

The image features a large, abstract geometric composition of red and white shapes. The shapes are squares and triangles of various sizes, arranged in a pattern that resembles a stylized grid or a series of overlapping planes. The red shapes are set against a white background, creating a high-contrast, modern aesthetic. The overall effect is one of dynamic movement and geometric precision.

CFA 2006 ANNUAL REPORT

# Contents



This Annual Report for the Country Fire Authority (CFA) has been prepared in accordance with the *Financial Management Act 1994* and the Directions of the Minister for Finance. It:

- provides a record of events, performance, volunteer and career staff activities;
- acknowledges the support of CFA people;
- reports against CFA's Annual Plan 2005/06;
- informs the government and public about CFA's services and organisational development during the financial year; and
- demonstrates how CFA's objectives and goals are being delivered to meet community outcomes.

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

<i>CFA Today</i> .....	2
<b>Chairman's report</b> .....	<b>5</b>
<b>Financial summary</b> .....	<b>8</b>
<b>Chief Executive Officer's report</b> .....	<b>13</b>
<b>Report of Operations - 2005/06</b> .....	<b>15</b>
<i>Key Achievements</i> .....	15
<i>Shared CFA/MFB Initiatives</i> .....	15
<i>Prevention Services</i> .....	17
Fire Prevention .....	17
Regulating Fire Safety .....	17
Projects to Improve Prevention .....	18
<i>Preparedness Services</i> .....	19
Community Information .....	19
Community Development .....	19
Fire Equipment Maintenance .....	20
Partnerships .....	20
Victorian Bushfire Inquiry (VBI) .....	22
Research And Development .....	23
Projects to Improve Preparedness .....	24
<i>Response Services</i> .....	25
Incidents and Total Fire Bans .....	25
Service Delivery Standards (SDS) .....	26
Performance Improvement .....	26
Projects to Improve Response .....	26
<i>Recovery Services</i> .....	28
Projects to Improve Recovery .....	29
<i>Organisational Support</i> .....	30
CFA People .....	30
Learning and Development .....	31
CFA Assets .....	33
CFA Finances .....	35
CFA Information and Communications .....	36
State-wide Integrated Public Safety and Communication Strategy (SIPSaCS) .....	38
Environmental Management .....	39
<b>Corporate Governance</b> .....	<b>41</b>
CFA Board .....	41
Board Role .....	41
Board Committees .....	41
Authority Members .....	43
CFA Organisation Chart .....	48
<b>Financial Statements</b> .....	<b>51</b>
<b>Audit Report</b> .....	<b>73</b>
<b>Additional Information</b> .....	<b>77</b>
Powers, Duties and Responsibilities .....	77
Freedom of Information .....	78
Relevant Legislation .....	78
Consultancies .....	79
Contributions by Insurance Companies .....	79
Contributions other than Insurance Companies .....	80
<b>Disclosure index</b> .....	<b>81</b>
<b>Glossary</b> .....	<b>82</b>

## MANNER OF ESTABLISHMENT AND THE RELEVANT MINISTER

During the past 60 years, CFA has evolved from informal beginnings to become one of the world's largest volunteer-based emergency service organisations, providing a diverse range of risk reduction and fire suppression services to minimise the impact of fires and other emergencies on the community. CFA is wholly committed to prevention, preparedness, response and recovery phases of emergency situations.

CFA is a statutory authority which reports to the Minister for Police and Emergency Services.

CFA is funded through contributions by insurance companies (77.5 per cent) and by the Victoria State Government (22.5 per cent).

## OBJECTIVES, FUNCTIONS, POWERS AND DUTIES

Under the Country Fire Authority Act 1958 ("the CFA Act"), CFA is the responsible agency for "taking, superintending and enforcing all necessary steps for the prevention and suppression of fires and for the protection of life and property in case of fire". This includes bushfires and structure fires, as well as incidents involving hazardous materials, road rescue, and rescue in areas of diverse risk, including high-risk industries such as petrochemical and gas.

## NATURE AND RANGE OF SERVICES PROVIDED

As a Statutory Authority, the CFA is a community-based, community-focused emergency management organisation, providing a diverse range of services to contribute to the safety and well-being of Victorians.

CFA's operations rely on the skills of an integrated force of volunteers and career personnel. CFA members are dispersed throughout Victoria, united through a commitment to creating safer communities and protecting life and property. They have forged very strong strategic relationships with their local communities and provide not only fire suppression expertise but also assistance with fire prevention and mitigation, through educational programs and close working partnerships with local municipalities and industries. Volunteers in many areas contribute to the social cohesion of their local communities.

CFA provides statewide fire and related emergency co-ordination including:

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

## CFA DIMENSIONS

Victoria's natural environment is among the most bushfire prone in the world and CFA is responsible for an area that is home to more than half the state's population. A large part of outer metropolitan Melbourne, as well as provincial towns and small rural communities, come under the protective umbrella of CFA. This protection encompasses some of Victoria's critical infrastructure, including the power industry of the Latrobe Valley, gas production facilities at Longford in Gippsland, oil refinery facilities in Geelong, as well as major tourism areas, alpine resorts, extensive plantations, marine environs and growing mining industries. As the built environment extends further into the urban-rural interface areas, more Victorians will rely upon the services that CFA provides.

- CFA serves a population of approximately 2.6 million people and protects more than one million dwellings.
- CFA volunteers contribute annually \$500 million (2001 figure) to the Victorian economy.
- With more than 60,000 people, CFA manages a workforce of a size comparable to Australia's largest organisations.
- CFA is one of the largest providers of tertiary-level training in rural Australia.
- CFA is recognised for delivering one of Australia's largest and most successful community awareness education and safety programs.
- CFA operates one of Australia's largest transport fleets, with almost 2300 trucks.
- CFA operates one of the largest public safety communications networks in Australia.
- CFA's diverse area of jurisdiction includes some of Victoria's most significant commercial centres, industries, critical infrastructure, recreational and tourist attractions.
- CFA services Victoria's growth corridors – which are among some of the fastest developing regions in Australia.
- CFA operates one of the state's major emergency co-ordination centres.

## CFA AT A GLANCE

### Brigades

Brigades	1,213
Road Rescue brigades	23
Forestry Industry brigades	21
Regional Headquarters rural fire brigades	7

### CFA People

Volunteers	58,849
Career firefighters	464
Career support and administration	837
Total CFA people	60,150

### Incident management

Total number of incidents	33,819
Total number of brigade turnouts	67,144

### Buildings and Land

Fire Stations Urban	200
Fire Stations Rural	949
HQ and Offices	24
Training Grounds	7
Mechanical Workshops	13
Communications Workshop/Store	2
Protective Equipment Workshop	1
Residences	24

### Vehicle Fleet

Tanker	1,266
Pumper	243
Pumper Tanker	37
Aerial Appliance	7
All Terrain	3
Quick Attack	23
Command and Control	12
Mobile Communications Vehicle	7
Hazardous Materials Unit	10
Marine	1
Protective Equipment Support	4
Rescue	26
Specialist (Gas, Lighting, Breathing Apparatus)	9
Car/Transport	406
Other (Trailers)	453
Brigade/Forest Industry brigade owned	1,064

### Communications infrastructure

Base Radios	1,021
Mobile Radios	5,827
Portable Radios	2,820
Pagers	10,500
Satellite Terminals	58
Pre-Conference Interceptors	10,704



“As a result of  
our much greater  
emphasis on safety  
and training,  
CFA believes  
the risks to our  
personnel have  
been minimised.”



Dear Minister

On behalf of the Board, I am pleased to report on the activities of CFA and the administration of the Country Fire Authority Act 1958 for the year ended 30 June 2006.

The past year has seen many and varied challenges posed to our organisation as it continues to evolve as a broadly-skilled, modern and multi-purpose emergency management agency.

The summer of 2005/06 proved a devastating and sobering reminder to us all of the unpredictability, fierceness and intensity of bushfires. Once again, the backbone of CFA, our volunteers, set the example through their endless drive and dedication in responding to this community threat.

A welcome increase in State Government funding allowed us to progress with a number of improvements and adjustments to our capacity and capability, coupled with a strong emphasis on future efficiencies, effectiveness and growth.

In 2003, the Board adopted a corporate Governance Framework that sets the context for how CFA fits within the system of Government in Victoria. Board members' roles and responsibilities are also described in the Governance Framework and the standard of conduct expected of Board members is prescribed in a Code of Conduct. The Governance Framework guides how the Board applies itself to CFA business and the Board believes that it is a valuable tool to assist it in carrying out its duties under the Act.

The Governance Framework is reviewed by the Board each year to make sure that the Board and its committees achieve effective and efficient governance for the organisation. In March 2006, the Board reduced the number of committees to three, retaining the Audit, Governance, and Remuneration and

Appointments Committees. It was felt that this change would streamline the Board's activities and better emphasise the Board's key areas of focus.

I would like to welcome the three new members who have joined the CFA Board during the year. David Gibbs, Kerry Murphy and Peter Jamvold come to us with varying backgrounds and skills and we are grateful to have them serve on the Board.

I would also like to thank departing members Clif Lang, Rick Hill and Jan Boynton. All three have provided dedicated and valuable service to the Board and the wider CFA and I thank them sincerely for their efforts.

The Board has resolved that CFA needs to clearly enunciate and profile its business and its role in delivering a broad range of services to the Victorian community. Our organisation is community-based and community-focused with a professional culture and volunteer ethic, and this is the message we want to convey.

A number of initiatives during the past year provided opportunities for us to affirm our value statement of 'Creating Safer Communities' to better define and differentiate our position, capability and capacity in respect to other Government agencies, local government and community groups.

'Fire Ready Victoria' is a joint three-year strategy of CFA, Department of Sustainability and Environment (DSE) and Metropolitan Fire and Emergency Services Board (MFB) to increase community awareness and preparedness for bushfires and during this past year an extensive community engagement campaign was run in support of the strategy.

Press, radio and television advertising and editorial supported the promotion of the campaign. A post-season evaluation of its effectiveness revealed that around 77 per

cent of surveyed respondents recalled the television advertisement and a high level of bushfire risk awareness.

The joint CFA and MFB winter fire safety program focused on common fire hazards in the home, particularly the dangers presented by heaters and cooking fires.

As ever, CFA members are our most valuable resource and our young people are key to the future success of the organisation. This year has seen significant changes made to the CFA Juniors program with the introduction of the CFA Children/Young Person's Protection Policy and new Guidelines for the Management of Junior Brigades. The latter will see a greater clarity of roles and responsibilities for Junior Leaders, making programs safer and providing our Junior Leaders with greater guidance and support.

I am delighted to report that the five-year Minimum Skills program, which ensures that all volunteer firefighters possess the required wildfire operational skills prior to entering the fireground, was successfully completed this year. Minimum Skills training is now acknowledged in CFA as a tangible outcome of CFA's intent to make safety our number one priority. This strong commitment to safety has resulted in a drop of approximately 30% in the number of serious injury claims over the past five years. The program has been so successful that other emergency service organisations are looking to it as a benchmark training program.

Upon completion of the program, members are now being encouraged to develop skills maintenance practices to ensure ongoing response capabilities.

As a result of our much greater emphasis on safety and training, CFA believes the risks to our personnel have been minimised.

The capabilities of our volunteers have been further bolstered through specialist skills training in road rescue, hazardous materials training, and confined space and incident management. The delivery of the operational leadership skills required of a crew leader, strike team leader and sector commander have been a priority.

Continuing the initiative begun last year, our Relationship and Diversity Awareness Program has been successful again this year, reflecting our commitment to a working environment that engenders respect, empowerment and accountability.

One of the key strategic steps to facilitate our goal of being a leading emergency management agency by 2010 is the ongoing formation and consolidation of crucial links and partnership with other agencies and industry segments, both within Victoria and interstate.

Building on the solid foundations already established with the Australian Volunteer Coastguard, the Board recently accepted a proposal to register Coast Guard flotillas as CFA coastguard brigades and their members as CFA volunteers. This significant step progresses the partnership and can only enhance CFA's marine response capabilities.

CFA's involvement in underground mine firefighting and rescue is well established and supported by the ongoing stellar performance of the organisation's Oscar 1 mine and quarry rescue squad.

A partnership with Metropolitan Ambulance Service (MAS) will see CFA conduct a pilot in which brigades will offer pre-ambulance basic life support. The pilot will provide medical support to the community in partnership with MAS and will be trialled in a limited number of brigades.

We have begun discussions with Corrections

Victoria and St John Ambulance to explore and develop improved co-ordination arrangements and have focused on building stronger partnerships within other key agencies including Department of Victorian Communities.

Discussions are being finalised with Airservices Australia regarding the provision of fire and rescue services at Avalon Airport, which is now well established as Melbourne's second airport.

CFA continues to be an active participant in Victoria's counter-terrorism arrangements and is working closely with MFB, Victoria Police and other agencies to ensure a seamless and integrated approach to our counter-terrorism planning and operations.

Once again, we have benefited from the Government's excellent Community Safety Emergency Support Program (CSESP) which assists CFA brigades to apply for grants to purchase safety and rescue equipment to complement and advance their existing infrastructure. Under this program CFA's priority has been supporting brigades in the replacement of aged brigade-owned tankers.

CFA welcomes the Premier's recent announcement that the Government will be injecting a further \$1 million into CSESP grants. These grants will further benefit CFA brigades.

On behalf of the Board, I wish to thank you, Minister, for your role in providing opportunities for our brigades to obtain much-needed resources to aid in their service to the community.

I would like to acknowledge my fellow Board members for their sustained hard work this past year. They continue to champion our cause at the many meetings, gatherings, activities and functions they attend across the state, and for that they have my gratitude.

At all levels, be it grassroots, strategic or in the upper levels of governance, their efforts and commitment to the organisation benefit everyone involved with CFA.

Finally, my gratitude and admiration are extended to all our members, from the junior volunteer to the career staffer. It is through their unrivalled dedication and commitment that CFA has become the leading community-based emergency management agency it is today.



**Len Foster AO**  
**Chairman**







## DISCUSSION AND ANALYSIS — OPERATING STATEMENT

### REVENUE

#### Revenues

Total revenues for the 2005/06 year were \$238.5 million, which is an increase of \$21.3 million over the previous year's total of \$217.2 million. The major reason for this variation was an increase of \$16.1 million in government and insurance contributions. This included \$4.1 million in government funding to reimburse CFA for the significant costs incurred during the 2006 major fires. Other minor variances occurred in relation to brigade donations received, and brigade-owned vehicles recognised.

#### Government and statutory funding

CFA received contributions from Government and other sources amounting to \$215.5 million (2004/05 \$199.4 million). Under the Country Fire Authority Act 1958 (the Act), CFA receives funding of annual expenditure through the Victorian State Government (22.5%), insurance contributions (77.5%), and from other companies under Section 80A of the Act. During 2005/06 statutory contributions totalled \$210.9 million, comprising \$45.9 million from the State Government (of which \$2.3 million was treated as contributed capital), \$158.2 million from insurance companies, and \$9.1 million from other companies. In addition, \$4.6 million was contributed by other Government sources.

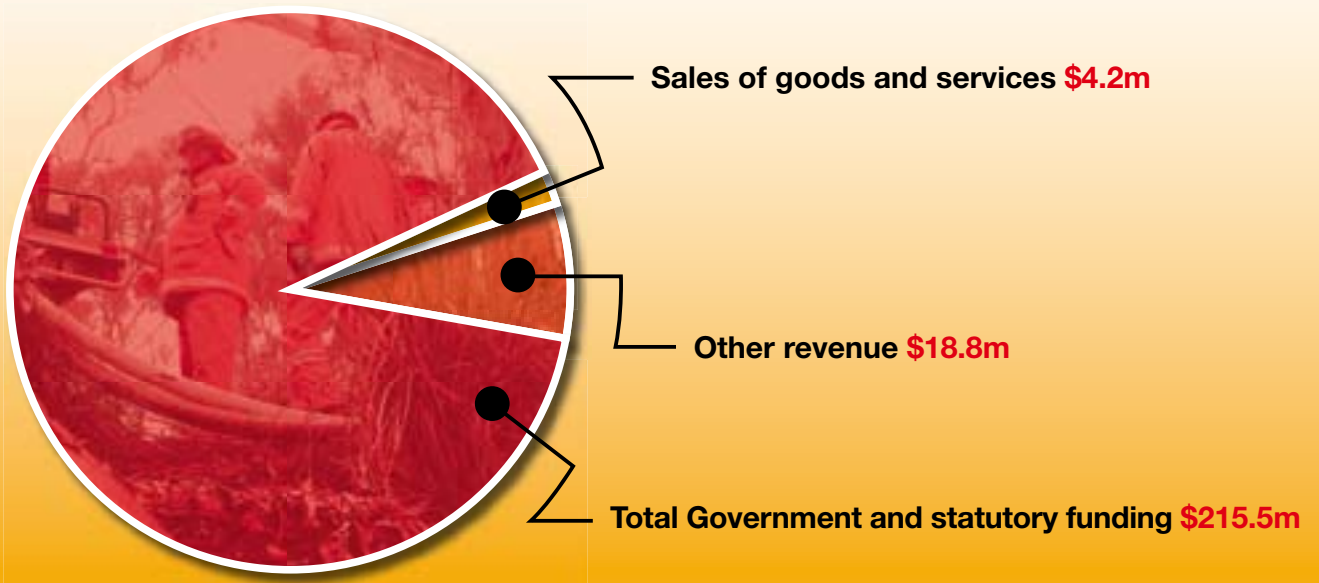
#### Sales of goods and services

CFA received \$4.2 million during the year from the provision of goods and services to external bodies (2004/05 \$4.4 million). These include the provision of external training services, fire protection fees, alarm monitoring, dangerous goods inspections, and hazardous materials incidents.

#### Other revenue

Other revenues during the year totalled \$18.8 million from a number of sources including the Transport Accident Commission, interest, public donations and the recognition of additional Brigade Owned vehicles and a Commonwealth Government Grant. The increase of \$5.4 million over 2004/05 was caused by higher interest revenue, brigade donations and brigade-owned vehicles recognised.

### TOTAL REVENUE: \$238.5 million



## EXPENSES

### Expenses

Total expenses for the 2005/06 year were \$232.4 million compared to \$197.8 million for 2004/05. This increase of \$34.6 million can be attributed mainly to increases in employee benefits (\$17.3 million), and other expenses (\$17.8 million). This latter category increase was caused by the costs associated with CFA's new Emergency Alerting System, higher volunteer compensation costs, and the costs associated with the 2006 major fires (which were reimbursed by government).

### Employee benefits

During 2005/06 \$115.8 million (2004/05 \$98.5 million) was spent on salaries and other employee expenses such as superannuation, payroll tax, WorkCover premiums and employee support activities.

### Depreciation and amortisation

The written down value of CFA's assets at cost or valuation, including land, buildings, leasehold improvements, vehicles, plant and machinery totalled \$474.2 million (2004/05 \$427.4 million). Depreciation expense totalled \$20.9 million during 2005/06 which is consistent with the corresponding 2004/05 figure.

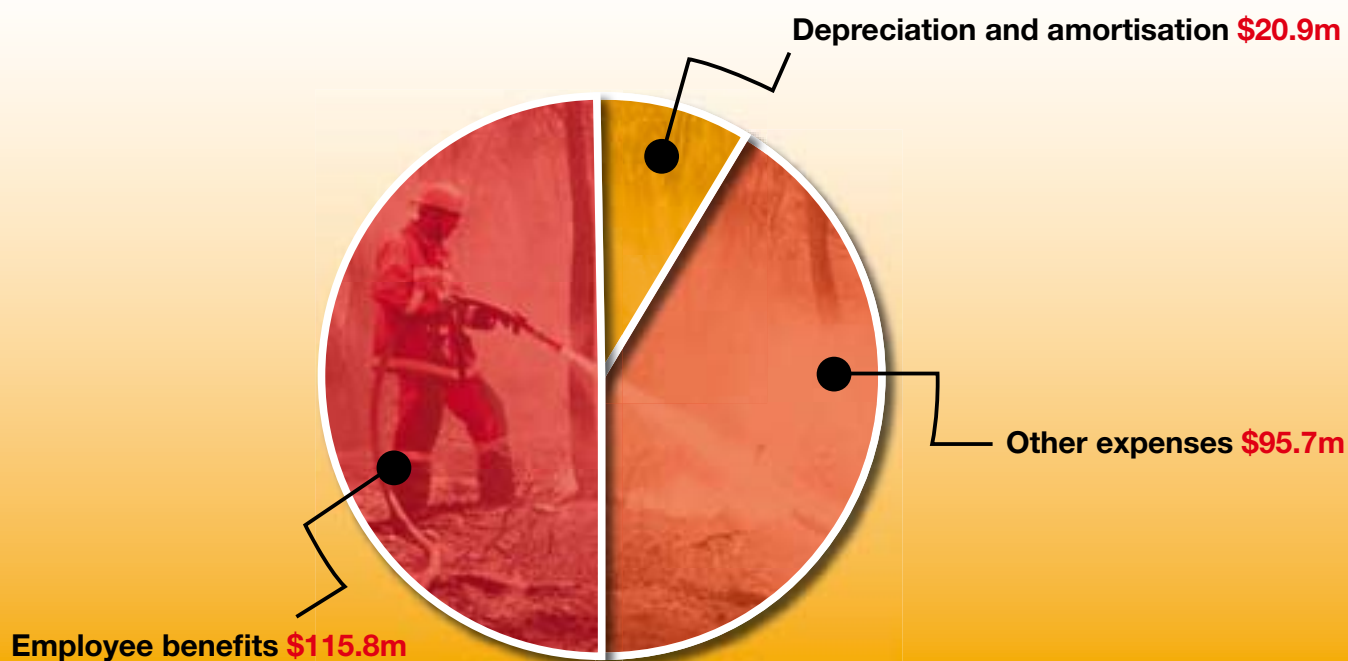
### Borrowing costs

Due to CFA's level of liquidity this year there were no borrowing costs during 2005/06.

### Other expenses

CFA spent \$95.7 million on general operating costs and other expenses during 2005/06. This was an increase of \$17.8 million over the previous year caused mainly by higher payments to contractors (Emergency Alerting System), increased volunteer compensation costs, and the costs of the 2006 major fires.

## TOTAL EXPENSES: \$232.4 million



## DISCUSSION AND ANALYSIS – BALANCE SHEET

### ASSETS

#### Total Assets

Total assets at 30 June 2006 were \$520.6 million compared to the 2004/05 total of \$468.3 million. This variation of \$52.3 million was caused by a movement in current assets (\$5.5 million), a significant increase in the (independently assessed) value of CFA's land and building assets (\$41.5 million), and the acquisition of new firefighting and transport vehicles (\$8.9 million).

#### Current assets

Current assets totalled \$46.4 million (2004/05 \$40.9 million) and included inventories and goods held in store (\$7.4 million), money owed to CFA (\$8.3 million), properties for sale (\$1.7 million) and cash at bank, deposits and prepayments made by CFA (\$29.0 million). The increase over 2004/05 is caused by a movement in accounts receivable.

#### Vehicles

After depreciation, the value of CFA vehicles totalled \$139.2 million. Of these, CFA-owned vehicles are valued at \$117.9 million (2004/05 \$111.1 million), and brigade-owned vehicles are valued at \$21.3 million (2004/05 \$19.2 million).

#### Plant, machinery and equipment

This includes computer hardware, general plant and communications equipment to a total value of \$18.7 million (2004/05 \$21.3 million). This movement was caused by the change to lease rather than purchase computer equipment.

#### Buildings and leasehold improvements

The value of CFA-owned buildings and improvements made to leasehold buildings totalled \$243.4 million (2004/05 \$206 million).

