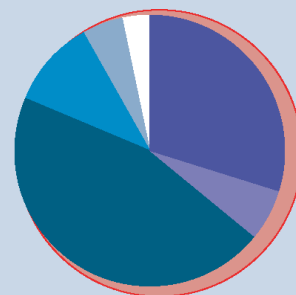
### Other expenses

CFA spent \$57.5 million on general operating costs and other expenses during 2001/02. These included motor vehicle running costs (\$4.7 million), communications and alarms (\$7.8 million), training (\$3.4 million), uniforms and equipment (\$6.7 million), aircraft hire (\$2.9 million), buildings and other operating and maintenance costs (\$13.9 million) and other volunteer and brigade support expenses (\$2.6 million).

Financial summary continued

## Assets (at 30th June 2002) \$355.5 million

■ Vehicles	\$106.0m
■ Plant, machinery and equipment	\$21.4m
■ Buildings and leasehold improvements	\$161.5m
■ Freehold land	\$37.4m
■ Capital works in progress	\$17.4m
■ Current assets	\$11.8m
<b>TOTAL</b>	<b>\$355.5m</b>



### *Vehicles (\$106.0 million)*

After depreciation, the value of CFA vehicles totalled \$106.0 million. Of these, CFA-owned vehicles are valued at \$89.0 million and brigade-owned vehicles are valued at \$17.0 million.

### *Plant, machinery and equipment (\$21.4 million)*

This includes computer hardware, software and licence fees, and communications equipment to a total value of \$21.4 million.

### *Buildings and leasehold improvements (\$161.5 million)*

The value of CFA-owned buildings or improvements made to leasehold buildings totalled \$161.5 million.

### *Freehold land (\$37.4 million)*

The value of land owned by CFA totalled \$37.4 million.

### *Capital works in progress (\$17.4 million)*

At the end of the year, the value of expenditure on capital works such as land, buildings, firefighting vehicles and plant, machinery and equipment but which were not yet completed totalled \$17.4 million.

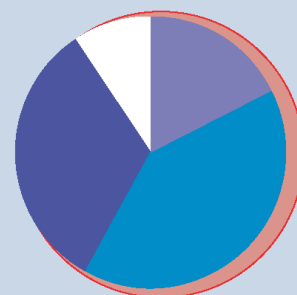
### *Current assets (\$11.8 million)*

This includes inventories and goods held in store (\$4.9 million), money owed to CFA (\$5.5 million), and cash in bank and prepayments made by CFA (\$1.3 million).

Financial summary continued

## Liabilities (at 30 June 2002) \$48.7 million

Borrowings	\$8.5m
Employee entitlements	\$19.7m
Goods or services not yet paid for	\$15.9m
Provision for volunteer compensation	\$4.6m
<b>TOTAL</b>	<b>\$48.7m</b>



### *Borrowings (\$8.5 million)*

There is a core borrowing facility from Treasury Corporation which provides CFA's short to medium term cash requirements. At 30 June 2002 these borrowings totalled \$8.5 million.

### *Employee entitlements (\$19.7 million)*

A total of \$19.7 million is accrued for annual leave and long service leave payments to staff. Some of this will become payable at a future date.

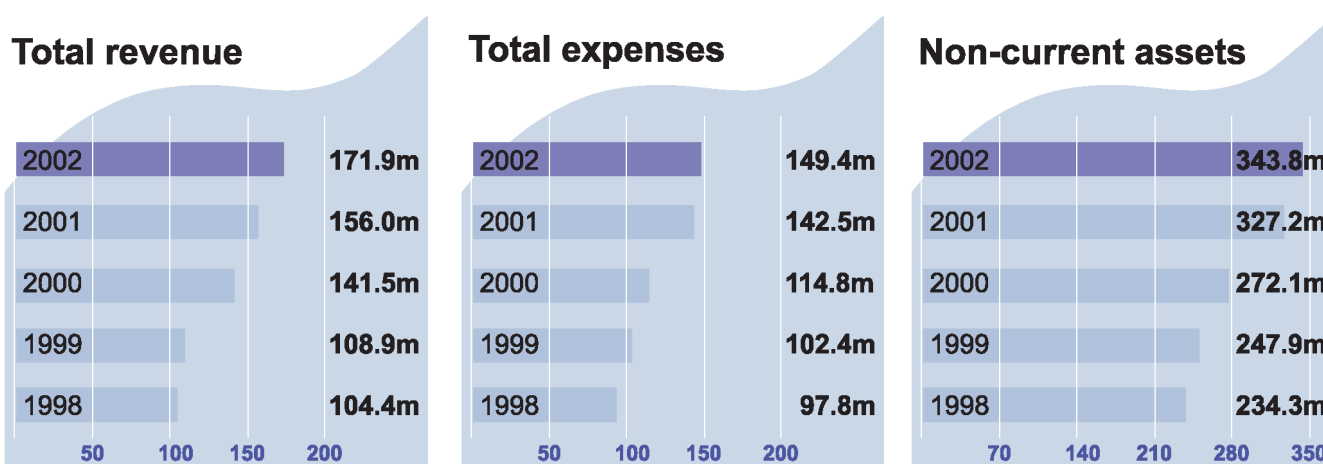
### *Goods or services not yet paid for (\$15.9 million)*

At the end of the year a total of \$15.9 million was owed for goods or services already provided but not yet paid for.

### *Provision for volunteer compensation (\$4.6 million)*

Based on previous claims and actuarial estimates, a total of \$4.6 million has been put aside to allow for compensation for injuries to volunteers in previous years.

Financial summary continued



In 2001/02 CFA's revenue totalled \$171.9 million. Over the past five years revenue has increased by almost 65%, reflecting increased activity levels and significant improvements to firefighting infrastructure throughout the State. Revenue over the past two years reflects SRI funding.

During the year, CFA's expenses totalled \$149.4 million. Expenses over the past five years have increased by almost 53%. During 2001/02 expenses represented 87% of total revenue, compared to 91% in 2000/01. The significant increase in expenses for the past two years reflects the SRI programs for improving operational preparedness, skills enhancement and volunteer support activities.

*Important note:*

*Each year, the contributions received from the State Government and insurance companies provide funding for that year's recurrent expenditure and capital works. These contributions are classified as revenue. After deducting recurrent expenses for the year, CFA's net result is determined. This net result is utilised as the major source of funding for the CFA capital program. In 2001/02, CFA's net result was a surplus of \$22.5 million.*

Non-current assets include all infrastructure – the value of land, buildings, vehicles, plant, machinery and equipment, and capital works in progress. The total of these assets at 30 June 2002 was \$343.8 million. Over the past five years, the value of CFA's non-current assets has increased by almost 47% which includes revaluations.



# Summary of key achievements

for the year ended 30 June 2002

## Board priority 1:

### *Management and leadership*

- Introduced the Business Improvement Program to improve processes, align CFA to the annual plan, improve governance, increase productivity and reduce costs.
- Introduced the SAP finance system to integrate disparate financial systems, enhance project tracking capability and provide quicker access to better information.
- Continued progress with review of Chief Officer's Standing Orders and Standard Operating Procedures to reflect dynamic changes in our operating environment.
- Developed Risk Online website to assist with identification and analysis of risk.
- Developed a process that assists brigades to address risks and their treatments in their local communities.
- Developed a brigade planning and reporting software program to assist brigades with their management plans, catchment plans and individual work plans.
- Introduced a new appraisal system for career staff to more clearly define accountabilities and outcomes, and succession plans for all pivotal senior and middle management positions.

## Board priority 2:

### *Balancing capacity and service (product) range*

- Commissioned 48 new appliances and completed 24 buildings and nine land purchases.
- Improved radio communication coverage and alerting systems.
- Improved operational effectiveness through stronger relationships with other agencies, including MFESB, DNRE and SES.
- Developed a draft Recruitment, Retention and Recognition Strategy for volunteers to ensure we maintain an effective operational strength.
- Established a joint CFA/DNRE aircraft unit to provide effective support to regions during the summer fire season.

- Successfully implemented the State Government's Strategic Resource Initiative projects to improve operational effectiveness, enhance skills and provide volunteer support.
- Reviewed brigade-owned vehicles policy and procedures.
- Developed and implemented a long-term asset management strategy to provide a structured demand analysis process for our continuing significant investment in assets.

## Board priority 3:

### *'Safety First' culture*

- Introduced a comprehensive 'Safety First' program to improve safety and create a heightened safety culture across CFA.
- Continued major issues of personal protective equipment, especially boots and clothing.
- Achieved a significant reduction of 24% in compensation claims and a 50% reduction in WorkCover premiums.

## Board priority 4:

### *Community and external relationships*

- Developed tools and guidelines to assist people undertaking wildfire assessment.
- Commenced remapping of significant wildfire risk areas.
- Commented on 3,360 planning development applications.
- Developed a draft environment policy and strategy.
- Conducted a review of best practice and an audit of all Municipal Fire Prevention Plans.
- Introduced Major Hazard Facilities.
- Provided support for more than 426 brigades through Brigade Administrative Support Officers.
- Increased the number of Community Fireguard Groups by 9% to 938.
- Conducted 428 street meetings, 271 community meetings, 88 special interest presentations and 502 Community Fireguard meetings as part of our summer fire awareness program.



Summary of key achievements continued

- Established five new Forest Industry Brigades, making a total of 25 now operating across the State.
- Conducted 671 primary school fire awareness lessons through the Mobile Education Unit.
- Counselling 207 referrals under the Juvenile Fire Awareness and Intervention Program.
- Provided opportunities for youth development through the Youth Crew Program which now covers 37 schools, and the Junior Volunteer Development Program which has a membership of 1,563 juniors in 136 brigades.
- A total of 1,345 firefighters now trained under the Mutual Aid training program.
- Developed six new career staff development programs and conducted 35 programs to support the Business Improvement Program.
- Conducted training sessions in cross-cultural awareness for 10 brigades within culturally and linguistically diverse communities.
- Developed the 'Fire Safety Inspection Course' and conducted pilot courses in five Regions.

## Board priority 5:

### 'One CFA'

- Issued personalised Certificates of Appreciation to all volunteers as part of the International Year of Volunteers.
- Introduced the Volunteer Charter to define the rights of volunteers, particularly in CFA decision-making processes and provide the basis for their future relationships between Government and CFA management.
- Developed the Volunteer Code of Conduct as a statement of behavioural principles, expectations and ideals.
- Enhanced communications with brigades through the Brigades Online website.

## Board priority 6:

### Training and development

- Completed 50% of the five-year Minimum Skills program, with wildfire subjects now 65% complete.
- Continued development of on-line CD-ROM training resources, with Wildfire Firefighter Skills profile materials now available on-line.
- Trained 802 Crew Leaders and 141 Strike Team Leaders.

## Board priority 7:

### Organisational structure

- Commenced a comprehensive organisation design review to examine the current structure of Directorates and Areas and how we can best meet the challenges of the next three to five years.
- Restructured the functions of the Business Planning & Review Directorate, eliminating the Directorate and reallocating some of its functions to other Directorates.
- Concluded a review of operational Areas as part of the Organisation Design Review.
- Commenced a review of brigade classification to identify future infrastructure and human resource needs for each brigade.
- Commenced a review of rationalisation of joint committees and the number and structure of internal committees.

# Achievements against 2001/02 annual plan

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# Board priority 1: Management and leadership

*Achieve effective leadership and best practice management to CFA at all levels, including the processes and people required to achieve this.*

## Business Improvement Program

The Business Improvement Program (BIP) is an integrated suite of tools that provides the framework for the delivery of quality customer focused services and continuous improvement of all CFA's processes. It includes:

- a quality management system;
- a safety management system to Australian Standards;
- an environmental management system;
- Investors in People;
- a values program;
- benchmarking; and
- self assessment.

These tools are used as a holistic approach for managing the entire organisation and improve our processes; aligning the organisation to the business plan; improved governance through simple, structured policies; higher levels of customer satisfaction; increased productivity; and to provide cost savings.

As part of its implementation, we have appointed and trained a Quality Champion in each Area and Directorate. Their role is to facilitate the introduction of quality.

The BIP process involves almost every aspect of our organisation, and results are beginning to be reflected in our achievements for the year described throughout this report.

## SAP Finance System Project

Following a review of our multiple finance systems, we decided to implement the SAP Finance System, based on the MFESB SAP template. The project commenced in December and was ready for implementation from 1 July 2002.

The benefits of the SAP Finance System include the integration of 14 previously separate finance systems into one system accessible across CFA, as well as enhanced project tracking capability. The system also provides a wide variety of reporting options, leading to quicker access to better information for more informed decision-making.

Although the system is now operational, significant work remains to be done to ensure we are able to exploit SAP's functionality to further improve our financial processes and the quality of our financial information.

Board priority 1 continued

## Chief Officer's Standing Orders and other operational policies

The review of Chief Officer's Standing Orders and Standing Operating Procedures progressed during the year. Involving some 150 documents, more than 50% have been drafted and are now subject to review.

With extensive changes to our operating environment over time, this review involves identification of all issues necessary for effective operations and captures a number of issues not previously documented. It also involves streamlining documentation and maintaining consistency between documents.

In line with the Volunteer Charter, the review involves an extensive consultation process throughout CFA, including volunteer associations and unions.

## Integrated and systematic risk management approach

During the year we developed a website, Risk Online, designed as a tool to assist with the identification and analysis of risk. Risk Online provides information, scaled to each brigade level, that identifies factors contributing to risk in their areas, and includes social, demographic, topographic, weather and information related to the built environment.

We have also developed a process that applies risk management principles relative to CFA's needs and a matrix of treatments available to brigades that addresses risks in the community, linking them to the relevant risk environment and hazard.

In response to the Discussion Paper on a Model of Fire Cover for Victoria issued by the Office of the Emergency Services Commissioner, CFA has prepared a submission that advocates a holistic risk management approach. We are part of a stakeholder reference group assisting in developing a draft conceptual Model of Fire Cover.

## Operational reviews

Operational analyses were conducted on significant incidents during 2001/02 as follows:

11 September	Lammatina's vegetable processing plant fire, Wemen
December/January	NSW/ACT fires
28 January	Cattle station fire, Clunes
18 March	Glenaroua fire

In addition, a CFA investigation was conducted into a firefighter fatality at Rockbank on 19 December 2001. We are continuing to cooperate with ongoing Victorian WorkCover Authority and State Coroner investigations into the death.



Board priority 1 continued

## Community safety post incident analysis

Continuous improvement of our risk management approach to community safety relies on research into community needs and evaluation of specific community safety risk management treatments. The analysis may also include identification of a need for modification and development of treatments. Over the past fire season, we conducted community safety post incident analysis of five incidents:

30 January	Cattle Station Hill	Firebreak effectiveness
30 January	Redlyon (Talbot)	Firebreak effectiveness
14 February	Mena Park	Firebreak effectiveness
14 February	Watgania	Firebreak effectiveness
18 March	Glenaroua	Community preparedness and response; firebreak effectiveness; house survival

## Brigade planning and reporting for community safety quality assurance

A brigade planning and reporting software program has been developed to provide an integrated and flexible tool for producing Brigade Management Plans, Brigade Catchment Plans and individual work plans that integrate into various reporting levels.

