



PUBLIC ACCOUNTS AND ESTIMATES COMMITTEE

**2009-10 AND 2010-11 FINANCIAL AND PERFORMANCE
OUTCOMES QUESTIONNAIRE — PART TWO**

DEPARTMENT OF SUSTAINABILITY AND ENVIRONMENT

Question 1

The *Annual Report 2010* (p.65) indicates that the February 2009 bushfires destroyed a number of tourist assets in parks, forced roads and tracks to be closed, forced bridges and crossings to be closed and destroyed some community assets on Crown land. Please provide details of how many items in each category were repaired/replaced/re-opened by 30 June 2011 and how many remained closed or destroyed.

Category	Number repaired/replaced/re-opened by 30 June 2011	Number remaining closed or destroyed at 30 June 2011
Tourist assets in parks	135 sites	48 sites The repair of some assets has been delayed by the 2010-11 Victorian Floods
Roads and tracks	Total Damage DSE/PV: 5868km Total roads re-opened DSE/PV: 81%	DSE/PV remain closed/destroyed: 19% This is mostly due to bridges that are yet to be replaced. The repair of some assets has been delayed by the 2010-11 Victorian Floods
Bridges and crossings	Total Damaged Bridges: 31 DSE/PV Replaced: 17	DSE/PV remain closed: 14 (4 of the 14 are under construction) The repair of some assets has been delayed by the 2010-11 Victorian Floods
Community assets on Crown land	8 sites	nil

Question 2

The *Annual Report 2010* (p.29) discussed the Department's *Health, Safety and Wellbeing Strategy*, implemented from 2009. Please provide details of the outcomes anticipated by the Strategy, performance measures set in the strategy and actual results to date compared to these measures.

Outcomes anticipated	Performance measures	Actual results
Build the capability of senior managers, Health and Safety Representatives (HSRs), Fire Wardens and First Aid attendants to fulfil their accountabilities under OHS legislation	Establish a forum to set OHS direction for the department. HSR, Fire Wardens and First Aid attendants received the required training.	A quarterly OHS executive forum for all DSE executive officers was established in February 2011. This forum will set the direction for the new OHS program. A Job Safety Analysis project has been commenced, involving a review of OHS risk management tools across the department. Approximately 100 staff attended the annual Health Safety Representative forum. All HSR, Fire Wardens and First Aid attendants have attended the required training.
Equip staff to use 'the OHS process' to achieve and demonstrate a safe workplace.	Investigate and implement an online OH&S induction training for staff.	A new health, safety and wellbeing online induction for new starters was introduced in February 2011.

<p>Further develop our understanding of mental health and psychological support in the workplace</p>	<p>Review structure and programs with a view to improving wellbeing services.</p>	<p>The Wellbeing Services Unit was formed to provide psychological assistance to employees through DSE's Employee Assistance Program and the Peer Support Program. The Wellbeing Services Unit introduced an onsite counselling program which delivers regular 'walk the floor' counselling services to approximately 50 sites across the state. The unit recruited and trained 78 volunteer employees to the Peer Support Group. This unit has increased the capacity of DSE to provide welfare support to staff during and after significant events.</p> <p>In November 2010, DSE engaged a new Employee Assistance Program provider and expanded the provider's role to include management of the onsite counselling program. This program schedules counsellors on a regular basis to visit onsite at the majority of DSE offices and depots across Victoria.</p> <p>In November 2011 the department appointed a Workplace Conciliator who provides confidential, independent and impartial assistance or advice to DSE managers and employees in resolving conflict through informal processes.</p>
<p>Increase capability to conduct OHS Investigations</p>	<p>Develop an investigations training program and train additional staff to conduct investigations.</p>	<p>In 2009/10 the department established an investigations unit. OHS investigation training and corrective action processes were developed.</p> <p>In April 2011, 25 DSE staff were trained to conduct investigations into inappropriate behaviour complaints.</p>
<p>Introduce Riskware (SIMS2), an improved electronic OHS information management system for all staff and managers</p>	<p>Implement a new OH&S system by December 2010.</p>	<p>A new OHS incident management system, POSSUM, was implemented in November 2010.</p>
<p>Provide access to health checks and medical services for staff across the state.</p>	<p>Rollout WorkHealth WorkSafe programs by December 2010.</p>	<p>DSE participated in the WorkHealth WorkSafe program from July 2010 with more than 1,000 WorkHealth checks conducted across Melbourne and regional locations.</p> <p>The department rolled out skin checks and flu vaccinations.</p>
<p>Roll out promotional campaigns for significant health and safety topics</p>	<p>Implement promotion campaigns on the department's high risk health and safety topics.</p>	<p>More than 1500 staff across the state attended Appropriate Workplace Behaviour awareness sessions. These sessions support the department's commitment to providing a positive, inclusive and supportive work environment which is free from unlawful discrimination, sexual harassment, victimisation, vilification, bullying and occupational violence.</p> <p>Awareness campaign on mobile plant and load restraints and management of incidents</p>