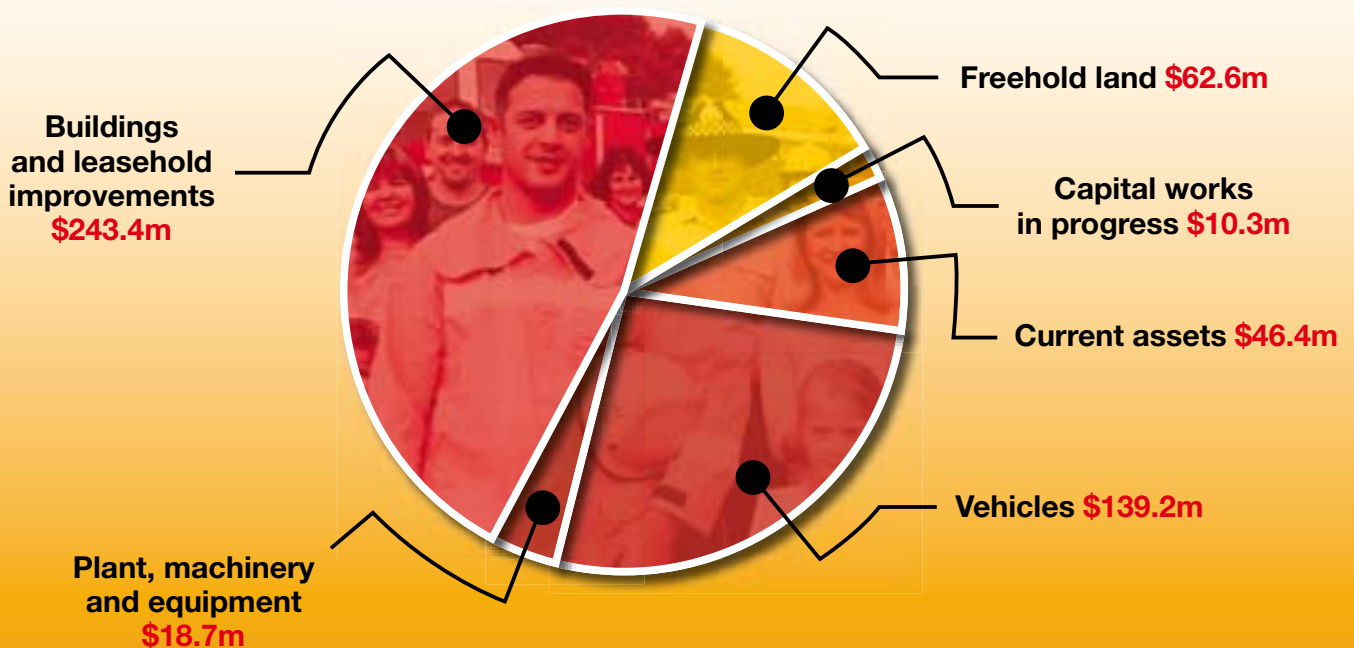
#### Freehold land

The value of land owned by CFA totalled \$62.6 million (2004/05 \$58.8 million).

#### Capital works in progress

At the end of the year, the value of expenditure on capital works such as buildings, firefighting vehicles and plant, machinery and equipment, but which were not yet completed, totalled \$10.3 million (2004/05 \$11 million).

### TOTAL ASSETS: \$520.6 million





## LIABILITIES

### Total Liabilities

Total liabilities at 30 June 2006 amounted to \$57.5 million compared to the previous year total of \$49.5 million. The variation of \$8 million was caused by amounts accrued in relation to payments for the Emergency Alerting System, and increases in the provisions for employee benefits and volunteer compensation respectively.

### Employee entitlements

A total of \$34.8 million (2004/05 \$30.6 million) is accrued for annual leave and long service leave payments to staff. Some of this will become payable at a future date.

### Goods or services not yet paid for

At the end of the year a total of \$16.5 million was owed for goods or services already provided but not yet paid for. This was an increase of \$2.5 million over the corresponding figure last year.

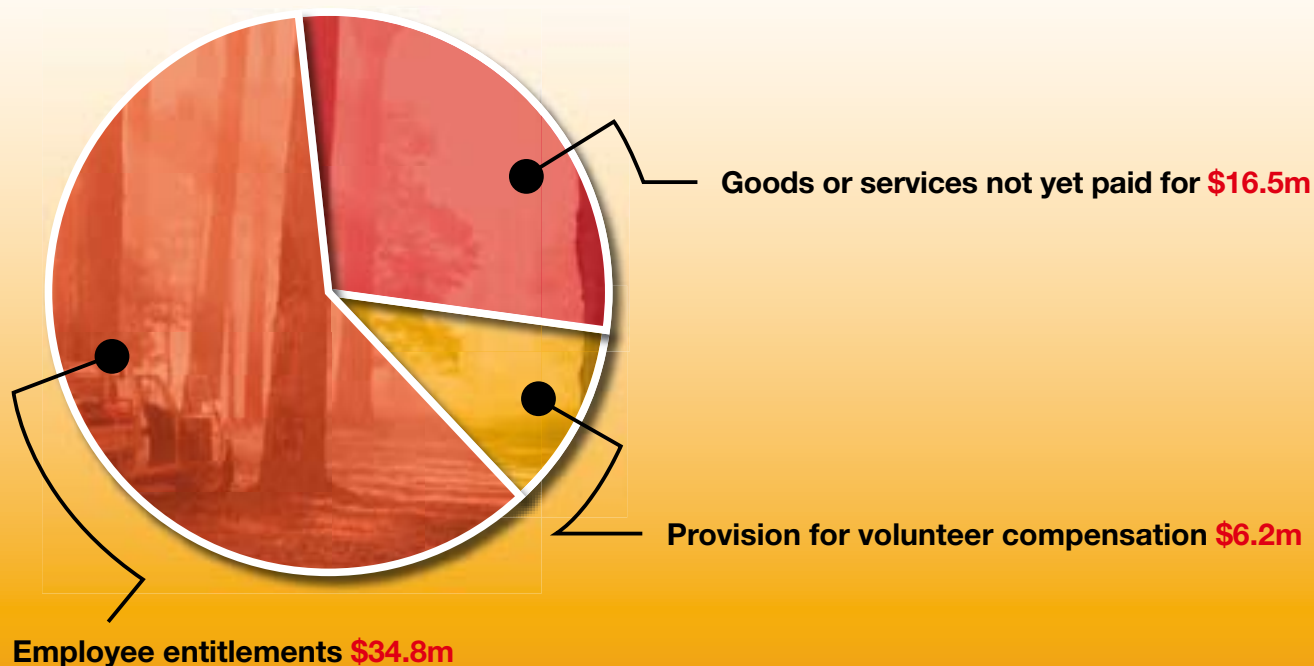
### Provision for volunteer compensation

Based on previous claims and actuarial calculations, a total of \$6.2 million has been estimated to allow for compensation for injuries to volunteers up to 30 June 2006. This is an increase of \$1.2 million compared to the figure at 30 June 2005.

## IMPORTANT NOTE:

Each year, the contributions received from the State Government and insurance companies provide funding for that year's recurrent expenditure and capital works. These contributions are classified as revenue. After deducting recurrent expenses for the year, CFA's net result is determined. Contributions not used for recurrent expenditure provide funding for CFA's capital expenditure program. CFA's accumulated surplus of \$94.3 million as disclosed in the balance sheet is an accounting entry reflecting the total of prior year operating results, and does not indicate the level of CFA's cash reserves and/or liquidity.

## TOTAL LIABILITIES: \$57.5 million





“As a leading emergency service organisation, it is imperative that CFA uses every available means to ensure our emergency prevention and response capabilities are the best they can be.”

In many ways it has been a particularly dynamic year for CFA in operations, community engagement and capital works. We have continued to build on the many innovations we have introduced in recent times including emerging new technologies and infrastructure that are already transforming the way we operate and do business. This includes the rollout of information communication technologies that will see CFA evolve as a totally integrated business that is more accessible to all CFA members. This year we have achieved outstanding results in the expansion and delivery of our community awareness and preparedness programs with a record number of Victorians briefed both before and during bushfires. Operationally we achieved some outstanding results in minimising the potential impact of some of the biggest fires in the State's recent history.

## Operations

The 2005/06 fire season was significant and once again our brigades had their work cut out for them. Fires across Victoria engulfed in excess of 180,000 hectares over summer and more than 10,000 volunteers and career staff put their lives on the line to aid in the many firefights.

The Deep Lead fire near Stawell over the New Year destroyed 11 homes, thousands of livestock and levelled 7,500 hectares. At the peak of the fire, 20 CFA strike teams battled the blaze, with DSE and CFA firefighters standing shoulder-to-shoulder.

Australia Day week proved a further challenge, with major fires around Gippsland, Yea, Kinglake, Brisbane Ranges, Yallakar, Bessiebelle, Heywood, Bridgewater and the Grampians. Firefighters from both Tasmania and NSW crossed borders to join us in the firefight.

Victorian communities were under threat and CFA responded magnificently. While many fought the fires directly, other elements of CFA provided vital face-to-face briefings to residents in affected areas ensuring they were prepared for the events to come. Safety messages were widely disseminated through the media and via our website.

Tragically, this year we lost Campbell's Creek Urban Fire Brigade Captain Trevor Day and Barnawartha Rural Fire Brigade's Rebecca Helwig, both while serving their communities. While they provided us with inspiring examples of selfless dedication and commitment, their passing hit the CFA family very hard and is a reminder to us all of the many and ever-present dangers we face as an emergency organisation.

## Community Engagement

Fire Ready Victoria, a joint strategy of CFA, DSE and MFB, has proved a great success after its season 2003/04 launch. Achievements this year included a major increase in community meetings held across the State. More than 27,000 Victorians were briefed at these meetings before and during wildfires. Other outstanding results included expanding the media campaign, addressing the needs of the culturally and linguistically diverse (CALD) community by translating the CFA radio advertisement into 11 languages, a 240% increase in public participation in the ABC phone-in day and vastly increased numbers of calls to the Victorian Bushfire Information Line (VBIL). Fifty-three thousand people phoned the VBIL for advice during the fire season.

## Innovation

In terms of innovation, a concerted focus on technological advancement has seen CFA embrace, introduce and deliver an amazing array of state-of-the-art technology to leave the organisation better equipped than at any time in its 60-year history.

As a leading emergency service organisation, it is imperative that CFA uses every available means to ensure our emergency prevention and response capabilities are the best they can be.

With that in mind, we have seen the continued rollout of the large investment we have made in the Information and Communication Technologies (ICT) Program. Through this, \$5 million is being invested across 15 individual projects - with the Standard Operating Environment project almost complete around Victoria.

This project effectively provides one communications environment in CFA, based on Microsoft software. Members can now log on from any connected fire station or office to access their emails or perform a range of tasks - which provides a valuable contingency for mobile workers or technology failure.

With last year's introduction of the MFB/CFA FireNet, we now use wireless in-field technology to relay critical operational data from emergency sites to Regional Emergency Co-ordination Centres throughout the State, which, in turn, are linked by broadband to the State Emergency Co-ordination Centre at CFA headquarters.

In more exciting news, we are also developing an Emergency Management System that uses FireNet and a network of wireless internet based communication options to transmit planning and operational details and requirements.

CFA has employed Bridget™ data-conferencing software in our efforts to achieve a flexible and collaborative environment for both operations and corporate business. Data conferencing is well-suited to CFA, in that emergency situations are often dealt with simultaneously



in different regions of the State, and the software enables up to 15 members to be part of the environment at any one time.

With the aid of this new information and communication technology we are finding we can keep communities better informed about current and potential threats. For example, during the fire season the CFA website was regularly updated with, at times, up-to-the-minute information on fire activity and community threat predictions. Incredibly, in a five-day period towards the end of January, the Major Fires Update page recorded more than 225,000 hits. In this modern age of convenience and technology, it has proved to be a critical resource that people are relying on more and more for emergency situation updates.

### Capital Works

Our Capital Works Program overcame several significant hurdles impacting project schedules this past year to deliver 70 firefighting appliances and 20 major building projects.

This was achieved in realising the Annual Plan forecast for investment of \$33.7 million in the redevelopment, replacement and upgrade of fire stations, appliances, administration facilities, equipment and other front line assets.

### Other Activities

The timeline associated with the implementation of mine firefighter and rescue capability within CFA has been extended by 12 months and whilst a significant amount of stakeholder management and planning has occurred, factors outside CFA's control have impacted greatly on our ability to make progress on this important project. However, our strong partnership with the mining sector continues to grow.

Fundamental to the continuation of CFA as a volunteer based organisation is the ability of our brigades to remain viable and resilient. The Brigade viability/resilience initiatives have continued in the past year to identify, capture and report a great deal of information we can use in establishing strategies to ensure the

ongoing successful operation of our brigades in their current makeup.

CFA continues to provide leadership in fire prevention with the Victorian Bushfire Inquiry (VBI) funded Integrated Municipal Fire Management Planning Project. We continue to advocate improved fire management across all sectors, and support local government with its existing fire prevention role, while at the same time doing our utmost to prepare them for integrated fire planning.

Examples of this support include: initiating and developing a new Municipal Fire Prevention Officer (MFPO) course; developing agricultural fire management, roadside fire management and rail corridor fire management programs; and the provision of ongoing technical advice centered on the roles and responsibilities of fire prevention stakeholders.

CFA was involved in many different aspects of the management and operations of the 2006 Melbourne Commonwealth Games and formed many valuable and strategic relationships to ensure all of the planning seamlessly fitted together all agencies involved. This was critical in ensuring effective emergency management and response planning.

CFA's already significant Hazardous Material capability was enhanced with extra training and equipment - and included the arrival of three new state-of-the-art Hazmat Detection Vehicles.

Many of the strategic goals outlined in the 2005/06 Annual Plan continue to put in place foundation systems and processes that will ensure we achieve our 2010 goal of being a broader emergency management agency. Of course, without the continued incredible dedication of our many volunteers, CFA could not exist. In their many and varying roles, through our communities small and large, each and every member of this organisation contributes in some way to the safety and well-being of strangers and friends alike.

I'd like to take this opportunity to thank all our extraordinary members, both career and volunteer, for their continued practice of going beyond the call of duty in helping others, and providing such a wonderful example to society in general.

The people of this State rely on your dedicated service, and they could not be in better hands.



**Neil G Bibby AFSM**  
**Chief Executive Officer**

## KEY ACHIEVEMENTS

- The Victorian Bushfire Information Line (VBIL) received 53,000 calls from members of the public seeking up-to-date information about a broad range of safety information. During the major fires in January 2006, the VBIL received more than 26,000 calls in 10 days.
- CFA continued to focus on partnerships with external agencies, with the establishment of nine new Memoranda of Understanding (MoU) addressing detailed service schedules.
- The five-year Minimum Skills program was successfully completed in December 2005. The program ensures that all volunteer firefighters possess the required wildfire minimum operational skills prior to entering the fireground.
- CFA was actively involved in the planning and provision of capacity and capability for emergency response for the Commonwealth Games.
- An extensive Occupational Health and Safety audit of all CFA regions was completed. A compliance program addressing chemical, plant, electrical and safety inspection programs was also completed, with 886 brigades inspected.
- Fire Ready Victoria, the joint strategy of CFA, DSE and MFB to increase community awareness and preparedness for bushfire, delivered 675 community meetings to approximately 11,000 people in its second year. A further 94 community meetings were held in January 2006 addressing an audience of 16,000 people directly affected by the major fires.
- An extensive post-summer survey was conducted targeting residents in areas affected by the January 2006 fires. CFA's media campaign achieved a broad reach with 77 per cent of surveyed respondents recalling the television commercial. The survey showed high levels of risk awareness with more than 60 per cent of people reporting that they had a plan for what to do in case of a bushfire.
- Seventy firefighting appliances were delivered in accordance with the Board approved program. Twenty major land and building projects were completed, with work commencing on another 19.
- A multi-year strategy was commenced to align CFA's Information Technology resources and infrastructure to a service orientated architecture. Major investments in network broadband capacity and computer telephony integration, standardised desktop environment, data integration and support services will enable CFA to deliver improved IT functionality in a seamless manner to a wide variety of locations.

CFA utilises a Corporate Planning Framework which aims to establish links from the Victorian Government's broad policy of Growing Victoria Together through to the activities at each CFA brigade.

The planning process identifies the contribution CFA makes towards improving community safety outcomes by focusing on

the recognised emergency management elements of Prevention, Preparedness, Response and Recovery (PPRR), along with Organisational Support. This Report of Operations is aligned with the PPRR elements to describe the key service programs delivered by CFA. The report also highlights selected projects which are designed to enhance CFA's services.

## SHARED CFA/MFB INITIATIVES

### Joint Co-ordinating Committee

In November 2004 the MFB and the CFA signed a Joint Activities Governance Deed to formalise arrangements relating to joint activities between the two services. The Joint Co-ordinating Committee (JCC) was then formed to oversee the progress of those activities and prioritise them if necessary. The JCC met three times during the year (on 22 August 2005, 12 December 2005 and 1 May 2006) under the chairmanship of Melanie Raymond who accepted the chair when Julie Elliott stepped down following her appointment as MFB President on 1 July 2005.

Committee members for the year were:

#### MFB

Melanie Raymond (Chair)

Jennifer Sutton

Peter Akers (CEO)

#### CFA

Robyn Hale

Michael Tudball

Neil Bibby (CEO)

The Committee resolved a number of procedural and administrative issues:

- Chairmanship and secretarial support – it was agreed that the activities of the JCC should align with the financial years of both organisations and that Ms Raymond should continue to chair meetings until 30 June 2006.
- A process was developed and approved for the initial consideration, approval, prioritisation and review of joint initiatives.
- It was resolved that the parties should develop a joint annual report regarding the activities of the JCC which would be included in their respective organisational annual reports.
- The establishment of boundaries (setting of authorities, roles and tasks) as part of the project management process.
- A method for quantifying the benefits of resource sharing was developed.

- Work was commenced on the development of a Business Case Template.
- Working procedures were approved for reporting to the JCC and joint Boards.

The JCC received reports from officers of both organisations on a range of joint activities and initiatives including five MoUs signed off during the year with a further six under development. These MoUs and other activities included:

- The development of a number of MoUs detailing the understanding between the two fire services in relation to:
  - The Joint Training Framework,
  - Marine Response,
  - Reduction of False Alarms,
  - Changes to the Operational Activities,
  - Metropolitan Mobile Radio;
- Terms of Reference for a Board of Studies between the two services;
- Joint community safety activities and the Joint Community Safety Agreement originally signed in April 2001;
- Urban Search and Rescue protocols;
- A range of joint information technology projects such as FireNet;
- A Service Level Agreement for the investigation of contributor income;
- Use of reclaimed water;
- Amendments to the MFB and CFA Acts;
- Melbourne 50 Years On Exhibition.

In this second year of operation, the JCC continued to formalise and review the working relationship between the CFA and MFB. All existing joint activities were reviewed and assessed for their continued efficiency and effectiveness.



### FireNet

The FireNet project has established a network based upon dark (unused) fibre secured by the MFB and shared with the CFA. The network provides super broadband networking to CFA selected sites and all MFB geographical points of interest.

Management investigated the sourcing of a comparable network by way of securing managed services for the 15-year term. This option was rejected on the basis that the costs, based on the existing Whole of Victorian Government purchasing scheme, were not affordable. That is, the network could incur significant cost to the Fire Services for the first 15 years to achieve the same connectivity to the same sites.

FireNet connectivity has enabled the fire services to pursue the following business benefits:

- Internet Protocol (IP) Telephony - The MFB provides an integrated IP Telephony solution to CFA sites.
- IP Conferencing - The fire services are investigating the merits of a conferencing solution with full desktop integration and are currently resolving issues for full integration across both agencies.
- IP Television - The MFB has implemented IP television to the desktop and other managed devices within the desktop, with cross-agency integration issues currently under discussion.
- Video on Demand - The MFB has implemented an online video library for distribution across the network. The cross-agency benefits of this are currently being investigated.



## PREVENTION SERVICES

### FIRE PREVENTION

CFA support and leadership of fire prevention remains important, while the VBI-funded Integrated Municipal Fire Management Planning (IMFMP) Project is running in parallel. CFA has continued to advocate for improved fire management in all sectors, particularly in road and rail corridors, and has actively supported local governments with their existing fire prevention roles, while also endeavouring to prepare them for better-integrated fire planning.

This support has taken a number of forms:

- Communication and networking opportunities – these have been facilitated through a targeted page on the CFA website and extensive use of local government email groups.

- Technical advice – demand for the advice is consistent and focuses on roles and responsibilities of fire prevention stakeholders.
- Quality improvement – CFA has continued to meet its statutory requirement to audit Municipal Fire Prevention Plans. During the 2005/06 financial year 19 plans were audited. A new MFPO Course was developed and conducted.
- Program development – three program areas are currently being developed; agricultural fire management, roadside fire management and rail corridor fire management.
  - Agriculture Fire Management – the development of fire management guidelines for agriculture is a VBI funded initiative that CFA is leading. A draft of the guidelines will be released in August 2006 and the final version is due for release early in 2007.

- Roadside fire prevention activities by CFA brigades have received much attention. New legislation and codes of practice introduced during the last year have placed significant obligations on CFA to ensure that fire prevention activities on roadsides are conducted as legislatively prescribed. This issue will continue to be addressed through 2006/2007.
- Railway fire prevention issues have been prominent. CFA is party to the development of an appropriate reporting and data sharing system for railway fires, as was recommended by the Auditor General's 2003 report and has been noted by the Coroner.

### REGULATING FIRE SAFETY

The statutory workload and compliance rates are similar to the previous year, as shown in the graph below.

Statutory Work Load & Compliance 2001-2006

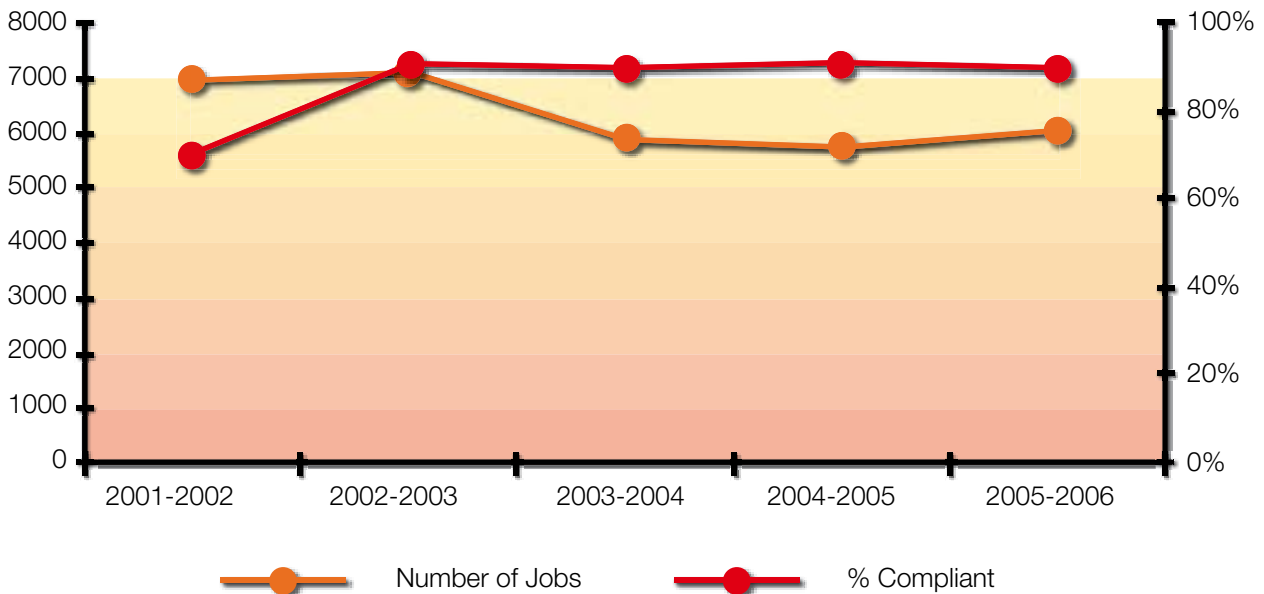


FIGURE 1. STATUTORY WORK LOAD AND COMPLIANCE

**Advocacy and influence on regulations**

CFA, in conjunction with the MFB, played a significant role in influencing the new Building Regulations 2006. Of particular significance was the introduction of regulations requiring sprinklers (or equivalent life safety protection) in shared accommodation.

Early in 2006, various planning policies and practice notes supporting native vegetation protection without a full appreciation of fire safety were released. CFA is working with the relevant agencies to put in place measures which provide a more balanced approach for vegetation management.

As shown on the map below, the process of mapping Bushfire Prone Areas (BPA)

and introducing complementary Wildfire Management Overlays (WMO) into planning schemes is progressing state-wide. To date, 11 municipalities have completed the process; seven have WMO on exhibition; 17 have a BPA only and not yet initiated planning scheme amendment and 14 councils are still working with CFA to complete BPA mapping and adoption.