## Appraisal systems and succession planning

During the year a new performance appraisal system was introduced for career staff. This new appraisal system is designed to improve and more clearly define accountabilities and outcomes, and its introduction was supported by 24 training sessions.

Effective succession planning is essential to ensure continuity of key operational and policy management functions, and to identify personal opportunities for career progression within CFA. To meet these objectives, succession plans have been developed for all pivotal senior and middle management positions. As part of this process, a succession planning policy was developed, pivotal positions identified, and senior, middle and frontline management capabilities established. During 2002/03 the process will evolve to include assessment centres for personnel involved in the succession plan.

# Board priority 2: Balancing capacity and service (product) range

*Ability to plan for and balance performance expectations and service delivery standards with the range of services CFA should realistically take on and deliver, with the capacity to forecast, organise and apply resources necessary to achieve this balance.*

## New and upgraded appliances, fire stations and communications

### Appliances

During the year a total of 48 new appliances were delivered and commissioned. Twenty-six of these involved funding through the State Government's Community Safety Emergency Support Program (CSESP) which provides funding on a commensurate basis to that provided by the community. This funding provides the chassis and cabin for brigade-owned vehicles, and CFA provides the appliance fit-out. To address delays and competing priorities, the SRI program is providing additional funding. In addition, a total of four 3.4D Tankers were provided directly through SRI funding.

Type 3.4D Tankers	26
Type 3.2D Tankers	14
Type 1500, 4WD Tankers	6
Type 3 Medium Pumpers	2
<b>Total appliances delivered</b>	<b>48</b>

### Fire stations

During the year we continued to improve facilities through the construction of new fire stations, the enhancement of existing stations and the provision of land for future stations. A total of 24 buildings and nine land purchases were completed.

#### 2001/02 Capital works program (work completed)

Area	Buildings	Land
Barwon-Corangamite	Port Campbell	Cobden Lara
Gippsland	Sandy Point	
Goulburn-Murray	Baileston Balmattum Heathcote Murchison Taggerty	Shepparton
Midlands-Wimmera	Jeparit Kaniva Smeaton Torrumbarry	
North Central	Korong Vale Maiden Gully Newbridge Strathfieldsaye Wedderburn	
North East	Harrietteville Tallangatta	
North West	Kerang	
Outer Metro Norwest	Caroline Springs Sunbury (satellite)	Diamond Creek Greenvale
South West	Wando Vale	
Westernport		Carrum Mornington
Yarra	Lilydale	Hurstbridge Scoresby

Board priority 2 continued

## Communications

### *Improved radio coverage*

Communication systems continue to be an issue in maintaining and improving operational efficiency.

We continued to address radio coverage deficiencies in black and brown spot areas and installed radio repeaters at Ben Nevis and Cherrymount to improve signal strength. CFA began installing radio repeaters last year and this is enhancing command channel capability for incident management.

All Regions have now been provided with transportable radio repeaters to assist with establishing radio command channels at incidents. These are especially valuable in locations where brown or black spots are known to exist. While permanent, fixed repeaters cannot be installed at all these locations due to the high costs involved, the transportable repeaters have proven their flexibility and worth at incidents in NSW and at Talbot.

We also completed a major upgrade of communications in the North West which has significantly enhanced coverage.

### *Coordination of State-wide communications*

In July 2001 the State Government approved the state-wide Integrated Public Safety Communications Strategy (SIPSaCS) which is an integrated program to coordinate the communications of all Government agencies.

CFA is working closely with BEST, SES and RAV to implement the Emergency Alerting System (EAS) which is part of the SIPSaCS program. EAS will replace fragmented and disparate forms of alerting systems to provide CFA with a consistent and improved level of alerting performance across the State. Expressions of interest are currently being sought prior to development and implementation.

### *Emergency Alerting System*

Known as EAS, this project is intended to provide mobile alerting to staff and volunteers throughout the State. It will fill a significant gap in our ability to reliably alert CFA members to incidents. During the year we established a Project Steering Group to oversee the project's introduction into CFA, as well as a User Reference Group to ensure key stakeholders are kept fully informed.

It is expected that tendering and contract negotiation processes will not be completed until 2003, with infrastructure deployment and initial services offered in 2004/05.

### *Interim Alerting Systems program*

Previously known as the Regional Volunteer Alerting Program, this was delayed to ensure effective integration with EAS. Four projects commenced during the year in areas of high activity in rural Victoria – Bendigo, Morwell-Traralgon, Wangaratta, Warrnambool and their surrounding areas.

New plans are underway for additional projects at Mildura and Wodonga.





*Board priority 2 continued*

## Improved operational effectiveness with other agencies

We have continued to build stronger relationships and improve communications with other agencies which are resulting in improved operational effectiveness.

Inter-agency support and cooperation continued under agreements with MFESB and DNRE, including the CFA/MFESB Mutual Aid Agreement in the critical outer metropolitan boundary. During the year, review of the Memorandum of Understanding governing Mutual Aid was undertaken.

Under the auspices of the Emergency Services Commissioner, we have reviewed road accident rescue arrangements in Victoria. This review has involved close consultation with SES and MFESB. We were also active participants in the State DNRE conference which focused on joint incident management teams and the planning of incident control centres. Similar joint meetings were held with DNRE at an Area level.

We have also developed with DNRE readiness and response plans. These will be in place at local Area level by the beginning of the 2002/03 summer fire season.

## Volunteer recruitment and retention

Volunteers are the lifeblood of CFA and considerable effort is made to ensure we maintain an effective operational strength that meets community expectations for a safer community.

During the year, a number of key projects have been combined through the development of a draft Recruitment, Retention and Recognition Strategy. In particular, the Members Benefits Program was launched, providing staff and volunteers with access to a range of savings and discounts to a range of products and services. Individual Member Benefits identification cards were distributed to all members.

This new strategy brings together a range of existing and new initiatives to ensure that we have an integrated and holistic approach to the recruitment and retention of our members. Stakeholder input to this draft strategy is currently underway.

## Joint CFA/DNRE aircraft unit

During the year, we worked closely with DNRE to establish a joint State Aircraft Unit (SAU), which was operational during the 2001/02 summer fire season. The SAU has developed standardised operating procedures and protocols for deployment and operations of aircraft by both agencies and to ensure safe operations. This unit is continuing to review and develop operational protocols and procedures to ensure effective support to Regions.

Board priority 2 continued

## The State Government's Strategic Resource Initiative projects

For some years, we have been endeavouring to improve our community service levels through statutory funding contributions. This has often resulted in the deferment or delay of essential projects to maintain existing service requirements. In 2000, the Victorian State Government announced additional funding of \$97.4 million over four years, known as the Special Resource Initiative, for agreed priority projects. In 2000/01 this amounted to \$27.5 million, and during 2001/02 totalled \$35.15 million.

The following projects were undertaken under this special funding program during 2001/02:

### Objective: Improving operational preparedness

<i>Program</i>	<i>Progress (at 30 June 2002)</i>
Firefighter recruitment	100 recruits trained and in place by May 2002. Fire Station fitout and appliance stowage programs underway and 58% complete. 6 additional Operations Officers are in place for staff management.
Capital land, buildings and vehicles	9 land projects with six purchases completed to June 2002. 28 building projects of which 18 are contracted and 10 completed. 9 appliance projects of which 4 have been delivered and 5 remain under construction. Overall program involves 52 projects, of which 21 have been completed.
Community support	All 22 planned BASO positions and Co-ordinators and required infrastructure now in place.

### Objective: Skills enhancement

<i>Program</i>	<i>Progress (at 30 June 2002)</i>
Training	Overall 5 year training targets are 50% complete after 2 years of the program. Wildfire subjects covering minimum skills are 65% complete. 49 instructors currently in place. Program on target to achieve planned outputs.

### Objective: Volunteer support

<i>Program</i>	<i>Progress (at 30 June 2002)</i>
Brigade owned vehicles	56 Round Two applications granted Ministerial approval and majority of orders placed. Round Three application process commenced. Program is 25% ahead of original plan with total completion planned for one year ahead of schedule.
Regional volunteer alerting	Project rescoped to better align with and support EAS and CFA's Interim Country Call Taking & Alerting Centre project. Project plans completed for implementation at Bendigo, Morwell-Traralgon, Wangaratta, Warrnambool and their surrounding areas. Program proceeding well following rescoping.
Safety First	Initial firefighter footwear program completed, and Safety First training and other initiatives progressing well with recorded reduction in lost time injuries.
Brigade allowances	Project completed for Year Two with increased financial support provided to brigades.
Rural Fire Station enhancement	33 projects commenced and 18 projects completed. Program is progressing ahead of schedule.
Junior brigade development	120 brigades with approximately 1,600 juniors have registered in the program with further enrolments continuing. Distribution of allowances, uniforms etc well advanced. Accredited training programs for leaders conducted in May 2002.
Volunteer recognition	CFA Member Benefits Scheme implemented with more than 50 partners. Volunteer Charter and Code of Conduct finalised. Planned programs delivered in the period.
Brigade intranet (Brigades Online)	'Connecting Brigades' strategy completed. Phase 2 implementation plan finalised and Phase 3 planning progressing. More than 500 brigades now connected.



*Board priority 2 continued*

## **Brigade-owned vehicles**

During the year we conducted a review of the policy and procedures relating to brigade-owned vehicles. This review has identified issues of high priority, particularly the use of private tankers and fire fighting appliances on the fireground. This issue is being examined during the current year.

## **Long-term asset management strategy**

We have developed and implemented a long-term asset management strategy as part of the introduction of new standards of management, which are designed to increase responsibility and accountability, and to demonstrate open and transparent decision-making. Based on a framework developed by Department of Justice, this strategy provides a structured demand analysis process for our continuing significant investment in assets, and will enable us to respond better to State Government requirements through sound financial planning.

The strategy addresses a number of issues, including the need to sustain asset values and to ensure assets meet the needs of CFA and the communities we serve. It will also assist in reducing demands on CFA funds through better asset utilisation, improved long term planning and increased efficiency with reductions in capital and recurrent expenditure.

# Board priority 3: 'Safety First' culture

*Achieve a 'Safety First' culture across the organisation.*

## Increased focus on 'Safety First' approach

The health and safety of CFA members is our highest priority at all times, and was the focus of considerable activity during the year.

We released our Health and Safety Policy which clearly articulates the Board's and senior management's commitment to health and safety, and our goal to proactively and effectively manage a safe and healthy work environment. It also clearly defines responsibilities and expectations for a 'Safety First' approach throughout all levels of CFA.

A cornerstone of our activities was introduction of the 'Safety First' program. Along with the Minimum Skills training program, this is one of the most comprehensive programs undertaken by CFA in recent years.

The program covers a broad range of activities and the following summarises key achievements and progress during the year:

<i>Activity</i>	<i>Achievements and progress</i>
Plant safety	All plant and equipment at DMO workshops, training grounds and selected RAR brigades have been assessed. Plant assessments of carer fire stations and selected volunteer brigades commenced.
Hazardous substances	All DMO workshops, training grounds and selected stations have been audited to identify chemicals/substances kept on site. Training provided to nominated personnel on Hazardous Substances legislation. Chemical registers being developed, along with processes for appropriate disposal.

<i>Activity</i>	<i>Achievements and progress</i>
Manual handling	Broad range of manual handling assessments completed. Distributed 1,300 manual handling instructional videos. On-shift training on correct lifting techniques conducted at 8 locations. Developed ergonomic vehicle design specifications and office equipment guidelines. Assessment and trial of a range of manual handling improvements for appliances.
Electrical safety	Scoping audits conducted at 30 locations to test and tag equipment, identify amount and type of equipment, and determine condition.
Noise	A range of noise assessments undertaken including various appliance pumps, sirens, DMO workshops and suitability of rural helmets. Trials of noise reduction techniques on selected pumps.
Safety culture	Approximately 60 'Safety First' briefings provided to career personnel. Safety First strategy and action plan supported by the OHS Committee. Distribution of a range of safety posters and bumper stickers, an office screen saver, and publication of regular articles in staff communication publications. AFAC OHS Module 3.01 incorporated into training schedules, draft workbook and learners manual produced and three course completed. Safe Person Approach and Dynamic Risk Assessment packages developed for basic firefighter level, crew leaders and strike team leaders. Basic OHS matters are being incorporated into a new induction package.
OHS management systems	Three audits conducted to Australian Standard for OHS Management Systems (AS4801) to determine level of compliance. Key policies, procedures and audit tools currently being developed to meet AS4801 requirements. Trial of review of all CFA fault reporting processes. OHS legislation provided on-line. Initial process developed for Safe Food Handling to meet legislative requirements. Health and fitness booklet developed and awaiting feedback prior to production. Trial cardiovascular education program for volunteers and career personnel planned for North West Area.
Reporting	Formal processes being developed to report, review and action Lost Time Injury reports.



Board priority 3 continued

## Issue of personal protective equipment

Our 'Safety First' culture involves not only thinking safely and acting safely, but also being safely equipped for the job. As such, the quality and effectiveness of personal protective clothing is an integral component of firefighter safety.

The issue of specially designed wildfire and structural boots commenced in May 2001 and continued throughout 2001/02. The issue of new wildfire helmets was completed in August 2001. In addition, Areas continued to issue operational members with appropriate protective clothing.

### Issues from CFA central stores 2001/02

Level 1 boots (pairs)	13,451
Level 2 boots (pairs)	12,776
Structural coats	1,038
Wildfire coats	2,769
Over trousers	3,181
Braces	2,799
Overalls	4,880
Road Accident Rescue overalls	68

We have also worked jointly with MFESB to evaluate personal protective clothing for structural fires. Appropriate products are being evaluated as part of the structural fire ensemble.

## Occupational Health & Safety

We have witnessed a very positive improvement in our overall safety performance. This is supported by a significant reduction in compensation claims and a commensurate reduction in the WorkCover initial premium for 2002/03 compared to recent years.

During 2001/02, we received a total of 292 compensation claims, representing an overall reduction of 24% over the previous year. Of these claims, 198 were made by volunteers reflecting a decrease of 27% compared to 2000/01 and 21% over the five-year average. Similarly, career staff claims, which totalled 94,

decreased by 18% compared to 2000/01 and 4% over the five-year average, despite increases in the numbers of career firefighters.

Of the claims received, sprain and strain continue to be the most common reported injury (52%). Nevertheless, there was a 20% reduction in the frequency of sprain and strain injuries compared to the previous year which reflects the focus on manual handling prevention activities in the 'Safety First' program.

Analysis of these claims shows that decreased summer fire season activity did not materially impact on this decline in claims. Summer fire activity in the northern areas of the State in fact increased, with a significant CFA contribution to the NSW and ACT bushfires and only a moderate decline in overall incident numbers during the year.

While trends will be continually monitored, this ongoing improvement suggests that the following factors have contributed to this reduction in claims:

- progressive implementation of our 'Safety First' strategy;
- significantly improved training, including Minimum Skills;
- increased safety awareness throughout CFA;
- senior management commitment to safety issues; and
- the issue of personal protective equipment.

