



ANNUAL REPORT 1999-2000



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This report is a public document and is complemented with an Annual Review which has been produced for circulation internally and to external stakeholders and contains summarised information from this report.

This annual report aims to:

- comply with information requirements in accordance with the *Financial Management Act 1994* and the directions of the Minister for Finance.
- report against CFA's Annual Plan 1999/00
- inform the Government and public about CFA's services and organisational development during the financial year
- provide a record of events, performance, volunteer and career staff activities
- acknowledge the support of CFA people
- demonstrate 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 copy is also available on CFA's website: www.cfa.vic.gov.au.

Vision

Creating a safer community

Objectives

CFA operates under five corporate objectives that deliver the Authority's vision.

To implement sound risk management principles across CFA

- by taking a systematic approach to identifying, analysing and managing risks faced by the community.

To support and increase the partnership between CFA and the community

- by helping communities to develop a greater understanding of the risks they face and stronger acceptance of the responsibility for managing those risks.

To maintain and enhance incident management capability

- by responding to a wide range of emergencies with highly trained people supported by appropriate infrastructure, equipment, operational management plans and procedures.

To provide maximum support to CFA's integrated team of volunteers and career people

- by understanding the pressures facing volunteers now and into the future;
- by ensuring CFA people are appropriately skilled, equipped and supported to cope with the service demands they face; and
- by helping brigades develop and maintain a membership base with the skills and flexibility to get on with the job in the way that best suits their local needs.

To improve organisational performance

- by continually looking for ways to improve the performance, quality and cost effectiveness of CFA services.

CFA's Annual Plan for 1999/00 reflects these objectives.

History

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 the 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. They comprised entirely of volunteer members and 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 organization 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 55 years CFA has evolved from these informal beginnings to become one of the world's largest volunteer-based emergency services. There are presently 1,229 CFA brigades that service all regional Victoria, with the exception of Crown land, and the outer suburbs of metropolitan Melbourne.

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 the commercial forest industry.

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 at a glance ...

	1999/00	1998/99	% change
Brigades and Groups			
Brigades	1,229	1,218	+ 0.9%
Groups	143	143	0.0%
Community Fireguard Groups	701	608	+ 15.3%
Forest Industry Brigades	20	15	+ 33.3%
CFA people			
Career staff	838	805	+ 4.1%
Volunteers - Rural	53,718	55,775	-3.7%
Volunteers - Urban/joint	10,622	10,217	+4.0%
Total Volunteers	64,340	65,992	-2.5%
Total CFA People	65,178	66,797	-2.4%
Incident management			
Total number of incidents	31,352	30,014	+ 4.5%
Total number of brigade turnouts	52,559	49,361	+ 6.5%
Financial (\$m)			
Total Revenue	132.9	113.6	+17.0%
Total Expenditure	122.1	107.1	+14.0%

CFA Profile

The Country Fire 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 organization, 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 1,229 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 storm and flood assistance
- Technical services including building code related inspections and post incident investigations
- Fire safety input into 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.

Chairman's Report



Dear Minister

On behalf of the Authority, I am pleased to report on the activities of CFA and the administration of the *Country Fire Authority Act 1958* for the year ended 30 June 2000.

CFA continues to determine its annual performance objectives in accordance with the Corporate Plan 1996-2000. The content of the Annual Plan demonstrates that the role and responsibility of corporate CFA and its brigades continue to increase to meet changing community expectations. This is only possible due to the outstanding commitment and effort of CFA's people.

For 1999/00 the net contributions to CFA increased by 14.9% to \$113.04 million. This additional funding provided additional support to brigades and contributed to meeting initiatives to address outer-metropolitan growth corridor issues, retrofitting tankers with low water level warning indicators, and replacement of MTX838 radio communications.

CFA has continued to research the lessons of the tragedy of the 1998 Linton fires. As a result, considerable resources have been allocated to the preparation of the Linton Coronial Inquest and the support of all CFA people involved. Major programs for improving safety of equipment, well illustrated by the retrofit of low water warning systems for tankers, have been undertaken.

Training of operational personnel continues to absorb significant resources, both in policy development and implementation. The Authority has now accepted the concept of a minimum skills program where all operational personnel will have competencies in accordance with the risk that they face. For the first time, computer systems are available for the registering of competencies for volunteer brigade members. Whilst this is a very large administrative task, CFA people have been asked to allocate a considerable amount of their personal time to the achievement of this objective. This sacrifice is significant and is acknowledged.

A major program to reinforce the 'safety first' culture has been initiated. External consultants have been employed to assist in providing benchmark data and implementation strategies to ensure that the safety messages and protocols are introduced and, most importantly, maintained for the future. The Authority has been very pleased with the positive response to this program from a broad cross section of CFA people.

Of increasing concern is the dramatic rise in the number of false alarms which imposes unnecessary workloads on CFA personnel. This is further exacerbated by the continuing expansion of activities in which brigades are expected to become involved.

Brigades throughout the State continue to expand their community safety activities which results in increased community education and risk awareness. There is no doubt that brigades are ideally placed in their communities to ensure the success of these programs. Dramatic increases in the number of Community Fireguard groups and very innovative programs for multicultural education are significant achievements.

During the year, CFA continued to expand its program of volunteer support. Volunteer consultation, recruitment and compensation programs have been enhanced. The Authority has accepted that good

voluntarism requires substantial financial support. Additional funding has been made available to provide personnel to assist volunteers in their day-to-day activities, and also to provide additional equipment.

CFA's Equity and Diversity strategy was revised during the year and will provide the foundation for CFA to become a best practice leader in equity and diversity management.

During 1998/99, the Authority accepted the principle of prescribed skills. This represented a significant policy position and there was a mixed reaction to the policy from CFA people throughout the State. I am pleased to report that as the level of understanding of the requirements increased and the delivery of training programs commenced, there has been a very high acceptance rate of the need for such training. During 1999/00 and 2000/01 years, CFA will spend some \$17 million on increased training delivery. While it is acknowledged that this training represents another time burden on volunteers, CFA's focus on personal safety is paramount.

CFA has undertaken considerable analysis of its operational requirements in the outer metropolitan area of Melbourne. During the years plans were developed to supplement volunteer brigades, particularly in the outer western suburbs of Melbourne, with additional career staff. The introduction of career firefighters into volunteer brigades is a natural progression of the CFA resourcing model as volunteers find it increasingly more difficult to meet the response requirements on a 24-hour basis.

CFA and the United Firefighters' Union continued to be in dispute over the Enterprise Bargaining Agreement negotiations for the whole year. These negotiations were difficult for all members of CFA and represented a major deflection from achieving core objectives. The industrial environment within CFA is unique because of the cultural mix of career firefighters and volunteers.

CFA successfully managed its internal Year 2000 transition requirements and contributed to the emergency services preparedness at the time of transition. Great credit is due to the many people who were actively involved in the program throughout the State.

During the year CFA undertook major capital works to support growing requirements. Nine new fire stations were completed, four existing stations modified and construction commenced on three new fire stations in key outer metropolitan growth areas.

The Authority has undertaken a review of its corporate governance requirements. A range of recommendations have been made regarding board committees, procedural matters and the role of the Executive Chairman in order to ensure good corporate governance. These recommendations will be implemented during the 2000/01 period.

In order to provide an overview, this report provides an analysis of CFA's performance against its objectives, and also includes a statement of future directions for 2000/01.

I commend the efforts of all CFA's people. Members of the Authority give their time willingly and are responsible for the strategic direction of CFA. The continuing support of the Victorian Urban Fire Brigades' Association and the Victorian Rural Fire Brigades' Association and their senior personnel is acknowledged and very much appreciated.



Len Foster
Chairman

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.

Authority

The Authority is responsible to the Minister for Police and Emergency Services and comprises twelve members.

The position of Chairman of the Authority is held by Mr Len Foster who is also the Chief Executive Officer with the title Executive Chairman.

The other 11 Authority members are 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 remaining positions are appointed by the Governor-in-Council.

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

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

Authority's role

The Authority is responsible for CFA's overall performance, ensuring its compliance with legislation and best practice principles.

The Authority 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 all delegations to management
- responsible for monitoring the performance of all delegations.

The Authority sets the corporate objectives and strategies through the Corporate Plan and detailed Annual Plans. Progress is monitored and reported against the 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 Corporate Plan that outlines CFA's vision and provides a broad statement on longer term direction

- the Annual Plans that identify the organisational priorities and targets for the year
- local Area/department business plans that allow local decisions to be made about how specific outputs will be achieved and the extent of work that will be done, taking into account local priorities and resource capabilities
- project plans
- individual performance and development plans.

Declaration of pecuniary interests

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

Risk and Compliance Audit Committee

The Risk and Compliance Audit Committee is chaired by the Chairman and comprises six Authority members appointed by the Authority. The Committee is required to meet at least four times a year and report to the Authority on its recommendations.

The role of this committee is directed towards:

- enhancing the control framework on all corporate risks
- improving the objectivity and reliability of externally published financial information
- assisting the Authority to comply with legislative and other obligations.

The Authority 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 1999/00 year.

CFA's internal audit function is contracted to PricewaterhouseCoopers. The responsible PricewaterhouseCoopers 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.

Finance Committee

The Finance Committee is chaired by the Chairman and comprises six Authority members nominated by the Authority.

The role of this committee is to review and make recommendations to the Authority on matters such as:

- financial planning and resourcing
- financial policy
- financial reporting and analysis
- strategic planning for business systems.

Attendances by Authority members

	Authority Meetings	Special Authority Meetings	Committee Meetings	
			Finance	Risk & Compliance Audit
Number of meetings 99/00	12	3	4	5
Len Foster (Chairman)	12	3	4	5
Sue Heron (Deputy Chairman)	9	2	1	3
Peter Bishop	12	3	4	5
Bill Davies	12	3	4	4
Anne Fairhall	11	2		
Clif Lang	12	3		
Max Maher	11	3		
Helen McGowan	12	3		
Richard Rawson	11	1	2	4
Ron Schultz	12	3		
Holford (Tiger) Wettenhall	11	3	4	4
Frank Zeigler	8	1		

Authority Members



Len Foster
LLB, BA, BEd
Chairman

First appointed: 1991

Former Secretary to the State Electricity Commission of Victoria and Director General of the Department of Conservation and Environment before joining CFA as Executive Chairman. Past President of the Australian Fire Authorities Council.



Sue Heron
FAIM, BEc,
Dip App Sc
Deputy Chairman

First appointed: 1998

Current term expires: 2001

Formerly Chief Manager, Westpac Banking Corporation and Executive Director and Head of Banking (Melbourne) for N M Rothschild & Sons (Australia) Limited. Currently Vice President, Citibank Ltd. Has extensive experience in the finance industry, specialising in corporate finance.



Peter Bishop

First appointed: 1994

Current term expires: 2002

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 30 years, the North Western Fire Brigades Association for 23 years, Northern Districts Fire Brigades Association for 30 years, and to the Northern Zone Association for 25 years. Brigade delegate for 30 years to the VUFBA serving as Region 18 Executive Member on the governing body since 1984. Has served as VUFBA president and vice president at various times, and as a representative on a wide range of CFA committees. Awarded Brigade Life Membership in 1992.



Bill Davies AFSM

First appointed: 1994

Current term expires: 2002

A volunteer since 1951 and served as Captain of the Walmer Brigade from 1963-89. A member of the Associations' Consultative Committee, and the Volunteer Competition Support Committee. Also a member of the VRFBA Central Council and VRFBA State Competition Committee.



Anne Fairhall
FACOHN, MAICD

First appointed: 1998

Current term expires: 2001

Originally trained as a nurse and is on the Ministerial Advisory Committee for Nursing. Has had extensive experience in senior corporate management, consulting and community service. Former national Health and Safety Manager at Coles Myer for Myer Grace Bros. and board member of the Victorian Accident Rehabilitation Council. Currently Managing Director of Worksmart Solutions, consulting in health and safety.



Clif Lang FAII

*First appointed: 1991
Current term expires: 2002*

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.



Richard Rawson
BSc(For)

*First appointed: 1993
Current term expires: 2001*

Deputy Secretary, Operations with the Department of Natural Resources and Environment (DNRE), responsible for the Corporate Management Division and for assisting with the integration and management of operational issues within DNRE across Victoria.



Holford (Tiger) Wettenhall

*First appointed: 1989
Current term expires: 2001*

Served as Commissioner with Shire of Glenelg 1994-96. Councillor of Shire of Wannon 1985-94 and Shire President 1987-88. Served on the Australian Local Government Associations' Human Resources and Industrial Committee 1992-94 and is currently a member of the Municipal Association of Victoria's State Assembly. Has held senior CFA volunteer officer positions for 32 years including 22 years as Group Officer in Region 4 and 13 years on the VUFBA Council.



Helen McGowan BA,
LLB, MAppSc

*First appointed: 1997
Current term expires: 2002*

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



Ron Schultz
TPTC, TSTC

*First appointed: 1998
Current term expires: 2001*

CFA volunteer since 1966. Has served with five fire brigades and is currently secretary of the Benalla Urban Fire Brigade. Brigade representative for North Eastern District, Northern District and Goulburn Valley Fire Brigades' Associations. Executive Member of the VUFBA Region 23 Council since 1990, serving one term as president. VUFBA representative on many committees and working groups. Has involvement as a fire investigator.



Frank Ziegler
VA

*First appointed: 1997
Current term expires: 2003*

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



Max Maher
AFSM

*First appointed: 1998
Current term expires: 2001*

Joined Lubeck Fire Brigade in 1957. Current 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 relating to training. Actively promoted the introduction of Junior Rural Fire Brigade Championships.

Executive

Executive Chairman

Len Foster

LLB, BA, BEd

Appointed: 1991



Executive responsibility for strategic functioning of CFA, leadership of Executive Management Team, corporate planning policy, strategy and development. Accountable to Authority for delegated responsibilities, executive accountability for CFA to the Minister for Police and Emergency Services.

Chief Officer

Trevor Roche

Grad IFE

Appointed: 1995



Responsible for delivery of operations services, standards, resources, infrastructure, performance, research and development.

Director, Human Resources

Sally Willox

B.Ed., M.Ed.St.

Appointed: 2000

(subsequent to 30 June 2000)



Responsible for development of CFA human resources policies incorporating maximum support for volunteers, training and development, remuneration, occupational health and safety, recruitment, employee relations, human resource systems and individual performance management.

Director, Finance & Administration

Martin Riddell

FCPA, FCIS

Appointed: 1984



Responsible for financial policy, strategic financial and funding

planning, financial and asset management, commercial activities, insurance, financial and accounting services.

Director, Support Services

Rowan Corker

Dip Eng (Electronics)

Appointed: 1996



Responsible for strategy, policy and programs to deliver support services in building and property, commercial and contract management including warehouse and distribution, communications, engineering, information technology, protective equipment, vehicle maintenance, special project delivery of BEST and Country Call Taking and alert.

Director, Community Safety

Neil Bibby AFSM,

BSc (Hon), MIFireE,

GradDip Bus

(Administration)

Appointed: 1999



Responsible for development and implementation of policies and strategies for risk assessment and treatment in structural and wildfire environments, and community safety education and communication programs.

Director, Business Planning & Review

Russell Cheffers

BComm

Appointed: 1999



Responsible for corporate and business planning, performance measurement, strategic and business analysis, strategic information management, business monitoring and coordination, and management of major projects.