**PROJECTS TO IMPROVE PREVENTION**

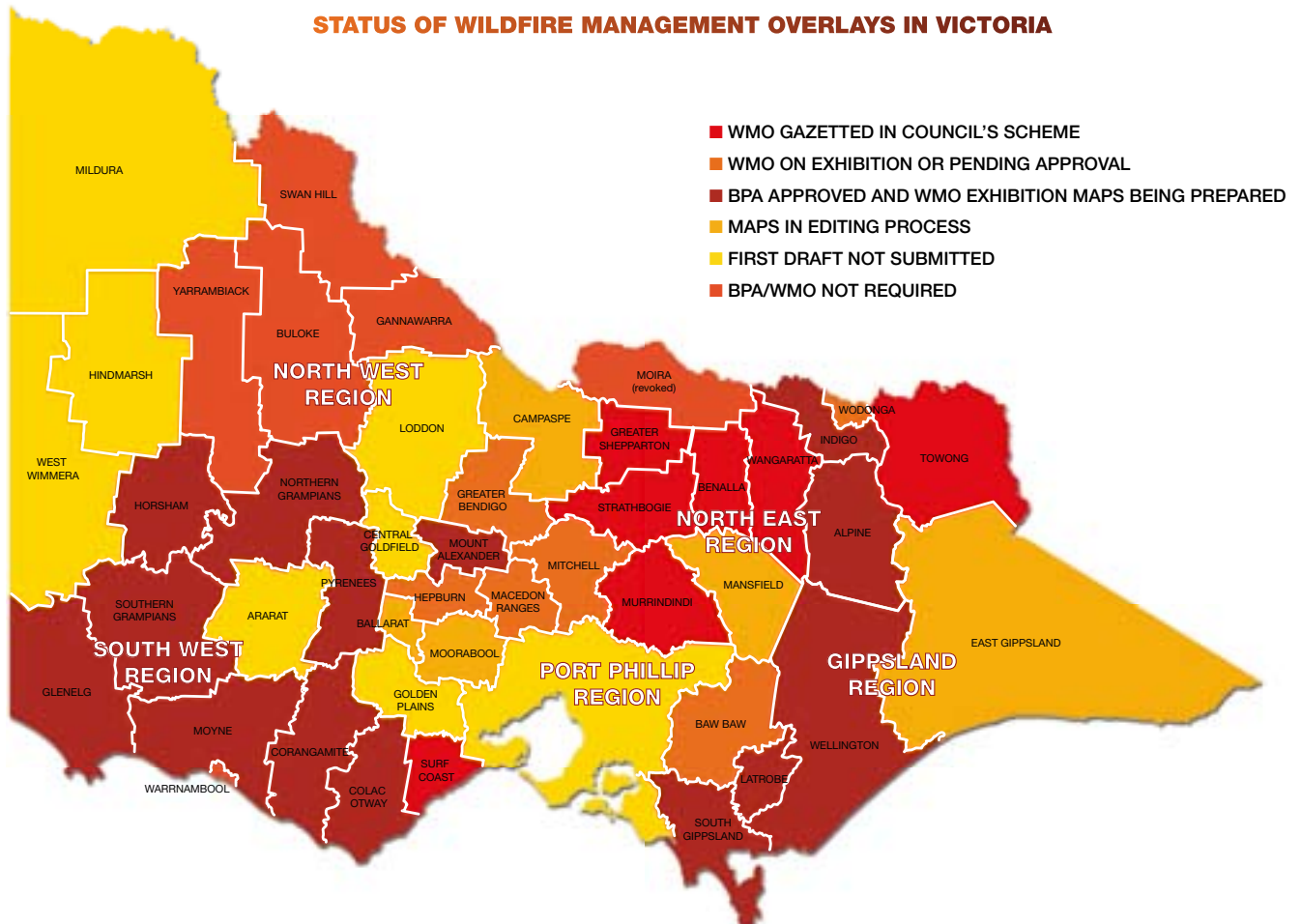
**Herbicide Policy Implementation**

CFA continues to provide assistance to almost 300 brigades in respect of herbicide use, work plans, reporting arrangements and municipal planning involved in roadside fire management activities.

An extra challenge for those brigades has been meeting the new requirements of the Road Management Act and the Traffic Management Code of Practice. This had impacts for all roadside fire prevention works in 2005/06.

CFA's Herbicide Policy Project provided important support to the brigades through the funding of roadside facilitators. Their work has been critical in ensuring that brigades undertaking roadside herbicide use for fire prevention comply with new legislative and benchmark standards of planning and practice. The facilitators have been a vital part of developing solutions and streamlining procedures for brigades to achieve that compliance.

**STATUS OF WILDFIRE MANAGEMENT OVERLAYS IN VICTORIA**



## PREPAREDNESS SERVICES

### COMMUNITY INFORMATION

#### Victorian Bushfire Information Line

The VBIL has continued to provide up-to-date information about current fires and a broad range of safety information to the public. More than 53,000 calls were made to the VBIL during the year. During summer (November to end of March) there were 48,160 calls. Of particular note were the more than 26,000 calls to the VBIL during the major fires over ten days in January.

### COMMUNITY DEVELOPMENT

#### Fire Ready Victoria

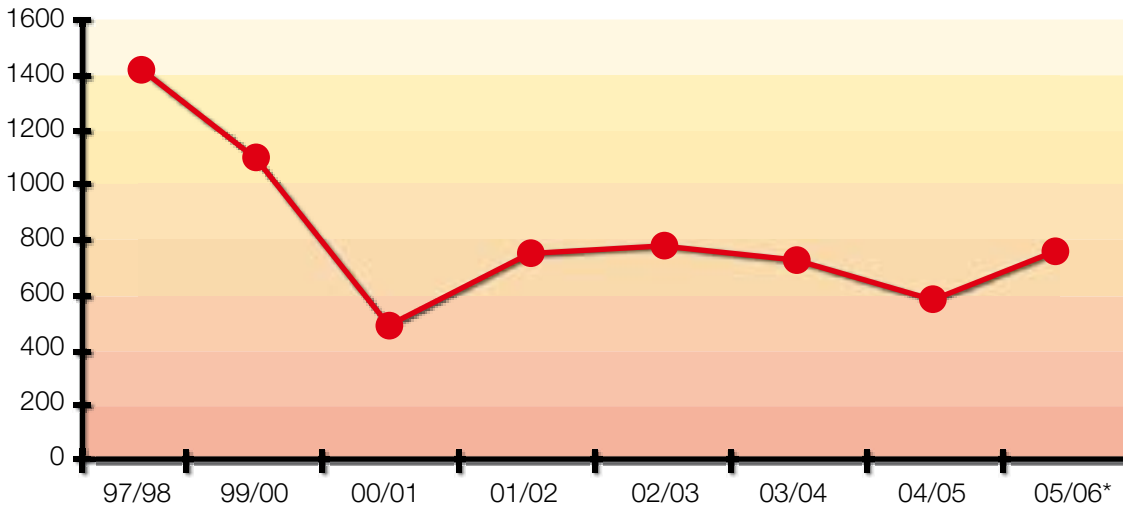
Fire Ready Victoria is a joint 3-year strategy of CFA, DSE and MFB to increase community awareness and preparedness for bushfire.

This strategy, currently in its second year, has achieved considerable success with 675 community meetings delivered to approximately 11,000 people during 2005/06. In addition, a further 94 community meetings were held during the intensive period of fires in January 2006, addressing 16,000 people directly affected by these fires (Figure 2).

An additional 657 Community Fireguard meetings were also conducted with residents of high fire risk areas (Figure 3).

#### Summer Media Campaign

An extensive media and public relations campaign to support the Fire Ready Victoria Strategy was implemented via a phased approach. Phase One focused on increasing community awareness of key bushfire safety messages, while Phase Two focused on the VBIL as a source of information about bushfire activity and preparedness issues.



\* In 1998/99, CFA trialled an alternative approach for raising community awareness but the Bushfire Blitz meetings were found to be more effective and resumed in 1999/2000. The 2005/06 data represents the combined figures from pre-season and January 2006 fire meetings

FIGURE 2. FIRE READY VICTORIA COMMUNITY MEETINGS

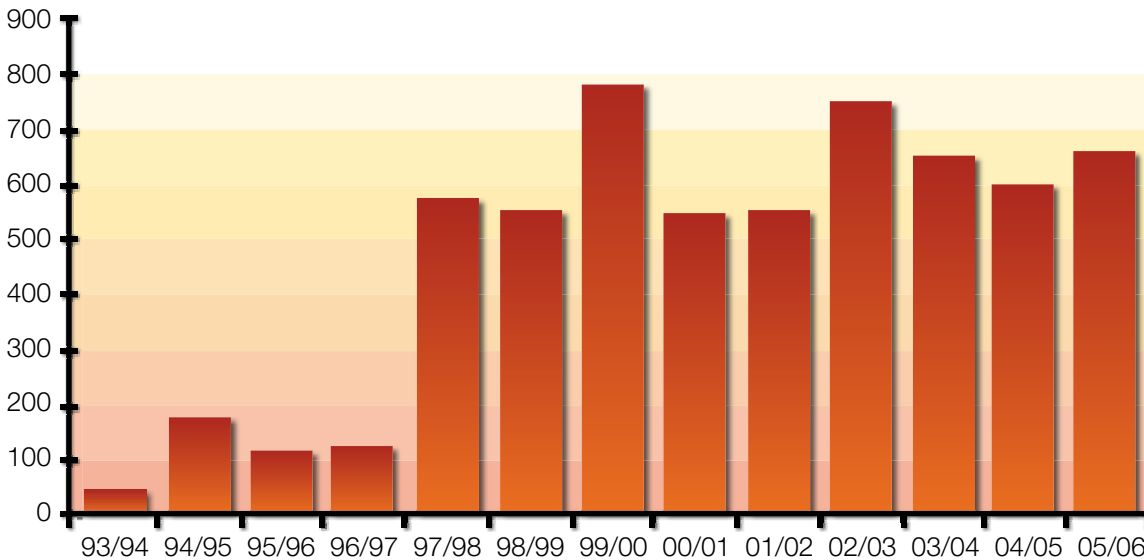


FIGURE 3. ANNUAL COMMUNITY FIREGUARD MEETINGS

Of the 129 CFA campaign advertisements placed in 111 newspapers across the state, half were within a bushfire safety feature including editorial placement. The multicultural media campaign saw CFA's radio advertisement translated into 11 languages and subsequently broadcast widely on SBS and regional community radio. To support the paid radio advertising schedule, community spokespersons were briefed on key CFA community safety messages and were then able to conduct interviews on SBS Radio in their "first language" over the summer months.

Post-season evaluation of the media campaign revealed a broad reach with 77 per cent of surveyed respondents recalling the television commercial and high levels of awareness of bushfire risk.

### Evaluation of Campaign Effectiveness

An extensive post summer survey was conducted targeting residents in the areas affected by the January 2006 fires. The survey sought to assess a range of issues related to community attitudes and response to bushfires, the level of preparation for bushfire and access to information before, during and after the bushfire.

The survey results were very encouraging and highlight the success of the work CFA has done over many years to increase community understanding, awareness and preparedness for bushfire. This survey showed high levels of awareness of the risk of bushfires with more than 60 per cent of people reporting that they had a plan about what they would do if a bushfire occurred. More than 70 per cent of respondents reported receiving an official warning that the fire was likely to affect the area where they lived, and the majority of respondents indicated they were satisfied with the delivery of services before, during and after the fires.

### Winter Program

The joint CFA and MFB winter fire safety program focused on common fire hazards in the home, particularly the dangers of heaters and cooking fires. The media campaign utilised press and radio advertising that, again, featured burns specialist Dr Fiona Wood, the 2005 Australian of the Year. A television advertisement on the dangers of cooking fires was produced by Energy Safe Victoria and supported by CFA and MFB. The campaign continued the theme of "Check Your Hotspots" around the home. The community was invited to the "Check Your Hotspots" website to check and identify common home fire hazards.

The campaign was launched by CFA and MFB at Federation Square at the start of winter and was supported by the delivery of 340 home fire safety workshops and 135 presentations to specialist groups such as the carers of young children or the elderly. A multicultural communication campaign was developed as part of the winter campaign and included a combination of paid 30 second radio advertising that was supported by community spokespersons who conducted interviews in their "first language" on SBS radio, focusing on common home fire safety issues.

### Schools Program

More than 38,000 primary school students received face-to-face fire safety lessons from CFA personnel through the Brigades in Schools program during the 2005/06 financial year. A total of 885 schools participated in the program and CFA personnel delivered 1,868 sessions to students across the state.

### FIRE EQUIPMENT MAINTENANCE

Fire Equipment Maintenance (FEM) is a commercial operation conducted by CFA, through volunteer brigades.

The core business is the servicing and inspection and sale of fire extinguishers, fire blankets and fire hoses in public and private enterprise on a fee-for-service basis.

The key outcomes from FEM for CFA are:

- The enhancement of firefighter and community safety by ensuring that fire emergency first response equipment is correctly placed and serviceable.
- The generation of funds for volunteer brigades for use in community, brigade and CFA programs.

Approximately 300 CFA brigades are engaged in FEM. Collectively the brigades service around 30,000 customers each year.

This year was a period of change for the FEM operations with an emphasis on sound business practice and communication with participating brigades.

### PARTNERSHIPS

The establishment of partnerships with external agencies continues to be a primary focus of CFA; in a number of cases these have been formalised with MoUs. A number of the new agreements embed the concept of *Service Schedules*, which emanated from the Latrobe Valley Review, to articulate service delivery arrangements and understandings. Over the past year MoUs have been progressed with:

- MFB (Marine Response Jurisdiction/ Arrangements)
- DSE (Wildfire Management/Co-operative Arrangements)
- New South Wales Fire Brigade (Mutual Aid, Co-operative Arrangements, Cross Border Strategies)
- Corrections Victoria (Service Delivery to Prisons/Correctional Facilities)
- Air Services Australia (Avalon Airport Service Delivery/Mutual Aid)
- St John Ambulance (Co-operation, Resource Sharing, Supporting Volunteerism)
- National Off-Shore Petroleum Safety Authority/Department Primary Industries (Off-Shore Petroleum Facilities)
- Minerals Council Australia/Department Primary Industries (Mining)
- Echuca/Moama Search and Rescue Squad (Road Rescue, Supporting Volunteerism)

The following initiatives clearly demonstrate



the benefits gained in establishing partnerships between CFA, other agencies, industry, peak bodies and other key stakeholders. These examples all rely heavily on the ability to develop and foster partnerships in the delivery of effective and efficient services to the Victorian community.

### Coast Guard Partnership

CFA has a key partnership with the Australian Volunteer Coast Guard, which has evolved significantly since the signing of the MoU in May 2005, with the support of the Minister. This partnership is a fundamental component of the development of CFA's Marine Emergency Management Strategy and more importantly supporting volunteerism within Victoria's emergency management arrangements.

The CFA Board accepted a proposal to establish a new CFA brigade classification of Coast Guard Brigades and proceed to register Coast Guard flotillas as CFA Coast Guard brigades and its members as CFA volunteers. This proposal is keenly supported by the Coast Guard Board and its members. This process is seen as an obvious next step in enhancing the partnership while at the same time formalising the support provided to Coast Guard and also the manner in which CFA's marine response capability can be efficiently increased by utilising existing resources.

### Marine Emergency Management Strategy

The ongoing development of CFA's Marine Emergency Management Strategy is premised on the development of partnerships and the building of collective capability across agencies to avoid unnecessary duplication and ensure seamless service delivery with other agencies. This year saw significant progress towards finalising CFA's Marine Emergency Management Strategy, with the development of a training framework and learning material as well as equipment specification, commensurate with the diverse marine risk that falls within CFA's area of jurisdiction.

A Marine Response MoU was signed with the MFB, which clarifies jurisdiction for the Port of Melbourne and the remainder of Port



Phillip Bay. Geographic Information Services (GIS) mapping of these areas to put the agreed CFA/MFB jurisdictional boundaries in place is near completion, with call-taking and dispatch arrangements to follow.

Personal Flotation Devices (PFDs) were tested and specified as part of the CFA marine emergency management strategy. Analogue and digital Emergency Personal Identification Radio Beacons have been analysed for inclusion with the PFDs. The procurement and distribution of PFDs and the delivery of training to identified brigades with a marine risk will commence early in 2006/07 as part of CFA's initiative to incrementally enhance its marine response capability.

### Mining Strategy

In consultation with the mining industry in the Bendigo area, CFA continued to enhance the capability of the Oscar 1 Mine and Quarry Rescue Squad. This CFA squad provides a first response capability in this rapidly expanding industry within the Bendigo area. During the year, Oscar 1 attended several incidents as the primary rescue squad, resulting in a positive community safety outcome and publicity in national media.

Plans to incrementally increase capability to manage mine emergencies in partnership with

Minerals Council Australia (MCA), Department of Primary Industry (DPI) and the mining industry, did not proceed as originally planned. There was a range of inhibiting factors, including change of ownership of a key mine and the inability to engage with key stakeholders in the Ballarat/Stawell corridor due to significant fire activity. Despite this, the partnership with the mining sector and stakeholders continues to grow with the recognition of CFA in this environment now well-established.

### Latrobe Valley Review

The Office of the Emergency Service Commissioner completed a review of fire service delivery in the Latrobe City. This review required significant input and co-ordination from CFA. An initial overview briefing of energy and power generation owners/operators has been conducted as the first step towards implementing the outcomes of this review. The progress of the outcomes of the review rely heavily on CFA partnering with industry and other key stakeholders in the Latrobe Valley, with the objective of establishing an integrated emergency management planning arrangement that builds off existing processes and capability without duplicating effort and resources. This will require the development of appropriate MoUs with individual industry, or a precinct of industries,

that clearly outline the expectations, responsibility and service delivery arrangements between industry and CFA.

### **Pre-Ambulance Basic Life Support (PABLS) Strategy**

After a detailed feasibility study, in partnership with the MAS, CFA Board endorsed the involvement of CFA in supporting MAS with medical response and the conduct of a pilot in a limited number of brigades in order to validate the impact and benefits of CFA's involvement in medical response. This pilot will focus on CFA supporting MAS to deliver early intervention to critically-ill patients in areas of identified need.

The development of appropriate arrangements for the conduct of this pilot is well advanced and consultation with the representative bodies of volunteers and staff has commenced.

## **VICTORIAN BUSHFIRE INQUIRY (VBI)**

### **State Emergency Operations Centre**

CFA involvement in the State Emergency Operations Centre Feasibility Study and the Resource Tracking and Information Management Project has required representation on the Whole-of-Government Project Board and a lead role as a key agency involved with these projects. Key achievements included the development of a joint CFA/DSE training package for the 'Supervision of Machinery Used in Wildfire Operations' and the release of a discussion paper on 'Fire Management Guidelines for broad-scale farming'.

### **Agricultural Fire Management Guidelines**

Consistent with the VBI activities, CFA is developing general fire management guidelines for agricultural enterprises and supporting guidelines, where necessary, for specific agricultural industries or particular regions. This project has focused on broad acre agricultural enterprises as these enterprises often have high fuel loads and occupy a significant proportion of rural land in Victoria. The development of the draft Agricultural Fire Management Guidelines is complete.



### **Multi-agency Unified Command and Control System**

This project envisages the development and adoption of a unified command and control system through reviewing current practices and requirements. Commencement of this project (from a Whole-of-Government perspective) has been delayed pending a range of other initiatives. Initial scoping of this project has started.

### **Interagency Education and Training**

CFA will provide inter-agency training and education incorporating development of training packages and delivery of training to other agencies. Training and support will be provided for critical incident management roles and other leadership positions.

This project will contribute to the positioning of CFA as a leader in emergency management training. The project provides for enhanced inter-operability across agencies, with emphasis on delivery of training and assessment programs for incident management and related leadership roles.

To date, this project has focused on understanding the needs of other agencies, joint development of specific training packages, delivery of some existing training

courses and joint exercises.

Achievements during 2005/06 included the joint development of specific training packages with DSE and MFB, joint exercising of CFA and DSE Level 3 Incident Management Teams and delivery of Introduction to AIIIMS, Maintain Safety and Incident Management training courses for SES and some interstate agencies (Queensland Fire and Rescue Service, Australian Capital Territory Emergency Services Authority). CFA also sponsored targeted leadership development programs attended by representatives from several other agencies.

### **Integrated Municipal Fire Management Planning**

CFA continued to lead this key initiative of the VBI throughout 2005/06 to develop an enhanced and integrated fire and emergency management planning framework for Victoria.

Consultation with a broad range of stakeholders led to the development and release of the initial discussion paper in October 2005. This paper was circulated throughout the Victorian community, with 4,000 copies being distributed. An extended consultation period to allow for the summer fire season concluded in February and 143 submissions were received.

Feedback received during the consultation period, combined with a review of all submissions received, led to the production of the IMFMP draft position paper and its approval for release on 1 May 2006. A total of 38 community briefings were conducted across Victoria throughout May to introduce the draft planning framework and seek further feedback on the recommendations contained within it.

Consultation and feedback on the draft position paper will inform the development of the planning framework that will be presented to government for approval in the early part of the 2006/07 year.

## RESEARCH AND DEVELOPMENT

### Bushfire Co-operative Research Centre

CFA is the project leader on two multidisciplinary national research projects within the Bushfire Co-operative Research Centre (CRC). CFA also plays a significant program management role within the Bushfire CRC Program for Protection of People and Property.

A project on firefighter health and safety is being conducted in co-operation with the University of Melbourne. The project is investigating the many factors that contribute to the health and safety of Australian firefighters during bushfire suppression.

The second project in conjunction with CSIRO has a goal to identify, test and evaluate safe, cost-effective equipment for wildfire suppression. The project methodology is to assess equipment hazards and evaluate risk controls for safer firefighting.

CFA developed a set of protocols and procedures to provide Bushfire CRC researchers access to CFA fire-grounds during bushfire. The objective of the protocols and procedures is to allow CRC researchers to conduct project-related research consistent with CFA safety, welfare and urgent operational requirements.

CFA published several papers centred around the CRC Research Projects:

- A paper entitled "Physical Exertion During Bushfire Suppression" was presented at the Australasian Fire Authorities Council (AFAC) 2005, Innovation and Technology, Bushfire CRC Conference in Auckland, New Zealand. A poster on the same subject was also published at the same conference.
- A paper entitled "Are Our Volunteer Firefighters Fit For The Task?" was presented at the Bushfire CRC Fire Manager's Research meeting in Beechworth, Victoria.
- The paper and poster "Protection of Firefighting Vehicle Crews" was presented at the 2005 Wildland Fire Safety Summit in Missoula, Montana, USA.

### Equipment Evaluation

The equipment evaluation process continues to register new equipment and co-ordinate the assessment of new items and procedures. The cataloguing of existing items and equipment is a procedure to determine suitability for use and the introduction of new equipment within CFA. Operational equipment research is completed under the process.

LPG-powered vehicle systems were analysed for safety as these vehicles are part of the CFA transport fleet. The result of the analysis concluded that factory installed LPG systems posed no safety concerns for use in the CFA transport fleet.

### New Technology

Research and development in the use of new technology for CFA consideration is included in a number of current activities. Activities include:

- Intelligent firefighting issues,
- Firefighting appliance technology,
- Communications networks and radio communications,
- Resource tracking,
- Information management systems, and
- Personal data analysis systems.

### Automatic Weather Systems

CFA commenced replacement, upgrade and procurement of new permanent automatic weather systems and advanced portable automatic weather systems (PAWS). The project has included a CFA/DSE/Bureau of Meteorology MoU and the selection and installation of new AWS stations around Victoria. CFA is managing the replacement and upgrade of CFA facilities. The Bureau of Meteorology will manage and maintain the AWS network upon project completion in December 2006.

New PAWS have been procured and a Fire Weather Outposting Service has been established to support real-time weather forecasting for emergency management incidents. Eight new PAWS units have been procured and installed in four fire weather trailers and strategically located at four locations across the state. The PAWS units were deployed to all major fires during the 2005/06 fire danger period.

### Water Issues

CFA was involved in a number of issues related to the use of water for firefighting across Victoria. The issues include:

- The implementation of pipeline schemes in Western Victoria,
- The use of reclaimed water for firefighting,
- Development of a Joint CFA/MFB endorsement of reclaimed water,
- Issue awareness by the AFAC Operational Services Strategy Group,
- Development of Environmental Improvement Plan,
- Access to and identification of hydrants across the state,
- Development of a Standard Operating Procedure 7.05 – Water Supplies For Firefighting, and
- Planning for concerns relating to water legislation.



## PROJECTS TO IMPROVE PREPAREDNESS

### Computer Simulation Training

Computer simulation training has been used more consistently across CFA and as an integral component of Operations assessment programs, incident exercising and professional development courses.

Existing Vector Command simulation training has been further devolved around the State as a result of appointing dedicated training resources and deploying laptop computer configurations to improve reliability, access and portability. CFA worked on joint development of computer simulation training projects with AFAC, in particular the ION (Integrated Organisational Network) Incident Management Team simulation training project, which produced a new computer simulation based on a campaign wildfire scenario.

Computer Simulation training now forms part of the ongoing, statewide training delivery calendar at CFA Training College Fiskville.