Develop DSE KPIs for the Health, Safety and Wellbeing Strategy (HSW) in partnership with key stakeholders, and commence development of the OHS online dashboard	Review and implement industry standard key performance indicators.	DSE joined the Senior Victorian Public Sector OHS Roundtable, a forum comprising senior representatives of large Victorian public sector employers, unions and WorkSafe Victoria, which aims to facilitate collaboration in addressing key health, safety and return to work issues affecting the public sector. The department is complying with the 15 KPIs from the roundtable.
Initiate DSE's HSW Committee review of the current HSW strategy and develop next three-year plan	Review of strategy to be completed by December 2011.	A new OHS strategy has been developed and is to be formally launched in late 2011.
Work with managers, supervisors and external medical / allied health professionals to develop better Return To Work (RTW) options for staff	Investigate options to develop return to work program to assist managers.	Engaged a consultant to assist managers with health and return to work issues. A guidance booklet developed to assist managers in the return to work of their staff and to understand their obligations.

Question 3

The annual reports list 8 types of grants paid by the Department, as detailed in the table below. For each type, please provide a brief description of the main outcomes that the category of grant was expected to achieve and the actual outcomes achieved.

Grant type	Total of grants (2009-10) (\$m)	Total of grants (2010-11) (\$m)	Expected outcomes	Actual outcomes
Sustainable water management and supply	225.1	192.0	Grants and payment transfers were distributed to assist in achievement of outcomes. Key areas include river health, sustainable irrigation, ground and surface water, water reuse and recycling and water sector agency governance and	As per expected outcomes.

Public land	50.1	40.2	<p>The main outcomes include:</p> <ul style="list-style-type: none"> operational management of Zoos Victoria, Royal Botanic Gardens, Trust for Nature, Lake Mountain Alpine Resort Management Board, Mt Baw Baw Alpine Resort Management Board. Mitigation programs to minimise risks on public land, including in coastal and alpine areas. onground rehabilitation and restoration works to increase biodiversity outcomes on the coast. Finalise the construction of the Portland Trawler Wharf (2009-10) 	As per expected outcomes.
Biodiversity	2.8	5.2	A variety of grants were distributed to support an number pest reduction, native vegetation and wildlife initiatives	Grants were fully extended and achieved the outcomes desired for each program
Natural resources	77.3	84.0	Natural Resources grants funding delivers on a number of Natural Resource Management outcomes to improve the condition of Victoria's resources through targeted investment for environmental outcomes in biodiversity, land health, river and wetland, estuarine and coastal health. They also build the skills and capacity of the community to undertake NRM activities and positively influence the management practices of private landholders.	The grant outcomes for the 2009-10 and 2010-11 financial years were delivered in line with the expected outcomes.
Land and fire management	6.1	5.2	Primarily relates to the Public Land Fire Initiative (PLFI) to increase capability for Fire Management on Public Land.	As per expected outcome.

Forests and parks	158.4	180.4	<p>The main outcomes relate to:</p> <ul style="list-style-type: none"> • Delivery of services in relation to the management of Victoria's parks and reserves estate. • Fulfilment of obligations under the Forests (Wood Pulp Agreement) Act 1996. <p>Other outcomes related to:</p> <ul style="list-style-type: none"> • Delivery of the Forest Workers Assistance Program • Yorta Yorta Nations Aboriginal Corporation (YYNAC) • Specific projects such as the Frankston Reservoir. 	As per expected outcomes.
Environmental policy and climate change	41.8	13.5	Supporting the delivery of sustainability programs and research through partners such as Sustainability Victoria, CSIRO and The University of Melbourne. Embedding collaboration and sustainability outcomes and practices within Local Government, councils and landholders.	The grant outcomes for the 2009-10 and 2010-11 financial years were delivered in line with the expected outcomes.
Land administration and property information	0.5	1.7	<p>The main outcomes relate to:</p> <ul style="list-style-type: none"> • delivery of a Market Validation Program studies • participation in and promotion of Spatial Information research. 	As per expected outcomes.

Question 4

Please provide a progress report against the 123 actions (*Annual Report 2010*, p.78) listed in *Securing Our Natural Future*, including:

- (a) how many actions were funded to 26 November 2010;
- (b) how many actions were funded between 27 November 2010 and 30 June 2011;

The information for Question 4(a) and (b) is not readily available because it is not reported on, and breaking it down would be misleading.