Area Managers

NORTH CENTRAL AREA

Bruce Furnell

SOUTH WEST AREA

John Rowe

GradDip(Management), MIFireE

BARWON/CORANGAMITE AREA

Lex de Man

WESTERNPORT AREA

Ewen Cameron

BA, Dip(MilStud), GradDip(StratStud),

JSSC, PSC, AFAHRI

GIPPSLAND AREA

Ian Symons

DipPhysEd, TSTC, MIFireE

GOULBURN-MURRAY AREA

Alan Davies

AssDip(Business), CertTech(Fire),

AssDip(Fire Tech)

YARRA AREA

Trevor White

GradDip Bus(Management)

OUTER METRO NORWEST AREA

Don Kelly

CertTech(Fire), AssDip(Fire Tech),

GradDipBus(Management), MBA

MIDLANDS-WIMMERA AREA

Paul Potter

NORTH WEST AREA

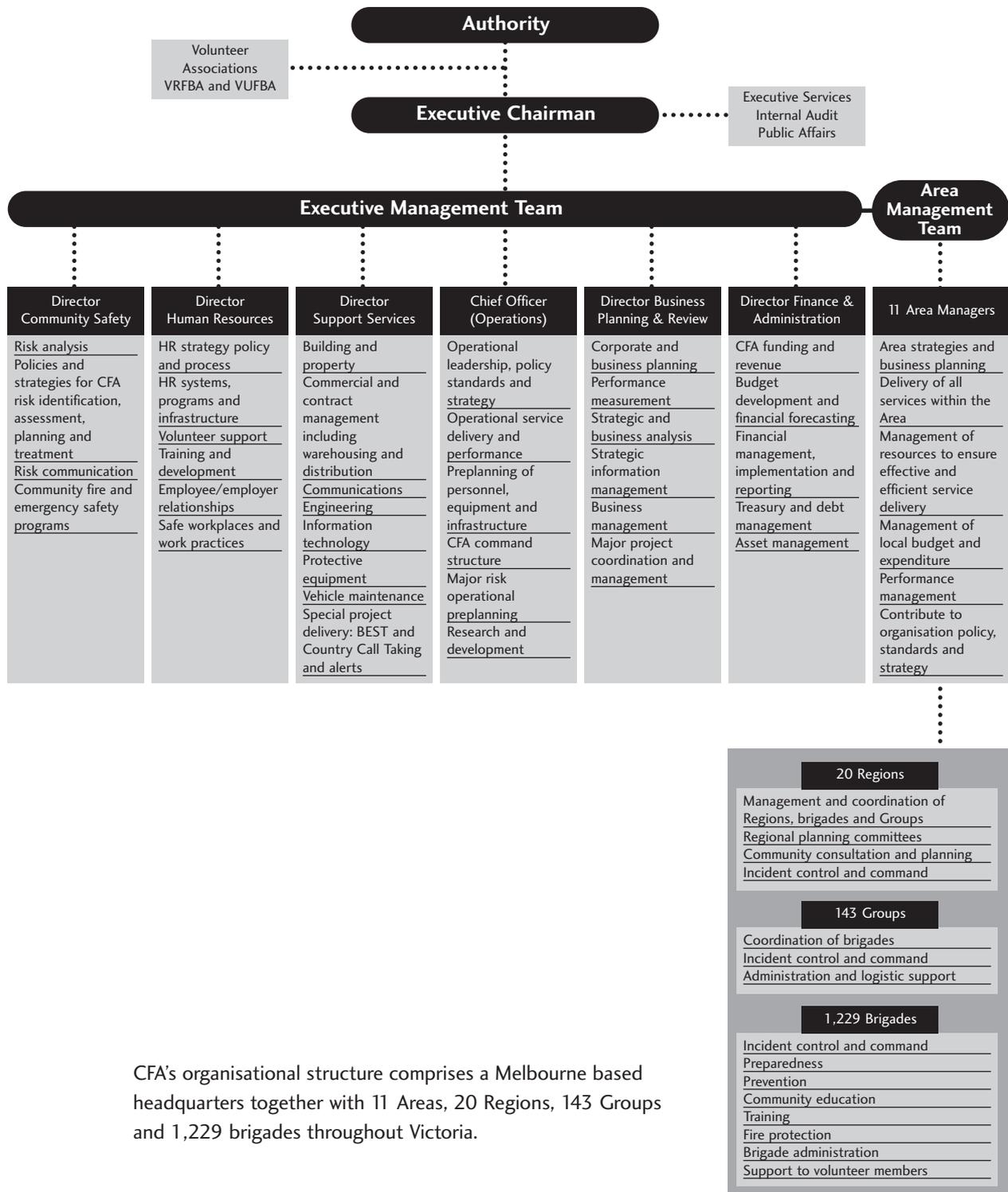
Patrick O'Brien

BA(Mil), MBA, GradDip(StratStud), ESGI

NORTH EAST AREA

Ken Stephens MIFireE

Organisational Structure



CFA's organisational structure comprises a Melbourne based headquarters together with 11 Areas, 20 Regions, 143 Groups and 1,229 brigades throughout Victoria.

Achievements Against 1999/00 Annual Plan

The following objectives and priorities were established in CFA's 1999/00 annual plan. For ease of reference, each achievement has been cross-referenced to the appropriate page within the text of the report.

Risk Management

Objective

To implement sound risk management principles across CFA.

Priorities

A corporate level strategy to understand community needs.

Development of an expanded range of programs addressing specific community needs.

Regular reviews and updates of information about CFA's corporate risks.

A significant boost to OH&S through increased training and protective clothing and equipment programs.

Enhancement of brigade capacity to deliver community education programs.

Key achievements

An additional 175 risk plans were prepared for specific risks.

Fire Prevention Plans updated for an additional 43 municipalities to reflect CFA guidelines.

Completion of an internal review into the processes used to prepare reports on land use planning, dangerous goods, fire safety and prevention requirements to ensure their delivery within statutory time frames.

A total of 3,455 statutory reports completed, an increase of 30% over the 1998/99 period. Reports were completed within statutory time frames in 84.5% of cases.

A review of the activities of Fire Equipment Servicing by brigades completed and new procedures and practices put in place to accommodate regulatory and legislative requirements.

A chemicals management information package was developed to meet requirements of the recently proclaimed Hazardous Substances Regulations and Code of Practice.

Development of relevant OH&S clauses and related matters for inclusion into tender documents, contracts and associated processes.

Community Partnerships

Objective

Support and increase the partnership between CFA and the community.

Priorities

Establishment of additional Forest Industry Brigades

Extension of the Community Fireguard program.

Key achievements

Brigades now delivering proactive community safety programs to the community.

A total of 701 Community Fireguard groups maintained.

Bushfire Blitz presenters recruited and trained to deliver 140 community information sessions in languages other than English.

All targeted private plantation forest companies satisfactorily meeting requirements of CFA's Industry Brigade framework.

70% of Forest Industry Brigade members trained to approved standards.

Developed a partnership with the Adult Multicultural Education Service (AMES) to raise awareness amongst newly arrived migrants about fire hazard risks in their new environment.

Brigades in Schools program now being delivered to most schools across the State.

Early Fire Safe program delivered to a diverse range of community groups.

A total of 31 youth crews maintained.

Incident Management

Objective

To maintain and enhance incident management capability.

Priorities

Implementation of the Outer Metropolitan Resourcing Strategy.

Extension of the application of new risk management methodology to strategic planning.

Improved service delivery at brigade level, including further development of brigade improvement plans.

New fire stations and appliances and additional operational personnel for growth corridors.

Further strengthening of the relationship between CFA and DNRE through the outcomes of operational reviews, including the review of the Linton fire.

Key achievements

Enhancements and changes to Regional Operational Planning and Communications planning were carried out.

Planning commenced for all major hazard facilities in CFA area (facilities identified by Victoria WorkCover Authority Major Hazards Unit following the Linton tragedy).

Professional development program commenced for all Operations Managers and Operations Officers to enhance their incident management skills.

Design and installation of water level gauges on all CFA tankers.

Developed and hosted crisis management workshop for AFAC agencies, and drafting of guidelines for CFA.

Updating of Memoranda of Understanding and Mutual Aid Procedures with DNRE, CFS(SA), MFESB, RFS(NSW), and NSWFB.

70% of members of Forest Industry Brigade trained to approved competency standards.

Development of an Incident Safety Officer information package to ensure safety on the fireground.

Recruitment of additional 40 permanent firefighters.

Delivery of capital projects plans for the Outer Melbourne metropolitan program.

CFA People

Objective

To provide maximum support for CFA's integrated team of volunteers and career people.

Priorities

Continued Section 29 inspections to monitor Service Delivery Standards.

Identification of brigades that need assistance with recruitment.

Continuation of the Brigade Broader Membership project.

Continued implementation of the Volunteer Development Project findings.

Initiation of prescribed competencies and State-wide training program for operational personnel.

Key achievements

Process for developing standards and competencies for operational responsibilities of brigades commenced, including definition of minimum operational skills required for all CFA firefighters.

Continuation of the Brigade Broader Membership and related programs such as recruitment support to brigades, including the "Ordinary People – Extraordinary Job" volunteer recruitment campaign.

Implementation of the Resource Management System (RMS) Training Record Module for individual training recognition and management planning purposes.

Enhanced internal communications with production of CFA's first video newsletter.

Conducted over 60 recruitment workshops.

Development and distribution of the equity and diversity strategy completed.

Performance

Objective

Improved organisational performance.

Priorities

Completion of EBA negotiations.

Achieving transition to GST tax structure.

Conclusion of Y2K compliance program by September 1999 with preparations complete for the Year 2000 transition period.

Work completed to refine CFA's five-year planning process.

Reviewing future business system needs and replacing Human Resources Information System.

Significant upgrade in strategy planning on occupational health & safety issues.

Key Achievements

Implementation of Goods & Services tax (GST) project to ensure CFA's compliance with Department of Treasury's requirements.

Successful implementation of the Year 2000 readiness project.

Development by independent consultants of a comprehensive Information Technology Strategic Plan for CFA.

Risk Management

Objective

To implement sound risk management principles across CFA.

CFA's risk management objective aims to ensure an integrated, systematic approach to the identification, analysis and management of risks facing the community and CFA. It also provides direction for CFA by facilitating the development of programs and processes for an effective and efficient community-wide approach to managing risks. Through the application of this approach, CFA's intention is to provide the best mix of services, programs and people towards creating a safer community.

Intended outputs

- Identification and mapping of risk and community needs
- Development of risk management and prevention plans
- Review of dangerous goods, fire protection and prevention, and fire equipment servicing

Key achievements

- An additional 175 risk plans were prepared for specific risks.
- Fire Prevention Plans updated for an additional 43 municipalities to reflect CFA guidelines.
- Completion of an internal review into the processes used to prepare reports on land use planning, dangerous goods, fire safety and prevention requirements to ensure their delivery within statutory time frames.
- A total of 3,455 statutory reports completed, an increase of 30% over the 1998/99 period. Reports were completed within statutory time frames in 84.5% of cases.
- A review of the activities of Fire Equipment Servicing by brigades completed and new procedures and practices put in place to accommodate regulatory and legislative requirements.
- A chemicals management information package was developed to meet requirements of the recently proclaimed Hazardous Substances Regulations and Code of Practice.
- Development of relevant OH&S clauses and related matters for inclusion into tender documents, contracts and associated processes.

Output:

Identification and mapping of risk and community needs

A number of research projects were conducted during the year to improve CFA's understanding of community safety issues:

Information during emergencies

During the year, CFA conducted research into community requirements for information during emergencies. This was funded by Emergency Management Australia and the results are providing the basis for identifying projects that can enhance the quality and delivery of information that meets community needs.

Rural communities

In conjunction with Deakin University, research was also conducted into attitudes to fire preparedness amongst rural communities. This research was also funded by Emergency Management Australia and has provided a framework for the most effective means of communicating with rural communities and influencing changes in recognising the need for self-responsibility for fire preparedness.

Brigade integrated community information management

During the year a brigade management database was developed and introduced to assist brigades to keep track of all their records and contacts including community groups and personnel. This was developed as part of CFA's Brigade Community Support Program.

Output:

Development of risk management and prevention plans

CFA places considerable emphasis on risk management planning and believes that prevention is more effective in reducing community risk if addressed at the planning stage. During the year a number of activities were undertaken to improve planning procedures and processes.

Land use planning

In July 1999, in conjunction with Department of Infrastructure, trials began of a new approach to land use planning to complement the Wildfire Management Overlay of the Victorian Planning Provisions. A kit has been prepared for applicants for planning permits to assist them to develop their own planning applications. This will allow applicants to develop plans that address wildfire safety requirements, specifically access to the property, water supply and vegetation management.

Although the trial is still underway, initial response has been very positive.

Municipal Fire Prevention Planning

During the year, CFA developed training to support municipal fire prevention. *Community safety in wildfire: introductory training for municipal fire prevention officers (MFPOs) and their assistants*, is a four day residential course designed to provide assistant MFPOs with the knowledge and skills to carry out their wildfire prevention duties effectively.

The course provides the specific knowledge and skills required to work in a fire prevention role within a municipal council, including statutory requirements, community education, and property management planning. Assessment tasks are incorporated within the course structure and include written tests, syndicate exercises and a post-course assignment.

The course is assessed and successful candidates are awarded the qualification 'Community Safety in Wildfire for MFPOs'. The course was accredited by the State Training Board in early 2000, and will be delivered by CFA. There are plans to extend delivery of this course to other educational providers.

Emergency Management Manual

In conjunction with MFESB, CFA has produced a guide for industry for developing emergency management plans (EMPs). The manual has been produced on CD-ROM and has been marketed to industry by Area management, Community Support Facilitators and Victoria WorkCover inspectors. Initially 2,000 copies were produced and a further 2,000 copies were reprinted in April to meet demand.

Changes to caravan park regulations introduced in July 1999 now require all caravan parks to have EMPs. The Municipal Association of Victoria and the Victorian Caravan Parks Association has recommended that the CFA/MFESB model be followed when developing caravan park EMPs.

Output:

Review of dangerous goods, fire protection and prevention, and fire equipment servicing

Dangerous Goods & Building Standards

During the year, CFA conducted a review to identify resource requirements to address deficiencies in meeting legislative requirements to provide reports on new building applications and the storage of dangerous goods. In the past, CFA has had difficulty in meeting its statutory responsibilities due to insufficient resources and a workload which has grown by over 30% over the past 12 months. Results of this review are being addressed as part of the Government's Strategic Resource Initiative (announced subsequent to 30 June 2000), which provides for additional funding for more resources.

Chemical management package

During the year a chemical management package was developed to ensure the appropriate management of chemicals kept at CFA locations. This package includes the provision of training and an associated manual. Chemicals are being assessed and details of each chemical maintained in a register within each location. The package is being progressively implemented.

Fire Equipment Maintenance

During the year a review was undertaken of CFA's Fire Equipment Maintenance program by independent accountants, Campbell Wallis Moule Pty Ltd. to ensure that brigades, which receive a fee for providing maintenance services to private organisations, comply with National Competition Policy and Goods and Services Tax requirements. As a result, a model has been developed to ensure CFA meets all requirements.

Key future direction

- Implement Safe Community Appraisal Process (SCAP) – an improved system for the collection, management and use of data about risk and community needs. This will improve risk identification and mapping, and streamline work required at brigade and Area/Region level.

Community Partnerships

Objective

To support and increase the partnership between CFA and the community

CFA's objective is to continue to develop partnerships with the community. This will help communities develop a greater understanding of the risks they face and a stronger acceptance of their responsibility for managing those risks.

Intended outputs

- Development of community education, self-reliance and safety programs
- Expansion in numbers of forest industry brigades

Key Achievements

- Brigades now delivering proactive community safety programs to the community.
- A total of 701 Community Fireguard groups maintained.
- Bushfire Blitz presenters recruited and trained to deliver 140 community information sessions in languages other than English.
- All targeted private plantation forest companies satisfactorily meeting requirements of CFA's Industry Brigade framework.
- 70% of Forest Industry Brigade members trained to approved standards.
- Developed a partnership with the Adult Multicultural Education Service (AMES) to raise awareness amongst newly arrived migrants about fire hazard risks in their new environment.
- Brigades in Schools program now being delivered to most schools across the State.
- Early Fire Safe program delivered to a diverse range of community groups.
- A total of 31 youth crews maintained.

Output:

Development of community education, self-reliance and safety programs

CFA's Community Support Facilitators have been integral in developing and assisting brigades with their community education activities as well as supporting brigades in recruitment and performance monitoring.

Community Support Facilitators and brigades have consolidated the success of previous community initiatives and introduced a number of innovative and informative programs. These have increased community awareness of the risks they face and preventative action they can take, and are fostering increasing individual and communal responsibility for risk management.

Bushfire Blitz program

The successful Bushfire Blitz program continued as part of our safety awareness campaign in high-risk bushfire areas during the summer months.

The program assists individuals to develop practical bushfire safety plans and demonstrates how they can take more responsibility for their own safety in case they are threatened by bushfire.

Fifty-eight Bushfire Blitz presenters worked with brigades, with 1,054 street meetings held in high-risk areas. These areas are identified using GIS technology and include the Dandenong Ranges, Macedon, Gippsland, Central Victoria and popular holiday resorts along the Mornington Peninsula and the Great Ocean Road.

In what is believed to be an Australian first, five CFA-trained bilingual speakers were used to communicate fire safety messages to ethnic communities in rural Victoria. The program employed people from the Tongan, Italian and Turkish communities in Mildura, and the Greek and Italian communities in Shepparton. Over 140 community information sessions were conducted in languages other than English.

More than 16,000 people attended this year's Bushfire Blitz meetings, despite heavy rainfall in some parts of the State during January which significantly curtailed the number of planned meetings.

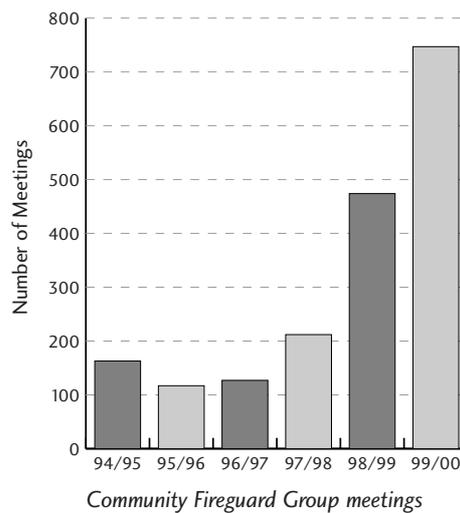
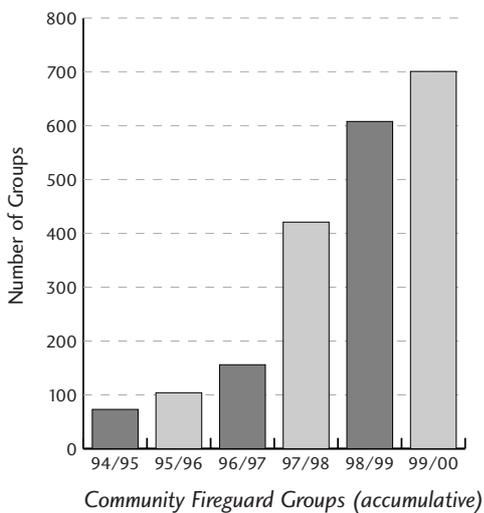
During 1999 the Bushfire Blitz program received international attention at a United Nations forum held in Geneva that marked the concluding phase of the International Decade for National Disaster Reduction.

For the third successive year, CFA again teamed with ABC Radio in promoting bushfire awareness. Over 230 callers were provided with information through a 1800 line donated by Telstra.

Community Fireguard program

As an extension to the Bushfire Blitz campaign, the Community Fireguard program involves residents in high bushfire risk areas forming local community groups designed to prepare areas for bushfires both before and during bushfire activity, and improve individual and community risk minimisation. The program provides a framework for emergency services to interact with high-risk communities through the emergency management process – prevention, preparation, response and recovery.

The Community Fireguard program has been in existence for seven years. A total of 93 new groups were formed during the year and it now comprises 701 groups throughout the State.



Winter fire safety campaign

CFA continued to capitalise on the success of previous winter fire safety campaigns which involve general fire awareness.