### Mapping

CFA is committed to the production of map books to service the operational needs of its brigades and staff. Following an extensive review of the program, CFA recognised the need to utilise new technology to improve its mapping capability. A new generation of map books will be produced, reducing the number of map books while retaining full coverage of the state.

Since successfully establishing a supply contract, the Central and North West books have been printed and distribution is well underway. The books have received a generally high level of acceptance. Negotiations regarding the digital licence agreement are continuing and are expected to be finalised shortly. Planning for the remaining books is underway and will continue into 2006/07.

### Brigade Viability/Resilience

Fundamental to sustaining CFA's volunteer based organisation into the future is the ability of its brigades to remain viable and



resilient. This includes the ability to develop solutions to the challenges that will be placed before us as an emergency management agency providing services to and supporting the community in a complex, growing and rapidly-changing operating environment.

Initiatives to identify, capture and report on the core elements of this important aspect of CFA will continue into the next year. This includes a focus on supporting brigades to remain viable and resilient in an ever-changing environment and the distribution of a discussion paper covering proposals on brigade and membership classification arrangements.

### External Service Delivery Framework

CFA's External Service Delivery Framework was published and processes have commenced to integrate the framework into the manner in which the delivery of external services is planned for and conducted across CFA. This includes the progression of risk precinct-based planning and promoting the concept of integrated service delivery between functional areas at all levels.

### Community Safety Competency Framework

CFA initiated a program to expand the current range of competency-based training

to incorporate a broader community safety focus. Through this program CFA will deliver competency-based training programs, support materials, learning and assessment strategies and train CFA members according to identified priorities.

The training initiatives, including scope and delivery timeframes, were agreed and defined in the Community Safety Training Implementation Strategy.

Learning manuals and training facilitation guides have been written, learning and assessment strategies completed and training delivery commenced. Programs developed and delivered include courses relating to Information Officer, Municipal Fire Prevention Officer, Brigades in Schools Program, Community Fireguard Program, Fire Ready Victoria Presenter and Land Use Planning.

The delivered programs have been well received by community participants and CFA members. Evaluation and monitoring of outcomes will now be undertaken to ensure original objectives are being met and sustained. This is a multi-year project and further programs are under development and scheduled for delivery in line with the implementation strategy.



## RESPONSE SERVICES

### INCIDENTS AND TOTAL FIRE BANS

The 2005/06 fire season was of average length but included a period in late December and January of extreme fire risk. Total Fire Ban declarations included a partial day declaration for the first time.

Fire Season	Whole State	Partial State
2002/03	4	20
2003/04	2	9
2004/05	0	8
2005/06	2	10

**TABLE 1. TOTAL FIRE BAN DECLARATIONS**

Fire Danger Period declarations began on 21 November 2005. All restrictions were removed by 1 May 2006.

Incident Type	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	Change
Fire and explosions	14,510	13,784	14,538	13,034	12,687	10,467	-5.71%
MVA, rescue, EMS calls	3,045	3,306	3,332	3,325	3,345	2,797	-6.10%
Hazardous condition	2,772	2,863	2,715	2,873	3,546	2,824	-20.36%
Overpressure rupture	27	22	35	41	43	32	-25.58%
Service calls	1,864	1,583	1,867	2,407	2,046	1,497	-26.83%
Good intent calls	4,002	3,839	4,608	4,257	4,977	4,131	-16.99%
False alarms/false calls	7,797	7,658	7,654	7,421	7,444	5,654	-24.04%
Undetermined/other	289	267	343	843	1,972	113*	-94.26%
<b>Total incidents</b>	<b>34,306</b>	<b>33,322</b>	<b>35,092</b>	<b>34,201</b>	<b>36,060</b>	<b>33,325</b>	<b>-7.58%</b>

\* A Fire & Incident Reporting System (FIRS) upgrade has improved the classification of incidents, providing a more accurate figure in 2005/06

**TABLE 2. TOTAL NUMBER OF INCIDENTS 2000 - 2006**

	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	Change
Primary	34,306	33,322	35,092	34,201	36,060	33,325	-7.58%
Support	27,411	25,360	29,889	25,505	28,045	33,819	20.58%
<b>Total</b>	<b>61,717</b>	<b>58,682</b>	<b>64,981</b>	<b>59,706</b>	<b>64,105</b>	<b>67,144</b>	<b>4.74%</b>

**TABLE 3. TOTAL NUMBER OF TURNOUTS BY CFA BRIGADES 2000 - 2006**

Date	Incident Type	Location	CFA appliances	Fire Size or Cost
07/09/2005	Structure	Moe	12	\$8,000,000
17/09/2005	Structure	Geelong	8	\$500,000
09/11/2005	Structure	Kilsyth	16	\$15,000,000
17/12/2005	Structure	Yallourn Power Station	5	\$2,000,000
29/12/2005	Grass	Stradbroke	30	400ha
31/12/2005	Grass	Deep Lead/Stawell	125	7,523ha
08/01/2006	Structure	Dandenong South	11	\$1,500,000
19/01/2006	Grass	Moondarra	100	15,113ha
19/01/2006	Grass	Yallakar State Forrest	5	4,172ha
21/01/2006	Grass	Anakie/Brisbane Ranges	60	7,264ha
21/01/2006	Grass	Tyrendarra	40	1,294ha
22/01/2006	Grass	Mt Lubra/Grampians	90	130,000ha
22/01/2006	Grass	Melba Complex/Kinglake	50	1,600ha
22/01/2006	Grass	Melba Complex/Yea	25	5,000ha
12/02/2006	Grass	Killingworth	64	750ha
09/03/2006	Grass	Chewton Bushland	48	200ha
12/03/2006	Grass	Snake Valley	119	3,100ha
25/03/2006	Structure	Yarrowalla	7	\$500,000
11/04/2006	Grass	Lexton	23	500ha
16/05/2006	Structure	Callignee	4	\$1,200,000
29/05/2006	Structure	Traralgon	6	\$500,000
08/06/2006	Structure	Barnawartha	6	\$1,000,000
13/06/2006	Structure	Cohuna	4	\$500,000

**TABLE 4. SUMMARY OF MAJOR INCIDENTS 2005/06**

## SERVICE DELIVERY STANDARDS (SDS)

During 2005/06 compliance with SDS was 84.7 per cent on a rolling 12-month basis. Industrial bans have contributed significantly to this drop below the required 90 per cent benchmark. The implementation of the electronic Section 29 Reporting software, which monitors brigade efficiency, and the FIRS Performance Analysis reporting, now available on the Brigades Online service and the intranet, has seen an increased awareness of SDS requirements.

## PERFORMANCE IMPROVEMENT

### Real Time Performance Monitoring

Four incidents were selected for analysis by the DSE/CFA Joint Performance Monitoring program to address continual improvement of the DSE/CFA management of fires:

- Wildfire – Deep Lead  
– 31 December 2005
- Wildfire – Mt Lubra , Grampians  
– 22 January 2006
- Wildfire – Heywood  
– 23 January 2006
- Wildfire – Reilly's Rd, Snake Valley  
– 12 March 2006.

### Brigade Performance Monitoring

CFA brigades were inspected during 2005/06 using the new web- based Section 29 reporting system. Enhancements made to the system included the release of the brigade view, to provide access to view completed Section 29 reports and the status of actions generated during the past two years. The enhancements also allow brigades to preview a new report at any time to track how they are performing, and provide links to further information in training records.

## Emergency Co-ordination Centre Preparedness Monitoring

Reviews were conducted of all regions and the State Emergency Co-ordination Centre. The program identified an overall improvement in regional preparedness and that no region rated worse in 2005 than in 2004. However, some specific issues were identified and actions have been agreed to address these issues.

## Performance Measurement

Reports have been developed for the intranet and Brigades Online which will give nominated users the ability to run ad-hoc graphs of turnout, travel, customer SDS and primary SDS compliance, all by day of week, time of day or hazard class. It will also deliver tiered room of origin and SDS reporting providing statewide, region and brigade summaries, plus a detailed incident-by-incident report at the brigade level.

CFA is leading the drafting of an AFAC discussion paper on Landscape Fire Performance Measures.

## Private Equipment

The Guidelines for Operating Private Equipment at Fires continue to be supported by a comprehensive promotional campaign, including displays by regional staff at selected field days. Feedback on the guidelines was actively sought after the fire season through CFA regional forums, from stakeholders and the general public. Feedback was analysed and it was determined that there was no need to revise the guidelines prior to the 2005/06 fire season.

The guidelines won the Fire Services Award at the 2005 Fire Awareness Community Services Awards, and received a commendation at the 2005 Australian Safer Community Awards (Victorian division). Fire and Emergency Services Western Australia have published guidelines based on the CFA publication.

## PROJECTS TO IMPROVE RESPONSE

### CBR (Chemical, Biological, Radiological)

CFA increased its capacity to deal with Hazardous Materials (HAZMAT) and CBR incidents during the past twelve months. In support of HAZMAT equipment, research was conducted on wireless video linkage and integration of infrared camera technology.

The appointment of a full-time Scientific Officer provides CFA with a means of fully understanding the effects of hazardous substances on responders and all the requirements for an effective and safe Incident Action Plan.

Three HAZMAT Detection Vehicles, fully equipped with technical detection and analysis equipment, have been introduced to provide further support to Incident Controllers at HAZMAT/CBR incidents.

### USAR (Urban Search and Rescue)

CFA, SES and MFB have jointly developed a Category 1 USAR training course for first responders. Training has been taking place on specially-designed facilities at CFA Training College Fiskville, South Eastern Training Ground and Northern District Training Ground. These two day training courses will continue throughout 2006/07 and include joint courses with SES personnel.

CFA personnel successfully completed a four week USAR Category 2 course, also delivered jointly with MFB and SES. CFA has taken a lead role in the development of state-wide USAR response arrangements which detail the mechanisms for the delivery of USAR capabilities between all agencies. Victoria is still to receive its share of Commonwealth USAR equipment which will further complement a multi-agency capacity.

### Road Rescue

CFA's Road Rescue program has seen the completion of two new Heavy Rescue vehicles which are being delivered to Dandenong and Ballarat brigades. Another two vehicles for Geelong City and Werribee will be completed by mid-December 2006. CFA is now committed to the production of a further four Heavy Rescue vehicles during the next four years.

Approval was gained for Cohuna CFA Brigade to provide Road Rescue support in and around the Cohuna area in support of SES which travels from Kerang. A CFA Pumper has been fitted out with Road Rescue equipment to allow the brigade to perform this function. Training and other support has been provided, with Cohuna expected to commence this service in August 2006.

### Operations Checklists/Standing Orders

The 2006 Operations Checklists were circulated to CFA Regions in February 2006 along with ten new and 22 amended Chief Officer's Standing Orders and Standard Operating Procedures issued in March 2006 as a part of ongoing maintenance of these documents.

### Commonwealth Games

CFA was actively involved in the planning and provision of capacity and capability for emergency response associated with the running of the Commonwealth Games. In-depth co-operation and integration both internally and at a multi-agency level resulted in transparent operation between agencies. The project was completed under budget with an application to Office of Commonwealth Games Co-ordination for excess funds to be carried forward and offset against maintenance costs associated with new technologies required for operational use. Development of a broad use major events planning template is underway, using the Commonwealth Games experience as a benchmark.





## RECOVERY SERVICES

### Operations Analysis

Operations analyses were conducted on the following significant incidents during 2005/06:

- Structure fire – Kilsyth Club  
– 9 November 2005
- Prescribed Burn Escape  
– Caroline Springs – 4 December 2005
- Wildfire – Deep Lead  
– 31 December 2005
- Wildfire – Century Track, Brisbane Ranges – 22 January 2006
- Wildfire – Reilly's Rd, Snake Valley  
– 12 March 2006.

### Near Miss Investigations

Near Miss Investigations were conducted by CFA into incidents at a wildfire at Caroline Springs on 4 December 2005 and at a wildfire at Deep Lead on 31 December 2005.

In addition, CFA and DSE conducted joint investigations on a number of near misses that occurred at joint incidents during the summer.

### Debriefs

A series of co-ordinated debriefs have been conducted jointly with DSE on all major fires over the summer. In addition, an external report by an independent expert has been prepared for both agencies.

### External investigations

CFA is assisting Victoria Police Major Collision Investigation Unit and Victorian WorkCover Authority with investigations into the deaths of two CFA firefighters in separate accidents at wildfires at Granite Hills and Barnawartha. In addition, CFA is assisting Victoria Police Arson Squad in investigations into the death of two civilians at a wildfire at Pomonal, and a general investigation into the fires of January 2006.

The Coroner conducted an inquest into five fires that occurred adjacent to the Bendigo railway line between Riddells Creek and Kyneton on 25 January 2003. The inquest concluded in February 2006. The inquest considered not only the cause and origin of the fires, but the issue of fire prevention on the railway line at the time and subsequently. CFA was an interested party, and was jointly represented with DSE.

CFA and DSE have prepared a joint submission to the Coroner for an investigation into a backburn conducted as part of the firefighting operations during the campaign fires of 2003 on Bogong High Plains Road between Mt Beauty and Bogong Village on 25 January 2003.

WorkSafe has initiated investigations into injuries sustained by firefighters at fires at Deep Lead and Lower Norton.





### Fire Investigation

The Fire Investigation Management System (FIMS) came into operation in January 2005 and has been well received by Fire Investigators and Regional Fire Investigation Co-ordinators. Feedback that has been received has resulted in FIMS Version 2 being developed to further enhance the program in the areas of reporting functionality.

CFA is entering all of the paper based Fire Investigation reports into FIMS to establish an extensive database on fire causation for all structure, vehicle and wildfires that have been investigated by CFA since 2000.

Further enhancements to the Fire Incident Reporting System Casualty Report have been conducted to improve reporting functionality.

Development of the new Fire Investigation training packages that align to Public Safety Industry Training Advisory Boards in the areas of Structural/Vehicle Fire Investigation and Wildfire Investigation is currently being undertaken in consultation with DSE.

A Fire Investigation two-piece ensemble has been designed and was evaluated by 14 fire investigators from four CFA regions.



### PROJECTS TO IMPROVE RECOVERY

#### Power Continuity

This multi-year program continued the work commenced in 2004/05, to provide generator power to major installations across the state and ensure nominated Incident Control Centres are provided with emergency power. Stage 2, addressing the facilities at regional emergency co-ordination centres and major stations, was completed in May 2006.

#### Business Continuity

This proposal aimed to improve the current CFA headquarters disaster recovery plan, incorporating it into Business Continuity Management and facilitate the development of appropriate templates for Area/Regional headquarters and other CFA facilities. Departmental business plans incorporating business impact assessments for all departments at CFA Head Office were completed late December 2005. In addition, a draft CFA Business Continuity Policy was prepared for consultation and endorsement.

#### Disaster Recovery

A project was commenced to establish an initial redundancy system and site for various Information Management Systems, Geographic Information Systems and other mission critical systems and data. The situation analysis and project scope statements have been completed. Detailed strategy development is due for completion by August 2006. Work to establish infrastructure for an interim ICT Disaster Recovery facility at CFA Training College Fiskville has commenced.

## ORGANISATIONAL SUPPORT

### CFA PEOPLE

As at 30 June 2006, CFA was served by a total of 60,150 members, comprising 58,849 volunteers, 464 career firefighters, and 837 staff and officers.

CFA's volunteer recruitment initiatives, in conjunction with local brigade activity, have seen a continued upward trend in membership. In the past 12 months female membership has increased by 5 per cent from 9,907 to 10,385, with new membership trends continuing to rise with a 13 per cent increase in the last 12 months.

CFA commenced a Volunteer Sustainability project with the aim to further improve recruitment and retention of volunteers by developing partnerships with Areas, Regions, brigades and government. In addition, CFA commenced tracking new members; this initiative tracks retention and will provide valuable information for the enhancement of recruitment and retention of volunteers.

The Career Firefighter recruitment campaigns resulted in a total of 40 recruits graduating during the year.

#### Total CFA personnel: (at 30 June 2006)

Type	2002	2003	2004	2005	2006
Volunteers	57,985	59,136	58,583	58,662	58,849
Career firefighters	405	425	438	431	464
Career support and administration	724	750	774	813	837
<b>Total</b>	<b>59,114</b>	<b>60,311</b>	<b>59,795</b>	<b>59,906</b>	<b>60,150</b>
Change from previous year	-6.4%	+4.0%	-0.8%	+0.16%	+0.41%

TABLE 5. CFA PERSONNEL STRENGTH

### Workforce Information Management System (WIMS)

The initial phase of CFA's new Workforce Information Management System (WIMS) was successfully implemented in November 2005. This incorporated migration of all master files from the old payroll system to WIMS and the introduction of new payslips. On-going work to ensure the integrity, accuracy and completeness of the system included a compliance review of data integrity and a post-implementation review of the system.

The majority of identified post-implementation issues have been addressed, with some further work expected following audit recommendations. Phase 2, introducing self service software, has been installed at CFA Headquarters and rollout across CFA is planned to commence in the fourth quarter 2006.

### Equity and Diversity

The Relationship and Diversity Awareness program, which to date has been delivered to about 1,300 members, has received extremely positive feedback and support, including additional funding from the government's Valuing Volunteer Emergency Service Workers program.

### Valuing Volunteer Emergency Services Workers Program

CFA has continued to be an active participant in this State Government initiative to support and recognise the contribution of volunteers, resulting in additional funding being obtained for key volunteerism initiatives such as Emergency Services employer recognition, a project in the North West to improve volunteer awareness of support services, junior volunteer development, and a feasibility study into establishment of a Volunteer Welfare Fund for all CFA volunteers.

### Review of HR policies and procedures

This project has seen the rollout of a suite of Employment and Recruitment policies and procedures, revised Employment Media Usage policy, Children/Young Person Protection policy and the recently approved Equal Opportunity and Diversity policies.

### Operational HR Plan

CFA has in place an Operational career staff resourcing plan that allocates career firefighters/officers to new and current integrated fire stations. This plan has identified new integrated fire stations that require career firefighters to supplement the existing volunteer fire brigades. The implementation of the plan has achieved the deployment of 50 new positions, with a remaining 75 positions to be deployed in 2006/07.

## Occupational Health and Safety

An extensive audit program was completed of all Areas against the requirements of the Australian Standard for Occupational Health and Safety Management Systems (AS4801). These audits resulted in the development of a comprehensive gap analysis action report to be addressed in 2006/07.

A Health and Wellbeing program was implemented across CFA regions and integrated brigades aimed at educating, assessing and improving individual health and fitness.

CFA was actively involved with WorkSafe in reviewing key regulations and ensuring its position was formally presented.

The compliance programs addressing chemical, plant, electrical and safety inspection programs were completed, with 886 brigades inspected. A broad range of the hazards identified through these programs will be progressively resolved in 2006/07.

## Injury and Rehabilitation Management

Compensation management commenced its transfer to the WIMS system this year. Early intervention strategies were introduced to ensure effective contact with injured persons to enable the development of rehabilitation and return to work programs.

This year saw the implementation of significant improvements in claims management practices, based on a comprehensive review.

The overall positive trend of reducing claims has continued with the exception of January, where due to the significant fire activity there was a 50 per cent increase in claim numbers (74) compared to the previous seven-year average.

## Compensation

Claims	2002/03	2003/04	2004/05	2005/06	7-year average
Volunteer	230	171	132	185	213
Career	86	86	87	99	95

**TABLE 6. COMPENSATION CLAIMS**

The WorkCover premiums are shown as a percentage of remuneration to enable a comparison with previous periods.

Year	WorkCover Premium
2005/06	1.455%
2004/05	1.351%
2003/04	1.415%
2002/03	1.784%

**TABLE 7. WORKCOVER PREMIUM**

## Renegotiation of Enterprise Agreements (EBAs)

CFA successfully completed the renewal of the EBA covering Managers Community Safety. This EBA will make a positive contribution to CFA's commitment to enhanced public safety through the delivery of a range of programs that increase awareness of risks and the appropriate strategies to be adopted in the case of fire or other emergency situations.

CFA is continuing with its negotiations of the Operations Managers/Operations Officers Agreement and the Operational Staff Agreement.

## LEARNING AND DEVELOPMENT

CFA's focus over the past twelve months has been to consolidate a range of Learning and Development programs aimed at building CFA's capacity and capability as it evolves into an integrated emergency management agency.

Following completion of the Minimum Skills program there is now a shift in emphasis to the development of skills maintenance practices to ensure ongoing operational response capability. Emphasis is being placed on the development of a leadership and management strategy, encompassing both volunteer and career staff, in order to build the leadership skills and capabilities required for the future.

A multi-campus approach to training delivery has assisted the integration of training infrastructure and facilitated access by CFA members to relevant and conveniently-located training and development courses.



### Minimum Skills

The five-year Minimum Skills program was successfully completed on 31 December 2005. This was a significant achievement for the organisation. The program ensures that all volunteer firefighters possess the required wildfire minimum operational skills prior to entering the fireground.

Significant effort has also been given to the delivery of operational leadership skills such as crew leader, strike team leader and sector commander. Additionally, specialist skills training has continued to be provided in the areas of road rescue, hazardous materials training, confined space, rope rescue, heavy equipment management and incident management skills to identified brigades and regions.

### Professional Development

In October 2005, 57 CFA members attended the 12th AFAC/Bushfire CRC Conference in Auckland, New Zealand. The conference offered staff and volunteer members a rare insight into innovations in the firefighting sector from an international perspective.

Program	Actual 2004/05	Actual* 2005/06
Wildfire qualified firefighters	27,710	36,238
Wildfire with low structural qualified firefighters	11,514	15,592
Wildfire with structural qualified firefighters	1,548	2,823
Structure with wildfire qualified firefighters	576	1,614
Crew leader qualified	3,985	5,388
Strike team leader	777	1,226
Sector Commander qualified	165	500

**TABLE 8. WILDFIRE SKILLS TRAINING**

\* "Actual" refers to numbers who are still members of CFA. All numbers are cumulative.

During the past financial year, 45 professional development programs were conducted around the state. Fifteen members undertook CFA's 4th Diploma of Business (Frontline Management) program and 20 people commenced the inaugural Certificate IV in Finance and Administration. The Studies Assistance program supported 39 staff undertaking external tertiary courses of study.

Eight volunteers were selected to attend the AFAC leadership development program at the Australian Institute of Police Management in Sydney. The reputation of this program

as an excellent learning and networking experience is growing each year, as is the competition for volunteers from around Australasia to attend.

Work has continued on a statewide strategy to establish a cohesive and integrated framework of leadership and management development options for both staff and volunteer members. The initial focus of the strategy is to establish programs and development options for existing and potential leaders across career staff and in volunteer brigades.





## CFA ASSETS

### Firefighting Appliance Strategy

During 2005/06 the Board approved a revised five year appliance funding strategy costing \$90.7 million over the period 2004–09. The strategy was based on the development of a Regional/State Dynamic Infrastructure Plan, which identified the need to manufacture 325 appliances across the range of pumpers, pumper/tankers and tankers.

The Regional/State Dynamic Infrastructure Plan was developed to identify future appliance requirements, with the process co-ordinated and endorsed at state level. The plan is based upon a review of current needs and against the desired future appliance deployment profile, recognising the impact of emerging factors including:

- Population,
- Industry,
- Transport networks,
- Risk, and
- Community need.

The Board endorsed new Tanker Design Principles, which were developed following the production and evaluation of two Tanker of the Future prototype appliances and an extensive consultative process with all key stakeholders. The principles recognise key drivers; firefighter safety, OH&S, operational (incident ground) efficiency, crew management and new technology. The new design principles will provide for crew cabins and firefighter protection through a “crew protection spray system” designed to protect the appliance and crew when subject to fire intensity of up to 10 MegaWatts per metre, covering a range of fire and weather conditions. Radiant heat protective curtain materials have been laboratory tested and evaluated to support firefighting appliance design. Crew protective awning design is under development utilising protective curtain materials.

### Firefighting Appliance Program

During 2005/06, 70 appliances were delivered in accordance with the Board approved program of \$15.2 million. The appliances, incorporating vehicles provided under the CSESP, include:

- 29 Heavy Tankers Model 3.4C - 3,000 litre, 4 Wheel Drive (4WD) (includes 3 CSESP);
- 4 Light Tankers - 1,500 litre Single Cab, 4WD;
- 9 Medium Pumpers - 3,000 litre per minute capacity;
- 1 Heavy Pumper - 4,000 litre per minute capacity;
- 9 Model Slip-on Appliances - 400 litre, for tray utility vehicles;
- 1 Pumper-Tanker Retrofits Model 2.4D - 2,000 litre, 4WD;
- 2 Pumper-Tanker Retrofits Model 2.52D - 2,500 litre, 2WD
- 11 Heavy Tanker Retrofits Model 3.2D - 3,000 litre, 2WD;
- 2 Heavy Tanker Retrofits Model 3.4D - 3,000 litre, 4WD; and
- 2 Heavy Road Rescue vehicles.