Unfortunately two members lost their lives in CFA service during the year. We have provided support to their families and have cooperated with relevant Government agencies in subsequent investigations.

## WorkCover premiums

The proposed initial premium for the 2002/03 period, which is based on claims costs for the previous two financial years claims costs, is \$856,690 (excluding GST). This represents a significant reduction of almost 50% over the previous year's premium and 1.59% of total remuneration compared with 3.26% of total remuneration in 2001/02.

# Board priority 4: Community and external relationships

*Create robust and effective relationships with people who can influence community safety.*

## Community Fire Prevention

### *Municipal Fire Prevention Plan Audit*

During the year we conducted an audit of Municipal Fire Prevention Plans (MFPP) as required under Section 55A of the *Country Fire Authority Act 1958*. The audit involved 63 municipalities in CFA's area of responsibility, 47 of which satisfied the requirements of the current legislation. All of the 16 municipalities that did not satisfy audit requirements have been required to provide a program and timelines to remedy shortcomings.

### *Municipal Fire Prevention Best Practice Review*

A review of best practice in municipal fire prevention was conducted in conjunction with the audit of MFPPs. Four key issues were identified:

- The uptake of 1997 Municipal Fire Prevention Planning Guidelines has been successful, but further simplification is required to make them more relevant to users;
- CFA's business plans and the MFPPs require closer integration;
- Municipal fire prevention planning is generally not inclusive of other stakeholders, and effort is required to integrate with their needs; and
- The functioning of Regional and Municipal Fire Prevention Committees is not meeting the strategic needs of fire prevention planning.

## Land Use Planning

The land use planning system assists us to achieve improved fire safety in the development approvals process undertaken by local government, and ensures that all new land development incorporates improved fire safety elements such as vegetation management, water and access for fire vehicles. New subdivision

developments that involve the creation of a road must provide CFA with the opportunity to comment on or request changes to meet fire safety standards.

In areas that have a significant fire risk, CFA can veto land development if it is deemed to be inappropriate and can require buildings and sites to meet defined safety levels. During the year we commented on 3,360 planning development applications.

In 2001/02 we developed and released tools and guidelines to assist people undertaking wildfire assessment. We also commenced remapping of significant wildfire risk areas and assisted with the preparation of a planning scheme amendment which introduces a new Wildfire Management Overlay: this work formed the basis for all the remaining planning scheme amendments throughout the State.

We also developed and delivered a new accredited course, 'Wildfire Management Overlay Site Assessment'. This course is intended for practitioners who are required to act on behalf of CFA in Section 55 referrals and Section 52 notifications under the *Planning and Environment Act 1987*.

## Environment Program

CFA's Environment Program assists us in delivering our services in an environmentally sustainable way. This also helps us to meet our obligations and, where possible, community expectations for environmental care.

Environmental management is relatively new to CFA. Consequently, the program focuses on learning about key risks and developing guidelines and systems to support CFA staff and volunteers in minimising those risks.

Board priority 4 continued

Key achievements for 2001/02 include:

- development of a draft Environment Policy and Strategy;
- incorporation of environmental issues in the review of Chief Officer's Standing Orders and Standard Operating Procedures;
- awareness of environmental issues and development of solutions via the Brigades on-line website and regular features in Brigade magazine; and
- development of tools and guidelines to help offices reduce waste and energy usage following trails in Barwon-Corangamite Area.

## Fire investigation

Our extensive fire investigation program determines the cause and origin of fires. Key achievements for 2001/02 include:

- issue of interim Chief Officer's Standing Orders and Standard Operating Procedures for fire investigation;
- development of key performance measures for delivery of fire investigation by Regions;
- development of a fire investigation personal protective equipment standard;
- development of an upgraded database for reporting fire fatalities and casualties;
- increased awareness of the fire investigation program through delivery of the CFA Fire Investigation Brigade Awareness package;
- initiation of a safety alert relating to a particular type of gas wall oven, and ongoing liaison with regulatory bodies regarding safety concerns with a number of other products;
- delivery of introductory, advanced and wildfire investigation courses; and
- active participation in Victorian and national fire investigation committees.

## Dangerous Goods

This year saw the introduction of Major Hazard Facilities (MHF). These represent a large and growing body of work with considerable benefits flowing from increased knowledge of sites and their capabilities and preparedness.

We also forged closer ties with MFESB, WorkCover and the Environment Protection Agency as part of the MHF program.

Positive results have been achieved through AFAC, influencing the course of the Australian Transport Code.

## Hazard Mapping for Electrical Line Clearance

Preliminary mapping for the Electricity Safety Act 1998 for the Greater Bendigo and Geelong areas (including the Bellarine Peninsula) was completed.

We have received a commitment from Powercor to fund mapping of the north and north-western irrigated portions of the State.

## Brigade Community Support

### *Brigade strategic planning*

A strategic approach to developing brigade plans against their respective risk profiles is currently being developed and trialed by a number of brigades.

### *Community Education Firefighters*

A number of Community Education Firefighter positions are being created as a result of the Brigade Community Support program. There has been ongoing work to finalise position descriptions and employment conditions for this new role.



Board priority 4 continued

### *Brigade Administrative Support Officers – Catchment Servicing*

A process to migrate the existing program of single brigade support to catchments has also been undertaken, providing for shared support over a number of brigades. The program now provides support for more than 426 brigades throughout the State. Area planning processes will incorporate a continuing review of brigade support needs.

### **Community safety training**

During the year CFA conducted two 'Community Safety in Wildfire' courses to approximately 20 municipal personnel. The course provided specific knowledge and skills to work in a fire prevention role within a municipal council and is designed for Municipal Fire Prevention Officers who work in a wildfire environment and who are newly appointed or who wish to refresh their existing knowledge and skills.

The course is assessed with successful participants being awarded Australian Fire Competencies in Wildfire Behaviour 1, Fire Prevention 1, Map Reading and Municipal Fire Prevention Officers.

### *Community safety training to recruit firefighters*

Community safety training has been provided and integrated into recruit firefighter training courses conducted throughout the year.

### **Seasonal safety programs**

#### *Summer program*

A successful Summer Program was conducted during spring and summer months, targeting areas of high wildfire risk across the State. The program focuses on helping residents recognise how they can protect themselves and their property from wildfire, and the development of bushfire safety plans. The program also encourages the development of Community Fireguard Groups.

During the year the number of Community Fireguard Groups increased by 9% to 938, which is excellent given the low seasonal risk perception in key areas.

#### **Community Fireguard Groups (accumulative)**

1997	156
1998	421
1999	608
2000	701
2001	857
2002	938

The summer program involved a total of 1,289 activities, representing a 29% increase in program activity from that of previous years. It included 428 street meetings attended by 4,904 people, 271 community meetings attended by 6,821 people, 88 special interest presentations attended by 6,248 people, and 502 Community Fireguard meetings. All activities were delivered by brigades which distributed more than 130,000 brochures as part of the program.

Part of the program was aimed at reaching multicultural communities with languages other than English, in particular Arabic, Turkish, Vietnamese and Khmer. Messages concentrated on raising fire safety awareness about burning off rubbish, fire permits, the use of barbecues and the meaning of Total Fire Ban days. A Vietnamese presenter was employed to assist with the Vietnamese community in Robinvale.

CFA and MFESB worked closely with the Office of Gas Safety on an ethnic radio advertisement in 12 languages, raising safety issues regarding the use of gas barbecues.



*Board priority 4 continued*

### *Winter program*

The winter fire safety program was again successfully conducted as a joint CFA/MFESB activity. The key activity was the 'Change your clock, change your smoke alarm battery' campaign which was supported by Duracell batteries (Gillette) which provided funds for advertising and public relations activities, as well the donation of Duracell batteries for distribution by brigades to elderly and disabled community members. The advertising campaign utilised radio and press and included special targeting of multicultural communities.

The campaign demonstrated an effective partnership between the fire services, government and industry, with Duracell reporting significantly increased sales during and after the campaign.

### **Forest Industry Brigades**

Forest Industry Brigades operate under legislation which requires forest plantation companies with more than 500 ha under plantation and within a 25 km radius to establish their own firefighting brigades. These Forest Industry Brigades are trained to standards established by CFA, following which they have the same operational structure as a CFA brigade. Plantation owners finance the running of the brigades, which have access to CFA's expertise, technology and systems.

During the year, negotiations were completed with a number of plantation companies and five new Forest Industry Brigades were registered, making a total of 25 now operating throughout the State. In addition, two further brigades are expected to be registered shortly.

### **Brigade community activities**

In addition to the summer and winter programs described above, brigades have been very active in other important community safety education programs. These include:

### *School programs*

Following successful programs in previous years, brigades continued visits to primary school classrooms to present lessons on a range of fire safety topics. In addition, nearly 17,000 children participated in 671 sessions in the Mobile Education Unit. This unit visits schools throughout the State and complements the work of brigades and teachers in fire education safety.

### *High risk groups*

Brigades were also actively involved in fire education programs to high risk groups in the community. These include training of carers of the elderly in fire prevention and awareness as part of the Isolated Elderly Program which is delivered in partnership with MFESB and carer organisations.

Brigades were also involved in the Early Fire Safe Program which provides fire, burn and scald education to parents of children less than five years of age. This program is delivered by trained CFA and MFESB facilitators.

During the year, there were 207 referrals to the Juvenile Fire Awareness and Intervention Program in the CFA area. The program counsels juvenile fire lighters and is delivered in partnership with MFESB by trained staff and volunteers.

### *Youth programs*

We have provided opportunities for youth development through Youth Crew, a Victorian Youth Development Program (VYDP) in secondary colleges funded by the Department of Education and Training, and the Junior Volunteer Development Program (JVDP) at brigade level.

Both programs are designed to build the confidence, teamwork and leadership skills of young people; they foster positive attitudes towards volunteerism and links with the community through planned programs of activities.



*Board priority 4 continued*

Currently 136 brigades are involved with the JVDP with a membership of 1,563 juniors. In addition, 35 brigade liaison officers representing 83 brigades are involved with the Youth Crew program, which now covers 37 schools.

The emphasis for both programs has been on developing the quality of the programs offered and safety of young people. During the year:

- 460 Juniors and almost 500 Youth Crew obtained Level 1 First Aid;
- 90 brigades attended regional training on program planning and delivery for JVDP leaders;
- 112 young people representing 56 brigades workshopped future directions for JVDP at the second state-wide JVDP Youth Gathering; and
- all brigades involved with JVDP have received overalls, caps, polo shirts and funding.

# Board priority 5: 'One CFA'

*Develop a highly integrated and united workforce, effectively working across boundaries within CFA.*

## Volunteer recognition

During 2001 we formally recognised the valuable contribution of our volunteer members as part of the International Year of Volunteers. Every CFA volunteer received a personalised Certificate of Appreciation signed by the Premier, the Minister for Police and Emergency Services and the Minister for Community Services.

In an effort to enhance recognition of the contribution of volunteers, including those who support them such as families and employers, we have conducted a review of the awards program. This review has been completed, and the final recommendations will be considered for implementation during 2002/03. Award recipients for 2001/02 are listed elsewhere in this report.

## Volunteer Charter and Code of Conduct

In December 2001, CFA and the State Government ratified the Volunteer Charter. The Charter was developed in conjunction with both volunteer associations and members, and provides the basis for future relationships between Government, CFA management and volunteers. It defines the rights of volunteers, particularly in CFA decision-making processes. It is based on a commitment to consult volunteers on any issue that is likely to affect them.

Signatories to the Charter were the Premier, the Minister for Police and Emergency Services, the CFA Chairman and the Presidents of both the VRFBA and VUFBA.

The Volunteer Code of Conduct was finalised during the year following extensive consultation with volunteer associations and volunteer members. The Code is a statement of behavioural

principles, expectations and ideals. It incorporates principles of natural justice and is intended to motivate and assert values that are consistent with those expressed in the CFA Fire Service Star. The Code is a 'living document' that reflects the values of the past, guiding changes in the future and seeking ways to continuously improve all our activities. It is a vision that aims to explain the commitment of experienced members and to guide the induction of new volunteers.

## Brigade communications

Communication with volunteers has been considerably enhanced through the Brigades Online project. The website was launched in July 2001 and provides access to personal and brigade training reports, fire and incident reports, fire restrictions and weather updates, training manuals and course calendars, more than 90 published documents and manuals, OHS and welfare information, as well as other relevant information.

Considerable technological infrastructures have been established to support this service that interacts with our core database and delivers information via a secure connection over the internet.

Participation by brigades and members has been very positive with more than 500 brigades registered at 30 June 2002, and participation evenly distributed across the State. Feedback is very supportive and provides guidance for continual development of the site.

The launch of Brigades Online clearly shows that CFA members are ready to embrace new technologies to manage their brigades more effectively and efficiently.

# Board priority 6: Training and development

*Develop competent people at all levels of the organisation.*

## Training Summit

A training summit was held to improve our approach to training and address concerns expressed by volunteers. This summit included volunteer representatives from all Regions, the Board and management, and was highly successful in reviewing and determining the future direction of training within CFA.

An action plan arising from the summit is being progressively implemented, and includes a new skills recognition program to recognise existing skills and experience of volunteers, thus reducing the requirements for re-qualification.

## Minimum Skills program

The Minimum Skills program is the single most important and complex program undertaken by CFA. The aim of the program is to ensure that all volunteer firefighters possess the required skills for their respective roles and brigade risk profile. Importantly, this also enhances the safety of CFA members.

The five-year program commenced on 1 July 2000 and is already 50% complete with wildfire subjects now 65% complete. We currently have 49 instructors in place and are on target to achieve our five-year objectives. We have also progressed with development of on-line CD-ROM training resources. Wildfire firefighter skills profile materials are currently on-line, and work is well advanced to add low structural skills and HAZMAT awareness materials in 2002/03.

This program involves a major commitment, especially by volunteer members, who have embraced the program with their additional time and commitment.

### Minimum Skills program (status at 30 June 2002)

Program	Total in training 2001/02	Total completed training
Wildfire	21,117	16,394
Wildfire with low structural	5,281	4,585
Wildfire with structure	4,398	108
Structure with wildfire	3,296	37

In addition, 802 Crew Leaders and 141 Strike Team Leaders were trained during the year.

## Mutual Aid Training

Under the Mutual Aid Agreement, CFA and MFESB undertake regular joint operations at fires and incidents along the CFA/MFESB boundary. Brigades falling within the Mutual Aid area and other 'hub' brigades operating in urban environments have been selected as a priority for 'structural' training within the Minimum Skills program.

During the year 24 firefighters completed modules required for this skill level, making a total of 1,345 firefighters in training under the Mutual Aid training program since it commenced in 2000/01.

## Brigade non-operational leadership development

During the year 43 volunteers attended a Challenge program. In addition, 50 participants attended five volunteer leadership programs. Three new training modules were developed for use by CFA by Swinburne University – Dealing with Conflict, Negotiation Skills, and Leadership. These were successfully piloted in Region 13.