A survey undertaken in 1999 by CFA and MFESB indicated that many Victorians were complacent about fire safety in the home. As a consequence, both fire services developed a joint campaign to promote the need for home evacuation plans, known as the Great Home Escape Day.

The first Great Home Escape Day was held on 25 July 1999, and formed a major part of the 1999 winter fire safety campaign. The success of this initial campaign was repeated on 18 June 2000 in partnership with MFESB and assisted with sponsorship by RACV which supported a radio advertising campaign featuring Kerry Armstrong, a popular actor in the series 'Sea Change' who lost her home in a fire in 1999. The advertising was carried on metropolitan, regional and ethnic radio stations.

The Great Home Escape Day also involved close partnership between brigades and schools, with the Victorian Farmers' Federation which assisted in delivering information to a wide rural audience, with Aged Care Services which assisted in reaching high-risk aged populations, and with Bunnings Warehouse which provided a community focal point for demonstrations. Brigade activities included organised events ranging from simulated fires and escapes, through to school drills and providing safety testing of electrical goods.

Multicultural Program

During the year, CFA undertook comprehensive research of multicultural non-English speaking communities to evaluate their knowledge of fire safety in areas served by CFA, and to determine the most effective means of incorporating community education programs into diverse multi-cultural communities.

This research, believed to be the first of its type in the world, was conducted in both urban and rural areas, and involved bilingual staff and volunteers, key community leaders and other representatives from various ethnic groups. In total, 125 participants from the Greek, Italian, Vietnamese, Bosnian, Croatian, Macedonian and Turkish communities were involved in the project.

The results of these findings are now being incorporated into planning for future multicultural communication and volunteer recruitment programs.

Multicultural strategies have already begun to make an impact on community education in high-risk non-English speaking communities.

Activities included:

- creation of a multicultural advisory committee for specific projects, including development of fire safety education programs;
- production of the first multicultural guide by an Australian fire emergency service, providing the basis for communication in 12 languages;
- cultural awareness training for brigades operating in multicultural communities to enable them to interact better within diverse individual cultures;
- recruitment of bilingual education personnel to assist with Bushfire Blitz programs;
- displays held at cultural festivals throughout the State to communicate fire safety messages;
- strong relationships built with ethnic media in the State;
- a partnership with the Adult Multicultural Education Service to conduct fire education sessions in Dandenong, Springvale, Noble Park and Narre Warren;
- information sessions for Vietnamese market farmers in Lara; and
- co-ordination with local municipalities to explore existing local programs and opportunities to improvement in fire safety education.

CFA's approach to multicultural education programs is flexible to meet changing demands, and during the year a special Albanian multilingual guide and program was developed to assist Kosovo refugees housed at Portsea.

Youth programs

CFA's emphasis on involving the younger community in fire awareness education continued during the year in an effort to foster awareness of fire prevention, and an acceptance of identifying and managing risk at an early age so that it becomes an inherent part of life in adult years.

The Brigades in Schools program expanded during the year, as did the Youth Crew program which continues to increase fire awareness among younger people and prepare a younger generation of volunteer firefighters. Since the Youth Crew program commenced in 1997, a total of 320 students have graduated, each devoting around two school hours each week to the program over a two-year period. A further 980 students from Years 9 and 10 are currently taking part in the program at 31 schools across the State. Eleven new schools joined the program during the year.

In addition, over 15,000 primary school students were educated on home fire safety through CFA's mobile education unit.

At preschool level, CFA and MFESB continued to jointly deliver the Early Fire Safe program for parents of pre-school children. At secondary school level, CFA joined with DNRE to produce curriculum resources and conducted an annual professional development program for secondary school teachers to enable them to conduct field excursions with their students.

As an extension of the overall youth program, CFA also hosted six teenagers from Melbourne's western suburbs at CFA's Fiskville training complex as part of an outdoor adventure-based course known as Operation Newstart Western. The course was designed for teenagers at risk of not completing secondary school and with a record of high absenteeism.

During the year, over 200 referrals were received as part of the Juvenile Fire Awareness and Intervention Program. This is a joint CFA/MFESB program designed to counsel young people found lighting fires.

In another rural youth program, CFA joined with Farmsafe Alliance in a number of Farm Safety Days to educate children of farming families about the dangers of fire. Children were exposed to issues such as storage of chemicals, house fires, evacuation, and the problem of older children cooking while parents work on the farm.

Enhanced community information

As more people access the internet for information, CFA has significantly upgraded its website to make it more user-friendly. Known as FireWire, the website has become the springboard for a progressive improvement in public access to electronic news and information about CFA and its services.

To improve media liaison throughout the State and ensure that the community receives accurate and relevant information at times of high risk or during major incidents, 228 CFA people were trained in media relations and management throughout the year.

Public recognition

CFA continues to receive public recognition for the innovation and success of its community education programs.

Among these, the Craigieburn brigade received the prestigious National Australia Bank's National Community Link Award for 1999 for its permanent interactive fire safety display at the Urban Land Corporation's Display World 2000 at Roxborough Park in outer northern Melbourne. This national award is based on the community impact of the project, volunteer involvement, and how others benefit from the project.

Volunteer brigades also featured strongly in the annual Fire Awareness Awards. Wonthaggi brigade received an award for its work with intellectually disabled people. Epping brigade was recognised for development of individual emergency management plans and a cooperative approach to sharing emergency resources. Melton brigade was recognised for its efforts in reducing kitchen fires in conjunction with the local Police Community Consultative Committee. The Youth Crew program also received recognition for increasing fire awareness not only among its participants but also among adolescents in the wider community.

Partnerships with industry and high-risk groups

CFA continued to strengthen relationships with major industry throughout the State, particularly high-risk industrial complexes. Included among these were:

- incident control system training at the Shell Geelong Refinery incident control centre;
- provision of a specially equipped Petroleum Emergency Response Unit (PERU), largely funded by the petroleum industry and located at Bendigo; and
- participation by four brigades in a simulated operational emergency at BHP's Steel Mill at Hastings.

The elderly also represent a high-risk group and during the year CFA continued its joint program with MFESB to educate carers of elderly people at home about fire safety through training sessions.

Output:

Expansion in numbers of Forestry Industry Brigades

During the year, an additional five Forestry Industry Brigades were established to assist with fire management in commercial forest plantations. These include plantations of pine and hardwood, principally blue gum. In 1999 Victoria had almost 300,000 hectares of plantation and this is estimated to increase to 750,000 hectares by 2020.

The intention of the Forestry Industry Brigade concept is that the responsibility for fire protection and prevention within forestry plantations will be taken by the industry, with adjoining volunteer brigades supporting each Forestry Industry Brigade.

These industry brigades operate under the *Country Fire Authority (Forestry Industry Brigades) Regulations 1998 – Statutory Rule 161/1988*.

This legislation requires members of plantation brigades to be 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 that have access to CFA expertise, technology and systems.

Supporting volunteer brigades near plantations have been provided with upgraded training on plantation fire fighting and seven new specialised four-wheel drive vehicles suited to plantations.

In January 2000, in a first test for the newly formed forestry industry partnership, brigades from Hancock Victorian Plantations and Green Triangle Forest Products in southwest Victoria successfully controlled a major fire which had spread over the South Australian border with the assistance of CFA brigades, the Department of Natural Resources and Environment and the Country Fire Service (SA).

Key future directions

- Increase brigade capacity to implement community education programs by improving support and capacity for brigades. This will be achieved through Community Education Officers at targeted brigades, and through an increase in community safety training for staff and volunteers, and improved policy and procedures to guide community safety activities.
- Provide a fast and reliable news and information service and a State-wide network of trained CFA media spokespersons on incident management teams.
- Ensure private plantation forest companies meet the Forest Industry Brigade framework.
- Develop formal partnerships with high-risk industries. This will be achieved through Memoranda of Understanding with industry, an increase in the number of approved Forestry Industry Brigades, development of 'good practice' guidelines for the forest industry, and provision of equipment and training to support brigades adjacent to forest plantations.

Incident Management

Objective

To maintain and enhance incident management capability.

CFA is committed to having the right resources in the right place at the right time. This requires highly trained people supported by appropriate infrastructure, equipment, operational management plans and procedures.

Intended outputs

- Development of incident management procedures, guidelines and standards
- Further development of operational pre-planning
- Effective incident management
- Improved operational communications

Key Achievements

- Enhancements and changes to Regional Operational Planning and Communications planning were carried out.
- Planning commenced for all Major Hazard facilities in CFA area (facilities identified by Victoria WorkCover Authority Major Hazards Unit following the Linton tragedy).
- Professional development program commenced for all Operations Managers and Operations Officers to enhance their incident management skills.
- Design and installation of water level gauges on all CFA tankers.
- Developed and hosted crisis management workshop for AFAC agencies, and drafting of guidelines for CFA.
- Updating of Memoranda of Understanding and Mutual Aid Procedures with DNRE, CFS(SA), MFESB, RFS(NSW), and NSWFB.
- Development of an Incident Safety Officer information package to ensure safety on the fireground.
- Recruitment of additional 40 permanent firefighters.
- Delivery of capital projects plans for the Outer Melbourne metropolitan program.

Output:

Development of incident management procedures, guidelines and standards

Review of Standing Orders

Following 12 months of comprehensive review, the Chief Officer's Standing Orders (SO) and Standing Operating Procedures (SOP) were revised and distributed to brigades early in the financial year, with copies also available on CD-ROM.

These documents are legally binding on all CFA operational personnel, including volunteer firefighters, and provide clear directions and procedures.

Particular emphasis has been placed on safety of fire crews, including the requirement for a safety assessment at an incident during 'size up', the appointment of a safety officer for certain incidents, and specified appropriate protective equipment and clothing. Revisions also provide for minimum skill training requirements before a volunteer may attend an incident.

During the year a revised operational briefing format was introduced. This is based on a process developed by the military, with proven operational effectiveness. The new format is designed to improve the quality of briefings including those prior to deployment, during deployment, start of shift, handovers, changeovers and for general information.

State Technical Rescue Specialist Reference Group

The past twelve months has seen the establishment of working parties to determine the future direction and requirements for rescue disciplines such as rope rescue, confined space rescue and urban search and rescue. This work will complement that being done by the Road Accident Rescue group.

The main purpose of these working parties is to ensure world best practices are developed and utilised to provide a safe, efficient and effective response to all rescue activities. This is being achieved through the development of comprehensive training packages and Standard Operating Procedures that are consistent across all disciplines as well as compatible with those of other agencies.

Operational Systems Development Study

During the year, Australian Defence Industries (ADI) was commissioned to undertake a study to identify deficiencies in existing systems relating to training, operational planning and incident command and control.

The study will enable CFA to develop a high-level operational information management strategy which will allow for an integrated approach to operational information management to be adopted. The study has also provided a framework for developing a system which can be used for simulation of operational decision making.

Output:

Further development of operational pre-planning

Linton Fire – Case study

Following the tragic deaths of five CFA volunteers in a wildfire near Linton on 2 December 1998, CFA and DNRE initiated a joint operations review in which experienced operational personnel, scientists and technicians analysed every aspect of the fire. The findings of the operational review and its key recommendations were summarised in a case study, *'Reducing the Risk of Entrapment in Wildfires'*, which was published in July 1999.

While this study was not intended to pre-empt the Coronial Inquest into the deaths, it has provided an immediate interim framework for further training and education programs to reinforce existing safety procedures.

The case study also provides improved understanding of how fuel characteristics, terrain and weather conditions can influence fire behaviour.

Upon release of the Coroner's brief in October 1999, CFA commenced the preparation of a range of materials and information that the brief clearly foreshadowed.

In addition, a process was established for preparing volunteers and career staff who were identified in the brief as required to provide evidence to the Coronial Inquest. This process will continue to provide support to this group of people during the inquest.

Relationships with other agencies

Inter-agency support and cooperation continued in the critical outer metropolitan boundary interface between CFA and MFESB. The policy of Mutual Aid continued to operate effectively to the benefit of communities living in these areas.

Relationships with DNRE in forest firefighting operations continued to be strengthened between the two agencies. During the year, a position paper was prepared by both agencies to clarify respective roles and responsibilities, and skills and procedures to be followed when conducting safe forest firefighting operations. In addition, cooperation with DNRE under the successful Integrated Firefighting Aircraft Resources (IFAR) agreement continued during the year. The agreement covers the administration and deployment of aircraft to fires.

CFA and DNRE also participated in local currency training days to improve cooperation and understanding of each agency's methods of firefighting.

During the year, discussion continued with the SES and the Rural Ambulance Service on assessing and identifying sites suitable for collocation of operations. This work will result in closer planning between the agencies for new and relocated facilities, and the further sharing of sites such as the Bairnsdale regional office where SES and CFA jointly reside.

Memoranda of Understanding are currently in place with DNRE, MFESB, Country Fire Service (South Australia), Rural Fire Service (NSW) and NSW Fire Brigades.

Crisis management

During the year, CFA hosted a crisis management workshop for AFAC (Australasian Fire Authorities Council) agencies which was attended by 35 fire and emergency service personnel from across Australia.

Following this workshop, and in recognition of the importance of prior planning for unexpected corporate crises, CFA has developed comprehensive guidelines to ensure the organisation is best placed to protect its reputation at times of crises.

Output:

Effective incident management

During the past year, Victoria experienced its third summer with severe drought conditions in many parts of the State. This placed additional pressures on many volunteers and resources.

1999/00 was the busiest year on record. A total of 16 fire ban days were declared, three of which were declared for the whole of the State, compared to a total of one whole of State and four partial fire bans in the previous year.

The total number of brigade turnouts (both primary and support) increased by 6.5% to 52,559.

The total number of incidents attended increased by 4.5% to 31,352.

Total Fire Ban Days 1999/00

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

1999

December 8 North West
15 North West, South West, Central, North East

2000

January 13 North West, South West
18 North West, South West, Central, North East

February 2 North West, South West
3 North West
4 WHOLE OF STATE
5 North East, East
8 North West, South West
10 WHOLE OF STATE
11 North East
18 North West
19 WHOLE OF STATE

March 2 South West, Central
17 North West, South West
22 South West

Total number of incidents (by category)

	1998/99	1999/00
Vegetation fires	4,065	4,077
Building fires & fires in buildings	2,885	2,547
Vehicle fires	2,080	1,787
Other fires & explosions	2,921	2,781
Road accident rescues	2,583	2,594
False alarms & good intent calls	9,853	8,757
Support to other fire agencies	41	20
All other	5,586	8,789
Total	30,014	31,352

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 have been included.
2. As a result of industrial action imposed by the United Firefighters Union during 1999/00, approximately 20% of incidents were unable to be categorised. These non-categorised incidents have been included under the category 'All other'.
3. These include 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 2001.

Total number of turnouts by CFA brigades

	1995/96	1996/97	1997/98	1998/99	1999/00
Primary	16,767	26,985	30,300	30,014	31,352
Support	6,453	16,349	20,887	19,347	21,207
Total	23,220	43,334	51,187	49,361	52,559

Geographic Information System capability

CFA is progressively assessing fire service coverage by brigades, particularly in the outer metropolitan growth corridors of Melbourne where rapid urban growth continues. Emergency response speeds have been coded into digital road networks in a Geographic Information System to model the most appropriate mix of resources and locations of fire stations. The outputs from the models are used extensively by Area Management Teams and operational personnel.

Service Delivery Standards

CFA's Service Delivery Standards (SDS) have been in the spotlight for the past two years. Except during the period of the works bans imposed by the United Firefighters Union, CFA has maintained compliance with its SDS at or about the 90% level.

The principal use of the SDS data has been in the brigade improvement program and in the evaluation of alternatives in the Outer Metropolitan Resourcing Strategy.

The process of calculating SDS compliance has been automated to improve the accessibility of SDS data to field staff and brigades. This will assist in making the SDS process very transparent.

Productivity Commission

In early 2000, the National Productivity Commission reported on national fire and emergency services throughout Australia. Although the data was not comparable between all States, CFA compares favourably with other fire and emergency services.

The report found that Victoria has the fastest response rate in Australia, despite responding to nearly a quarter of all fire incidents in the country during 1998/99. The report also showed that Victoria ranks as one of the lowest for fire injury rates with a long-term (9 year) downward trend in civilian death and injury. Fire death rates for Victoria (at 0.54 per 100,000 population) decreased from 1997/98 and were reported as better than the national average (0.8 per 100,000 population).

The report shows that CFA's focus on performance improvement is achieving results in reducing loss of life and property for Victoria from fires.

Capital works/facilities

Significant capital works activity was undertaken during 1999/00 and included the completion of nine new fire stations and the modification of four existing fire stations. A total of \$5.6 million was invested in the purchase of land and capital works for the year.

In addition, work also commenced on a number of new projects during the year, including a major new development at Lorne which includes co-location with Police, SES and Rural Ambulance Victoria at a total cost of \$1.8 million.

Outer Metropolitan Growth Corridor

Activity in the outer metropolitan areas focused on the purchase of land at Point Cook, Caroline Springs and South Morang, and with commencement of construction of new fire stations at Hoppers

Crossing, Hillside and Sunbury. The Hoppers Crossing station will be completed in the first quarter of 2000/01, and Hillside and Sunbury stations are planned for completion by the end of 2000.

Final design was completed on the Craigieburn and Warrandyte fire stations with construction expected to commence during 2000/01.

Completed Capital Works Projects 1999/00

Narre Warren North Fire Station	Narre Warren East Fire Station
Tawonga Fire Station	Colac Fire Station
Elphinstone Fire Station	Guilford Fire Station
Alexandra Fire Station	Toolangi Fire Station
Stonehaven Fire Station	Mt Evelyn alterations
Nar Nar Goon alterations	Balnarring extensions
Trawool alterations	North East Training Ground – Fire Attack Building
South East Training Ground – Ring Main	Headquarters refurbishment
Shepparton DMO Workshops	Epping extension

Appliances

Vehicles

Following the firefighter entrapment at the Linton wildfire and as part of CFA's 'safety first' approach, low water level warning indicators have been retrofitted on all tankers. These indicators provide visual and audible warnings when tanks fall to a quarter of capacity. They have been installed on all CFA and brigade-owned tankers, and are now a requirement for all new tankers.