The first of 40 heavy crew tankers was delivered in October 2005 featuring crew cab tankers in an endeavour to enhance firefighter safety. New features include a vehicle spray protection system, fire curtains in the cabin, spray monitors, new drop down breathing apparatus brackets, class A and B foam systems, a new ladder roller system and additional under-tray stowage.

The two heavy Road Rescue vehicles are the first of a new generation of CFA Road Rescue vehicles and were developed after extensive consultation with volunteers and staff. New features include state-of-the-art hydraulic systems and equipment, improved lighting, and ergonomically designed dual cabin.

### Community Safety Emergency Support Program (CSESP)

The CSESP is a program under the Victorian Government's Community Support Fund to assist eligible emergency service volunteer organisations. CFA's share of the CSESP funding has been focused on providing brigades with assistance to replace existing aged brigade owned tankers or to acquire new tankers, vehicles or equipment.

Since its inception in August 2000, the CSESP has involved CFA in the following:

- CFA brigades received \$6.8 million from a total CSESP funding pool of \$14.5 million available to the participating agencies.
- CFA contributed a further \$6.75 million to assist brigades replace aged brigade owned tankers and the brigades also provided contribution towards the costs.
- In February 2006, the Premier announced an additional \$1 million would be injected into the current CSESP in response to the January 2006 fires. CFA received \$818,000 of this additional funding.
- A total of 988 applications for assistance were received by CFA up to the third round of the current program, with 236 brigades successful to date.
- The successful CSESP projects have delivered significant capability to CFA brigades:
  - 42 single cab Heavy Tankers (with refurbished backs),
  - 8 Heavy Tankers with crew cab,
  - 44 Light Tankers,
  - 36 slip on appliances,
  - 21 specialist vehicles,
  - 36 cars, and
  - 49 ancillary equipment projects.
- Endorsements for the fourth, and final round, are currently awaiting Ministerial approval.



This year, production of seven medium tankers approved under rounds one and two was completed and all units were delivered to brigades. 13 single cab heavy tanker rebuilds and two heavy crew cab tankers were also completed and delivered.

The third round of CSESP was approved by the Minister on 10 February 2006. As a result, CFA has let contracts and placed orders for cab chassis for six heavy tankers and eight light tankers. Orders were also placed for 10 slip-on appliances, of which six units for Land Cruiser tray utilities were completed and delivered to brigades in June 2006.

### Land and Buildings Program

In line with the three-year rolling land and building program a range of projects were progressed for the delivery of new and refurbished integrated, urban and rural fire stations. Overall, 20 major projects were completed in 2005/06, with work commencing on another 19. The 2005/06 Land and Building program, including funding for facilities to cater for additional Operational support staff, totalled \$20.6 million.

Major projects completed during the year included fire stations at Patterson River, Mildura, St Arnaud, Traralgon South, Clarkefield, Corryong, Simpson, Smythes Creek, Timboon, Birregurra, Darley, Bamawm extension and Lake Bolac. In addition, refurbishment works were also completed at Bendigo, Eltham and Shepparton fire stations. A new regional office at Kerang was also completed and a major refurbishment of the Wangaratta regional office was commenced.

Projects at Rosebud, Mornington, Portland and Melton also progressed towards providing infrastructure in support of the separately funded deployment of additional Operational support staff. A number of major fire station projects will be continued during 2006/07. At year's end, work is in progressing at a number of stations including Kilmore, Springfield and Kyabram.

Major land acquisitions completed include Geelong City, Montrose, Shepparton,

Cohuna and Omeo while land was secured for Mildura, Toora and Ocean Grove.

### Personal Protective Clothing (PPC)

CFA continued to evaluate the new generation PPC structural ensemble. This has been underpinned by detailed risk assessment and testing in the field and laboratory. Distribution of a new structural ensemble will commence when the evaluation and consultative process has been completed.

### CFA FINANCES

#### Brigade Financial Management Project

The Auditor-General has recommended that all CFA and brigade financial activities, including assets, be consolidated within the CFA's overall financial reporting structure and accountability framework. In responding to this recommendation, CFA worked with stakeholders to scope the issue and develop appropriate ways to achieve compliance with minimal disruption or adverse consequences to brigades. Following briefings provided by CFA to the Victorian Auditor-General's Office (VAGO), the timeline for the project was extended from June 2006 to June 2007.

Financial and asset data collection has been completed in more than 50 per cent of brigades and the major issues have started to become clear. Work commenced on developing options to address the issues so that the future financial management of brigades will meet VAGO requirements. To this end, the CFA Board and Volunteer Fire Brigades Victoria (VFBV) agreed on a set of principles to guide future solution development and implementation.

Feedback from brigades regarding the project process, especially one-on-one interaction with project staff, has been positive.

In accordance with the Board's objective, CFA continued to review the implications of the gradual transition of brigades with individual ABNs to operate under CFA's ABN. The project will implement processes to ensure brigades are not adversely impacted

by any change, ultimately protect volunteers from any legal ramifications, and improve financial management accountabilities and transparency for all CFA.

The decision by VFBV to support CFA in encouraging brigades to surrender their ABN and GST registration was a positive step. To date, almost 10 per cent of separately-registered brigades have relinquished their ABN and GST registration. The implementation of centralised accounts payable for FEM activities from 1 July 2006 will also assist in removing the need for separate ABNs and GST registration at brigade level.

#### Asset Stocktake

The outcome of this project will be the verification of CFA's fixed assets. The first phase of the project was completed. This involved ensuring that records of material assets such as land and buildings, and the vehicle fleet, were accurate and that their valuations were current.





### **CFA and Brigades Donations Trust Fund**

Under Division 30 of the Income Tax Assessment Act “deductible gift recipients” must maintain a Gift Fund for all donations. Accordingly, CFA established the Trust to operate as a Gift Fund for CFA brigades. Seven trustees were appointed, two representing CFA and five from VFBV.

The Trust utilises the Commonwealth banking system and CFA’s financial management system; it requires minimal administrative support and incurs running costs of approximately \$35,000 per annum, provided free of charge by CFA. The Trust

has 964 brigades registered and received approximately \$3 million in donations in 2005/06. All interest accrued in the Trust is redistributed to the brigades and VAGO is appointed as the external auditor of the Trust.

### **Transition to the International Financial Reporting Standards**

Detailed work was completed in connection with the adoption of Australian Equivalents to International Financial Reporting Standards and CFA now complies with these standards in its financial statements for the year ending 30 June 2006.

## **CFA INFORMATION AND COMMUNICATIONS**

### **Operational Communications Strategy**

A CFA Communications strategy has been developed that details the future requirements of CFA’s operational radio network and embraces the future Whole of Government communications project. The strategy encompasses a five level structure of call taking, alerting/dispatch, Incident Management, co-ordination and public information. The strategy is critical for CFA to define operational functionality for the future.





### Information and Communications Technology Strategy

The ICT program in 2005/06 represented the first year in a multi-year strategy to align CFA's resources and infrastructure around a service orientated architecture. The program was devised as part of an ICT strategy review of CFA systems undertaken in 2004.

The program in 2005/06 focused on the development of infrastructure to provide the common base on which services and applications will be built. The aim is to make data more readily accessible across the state, providing consistent information.

Included among these projects was the implementation of a Smart Office Environment in which all desktop and laptop computers will be upgraded to a common standard including Windows XP, Microsoft Office 2003 and Outlook 2003. For the first time, this will allow accessibility to email and calendar from any CFA office or the internet.

Other major investments, in network broadband capacity (FireNet) and computer telephony integration (IP telephony), enable CFA to begin to deliver existing IT functionality in a seamless manner to a wide variety of locations and end user devices.

### Projects to Improve ICT Support FireNet

In partnership with MFB, the FireNet project sought to provide broadband communications to CFA Headquarters and the majority of Area offices through the rollout of an optical fibre cable ring across the state.

All nine CFA sites in the first phase of this project have been connected. This has improved the performance of IT applications at these sites and has led to some immediate cost savings. Importantly, the connection of the fibre has enabled CFA to host IP telephony at these sites, with seven of the nine sites now operational. Some work remains to be done to provide a completely redundant fibre ring, providing robustness to the service.

To extend the FireNet network to more designated locations, CFA undertook additional work to secure temporary increases of bandwidth of the current Wide Area Network to smaller regional offices with poor response times.

Greater bandwidth data services were implemented between Headquarters and all 20 Regional offices. Significantly lower costs for these services were achieved following successful negotiations with the supplier. Data links to connect CFA workplaces at Ballarat, Knoxfield, several smaller office locations and fire stations at Patterson River, Corio, Geelong City and Belmont were also completed or near completion.

FireNet has been a joint success story for both the CFA and MFB as well as for Government as it demonstrates the potential benefits from Government's desire for greater "joined up" working between agencies. FireNet is an example of CFA and MFB's ability to collaborate to share intellectual capacity, resources and funding to the benefit of both agencies and their individual and joint capacity to service and protect Victoria's communities.

FireNet has provided the opportunity for both CFA and MFB to either reduce current telecommunication costs or even more importantly avoid future costs. FireNet has also allowed CFA and MFB to keep pace with the convergence of technologies and where appropriate share these technologies e.g. both organisations are using IP telephony running across FireNet.

### Server Upgrade

CFA sought to improve the reliability and performance of applications and data through the replacement and upgrade of existing file servers that were beyond their replacement cycle. All servers identified as under-performing or potentially unreliable due to age were replaced as part of the program. New servers have been deployed in Regional and Headquarters locations, strengthening the infrastructure resilience across the state.

### Data Warehouse

This project aimed to establish a data warehouse utilising an integration tool to collect data from various applications and integrate with a corporate reporting tool. Substantial analysis to assess and select the appropriate hardware, software and reporting tools was completed and these items were purchased. Data analysis and system design is complete and the final stages of system implementation are currently underway. The system design has been endorsed by an independent third party review.

### Support Services

CFA will improve the help desk support for all CFA applications through the logging of calls, the ability to effectively establish a knowledge base of previous faults in order to provide a quick response and to determine required permanent fixes. The first stage of the system to provide a fully functional help desk facility for IT was completed. Minor technical issues were resolved during commissioning trials. On completion of staff training, the system will go live.

### Geographic Information Services

During the reporting period, CFA's GIS staff completed significant research and development in support of CFA's ICT program. GIS produced a wide range of data and information to support CFA such as regular corporate reports, online mapping services and project specific materials.

- An interactive web mapping capacity and a stand-alone purpose-built portable mapping application were developed and successfully completed, with further work approved to extend functionality and migrate into an operational environment.
- Maps Online matured as a viable and economic distribution mechanism of digital mapping materials for brigades and staff. More than 10,000 maps are now available online including a new map type, Hydrants on Melway Pages, covering the entire Melbourne area.
- CFA was involved in the preparation of a wide array of information materials to support Commonwealth Games planning and incident management. Cohesion was established between other organisations such as Department of Defence, local government and other local emergency services.

## STATE-WIDE INTEGRATED PUBLIC SAFETY AND COMMUNICATION STRATEGY (SIPSACS)

### Country Call Taking

The Emergency Services Telecommunications Authority (ESTA) has commenced works to relocate the current Call Taking Centre at Mt Helen. The new site is in the same precinct and will continue to manage emergency call taking and dispatch for CFA's rural regions, as well as catering for other emergency service organisations.

### Emergency Alerting System (EAS)

CFA is working with ESTA to migrate CFA brigades to the EAS. The EAS will provide volunteer pager alert to 25,000 end users across the state with the initial rollout occurring in rural and regional Victoria, which excludes the outer metro regions of Geelong, Dandenong, Lilydale and Melton. To date, approximately 20,000 pagers have been deployed with training to the end-users. Another 5,000 will be deployed to the metropolitan regions in 2006/07.

### Metropolitan Mobile Radio (MMR)

CFA is leasing 219 portable radios operating on the MMR network. These portable radios will be used for joint operations in the Mutual Aid Area with MFB which has moved its fleet to the new MMR network. The contractual arrangements have been completed, with deliveries for this equipment and associated training currently programmed for commencement early in 2006/07.

### Statewide Dispatch Radio

A state-wide Radio Dispatch system would enable all brigades in country Victoria to communicate directly with the Country Call-Taking centre at Ballarat. CFA is currently seeking technical solutions, with discussions proceeding with an interested service provider. Further progress of this initiative will be subject to a separate Business Case submission to government. The delivery of this project is the last major element of SIPSaCS, a multi-agency government initiative.





## ENVIRONMENTAL MANAGEMENT

CFA's environment program assists brigades and CFA business units to manage fires and other emergencies, as well as their day-to-day activities, in an environmentally-responsible way. CFA also continues to provide leadership in environmental protection and improvement at the state and national levels.

The work of the environment program is guided by the CFA Environment Strategy which was approved by the Board in December 2003.

Some highlights of the environment program for 2005/06 were:

- CFA Environment Grants continue to be popular with brigades. More than \$11,000 was provided to support 23 projects. The projects have helped the brigades to save waste, energy and water. More importantly, the grants have again helped these brigades to provide leadership in good environmental management, and to build partnerships with conservation organisations and the wider community.
- The environment team has worked with Area staff to collect data on waste and resource use across the state. This process has helped a number of Areas to work on environment projects including reducing energy and paper use, recycling, and in making the vehicle fleet more greenhouse-friendly.

- Members of the Victorian Fire Ecology Working Group including CFA's Environmental Manager, Helen Bull, were awarded the David Ashton Biodiversity Award for 'outstanding achievement in furthering the understanding, conservation or management of Victoria's biodiversity'. The Working Group, which also includes members from DSE, Parks Victoria and Melbourne University, is developing science-based tools to help fire managers to protect and improve biodiversity.







In addition to requirements in legislation, the Authority has formalised Board and committee governance arrangements in a Governance Framework. The Governance Framework is reviewed annually by the Board.

## CFA BOARD

The Board of the Authority is constituted under the CFA Act.

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

The CFA Act provides for a Board of 12, consisting of the Chairman and 11 other members, appointed by the Governor-in-Council for up to three years. The CFA Act prescribes those bodies that can nominate people for membership of the Board. The current nominating bodies include the Minister for Sustainability and Environment, Victorian Rural Fire Brigades' Association Inc (VRFBA), Victorian Urban Fire Brigades' Association Inc (VUFBA) and Municipal Association of Victoria (MAV).

The Chairman and Board members are appointed by the Governor-in-Council and paid an allowance determined by the Governor-in-Council.

In addition to the requirements of the CFA Act, Board members are required to observe CFA's Code of Conduct and other requirements in the Governance Framework. Board members are required to disclose pecuniary interests, and to submit an annual Declaration of Private Interests.

## BOARD ROLE

The Board is responsible for CFA's overall performance, ensuring appropriate risk management strategies are in place and that CFA complies with relevant legislation, the government's requirements, and its corporate objectives in its Corporate Plan and Annual Plan.

The Board sets the corporate objectives and strategies through the three-year Corporate Plan and detailed Annual Plans.

The Board's primary role involves:

- developing and implementing strategic plans to meet CFA's legislated responsibility,
- policy formulation,
- ensuring systems and processes for proper accountability and managing risk are in place,
- monitoring the performance of CFA, and
- ensuring its compliance obligations are met.

## BOARD COMMITTEES

During the year the Board reviewed the role and functions of its committees. It decided to reduce the number of committees from five to three. The remaining committees are:

- Governance,
- Audit, and
- Remuneration and Appointments

The Charter of each committee specifies the roles and responsibilities of the committee, as well as various governance and administrative matters.

### Audit Committee

The Audit Committee's role is to monitor and report to the Board on corporate governance, compliance and risk management processes, including external audit and internal audit functions of CFA.

It does this by reviewing and monitoring the:

- integrity and quality of annual financial reporting and disclosure;
- adequacy and integrity of management reporting;
- identification and review of key strategic business, financial and regulatory risks;
- existence of appropriate policies and the processes for compliance with them;
- existence of processes that regularly review organisational compliance with relevant laws, government policies, standards and codes;
- adequacy of the internal control framework and structure;
- adequate discharge of CFA management duties concerning the management responsibility of CFA; and
- performance of the external and internal audit functions.

CFA's internal audit function is undertaken by PricewaterhouseCoopers (PwC), which reports to the Audit Committee at each of its meetings.

The Audit Committee receives advice from the Auditor-General, who is responsible for auditing CFA's annual financial statements.

Membership:

1. Clif Lang (Chair)
2. Len Foster
3. Ken King
4. Michael Tudball

### Remuneration and Appointments Committee

The Remuneration and Appointments Committee was established to take specific responsibility for recommending to the Board CFA's policy and practice for Executive Officer appointments and remuneration review processes. It is also responsible for reviewing and recommending to the Board remuneration and terms and conditions concerning all non-executive employees.

The Remuneration and Appointments Committee:

- manages the appointment process of Executive Officers and makes recommendations to the Board in relation to those appointments;

- advises the Board on all matters relating to the remuneration and reimbursement of expenses of CFA Board members, having regard to any government guidelines or policies that are in place;
- advises the Board on all industrial relations matters involving the unions with which CFA has formal relationships; and reports and recommends actions to the Board on all relevant matters within its Charter.

Membership:

1. Len Foster (Chair)
2. Jan Boynton
3. Beth Davidson
4. Clif Lang

### Attendance by Board Members

	Board Meetings	Special Meetings	Committee meetings			
			Audit	Remuneration & Appointments	Service Delivery (to March 06)	People Strategy (to March 06)
<b>Number of meetings to 30 June 2006</b>	<b>12</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>2</b>
Len Foster	12	2	3	4	-	-
Robyn Hale	12	2	-	-	2	-
Jan Boynton <sup>1</sup>	10	-	-	4	-	2
Zena Burgess	10	-	-	-	1	2
Beth Davidson	12	-	-	4	-	2
David Gibbs <sup>2</sup>	2	-	-	-	-	-
Rick Hill <sup>3</sup>	8	-	-	-	1	-
Ken King <sup>4</sup>	10	-	4	-	-	-
Clif Lang <sup>5</sup>	12	2	4	4	-	-
Max Maher	11	2	-	-	2	-
Peter Marke <sup>6</sup>	10	-	-	-	2	-
Kerry Murphy <sup>7</sup>	1	-	-	-	-	-
Michael Tudball	11	-	4	-	2	-
Frank Zeigler <sup>8</sup>	12	2	-	-	-	2

**TABLE 9. ATTENDANCE BY BOARD MEMBERS**

<sup>1</sup> Resigned 31 May 2006

<sup>2</sup> Appointed 15 April 2006

<sup>3</sup> Term expired 14 April 2006

<sup>4</sup> Reappointed 1 July 2006

<sup>5</sup> Term expired 30 June 2006

<sup>6</sup> Reappointed 15 April 2006

<sup>7</sup> Appointed 6 June 2006

<sup>8</sup> Reappointed 16 April 2006

## AUTHORITY MEMBERS

The 12 member Authority comprises the CFA Chairman and members appointed by the Governor-in-Council.



**Len Foster**

AO, LLB, BA, BEd, FAICD

### Chairman

**Board Committees:** Audit, Remuneration and Appointments (Chairman), Governance and CFA/Metropolitan Fire and Emergency Services Board (MFESB) Joint Board

Former Secretary of the State Electricity Commission of Victoria and Director General of the Department of Conservation, Forests and Lands. Joined CFA as Executive Chairman from 1991-2001 and appointed as non-executive Chairman of CFA in 2001. Also Chairman of the Federal Minister for Education, Science and Technology's Bushfire Research Advisory Committee. Board Member of South Australian Government Insurance Captive, Director Bushfire Co-operative Research Centre. Made an Officer of the Order of Australia in the 2005 Australia Day Honours for service to Victorian and Australian fire and emergency services management.



**Robyn Hale**

GradCert (eBusiness and Communication), FAICD

### Deputy Chairman

**Board Committees:** Service Delivery, Governance, CFA/MFESB Joint Board and CFA/MFB Joint Co-ordinating Committee

Mayor of the Shire of Yarra Ranges in 2000. Served as a Councillor of the Shire of Sherbrooke from 1990 until amalgamation, and was elected to the newly-formed Shire of Yarra Ranges in 1997, retiring in 2005. Previously Council's delegate to the Executive Fire Prevention Committee for 12 years and Chair of the Ferny Creek Fire Alert and member of numerous community and environmental groups. Has co-directed a small business for the past 22 years. Her family members are all CFA volunteers.



**Jan Boynton**

BTRP, FPIA, FAICD

Resigned: 31 May 2006

**Board Committees:** Remuneration and Appointments, People Strategy and CFA/MFESB Joint Board

Director of Planning and Development, City of Greater Bendigo. Formerly North West Regional Manager with Department of Natural Resources and Environment and CEO of the North Central Catchment Management Authority. Has extensive background working in rural and regional Victoria.



## Beth Davidson

**Board Committees:** Remuneration and Appointments, People Strategy and CFA/MFESB Joint Board

Community development worker and local government representative, with extensive experience in community capacity building and good governance processes. Councillor Surf Coast Shire since 1998 and Mayor four terms (2000 – 2004). Council's delegate to Municipal Fire Prevention Committee and Municipal Emergency Management Planning. Member of Anglesea Fire Brigade for 17 years, Community Fireguard Facilitator. Strong involvement at local level is complemented by interest in regional and state activities. President Victorian Local Governance Association, Founding Director G21 Geelong Regional Alliance, executive member of National Seachange Taskforce.



## Dr Zena Burgess

PhD

**Board Committees:** People Strategy and CFA/MFESB Joint Board

Zena is an Organisational Psychologist with experience in organisational change, primarily in public sector management, boards and committees of management. Currently Zena works in Human Resource consulting and is Victorian State Manager of Davidson Trahaire Corpsych, which is one of the largest employee assistance and trauma debriefing providers in Australia. She is a Fellow of the Australian Psychological Society and was Vice President and Director of Membership 1998-2000 of the Australian Psychological Society, Board member of the Tertiary Credit Union 1995-1997, Victorian Civil Administrative Tribunal Sessional member 1998-2006 and Member of Rotary 1998-2000.



## David Gibbs

B.Juris.LL.B., Notary Public, MAICD

**Board Committees:** CFA/MFESB Joint Board

Has conducted his own legal practice since 1980 and is a business law and family law specialist, as well as an accredited mediator and arbitrator. Is Chairman of an independent school Board and has been a member of other school councils and community organisations over many years. CFA volunteer for 35 years, Secretary of Somers brigade for 21 years, Deputy Group Officer (8 years) and Group Officer (17 years) of Westernport Group, Region 8 Regional Planning Committee Chairman (8 years). Holds Level 3 Accreditation as Incident Controller, Operations Officer, Planning and Logistics Officer. Awarded National Medal (1995) clasp (2001) and honorary life membership (2004).





### Rick Hill

FAICD

Term expired: 14 April 2006

**Board Committees:** Service Delivery and CFA/MFESB Joint Board

Has a 43-year association with CFA as a volunteer. Captain of Glenaladale Rural Fire Brigade for 16 years. Was a Board member of Volunteer Fire Brigades Victoria, and has been state Vice-President of the Victorian Rural Fire Brigades' Association. Has been a member of the VRFBA State Council for the past 22 years, and VRFBA Region 11 President since 1983. Has also been Regional Planning Committee Chairman for Region 11 for the past 16 years. Is presently a registered domestic and commercial builder and was owner manager of East Gippsland Book Store from 1999 to 2003. Was owner manager of a farming enterprise until 1992 and was a member of the Gippsland Home and Hospital Board for eight years. Rick is a keen Rotarian and bike rider.

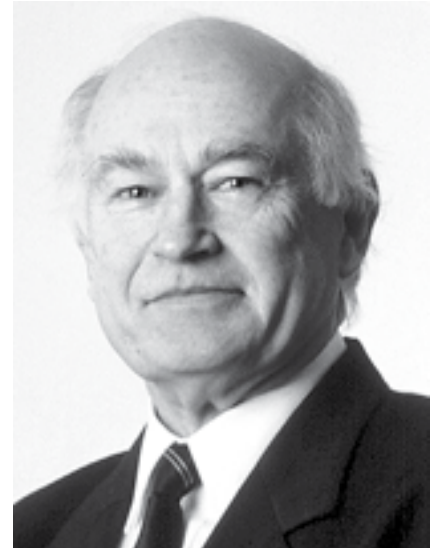


### Ken King

BForSc (Hons), DipFor (Creswick)

**Board Committees:** Audit and CFA/MFESB Joint Board

Currently Executive Director, Regional Services with the Department of Sustainability and Environment and was a Board member of the Phillip Island Nature Park (1997-2003). Has extensive experience in wildfire activities since 1971 and has been a forester in the public service since 1974. Was previously Regional Manager for Department of Conservation Forests and Lands through to the former Department of Natural Resources and Environment in South Gippsland, North West and Port Phillip regions. Awarded the National Medal in 1989. Board member of Parks Victoria since 2005.