- (c) how many actions commenced in 2009-10;

93

- (d) how many actions commenced in 2010-11;

26

(e) how many actions were completed in 2009-10; and

6

(f) how many actions were completed in 2010-11.

22

Question 5

In 2009-10 the final funding for the first phase of the Victorian Local Sustainability Accord was provided and a second phase was announced (*Annual Report 2009-10*, p.93). Please detail the outcomes of this project to date, including project objectives and key milestones achieved to date and outcomes that are yet to be achieved.

The Victorian Local Sustainability Accord's key achievements in its first four years (2005-2009):

- 69 of Victoria's 79 councils joined the Accord (as of October 2010 all 79 councils are now members of the Accord)
- \$5 million in grants allocated to 58 local government projects with a further \$3.5m co-contributed by local governments and other project partners.
- Successfully tackling challenging sustainability issues that require high-level collaboration between the State and local governments (such as public lighting and the incorporation of ecologically sustainable design in land use planning)
- Enabling councils to develop a more strategic approach to environmental sustainability and identify priority issues
- Raising the profile of sustainability issues within councils
- Improving communication on sustainability issues throughout the local government sector and between the State Government and councils
- Building the capacity of smaller regional councils to address environmental sustainability with their communities through a range of activities, including the development of environment strategies
- Showcasing and sharing the high quality work undertaken by local governments on environmental sustainability
- Facilitating joint action through partnership approaches that lead to greater alignment of strategic objectives, reduced duplication of effort and pooling of resources.

Key achievements of the Victorian Local Sustainability Accord to June 2011:

- Funding secured to continue a second phase of the Accord and appoint a new Victorian Local Sustainability Advisory Committee (ministerial committee appointed to oversee the Accord)
- Allocation of \$5.7 million to councils to 57 projects through round 5 of the Accord grants program
- Round 5 grant recipient workshops run and support materials posted on the DSE Accord web page for councils to access.

Question 6

According to the *Annual Report 2011* (p.175), a higher-than-budgeted amount of revenue was received from the Landfill Levy in 2010-11. Please detail:

(a) the amount of money actually collected though the Levy in 2010-11;

\$114.4 million

- (b) reasons for the increase in revenue compared to the budget, including comments about target setting; and

Increase in revenue is a direct consequence of the higher than expected waste tonnage estimates and the effect of increased \$rates/per tonne of waste. Initial budget revenues were based on significantly lower waste volume estimates.

- (c) the results to date from the use of money, including:
- (i) the amount of waste estimated to be diverted from landfill in 2010-11; and
 - (ii) the number of jobs created as a result of the levy increase from 2010.

EPA is responsible for collecting the municipal and industrial (M&I) landfill levy from licensed landfills and distributing the revenue as per the Environment Protection (Distribution of Landfill Levy) Regulations 2010.

i) The estimate of the amount of waste diverted from landfill in 2010-11 will be detailed in Sustainability Victoria's Victorian Recycling Industries Annual Survey 2010-11.

ii) EPA does not forecast, monitor or report job creation from the Landfill Levy.

*Please note: EPA is not in a position to report on the use of levy revenue by the other agencies that receive M&I levy distributions via the regulations (ie SV and waste management groups) or on the expenditure/use of levy revenue via the Sustainability Fund (SV is better positioned to do that).

Question 7

The *Annual Report 2011* (p.152) indicates that the total base remuneration of executives increased by 10 per cent between 2009-10 and 2010-11, but that the number of executives increased by only 2 per cent.

- (a) How many individuals were included in the executive remuneration disclosure for both years?

2009-10 (47) and 2010-11 (48)

- (b) Please detail the number of executives who received increases in their remuneration between 1 July and 26 November 2010 and the number receiving increases between 27 November 2010 and 30 June 2011, breaking that information down according to what proportion of their salary the increase was.

The total remuneration of executive officers for the 2010-11 financial year (broken down by income band) is provided in the Department's Annual Report on page 152.

- (c) Please detail the reasons for the increases in the total of executives' base remuneration between 2009-10 and 2010-11.

In 2010-11 the reasons for the increase the base remunerations were due to either 3% increases through the annual review process or through promotion.

Question 8

The *Annual Report 2011* (p.27) indicates that increased employment levels between June 2010 and June 2011 are 'mostly a result of funding provided to implement the recommendations from the 2009 Victorian Bushfires Royal Commission'. Please specify the number of employees (FTE) employed by the Department as at 30 June 2011 on implementing the Commission's recommendations and when

funding was provided for those positions (e.g. 2010-11 Budget, 2010-11 Pre-Election Budget Update or after the change of government).