## Career staff development

We continued the development of leadership and management skills through the provision of internal training programs and



Board priority 6 continued

attendance at external short courses. A total of six new programs were developed, and 35 programs conducted to meet priority business needs and support the Business Improvement Program.

Thirty-six employees received support through the Studies Assistance Program, ranging from undergraduate through to Masters programs.

During the year we received Federal Government funding to conduct State-wide pilot programs for Workplace English Language and Literacy. These programs are conducted by local literacy providers and will directly support CFA training in Regions and brigades, as well as supporting individuals for their personal development outside the CFA environment.

#### Professional Development Programs 2001/02

Course	Programs	Participants
Project Management*	7	82
Recruitment and Selection	3	39
Train Small Groups	10	120
Plan, Conduct, Review Assessment	12	95
Time Management*	1	15
Coaching for Performance*	1	7
Conflict Management*	7	85
Team Leadership*	1	5
Operations Officers and Managers programs*	3	76
AFAC programs		3
Operations team Development Day*	1	34
International Firefighter Exchange		2
Assessor Skills Maintenance*	1	12
Diploma of Business (Frontline Management) through University of Melbourne*	1	15
<b>Total</b>	<b>48</b>	<b>590</b>

\* New program

A new training framework for operational fire station staff progressed during the year. This included finalisation of skills profiles for each classification, as well as recognition of existing skills against previous auditable training and assessments. This process will continually evolve in partnership with staff and the union.

### Structural Fire Safety

During the year we finalised the 'Fire Safety Inspection Course' and conducted pilot courses in five Regions.

The Built Environment manual has been updated to include new CFA Practice Notes to ensure operational personnel are up to date with current practice and procedures.

### Multicultural training program

Training sessions were held in 'Cross Cultural Awareness' for ten brigades working within culturally and linguistically diverse communities.

# Board priority 7: Organisational structure

*Create a flexible and dynamic structure to deliver CFA's objectives effectively.*

## Organisation Design Review

During the year we commenced a comprehensive review of our current organisational arrangements and structure. This review is examining the current structure of Directorates and Areas, and how we can best meet the challenges of the next three to five years.

The review is being undertaken within a fully consultative process involving staff, volunteers and other key stakeholders.

The Board has established guidelines for the review which include:

- the number of Regions generally is to remain unchanged;
- alignment of CFA boundaries to those of local government municipalities are to be addressed where an identifiable benefit can be demonstrated;
- a reduction of Areas by at least two is desirable;
- Safer Firefighting, and Quality and Safety are to be amalgamated;
- the BEST CAD area is to remain unchanged for the present;
- the new organisation review design is to reflect the Board's priorities and delivery of the new design will be through a correct balance of resources between headquarters and the field; and
- the establishment of the Strategic and Financial Planning Directorate is to be acknowledged.

While this review is continuing through 2002/03, a number of changes have already been implemented:

### *Restructure of Business Planning & Review Directorate*

Following a review and recommendation by the Director of Business Planning & Review, we have decided to eliminate this Directorate and re-allocate some of its functions to other parts of the organisation. This restructure will provide on-going management efficiencies and cost savings for CFA.

### *Amalgamation of operational areas*

As part of the Organisation Design Review, a restructure of operational Areas concluded that four Areas should be amalgamated into two, reducing the number of Areas from 11 to nine. As a result, from 1 August 2002, Goulburn-Murray Area is being progressively integrated with North East Area and North Central Area is now being integrated with North West Area.

This amalgamation is intended to improve operational effectiveness, the allocation of resources and support provided to volunteers. Progress will be monitored throughout 2002/03.

## Review of committees

At its June meeting, the Board agreed to undertake consultation with volunteer associations and the UFU for the rationalisation of a number of joint committees, with a view to introducing a more effective committee structure in October 2002.

Similarly, the number and structure of internal committees is subject to on-going review within the context of our Business Improvement Program.

## Brigade classification

For many years, we have classified brigades as either 'urban' or 'rural', and within these classifications a number of classes of brigades were detailed.

Following progressive implementation of the Minimum Skills program, we are actively considering brigade classification based on the type of risk faced by each brigade. This will identify the infrastructure and human resource needs for each brigade. While there are a number of issues related to implementation of this model, when fully developed it will identify the resource management needs for a range of critical demands within CFA, ranging from training to infrastructure, protective clothing and communications.

# The Year in Review

The following information supplements information provided elsewhere in this report describing achievements and progress in meeting the Board's seven priorities that form the basis for CFA's 2001/02 annual plan.

## Operational activity

Following record activity levels last year, the overall number of incidents declined during 2001/02 by 2%. This decline can be attributed to generally milder summer temperatures and moderate rainfall resulting in a significant reduction in fire activity during the summer months. This is reflected in an overall decline of 14% in vegetation fires throughout the State.

However, drier conditions combined with higher temperatures and low humidity resulted in an increased incidence of vegetation fire in the northern parts of the State, particularly in the Goulburn-Murray and North Central Areas which recorded a 19% and 18% increase in fire activity over last year's record activity levels. As a consequence, the number of days for which a Total Fire Ban (TFB) was declared was significantly reduced, with no TFBs declared for the whole of the State.

We did experience an overall increase of 9% in road accident rescues. Excluding fires, false alarms and good intent calls, approximately one in four incidents attended by CFA personnel involved road accident rescue, hazardous materials and other rescues – demonstrating that CFA is more than simply an emergency fire service.

While the overall number of false alarms and good intent calls declined by 3%, the number of false alarms as a proportion of total incidents remains at unacceptable levels. During the year we responded to 7,636 false alarms, compared to 7,801 in 2000/01, representing around one in every five call outs. False alarms represent a large unproductive commitment of resources and measures are being taken to reduce the number of false alarms,

particularly those related to alarm equipment malfunctions, careless and inappropriate behaviour in the vicinity of alarms, and malicious calls. While false alarms have been grouped with good intent calls for reporting purposes, in subsequent years these will be reported separately.

### Total Fire Ban Days 2001/02

29 December 2001	North West
5 January 2002	North West, North East
11 January 2002	North East
20 January 2002	North West, North East
26 January 2002	North West
27 January 2002	North West
14 February 2002	North West
15 February 2002	North West, South West
18 March 2002	North West, South West, Central, North East

Victoria is divided into five Total Fire Ban (TFB) districts, based on geography and climate.

### Total Fire Ban Days 1999–2002

	Whole of State	Partial
1999	1	4
2000	3	13
2001	6	8
2002	0	9



The Year in Review continued

#### Total number of incidents (by category)

	1998/99	1999/00	2000/01	2001/02	change
Vegetation fires	4,065	4,077	5,712	4,907	-14%
Building fires & fires in buildings	2,885	2,547	2,983	3,046	+2%
Vehicle fires	2,080	1,787	2,187	2,104	-4%
Other fires & explosions	2,921	2,781	3,577	3,691	+3%
Road accident rescues	2,583	2,594	2,712	2,958	+9%
False alarms & good intent calls	9,853	8,757	11,728	11,432	-3%
All other primary incidents	5,627	8,809	6,009	6,001	0%
<b>Total incidents</b>	<b>30,014</b>	<b>31,352</b>	<b>34,908</b>	<b>34,139</b>	<b>-2%</b>

#### Note:

1. Introduction of a new Fire Incident Reporting System (FIRS v2) in November 1997 has significantly improved the accuracy of incident reporting. Comparisons with periods prior to November 1997 are therefore misleading. For this reason, only data for the full financial years subsequent to the introduction of FIRS v2 has been included.

2. The 'All other primary incidents' category includes incidents outside CFA's area and incidents without completed reports. Hence the number of incidents in these categories may differ slightly to those reported in the Productivity Commission Report on Government Services 2003.

3. False alarms have been grouped with good intent calls for reporting purposes. The actual number of false alarms totalled 7,636 for 2001/02, compared with 7,801 in 2000/01. Data segmenting false alarms from good intent calls is only available for the past two years. In future years, false alarms will be shown separately with a three-year comparison.

#### Total number of turnouts by CFA brigades

	1998/99	1999/00	2000/01	2001/02	change
Primary	30,014	31,352	34,908	34,139	-2%
Support	19,347	21,207	26,652	24,502	-8%
<b>Total</b>	<b>49,361</b>	<b>52,559</b>	<b>61,560</b>	<b>58,641</b>	<b>-5%</b>



*The Year in Review continued*

## NSW and ACT bushfires

With the moderate Victorian fire season, we deployed a significant number of resources to central New South Wales and the ACT to assist with major wildfires during December 2001 and January 2002.

Resources were deployed to fires in the Mittagong/Wollongong area, the Hawkesbury, Sutherland, Lane Cove areas near Sydney, and Canberra. We carefully balanced the need for emergency resources on stand-by in Victoria during our peak summer fire season with the urgent need for assistance in NSW and ACT. Consequently, CFA's maximum commitment at any one time was 80 appliances and 800 firefighters, as well as eight Incident Management Teams, a co-ordination team at NSW Rural Fire Service Headquarters in Sydney, and substantial support infrastructure. On some days up to 500 additional personnel were committed in transit either to or from NSW. In all, a total of 2,794 CFA firefighters were in NSW and the ACT from Christmas Day to 7 January 2002.

There was general recognition by NSW authorities of the high standard of training and equipment provided by CFA and, in particular, the value of the extensive wildfire training that has been conducted under the Minimum Skills training program. As part of the continuous improvement philosophy, an operational analysis was conducted to review CFA's participation and potential areas for improvement. This review involved personnel at all levels, including at brigade and strike team level. While a number of potential areas for improvement were identified, the review found that CFA systems, people and equipment performed a very difficult task in a highly efficient, safe and professional manner.

## Service Delivery Standards

As at 30 June 2002 compliance with Service Delivery Standards (SDS) was 89.8% on a rolling 12-month basis. This is based on completed fire and incident reports, where at least one appliance

responded under Code 1 emergency conditions to an incident in a CFA area. Road Accident Rescue, Hazardous Materials, support to external fire services, non-emergency and Hazard Class 5 incidents are not included because of the nature of their response commitment.

While the majority of Areas exceeded SDS requirements, analysis of shortfalls indicates a number of contributing issues. These are being addressed through the current review of a Model of Fire Cover for Victoria being undertaken by the Office of the Emergency Services Commissioner.

During the year we provided a comprehensive submission to the Discussion Paper on a new Model of Fire Cover for Victoria. This submission provided a number of recommendations that would lead to improved fire cover for the State, with more relevant performance outcome measures than simply response times.

## Linton coronial inquiry

The Coronial Inquiry into the tragic deaths of five CFA volunteer firefighters was concluded on 11 January 2002.

The CFA firefighters, Christopher Evans, Garry Vredvelt, Stuart Davidson, Mathew Armstrong and Jason Thomas, lost their lives when overtaken by wildfire near the small Victorian town of Linton on 2 December 1998. The Coronial Inquiry began hearings in July 2000 and involved a total of 98 sitting days with 94 witnesses giving oral evidence, including 67 from CFA. The hearing was one of the longest in Victoria's history, with 10,810 pages of transcript.

The State Coroner Graeme Johnston handed down 55 recommendations for CFA and DNRE, which highlighted a number of risks and problems that needed urgent attention.



*The Year in Review continued*

Before the Coroner handed down his findings, we had anticipated many of the issues raised through detailed operational post-analysis of events and embarked on a comprehensive program to ensure that a similar risk in the future is minimised. This involved identification of systems improvements, firefighter training and an increased focus on fireground safety. Through our preliminary review, we had implemented, or are in the process of implementing, 39 of the Coroner's major recommendations by the time the Coroner's Inquiry concluded. Among these were the major Minimum Skills training program, reported elsewhere in this report, which is accrediting all CFA operational firefighters to Australian Fire Competency Standards.

To ensure that the Coroner's recommendations are carefully considered, a high-level action group has been formed. The CFA Safer Firefighting Steering Committee is focusing on and ensuring that everything possible is done to improve firefighter safety. A workshop was held on 18 March 2002 to address issues concerned with safety on the fireground. This was attended by CFA management, volunteers and staff, the United Firefighters Union, Volunteer associations and representatives of AFAC, DNRE, MFESB and interstate fire services. The workshop identified the five most important issues to create better fireground safety. These issues are changing CFA culture to one of 'Safety First', ensuring senior management's commitment to safety, training and competencies, clarifying fireground and incident management roles, and audit roles, systems and processes for incidents and dispatch.

The Steering Committee has developed an action plan which represents a significant proportion of Operations, Community Safety, Quality and Safety, and Training and Development business plan outcomes. Activities under the plan will involve:

- brigade performance monitoring
- operational performance review and audit processes
- role of Groups
- Safety Advisor role and function
- resource management
- vehicle spray protection project
- quality assurance
- safe person and dynamic risk assessment process
- minimum skills program; and
- community education programs

## Our people

At 30 June 2002, CFA was served by 59,114 members. These include 57,985 volunteers, 405 career firefighter positions, and 724 other staff.

Overall volunteer numbers have declined by 6% compared with last year. Some of this decline can be attributed to a review of our volunteer database that was completed during the year. Nevertheless, the decline in volunteer numbers also reflects significant social, economic and demographic changes that are impacting on volunteer retention.

Several programs are underway to arrest this gradual decline, including continuation of brigade support and recruitment activities and reviews aimed at reducing inconvenience and the workload of volunteers. The valuable contribution of brigades has been recognised during the year through a number of initiatives described elsewhere in this report.

*The Year in Review continued*

During the year, SRI funding provided for an additional 51 career firefighters who support volunteer brigades in meeting increasing demands for our services, particularly in Melbourne's outer-metropolitan growth corridors.

#### Personnel by job type (at 30 June 2002)

<u>Job type</u>	<u>Total</u>
Volunteers	57,985
Career firefighter positions	405
Career support & administration staff	724
<b>Total CFA personnel</b>	<b>59,114</b>

## Equity and diversity

We are now into the second year of our five-year Equity and Diversity strategy, which will enable us to capitalise on the talents, skills and knowledge of all CFA members, and ensure we meet our legislative obligations under Equal Opportunity (EO) legislation.

The focus of our activities during the year has been to increase EO awareness. We continued to conduct EO awareness training across the State, with 713 participants trained during the year. Since 1999/00, a total of 1,394 volunteers and staff have been trained.

With 13 new Contact Officers completing a two-day training program, there are now a total of 47 Contact Officers located across the State to provide support and information to CFA members who may have discrimination or harassment concerns.

## Welfare support

Critical Incident Support and mediation services have continued to be provided across the State as required.

We have implemented a new Work/Life strategy for staff. The strategy contains a range of initiatives which aim to assist staff improve their overall health and well-being, and be better positioned to manage their work and private lives. The strategy was launched with 21 information sessions titled 'Coping with life on the run'.

Support continued to be provided to CFA members and their families involved in the Linton Coronial Inquiry by mental health professionals, chaplains and Critical Incident Stress peers, particularly on the final day of the hearing and the period immediately following.

## Industrial relations

During the year, consultation between CFA and unions continued with facilitated discussions and mutual understandings on a broad range of issues.