During the year a research program was initiated into the operation and performance of appliances, particularly in the rural environment. The aim of the project is to more clearly define the performance of different appliances in various wildfire situations.

As part of project, trials commenced during the summer fire season on a revolutionary new prototype firefighting vehicle built by Australian Defence Industries (ADI). Known as the FireKing, the vehicle has been purpose-built for fighting bushfires and is designed to provide enhanced crew survivability from exposure to radiated heat.

CFA's focus on appliance safety was extended during the year with a review of tanker design which includes evaluation of the effectiveness of various water sprays in protecting tankers in the event of entrapment. This evaluation is being conducted jointly with CSIRO and the NSW Rural Fire Service and is examining issues such as the effectiveness of a water deluge system, battery protection from radiant heat, drop down curtains in the cab and in the roll over protection system, and better stowage of wildfire survival blankets.

CFA has also commenced a pilot program, in partnership with brigades, to recycle the body of ACCO 610A 3.4 tankers for brigade-owned tankers. The body of each tanker is being retrofitted with new safety features. This program will reduce the reliance of brigades to raise funds for their own tankers and is very cost effective. It also ensures consistency in fit-out and compliance with CFA's safety standards.

Review of brigade and community owned firefighting vehicles

During the year a review was undertaken of brigade and community owned vehicles to consider a number of issues including maintenance and capital support to brigades, design features and OH&S standards, acquisition processes, and resource planning (including housing).

Following extensive consultation with Areas and Regional Planning Teams, a number of principles have been developed for management of these vehicles. This project will continue through 2000/01.

Firefighting and rescue vehicles acquired 1999/00

3.4D tankers	60
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Aircraft

Although a relatively quiet summer fire season, Firespotter 01 continued to be used successfully on some individual fires and provide a State-wide overview of ongoing fires and their potential.

The Erikson Airplane again proved its worth to CFA and DNRE with a significant suppression of a major fire at Mt Evelyn in February 2000.

During December and January, air reconnaissance and aerial bombing capacity was limited due to fuel contamination problems that grounded most aircraft in the State. Many Regions experienced difficulties obtaining services from their local providers for fire detection and management. CFA established Area co-ordinators to ensure competing demands for limited available aircraft were minimised. In addition, several private aviation firms supplied suitable aircraft to meet CFA's requirements. On several occasions aircraft were despatched from Melbourne to assist Regions, and overall the standard of air operations was maintained at a high level.

As part of succession planning and expansion of the air operations unit, CFA continued to facilitate training for air operations personnel for the roles of Air Attack Supervisors and other support roles. A number of air operations personnel with existing qualifications were also re-accredited to maintain their competencies.

Air operations unit conducted five 'currency training days' across the State to improve skills in air attack, air observing, and aircraft support management roles. These were held in conjunction with Regional exercises designed to practice incident management skills and the integration of air operations with ground fire suppression efforts.

Aircraft communication kits were out of action for a large part of the fire season due to safety concerns regarding the restraining of the kits for aircraft. Stringent specifications required by the Civil Aviation Authority have been met in resolving this problem, and the kits will be fully operational for the 2000/01 fire season.

Appliance design

Detailed assessments have been undertaken on CFA appliances covering areas of ergonomic and acoustic design standards. These assessments have assisted in developing minimum design standards aimed at improving the suitability of future appliances.

Benefits are likely to include improved step design, locker access, pump controls, and noise suppression of firefighting pumps.

Thermal imaging trials

Thermal imaging equipment was extensively tested and evaluated during the year to determine whether imaging camera technology can improve fire ground performance, reduce losses and enhance fire ground safety.

Initial trials were followed with detailed comparative evaluation of equipment on the market and identified multiple procurement options for the introduction of preferred thermal imaging equipment. During the current year further work will be undertaken to assess implementation requirements before a decision is made for adoption of thermal imaging equipment.

Output:

Improved operational communications

Regional operations planning and communications

Each Region updated the Regional Operations Management Plan. This plan outlines preparedness and response arrangements. Wildfire response plans have been prepared for areas of significant wildfire risk. These plans are prepared in collaboration with DNRE and local municipalities.

Regional communications plans were prepared for each Region. These plans designate incident communications arrangements and identify actions to be taken as incidents occur in communications 'black spots'.

Work continued to identify communications gaps and needs in each CFA Region. This is part of a strategy to identify the consequences of recent radio band changes.

Radio communications

During the year, CFA upgraded radio systems to achieve functionality and compatibility with DNRE, ensuring the highest level of inter-agency co-ordination. The Coronial Inquiry into the 1997 Mount Dandenong fires highlighted the need for communications between CFA and DNRE to operate as if there was only one system. As a result MTX838 radios, which were used outside the BEST-CAD area, were replaced with superior MTS2000 radios to enhance entire network compatibility throughout the State. The MTS2000 radios have the capacity to operate in trunking (via SMR), voting (multi-frequency simulcast) or simplex modes and have a 250 channel capacity to meet all communication requirements between agencies.

A review was also completed of country Regions throughout the State as part of the Radio Coverage Supplementation project. This has assisted in identifying deficiencies and the need for additional requirements.

Changes to Telstra's services

Telstra's advanced warning of its intention to withdraw from the provision of analogue mobile telephone services was well publicised. However, the rate of replacement by digital coverage was not complete when the analogue service was terminated. As communications is essential to effective delivery of emergency services, CFA successfully realigned communications arrangements with Telstra's digital services and provided coverage for most areas of the State. CFA is now using Telstra's CDMA (Code Division Multiple Access) network and the GSM (digital) network depending on the geographical coverage required.

Although Telstra's withdrawal of paging services was advised at relatively short notice, CFA was able to make alternative arrangements with other service providers to ensure that both despatch and administrative paging continued without interruption.

Key future directions

- Improve incident management procedures, guidelines and Chief Officer's Standing Orders.
- Improve operational pre-planning, including implementation of operational decision making processes by incident controllers, and a review of communication plans.
- Improve firefighting capacity and capabilities through the progressive implementation of the Victorian Government's Special Resource Initiative.
- Maintain incident management capability through the development and continual refinement of the rolling five-year strategic plans for land, buildings, vehicles, human resources and information technology requirements.
- Improve management of incidents including finalisation of standards for command and control.
- Training to meet Chief Officer's requirements for Firefighters, Crew Leaders, Sector Commanders, Strike Team Leaders, and Operational Officers.
- Major Incident Planning to develop a team capable of assisting the Chief Officer in planning and managing major incidents.
- Mutual Aid training to ensure 1,000 competent firefighters over an 18 month period in CFA/MFESB areas of interface.

Significant Incidents 1999/00

The following fires and incidents indicate the diversity of CFA's operations

Date	Location	Details	Damage	Region
Structure fires				
1999				
17 July	Ballan	Milk bar/take away store and attached dwelling	\$250k	15
15 August	Stanhope	Milk processing factory	\$500k	22
22 August	Rosebud	Timber yard	\$1.5 m	8
25 August	Doveton	Large commercial bakery	\$2.8m	8
4 September	Geelong North	Former Primary School		7
10 October	Colac	House fire		6
12 October	Frankston	Night Club		8
30 October	Highton	House fire	\$300k	7
16 December	Bayswater	Factory fire	\$500k	13
24 December	Ballarat	Timber mill	\$250k	15
2000				
2 January	Hazelwood	Power Station	\$200k	10
20 January	Maryvale	APM Paper Mill		10
29 January	Castlemaine	Pump manufacturing plant	\$1 m	2
3 February	Frankston	Old Karingal Secondary College	\$400k	8
10 March	Jamieson	Two-storey house	\$110k	23
13 March	Healesville	Old section of Healesville Primary School		13
22 March	Warragul	Cabinet maker/joinery factory	\$300k	9
4 April	Buffalo River	Tobacco kiln and shed	\$500k	24
5 April	Ballarat	Criterion Hotel	\$250k	15
11 April	Trawool	Shack fire	One fatality	12
13 April	Springvale	House fire	Three fatalities	8
13 April	Seaford	House fire	One fatality	8
Hazardous materials incidents				
1999				
30 September	Corio	Oil refinery – fuel gas leak		7
2000				
26 January	Stonyford	Bulk tanker leaked approx 500 litres of nitric acid		6
21 April	Deep Lead	Fire on freight train carrying dangerous mixed goods	\$1 m	16
Wildfires				
1999				
2 December	Langwarrin	Large grass/forest fire		8
2000				
9 January	Seymour	Grass fire		12
10 February	Mt Evelyn	Scrub fire in highly populated area		13
10 February	Western Highway	Large grass fire ignited by vehicle	Approx. 1671 ha	6
19 February	Arthurs Creek	Grass fire		14
Accidents				
1999				
1 December	Gisborne	Aircraft accident	Four fatalities	14

CFA People

Objective

To provide maximum support to CFA's integrated team of volunteers and career people

Maintaining a viable volunteer service is one of the key challenges facing CFA and involves an understanding of the pressures facing volunteers now and in the future, ensuring CFA people are appropriately skilled, equipped and supported to cope with the service demands they face, and assisting brigades develop and maintain a membership base with the skills and flexibility to get on with the job in a way that best suits their local needs.

Intended outputs

- Support of brigades and individuals, maintaining brigade viability and improving brigade performance
- Improve general brigade skills
- Major incident management and planning training
- Leadership and management training
- Provision of protective equipment

Key Achievements

- Process for developing standards and competencies for operational responsibilities of brigades commenced, including definition of minimum operational skills required for all CFA firefighters.
- Continuation of the Brigade Broader Membership and related programs such as recruitment support to brigades, including the "Ordinary people – Extraordinary Job" volunteer recruitment campaign.
- Implementation of the Resource Management System (RMS) Training Record Module for individual training recognition and management planning purposes.
- Conducted over 60 recruitment workshops.
- Development and distribution of the equity and diversity strategy completed.

CFA's effectiveness can be attributed directly to the quality of its people. The State is very fortunate to have the protection of an experienced, skilled and committed team, especially volunteers who give so freely of their time, in sometimes hazardous circumstances, for a range of activities including emergency response, community education, and personal development and training.

As at 30 June 2000, CFA was served by 65,179 people. These include 313 full time career firefighters, 64,340 volunteers, and 526 other staff. Of the total force, 98.7% were volunteers.

Career staff by job type (at 30 June 2000)**Equivalent full time staff**

Job type	Women		Men		Total
	No.	%	No.	%	No.
Firefighters	3	1	310	99	313
Field support	0	0	67	100	67
Administration	138	47	155	53	293
Technical	1	1	88	99	89
Management	9	15	51	85	60
Executive Officers	1	6	15	94	16
TOTAL	152	18	686	82	838

Output:

Support of brigades and individuals, maintaining brigade viability and improving brigade performance

Brigade Broader Membership project

The Brigade Broader Membership project has been implemented in response to volunteer concerns about the increasing range of tasks required in some brigades, and provides a mechanism to recruit volunteers whose role is not primarily firefighting but who may undertake tasks to assist the brigade.

During the year a communication program was initiated with volunteer brigades to create awareness of the benefits of the Brigade Broader Membership project and assist brigades to establish structures that incorporate the new model. A total of 60 meetings were conducted during 1999/00.

During 1999, CFA initiated a State-wide volunteer recruitment and profile raising campaign. Using the theme 'Ordinary People, Extraordinary Job', the campaign positioned CFA as highly professional and more than a firefighting organization by demonstrating not only a full range of fire suppression and prevention activities, but also community safety activities. It involved most brigades and comprised brochures, posters, banners and a high quality recruitment video.

The campaign also formed part of National Volunteer Week during May 2000, during which a range of activities and promotional events were conducted.

In 1999/00, CFA exceeded its targets for delivery of volunteer recruitment workshops: 40 were planned and 63 were delivered. These workshops provided the basis for recruitment campaigns to be tailored for individual brigades.

Analysis was also produced on the reasons why volunteers leave CFA. This information has been incorporated into recruitment workshops and procedures to assist in minimising volunteer membership attrition.

During the year CFA was invited to deliver two papers on volunteer recruitment to emergency services peers: Volunteers in Emergency Services Forum (held in Sydney in July 1999) and Fire and Emergency Services Authority of Western Australia Management Forum (held in Perth in August 1999). These forums recognised CFA's pre-eminent position in volunteer recruitment and provided opportunities for CFA to share its achievements with other emergency services and organisations.

Career staff recruitment

Two major career firefighter recruitments were conducted during the year, each comprising 20 recruits and representing the first significant intake of career firefighters in the past five years.

The first intake commenced training in January 2000 and comprised 17 former volunteers (including one female) and three direct recruits with no previous CFA experience. The second intake commenced training in late June 2000 and is due to complete training in September. This intake comprises 16 former volunteers and four direct recruits (of which one is a female).

CFA is particularly seeking an increased number of women and people from multicultural backgrounds in its recruitment to better reflect the community it serves, and is currently reviewing how it might attract higher numbers of recruits from these groupings.

Further major recruitment of career firefighters is currently underway and selection criteria have been modified to attract wider community interest.

In addition to firefighter recruitment, a total of 129 new and replacement positions became available during 1999/00.

Equity and Diversity

CFA's Equity and Diversity strategy was revised during the past year. The strategy contains actions for implementation in the areas of policy, organisational culture, education and awareness of equity and diversity issues, career development, grievance procedures, and research and development.

This strategy will provide the foundation for CFA to become a best practice leader in equity and diversity management.

Women in CFA

As an equal opportunity employer, CFA does not differentiate between gender when recruiting either career staff or volunteer members.

Increasingly brigades are seeking to attract women volunteers as country towns lose their youth to the city. With more people commuting to the city or regional centres, fewer volunteers are available for daytime turnouts.

During the year a number of campaigns were developed specifically to recruit more women volunteers, and the first Women's Forum was initiated to discuss issues related to women within the CFA workplace culture. The forum was the culmination of a year-long program for female employees, designed to provide opportunities for personal development, knowledge acquisition and networking, and attracted more than 90 women staff members.

This forum was supplemented by a workshop involving career and volunteer men and women who helped identify equity and diversity issues within CFA. These issues were instrumental in developing the Equity and Diversity Strategy.

Critical Incident Stress Management

Eleven representatives, including 9 volunteers, were sent to the biennial Australasian Critical Incident Stress Conference in Adelaide during 1999.

CFA was also invited to present a paper on its critical incident stress management response to the tragic Linton fire in 1998 to over 200 participants from across Australia and New Zealand. The paper provided an opportunity to recognise the valued and important work done by critical incident stress peers who provided support to CFA members and their families during and after the Linton fires.

The critical incident stress support program has progressed well. It is assisted by 186 volunteer peers who have provided 229 contacts to 1,659 people during 1999/00.

Fire Brigade Championships

Local and State championships continued to be well supported this year. The three State Fire Brigade Championships drew 2,900 competitors and supporters from 200 brigades across the State, and from Hobart, Tasmania.

2000 Fire Brigade Championships

	Held	No. of brigades	No. of competitors
Urban Juniors	Ballarat, 19-20 February 2000	66	990
Urban Seniors	Stawell, 11-13 March 2000	84	1,300
Rural Seniors/Juniors	Lilydale, 1-2 April 2000	50	610

Output:

Improve general brigade skills

Minimum Skills Program

CFA has been progressively moving towards the development and introduction of minimum skills requirements for volunteer firefighters. The simple aim of the minimum skills program is to ensure the availability of the right number of people, in the right place, at the right time and with the right skills and equipment.

While it is acknowledged that volunteer firefighters do possess the skills to varying degrees, CFA recognised a need for a process that recognises their current skills and provides training to address the skills gap to ensure that volunteer firefighters possess all the required skills for their personal effectiveness and safety.

During the year, a minimum skills recognition program was introduced which is designed to heighten awareness of the importance of creating a safer work environment with the recognition and acquisition of skills that are understood and recognised.

The process will be conducted over a five-year period, during which all brigades and volunteer firefighters will be recognised for the skills they possess to meet the different risks faced by their brigades. In some cases, where skills need to be improved, additional training is being provided.

The program is aligned with Australian fire fighting qualification standards (National Fire Competencies) and will ensure that volunteer firefighter skills are recognised in line with career firefighters where the risks are the same.

Five risk profiles have been determined, and brigades, in consultation with their Region, have identified the appropriate risk profile for their brigade. The number of firefighters needed to turn out to meet a particular risk is used as the basis for determining the required skill levels of volunteer members.

Brigade Minimum Skills Risk Profile

The following table describes the five risk profiles that are used to categorise each CFA brigade, and the minimum skills needed to meet each risk profile.

Wildfire	Wildfire and low structural	Wildfire with structural	Structural with wildfire	Structural
Wildfire behaviour	Wildfire behaviour	Wildfire behaviour	Wildfire behaviour	Safety and survival
Safety and survival	Safety and survival	Safety and survival	Safety and survival	Map reading and navigation
Map reading and navigation	Map reading and navigation	Map reading and navigation	Map reading and navigation	Radio operation
Wildfire firefighting	Wildfire firefighting	Wildfire firefighting	Wildfire firefighting	Pump operation
Radio operation	Radio operation	Radio operation	Radio operation	Structural fire behaviour
Pump operation	Pump operation	Pump operation	Pump operation	Structural firefighting
Hazards related to wildfires	Hazards related to wildfires	Hazards related to wildfires	Hazards related to wildfires	Breathing apparatus operation
Safe work practices around aircraft	Safe work practices around aircraft	Safe work practices around aircraft	Safe work practices around aircraft	Search and rescue in structures
	Basic structural fire behaviour	Structural fire behaviour	Structural fire behaviour	Hazardous materials
	Defensive (external) structural firefighting	Structural firefighting	Structural firefighting	Alarms and sprinklers
		Breathing apparatus operation	Breathing apparatus operation	
		Search and rescue in structures	Search and rescue in structures	
		Hazardous materials (basic)	Hazardous materials	
			Alarms and sprinklers	

Development of learning materials

The introduction of minimum skills recognition for firefighters and increased skills requirements for brigades in Mutual Aid areas has been the focus for development of new learning materials.