### Clif Lang

FAI, GAICD

Term expired: 30 June 2006

**Board Committees:** Audit (Chair); Remuneration and Appointments, Governance and CFA/MFESB Joint Board

Retired insurance executive. Appointed to the CFA Board as a representative of the insurance sector. Has extensive experience in various senior management roles throughout Australia.



## Max Maher

AFSM

**Board Committees:** Service Delivery, Governance and CFA/MFESB Joint Board

Joined Lubeck Fire Brigade in 1957. Member of the Victorian Rural Fire Brigades' Association Inc, Executive Committee, Equipment Review committees and member of working group for Agricultural Fire Management Guidelines. Also a member of various working parties involved with training and volunteer support. Member of Consultative Group, Wimmera Mallee Water Piping Project. Has acted as director/facilitator on numerous projects related to training. Actively promoted the introduction of junior rural fire brigade championships.



## Peter Marke

JP, MAICD

**Board Committees:** Service Delivery and CFA/MFESB Joint Board

Captain of Upwey Fire Brigade for the past 33 years, and member of the brigade for 47 years. Recently retired as a provider of emergency procedures, risk assessments and disaster recovery planning and training. Held past memberships of numerous national and international fire protection industry committees. Served as Chairman and member of Municipal Emergency Management Committee and currently a member of Municipal Fire Prevention Committee. Member of various community groups, including Chairman of the Upwey and District Community Bank Group. Formerly a Shire President and councillor for the Shire of Sherbrooke for more than seven years. Held various positions including Manager Fire Safety for Telstra Victoria, Principal Director for Fire and Recovery Planning Pty Ltd.



## Kerry Murphy

PSM, AFSM, DiplR

**Board Committees:** CFA/MFESB Joint Board

Former joint Executive Director Business Victoria. Recently retired Chief Executive of Regional Development Victoria (statutory body responsible for co-ordinating regional development in provincial Victoria). Former Chairman Albury Wodonga (Victoria) Development Corporation. Awarded Public Service Medal (2002) for service to business in regional Victoria. Awarded AFSM (2002).



### Michael Tudball

MBA, Grad Dip Bus-Mgt, Dip CD, FAICD, AFAIM

**Board Committees:** Audit, Service Delivery, CFA/MFESB Joint Board and CFA/MFB Joint Co-ordinating Committee

Currently Managing Director of Strategic and Business Planning consultancy. Professional memberships as a Fellow of Australian Institute of Company Directors (FAICD) and Associate Fellow of Australian Institute of Management. Board President of Djerriwarrh Health Services. Local government councillor with Moorabool Shire Council and Chairman of the Area Advisory Board (CFA Region 14).



### Frank Zeigler

VA, Dip Ed Trg and Asses., GradDip (Disaster Mgt), MOHS, FAICD

**Board Committees:** People Strategy, Governance and CFA/MFESB Joint Board

Managing Director of Hyperbaric Technologies Australia, and Smarter Safer Solutions, Mayor of the Glenelg Shire. Chairman of Portland Eco Trust, member of Historical Shipwrecks Advisory Committee. Member of the Victorian Community Council against crime and violence. Thirty years experience in emergency services.



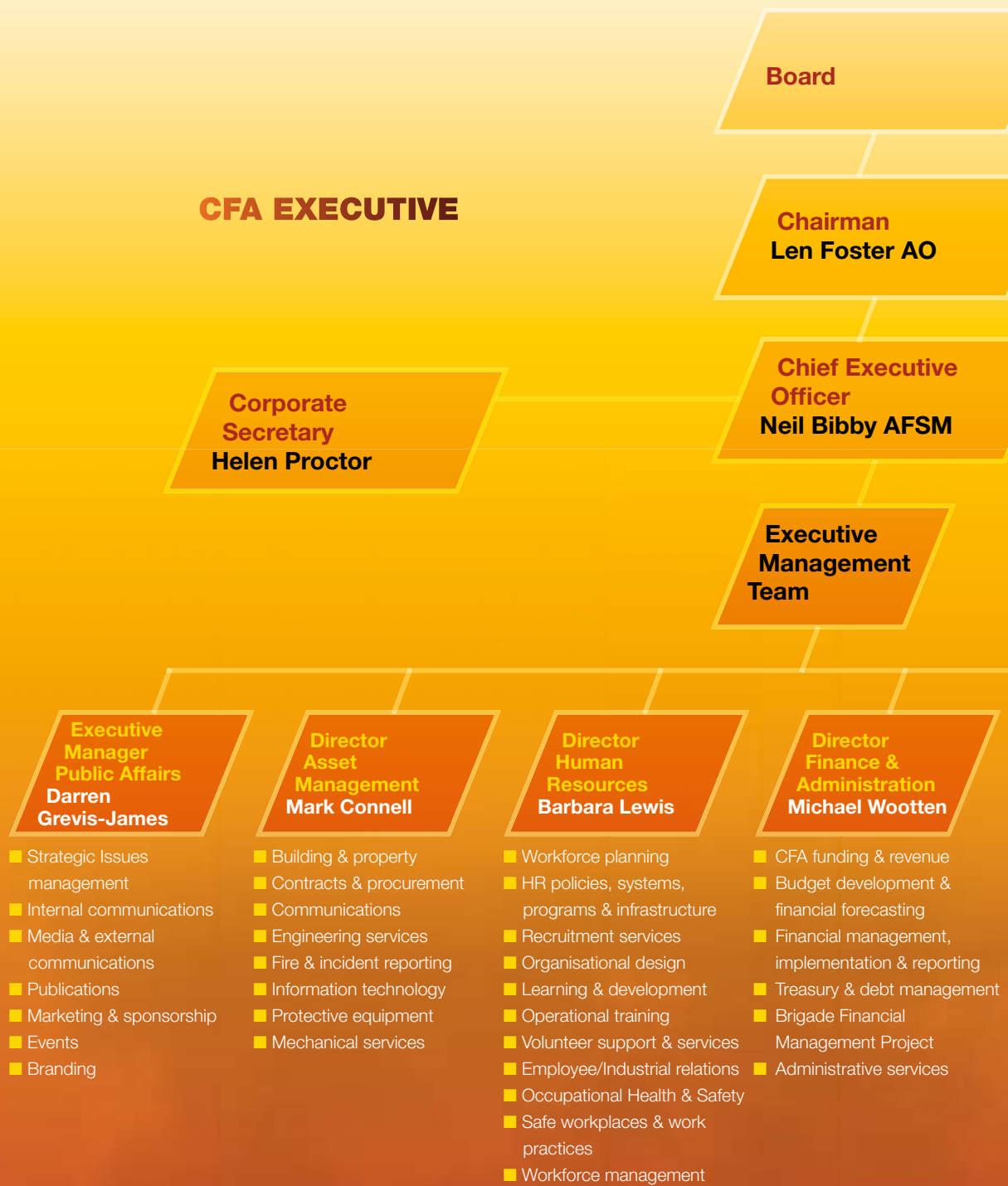
### CHIEF EXECUTIVE OFFICER

The Chief Executive Officer (CEO) is appointed by the Authority and is responsible for implementing policies and general business administration.

### Neil Bibby

AFSM, BSc(Hons), MIFireE, GradDip Bus (Admin), FAICD

Joined CFA in 1999 as Director Community Safety. Appointed CEO March 2003. Thirty-four years' experience in emergency services. Directorships with AFAC, CFA and Brigades Donations Fund Trust, Combined Emergency Services Foundation, Fire Protection Association Australia, National Aerial Firefighting Centre. Past National President of Fire Protection Association Australia and past member of Standards Australia Development Board. Has worked to assist the Fijian, Vietnamese, Chinese and PNG Governments.





### Area Management 9 areas

- Area strategies & business planning
- Delivery of all services within the Area
- Management of resources to ensure effective and efficient service delivery
- Management of local budget and expenditure
- Performance management
- Contribute to organisation policy, standards and strategy

**Volunteer Associations**  
VFVB, VRFBA, VUFBA

**Barwon-Corangamite Area**  
Paul Stacchino

**Westernport Area**  
Andrew Ford

**North-East Area**  
Alan Davies

**Gippsland Area**  
Peter Schmidt

**Yarra Area**  
Lex de Man

**Outer Metro NorWest Area**  
Gill Metz

**Midlands-Wimmera Area**  
Don Kelly

**North-West Area**  
Patrick O'Brien

**South-West Area**  
John Rowe

### 20 Regions

- Management & co-ordination of groups & brigades
- Regional planning committees
- Community consultation & planning
- Incident command & control

### 142 Groups

- Co-ordination of brigades
- Incident command & control
- Administration & logistic support

### 1,213 Brigades

- Incident command & control
- Preparedness
- Prevention
- Community education
- Training
- Fire protection
- Brigade administration
- Support to volunteer members

**Director Community Safety**  
Naomi Brown

- Risk analysis
- Policies & strategies for risk identification, assessment, planning & treatment
- Risk communication
- Community fire & emergency safety programs
- Co-ordination of brigade administration support program
- Fire Equipment maintenance business
- Geographical Information services

**Director Operations/ Chief Officer**  
Russell Rees

- Research & development
- Operational policy setting
- Operational standards setting
- Operational performance measurement
- Statewide incident co-ordination
- Strategic service delivery planning & resource planning
- Statewide operational command & control
- Strategic partnerships & multi-agency agreements
- Emergency management planning
- CAD operations

**Director Strategic Planning & Area Co-ordination**  
Geoff Spring

- Risk management
- Area co-ordination
- Corporate & business planning
- Performance measurement & monitoring
- Strategic & business analysis
- Strategic planning
- Project co-ordination
- Executive oversight of capital works



## DECLARATION

We certify that the attached financial statements for CFA have been prepared in accordance with Standing Direction 4.2 of the Financial Management Act 1994, applicable Financial Reporting Directions, Australian Accounting Standards and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the Operating Statement, Balance Sheet, Statement of Recognised Income and Expense, Cash Flow Statement and notes to and forming part of the financial statements, presents fairly the financial transactions during the year ended 30 June 2006 and financial position of CFA as at 30 June 2006.

We are not aware of any circumstance which would render any particulars included in the financial statements to be misleading or inaccurate.



25 September 2006  
**L R Foster AO**  
 Chairman



25 September 2006  
**N G Bibby AFSM**  
 Chief Executive Officer



25 September 2006  
**M J Wootten FCPA**  
 Director Finance & Administration

## OPERATING STATEMENT

for the financial year ended 30 June 2006

	Notes	2006 \$'000	2005 \$'000
<b>Income</b>			
Contributions	2(a)	215,517	199,440
Sales of goods and services	2(b)	4,164	4,404
Other income	2(c)	18,797	13,397
<b>Total Income</b>		<b>238,478</b>	<b>217,241</b>
<b>Expenses</b>			
Employee benefits expense	2(d)	115,805	98,549
Depreciation and amortisation expense	2(e),7(b)	20,905	21,328
Other expenses	2(f)	95,736	77,919
<b>Total Expenses</b>		<b>232,446</b>	<b>197,796</b>
<b>Net Result for the period</b>		<b>6,032</b>	<b>19,445</b>

The above Operating Statement should be read in conjunction with the accompanying notes.

**BALANCE SHEET**

as at 30 June 2006

	Notes	2006 \$'000	2005 \$'000
<b>Current assets</b>			
Cash and cash equivalents	11,19	26,985	26,419
Receivables	3,11	8,287	4,883
Inventories	4	7,366	7,280
Other	5	2,041	1,955
		<b>44,679</b>	<b>40,537</b>
Non-current assets classified as held for sale	6	1,713	370
<b>Total current assets</b>		<b>46,392</b>	<b>40,907</b>
<b>Non-current assets</b>			
Property, plant and equipment	7	474,215	427,396
<b>Total assets</b>		<b>520,607</b>	<b>468,303</b>
<b>Current liabilities</b>			
Payables	8,11	16,451	13,971
Provisions	9	32,797	29,869
<b>Total current liabilities</b>		<b>49,248</b>	<b>43,840</b>
<b>Non-current liabilities</b>			
Provisions	9	8,220	5,707
<b>Total non-current liabilities</b>		<b>8,220</b>	<b>5,707</b>
<b>Total liabilities</b>		<b>57,468</b>	<b>49,547</b>
<b>Net assets</b>		<b>463,139</b>	<b>418,756</b>
<b>Equity</b>			
Contributed capital	1(l), 10(a)	193,076	186,220
Asset revaluation reserve	10(b)	175,808	144,313
Accumulated surplus	10(c)	94,255	88,223
<b>Total Equity</b>	<b>10(d)</b>	<b>463,139</b>	<b>418,756</b>

The above Balance Sheet should be read in conjunction with the accompanying notes.



**STATEMENT OF RECOGNISED INCOME AND EXPENSE**

for the financial year ended 30 June 2006

	Notes	2006 \$'000	2005 \$'000
Gain/(loss) on property revaluation	10(b)	31,495	27,464
Net income recognised directly in equity		31,495	27,464
Net result for the period	10(c)	6,032	19,445
<b>Total recognised income and expense for the period</b>		<b>37,527</b>	<b>46,909</b>

The above Statement of Recognised Income and Expense should be read in conjunction with the accompanying notes.

**CASH FLOW STATEMENT**

for the financial year ended 30 June 2006

	Notes	2006 \$'000	2005 \$'000
<b>Cash flows from Operating Activities</b>			
Receipts from Government		44,061	42,774
Receipts from other entities		172,825	163,169
Payments to suppliers and employees		(216,250)	(187,160)
Goods and services tax recovered from the ATO		12,122	11,354
Goods and services tax paid to the ATO		(1,571)	(1,278)
Interest received		3,022	2,239
Other revenue		13,628	9,766
<b>Net cash provided by/ (used in) operating activities</b>	19	<b>27,837</b>	<b>40,864</b>
<b>Cash flows from Investing Activities</b>			
Payments for property, plant and equipment		(32,984)	(38,172)
Deposits on land acquisitions		(68)	(955)
Proceeds from sale of property, plant and equipment		3,496	5,438
<b>Net cash provided by/ (used in) investing activities</b>		<b>(29,556)</b>	<b>(33,689)</b>
<b>Cash flows from Financing Activities</b>			
Proceeds from capital contributions		2,285	2,963
<b>Net cash provided by/ (used in) financing activities</b>		<b>2,285</b>	<b>2,963</b>
<b>Net increase (decrease) in cash held</b>		<b>566</b>	<b>10,138</b>
<b>Cash and cash equivalents at the beginning of the financial year</b>		<b>26,419</b>	<b>16,281</b>
<b>Cash and cash equivalents at the end of the financial year</b>	19	<b>26,985</b>	<b>26,419</b>

The above Cash Flow Statement should be read in conjunction with the accompanying notes.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30TH JUNE 2006

### 1 SUMMARY OF ACCOUNTING POLICIES

#### Statement of compliance

This general purpose financial report has been prepared on an accrual basis in accordance with the Financial Management Act 1994, Australian Accounting Standards and Urgent Issues Group Interpretations. Accounting Standards include Australian equivalents to International Financial Reporting Standards ('A-IFRS').

#### Basis of preparation

The financial report has been prepared on the basis of historical cost, except for the revaluation of certain non-current assets. Cost is based on the fair values of the consideration given in exchange for assets.

In the application of A-IFRS management is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstance, the results of which form the basis of making the judgments. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

The Authority changed its accounting policies on 1 July 2005 to comply with A-IFRS.

The transition to A-IFRS is accounted for in accordance with Accounting Standard AASB 1 'First-time Adoption of Australian Equivalents to International Financial Reporting Standards', with 1 July 2004 as the date of transition. An explanation of how the transition from superseded policies to A-IFRS has affected the Authority's financial position, financial performance and cash flows is set down in Note 21.

The accounting policies set out below have been applied in preparing the financial statements for the year ended 30 June 2006, the comparative information presented in these financial statements for the year ended 30 June 2005, and in the preparation of the opening A-IFRS balance sheet at 1 July 2004, the Authority's date of transition, except for the accounting policies in respect of financial instruments. The Authority has not restated comparative information for financial instruments as permitted under the first-time adoption transitional provisions. The accounting policies for financial instruments applicable to the comparative information and the impact of the changes in these accounting policies are outlined further in Notes 1(o) and 21.

#### (a) Revenue recognition

Revenue is recognised for each of the Authority's major activities as follows:

##### **Statutory Contributions**

Statutory contributions are determined under Section 77 of the Country Fire Authority Act 1958 and comprise 77.5% from insurance companies insuring against fire for property situated within the Country Area of Victoria, and 22.5% from the Consolidated Fund. Contributions Income is recognised in the financial year to which the determination under Section 77 applies.

##### **Sales of Goods and Services**

Sales of Goods and Services comprises revenue earned (net of returns, discounts and allowances) from the provision of goods and services to external entities. This income is recognised when the goods and services are provided.

##### **Interest revenue**

Interest revenue is recognised on a time proportionate basis that takes into account the effective yield on the financial asset.

##### **Fixed asset sales**

The gross proceeds of non-current fixed asset sales are included as revenue at the date control of the asset passes to the buyer, usually when an unconditional contract of sale is signed.

The gain or loss on disposal is calculated as the difference between the carrying amount of the asset at the time of disposal and the net proceeds on disposal.

#### (b) Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and cash in banks and investments in money market instruments.

**(c) Receivables**

All debtors are recognised at the amounts receivable less an allowance for doubtful debts.

Trade debtors are due for settlement at no more than 30 days from the date of recognition or other negotiated business terms. Contribution debtors are due within 14 days. A legislated rate of interest is charged on outstanding contribution debtors.

The collectability of debtors is assessed at balance date. Debts which are known to be uncollectible are written off.

An allowance has been made for estimated irrecoverable amounts, determined by reference to past default experience. The movement in the allowance was recognised in the operating result for the current financial year. (See note 3)

**(d) Inventories**

All inventories and consumable stores were physically counted and valued as at 30th June 2006, or counted during the year on a rotating basis using the perpetual inventory method, at the lower of cost and net realisable value.

Cost is determined principally by the weighted average method.

**(e) Property, Plant and Equipment**

Land and buildings are measured at fair value. Plant, equipment and vehicles are measured at cost less accumulated depreciation and impairment.

**(i) Acquisition of Assets**

All assets acquired are initially recorded at their cost of acquisition. Cost is measured as the fair value of the assets given up or liabilities undertaken at the date of acquisition plus incidental costs directly attributable to the acquisition.

Costs incurred on fixed assets subsequent to initial acquisition are capitalised when it is probable that future economic benefits, in excess of

the originally assessed performance, will flow to the Authority in future years. Where these costs represent separate components they are accounted for as separate fixed assets and are separately depreciated over their useful lives to the Authority.

The cost of capital work in progress is carried at cost of materials, external services, direct labour and appropriate proportion of fixed and variable overheads recognised to date based on the value of work completed.

**(ii) Revaluations of Non-current Assets**

Subsequent to initial recognition as assets, non-current physical assets, other than plant and equipment, are measured at fair value in accordance with AASB 116 - 'Property, Plant and Equipment'.

Land and buildings revaluations are made with sufficient regularity to ensure that the carrying amount of each asset does not differ materially from its fair value at the reporting date. Independent assessments are obtained from the Valuer General at least every three years by dividing the State of Victoria on a geographical basis.

Revaluation increments are credited directly to the asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the net result, the increment is recognised immediately as revenue in the net result.

Revaluation decrements are recognised immediately as expenses in the net result, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited directly to the asset revaluation reserve.

Revaluation increases and decreases relating to individual assets within a class

of assets are offset against one another within that class but are not offset in respect of assets in different classes.

Revaluation reserves are not transferred to accumulated surplus on derecognition of the relevant asset.

**(iii) Volunteer Brigade Land and Buildings**

The Authority acknowledges the significant contributions made by Volunteer Brigades to the capital value of their fire stations. It 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 three yearly Valuer General's valuation occurs and the aggregate amount is then included in future financial statements. Where practical the value of major community funded projects is taken up at fair value when the improvement is carried out.

**(iv) Brigade Owned Vehicles**

The Authority fully recognises the major community contribution by bringing to account, at cost less accumulated depreciation, fire fighting vehicles acquired by volunteer brigades (Brigade Owned Vehicles).

Brigade Owned Vehicles are defined as any fire fighting or support vehicles, including transport vehicles owned by a registered brigade or group which comes under the control of the Authority for operational purposes.

**(v) Other Non Current Assets**

All other non-current assets appear at original cost less accumulated depreciation.

**(vi) Depreciation**

Depreciation is provided on property, plant and equipment, including buildings but excluding freehold land.

Depreciation is calculated on a straight-line basis so as to write off the net cost or other revalued amount of each asset over its expected useful life to the Authority to its estimated residual value. Depreciation methods and rates and estimated useful lives are reviewed at the start of each annual reporting period.

Property, plant and equipment is depreciated from the date of acquisition in a ready to use condition or, in respect of internally constructed assets, from the time an asset is completed and held ready for use.

The following expected useful lives are used in the calculation of depreciation:-

Buildings at Cost	67 years
Buildings at Valuation	52 years

Plant and Equipment	3 - 20 years
---------------------	--------------

#### **(vii) Leasehold Improvements**

The cost of improvements to or on leasehold properties is amortised over the unexpired period of the lease or the estimated useful life of the improvement to the Authority, whichever is the shorter. Leasehold improvements held at the reporting date are being amortised over periods ranging from 4 to 52 years.

#### **(f) Impairment of assets**

All assets are assessed annually for indications of impairment, except for inventories, financial instrument assets and non-current assets held for sale. If there is an indication of impairment, the assets concerned are tested as to whether their carrying value exceeds their recoverable amount. Where an asset's carrying value exceeds its recoverable amount, the difference is written off by a charge to the operating statement except to the extent that the write-down can be debited to an asset revaluation reserve amount applicable to that class of asset.

The recoverable amount for most assets is measured at the higher of depreciated replacement cost and fair value less costs to sell. It is deemed that, in the event of the loss of an asset, the future economic benefits arising from the use of the asset will be replaced unless a specific decision to the contrary has been made.

#### **(g) Non-current assets held for sale**

Non-current assets classified as held for sale are measured at the lower of carrying amount and fair value less costs to sell.

Non-current assets are classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and is expected to be completed within one year from the date of classification.

#### **(h) Payables**

Payables are recognised when the Authority becomes obliged to make future payments resulting from the purchase of goods and services.

#### **(i) Employee Benefits**

##### **(i) Provisions**

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave when it is probable that settlement will be required and they are capable of being measured reliably.

Provisions made in respect of all annual leave and long service leave entitlements representing 10 or more years of continuous service and that are expected to be settled within 12 months, are measured at their nominal values using the remuneration rate expected to apply at the time of settlement and are recognised as current liabilities.

Entitlements which are not expected to be settled within 12 months are measured as the present value of the estimated future cash outflows to be made by the Authority in respect of services provided by employees up to reporting date. These provisions are also recognised as current liabilities.

Provisions made in respect of long service leave entitlements representing less than 10 years of continuous service are measured at present values and these provisions are recognised as non-current liabilities.

#### **(ii) Superannuation**

##### **Defined contribution plans**

Contributions to defined contribution superannuation plans are expensed when incurred.

##### **Defined benefit plans**

The amount charged to the operating statement in respect of defined benefit plan superannuation represents the contributions made by the Authority to the superannuation plan in respect to the current services of current Authority staff.

The Authority does not recognise any defined benefit liability in respect of the superannuation plan because the Authority has no legal or constructive obligation to pay future benefits relating to its employees; its only obligation is to pay superannuation contributions as they fall due. The Department of Treasury and Finance administers and discloses the State's defined benefit liabilities or surplus in its financial report.



**(j) Goods and Services Tax**

Revenues, expenses and assets are recognised net of the amount of goods and services tax (GST), except:

- where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO), it is recognised as part of the cost of acquisition of an asset or as part of an item of expense; or
- for receivables and payables which are recognised inclusive of GST.

The net amount of GST recoverable from, or payable to, the ATO is included as part of receivables or payables.

Cash flows are included in the cash flow statement on a gross basis. The GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the ATO is classified as operating cash flow.