Among these, a Memorandum of Agreement was signed in May 2002, following which the deployment of staff in new career fire stations in Outer Metropolitan Melbourne areas commenced.

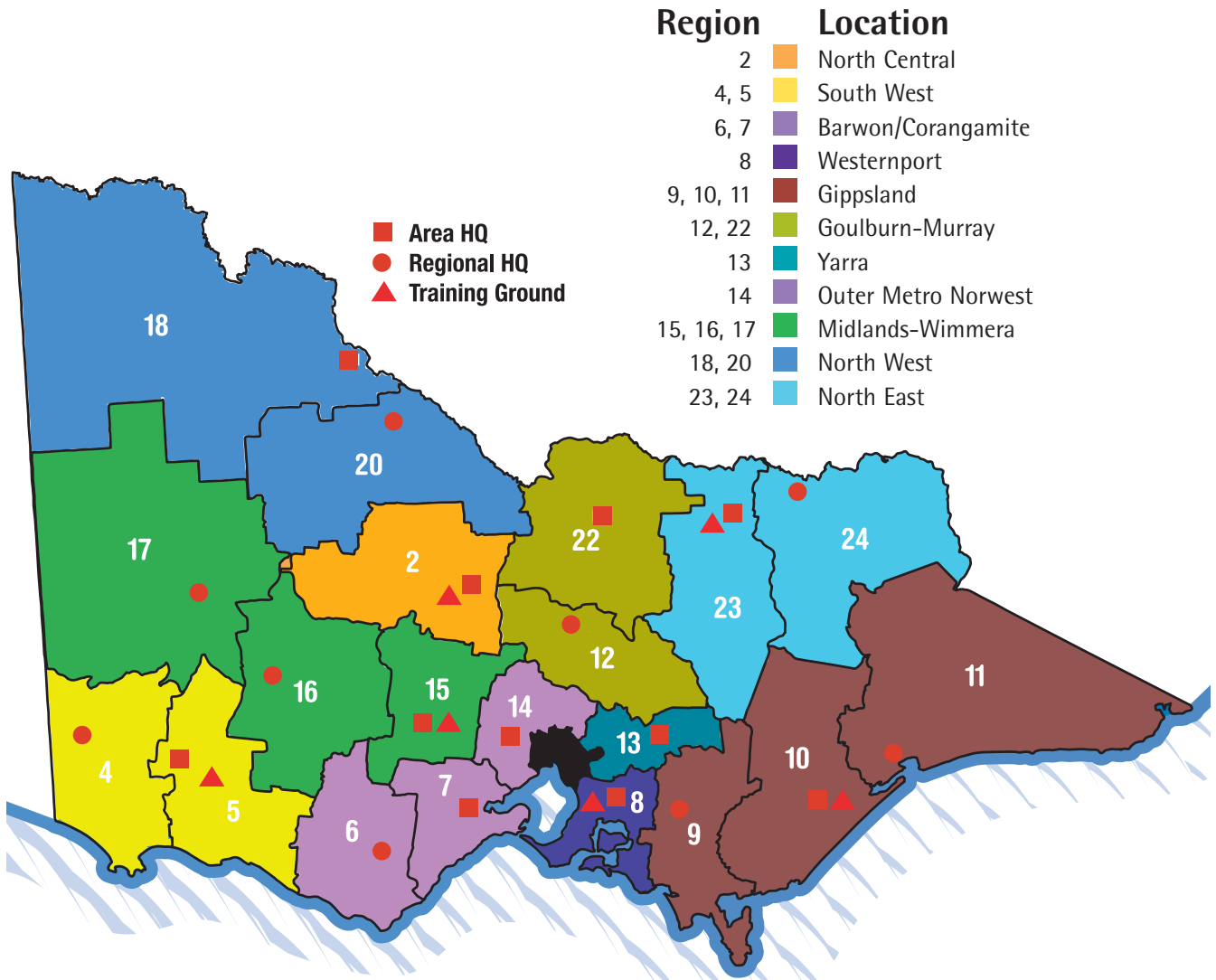
In addition, we have negotiated and finalised with unions an Agreement for District Mechanical Officers and Tower Overseers. This will ensure productive maintenance and repair of CFA equipment as part of the Business Improvement Program, particularly quality certification and the 'Safety First' program.

Negotiations continued on collective agreements for Operations Officers and Operations Managers, and Managers Community Safety. This is now close to being finalised.



# operational regions

as at 30 june 2002



## Fire Stations with Career Staff

Region	Location
2	Bendigo
4	Portland
5	Warrnambool
7	Belmont
7	Corio
7	Geelong City
8	Chelsea
8	Dandenong
8	Doveton
8	Frankston
8	Springvale
10	Morwell
10	Traralgon
13	Boronia
13	Eltham
13	Scoresby
15	Ballarat City
18	Mildura
22	Shepparton
23	Wangaratta
24	Wodonga

## Area HQs & Regional HQs

Region	Location
2	Bendigo
4	Casterton
5	Hamilton
6	Colac
8	Dandenong
9	Warragul
10	Sale
11	Bairnsdale
12	Seymour
13	Lilydale
14	Melton
15	Ballarat
16	Ararat
17	Horsham
18	Swan Hill
20	Kerang
22	Shepparton
23	Wangaratta
24	Wodonga

## Training Grounds

Region	Location
2	Northern District, Bendigo
5	Western District, Peshurst
8	South Eastern, Carrum Downs
10	Gippsland, West Sale
15	CFA Fiskville
17	Wimmera Field, Longerenong
23	Wangaratta

# Area performance

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# North Central

## Area Manager: Bruce Furnell

Located around the regional city of Bendigo in Central Victoria, the North Central Area includes goldfields towns such as Castlemaine and Maldon, as well as smaller centres further west such as St Arnaud. Bendigo is an important service centre for the region and has a broad range of risks including major industry, hospitals, urban rural interface, and many tourist attractions such as underground mines. Rural industry beyond Bendigo is dominated by extensive sheep grazing and wheat production. The Area has significant risk, with grassland and bush.

No. of brigades	67
No. of Groups	9
No. of volunteers	4,094

Incidents by category	1999/00	2000/01	2001/02	change
Vegetation fires	216	346	407	+18%
Building fires & fires in buildings	112	145	139	-4%
Vehicle fires	35	57	72	+26%
Other fires & explosions	96	128	184	+44%
Road accident rescues	87	96	94	-2%
False alarms & good intent calls	381	559	535	-4%
All other primary incidents	199	112	203	+81%
<b>Total incidents</b>	<b>1,126</b>	<b>1,443</b>	<b>1,634</b>	<b>+13%</b>
<b>Total brigade turnouts</b>	<b>1,700</b>	<b>2,345</b>	<b>2,541</b>	<b>+8%</b>

### Significant incidents 2001/02

September	Lockwood	Hazmat. Transport vehicle carrying ammonia nitrate.
December	Bendigo	Hazmat at Paul's Dairy. Spill of 1,200 litres sodium hydroxide. Difficult incident to manage due to environmental factors.
December/January	NSW	Deployment of strike team to assist NSW fire authorities.
January	Dingee	380 ha. Grassland. Incident difficult to contain due to large number of irrigation channels.
March	Hunter	Haystack fire. Approx. \$350,000 hay lost with approx. \$750,000 saved.
March	Glenaroua	Strike teams assisted Region 12 at 6,500 ha. wildfire.

# South West

**Area Manager: John Rowe** *GradDipBus(Management), MIFireE*

Situated in the Western District of Victoria, the South West Area covers predominantly agricultural land with a gradual reduction in grazing and a commensurate increase in forest plantations. The Area includes open grasslands, forests, major regional centres, regional townships and small rural communities. A major risk to the community is from grass fires and forest fires, which both occur regularly.

No. of brigades	141
No. of Groups	16
No. of volunteers	6,762

Incidents by category	1999/00	2000/01	2001/02	change
Vegetation fires	157	268	150	-44%
Building fires & fires in buildings	101	132	117	-11%
Vehicle fires	35	54	46	-15%
Other fires & explosions	91	116	115	-1%
Road accident rescues	33	35	47	-34%
False alarms & good intent calls	316	453	402	-11%
All other primary incidents	71	76	107	+41%
<b>Total incidents</b>	804	1,134	984	-13%
<b>Total brigade turnouts</b>	1,177	1,784	1,378	-23%

## Significant incidents 2001/02

December/January	NSW	40 volunteers provided to support CFA strike teams.
March	Balmoral	Major vegetation fire in farmland, covering 1,000 ha, with damage to stock and fencing.
April	Portland	Silo fire involving tar pitch at Portland aluminium smelter. BA support from Ballarat.
April	Hamilton	Caravan fire. One fatality.
June	Warrnambool	Nitric acid incident at Nestlé factory. Breathing apparatus support from Ballarat.

# Barwon/Corangamite

**Area Manager: Paul Stacchino** *DipFM, GradCertTrgMgt, GradDipBus(Management), MBA*

The Area has a diverse range of risks, ranging from wildfire in the Otway Ranges and western plains through to the high risks of a major provincial city. The petrochemical industry and seaport in Geelong and underground gas storage facility at Port Campbell are indicative of the varying risks within the area. Isolated communities within the Otways and the Avalon Airfield are also significant risks, along with urban growth corridors in the tourist Surf Coast and the Geelong area.

No. of brigades	1,012
No. of Groups	12
No. of volunteers	4,323

Incidents by category	1999/00	2000/01	2001/02	change
Vegetation fires	352	475	416	-12%
Building fires & fires in buildings	224	344	347	+1%
Vehicle fires	135	191	222	+16%
Other fires & explosions	306	421	374	-11%
Road accident rescues	187	234	282	+21%
False alarms & good intent calls	815	1,410	1,390	-1%
All other primary incidents	1,516	634	581	-8%
<b>Total incidents</b>	<b>3,535</b>	<b>3,709</b>	<b>3,612</b>	<b>-3%</b>
<b>Total brigade turnouts</b>	<b>6,791</b>	<b>7,471</b>	<b>7,129</b>	<b>-5%</b>

## Significant incidents 2001/02

August	Herne Hill	Flat fire. Est. loss \$100,000.
October	Lara	House fire. Est. loss \$200,000. Two persons transported to hospital.
December	Cobden	House fire. Est. loss \$80,000. One fatality.
December/January	NSW	Deployment of 480 firefighters.
March	Whittington	House fire/explosion. Est. loss \$200,000.
June	Norlane	House fire. Est. loss \$100,000.



# Westernport

## Area Manager: Andrew Ford *B.Sc, GradDip(Exec)*

The Area incorporates a diverse range of risks, including complex industrial areas, residential, rural, urban rural interface, holiday resorts, large commercial and retail centres and transport risks. The Area includes a major growth corridor in the outer metropolitan area, with the fastest growing population in Melbourne.

No. of brigades	69
No. of Groups	7
No. of volunteers	2,804

Incidents by category	1999/00	2000/01	2001/02	change
Vegetation fires	772	960	663	-31%
Building fires & fires in buildings	591	731	746	+2%
Vehicle fires	456	636	569	-11%
Other fires & explosions	704	1,029	990	-4%
Road accident rescues	642	770	879	+14%
False alarms & good intent calls	2,167	3,216	3,038	-6%
All other primary incidents	3,548	2,068	1,828	-12%
<b>Total incidents</b>	<b>8,880</b>	<b>9,410</b>	<b>8,713</b>	<b>-7%</b>
<b>Total brigade turnouts</b>	<b>15,727</b>	<b>17,145</b>	<b>15,628</b>	<b>-9%</b>

### Significant incidents 2001/02

July	Dandenong	Underground ducting fire at casting plant involving combustible material at Nissan Foundry.
July	Tooradin	Aquarium fire. Police forensic and Fire Investigation Unit involved due to suspicious nature of fire.
February	Springvale	Trench rescue at crematorium. Worker trapped in grave when side of grave collapsed in on him while digging.
March	Cranbourne	Restaurant fire. Roof fully involved on arrival of brigades. Fire contained to structure of origin.
April	Endeavour Hills	House fire. Forcible entry required. One unconscious occupant rescued with extensive burn injuries. First aid and oxygen administered by brigade.

# Gippsland

**Area Manager: Ian Symons** *DipPhysEd, TSTC, MIFireE*

A diverse geographical area of approximately 40,000 square kilometres, with a population of around 205,000 and large areas of public land in the north. Gippsland contains strategically important industries for Victoria, including power generation, gas production, timber and paper production. Agriculture, fishing and tourism are other important contributors to Victoria's economy. Coastal communities are growing due to their popularity as retirement destinations.

No. of brigades	157
No. of Groups	18
No. of volunteers	6,068

Incidents by category	1999/00	2000/01	2001/02	change
Vegetation fires	484	511	359	-30%
Building fires & fires in buildings	251	306	276	-10%
Vehicle fires	99	132	123	-7%
Other fires & explosions	225	328	232	-29%
Road accident rescues	215	208	199	-4%
False alarms & good intent calls	539	807	723	-10%
All other primary incidents	253	324	355	+10%
<b>Total incidents</b>	<b>2,066</b>	<b>2,616</b>	<b>2,267</b>	<b>-13%</b>
<b>Total brigade turnouts</b>	<b>3,476</b>	<b>4,526</b>	<b>3,403</b>	<b>-25%</b>

## Significant incidents 2001/02

December/January	NSW	Three strike teams deployed.
February	Bairnsdale	Fire at Senior Citizens' Club. Est. damage \$600,000.
February	Cowwarr	Grass fire. 300 ha.
April	Sale	Hotel fire in staff quarters. One fatality.
June	Morwell	House fire. One fatality.
June	Warragul	Chemical fumes incident (chlorine gas) at Gippsland Linen Services.

# Goulburn - Murray

**Area Manager: Alan Davies** *AssDip(Business), CertTech(Fire), AssDip(Fire Tech)*

The Area covers a diverse range of risks and extends from townships north of Melbourne, such as Kilmore, Broadford, Seymour and Alexandra, through to townships in the Goulburn Valley such as Kyabram, Cobram and Echuca. The Area also includes agricultural and light industry, and an extensive rural interface ranging from grazing land to heavily forested areas. The total area covered is approximately 19,000 square kilometres, with a population of around 163,500.

No. of brigades	132
No. of Groups	14
No. of volunteers	5,842

Incidents by category	1999/00	2000/01	2001/02	change
Vegetation fires	418	533	635	+19%
Building fires & fires in buildings	175	183	197	+8%
Vehicle fires	130	135	152	+13%
Other fires & explosions	178	188	281	+49%
Road accident rescues	178	181	212	+17%
False alarms & good intent calls	601	654	693	+6%
All other primary incidents	296	225	267	+19%
<b>Total incidents</b>	<b>1,976</b>	<b>2,099</b>	<b>2,437</b>	<b>+16%</b>
<b>Total brigade turnouts</b>	<b>3,318</b>	<b>3,787</b>	<b>4,378</b>	<b>+16%</b>

## Significant incidents 2001/02

November	Tatura	Fire in coolstore/warehouse. 80% destroyed. Est. damage \$1.2 million.
November	Shepparton	Ammonia leak. 100 persons evacuated. No injuries.
December	Cottons Pinch	Vegetation fire. 250 ha of grazing land and vineyard/olive grove destroyed.
March	Glenaroua	Major grass/scrub fire. 6,100 ha with one house lost. Community Fireguard work previously undertaken in area proved effective, with 50 homes saved.
June	Seymour	Fire in furniture shop/gun shop. 150 m <sup>2</sup> destroyed. Est. damage \$500,000.