Materials developed during the year include:

- Basic Firefighting learning manual that covers the requirements of recruit operational firefighters.
- Basic Firefighter 2 learning manual that supplements the first Basic Firefighting manual and covers all the resource materials required for the wildfire skills profile.
- Learning materials guides have been developed for the five firefighter skills profiles. These guides assist individuals in identifying the skills they may already have and any additional skills needed to satisfy their brigade's risk profile.
- Development of a self-paced curriculum including customisation of existing materials and development of new materials.
- Basic Firefighter 3 learning manual that focused on skills required in brigades with a low structural risk. This manual covers information on building structures and defensive structural firefighting strategies and tactics.

Firefighter Training Modules

Firefighter training modules continue to be developed to support delivery at brigade and State-wide levels. New modules developed during the year include:

- Search and rescue
- Occupational hazards
- Pump operation
- Driver education
- Planning management
- Logistics management

Training facilities

Fiskville Training Complex

CFA's Fiskville Training complex near Ballarat was used extensively throughout the year. Around 6,600 participants attended conferences and seminars. Courses included hazardous materials, incident command, systems, planning, logistics and confined space rescue. Two recruit courses were also conducted during the year.

In addition, Fiskville continued to be extensively utilised for regional based training activities with 5,135 participants from career and volunteer groups attending practical and theoretical programs.

During the year, Fiskville also hosted many conventions and external clients who took part in industrial training and management seminars.

In September 1999, the training facilities were enhanced with a new \$1.8 million liquid fuel fire PAD. The PAD is the first of its type in Australia and is able to ignite gas, petrol and diesel fire simultaneously through one prop. The PAD meets Environment Protection Authority requirements with a fully enclosed water cleaning and recycling system.

South Eastern Training Ground

Training facilities at the South Eastern Training Ground (SETG) continued to be fully utilised by CFA, MFESB and private industry.

During the year, the SETG provided skills maintenance training for 2,876 volunteers and career staff.

In June 2000 the training facilities were enhanced with the construction of an urban search and rescue training area that will be utilised to equip firefighters in urban brigades with the competencies to deal with a disaster involving major structural collapse.

Regional Training Grounds

The five regional training grounds continued to support local brigade training. During the year, all facilities recorded higher usage with attendances increasing by 8% on the previous year.

A \$750,000 program to upgrade training facilities was undertaken during the year. These improvements, together with further capital funds to be invested over the period 2000/02 will enable CFA to deliver a wider range of simulated training programs.

All regional training grounds conducted training for local private industry during the year.

Output:

Major incident management and planning training

Mutual Aid Training Program

CFA brigades and MFESB undertake regular joint operations at fires and incidents along the CFA/MFESB boundary under the Mutual Aid Agreement. The respective skills of the firefighters from each service must be compatible because of the need for them to work together at joint fires and incidents.

Because of the need to address this issue in the CFA/MFESB Mutual Aid area, it has been selected as the priority for implementation of the Minimum Skills project. It is proposed that this skills development project will be progressively extended to identified brigades throughout the State.

The program covers the skills analysis and training to Firefighter level 2 for selected outer metropolitan brigades in Regions 8, 13 and 14. To date, more than 1,100 firefighters from 40 brigades are participating in the program.

Fire behaviour research

Following more than 18 months of consultation with other fire agencies, universities, relevant public sector and private industry interests, a submission has been made to the Commonwealth Government for funding to support a Cooperative Research Centre (CRC) for Bushfires.

The consultation process addressed three key areas identified as top priority: fire behaviour, smoke emission, transport and deposition, and fire risk management.

CFA has taken a lead role in establishing the CRC which will capitalise on the importance of global fire research and work in alliance with leading international fire research institutions and agencies.

Vector Command and Control Simulator

During the year CFA became the first fire service in Australia to adopt virtual reality training scenarios in an effort to improve efficiency and cost-effectiveness of training programs.

The Vector Command and Control Simulator provides realistic mobile training for incident controllers, including operations and fire officers, leading firefighters, brigade captains and lieutenants. It creates an intellectually demanding exercise where visual and audible events are presented in real time to match the stressful conditions of an incident.

The simulator provides training in urban-based fireground control and has been adopted by more than 22 fire services in the United Kingdom and North America for training in fire handling in homes, other buildings and airports.

Fire weather training courses

Four two-day training courses on fire weather were held during the year for about 100 operations personnel.

The courses utilised senior staff from the Bureau of Meteorology and focused on winds, fire climate, global and synoptic circulations, stability, bureau services and computer models. It also included a practical exercise on weather observation.

Output:

Leadership and management training

Development programs conducted throughout the year have focused on providing opportunities to enhance leadership skills in the areas of team development, work and human relationships, motivation, encouragement, inspiration, goals and values.

The Leadership program has been pivotal in building shared values and assisting personnel with developing competencies in core areas of managing and building relationships, leadership, self-management, problem solving, decision making and achieving outcomes.

Other training programs such as negotiation, problem solving, business writing, and recruitment and selection have been conducted to complement the Leadership Program in developing competencies.

CFA provides study support and professional development for personnel in a broad range of areas including firefighting technology, business administration, community safety and risk management.

Training for workplace trainers and assessors in brigades continues to be an important element of formal training and assessment framework with 25 programs delivered at local level during the year.

Training audit

An independent audit conducted during the year has positioned CFA and provider institutions (the University of Ballarat and Swinburne University of Technology) as leaders in providing accredited training and assessment for firefighters.

The audit covered all training delivered by CFA and included Ballarat and Swinburne universities which provide the non-operational training components. It was initiated by the Minister for Post Compulsory Education, Training and Employment, and reviewed areas of training and assessment of volunteer firefighters and the qualifications of training personnel. The process of recognition of prior learning, the appropriateness of assessment instruments, the systems for recording enrolments and the level of participation were also reviewed.

Corporate Training Programs 1999/00

Train Small Groups	10
Workplace Assessor	15
Problem solving	3
Leadership training	3
Facilitator Training	2
Negotiation Skills	3
Recruitment & Selection	2
Business Writing Skills	1
Volunteer Leadership	4
Total programs	43

Output:

Provision of protective equipment

Personal protective equipment and clothing

Provision of suitable protective equipment is essential for the safety of operational members.

During the year, increased Government funding was efficiently used to significantly upgrade the standard and availability of personal protective equipment and clothing to volunteers and career staff. This is significantly improving OH&S standards by offering greater levels of personal protection and coverage.

New technologies are continually improving the effectiveness and range of personal protective equipment, and CFA has an ongoing evaluation program to ensure its people are issued with equipment appropriate for the risks they may face. As part of this program a new range of protective equipment is being evaluated.

During the year a new national standard for rural helmets was adopted. Prototype helmets were trialled by 'end-users' in selected brigades and CFA is currently working with the manufacturers to address issues raised.

Other trials in various stages of completion include wildfire protective blankets, for which a new standard has been adopted, level 1 and 2 boots for use in wildfire and structural situations, and flash hoods. These trials are also being conducted in conjunction with brigades.

Compensation claims

There was a significant reduction in compensation claims during 1999/00 compared with the previous four-year average. Consistent with trends experienced across all industries, sprain and strain injuries continue to be the most common claim.

Appropriate prevention strategies, such as the ergonomic assessment of appliance design, are being developed to address this ongoing problem.

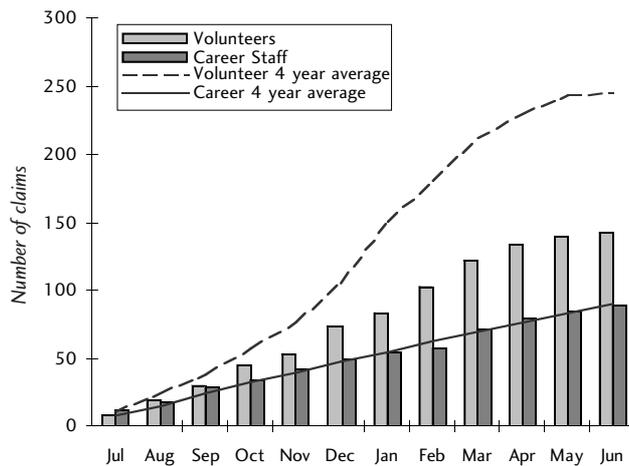
WorkCover Premiums

1995/96	\$409,366.16	1.3609%	
1996/97	\$461,148.04	1.3567%	
1997/98	\$465,106.45	1.4899%	
1998/99	\$591,925.63	1.6979%	
1999/00	\$775,308.94	2.0905%	Initial Premium
2000/01	\$1,401,473.04	3.3036%	Initial Premium (excluding 17% surcharge for Common Law and 10% GST)

Volunteer/Career staff WorkCover claims 1999/00

	Volunteers	Career staff
North Central	9	13
South West	2	1
Barwon/Corangamite	15	17
Westernport	29	23
Gippsland	12	2
Goulburn-Murray	3	2
Yarra	23	3
Outer Metro Norwest	26	1
Midlands	19	7
North West	2	5
North East	7	0
DMO		5
Other		11
TOTAL	147	90

WorkCover Claims Trend 1999/00 (accumulative)



Safety Culture Program

During the year, a Safety First Culture Program was initiated which is designed to instil safety on the fireground, in training and in office environments, as part of the CFA culture. This program aims to improve safety in all areas of the organisation by minimising risk and making risk analysis a part of normal everyday activities.

The program will be conducted within a five-year period and will involve surveying and consultation with more than 2,000 people. It will comprise four stages:

- Planning;
- Research;
- Implementation; and
- Review and ongoing implementation and measurement.

As part of the program, CFA will benchmark itself with Australian and overseas best practice organisations.

A Steering and Working Committee has been established to work with Area managers, the Volunteer Associations, business units and the United Firefighters Union to ensure the best outcomes are achieved.

New hazard reporting system

A new hazard reporting process has been introduced for all brigades and other workplaces.

Previously there was no formal procedure for personnel or brigades to raise an identified hazard. The new process provides a simple, effective system for hazard reporting.

The new system provides a framework for risk evaluation that enables hazards to be prioritised. It also identifies risks that may have the potential to affect locations other than that from which they were reported.

Key future directions

- Deliver specific programs to support and protect individuals, maintain brigade viability and improve brigade performance, including:
 - OH&S training program;
 - Safety First principles incorporated in all CFA activities;
 - Support for volunteerism through recruitment activities and a public media campaign to support the value of volunteers;
 - Improved awareness of Equal Opportunity through an Equity and Diversity strategy;
 - Critical incident stress, chaplaincy and employee assistance services;
 - Program of activities to celebrate 2001 International Year of the Volunteer.
- Plan and implement enterprise bargaining work reforms and the special resource initiative over the period 2000 to 2002.
- Monitor the pressures being faced by volunteers and career staff in performing their work, and provide necessary support and assistance.
- Minimum Skills for firefighters to achieve a core of 20,000 firefighters over a five-year period with minimum skills meeting Chief Officer's requirements.
- Leadership and management programs to provide effective day-to-day leadership and management skills and to ensure competent successors for pivotal positions.
- Issue of personal protective equipment to all operational firefighters, and equipment to all other personnel based on the requirements of their role.

Medals and Awards

Valor Awards

The Valor Award is a highly distinguished and rare award in CFA. Since the formation of CFA, the Valor Award has been presented on only 10 occasions.

The awards this year honour the actions of two Trafalgar Urban Fire Brigade firefighters, Captain **Danny Bruce Mynard** and Volunteer Firefighter **Geoffrey Thomas Morland**, who on 27 August 1994 did not hesitate to put their own lives at risk by entering a burning house in search for a baby girl. Both firefighters sustained injuries while attempting to rescue the child who tragically died in the fire.

Australian Fire Services Medal

The Australian Fire Services Medal recognises 'distinguished service above and beyond the zealous and faithful discharge of normal or ordinary service'. This year's recipients were:

David William Owen - Manager, Community Infrastructure and Environment

For distinguished service to CFA and the community, through many years of dedication to improving fire safety in the structural fire, dangerous goods and wildfire environments, particularly the provision of leadership to the forming of partnerships between CFA, other regulatory agencies, industry stakeholders and the general community.

Neville Richard Pulham - Volunteer Firefighter, Fish Creek & District Rural Fire Brigade

For distinguished service, leadership and encouragement to volunteer welfare and critical incident stress support. As an operational commander, Neville Pulham has been at the forefront of improving community protection and was instrumental in developing the Road Accident Rescue Service in the South Gippsland district.

Christopher James Bahen - Volunteer Firefighter, Epping Fire Brigade

For outstanding leadership, vision and development of the Epping Fire Brigade over many years, the introduction of initiatives to improve community safety, and fostering firefighting competency, leadership and teamwork skills through a youth development program.

Barry Marshall - Volunteer Firefighter, Warburton Brigade

For tireless and outstanding service and leadership as a volunteer firefighter, for enhancing coordination and liaison with other emergency services, and for improving the fire safety and welfare of the community.

Stephen John Hirt - Volunteer Firefighter, Melton Urban Fire Brigade

For dedicated, distinguished and outstanding service to the community as a volunteer firefighter, his contribution to fire and emergency services, emergency management and volunteer support, including 26 years as Captain and leader of the fully volunteer Melton Urban Fire Brigade.

National Medal and clasps

National Medal

Michael Anderson	William Joseph Frichot	David Andrew Nestor
Paul Anderson	James Arthur Gibbs	Lyndsay Paul O'Tool
Mark Gordon Bailey	Ross Allan Girvan	Alan Ross Potts
Nicholas John Barton	Edward Francis Gray	Neville John Robertson
Stuart David Booth	Margaret Mary Green	Henry James Russell
Peter Raymond Bouchier	Anthony Raymond Hand	John Joseph Schauble
Andrew Bruse	Charles Rowland King	Maureen Sewell
David Clark	Colin Lamers	Terrence James Slater
William Joseph Cook	Ross Ivan Leslie	Robert Craig Solly
Allan Peter Day	Mary Lowe	Paul Stacchino
Barry Davidson	Peter Vincent McGrath	Brian Alan Stevens
Gary Ralph Davis	John Bruce McKenzie	Kevin Sullivan
Alan Dennis	Graham Patrick Martin	Noel Toomey
Ale Eenjes	Brian Millar	Ross Williamson
Frank Eenjes	Helen Patricia Millar	Barry Peter Yanner
Gerald William Francis	Simon Neill	Laurence Michael Yanner

1st Clasp

Trevor Bawden	Anthony John O'Loughlin	Ian Ronald Symons
Graham Arthur Keay	Graeme Lindsay Patterson	John Ian Thomson
Michael Linley	Geoffrey Wayne Story	Lindsay Waite
John McLeod	Donald William Stuckey	

National Medal and 1st Clasp

Peter William Brereton	Bruce Harker	Thomas Dalton Ritchie
Norman Bowen	Laurence John Keane	Lynette Searle
Ronald Brown	Kenneth Lucas	David Selman
Herbert Detez	Brian Lawrence	Kenneth Stewart
Lindsay Gordon Firth	Bruce Wallace Luckman	Brian James Wilkins
Russell John Gray	Michael Joseph Mundy	

2nd Clasp

Gavin Craig Anderson	National Medal and 1st & 2nd Clasp	Edwin James Mason
Brian Hanley Carmichael	John Brighton Benston	Florence Ann Mason
Graham Bruce Collins	Ian Kelvin Bishop	Timothy Whitehead
Raymond Coombs	Thomas Joseph Brodie	Ross Ramage
Michael James Sanderson	Brian Hasker Learmonth	William Andrew Speirs
Michael John Smith	Allan Dennis Monck	Holford Murch Wettenhall
Francis John Tebble		Stuart Wilson

National Medal, 1st, 2nd & 3rd Clasp

Malcolm Cameron	Alexander Dougal Drysdale	Ronald Bernard Hipwell
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3rd & 4th Clasp

Douglas Henry Lade

Performance

Objective

To improve organisational performance

CFA continually seeks ways to improve performance, quality of service and achieve high levels of cost effectiveness. Planned outputs to achieve this objective ensure that CFA is prepared for the future and able to operate effectively to a high level of corporate responsibility.

Intended outputs

- Organisation development and performance improvement
- Financial management
- Year 2000 compliance
- GST compliance

Key Achievements

- Implementation of Goods & Services Tax (GST) project to ensure CFA's compliance with Federal Department of Treasury's requirements.
- Development by independent consultants of a comprehensive Information Technology Strategic Plan for CFA.
- Successful implementation of the Year 2000 readiness project.
- Enhanced internal communications with production of CFA's first video newsletter.

Output:

Organisation development and performance improvement

Enterprise Bargaining

Negotiations for the Enterprise Bargaining Agreement (EBA) with the United Firefighters Union continued throughout the year.

A number of contentious issues were raised, including the role and responsibilities of Community Support Facilitators (CSFs). CFA could not agree to the claims made by the United Firefighters Union that related to a diminution of the rights and expectations of volunteer members. As a result, negotiations could not be concluded and the UFU imposed extensive work bans during 1999 and during the height of the summer fire season in February 2000. These bans had the potential to seriously disrupt services to our community. It is a credit to both career union members and volunteers that services and community protection were maintained.

Agreement was finally reached subsequent to 30 June 2000. This agreement provides for the removal of the Community Support Facilitator position, with the role replaced with two positions – Community Education Officers and Brigade Administrative Support Officers. While this outcome has created some dissatisfaction among brigades and CSFs, it will allow CFA to continue delivery of community education and risk management programs, and provide brigade support where required.