**(k) 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 2006.

Outstanding claims are assessed on an actuarial basis. Future payments are projected using the Payment Per Claim Incurred (PPCI) method and allow for the potential additional liability arising from claims Incurred But Not Reported (IBNR), Incurred But Not Enough Reported (IBNER) and reopened claims. The portion of the liability which is expected to be paid later than 12 months after balance date has been classified as Non-Current.

**(l) Contributed Capital**

Consistent with UIG Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* appropriations for additions to net assets have been designated as contributions by owners. Other transfers that are in the nature of contributions or distributions have also been designated as contributions by owners.

**(m) Operating Leases**

The Authority leases property under non-cancellable operating leases expiring over the period of one to in excess of thirty years. Operating lease payments are recognised as an expense on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

**(n) Rounding of amounts**

Amounts in the financial report have been rounded to the nearest thousand dollars.

**(o) Comparative information - financial instruments**

The Authority has elected not to restate comparative information for financial instruments within the scope of AASB 132 "Financial Instruments: Disclosure and Presentation" and AASB 139 "Financial Instruments: Recognition and Measurement", as permitted on the first-time adoption of A-IFRS. See also note 21.

**(p) CFA and Brigades Donations Fund**

The Authority has responsibility for transactions and balances relating to the CFA and Brigades Donations Fund, the purpose of which is to receive and distribute donations received by or on behalf of CFA Brigades. Income, expenses, assets and liabilities of the Trust Fund have been recognised in these financial statements for the first time and the comparative figures have been adjusted accordingly.

## 2 NET RESULT FROM OPERATIONS

Income	2006 \$'000	2005 \$'000
<b>(a) Contributions</b>		
State Government	47,768	41,658
Insurance companies	158,156	148,589
Owners and insurance intermediaries etc.	9,125	8,754
Commonwealth Government	468	439
	<b>215,517</b>	<b>199,440</b>
<b>(b) Sales of goods and services</b>		
Revenue from sale of goods	1,565	1,844
Revenue from the rendering of services	2,599	2,560
	<b>4,164</b>	<b>4,404</b>
<b>(c) Other income</b>		
Gain/(loss) on disposal of property, plant and equipment	(2,500)	(2,364)
Property rental	475	366
Interest on bank deposits	1,725	937
Interest on term deposits	1,242	1,436
Commonwealth Government Grant	4,375	4,375
Other	4,325	2,689
Brigade donations received	3,133	2,466
Brigade owned vehicles recognised	6,022	3,492
	<b>18,797</b>	<b>13,397</b>
<b>Total Income</b>	<b>238,478</b>	<b>217,241</b>
<b>Expenses</b>		
<b>(d) Employee Benefits expense</b>		
Salaries	96,618	83,943
Superannuation (see note 17)	8,146	6,157
Other on-costs (payroll tax, fringe benefits tax, workcover premium)	6,974	5,338
Employee Support	4,067	3,111
<b>Total Employee Benefits Expense</b>	<b>115,805</b>	<b>98,549</b>
<b>(e) Depreciation and amortisation expense</b>		
<b>Depreciation</b>		
Buildings	3,942	3,431
Vehicles	11,295	12,421
Other plant and equipment	5,076	4,930
<b>Total depreciation</b>	<b>20,313</b>	<b>20,782</b>
<b>Amortisation</b>		
Leasehold Improvements	592	546
<b>Total amortisation</b>	<b>592</b>	<b>546</b>
<b>Total depreciation and amortisation</b>	<b>20,905</b>	<b>21,328</b>

	<b>2006 \$'000</b>	<b>2005 \$'000</b>
<b>(f) Other expenses</b>		
CFA Contributions to OESC Running Costs	2,836	1,319
Buildings Operating and Maintenance	5,606	5,954
Motor Vehicle	8,686	9,314
Cost of Goods Sold / Services Provided	895	1,027
Operating and other Lease payments	3,429	3,053
Other Operating and Maintenance	4,227	3,991
Computer equipment and systems	3,385	3,216
Communications and Alarms	8,350	8,649
Contract payments to external services	18,315	9,122
Volunteer Compensation and Insurance	3,798	2,380
External Training and Skills Maintenance	2,084	3,151
Uniforms and Equipment	4,722	4,955
Inventory taken on - Protective Clothing etc.	(247)	(1,457)
Other Volunteer and Brigade Support	2,789	2,462
Audit Fees (note 14)	369	421
Bad Debts	39	0
Consultants Fees	94	364
Aircraft Hire	5,274	3,399
Hire Fees - Other	1,593	491
Legal Fees	1,544	1,565
Grants to Volunteer Associations and Local Government	912	750
Printing and Stationery	2,191	1,752
Publicity/Advertising	1,568	1,649
Brigade Donations Distributed	3,133	2,466
General Expenses	10,144	7,926
<b>Total other expenses</b>	<b>95,736</b>	<b>77,919</b>

### 3 RECEIVABLES

<b>Current:</b>		
Trade Receivables	2,342	2,087
Allowance for Doubtful Debts	(30)	(1)
	<b>2,312</b>	<b>2,086</b>
Other Receivables	4,624	1,294
GST Receivable	1,351	1,503
	<b>8,287</b>	<b>4,883</b>

### 4 INVENTORIES

Stores and consumables - at lower of cost and net realisable value (Note 1(d))	7,269	7,254
Publications - at cost	97	26
	<b>7,366</b>	<b>7,280</b>

## 5 OTHER ASSETS

	2006 \$'000	2005 \$'000
Prepayments	1,942	1,924
Deposits - Land acquisitions	99	31
	<b>2,041</b>	<b>1,955</b>

## 6 NON-CURRENT ASSETS HELD FOR SALE

Freehold land and buildings held for sale	<b>1,713</b>	<b>370</b>
---	--------------	------------

The Authority intends to dispose of freehold land and buildings that are surplus to its programs and which are no longer utilised within the next 12 months. The properties were previously used as fire stations as well as land acquired for building programs now no longer required. No impairment loss was recognised on reclassification of the properties as held for sale.

## 7 PROPERTY, PLANT AND EQUIPMENT

<b>(a) Value and Depreciation</b>		
<b>Freehold Land</b>		
At cost	6,093	3,134
At independent valuation 2003	0	13,620
At independent valuation 2004	23,954	25,228
At independent valuation 2005	16,809	16,809
At independent valuation 2006	15,767	0
	<b>62,623</b>	<b>58,791</b>
<b>Buildings</b>		
At cost	23,020	19,382
Less: Accumulated Depreciation	(331)	(381)
At independent valuation 2003	0	49,458
Less: Accumulated Depreciation	0	(1,934)
At independent valuation 2004	47,591	48,200
Less: Accumulated Depreciation	(1,810)	(922)
At independent valuation 2005	87,532	87,532
Less: Accumulated Depreciation	(1,677)	0
At independent valuation 2006	84,700	0
	<b>239,025</b>	<b>201,335</b>
<b>Leasehold Improvements - at cost</b>	10,794	10,536
Less: Accumulated amortisation	(6,446)	(5,854)
	<b>4,348</b>	<b>4,682</b>
<b>Vehicles - at cost</b>	223,136	209,372
Less: Accumulated Depreciation	(105,221)	(98,230)
	<b>117,915</b>	<b>111,142</b>
<b>Brigade Owned - at cost</b>	27,606	24,367
Less: Accumulated Depreciation	(6,291)	(5,216)
	<b>21,315</b>	<b>19,151</b>
	<b>139,230</b>	<b>130,293</b>
<b>Plant and equipment - at cost</b>	59,944	57,544
Less: Accumulated Depreciation	(41,269)	(36,248)
	<b>18,675</b>	<b>21,296</b>
<b>Property, plant and equipment in the course of construction (at cost)</b>	10,314	10,999
<b>Total Property, plant and equipment</b>	<b>474,215</b>	<b>427,396</b>



**(b) Reconciliations**

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current financial year are set out below.

	Freehold Land at fair value	Buildings at fair value	Leasehold Improvements at cost	Vehicles at cost	Plant, Machinery & Equipment at cost	In the course of construction at cost	Total
<b>Carrying amount</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Balance at 1 July 2004</b>	<b>49,773</b>	<b>174,053</b>	<b>4,409</b>	<b>117,621</b>	<b>20,677</b>	<b>19,328</b>	<b>385,861</b>
Additions						40,083	40,083
Disposals	(525)	(1,045)	0	(6,226)	(10)		(7,806)
Classified as held for sale	(234)	(136)					(370)
Net Revaluation Increments/(Decrements) (Note 10(b))	6,935	20,529					27,464
Transfers to Fixed Assets	2,842	11,365	820	27,826	5,559	(48,412)	0
Brigade Owned Vehicles Recognised (Note 2(c))				3,492			3,492
Depreciation/amortisation expense (Note 2(e))	0	(3,431)	(546)	(12,421)	(4,930)		(21,328)
<b>Balance at 1 July 2005</b>	<b>58,791</b>	<b>201,335</b>	<b>4,683</b>	<b>130,292</b>	<b>21,296</b>	<b>10,999</b>	<b>427,396</b>
Additions						38,184	38,184
Disposals	(669)	(271)	0	(5,318)	(6)		(6,264)
Classified as held for sale	(853)	(860)					(1,713)
Net Revaluation Increments/(Decrements) (Note 10(b))	2,550	28,945					31,495
Transfers to Fixed Assets	2,804	13,818	257	19,529	2,461	(38,869)	0
Brigade Owned Vehicles Recognised (Note 2(c))				6,022			6,022
Depreciation/amortisation expense (Note 2(e))	0	(3,942)	(592)	(11,295)	(5,076)		(20,905)
<b>Balance at 30 June 2006</b>	<b>62,623</b>	<b>239,025</b>	<b>4,348</b>	<b>139,230</b>	<b>18,675</b>	<b>10,314</b>	<b>474,215</b>

**8 PAYABLES**

	<b>2006 \$'000</b>	<b>2005 \$'000</b>
Trade payables	4,406	7,669
Sundry payables	10,279	4,768
Other payables and Accruals	1,766	1,534
	<b>16,451</b>	<b>13,971</b>

## 9 PROVISIONS

	2006 \$'000	2005 \$'000
<b>Current</b>		
Employee Benefits (See Note 16)	31,073	28,551
Volunteer Compensation (See note 1(k))	1,724	1,318
	<b>32,797</b>	<b>29,869</b>
<b>Non-Current</b>		
Employee Benefits (See Note 16)	3,745	2,040
Volunteer Compensation (See note 1(k))	4,475	3,667
	<b>8,220</b>	<b>5,707</b>
<b>Aggregate carrying amount of provisions</b>		
Current	32,797	29,869
Non Current	8,220	5,707
	<b>41,017</b>	<b>35,576</b>
Employee Benefits (See Note 16)	34,818	30,591
Volunteer Compensation (See Note 1(k))	6,199	4,985
	<b>41,017</b>	<b>35,576</b>

## 10 EQUITY AND MOVEMENTS IN EQUITY

<b>(a) Contributed Capital</b>		
Balance 1 July	186,220	183,257
Capital Contribution from other Government entities	6,856	2,963
<b>Balance 30 June</b>	<b>193,076</b>	<b>186,220</b>
<b>(b) Reserves</b>		
Asset Revaluation Reserve - Land	43,925	41,375
Asset Revaluation Reserve - Buildings	131,883	102,938
	<b>175,808</b>	<b>144,313</b>
<b>Movements</b>		
Asset revaluation reserve		
Balance 1 July	144,313	116,849
Revaluation increment (decrement) of freehold land	2,550	6,935
Revaluation increment (decrement) of buildings	28,945	20,529
Movement for the year	31,495	27,464
<b>Balance 30 June</b>	<b>175,808</b>	<b>144,313</b>
<b>Nature and purpose of reserve</b>		
Asset revaluation reserve		
The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets,		
<b>(c) Accumulated Surplus</b>		
Balance at beginning of financial year	88,223	68,778
Net Result	6,032	19,445
<b>Balance at end of financial year</b>	<b>94,255</b>	<b>88,223</b>
<b>(d) Change in Equity</b>		
Total equity at the beginning of the financial year	418,756	368,884
Total changes in equity recognised in the statement of recognised Income and Expense	37,527	46,909
Contributions of equity (note 10(a))	6,856	2,963
<b>Total equity at the end of the financial year</b>	<b>463,139</b>	<b>418,756</b>

## 11 FINANCIAL INSTRUMENTS

### (a) Interest rate risk exposures

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

Financial Instruments	2006		Fixed interest rate maturing in:						Non-interest bearing	Total
	Weighted average effective interest rate	Variable interest rate	Less than 1 year	1-2 years	2-3 years	3-4 years	4+ years			
	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
<b>(i) Financial assets</b>										
Cash and cash equivalents	5.72	21,965	5,000						20	26,985
Trade and other receivables	N/A								8,287	8,287
<b>Total financial assets</b>	-	<b>21,965</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,307</b>	<b>35,272</b>
<b>(ii) Financial liabilities</b>										
Trade creditors and other payables	N/A								16,451	16,451
<b>Total financial liabilities</b>	-	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,451</b>	<b>16,451</b>

Financial Instruments	2005		Fixed interest rate maturing in:				Non-interest bearing	Total
	Weighted average effective interest rate	Variable interest rate	1 year or less	1 to 5 years	More than 5 years			
	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
<b>(i) Financial assets</b>								
Cash and cash equivalents	5.50	11,207	15,000				212	26,419
Trade and other receivables	N/A						4,883	4,883
<b>Total financial assets</b>	-	<b>11,207</b>	<b>15,000</b>	<b>0</b>	<b>0</b>		<b>5,095</b>	<b>31,302</b>
<b>(ii) Financial liabilities</b>								
Trade creditors and other payables	N/A						13,971	13,971
<b>Total financial liabilities</b>	-	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>13,971</b>	<b>13,971</b>

### (b) 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, except in the case of CFA volunteer brigades when the process is continued internally.

**(c) Net fair values**

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

2006	Carrying amount \$'000	Fair Value \$'000
<b>Financial assets</b>		
Cash and cash equivalents	26,985	26,985
Trade and other receivables	8,287	8,287
<b>Total financial assets</b>	<b>35,272</b>	<b>35,272</b>
<b>Financial liabilities</b>		
Trade creditors and other payables	16,451	16,451
<b>Total financial liabilities</b>	<b>16,451</b>	<b>16,451</b>
2005	Carrying amount \$'000	Fair Value \$'000
<b>Financial assets</b>		
Cash and cash equivalents	26,419	26,419
Trade and other receivables	4,883	4,883
<b>Total financial assets</b>	<b>31,302</b>	<b>31,302</b>
<b>Financial liabilities</b>		
Trade creditors and other payables	13,971	13,971
<b>Total financial liabilities</b>	<b>13,971</b>	<b>13,971</b>

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

**Recognised financial instruments**

*Cash and cash equivalents:*

The carrying amount approximates fair value because of their short-term to maturity.

*Trade receivables and payables:*

The carrying amount approximates fair value.

*Non-current investments:*

The carrying amount approximates fair value.

*Short-term borrowings:*

The carrying amount approximates fair value because of their short-term to maturity.



## 12 RESPONSIBLE PERSONS

In accordance with the Ministerial Directions issued by the Minister for Finance under the Financial Management Act 1994, the following disclosures are made regarding responsible persons for the year ended 30 June 2006.

### Names

The names of the people who were "Responsible Persons" at any time during the financial year are:

#### Responsible Minister

Minister for Police and Emergency Services: The Hon T Holding MP

#### Authority Members

L R Foster (Chairman)  
 R J Hale (Deputy Chairman)  
 J E Boynton (until 31/05/06)  
 Z M Burgess  
 E A Davidson  
 D G Gibbs (from 15/04/06)  
 R W Hill (until 14/04/06)  
 K W King  
 G C Lang  
 B M Maher  
 P G Marke  
 K A Murphy (from 5/06/06)  
 M G Tudball  
 F P Zeigler

#### Accountable Officer

N G Bibby (Chief Executive Officer)

### Remuneration (other than the Responsible Minister)

The numbers of Responsible Persons are shown below in their relevant income bands:

	2006	2005
Income Band	No.	No.
\$0 - \$9,999	4	3
\$10,000 - \$19,999	9	8
\$40,000 - \$49,999	1	1
\$210,000 - \$219,999	0	1
\$230,000 - \$239,999	1	0
<b>Total Numbers</b>	<b>15</b>	<b>13</b>
<b>Total Amount \$'000</b>	<b>401</b>	<b>363</b>

There were no other transactions between the Country Fire Authority and the Authority Members or Member related entities.

Amounts relating to the Responsible Minister are reported separately in the financial statements of the Department of Premier and Cabinet.

### 13 REMUNERATION OF EXECUTIVES

The numbers of executive officers, other than Responsible Persons included under "Remuneration of Responsible Persons" in Note 12, whose total remuneration exceeded \$100,000 during the reporting period are shown below in their relevant income bands:

Income Band	TOTAL REMUNERATION		BASE REMUNERATION	
	2006 No.	2005 No.	2006 No.	2005 No.
\$100,000 - \$109,999	1	0	0	0
\$110,000 - \$119,999	1	0	1	0
\$120,000 - \$129,999	0	2	2	4
\$130,000 - \$139,999	4	3	7	7
\$140,000 - \$149,999	8	6	9	10
\$150,000 - \$159,999	6	9	4	2
\$160,000 - \$169,999	5	3	5	3
\$170,000 - \$179,999	2	3	0	1
\$180,000 - \$189,999	3	1	1	0
\$190,000 - \$199,999	1	0	0	0
<b>Total Numbers</b>	<b>31</b>	<b>27</b>	<b>29</b>	<b>27</b>
<b>Total Amount \$'000</b>	<b>4,759</b>	<b>4,101</b>	<b>4,272</b>	<b>3,873</b>

### 14 REMUNERATION OF AUDITORS

Audit fees paid or payable to the Victorian Auditor-General's Office for audit of the Authority's financial statements pursuant to the Audit Act 1994.	2006 \$'000	2005 \$'000
Paid as at 30 June 2006	21	5
Payable as at 30 June 2006	54	70
	<b>75</b>	<b>75</b>
Audit fees - Internal Audit : Paid or payable as at 30 June 2006	294	346
	<b>369</b>	<b>421</b>

## 15 COMMITMENTS FOR EXPENDITURE AND CONTINGENT LIABILITIES

### Capital commitments

Commitments for the acquisition of plant and equipment contracted for at 30 June 2006 but not recognised as liabilities payable:

	2006 \$'000	2005 \$'000
Within one year	5,823	10,727
Later than one year, not later than 5 years	790	0
	<b>6,614</b>	<b>10,727</b>

### Lease commitments

Commitments for minimum lease payments in relation to non-cancellable operating leases contracted for at 30 June 2006 but not recognised as liabilities payable:

	2006 \$'000	2005 \$'000
Within one year	3,861	2,661
Later than one year, not later than 5 years	7,029	7,848
Later than 5 years	2,094	1,817
	<b>12,984</b>	<b>12,326</b>

### Other commitments

Statewide Integrated Public Safety and Communications Strategy:

#### (a) Call Taking & Dispatch Services.

There is an ongoing Service Agreement with the Emergency Services Telecommunications Authority (ESTA) for the provision of call taking and dispatch services for Outer Metropolitan & Regional Victoria, through facilities at East Burwood and Mt Helen, Ballarat. The service fees for the year to 30 June 2006 were \$8.903m.

#### (b) Emergency Alerting System

CFA has also entered into a new service level agreement with the State, (through the Department of Justice as a co-ordinating authority for 3rd party services) for the provision of an Emergency Alerting System. The contract services began in November 2005 with CFA incurring \$9.412m to 30 June 2006.

### 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 2006.

## 16 EMPLOYEE BENEFITS

	2006 \$'000	2005 \$'000
<b>Provision for employee benefits</b>		
<b>(a) Current (note 9)</b>		
All annual leave and long service leave entitlements representing 10+ years of continuous service.		
- Short-term employee benefits that fall due within 12 months after the end of the period measured at nominal value.	13,698	12,336
- Other long-term employee benefits that do not fall due within 12 months after the end of the period measured at present value.	17,375	16,215
	<b>31,073</b>	<b>28,551</b>
<b>(b) Non-current (note 9)</b>		
Long service leave representing less than 10 years of continuous service measured at present value.	<b>3,745</b>	<b>2,040</b>
Aggregate employee benefit liability	<b>34,818</b>	<b>30,591</b>

## 17 CFA EMPLOYEES' SUPERANNUATION FUNDS

Superannuation contributions for the reporting period are included as part of employee benefits in the balance sheet of CFA. The name and details of each of the major employee superannuation funds and contributions made by CFA are as follows:

Fund	2006 \$'000	2005 \$'000
<b>Defined Benefits Schemes</b>		
State Superannuation Scheme: Contributions	35	46
Emergency Services Superannuation Scheme (ESSS)	5,450	3,755
<b>Accumulation Schemes</b>		
Emergency Services Superannuation Plan (ESS Plan)	2,630	2,345
Others	31	11
<b>Total (See note 2(d))</b>	<b>8,146</b>	<b>6,157</b>

The bases for contributions are determined by the various schemes. There were no contributions to defined benefits schemes outstanding at balance date.

All employees of CFA are entitled to benefits on retirement, disability or death from the above Superannuation Schemes.

The Defined Benefits Schemes provide defined lump sum benefits based on years of service and final average salary. See also note 1(i) (iii)

## 18 VOLUNTEER BRIGADE ACTIVITIES

The major assets of CFA volunteer brigades - Land, Buildings and Brigade Owned Vehicles - are recognised as assets by the Authority (note 1(e)(iii)). New Brigade Owned Vehicles are included annually in CFA's financial statements and reflected in notes 2(c) and 7.

The Brigades are funded by CFA and community fundraising and donations. Brigade costs borne by CFA are included in the expense analysis in note 2(f), either by specific reference (e.g. Volunteer Compensation; Other Volunteer and Brigade Support; Grants to Volunteer Associations) or are included (under the appropriate expense heading) with CFA's other costs of a similar nature (e.g. Depreciation; Building Operating and Maintenance; Motor Vehicle; Training and Skills Maintenance; Uniforms and Equipment, etc).

As the majority of Brigade costs are thus included in CFA's accounts, the separate revenues and expenses of the Brigades are not reflected in the Authority's financial statements.

The annual financial statements of Brigades are required to be audited each year in accordance with *Country Fire Authority Regulations 2004* (Reg. 60)

In order to comply with the Income Tax Assessment Act 1997, relating to tax deductible gifts, the "CFA and Brigades Donations Fund" was established under a Trust Deed dated 7 June 2004. The trustees are responsible for the preparation of separate financial statements which are subject to independent audit and the financial transactions of the fund are consolidated into the financial statements (refer also note 20).



## 19 NOTES TO THE CASH FLOW STATEMENT

	2006 \$'000	2005 \$'000
<b>(a) Reconciliation of Cash</b>		
For the purposes of the Cash Flow Statement, cash includes cash on hand and in banks and investments in money market instruments. Cash at the end of the financial year as shown in the Cash Flow Statement is reconciled to the related items in the balance sheet as follows:		
Cash at bank and on hand	1,985	3,419
Short Term Deposits	25,000	23,000
	<b>26,985</b>	<b>26,419</b>
<b>(b) Reconciliation of net result for the period to net cash flows from operating activities</b>		
<b>Net Result for the period</b>	<b>6,032</b>	<b>19,445</b>
Depreciation and Amortisation of non-current assets.	20,905	21,328
Brigade Owned Vehicles Recognised	(6,022)	(3,492)
Allowance for Doubtful Debts	29	(56)
(Gain) / Loss on sale of non-current assets	2,501	2,364
<b>Changes in net assets and liabilities:</b>		
<b>(Increase) decrease in assets:</b>		
Receivables and Prepayments	(3,450)	483
Current Inventories	(86)	(2,340)
<b>Increase (Decrease) in liabilities:</b>		
Current payables	2,487	1,626
Employee Entitlements	4,227	1,608
Volunteer Compensation	1,214	(102)
<b>Total Adjustments</b>	<b>21,805</b>	<b>21,419</b>
<b>Net cash inflow from operating activities</b>	<b>27,837</b>	<b>40,864</b>

## 20 TRUST ACCOUNT BALANCES

The following is a listing of Trust Account Balances relating to Trusts Accounts Controlled or Administered by the Authority.

### Cash and Investments as at 30 June

	2006 \$'000	2005 \$'000
<b>Controlled Trusts</b>		
Public Trust Account	1	1
<b>Total Controlled Trusts</b>	<b>1</b>	<b>1</b>
<b>Administered Trusts</b>		
CFA and Brigades Donations Fund	340	193
Trevor Day Trust Fund	40	0
<b>Total Administered Trusts</b>	<b>380</b>	<b>193</b>

The following is a listing of Trust Accounts opened and closed by CFA during 2005-2006.