# Yarra

## Area Manager: Trevor White *GradDip Bus(Management), GAICD*

The Area covers 3,310 square kilometres and a population of over 370,000. The Area extends into the mountains of the Central Highlands from Kinglake in the west to Mt Matlock in the east and includes much of the mountainous country of the Upper Yarra Catchment. It includes the Dandenong Ranges and an increasing population in the outer Melbourne growth corridor. About one third of the Area comprises forested land falling within National Parks, State Forests, Reserves and Water Catchments. The Area also covers a diverse industry and commerce base in the fields of manufacturing, wholesale and retail, agriculture, viticulture and forestry.

No. of brigades	61
No. of Groups	7
No. of volunteers	2,655

Incidents by category	1999/00	2000/01	2001/02	change
Vegetation fires	370	519	377	-27%
Building fires & fires in buildings	348	323	376	+16%
Vehicle fires	250	272	258	-5%
Other fires & explosions	438	487	473	-3%
Road accident rescues	631	611	602	-1%
False alarms & good intent calls	1,276	1,402	1,376	-2%
All other primary incidents	1,568	1,315	1,263	-4%
<b>Total incidents</b>	<b>4,881</b>	<b>4,929</b>	<b>4,725</b>	<b>-4%</b>
<b>Total brigade turnouts</b>	<b>7,924</b>	<b>8,321</b>	<b>7,747</b>	<b>-7%</b>

### Significant incidents 2001/02

February	Bayswater	Factory fire involving fertilisers, insecticides and wetting agents. Est. loss \$6 million.
March	Bayswater	Two-car motor vehicle accident. One fatality and two injured. CFA administered first aid as first on scene.
March	Wantirna South	Motor vehicle accident and fire. One fatality.
April	Boronia	Domestic dispute. Two members of family died after being set alight.
May	Boronia	House fire. One fatality.

# Outer Metro Norwest

## Area Manager: Lex de Man *MBA*

The Area covers 547,310 hectares, of which more than 63% is private land. The terrain is open grasslands, heavily wooded ranges and volcanic plains with deep river valleys and extends from Werribee in the west to Woodend and Wallan in the north, and Diamond Creek in the east. It includes the Macedon Ranges and the Plenty Gorge. The Area contains four of the fastest growing municipalities in Victoria – Whittlesea, Hume, Melton and Wyndham with a combined population of about 300,000. The growth areas of Werribee, Caroline Springs, Sunbury, Craigieburn and South Morang demand extensive new infrastructure. Complex inter-agency relations are a feature of the Area with ten municipalities, five major highways, four main railway lines and multiples regions of other agencies.

No. of brigades	45
No. of Groups	6
No. of volunteers	2,627

Incidents by category	1999/00	2000/01	2001/02	change
Vegetation fires	489	756	576	-24%
Building fires & fires in buildings	253	297	260	-12%
Vehicle fires	418	444	405	-9%
Other fires & explosions	382	422	461	+9%
Road accident rescues	310	269	309	+15%
False alarms & good intent calls	1,133	1,358	1,261	-7%
All other primary incidents	731	794	760	-4%
<b>Total incidents</b>	<b>3,716</b>	<b>4,340</b>	<b>4,032</b>	<b>-7%</b>
<b>Total brigade turnouts</b>	<b>5,180</b>	<b>6,926</b>	<b>6,685</b>	<b>-3%</b>

### Significant incidents 2001/02

July	Craigieburn	Hazmat spill at Secondary College.
August	Campbellfield	Support to MFESB. Damage in excess of \$1 million to natural fibre bales.
December	Rockbank	Grass fire. 45 ha. One firefighter fatality.
December/January	NSW	193 volunteers representing 39 brigades and six Regional staff deployed to support NSW wildfires.
January	Melton	Structure fire. Est. damage \$160,000.
January	Hillside	Structure fire. Est. damage \$120,000.
March	Woodstock	Road accident rescue. Support from Epping.
March	Bacchus Marsh	Court House fire. Est. damage \$100,000.
March	Truganina	Grass fire. 100 ha.
March	Glenaroua	Strike Team and Incident Management Team support to Region 12.

# Midlands - Wimmera

**Area Manager: Don Kelly** *CertTech(Fire), AssDip(Fire Tech), GradDipBus(Management), MBA*

The Area provides fire coverage for a population of nearly 200,000 across 37,000 km<sup>2</sup> and incorporates the major regional centre of Ballarat and other district centres of Horsham, Stawell, Ararat, Maryborough, Daylesford and Kyneton. Main land use is primary production, with cereal cropping predominant in the west, and grazing and mixed farming dominating the east. Plantation farming is increasing in areas of higher rainfall. Tourism based on heritage, wine and the natural environment around Ballarat, Daylesford, the Grampians and the Little and Big Deserts has become a major source of employment and economic activity. The Area has a recent history of major wildfires, including Dadswell Bridge and Linton in 1998.

No. of brigades	212
No. of Groups	28
No. of volunteers	10,693

Incidents by category	1999/00	2000/01	2001/02	change
Vegetation fires	390	675	627	-7%
Building fires & fires in buildings	237	252	313	+24%
Vehicle fires	119	137	129	-6%
Other fires & explosions	177	219	261	+19%
Road accident rescues	166	153	162	+6%
False alarms & good intent calls	830	1,035	1,160	+12%
All other primary incidents	352	246	387	+57%
<b>Total incidents</b>	<b>2,271</b>	<b>2,717</b>	<b>3,039</b>	<b>+12%</b>
<b>Total brigade turnouts</b>	<b>4,255</b>	<b>5,598</b>	<b>5,786</b>	<b>+3%</b>

## Significant incidents 2001/02

January	Goroke	Grass and stubble fire. 272 ha.
January	Talbot	Grass fire. 800 ha.
February	Green Lake	Grass and Football Club Rooms fire. 220 ha.
March	Telangatuk	Grass fire. 200 ha.
May	Harrow	Grass fire. 200 ha.
May	Lorquon	House fire. One fatality.
May	Kyneton	Hazardous materials incident at hospital.
June	Marnoo	Six multiple arson attacks on town.

# North West

**Area Manager: Patrick O'Brien** *BA(Mil), MBA, GradDip(StratStud), ESGI, CSI*

The Area incorporates the Mallee and part of the Wimmera geographic areas. It contains significant forests along the Murray, Campaspe, Loddon and Avoca Rivers and around many lakes which attract many campers during the summer fire season. An expanding agricultural area with activities including very large scale, dry land cropping and grazing, horticulture, vegetable growing and dairying. The area contains very large expanses of public land, which experience frequent and large wildfires and generate regular joint agency prevention activities with DNRE. Population centres include Mildura and Swan Hill. Industry includes downstream processing plants for the wine and dairy industries.

No. of brigades	103
No. of Groups	13
No. of volunteers	4,356

Incidents by category	1999/00	2000/01	2001/02	change
Vegetation fires	196	311	321	+3%
Building fires & fires in buildings	130	144	136	-6%
Vehicle fires	58	72	70	-3%
Other fires & explosions	89	121	163	+35%
Road accident rescues	58	60	85	+42%
False alarms & good intent calls	283	344	386	+12%
All other primary incidents	164	93	119	+28%
<b>Total incidents</b>	<b>978</b>	<b>1,145</b>	<b>1,280</b>	<b>+12%</b>
<b>Total brigade turnouts</b>	<b>1,275</b>	<b>1,546</b>	<b>1,724</b>	<b>+12%</b>

## Significant incidents 2001/02

August	Pyramid Hill	Structural fire. Two shops destroyed. Est. loss \$500,000.
September	Watchupga	Motor vehicle accident. LPG tanker rollover.
September	Wemen	Fire in processing and packing plant. Est. loss \$20 million.
November	Mildura	Series of white powder (suspicious substance) incidents.
November	Natya	Crop/grass fire. Approx. 500 ha.
December/April		Five motor vehicle accidents with a total of 11 fatalities.
January	Barraport	Fire in hayshed, hay and farm machinery. Est. loss \$325,000.
January	Mildura	Tyre dump fire. Significant pollution risk to adjacent hospital.
June	Robinvale	Shop and residence fire. Est. loss \$1 million.

# North East

**Area Manager: Garry Cook** *Grad.Dip(Mgt) - Acting Area Manager*

A developing area with growing tourism across the alpine resorts of Mt Buller, Falls Creek, Mt Hotham and Dinner Plain. The Area includes a significant timber industry, involving mainly radiata pine, a growing urban/rural interface around the centres of Wodonga, Wangaratta, Benalla and Mansfield, and several major industries including explosive manufacturing and large timber processing plants. A significant proportion of the Area includes mountainous forested public land, resulting in many joint agency responses with DNRE during the summer fire period.

No. of brigades	129
No. of Groups	13
No. of volunteers	7,761

Incidents by category	1999/00	2000/01	2001/02	change
Vegetation fires	233	358	376	+5%
Building fires & fires in buildings	125	126	139	+10%
Vehicle fires	52	57	58	+2%
Other fires & explosions	95	118	157	+33%
Road accident rescues	87	95	87	-8%
False alarms & good intent calls	416	490	468	-4%
All other primary incidents	110	122	131	+7%
<b>Total incidents</b>	<b>1,118</b>	<b>1,366</b>	<b>1,416</b>	<b>+4%</b>
<b>Total brigade turnouts</b>	<b>1,735</b>	<b>2,101</b>	<b>2,239</b>	<b>+7%</b>

## Significant incidents 2001/02

October	Wangaratta	White powder (suspicious substance) incident at Wangaratta Newspapers. Persons contaminated tracked to Melbourne and decontaminated by MFESB crews.
October	Wodonga	White powder (suspicious substance) incident at Wodonga Post Office. Significant decontamination process required.
December	Wilby	Stubble, crop and grass fire. Est. 300 ha. No buildings lost.
December/January	NSW	Deployment of 10 tankers and 200 personnel.
February	Whitfield	15 ha. bush and scrub. 36 hour commitment to fire caused by lightning.
March	Mount Beauty	Fatal incident. House being relocated collapsed off stumps.



# Corporate governance

It is the Authority's intention to achieve high standards on Corporate Governance issues and provide leadership for the achievement of high standards of accountability throughout CFA.

## The Board

The Board is responsible to the Minister for Police and Emergency Services and comprises twelve members. The position of Chairman of the Board is held by Mr Len Foster.

The other 11 Board members are also non-executive positions. Some of these appointments are nominated by key interest bodies in accordance with the Country Fire Authority Act 1958. The current nominating bodies are: the Minister for Environment and Conservation; the Victorian Rural Fire Brigades' Association (VRFBA); the Victorian Urban Fire Brigades' Association (VUFBA); and the Municipal Association of Victoria (MAV). They are each required to nominate not less than four names, from which two members are appointed. Appointments are made by the Governor-in-Council for terms of three years, on the recommendations of the responsible Minister. The Insurance Council of Australia have declined to nominate members as entitled under the act. These positions therefore were filled by the Governor-in-Council from names compiled from the Minister.

The remuneration of the Chairman and members of the Board is determined by Order-in-Council on the recommendation of the responsible Minister.

Board members may seek independent legal advice, at CFA's expense, in pursuit of their duties.

## Board's role

The Board is responsible for CFA's overall performance, ensuring its compliance with legislation and best practice principles in delivering its emergency services work.

The Board is:

- responsible and accountable to the Minister for Police and Emergency Services
- responsible for the development and implementation of strategic plans to meet CFA's legislated responsibility
- responsible for policy formulation
- responsible and accountable for its delegations to management
- responsible for monitoring the performance of all delegations.

The Board sets the corporate objectives and strategies through the three-year Corporate Plan and related detailed Annual Plans. Progress is monitored and reported quarterly against CFA's Annual Plan.

## Strategic planning approach

CFA's strategic management and planning process is a continual cycle involving analysis of internal and external environments, strategy development and planning, service delivery and the monitoring and evaluation of performance. There is a direct link between the corporate direction and planning and action on the ground. There is a single pathway between:

- the three-year Corporate Plan that outlines CFA's vision and provides a broad statement on longer term direction;
- the related Annual Plans that identify the organisational priorities and targets for the year;
- local Area/department business plans that are linked to the above plans and allow local decisions to be made about how specific outcomes will be achieved and the extent of work that will be done, taking into account local priorities and resource capabilities;
- project plans; and
- individual performance and development plans.



*Corporate governance continued*

## Ethical standards

CFA operates under the Code of Conduct for the Victorian Public Sector, which provides guidance for addressing ethical issues such as conflicts of interest.

The members of the Board and senior CFA staff have met the requirements of declaring pecuniary interests.

## Volunteer Charter

In 2002, CFA ratified and introduced a Volunteer Charter, which recognises the value and commitment of volunteers, and the need to protect their individual and collective interests. The Volunteer Charter recognises that CFA members and their Associations operate under the Country Fire Authority Act 1958 and provides a statement of principle that applies to the relationship between CFA, the State of Victoria and CFA volunteers. The Charter places obligations on the Board for considering the interests of volunteers in its deliberations and for ensuring consultation with volunteers on issues that affect them.

## Board Committees

To reflect strategic imperatives and the dynamics of change, a number of Board Committees have been established. Membership of Board Committees is as follows:

<b>Audit</b>	<b>Remuneration and Appointments</b>	<b>Operations</b>	<b>People Strategy</b>
Len Foster (Chair)	Len Foster (Chair)	Max Maher (Chair)	Anne Fairhall (Chair)
Bill Davies	Peter Bishop	Bill Davies	Len Foster
Sue Heron	Jan Boynton	Len Foster	Robyn Hale
Rob MacLennan	Sue Heron	Rob MacLennan	Frank Ziegler
	Clif Lang	Helen McGowan	

## Audit Committee

The Audit Committee's responsibilities embrace oversight of the corporate governance, compliance and risk management processes, including external and internal audit functions. The role of the Committee is to assist the Board to fulfil its responsibilities in relation to the:

- integrity and quality of annual financial reporting and disclosure;
- adequacy and integrity of management reporting;
- identification and management of key business, financial and regulatory risks;
- compliance with relevant laws, regulations, standards and codes;
- adequacy of the internal control framework; and
- development, co-ordination and overall management of CFA's corporate governance, compliance and risk management processes and practices.

The Committee is required to meet not less than four times a year and report to the Board on its recommendations.

The Board notes the advice from the Auditor-General regarding external financial auditing arrangements. The Auditor-General is an independent officer of the Parliament, with sole responsibility for signing and issuing all audit opinions on financial statements. The Auditor-General undertook the external financial audit for the 2001/02 year.