Integrated Planning & Budgeting Process

The Integrated Planning & Budgeting Process (IPBP) introduced in 1998/99 proved successful in effectively focussing resources on priority requirements. For the 2000/01 year, this process will be revised to achieve a degree of simplification in the planning & budgeting process.

Strategic Information Technology Plan

The strategic information technology approach to the provision of information developed early in the 1990s needed a major revision and a plan for future years was required. The process of developing a new Strategic IT Plan to operate from 2000 was commenced.

Following broad consideration of future business needs, a consultant was engaged to provide a strategic plan for future IT needs. By June 2000 the report had been concluded and submitted to senior management.

The final proposal for the 2000/04 IT strategic planning needs will be presented to the Authority early in the new financial year.

TRAIN

In July 1999, the TRAIN training record and management system was implemented following three years of development and trials. TRAIN is a centralised system that provides for:

- Course management
- Recording of skills recognised
- Recording of skills maintenance completed
- Issuing of 'Statements of attainment' and qualification certificates.

This comprehensive system will allow for all training records to be maintained and used throughout CFA. It is linked with the Incident Management System (IMS) so that an incident management team can quickly identify personnel with particular competencies.

Internal Communication

Communication becoming increasingly important to foster understandings of the dynamic changes facing CFA today.

During the year, CFA embarked on a number of new initiatives to improve communication among highly dispersed personnel throughout the State. The most significant was the introduction of a video newsletter.

Called 'CFA TV', the first video was released in late 1999 and addressed a wide range of operational issues, particularly reinforcing a safety first approach. All brigades throughout Victoria had an opportunity to provide feedback on the video.

Output:

Financial management

Funding 1999/00

For 1999/2000, the State Government approved net contributions of \$113.04 million. This represented a 14.9% increase over the contributions in 1998/99 of \$98.39 million.

During the year, supplementary funds amounting to \$2.39 million were directly provided by the Government in support of the operational aircraft activities jointly undertaken with DNRE. In addition, \$300,000 was received as further supplementary funding to ensure that CFA was Year 2000 compliant by 31 December 1999.

Following the State elections, the new Government honoured its pre-election commitment for 1999/00 to begin to provide additional resources for brigades over the ensuing four years. The immediate application of the Government’s commitment was the provision of \$500,000 as supplementary funding. These funds, which were in support of brigade activities, were used for the supply of personal protective clothing for volunteers.

Debt Management

In 1998/99 the Authority approved a treasury management policy to comply with Department of

Insurance Industry Returns and Contribution Rates

Year of return	Financial year	Number of companies	Declared premiums \$	Contribution rates	
				Final %	Provisional %
1990/91	1991/92	100	135,416,717	41.9534	44.3367
1991/92	1992/93	96	149,636,669	40.1216	41.3674
1992/93	1993/94	90	161,228,864	38.3707	37.7701
1993/94	1994/95	83	173,895,103	35.0190	35.0190
1994/95	1995/96	84	190,759,235	31.9231	32.4016
1995/96	1996/97	88	191,467,854	32.2817	35.9147
1996/97	1997/98	93	190,948,805	36.0123	37.8117
1997/98	1998/99	80	186,594,209	38.6946	40.8654
1998/99	1999/00	83	196,883,956	38.7275	44.4977

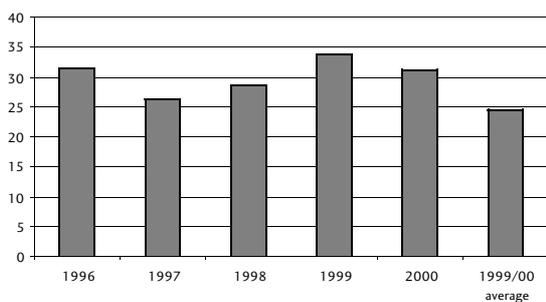
The declared premiums have been extracted from returns furnished by the insurance companies underwriting fire risks in CFA’s area of responsibility. Insurance written in regional Victoria increased by 5.5% over the prior year and final contribution rates remained steady.

Treasury and Finance guidelines. CFA continues to comply with that policy.

Temporary Exemption Under the Government’s Fundraising Legislation

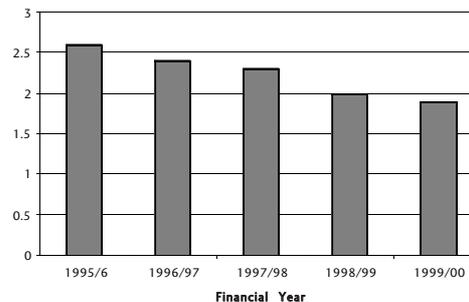
The *Fundraising Appeals Act* 1998 (“the Act”) took effect from 1 July 1999 and introduced very

Total Debt (\$m)



The total level of debt was \$2.43 million lower than 30 June 1999, reflecting a modest reduction in short-term funding requirements at the year end. The average borrowing during the year remained about the same as the previous 12 months.

Debt Servicing Costs (\$m)



The total cost of interest was again reduced in 1999/00. This is due to the fact that idle money is kept to a minimum at all times by using short-term surpluses to reduce short-term debt, and that interest rates generally continued to be low during the year.

specific requirements regarding fundraising activities. These included obtaining approval from Department of Consumer and Business Affairs before undertaking any appeal, and strict recording and reporting requirements. Transitional provisions under section 72 of the Act allowed CFA to continue with its existing arrangements until 30 June 2000.

CFA has applied for permanent exemption from part 3 of the Act, which covers authorisation for appeals, financial controls and reporting requirements. At 30 June 2000 this application had not been granted; however, even if this permanent exemption is not achieved, CFA expects to receive ongoing relief from the arduous application and approval process at least for the next 12 months.

Output:

Year 2000 compliance

During 1999 a project team was established to prepare CFA systems and procedures for any potential problems arising from the changeover to the Year 2000.

Twelve Area project officers were appointed to work with Areas, Regions and brigades and extensive contingency plans were put in place to ensure CFA's ability to maintain State-wide service delivery in the event of any failure of essential services such as communications, power, water supply and fuel.

The changeover occurred without incident, with all systems fully operational.

Output:

GST compliance

A major project undertaken during the year was the preparation for introduction of the Goods and Services Tax (GST). CFA was required to become GST compliant by 1 July 2000. This requirement necessitated a broadly based approach to identify all the issues, resolve a wide range of topics, and embark on a comprehensive education program. CFA adopted the methodology developed for Government by PricewaterhouseCoopers, using a project management approach. A large part of the project involved running approximately 120 training sessions across the State, attended by representatives of more than 1,100 volunteer brigades and operational groups.

CFA registered for GST and obtained endorsement as a deductible gift recipient and an income tax exempt charity. Many of the brigades and groups chose to obtain their own Australian Business Number (ABN) and to register separately for GST. Those which did not do so will come under CFA's corporate registration. At 30 June 2000, 465 volunteer brigades and operational groups had applied for their own ABN and GST registration.

CFA is now GST compliant. Its ABN is 39 255 319 010.

Key future directions

- Expand intranet services and update key corporate systems and programs as part of the progressive implementation of the five-year information technology strategy.
- Deliver effective community safety support and services by maximising efficient use of public resources.
- Review and progressively implement initiatives designed to improve workload management and efficiency and effectiveness.
- Monitor organisational performance through data collection, management and analysis.

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Financial STATEMENTS AND REPORT

The accompanying financial statements have been prepared in accordance with applicable accounting standards and other mandatory reporting requirements and the *Financial Management Act 1994*. A full index of compliance is tabled on pages 67 and 68.

The accounts have been prepared on an accrual basis, as has been the case in previous years. There have been no changes to accounting policies unless otherwise stated.

Points of interest include:

Cash Flow

Borrowing repayments exceeded new borrowings by \$2.43 million, reflecting a modest reduction in short-term funding requirements at the year-end. There was a high activity in debt movement due to the fact that all temporary surpluses are now used to pay down short-term debt, instead of the past practice of using the funds for short-term investment. Idle funds are kept to a minimum at all times. As a result, CFA's annual net interest costs were further reduced to \$1.76 million.

Balance Sheet

For many years CFA has acknowledged the significant contributions made by volunteer brigades to the capital value of their fire stations. With effect from 30 June 2000, the Authority now fully recognises the major community contribution to CFA by bringing to account the value of firefighting vehicles acquired by volunteer brigades. The retained surplus includes \$15.92 million in respect of brigade owned vehicles brought to account for the first time.

Revenue and Expense Statement

- The \$15 million increase in Statutory Contributions was to fund increases in ongoing programs (\$6 million) and additional programs (\$9 million).
- Supplementary funding of \$3.19 million included additional costs for aircraft hire, Year 2000 compliance, as well as personal protective clothing purchases.
- Miscellaneous revenue included approximately \$1.5 million received from volunteer brigades and other emergency organisations for fire station development and co-location arrangements.
- Salary cost increases included additional contract staff (Community Support Facilitators, etc.), increase in leave provisions, wage increases generally (EBA back pay, etc.) and a higher number of employees.

Summary of financial results with comparatives for preceding four years

(\$m – as at 30 June)

	2000	1999	1998	1997	1996
Operating revenue	132.9	113.6	109.3	103.9	94.5
Less operating expenses	122.1	107.1	102.7	96.7	87.6
Operating surplus	10.8	6.5	6.6	7.2	6.9
Abnormal items and adjustments	15.9	-	-	(2.8)	-
Operating surplus after abnormal items and adjustments	26.7	6.5	6.6	4.4	6.9

Statement of Cash Flows

for the year ended 30 June 2000

	Notes	2000 \$'000	1999 \$'000
		Inflows (Outflows)	Inflows (Outflows)
Cash flows from Operating Activities			
Payments : Salaries and Employee Support		(54,836)	(49,058)
Suppliers incl. Maintenance and General		(42,232)	(39,264)
Interest		(1,915)	(1,962)
Receipts : Insurance Company Contributions		90,312	78,732
State Government Contribution		28,627	25,268
Customer Sales and Service Fees		1,728	2,595
Interest		139	203
Other		3,918	4,389
<i>Net Cash Used in Operating Activities</i>	2	25,741	20,903
Cash flows from Investing Activities			
Payments : Assets (Purchased, constructed or under construction)		(30,645)	(31,035)
Proceeds : Sale of assets and investment		7,399	4,922
<i>Net Cash Used in Investing Activities</i>		(23,246)	(26,113)
Cash flows from Financing Activities			
Payments : Repayment of Borrowings		(85,434)	(51,000)
Proceeds : Borrowings		83,000	56,000
<i>Net Cash Used in Financing Activities</i>		(2,434)	5,000
Net increase/(decrease) in cash held		61	(210)
Cash at 1st July 1999		1,078	1,288
Cash at 30th June 2000	1	1,139	1,078

The Accompanying Notes form part of these Financial Statements

Notes to the Statement of Cash Flows

Note 1 – Reconciliation of Cash

For the purposes of the Statement of Cash Flows, cash is considered to include cash on hand and at banks and short term investments. Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Balance Sheet as follows:

	2000	1999
	\$'000	\$'000
Cash at Bank and on Hand	1,139	1,078
	1,139	1,078

Note 2 – Reconciliation of Net Cash used in Operating Activities to Operating Surplus

	2000	1999
	\$'000	\$'000
Operating Surplus before Abnormal Item	10,781	6,514
Adjustments to reconcile operating surplus to net cash used in Operating Activities:		
Depreciation and Amortisation	13,854	12,060
Provision for Doubtful Debts and obsolete stock	(4)	86
(Gain) Loss on sale of assets	220	(70)
Changes in Assets and Liabilities		
(Increase) Decrease in Debtors and Prepayments	(823)	2,056
(Increase) Decrease in Inventory	(180)	347
(Decrease) Increase in Creditors and Accruals	49	(232)
(Decrease) Increase in Employee Entitlements	1,330	408
(Decrease) Increase in Volunteer Compensation	514	(266)
Total Adjustments	14,960	14,389
Net Cash used in operating activities	25,741	20,903

Balance Sheet

as at 30 June 2000

	Notes	2000 \$'000	1999 \$'000
Equity			
Asset Revaluation Reserve		50,908	50,908
Retained Surplus		168,460	141,759
Total Equity		219,368	192,667
Current Liabilities			
Creditors and Accruals	15	10,486	10,421
Borrowings	16	23,870	26,434
Employee Entitlements	17	7,295	6,803
Provision for Volunteer Compensation		1,851	1,253
Total Current Liabilities		43,502	44,911
Non Current Liabilities			
Borrowings	16	7,500	7,370
Employee Entitlements	17	9,193	8,611
Provision for Volunteer Compensation		335	419
Other	18	1,370	1,291
Total Non Current Liabilities		18,398	17,691
Total Equity and Liabilities		281,268	255,269
Current Assets			
Cash at Bank and on Hand		1,139	1,078
Debtors and Prepayments	12	2,522	2,268
Inventories	13	4,148	3,968
Total Current Assets		7,809	7,314
Non Current Assets			
	14(a)		
Land		27,899	27,667
Buildings		100,257	99,451
Leasehold Improvements		5,899	5,996
Vehicles		106,646	84,780
Plant Machinery and Equipment		20,331	19,877
Capital Works in Progress	14(b)	12,427	10,184
Total Non Current Assets		273,459	247,955
Total Assets		281,268	255,269

The Accompanying Notes form part of these Financial Statements

Revenue and Expense Statement

for the year ended 30 June 2000

	Notes	1999/2000 \$'000	1998/1999 \$'000
Operating Revenue			
Statutory Contributions Section 76	2	113,044	98,390
Statutory Contributions Section 80A	2	2,703	2,481
Supplementary Funding	2	3,192	2,246
Income from Services and Sales	3	2,530	2,690
Interest		139	204
Miscellaneous	4	4,020	2,805
Proceeds from sale of assets		7,251	4,811
		132,879	113,627
Less Operating Expenses			
Salaries and Salary Overheads	5	53,361	46,470
Employee Support Expenses		3,092	2,725
Operating Expenses	7	17,206	16,237
Communications and Alarms	8	6,837	6,330
Volunteer and Brigade Support	9	7,575	7,150
General	10	10,875	9,355
Interest	11	1,895	1,959
Depreciation	14(a)	13,854	12,060
Provision for Doubtful Debts		(68)	86
Book value of disposed assets		7,471	4,741
		122,098	107,113
Operating Surplus before Abnormal Item		10,781	6,514
Abnormal Item			
Brigade owned Vehicles	1 (d)	15,920	–
Operating Surplus and Abnormal Item		26,701	6,514
Retained Surplus at Beginning of Year		141,759	134,919
Aggregate of Capital Amounts transferred to Reserves:			
Value of Assets Taken Over in 1945		–	276
Government Grant		–	50
Retained Surplus at End of Year		168,460	141,759

The Accompanying Notes form part of these Financial Statements

Notes to and forming part of the accounts for the year ended 30 June 2000

Note 1 – Summary of Significant Accounting Policies

(a) Basis of Accounting

These general purpose financial statements have been prepared in accordance with the Historical Cost Convention on a going concern basis using accrual accounting. The accounting policies have been consistently applied, unless otherwise stated.

(b) Format of Accounts

The 1999/2000 Financial Statements have been prepared in accordance with applicable accounting standards and other mandatory reporting requirements (Urgent Issues Group consensus views) and the Financial Management Act 1994.

(c) Inventories

All inventories and consumable stores were physically counted and valued as at 30th June 2000 at lower of cost and net realisable value. Second - hand stores have been included at net realisable value. Consumable Stores are not held for resale, but to provide a service to the volunteer brigades and ensure equipment etc. is readily available.

(d) Valuation of Assets

Land & Buildings:

Land and buildings owned by the Authority as at 30th June 1996, were valued by the Valuer-General as at that date, using Notional Replacement Cost, with the exception of acquisitions and constructions completed since 1st July 1995, which have been capitalised at cost.

Revaluation increments are credited directly to the Asset Revaluation Reserve while decrements are expensed to the Operating Statement, unless previous revaluations resulted in a valuation increment in which case the subsequent decrement is offset against the Asset Revaluation Reserve.

Volunteer Brigade Land and Buildings:

The Authority acknowledges the significant contributions made by Volunteer Brigades to the capital value of their fire stations. CFA has over 1,200 Volunteer Brigades and many of these have made substantial improvements to their fire stations and property over a number of decades.

The value of these improvements is taken into account when the five yearly Valuer General's valuation occurs and the aggregate amount is then included in CFA's future financial statements.

Recognition of Brigade Owned Vehicles:

With effect from 30 June 2000, the Authority now fully recognises the major community contribution to CFA by bringing to account the value of firefighting vehicles acquired by volunteer brigades (Brigade Owned Vehicles).

Brigade Owned Vehicles are defined as any firefighting or support vehicles, including transport vehicles owned by a registered brigade or group which comes under the control of CFA for operational purposes. The Brigade Owned Vehicles have been brought to account at CFA's valuation at 30 June 2000 and disclosed as an abnormal item in the Revenue and Expense Statement and as an increase in the vehicle assets in the Balance Sheet - see also note 14(a).

Other Non Current Assets:

All other non-current assets appear at original cost less accumulated depreciation. See also note 1 (i)

(e) Liabilities

Creditors are recognised on receipt of goods or completion of service and receipt of invoice.

Borrowings are disclosed at the principal amount per the contract of borrowing.

(f) Employee Entitlements

Liabilities for employee entitlements are accrued on the basis of current wage and salary rates plus on costs and non cash salary package amounts.

Specifically, Annual Leave is progressively credited to employee entitlements following commencement of employment. In addition for certain groups of employees under Federal Awards, Leave Loading is also taken into account.