#### Trust Accounts opened during 2005-06

Trevor Day Trust Fund

#### Trusts Accounts closed during 2005-06

Nil

## 21 IMPACTS OF THE ADOPTION OF AUSTRALIAN EQUIVALENTS TO INTERNATIONAL FINANCIAL REPORTING STANDARDS

The Authority changed its accounting policies, other than its accounting policies for financial instruments, on 1 July 2004 to comply with A-IFRS. The transition to A-IFRS is accounted for in accordance with Accounting Standard AASB 1 'First-time Adoption of Australian Equivalents to International Financial Reporting Standards', with 1 July 2004 as the date of transition.

The Authority changed its accounting policies for financial instruments effective from 1 July 2005 (refer note 1(o))

An explanation of how the transition from superseded policies to A-IFRS has affected the Authority's financial position, financial performance and cash flows is set out in the following tables and the notes that accompany the tables.

### Effect of A-IFRS on the balance sheet as at 1 July 2004

	Superseded policies* \$'000	Effect of transition to A-IFRS \$'000	A-IFRS \$'000
<b>Current Assets</b>			
Cash and cash equivalents	16,281		16,281
Receivables	5,192		5,192
Inventories	4,940	29	4,969
Other	3,097		3,097
Total current assets	29,510		29,539
<b>Non-Current Assets</b>			
Property, plant and equipment	385,861		385,861
Total non-current assets	385,861		385,861
<b>Total Assets</b>	<b>415,371</b>		<b>415,400</b>
<b>Current Liabilities</b>			
Payables	13,493	(1,047)	12,446
Provisions	13,795		13,795
Total current liabilities	27,288		26,241
<b>Non-Current Liabilities</b>			
Provisions	20,275		20,275
Total non-current liabilities	20,275		20,275
<b>Total liabilities</b>	<b>47,563</b>		<b>46,516</b>
<b>Net assets</b>	<b>367,808</b>		<b>368,884</b>
<b>Equity</b>			
Contributed capital	183,257		183,257
Asset revaluation reserve	116,849		116,849
Accumulated surplus	67,702	1,076	68,778
<b>Total equity</b>	<b>367,808</b>		<b>368,884</b>

\* Reported financial position for the financial year ended 30 June 2004

**Effect of A-IFRS on the Operating Statement for the financial year ended 30 June 2005**

	Superseded policies* \$'000	Effect of transition to A-IFRS \$'000	A-IFRS \$'000
<b>Income</b>			
Contributions	199,440		199,440
Sales of goods and services	4,404		4,404
Other income	13,397		13,397
<b>Expenses</b>			
Employee Benefits expense	99,655	(1,106)	98,549
Depreciation and amortisation expense	21,328		21,328
Other expenses	77,919		77,919
<b>Net result for the period</b>	<b>18,339</b>	<b>(1,106)</b>	<b>19,445</b>

\* Reported financial results for the year ended 30 June 2005 (Incl. CFA and Brigades Donations Fund).

**Effect of A-IFRS on the Balance Sheet as at 30 June 2005**

	Superseded policies* \$'000	Effect of transition to A-IFRS \$'000	A-IFRS \$'000
<b>Current Assets</b>			
Cash and cash equivalents	26,419		26,419
Receivables	4,883		4,883
Inventories	7,251	29	7,280
Other	1,955		1,955
	<b>40,508</b>	<b>29</b>	<b>40,537</b>
Non-current assets classified as held for sale		370	370
Total current assets	40,508	399	40,907
<b>Non-Current Assets</b>			
Property, plant and equipment	427,766	(370)	427,396
Total non-current assets	427,766	(370)	427,396
<b>Total Assets</b>	<b>468,274</b>	<b>29</b>	<b>468,303</b>
<b>Current Liabilities</b>			
Payables	15,353	(1,382)	13,971
Provisions	14,359	15,510	29,869
Total current liabilities	29,712	14,128	43,840
<b>Non-Current Liabilities</b>			
Provisions	21,988	(16,281)	5,707
Total non-current liabilities	21,988	(16,281)	5,707
<b>Total liabilities</b>	<b>51,700</b>	<b>(2,153)</b>	<b>49,547</b>
<b>Net assets</b>	<b>416,574</b>	<b>2,182</b>	<b>418,756</b>
<b>Equity</b>			
Contributed capital	186,220		186,220
Asset revaluation reserve	144,313		144,313
Accumulated surplus	86,041	2,182	88,223
<b>Total equity</b>	<b>416,574</b>	<b>2,182</b>	<b>418,756</b>

\* Reported financial position for the financial year ended 30 June 2005 (Incl. CFA and Brigades Donations Fund).

**Effect of A-IFRS on the Cash Flow Statement for the financial year ended 30 June 2005**

There are no material differences between the Cash Flow Statement presented under A-IFRS and the Statement of Cash Flow presented under the superseded policies.







AUDITOR GENERAL  
VICTORIA

**INDEPENDENT AUDIT REPORT**

**Country Fire Authority**

**To the Members of the Parliament of Victoria and Members of the Board of the Authority**

**Matters Relating to the Electronic Presentation of the Audited Financial Report**

This audit report for the financial year ended 30 June 2006 relates to the financial report of the Country Fire Authority included on its web site. The Board of the Country Fire Authority are responsible for the integrity of the web site. I have not been engaged to report on the integrity of the web site. The audit report refers only to the statements named below. An opinion is not provided on any other information which may have been hyperlinked to or from these statements. If users of this report are concerned with the inherent risks arising from electronic data communications, they are advised to refer to the hard copy of the audited financial report to confirm the information included in the audited financial report presented on this web site.

**Scope**

*The Financial Report*

The accompanying financial report for the year ended 30 June 2006 of the Country Fire Authority consists of the operating statement, balance sheet, statement of recognised income and expenditure, cash flow statement, notes to and forming part of the financial report and the supporting declaration.

*Members' Responsibility*

The Members of the Board of the Country Fire Authority are responsible for:

- the preparation and presentation of the financial report and the information it contains, including accounting policies and accounting estimates
- the maintenance of adequate accounting records and internal controls that are designed to record its transactions and affairs, and prevent and detect fraud and errors.

*Audit Approach*

As required by the *Audit Act 1994*, an independent audit has been carried out in order to express an opinion on the financial report. 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:

- examining information on a test basis to provide evidence supporting the amounts and disclosures in the financial report
- assessing the appropriateness of the accounting policies and disclosures used, and the reasonableness of significant accounting estimates made by the members
- obtaining written confirmation regarding the material representations made in conjunction with the audit
- reviewing the overall presentation of information in the financial report.



AUDITOR GENERAL  
VICTORIA

**Independent Audit Report (continued)**

These procedures have been undertaken to form an opinion as to whether the financial report is presented in all material respects fairly in accordance with Accounting Standards and other mandatory professional reporting requirements in Australia, and the financial reporting requirements of the *Financial Management Act 1994*, so as to present a view which is consistent with my understanding of the Authority's financial position, and its financial performance and cash flows.

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


**Independence**

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. The Auditor-General and his staff and delegates comply with all applicable independence requirements of the Australian accounting profession.

**Audit Opinion**

In my opinion, the financial report presents fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia, and the financial reporting requirements of the *Financial Management Act 1994*, the financial position of the Country Fire Authority as at 30 June 2006 and its financial performance and cash flows for the year then ended.

MELBOURNE  
26 September 2006

  
Edward M. Hay  
Acting Auditor-General



STANHOP

IAN  
OL

WATER  
L

COLAC  
FIRE BRIGADE







## POWERS, DUTIES AND RESPONSIBILITIES

The following Sections of the CFA Act provide the principal sources of direction as to the powers, duties and responsibilities of CFA and its personnel.

<b>Section</b>	<b>Summary of Power, Duty or Responsibility</b>
14	Control of the prevention and suppression of fires
20	General duty of the Authority
20AA	General powers of the Authority
20A	Attendances unconnected with fire
27	Chief Officer to have control of all brigades
28	Powers and duties of Chief Officer
29	General powers and duties of Chief Officer
30 and 33(2)	Powers of officers at fires
35	Authority to inform the Health Department on certain matters
36	Authority may require municipalities to provide hydrants
44	Duties of officers as to inspection, etc.
44A	Power of Chief Officer to close roads
48	Power of Chief Officer to direct extinguishment
97	Authority as a protection agency
97A	Authority may provide rescue and extrication services
97B	Authority may provide road accident and rescue service
97C	Authority may provide protection service
98	Power to investigate fires

In addition, the Act sets out a number of powers that can be exercised by CFA and relate to fire prevention which apply to the community. These include:

<b>Section</b>	<b>Summary of subject matter</b>
4	Declaration of the fire danger period
37	General prohibition against lighting fires in the open
40	Declaration of total fire bans
41	Issuing of fire prevention notices
41F	Issuing notices by the Chief Officer

It should be noted that some of the duties and responsibilities placed upon CFA and its personnel derive from other statutes, such as:

- Building Act 1993
- Dangerous Goods Act 1985
- Occupational Health and Safety Act 2004

## FREEDOM OF INFORMATION

The following information is provided in accordance with section 7 of the Freedom of Information Act 1982 (the FOI Act).

Requests for access to documents in the possession of CFA are dealt with by CFA's Freedom of Information (FOI) Officer.

### Making a Request

A request generally falls into one of two categories:

1. Requests for access to documents of the agency, which must contain sufficient information to identify the documents sought.
2. Requests for amendment of personal records, which must identify the record involved sufficiently and specify the amendment sought.

A request for access to a document must be made in writing and should be addressed to:

Freedom of Information Officer  
Country Fire Authority  
P.O. Box 701  
MT WAVERLEY VIC 3149

The two main categories of information normally requested under the FOI Act include individuals asking for their personal documents and documents relating to the activities of the agency.

CFA has various record-keeping systems which may assist applicants to identify the types of documents to which access is sought. CFA holds files relating to employees and volunteers, operational and policy matters, general administrative responsibilities and correspondence. The FOI Officer can provide assistance in determining the categories of files relevant to a request.

Some documents are destroyed in accordance with the Public Records Act 1972. It should also be noted that the FOI Act does not entitle an applicant to have

access to a document created before July 1978 unless the document relates to the applicant's personal affairs.

### Fees and Charges

A request must be accompanied by an application fee of \$21.50. The application fee may be waived in cases where payment is likely to cause financial hardship to the applicant. An application for waiver of the fee should state grounds such as that the applicant has a low income or is the holder of a Commonwealth Health Care Card. Once documents have been located and processed, access charges may also apply. These include charges for searching time and photocopying, which are the amounts prescribed by the legislation. Some access charges may be waived in certain cases.

### Further Information

Further information regarding the FOI Act may be obtained from:

- the FOI Act and regulations under the FOI Act; and
- [www.foi.vic.gov.au](http://www.foi.vic.gov.au)

The FOI Act and regulations under it may be purchased from:

Information Victoria  
356 Collins Street  
MELBOURNE VIC 3000  
Tel: 1300 366 356  
Website: [www.information.vic.gov.au](http://www.information.vic.gov.au)

### Freedom of Information Contacts

FOI Officer  
Tel: (03) 9262 8512

## RELEVANT LEGISLATION

### Building Act 1993

In November 1994, the Minister for Finance issued guidelines pursuant to Section 220 of the Building Act 1993 to promote conformity in building standards for buildings owned by public authorities. CFA aims to comply with building standards and regulations at all times.

### Financial Management Act 1994

Information applicable to the report of the financial year is retained by CFA, in accordance with 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, the Parliament of Victoria, and the public on application to the accountable officer (CEO).

### Whistleblowers Protection Act 2001

In relation to the matters specified in section 104 of the Whistleblowers Protection Act 2001, during the reporting year:

- (a) CFA has procedures in accordance with Part 6 of the Whistleblowers Protection Act 2001;
- (b) CFA did not receive any disclosure under the Whistleblowers Protection Act 2001;
- (c) CFA did not refer any disclosure to the Ombudsman for determination as to whether it is a public interest disclosure;
- (d) The Ombudsman did not refer any disclosed matter to CFA;
- (e) CFA did not refer any disclosed matter to the Ombudsman to investigate;
- (f) The Ombudsman did not take over any investigation from CFA of a disclosed matter;
- (g) CFA did not decline to investigate any disclosed matter;
- (h) There were no disclosed matters that were substantiated on investigation and which required further action to be taken;
- (i) The Ombudsman did not make any recommendations relating to CFA in relation to the Whistleblowers Protection Act 2001 during the reporting period.

### National Competition Policy

CFA complies, to the extent applicable, with the National Competition Policy.

### Victorian Industry Participation Policy (VIPP)

In accordance with the requirement of the Victorian Industry Participation Program Act 2003, government agencies are required to include a statement summarising the implementation of the VIPP in annual reports. Financial Reporting Direction 25 specifies that VIPP is to be reported for contracts valued at more than \$3 million in metropolitan areas and \$1 million in regional areas. CFA reports the following:

- Contracts commenced to which the VIPP applied:
  - CFA commenced two contracts totalling \$6.1 million in value to which the VIPP applied. The value of these contracts is fully applicable to regional Victoria.
- Commitments by contractors under VIPP included:
  - An overall level of local content of 95 per cent of the total value of the contracts, and
  - Fifteen full-time equivalent jobs.
- The benefits (as highlights) to the Victorian economy in terms of skills and technology transfer increases:
  - CFA contracts have encouraged the use of locally developed technology in production of specialist fire fighting assemblies and ancillary equipment.
- No contracts were completed during the 2004/05 year to which the VIPP was applied.

### CONSULTANCIES

During 2005/06 there were four consultancies that were individually valued at less than \$100,000 (exclusive of GST) and the total expenditure on these engagements was \$94,482 (exclusive of GST).

### CONTRIBUTIONS BY INSURANCE COMPANIES

The following companies which insure against fire, property situated within the country area of Victoria, made contributions in accordance with sections 77-77B of the CFA Act during 2005/06:

Ace Insurance Limited	Hallmark General Insurance Company Ltd
Ace IRM Broking Group Pty Ltd	HSB Engineering Insurance Ltd
AHL Insurance Brokers P/L	Insurance Australia Limited
AIOI Insurance Co. Ltd	Insurance Manufacturers Of Australia P/L
AIS Insurance Brokers Pty Ltd	InterPacific Underwriting Agencies Pty Limited
Allianz Australia Insurance Limited	Jardine Lloyd Thompson Pty Ltd
American Home Assurance Co	JMD Ross Insurance Brokers Pty Limited
Aon Risk Services Australia Ltd	JUA Underwriting Agency Pty Ltd
Assetinsure Pty Ltd	Liberty International Underwriters
Ausnet Underwriting Agency Pty Ltd	Lumley General Insurance Ltd
Australian International Insurance Limited	Mansions Of Australia Pty Limited
Australian Alliance Insurance Limited	Marsh Pty Ltd
Australian Associated Motor Insurers Ltd	Millennium Underwriting Agencies Pty Ltd
Australian Unity General Insurance Ltd	Miramar Underwriting Agency Pty Ltd
Axis Underwriting Services Pty Ltd	Mitsui Sumitomo Insurance Company Ltd
BHP Billiton Marine & General Insurances P/L	MLH Insurance Brokers Pty Ltd
Catholic Church Insurances Ltd	Mutual Community General Insurance P/L
Catlin Australia Pty Ltd	Nipponkoa Insurance Company Ltd
CGU - VACC Insurance Limited	NZI Insurance Australia Ltd
CGU Insurance Limited	OAMPS Insurance Brokers Limited
Chambers Gallop McMahon Pty Ltd	QBE Insurance (Australia) Limited
Chronos Insurance Brokers Pty Ltd	QBE Insurance (International) Limited
Chubb Insurance Co Of Australia Ltd	QBE Mercantile Mutual Ltd
Commonwealth Insurance Ltd	SGIC General Insurance Limited
Cumis Insurance Society Inc	Sompo Japan Insurance Incorporated
Curasalus Insurance Pty Ltd	Sportscover Australia P/L
Defence Service Homes Insurance Scheme	SRS Insurance Group Pty Ltd
EIG-Ansvar Limited	Suncorp Metway Insurance Ltd
Elders Insurance Ltd	Territory Insurance Office
Encompass Insurance Agency Pty Ltd	The Hollard Insurance Company Pty Ltd
F.M. Insurance Company Ltd	Tokio Marine & Nichido Fire Insurance Co Ltd
Farmers Mutual Insurance Limited	Universal Underwriting Agencies P/L
Freeman McMurrick Pty Ltd	Vero Insurance Limited
Gerling Australia Insurance Co. P/L	Wesfarmers Federation Insurance Ltd
GIO General Ltd	Westpac General Insurance Limited
Global Underwriting Services P/L	Willis Australia Ltd
Guardian Underwriting Services Pty Ltd	XL Insurance Company Ltd
Guild Insurance Ltd	Yourinsurancegroup
H.W. Wood Australia Pty Ltd	Zurich Australian Insurance Ltd

## CONTRIBUTIONS OTHER THAN INSURANCE COMPANIES

Section 80A of the CFA Act addresses property in the country area of Victoria insured against fire with a person carrying on a business of insurance against fire, not being an insurance company required to make a return under section 77 of the CFA Act. The following companies made contributions in accordance with section 80A of the CFA Act during 2005/06:

Alcan Australia Limited	Industrial & Commercial Insurance Brokers Ltd
AAPT Ltd	Insurance Advisernet Australia P/L
Amcor Limited	Jardine Lloyd Thompson
Anthony Runacres & Associates	JUA Underwriting agency P/L
Aon Risk Services	Lurgi Pacific Pty Ltd
Armbro Insurance Brokers P/L	Mahony & Company Limited
Ausnet Underwriting Agency Pty Ltd	Marsh Pty Ltd
BAE Systems Australia Ltd	Marsh Pty Ltd
BHP Billiton Limited	Miller & Associates Insurance Broking P/L
BHP Marine & General Insurances Limited	Mobil Oil Australia Pty Ltd
Black Wood and Doyle insurance Brokers Limited	OAMPS Insurance Brokers P/L
BMW Australia Finance Limited	Oceanic Underwriting Pty Ltd
C/- Shell Company of Australia Ltd	Orica Australia
Caltex Refining Co Pty Ltd	Price Forbes Australia Ltd
Cargill Australia Limited	Renaissance Underwriting Ltd
CNA Insurance (International Agencies) Australia Pty Ltd	Ricegrowers Co-operative Limited
Coles Myer Ltd	Rio Tinto Limited
Corion Pty Limited	Rosemaur Properties Pty Ltd
Cowden (SA) P/L	Rural & General Insurance Broking Pty Ltd
Dominion Underwriting Agents Pty Limited	Sedgwick Limited
Drake Australia Pty Ltd	Shell Australia Limited
East Victoria Plantation Forest Company of Australia	Shorko Australia Pty Ltd
Epsilon Insurance Broking Services P/L	Specialised Broking Associates
Esso Australia Pty Ltd	St Pauls Travellers Insurance co Ltd
Ford Motor Company of Australia Limited	Stirling Risk Services Pty Ltd
Green Triangle Plantation Forest Company of Australia Pty Ltd	Strathearn Insurance Brokers
Gresham Underwriting Pty Ltd	The Australian Tanker Company Pty Ltd
Guardian Underwriting Services Pty Ltd	Unilever Australasia
H J Heinz Company Australia Limited	Unimutual Limited
H W Wood Australia Pty Ltd	Watchtower Bible and Tract Society of Australia
Hannan & Company Pty Ltd	Wesfarmers Limited
Heath Lambert Australia Pty Ltd	Weston Insurance Services
Horsell International P/L	Willis Australia Ltd
IBNA Broking P/L	



## DISCLOSURE INDEX

The Annual Report of the CFA is prepared in accordance with all relevant Victorian legislation. This index has been prepared to facilitate identification of the organisation's compliance with statutory disclosure requirements.

This section will be completed after receipt of the Auditor-General's report. The full report will be resubmitted to Department of Justice as soon as possible after delivery of the Auditor-General's report.

Reference	Requirement	Page
<b>Financial Statements</b>		
<b>Financial statements required under Part 7 of the FMA</b>		
SD 4.2(c)	Compliance with Australian accounting standards and other authoritative pronouncements	54
SD 4.2(c)	Compliance with Ministerial Directions	1,78
SD 4.2(d)	Rounding of amounts	57
SD 4.2(c)	Accountable officer's declaration	51
SD 4.2(f)	Model Financial Report	51
SD 4.2(b)	Statement of financial performance	51
SD 4.2(b)	Statement of financial position	52
SD 4.2(b)	Statement of cash flows during the year	53
<b>Other disclosures in notes to the financial statements</b>		
FRD 21A	Responsible person and executive officer disclosures	65
<b>Report of Operations</b>		
FRD 10	Disclosure index	81
<b>General Information</b>		
FRD 22A	Statement on occupational health and safety matters	31
FRD 22A	Manner of establishment and the relevant Minister	2,65
FRD 22A	Objectives, functions, powers and duties	2,77
FRD 22A	Nature and range of services provided	2
FRD 22A	Organisational chart	48
FRD 22A	Statement of workforce data and merit and equity	30
<b>Financial information</b>		
FRD 22A	Summary of the financial results for the year	8
FRD 22A	Significant changes in financial position during the year	8
FRD 22A	Operational and budgetary objectives and performance against objectives	15
FRD 22A	Subsequent events	Nil
FRD 22A	Details of consultancies over \$100,000	79
FRD 22A	Details of consultancies under \$100,000	79
<b>Other relevant information</b>		
FRD 22A	Application and operation of Freedom of Information Act 1982	78
FRD 22A	Compliance with building and maintenance provisions of Building Act 1993	78
FRD 22A	Application and operation of the Whistleblowers Protection Act 2001	78
FRD 22A	Statement of availability of other information	78
FRD 22A	Statement on National Competition Policy	79
FRD 22A	Summary of environmental performance	39
FRD 25	Disclosures for Victorian Industry Participation Policy Act 2003	79
FRD 8A	Budget portfolio outcomes – Not applicable to CFA	
FRD 12A	Disclosure of major contracts – Not applicable to CFA	
FRD 15A	Executive officer disclosures – Not applicable to CFA	
FRD 24A	Reporting of office-based environmental impacts – Not applicable to CFA	

## GLOSSARY

4WD	Four Wheel Drive
AFAC	Australasian Fire Authorities Council
BPA	Bushfire Prone Area
CBR	Chemical, Biological, Radiological
CEO	Chief Executive Officer
CFA	Country Fire Authority
CFA Act	Country Fire Authority Act 1958
CRC	Cooperative Research Centre
CSESP	Community Safety Emergency Support Program
DPI	Department of Primary Industries
DSE	Department of Sustainability and Environment
DVC	Department of Victorian Communities
EAS	Emergency Alerting System
EBA	Enterprise Bargaining Agreement
ESTA	Emergency Services Telecommunications Authority
FAICD	Fellow of Australian Institute of Company Directors
FEM	Fire Equipment Maintenance
FIMS	Fire Investigation Management System
FOI	Freedom of Information
FOI Act	Freedom of Information Act 1982
GIS	Geographic Information System
HAZMAT	Hazardous Materials
ICT	Information and Communication Technologies
IP	Internet Protocol
JCC	Joint Co-ordinating Committee
MAS	Metropolitan Ambulance Service
MAV	Municipal Association of Victoria
MCA	Minerals Council Australia
MFB	Metropolitan Fire and Emergency Services Board
MFESB	Metropolitan Fire and Emergency Services Board
MFPO	Municipal Fire Prevention Officer
MMR	Metropolitan Mobile Radio
MoU	Memorandum of Understanding
PABLS	Pre-Ambulance Basic Life Support
PAWS	Portable Automatic Weather Station
PFD	Personal Flotation Device
PPRR	Prevention, Preparedness, Response and Recovery
PwC	PricewaterhouseCoopers
SDS	Service Delivery Standards
SIPSaCS	State-wide Integrated Public Safety and Communication Strategy
USAR	Urban Search and Rescue
VAGO	Victorian Auditor-General's Office
VBI	Victorian Bushfire Inquiry
VBIL	Victorian Bushfire Information Line
VFBV	Volunteer Fire Brigades Victoria
VIPP	Victorian Industry Participation Policy
VRFBFA	Victorian Rural Fire Brigades' Association
VUFBA	Victorian Urban Fire Brigades' Association
WIMS	Workforce Information Management System
WMO	Wildfire Management Overlay

## NOTES

## NOTES