Currently CFA's internal audit function is contracted to PricewaterhouseCoopers. The responsible PricewaterhouseCooper partner reports to the Audit Committee on a regular basis on internal audits undertaken against the approved internal audit plan. The internal audit team is augmented by a CFA staff member.

The Director Finance and Administration can attend Committee meetings by standing invitation.

## Remuneration and Appointments Committee

The role of the Remuneration and Appointments Committee is to overview the remuneration of executive officers to ensure compliance with the State Government's Policy on Executive Remuneration for Government Business Enterprises and Statutory Authorities.

Members of the Committee have:

- no personal financial interest in the Committee's decisions;
- a good knowledge of CFA and its senior executives, a keen interest in its progress and a full understanding of the Government's interests and directions for the organisation; and
- a good understanding of the areas of Remuneration and Appointments Committee business, enhanced as necessary by appropriate training or access to expert advice.

The Committee may invite other people with appropriate expertise to attend meetings as required.



Corporate governance continued

## Operations Committee

The Operations Committee's responsibilities encompass oversight of the development and implementation of plans for the effective, efficient and economic delivery of CFA operations.

Its role includes:

- providing an independent communication forum for Board members and management in relation to CFA operations;
- reviewing operations policies adopted by CFA and any changes made or contemplated, including giving pro-active consideration to the implications of new legislation, standards, codes of practice or government policy affecting CFA operations;
- reviewing significant acquisitions of operational assets;
- advising the Board on budgetary and financial aspects of CFA operations and to review physical and human resources requirements for operations;
- determining whether CFA has instituted adequate reporting systems and internal controls on operational matters;
- overseeing CFA's operational audit program and reviews conducted for the purposes of section 29 of the Country Fire Authority Act 1958.
- ensuring that CFA has taken appropriate steps to identify the significant operational risks to which it is exposed and that risk management plans in place are adequate and appropriate;
- recommending to the Board directions to be issued by the Authority under section 27 or sub-section 28(2) of the Country Fire Authority Act 1958;
- advising the Board of matters which, in the Committee's opinion, are having, or are likely to have, a significant adverse effect on CFA operations.

The Director of Operations/Chief Officer attends Committee meetings by standing invitation.

## People Strategy Committee

The People Strategy Committee is established to assist the Board to fulfil its responsibilities to have people in place who are:

- appropriate in number and of the right skills mix;
- adequately trained;
- efficiently organised and integrated; and
- operating in a culture of safety, equity and equal opportunity.

The role of the Committee includes:

- Occupational Health and Safety issues;
- Equity and Equal Opportunity (EEO) issues;
- Codes of Ethics and Conduct;
- management succession;
- compliance;
- disciplinary issues;
- CEO performance assessment;
- communication between the Board and brigades;
- training issues;
- volunteer issues;
- industrial relations; and
- general human resource issues.

The Committee is required to meet not less than four times each year and the Director Human Resources attends Committee meetings by standing invitation.

Corporate governance continued

## Attendances by Board members

	Board Meetings	Special Meetings	Committee Meetings			
			Audit	Remuneration and Appointments	Operations	People Strategy
<b>Number of meetings 2001/02</b>	<b>12</b>	<b>1</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>
Len Foster (Chairman)	11	1	5	4	4	3
Sue Heron (Deputy Chairman)	8	1	3	3		
Peter Bishop	12	1		4		
Jan Boynton <sup>2</sup>	7			1		
Bill Davies	12		5			4
Anne Fairhall	12	1				4
Robyn Hale <sup>1</sup>	11	1				4
Clif Lang	11	1		4		
Rob MacLennan <sup>1</sup>	11	1	5		3	
Max Maher	12				4	
Helen McGowan	10	1			4	
Frank Zeigler	12	1				1

<sup>1</sup> Appointed 17 July 2001<sup>2</sup> Appointed 7 November 2001

# Board members



**Len Foster** LLB, BA, BEd

*Chairman*

*First appointed: 1991*

*Board committees: Audit (Chair); Operations; Remuneration and Appointments (Chair); People Strategy*

Former Secretary to the State Electricity Commission of Victoria and Director General of the Department of Conservation, Forests and Lands before joining CFA as Executive Chairman from 1991-2001. Appointed as non-executive Chairman of CFA in 2001. Is currently also Chief Executive Officer of the Australasian Fire Authorities Council.



**Sue Heron** FAIM, BEc, Dip App Sc

*Deputy Chairman*

*First appointed: 1998*

*Board committees: Audit; Remuneration and Appointments*

Currently Head of Strategy and Business Initiatives (Corporate & Institutional Bank) with ANZ Banking Group. Formerly Special Advisor to Monash University and Vice President, Citibank, Chief Manager, Westpac Banking Corporation and Executive Director and Head of Banking (Melbourne) for N M Rothschild & Sons (Australia) Limited. Has extensive experience in the finance industry, specialising in corporate finance.



**Peter Bishop**

*First appointed: 1994*

*Board Committees: Remuneration and Appointments*

Joined CFA as a volunteer with Mildura Junior Fire Brigade in 1960 and still serves with the Mildura Fire Brigade. Delegate to the Great Northern Fire Brigades Association for 32 years, the North Western Fire Brigades Association for 25 years, Northern Districts Fire Brigades' Association for 32 years, and to the Northern Zone Association for 27 years. Brigade delegate for 32 years to the Victorian Urban Fire Brigades Association Inc serving as Region 18 Executive Member on the governing body since 1984. Has served as President and Vice-President of the VUFBA at various times, and as a representative on a wide range of CFA committees. Awarded Brigade Life Membership in 1992.

Board members continued

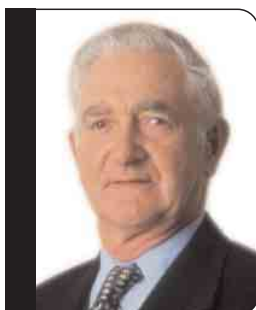


**Jan Boynton** *BTRP, FAPI, FAICD*

*First appointed: 2001*

*Board committees: Remuneration and Appointments*

Regional Manager – North West Region of the Department of Natural Resources and Environment. Formerly CEO of the North Central Catchment Management Authority, General Manager Strategy & Planning for the Shire of Campaspe, Principal of her own regional planning and development consultancy business, and a rural affairs advisor with Department of Agriculture. Has extensive background working in rural Victoria.



**Bill Davies** *AFSM*

*First appointed: 1994*

*Board committees: Audit; People Strategy*

A volunteer since 1951 and served as Captain of the Walmer Brigade from 1963-89. A member of the Victorian Rural Fire Brigades' Association Inc. Central Council.



**Anne Fairhall** *MAICD, MAHRI*

*First appointed: 1998*

*Board committees: People Strategy (Chair)*

Managing Director of Worksmart Solutions and Health and Safety consultant. Has extensive executive management, consulting and voluntary community service experience. Formerly Board Member of the Victorian Accident Rehabilitation Council, National Health and Safety Manager for Coles Myer/Myer Grace Bros and on the Ministerial Advisory Committee for Nursing.

Board members continued

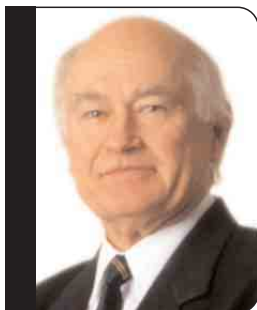


**Robyn Hale** *FAICD, GradCertBus*

*First appointed: 2001*

*Board committees: People Strategy*

Mayor of the Shire of Yarra Ranges in 2000. Served as a Councillor of the Shire of Sherbrooke from 1990 until amalgamation, and was elected to the newly formed Shire of Yarra Ranges in 1998. Council's delegate to the Executive Fire Prevention Committee for 11 years, and currently Chair of the Ferny Creek Fire Alert Trial and member of numerous community groups. Co-directed a small business for the past 20 years. Family are all CFA volunteers.



**Clif Lang** *FAII*

*First appointed: 1991*

*Board committees: Remuneration and Appointments*

Retired insurance executive, appointed to the Authority as a representative of the insurance sector. Has had extensive experience in various senior management roles throughout Australia.



**Rob MacLennan** *FCA, FCIS, SIA(Aff)*

*First appointed: 2001*

*Board committees: Audit; Operations*

Has served with the Mooroopna and Kyabram brigades for 36 years. Member of the Executive Committee of the Victorian Urban Fire Brigades' Association Inc. Senior partner in the chartered accounting firm, MacLennan Morley Gubbins of Shepparton and Euroa. Has extensive experience in corporate, financial and strategic consulting. Fellow of the Institute of Chartered Accountants in Australia, Fellow of the Chartered Institute of Secretaries, Affiliate member of the Securities Institute of Australia. Member of the Victorian Board of the Prostate Cancer Research Council. Director of Bendigo Stock Exchange Limited, Goulburn Murray Investments Limited and numerous private companies.



Board members continued



**Max Maher** *AFSM*

*First appointed: 1998*

*Board committees: Operations (Chair)*

Joined Lubeck Fire Brigade in 1957. Member of the Victorian Rural Fire Brigades Association Inc and member of the Joint Fire Prevention, Training and Equipment Review Committees. Also a member of various working parties involved with training and volunteer support. Has acted as director/facilitator on numerous projects related to training. Actively promoted the introduction of Junior Rural Fire Brigade Championships.

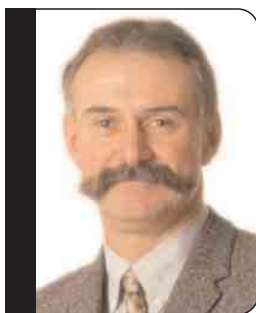


**Helen McGowan** *BA, LLB, MappSc*

*First appointed: 1997*

*Board committees: Operations*

Helen is a lawyer, farmer, CFA volunteer and an active member of the Victorian Farmers' Federation and Australian Women in Agriculture. She works as a community lawyer in the North East of Victoria and writes regularly on legal issues relating to regional Australia.



**Frank Zeigler** *VA, G.Dip.OHS, G.Dip.Disaster Mgt*

*First appointed: 1997*

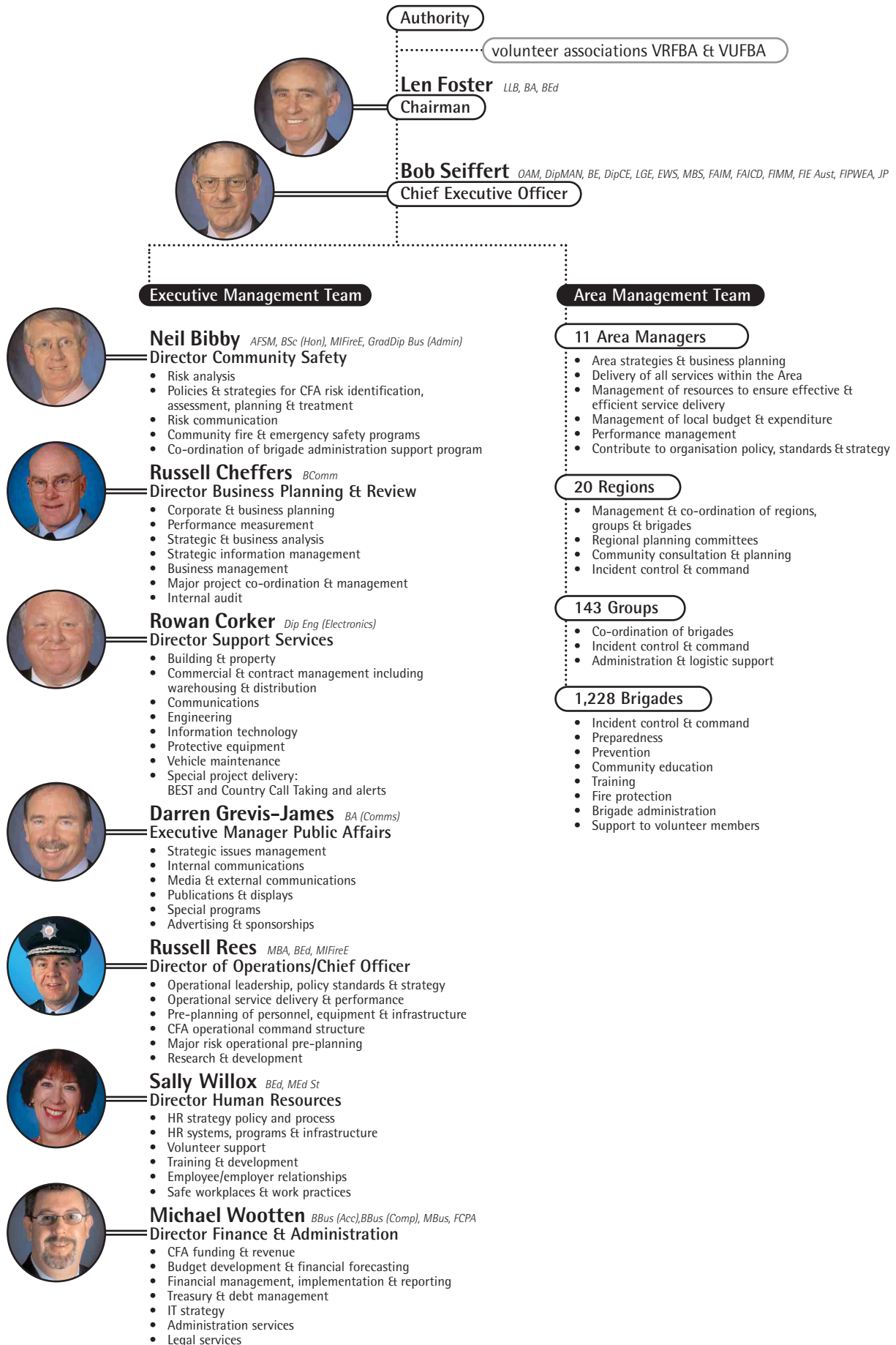
*Board committees: People Strategy*

Managing Director of Hyperbaric Technologies Australia, and a member of Confined Space Recommendations Committee. Victorian Course Director of National Association of Underwater Instructors and Examiners, Royal Life Saving Society – Victoria. Councillor with Glenelg Shire. Twenty-six years experience in emergency services.



# organisation and senior management

as at 30 june 2002



# Medals and Awards

for the year ended 30 June 2002

## Australian Fire Service Medal (AFSM)

*Graeme Bruce COLLINS* (Sebastopol Urban Fire Brigade)

For outstanding leadership in the encouragement and development of others, particularly youth, within the Fire Service and the fostering and furthering of the aims and goals of the Fire Service to the long-term benefit of the Fire Service and the community.

*Kerry Anthony MURPHY* (Mt Macedon Rural Fire Brigade)

For distinguished service and leadership within CFA and the community, in particular his ability to engage the community and brigade members to accept the need to plan and prepare for emergencies, as well as being an advocate for the introduction and integration of the Australian Inter-Agency Incident Management System within planning and operational activities.

*Kenneth Graham REED* (Mt Evelyn Urban Fire Brigade)

For distinguished service to CFA and the community through his active promotion of fire prevention in the community and through his outstanding leadership and support of the Mt Evelyn Fire Brigade and Melba Group over a considerable length of time.