Annual Leave entitlement is above the business norm due to the Operational Staff basic entitlement of 65 calendar days, which applies to the majority of those staff. Non-operational staff are entitled to the standard award of 20 working days.

Long Service Leave provisions are based on the annual calculation of the pro-rata entitlement of each employee adjusted to take into account the probability of the employee remaining with the Authority until absolute entitlement is reached. Calculations are made for every employee upon commencement of service, although an individual is not entitled to take long service leave until ten years service.

Expected future payments are discounted using interest rates attaching to Commonwealth Government guaranteed securities as at the reporting date, with terms to maturity that match the estimated future cash outflows as closely as possible.

The portion shown as current liability for Long Service Leave represents on average 10% of the total calculated liability.

(g) Recognition of Revenue

Revenue is recognised at point of sale, completion of service or due date by statute as applicable.

A provision is raised for any doubtful debts based on a review of all outstanding amounts at balance date.

Bad debts are written off in the period in which they are identified.

(h) Tax Status

The Authority is exempt from taxation. An exemption from the need to pay Fringe Benefits Tax has been obtained from the Commissioner of Taxation.

(i) Depreciation

Assets are depreciated using the straight line method at rates appropriate to their estimated useful life to the Authority. A review of all rates was conducted during the year, and no changes were deemed necessary.

	Depreciation Rate Per Annum
Buildings at Cost	1.5%
Buildings at Valuation	1.9%
Leasehold Improvements	Various
Vehicles:	
Firefighting	
Early Pumper Type 1 and Tanker Type 1.4	6.0%
Other Vehicles up to 30 June 1992	6.8%
All other vehicles after 30 June 1992	5.0%
Transport	10.0%
Trailers	5.0%
Plant, Machinery and Equipment, Communications Equipment and minor items	10.0%
Office Furniture	5.0%
Computer Hardware/Software and Licence Fees	33.33%

(j) Volunteer Compensation

The Provision for Volunteer Compensation is the accrued liability after allowing for anticipated recovery from insurance in respect of all outstanding registered Volunteer Compensation claims at 30 June 2000.

The portion of the liability which is expected to be paid later than 12 months after the Balance Sheet date has been classified as Non Current and is calculated at present values of the future amounts, based on a discount rate of 5%.

Note 2 – Statutory Contributions

Under Section 76 of the Country Fire Authority Act 1958, the net annual estimated expenditure of the Authority is funded 22.5% from the State Government and 77.5% from the insurance companies insuring against fire in respect of property situated within the country area of Victoria.

Where a property in the country area of Victoria is insured against fire with a company other than a company referred to above which is required to make a return under Section 77, that company is required to contribute to the Authority a portion of the insurance premium collected as calculated under Section 80A of the Country Fire Authority Act 1958.

During the year the Authority received Supplementary Funding from Victorian State Government to cover additional costs incurred for Aircraft Hire during the 1999/2000 fire season, completion of the Year 2000 compliance project and purchase of Personal Protective Clothing. In summary, contributions were :

	2000	1999
	\$'000	\$'000
State Government Contribution	25,435	22,138
Insurance Companies Contributions	87,609	76,252
	113,044	98,390
Companies Contributing under Section 80A	2,703	2,481
State Government Supplementary Funding	3,192	2,246

Note 3 – Income from Service and Sales

Miscellaneous Services	306	446
Fire Protection Fees	231	167
Provision of External Training Services	1,027	962
Alarm Monitoring and Maintenance	171	172
Uninsured Fires / False Alarms	81	157
Dangerous Goods Inspections	80	49
Hazardous Materials Incidents	163	215
Regional Map Books	135	219
Sales - Stock Items	336	303
	2,530	2,690

	2000 \$'000	1999 \$'000
Note 4 – Miscellaneous Income		
Commonwealth Government	467	410
Transport Accident Commission	1,105	1,094
Public Donations	6	52
Capital Contributions*	1,589	199
Rental Income	81	69
Other	772	981
	4,020	2,805

* Includes amounts received from Volunteer Brigades and other Emergency Services.

Note 5 – Salaries and Salary Overheads		
Salaries	47,078	40,808
Superannuation : (See also note 6) - Employer Contribution to Superannuation	3,133	2,925
Payroll Tax	2,187	2,068
Workcover Premium	963	613
Separation Package Payments	–	56
	53,361	46,470

Note 6 – Superannuation

As at 30 June 2000, CFA had made contributions to the following schemes:

	No. of Members 30th June 2000	No. of Members 30th June 1999
Defined Benefits Schemes		
State Superannuation Fund (SSF)	3	2
Emergency Services Superannuation Scheme (ESSS)	558	530
Accumulation Schemes		
Emergency Services Superannuation Plan (ESS Plan)	589	509
ANZ Life	1	1

This note should not be taken to refer to the total number of CFA employees, because a) a person can be a member of more than one scheme and b) this table includes all current employees including casual staff on whose behalf contributions were made.

Contributions payable by CFA towards each scheme are based on the following rates applied to employees gross salaries (unless stated otherwise).

	Rate 2000	Rate 1999
State Superannuation Fund		
– New Scheme	7.30%-8.80%	8.80%
– Revised Scheme	14.00%	14.00%
ESSS	9.00%	9.00%
ESS Plan	7.00%	7.00%

Advice from ESSS disclosed that at 30th June 2000, the Authority was in a surplus position with assets available of \$170M (\$156M at 30th June 1999) exceeding accrued benefits of \$119M (\$114M as at 30th June 1999) resulting in a surplus of \$51M (surplus of \$42M at 30th June 1999).

The State Superannuation Fund confirmed that at 30 June 2000, CFA had a net unfunded liability of \$443K (\$415K at 30 June 1999).

	2000 \$'000	1999 \$'000
Employer contributions paid to each scheme were as follows :		
State Superannuation Fund	11	9
Emergency Services Superannuation Scheme – ESSS and ESS Plan	3,116	2,911
ANZ Life	6	5

ESSS, who administer pensions on behalf of those people transferred from State Superannuation required no further contributions during the year 1999/2000.

At 30th June 2000 there were no contributions outstanding and no loans were made to CFA from any of the above schemes.

	2000 \$'000	1999 \$'000
Note 7 – Operating Expenses		
Buildings	3,623	3,469
Vehicles: Firefighting	3,503	3,420
Other	1,327	1,169
Uniforms	370	367
Computer Equipment	793	612
Firefighting Equipment	1,756	1,539
Insurance	1,177	1,147
Rent, Lease, Rates	1,936	1,996
Cost of Goods Sold / Services Provided	1,800	1,754
Other	921	764
	17,206	16,237
Note 8 – Communications and Alarms		
Radio Systems	188	217
Telecommunications Carrier Service	5,042	4,759
Alarms and Pagers	54	71
Emergency Services Telecommunications, etc.	1,469	1,214
Other	84	69
	6,837	6,330
Note 9 – Volunteer and Brigade Support		
Compensation Benefits Paid	917	1,603
(Reduction)/Increase in Provision for Volunteer Compensation	514	(265)
VRFBFA/VUFBA Regional and State Competitions	325	406
Supplementary Insurance Premium	569	467
Maintenance - Brigade Vehicles	623	458
Training and Skills Maintenance *	1,903	2,043
Allowances to Brigades	734	728
Uniforms and Equipment	1,230	952
Transport	350	285
Legal and General	410	473
	7,575	7,150
<i>* As part of CFA total training expenditure, this records only the external cost of training volunteers including courses, manuals and training programs.</i>		
Note 10 – General Expenses		
Audit Fees *	291	208
Bad Debts	18	40
Consultants Fees	115	143
Printing and Stationery	1,163	1,133
Postage	303	208
Community Safety	2,633	1,523
Insurances	199	442
Freight and Cartage	83	83
Aircraft Hire	2,848	2,105
Subscriptions	197	159
Legal Fees	2,276	2,537
Other	749	774
	10,875	9,355
<i>* Audit Fees include \$49K (\$49K in 1998/99) payable to the Victorian Auditor-General for auditing the accounts pursuant to the Audit Act 1994.</i>		
Note 11 – Interest		
Interest has been incurred as follows :		
Interest paid to: Treasury Corporation of Victoria (TCV)	1,895	1,959
	1,895	1,959
Note 12 – Debtors and Prepayments		
Trade Debtors	1,364	593
Provision for Doubtful Debts	(77)	(145)
	1,287	448
Sundry Debtors and Prepayments	1,235	1,820
	2,522	2,268

	2000 \$'000	1999 \$'000
Note 13 – Inventories		
Inventory - at lower of cost and net realisable value	4,198	4,140
Provision for Obsolete Stock	(50)	(172)
	4,148	3,968

Note 14 – Non-Current Assets**(a) Value and Depreciation**

	Cost or Valuation		Depreciation for the Year		Accumulated Depreciation		Net Value	
	2000 \$'000	1999 \$'000	2000 \$'000	1999 \$'000	2000 \$'000	1999 \$'000	2000 \$'000	1999 \$'000
Land	27,899	27,667	–	–	–	–	27,899	27,667
Buildings at cost	17,797	14,117	242	195	516	274	17,281	13,843
Buildings at valuation	89,819	90,799	1,723	1,726	6,843	5,191	82,976	85,608
Leasehold improvements	9,221	8,898	420	474	3,322	2,902	5,899	5,996
Vehicles :								
Firefighting	142,503	134,343	6,830	6,111	58,999	55,981	83,504	78,362
Transport inc Van bodies	7,896	7,121	668	748	811	804	7,085	6,317
Trailers	986	943	9	13	849	842	137	101
Brigade owned vehicles at valuation	15,920	–	–	–	–	–	15,920	–
Plant Mach. & Equipment*	36,376	32,402	3,962	2,793	16,045	12,525	20,331	19,877
	348,417	316,290	13,854	12,060	87,385	78,519	261,032	237,771

* Plant Machinery and Equipment includes computer hardware, software and licence fees, communications equipment and minor items.

(b) Capital Works in Progress

	2000 \$'000	1999 \$'000
Land (Preliminary Acquisition Costs)	307	177
Buildings	6,373	1,586
Vehicles - Firefighting	2,878	3,820
Plant Machinery and Equipment	2,869	4,601
	12,427	10,184

Note 15 – Creditors and Accruals

	2000 \$'000	1999 \$'000
Trade Creditors	5,165	5,058
Sundry Creditors and Accruals	5,321	5,363
	10,486	10,421

Note 16 – Borrowings

Borrowings by the Authority comprise :		
Current – Treasury Corporation of Victoria	23,870	26,434
Non Current – Treasury Corporation of Victoria	7,500	7,370
	31,370	33,804

Repayment Analysis

Not later than 1 year	23,870	26,434
Later than 1 year not later than 2 years	1,500	7,370
Later than 2 years not later than 5 years	4,500	–
Later than 5 years	1,500	–
	31,370	33,804

In accordance with Section 82(3) of the Country Fire Authority Act 1958, the amounts borrowed by the Authority with interest thereon shall be a first charge upon all property and revenue, to the Authority, whether accrued or to accrue.

Note 17 – Employee Entitlement Liabilities

Current		
Annual Leave and Loading	6,000	5,324
Long Service Leave	1,021	949
Other	274	530
	7,295	6,803
Non Current		
Long Service Leave	9,193	8,541
Other	–	70
	9,193	8,611

Note 18 – Other Non Current Liabilities

As part of the Joint Agreement between the Country Fire Authority and the Metropolitan Fire and Emergency Services Board (MFESB) to jointly use and manage the facilities at the South Eastern Training Ground, MFESB has, since the commencement of this Agreement, made payments in accordance with the terms of the Agreement of \$1,108K which are being applied for the benefit and enhancement of the Training Ground. This figure has been increased by \$262K to take into account the property revaluation carried out in 1995/96, in order to adjust the liability to the estimated amount repayable to MFESB upon termination of the Agreement.

Note 19 – Lease Commitments and Contingencies**Leases**

As at 30 June 2000, the Authority was party to 48 non - cancellable operating leases, principally for Regional Headquarters and Rural Fire Brigade occupancy.

Aggregate Lease Expenditure contracted for at Balance Date but not provided for in the accounts:

	2000 \$'000	1999 \$'000
Not later than 1 year	1,440	1,609
Later than 1 year not later than 5 years	4,849	1,168
Later than 5 years	4,790	271
	11,079	3,048

A new 10 year lease for CFA Headquarters was entered into with effect from 1 January 2000.

Contingencies

In the context of CFA's business and recognising the Authority's existing insurance arrangements, there are some matters which may be subject to judicial process. None of those items are considered likely to have a material effect on the financial statements at 30 June 2000.

Note 20 – Major Contracts

As at 30 June 2000, the Country Fire Authority had entered into the following contracts in excess of \$100,000. None of the 'Balance of Contract' amounts were provided for in the Balance Sheet.

<i>Project</i>	Total Contract Value \$'000	Balance of Contract 30/06/00 \$'000
Buildings:		
Apollo Bay Fire Station	262	129
Yarrambat Fire Station	331	142
Sunbury Fire Station	909	909
Lorne Fire Station - CFA/Others Co-location	1,591	606
Hillside Fire Station	196	136
Firefighting Vehicles:		
3000 Litre 4WD Diesel Tankers	15,037	5,446
Class A Foam kits	695	169
Type 4 Pumper	181	181
Aerial Appliance	774	161
Communications:		
Radio Systems	2,415	1,006
Emergency Services Telecommunications	4,965	2,601
	27,356	11,486

Major Contracts Payment Analysis

	2000 \$'000
Not later than 1 year	9,425
Later than 1 year, not later than 2 years	1,545
Later than 2 years	516
	11,486

Note 22 – Financial Instruments**(a) Terms, conditions and accounting policies**

The Authority's accounting policies, including the terms and conditions of each class of financial asset and financial liability, at the balance date, are as follows:

Recognised Financial Instruments	Balance Sheet Notes	Accounting Policies	Terms and Conditions
(i) Financial assets			
Receivables, Sundry Debtors and Prepayments.	12	Trade receivables are carried at nominal amounts due less any provision for doubtful debts. A provision for doubtful debts is recognised when collection of the full nominal amount is no longer probable. Receivables includes accrued interest calculated on bank deposits at balance date.	Credit sales are on 30 day terms.
Cash and Term Deposits		Cash and Term Deposits are carried at the principal amount.	Cash is invested as funds permit at varying interest rates between 4.00% and 5.00% p.a.
(ii) Financial liabilities			
Trade creditors and accruals	1 (e) 15	Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not invoiced to the Authority.	Trade Liabilities are settled as required.
Borrowings	16	Borrowings are carried at the principal amount. Interest is charged as it accrues.	Current borrowings are repayable at call or on fixed dates no later than 30 June 2001. Interest is charged at rates varying between 4.90% and 12.50% p.a. Other borrowings are due 15 October 2001 to 17 April 2006. Interest is charged every 6 months at rates varying between 6.60% and 7.30%.

(b) Interest rate risk

The Authority's exposure to interest rate risks and the effective interest rates of financial liabilities, at the balance date, are as follows:

2000 Financial Instruments	Floating Interest Rate	Fixed interest rate maturing in:			Non- interest bearing	Total carrying amount as per balance sheet	Weighted average effective interest rate
		1 year or less	Over 1 to 5 years	More than 5 years			
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	%
(i) Financial assets							
Cash and Term Deposits	1,125	-	-	-	14	1,139	4.50
Receivables, Sundry Debtors & Prepayments	-	-	-	-	2,522	2,522	N/A
Total financial assets	1,125	-	-	-	2,536	3,661	-
(ii) Financial liabilities							
Trade creditors and accruals	-	-	-	-	10,486	10,486	N/A
Borrowings - Current	-	23,870	-	-	-	23,870	8.20
Borrowings - Non-current	-	-	7,500	-	-	7,500	7.00
Total financial liabilities	-	23,870	7,500	-	10,486	41,856	-

1999 Financial Instruments	Floating Interest Rate	Fixed interest rate maturing in:			Non- interest bearing	Total carrying amount as per balance sheet	Weighted average effective interest rate
		1 year or less	Over 1 to 5 years	More than 5 years			
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	%
(i) Financial assets							
Cash and Term Deposits	1,065	-	-	-	13	1,078	4.10
Receivables, Sundry Debtors & Prepayments	-	-	-	-	2,268	2,268	N/A
Total financial assets	1,065	-	-	-	2,281	3,346	-
(ii) Financial liabilities							
Trade creditors and accruals	-	-	-	-	10,421	10,421	N/A
Borrowings - Current	-	26,434	-	-	-	26,434	4.92
Borrowings - Non-current	-	-	7,370	-	-	7,370	11.65
Total financial liabilities	-	26,434	7,370	-	10,421	44,225	-

(c) Net fair values

The aggregate net fair values of financial assets and financial liabilities, at the balance date, are as follows:

	2000 \$'000	1999 \$'000
Financial assets		
Cash and Term Deposits	1,139	1,078
Receivables, Sundry Debtors and Prepayments	2,522	2,268
Total financial assets	3,661	3,346
Financial liabilities		
Trade creditors and accruals	10,486	10,421
Borrowings - Current	23,870	26,434
Borrowings - Non-current	7,769	8,327
Total financial liabilities	42,125	45,182

The following methods and assumptions are used to determine the net fair values of financial assets and liabilities:

Recognised financial instruments

<i>Cash and cash equivalents:</i>	The carrying amount approximates fair value because of their short-term to maturity.
<i>Trade receivables and payables:</i>	The carrying amount approximates fair value.
<i>Non-current investments:</i>	The carrying amount approximates fair value.
<i>Short-term borrowings:</i>	The carrying amount approximates fair value because of their short-term to maturity.
<i>Long-term borrowings:</i>	The net fair value of long-term borrowings are at their quoted market price.

(d) Credit risk exposures

The Authority's maximum exposures to credit risk at balance date in relation to each class of recognised financial asset is the carrying amount of those assets as indicated in the balance sheet.

The Authority minimises concentrations of credit risk in relation to trade accounts receivable by undertaking transactions with a large number of customers. All our customers are based in Australia.

Other than trade debtors, the major amounts owing at any point in time are from Government (no credit risk considered), and the pool of Insurance Industry contributors. There is not considered to be any major risk with this latter class as, in the event of one contributor failing, the amount so lost can be collected from the rest of the pool in a subsequent period.

Credit risk in trade receivables is managed in the following ways:

- payment terms are 30 days from date of invoice.
- statements are issued on all debts outstanding, five working days after the end of each month.
- debtors outstanding after 60 days are contacted and a record made of reason for delay in payment. Follow up statements continue to be issued.
- debts outstanding after 90 days are referred to a debt collection agency, if appropriate, after consultation with Accountant Treasury and Insurance.

Note 23 – Subsequent Events

There were no events occurring after balance date, but prior to the time of completion of these financial statements, which may have a significant effect on the operations of CFA in subsequent years.

Note 24 – Annual Financial Statement Consolidation Elimination Entries

During the 1999/2000 financial year, transactions were undertaken with other Victorian Government controlled entities. These transactions are summarised as follows:

	Intra		Inter	
	2000 \$'000	1999 \$'000	2000 \$'000	1999 \$'000
Assets	79	77	–	–
Liabilities	172	120	32,720	34,601
Revenues	28,629	24,437	1,840	1,094
Expenses	–	–	8,324	7,431

'Intra' refers to transactions between entities within the Department of Justice portfolio while 'Inter' refers to transactions with other Victorian Government controlled entities.

Certification of Accounts

In accordance with a duly recorded resolution of the Members of the Country Fire Authority we state that in our opinion:

- the attached Revenue and Expense Statement, Balance Sheet, Statement of Cash Flows and the Notes to the Accounts present fairly the financial transactions during the financial year and the financial position of the Authority as at 30th June 2000;
- the Financial Statements have been prepared in accordance with the provisions of the Financial Management Act 1994; and
- at the date of signing these statements we are not aware of any circumstances which could render any particulars included in these statements to be misleading or inaccurate.



Executive Chairman
L R Foster

28th August 2000



Authority Member
H M Wettenhall

28th August 2000



Director Finance and Administration
M H Riddell

28th August 2000

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 Country Fire Authority

Audit Scope

The accompanying financial report of the Country Fire Authority for the year ended 30 June 2000, comprising a revenue and expense statement, balance sheet, statement of cash flows and notes to the financial statements, has been audited. The Members of the Authority 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, the responsible Ministers and the Members of the Authority 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 Australian Accounting Standards and other mandatory professional reporting requirements and complies with the 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, the results of its operations 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 the financial position of the Country Fire Authority as at 30 June 2000 and the results of its operations and its cash flows for the year ended on that date in accordance with Australian Accounting Standards and other mandatory professional reporting requirements and complies with the requirements of the Financial Management Act 1994.

MELBOURNE
8 / 9 / 2000


J.W. CAMERON
Auditor-General

Victorian Auditor-General's Office Level 24, 140 William Street, Melbourne Victoria 3000
Telephone (03) 8661 7000 Facsimile (03) 8661 7010 Email comments@audit.vic.gov.au Website www.audit.vic.gov.au

Auditing in the Public Interest

Appendices

Compliance

Index to disclosure requirements 1999/00

The annual report is prepared in accordance with the *Financial Management Act 1994* and the directions of the Minister for Finance. This index has been prepared to facilitate identification of compliance with statutory disclosure and other requirements.

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Consultancies

During 1999/00 no consultancies greater than \$100,000 were undertaken. Six consultancies were undertaken throughout the year at a combined total cost of \$115,000.

Freedom of Information

The *Freedom of Information Act 1982* gives the public a right of access to documents held by CFA. It also provides for the amendment of personal information in cases where it is incorrect, inaccurate, incomplete, out of date or misleading.

Freedom of Information (Fol) requests received by CFA fall broadly into two types:

1. Most requests relate to fire and incident reports, and are relatively simple to process.
2. The second type of request is more labour intensive, complex, often politically orientated and usually targeting a greater number and diversity of documents. Appeals lodged with the Victorian Civil and Administrative Tribunal (VCAT) against CFA Fol decisions are always lodged in relation to these requests.

The number of complex requests declined during 1999/00 to 38, compared with 60 in the previous year. Fol appeals to VCAT also declined to three in 1999/00, compared with 11 lodged in the previous year.

	Received	Granted full access	Granted part access	Refused access	No documents found	Withdrawn by applicant	Not decided
Fire and incident reports	575	0	485	0	43	5	42
Complex requests	38	7	12	11	3	3	2
Total	613	7	497	11	46	8	44

One request involved the amendment of personal information.

During 1999/00 VCAT decided three Fol appeals, of which one was affirmed and two were set aside. At 30 June 2000, there was one appeal before VCAT.

Overseas Travel

Staff member	Position	Country visited	Purpose
S Murphy	Computer Simulation Facilitator	United Kingdom	To facilitate customisation of computer simulated training
G Allisey	Operations Officer	Fiji	Provision of training to Fiji National Fire Authority
B Foss	Operations Officer	Fiji	Provision of training to Fiji National Fire Authority
M Embery	Manager, Community Support	USA	To attend National Fire Protection Association Conference
N Bibby	Director, Community Safety	New Zealand	To attend Public Sector Leaders Summit

Contributing Insurance Companies

Year ended 30 June 2000

Ace Insurance Limited	FAI General Insurance Group Limited	Nippon Fire & Marine Insurance Co Ltd
Allianz Australia Insurance Limited	Farmers Mutual Insurance Association	NRMA Insurance Ltd
American Home Assurance Co	Farmers Mutual Insurance Limited	NZI Insurance Australia Ltd
American Re-Insurance Company	FM Insurance Company Ltd	Orica Insurance Pty Ltd
AMP General Insurance Limited	Fortis Insurance Limited	QBE Insurance Ltd
AON Risk Services Australia Ltd	Gerling Australia Insurance Co Pty Ltd	QBE Insurance (International) Limited
Australian Alliance Insurance Limited	GIO General Ltd	Reward Insurance Pty Ltd
Australian Associated Motor Insurers Ltd	GIO Insurance Ltd	Royal and Sun Alliance Insurance Australia Ltd
Australian International Insurance Limited	Global Underwriting Services Pty Ltd	Royal Insurance Global Ltd
Australian Underwriting Agencies Pty Ltd	Guild Insurance Co Ltd	Sedgwick Limited
Australian Unity General Insurance Ltd	Hallmark General Insurance Company Ltd	SGIO Insurance Limited
AXA Insurance Australia Limited	Harbour Pacific Underwriting Management Pty Ltd	SGIC General Insurance Limited
BHP Marine & General Insurances Pty Ltd	Heath Group Australasia Pty Ltd	Stirling Risk Services
Booker International Pty Limited	HIH Casualty & General Insurance Ltd	Suncorp Metway Insurance Ltd
Boral Insurance Limited	HSB Engineering Insurance Ltd	The Koa Fire & Marine Insurance Company
Catholic Church Insurances Ltd	HW Wood Australia Pty Ltd	The Sumitomo Marine & Fire Insurance Co Ltd
CGU Insurance Ltd	Insurance Manufacturers of Australia Pty Ltd	Tokio Marine & Fire Insurance Co Ltd
Chiyoda Fire & Marine Insurance Co Ltd	Interpacific Underwriting Pty Limited	Transport Industries Insurance Co Ltd
Chubb Insurance Co of Australia Ltd	JLT Underwriting Agency Pty Ltd	Universal Underwriting Services Pty Ltd
CIC Insurance Ltd	Kemper Insurance Co Ltd	Wesfarmers Federation Insurance Ltd
Colonial Mutual General Insurance Co Ltd	Key Insurance Company Pty Ltd	Western QBE Insurance Limited
Commonwealth Insurance Ltd	Lowndes Lambert Australia Limited	Westpac General Insurance Limited
Continental Insurance Company	Lumley General Insurance Ltd	Willis Australia Ltd
Coselco Insurance Pty Ltd	Mansions of Australia Pty Limited	Winterthur International Insurance Co Ltd
Cumis Insurance Society Inc	Marsh Pty Ltd	World Marine & General Insurances Pty Ltd
Defence Service Homes Insurance Scheme	Mercantile Mutual Insurance (Aust) Ltd	Zurich Financial Services Australia Limited
EIG-ANSVAR Australia Insurance Ltd	Mitsui Marine & Fire Insurance Co Ltd	
Elders Insurance Ltd	Mutual Community General Insurance Pty Ltd	

Contributions by owners and brokers under Section 80A

Year ended 30 June 2000

Ancor Insurance Pty Ltd	Ford Motor Company of Australia Ltd	Orica Australia
AON Risk Services Australia Ltd	Green Triangle Plantation Forest Company of Australia Pty Ltd	Rio Tinto Limited
BHP Marine & General Insurances Pty Ltd	Gresham Underwriting Agents & Managers	Sedgwick Limited
Black Wood & Doyle Insurance Brokers Limited	H.W. Wood Australia Pty Ltd	Shell Australia Limited
Cargill Group	Heath Group Australasia Pty Limited	Unilever Australia Ltd
Coles Myer Ltd	JLT Underwriting Agency Pty Limited	Watchtower Bible and Tract Society of Australia
Esso Australia Ltd	Marsh Pty Ltd	Wesfarmers Limited
		Willis Australia Ltd

Conference Presentations and Papers

Edmondson, JJ. *CFA Youth Crew: Fire Services working in partnership with Secondary Schools*, AFAC Conference, Melbourne, 15 - 17 October 1999.

Ferguson, E. *Fire and Weather Forecasting*, Australian Meteorological and Oceanographic Conference, Melbourne University, 7 February 2000.

Ferguson, E. *CFA Actions Since Linton*, West Australia Fire and Emergency Service Authority Annual Bushfire Seminar, Perth, 3 April 2000.

Fountain, Graham. *A Strategic Partnership in Community Safety and Emergency Management*, Australian Institute of Police Management Strategic Policy Research Seminar, Sydney, January 2000.

Hynam, S. *Community Banking, Rural Decline and its Impact on Emergency Services Conference*, Australian Emergency Management Institute, Mt Macedon 10 - 12 May 2000.

Hynam, S. *Volunteer Culture and Values*, SES Professional Development Course, Australian Emergency Management Institute, Mt. Macedon, 30 August 2000.

Nichols D., Henneken, A., Collett, L. *Risk Based Approach To Fire and Emergency Management Service Delivery*, Risk '99: Back To The Future Conference, Risk Engineering Society, Melbourne, August 1999.

Owen, D. *External Water Spray Systems to Aid Building Protection from Wildfire*, Fire Australia 1999 Conference, Hobart, 10 – 12 November 1999.

Reinholdt, S and Rhodes, A. *Stay or Go: Understanding community responses to the threat of hazards*, Disaster Prevention for the 21st Century, Proceedings of the Australian Disaster Conference, Canberra, November 1999.

Rhodes, A. and Reinholdt, S. *A framework for understanding and monitoring levels of preparedness for wildfire*, Disaster Prevention for the 21st Century, Proceedings of the Australian Disaster Conference, Canberra, November 1999.

Publications by CFA Personnel

Edmondson, JJ. *CFA Youth Crew - a partnership with the community*, ETHOS 7 – 12, Volume 8, No 2, May 2000.

CFA 1999/00 Publications (other than updated publications)

- *Annual Plan 1999/00*
- *Annual Report 1999/00*
- *Reducing the Risk of Entrapment in Wildfires: A case study of the Linton fire* (produced with DNRE)
- *Ordinary People, Extraordinary Job*
- *Grassland Curing Guide*
- *Roadside Fire Management Guidelines*
- *Knowledge of Fire Safety and Attitudes towards CFA Voluntary Work amongst Multicultural Communities*
- *Bulletin* (regular internal information sheet)
- *Brigade* (regular internal news magazine)
- *Know Exactly What to Do*
- *Great Home Escape Day*

Legislation

Legislative changes

Country Fire Authority (Contributions) Regulations 1999 – Statutory Rule 92/1999

Country Fire Authority (Amendment) Regulations 2000 – Statutory Rule 48/2000

Building Act 1993

In November 1994 the Minister for Finance issued guidelines pursuant to Section 220 of the *Building Act* to promote conformity in building standards for buildings owned by public authorities. CFA maintains a high extent of compliance with building standards and regulations. During the year all new building works were undertaken in accordance with the relevant standards.

Financial Management Act 1994

Information applicable to the report of the financial year is retained by CFA in accordance with Part 9.1.3(iv) of the Directions of the Minister for Finance under the *Financial Management Act 1994*.

The relevant information is available to the Minister for Police and Emergency Services, Parliament of Victoria and the public on application to the accountable officer: Executive Chairman.

National Competition Policy

CFA has in recent years, including 1999/00, implemented changes to comply with this policy.

Affiliations

Emergency groups

AFAC	Australasian Fire Authorities Council
DNRE	Department of Natural Resources and Environment (Fire Management)
EMA	Emergency Management Australia
EMC	Emergency Management Council, Victoria
MFESB	Metropolitan Fire and Emergency Services Board
SES	State Emergency Service

Key industry bodies

Adult Multicultural Education Service	Fire Protection Association Australia	University of Ballarat
Australian Industry Group	Monash Mt Eliza	University of Melbourne
Australian Institute of Management	Powerline Clearance Consultative Committee	Victoria University of Technology
Council for Equal Opportunity in Employment	Public Administration and Community Safety Training Board	Victorian Employers' Chamber of Commerce and Industry
Deakin University	Swinburne University of Technology	
Department of Education		

Volunteer Associations

CFA's joint working parties, committees and project teams with the two volunteer fire brigade associations, Victorian Rural Fire Brigades Association and Victorian Urban Fire Brigades Association are:

Associations Consultative Committee	Equal Opportunity Consultative Committee	Joint Training Committee
Community Safety Advisory Committee	Fire Station Committee	Leadership Management Development Working Party
Critical Incident Stress Consultative Committee	Joint Communications Advisory Committee	OH&S Policy Committee
Championships Working Party	Joint Equipment Review Committee	Volunteer Support Committee
Competency Based Training Working Party	Joint Equipment Maintenance Committee	
	Joint Research Committee	

Glossary

AFAC	Australasian Fire Authorities Council
AIIMS.ICS	Australian Interservice Incident Management System.Incident Control System
AMT	Area Management Team
ARMS	Automated Realtime Mapping System
BEST CAD	Multi-agency computer aided call taking and despatch system commissioned by the Bureau of Emergency Services Telecommunications (BEST) and contracted on a supply and operate basis by Intergraph Public Safety Ltd.
CADS	Computer Aided Despatch Standards
CFA	Country Fire Authority
CSF	Community Support Facilitator
DNRE	Department of Natural Resources and Environment
EBA	Enterprise Bargaining Agreement
EMS	Environmental Management System
EPA	Environment Protection Agency
ERS	Emergency Response System
FIRM	Fire Incident Response Management
FIRS	Fire Incident Reporting System
GHQ	Group Headquarters
Groups	A number of brigades form a group that usually reflects municipal boundaries prior to municipal restructuring
Helitak	Water bombing helicopter
JFAIP	Juvenile Fire Awareness and Intervention Program
MEMP	Municipal Emergency Management Plan
MEU	Mobile Education Unit
MFESB	Metropolitan Fire and Emergency Services Board
OMS	Operational Management System
PPE&C	Personal Protective Equipment and Clothing
Pumper	Appliance primarily designed for structural firefighting where reticulated water supply is available
RMS	Resource Management System
ROMP	Regional Operations Management Plan
SO	Standing Orders
SOP	Standard Operating Procedures
SOPER	Structural Operating Performance Evaluation Report
StOMP	Structural Operational Management Plan
Tanker	Appliance primarily designed for rural firefighting
TFB	Today Fire Ban (days)
UFU	United Firefighters' Union
VRFBA	Victorian Rural Fire Brigades' Association
VUFBA	Victorian Urban Fire Brigades' Association

CFA Locations

CFA Headquarters

8 Lakeside Drive, Burwood East Victoria 3151 Australia

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

Telephone (03) 9262 8444 International +61 3 9262 8444

Facsimile (03) 9264 6200 International +61 3 9264 6200

Internet www.cfa.vic.gov.au

Melway reference Map 62, C7

Statewide Area Locations

Area	Location	Address	Telephone	Facsimile
North Central	Bendigo	45 Chapel Street Bendigo 3350	(03) 5443 7444	(03) 5442 2246
South West	Hamilton	182 Mt Bainbridge Road Hamilton 3300	(03) 5572 3122	(03) 5572 1625
Barwon/Corangamite	Geelong	61 Separation Street North Geelong 3215	(03) 5277 1499	(03) 5277 1515
Westernport	Dandenong	120-122 Princes Highway Dandenong 3175	(03) 9793 4088	(03) 9793 1623
Gippsland	Sale	81 Macarthur Street Sale 3850	(03) 5144 2933	(03) 5144 5190
Goulburn-Murray	Shepparton	270 Maude Street Shepparton 3630	(03) 5831 4075	(03) 5821 6745
Yarra	Lilydale	18-22 Lakeside Drive Lilydale 3140	(03) 9735 0511	(03) 9735 5985
Outer Metro Norwest	Melton	15 Melton Valley Drive Melton 3337	(03) 9747 6014	(03) 9743 1387
Midlands-Wimmera	Ballarat	1120 Sturt Street Ballarat 3350	(03) 5331 7966	(03) 5331 5509
North West	Swan Hill	120 Curlewis Street Swan Hill 3585	(03) 5033 1884	(03) 5032 2902
North East	Wangaratta	22 Rowan Street Wangaratta 3677	(03) 5721 4122	(03) 5721 3497



Country Fire Authority

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Burwood East

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Creating a safer community