*Kenneth James STEPHENS* (CFA North East Area)

For distinguished service and leadership within CFA by supporting the development and organisation of volunteers and career staff within Victoria during periods of considerable change.

*Quentin Thornton TURNER* (Creswick Urban Fire Brigade)

For distinguished service to CFA and the community through his support of the volunteer culture and outstanding leadership of CFA volunteers as Captain of the Creswick Fire Brigade, Executive Member and President of the Victorian Urban Fire Brigades' Association and as a representative for volunteer members on the CFA Board.

*Holford Murch WETTENHALL* (Pigeon Ponds Rural Fire Brigade)

For distinguished service and leadership to CFA and the wider community for more than 45 years. He has been outstanding in his efforts to promote fire prevention and his commitment to all CFA principles has been exceptional. His service encompasses all levels of CFA from volunteer firefighter with the Konongwootong and Pigeon Ponds Rural Fire Brigades to member of the CFA Board.

*Trevor Neil WYATT* (Murrayville Rural Fire Brigade)

For distinguished service to CFA and the Murrayville community through his contribution to the modification of firefighting vehicles to suit the area and safety on the fireground through the provision of special training for CFA volunteers and the general public.



*Medals and Awards continued*

## Medals awarded

### *National medals*

Raymond Maxwell Carr	Kevin Michael Lucas	Mark Bradfield
James Roy Condon	Philip McPherson	Charles Edward Ruse
Gregory William Cooper	Geoffrey Lewis Blackwell	Alfred John Block
Sid Dalbosco	David Henry Bromiley	Colin Lindsay Emmett
Malcolm Ronald Fallon	Peter Christie Cameron	George Neil Gemmill
John Darren Harris	Colin Walter Coyle	Bruce Ian Spencer
Alan Joynson	Ray Ernest Frogley	Jennifer May Adams
Michael Kaden	Nick Gerolemou	Keith Marshman
Ian Colin Lewis	Wayne Harman	Geoffrey Thomas Morland
Donald Stanley Noble	Anthony Marinus Haverkort	Shane Stanley Mynard
Trevor Ernest Roberts	Dorothy McGillivray	Raymond Smith
Mark Christopher Shepard	John Edward O'Dwyer	Robert Lester Tatterson
Barry Richard Barnett	John Albert Twining	James Francis Begley
Graeme Bates	Carl Haydn Watkins	Desmond John Darmody
June Margaret Cabena	Stephen Francis Wright	Bruce Gordon Logan
Gregory Kenneth Chapman	Craig Andrew Abbey	Colin Edwin Morrison
William Frederick Chapman	Roy Guido D'Andrea	Rodney James Birch
William John Fenby	Robert Alexander Findlay	Angus James Cameron
Ronald David Gartside	Edwin Norman Harrison	Henry James Edwards
Kenneth Wayne Glenn	Graham Richard Lay	Barry William Johns
Mark Andrew Gunning	Barry James Linke	Robert Charles Lake
Noel George Ledwidge	John Patrick Nihill	Edward William Littlejohn
Edward Robert Scoles	Stephen Douglas Phillips	James Lachlan McKay
Robert Murray Williams	Peter Douglas Rau	Roy George Setter
John Anderson	James Noel Spencer	George Anthony Soroka
Heather Jean Hamment	Ramon Steel	Rodney Young

*Medals and Awards continued*

Steven John Barling	John David Upton	Ronald J Matthews
Trevor Gerard Barlow	Peter Richard White	Peter John Noye
Geof Bassett	Christopher Ronald Asquith	Rodney Alan Prior
John Graham Brandwood	Graeme Belleville	Murray John Turner
Brian Norman Carroll	Paul Mitchell Blythman	Allan Raymond Weeks
Melvin Keith Chappel	Mervyn Leslie Close	William Gerard Williams
Gregory John Davis	Neville James Davidson	Colin James Golding
Andrew Richard Duncan	Garry Neil Espagne	Peter Richard Parry
Robert James Langston	Cyril Robert Evans	Barry William Peers
Philip Graeme Loukes	Kenneth James Ferguson	Rinie Vanderwerf
Wayne Philip Matthey	John Richard Key	

*1st Clasp*

John Leslie Cornell	James Kenneth Victor Jackson	Robert Lindsay Barry
Sid Dalbosco	Edward Robert Scoles	Phillip John Beasley
Malcolm Ronald Fallon	Kingsley John Walker	Roy Guido D'Andrea
Ian Colin Lewis	Ian James Hannaford	Peter Anthony Dossier
Donald Stanley Noble	Kevin Michael Lucas	Robert Alexander Findlay
Trevor Ernest Roberts	Philip McPherson	Barry Kenneth Foss
Peter John Shaw	Peter David Baker	Geoffrey Edwin Gray
Dale Sullivan	Ray Ernest Frogley	Edwin Norman Harrison
Lindsay John Birch	John William Roberts	David Andrew Hume
Alan John Butt	Geoffrey Austin Squires	Barry James Linke
William Frederick Chapman	Brian Francis Turnball	John Patrick Nihill
Terrence Joseph Coffey	Robert Leslie Vick	Stephen Douglas Phillips
Ronald David Gartside	Carl Haydn Watkins	Alfred John Block
Kenneth Wayne Glenn	Herbert Stanley Wileman	Colin Lindsay Emmett
Daryl John Horsfall	David Wright	George Neil Gemmill



*Medals and Awards continued*

- |                            |                           |                        |
|----------------------------|---------------------------|------------------------|
| Bruce Ian Spencer          | Robert Charles Lake       | Bernard John Dowie     |
| Trevor Donald Hair         | Edward William Littlejohn | Cyril Robert Evans     |
| Graeme Colvin Legge        | James Lachlan McKay       | Kenneth James Ferguson |
| Raymond Smith              | Roy George Setter         | Gordon Kenyon          |
| William Murray Watson      | George Anthony Soroka     | John Richard Key       |
| Ian Robert Woodhouse       | Ronald Thomas Bennett     | Dennis Patrick Kubiel  |
| James Francis Begley       | Ian Daniel Board          | Ronald J Matthews      |
| Desmond John Darmody       | Brian Norman Carroll      | Neville James Mawson   |
| Bruce Gordon Logan         | Gregory John Davis        | Michael John Peel      |
| Gerardus Martinus Verdoorn | Leslie James Kelly        | Allan Raymond Weeks    |
| Colin Edwin Morrison       | Winsome Jeanette Morris   | William James Williams |
| Rodney James Birch         | John David Upton          | Colin James Golding    |
| Angus James Cameron        | Leslie David Bartlett     | Mary Grace Lowe        |
| Henry James Edwards        | Graeme Belleville         | Peter Richard Parry    |
| Ronald James Harris        | Paul Mitchell Blythman    |                        |
| Barry William Johns        | Leslie John Burke         |                        |

### *2nd Clasp*

- |                              |                          |                           |
|------------------------------|--------------------------|---------------------------|
| Robert William Bassett       | Kingsley John Walker     | Robert Whitfield Thompson |
| Sid Dalbosco                 | Kevin Michael Lucas      | Arthur Laurence Thornton  |
| Peter John White             | Neale James Marlow       | Brian Francis Turnbull    |
| Alan John Butt               | Ray Ernest Frogley       | Herbert Stanley Wileman   |
| William Frederick Chapman    | Roy Guido D'Andrea       | George Neil Gemmill       |
| John Duncan Holman           | Peter Anthony Dossier    | Raymond Smith             |
| James Kenneth Victor Jackson | Robert Alexander Findlay | Desmond John Darmody      |
| Robert Mervyn Keith          | Edwin Norman Harrison    | Bruce Gordon Logan        |
| John Donald Mackenzie        | Barry James Linke        | Colin Edwin Morrison      |
| Edward Robert Scoles         | John Patrick Nihill      | Rodney James Birch        |

*Medals and Awards continued*

Henry James Edwards  
Barry William Johns  
James Lachlan McKay  
Edward William Littlejohn  
Roy George Setter

George Anthony Soroka  
Neil Henry Branch  
Graeme Belleville  
Leslie John Burke  
Robert Charles Mynard

Michael John Peel  
Allan Raymond Weeks  
William James Williams

*3rd clasp*

Thomas Wyatt  
William Fredrick Chapman  
John Duncan Holman  
Edward Robert Scoles  
John Charles Earney  
John Ernest Verity  
Robert Alexander Findlay  
John Patrick Nihill

John William Roberts  
Geoffrey Austin Squires  
Brian Francis Turnbull  
David Wright  
Raymond Smith  
Barry William Johns  
Neil Henry Branch  
Allan Raymond Weeks

William James Williams  
Leonard Barry Marshall

*4th Clasp*

Robert Alexander Findlay  
Brian Francis Turnbull

# Auditor-General's Report



AUDITOR GENERAL  
VICTORIA

## AUDITOR-GENERAL'S REPORT

To the Members of the Parliament of Victoria, the responsible Ministers and the Members of the Board of the Country Fire Authority

### Matters relating to the electronic presentation of the Audited Financial Report

This audit report relates to the financial report of the Country Fire Authority for the financial year ended 30 June 2002 included on the Country Fire Authority's web site. The Chief Executive Officer of the Authority is responsible for the integrity of the Authority's web site. I have not been engaged to report on the integrity of the Authority's web site. The audit report refers only to the statements named below. An opinion is not provided on any other information which may have been hyperlinked to or from these statements. If users of this report are concerned with the inherent risks arising from electronic data communications they are advised to refer to the hard copy of the audited financial report to confirm the information included in the audited financial report presented on this web site.

### Audit Scope

The accompanying financial report of the Country Fire Authority for the financial year ended 30 June 2002, comprising a statement of financial performance, statement of financial position, statement of cash flows and notes to the financial statements, has been audited. The Members of the Board are responsible for the preparation and presentation of the financial report and the information it contains. An independent audit of the financial report has been carried out in order to express an opinion on it to the Members of the Parliament of Victoria, responsible Ministers and Members of the Board as required by the *Audit Act 1994*.

The audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the financial report is free of material misstatement. The audit procedures included an examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial report is presented fairly in accordance with Accounting Standards and other mandatory professional reporting requirements in Australia and the financial reporting requirements of the *Financial Management Act 1994*, so as to present a view which is consistent with my understanding of the Authority's financial position, financial performance and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

### Audit Opinion

In my opinion, the financial report presents fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia and the financial reporting requirements of the *Financial Management Act 1994*, the financial position of the Country Fire Authority as at 30 June 2002, its financial performance and cash flows for the year then ended.

MELBOURNE  
23/9/02

  
J.W. CAMERON  
Auditor-General



# Glossary

<b>AFAC</b>	Australasian Fire Authorities Council	<b>MFPO</b>	Municipal Fire Prevention Officer
<b>BASO</b>	Brigade Administrative Support Officer	<b>MHF</b>	Major Hazard Facility
<b>BEST CAD</b>	Multi-agency computer aided call taking and despatch (CAD) system commissioned by the Bureau of Emergency Services Telecommunications (BEST)	<b>Pumper</b>	Appliance primarily designed for structural firefighting where reticulated water supply is available
<b>BIP</b>	Business Improvement Program	<b>OHS</b>	Occupational Health and Safety
<b>CEFF</b>	Community Education Firefighter	<b>RAR</b>	Road Accident Rescue
<b>CFA</b>	Country Fire Authority	<b>RAV</b>	Rural Ambulance Victoria
<b>CSESP</b>	Community Safety Emergency Support Program	<b>SAU</b>	State Aircraft Unit – a joint CFA/DNRE initiative
<b>DNRE</b>	Department of Natural Resources and Environment	<b>SDS</b>	Service Delivery Standards
<b>EAS</b>	Emergency Alerting System	<b>SIPSaCS</b>	Statewide Integrated Public Safety Communications Strategy
<b>EBA</b>	Enterprise Bargaining Agreement	<b>SRI</b>	The State Government's Resource Initiative – funding provided for special projects to improve CFA's operational preparedness, skills enhancement and volunteer support
<b>EO</b>	Equal Opportunity	<b>Tanker</b>	Appliance primarily designed for rural firefighting
<b>FIRS</b>	Fire Incident Reporting System	<b>TFB</b>	Total Fire Ban (days)
<b>Groups</b>	A number of brigades form a group that usually reflects municipal boundaries prior to municipal restructuring	<b>UFU</b>	United Firefighters' Union
<b>Helitak</b>	Fire bombing helicopter	<b>VRFBFA</b>	Victorian Rural Fire Brigades' Association
<b>JVDP</b>	Junior Volunteer Development Program	<b>VUFBA</b>	Victorian Urban Fire Brigades' Association
<b>MAV</b>	Municipal Association of Victoria	<b>VYDP</b>	Victorian Youth Development Program
<b>MFESB</b>	Metropolitan Fire and Emergency Services Board		
<b>MFPP</b>	Municipal Fire Prevention Plan		



# principal locations

## CFA headquarters

8 Lakeside Drive, Burwood East, Victoria 3151, Australia  
Melway reference map 62, C7

Postal Address: PO Box 701, Mt Waverley, Victoria 3149, Australia

Telephone: (+61 3) 9262 8444

Facsimile: (+61 3) 9264 6200

Internet: [www.cfa.vic.gov.au](http://www.cfa.vic.gov.au)

## Principal state-wide locations

Area	Location	Address	Telephone	Facsimile
<b>North Central</b>	Bendigo	45 Chapel Street Bendigo 3350	(03) 5443 7444	(03) 5442 2246
<b>South West</b>	Hamilton	182 Mt Bainbridge Road Hamilton 3300	(03) 5572 3122	(03) 5572 1625
<b>Barwon/Corangamite</b>	Geelong	61 Separation Street North Geelong 3215	(03) 5277 1499	(03) 5277 1515
<b>Westernport</b>	Dandenong	120-122 Princes Highway Dandenong 3175	(03) 9793 4088	(03) 9793 1623
<b>Gippsland</b>	Sale	Level 3, Port of Sale Business Centre Foster Street, Sale 3850	(03) 5144 2933	(03) 5144 5190
<b>Goulburn-Murray</b>	Shepparton	270 Maude Street Shepparton 3630	(03) 5831 4075	(03) 5821 6745
<b>Yarra</b>	Lilydale	18-22 Lakeside Drive Lilydale 3140	(03) 9735 0511	(03) 9735 5985
<b>Outer Metro Norwest</b>	Melton	15 Melton Valley Drive Melton 3337	(03) 9747 6014	(03) 9743 1387
<b>Midlands-Wimmera</b>	Ballarat	1120 Sturt Street Ballarat 3350	(03) 5331 7966	(03) 5331 5509
<b>North West</b>	Swan Hill	120 Curlewis Street Swan Hill 3585	(03) 5033 1884	(03) 5032 2902
<b>North East</b>	Wangaratta	1 Ely Street Wangaratta 3677	(03) 5721 4122	(03) 5721 3497

CFA gratefully acknowledges the generous support of  
for helping CFA's 59,114 members create a safer  
community for the people of Victoria.



& **ELGAS**