The Department was provided funding to implement recommendations from the Victorian Bushfire Royal Commission in the October 2010 Budget Update.

As announced by the former Government on 27 August 2010, the funding is being used for greater fire preparation work, suppression efforts and to employ 170 additional permanent DSE firefighters. The additional staff are being phased in over several financial years and resulted in the increase in 56 FTEs reported on page 26 of the 2010-11 Annual Report.

Question 9

For each of the following performance measures where there was a significant difference between the expected outcome for 2010-11 (as reported in the 2011-12 Budget Paper No.3, pp.308-325) and the actual outcome (as reported in the *Annual Report 2011*, pp.39-76), please:

- (a) give the reasons for the disparities between the expected outcomes and the actual outcomes; and
- (b) provide information on how each expected outcome in the budget papers was determined.

Performance measure	2010-11 expected outcome	2010-11 actual outcome	Reasons for the disparity between the expected and actual outcomes	How the expected outcome was determined
Length of river where works have been undertaken to stabilise bank erosion	135km	86.7km	<p>When developing their work programs, CMA's increased investment in stabilisation of river bank activities vs. instream protection due to their current priorities and to maximise investment.</p> <p>The expected outcome compared with the actual is vastly different due to the impacts of flooding.</p> <p>This measure is interlinked with the "Length of river where works have been undertaken, or river frontage protected, to improve the vegetation in the streamside zone" and the "Length of river where works have been undertaken to improve instream health" measures.</p>	<p>The performance measures are delivered by the Catchment Management Authorities (CMA's) which are consulted in order to provide an estimate of the works to be delivered during any particular period.</p> <p>These Performance measures relate to the River Health Program each reflects the different types of on-ground works undertaken by CMAs</p>

Performance measure	2010-11 expected outcome	2010-11 actual outcome	Reasons for the disparity between the expected and actual outcomes	How the expected outcome was determined
Length of rivers where works have been undertaken to improve in-stream health	87km	419.8 km	The 2010–11 actual is substantially higher due to the Goulburn Broken CMA delivering significantly above expected levels, with works along 330 kilometres of rivers in the region. The Goulburn Broken CMA has attributed this to unexpected favourable climatic conditions in the first half of the year prior to any flood impact.	The performance measures are delivered by the Catchment Management Authorities (CMA's) which are consulted in order to provide an estimate of the works to be delivered during any particular period. These Performance measures relate to the River Health Program each reflects the different types of on-ground works undertaken by CMAs
Rebates approved to households for improved water efficiency in the house and garden	35,000	24,000	There was a gap in the advertising caused by the election and then the launch of the new scheme in July 2011.	
Upgrade or construction of additional bore sites	50	74	The number of bores drilled exceeded the target by 48%. This is due to additional investment in the drilling program though efficiencies realised by Goulburn Murray Water.	The expected outcome was based on the initial budget (not including interest incurred). Each bore was given an expected cost based on the average bore depth, expected drilling conditions and site mobilisation. If the bore was nested with another site, the actual cost was lower as no mobilisation was required. Also, if the bore was drilled without issue and therefore took less time, actual costs were less. GMW also provided technical specifications for the bores using in-house hydrogeologists which saved consultant costs.
Personnel with accreditation in a fire role	1,500	2,068	Increase in number of staff with a fire accreditation due mainly to new accreditations (new staff with fire role) and re-accreditations of expired accreditations for General Fire Fighters.	The majority of accreditation is finalised prior to December each year resulting in the target being met in the first half of the reporting year. The expected outcome was based on the December 2010 actual of 1517.
Personnel accredited to serve in a senior capacity (level 2 or 3) in a fire role	300	265	The original target of 230 was exceeded, however due to a calculation error the expected outcome for June 2011 was overstated by 70 to 300 personnel. The 2009-10 target was 225.	The expected outcome was determined based on the December 2010 figures at the time. Training accreditation is usually finalised prior to December each year. The December actual is typically reflective of 80-90% of the reporting year final actual.

Performance measure	2010-11 expected outcome	2010-11 actual outcome	Reasons for the disparity between the expected and actual outcomes	How the expected outcome was determined
Planning referrals relating to Native Vegetation processed within statutory timeframes	75	87	This was a new measure with a target of 90% that was expected to take some time to achieve. Results exceeded the anticipated target	The expected outcome was the mid point between current benchmark performance and the target
Area covered by the regional landscape change projects	1.42 million ha.	1.096 million ha	There was a significant change from drought in 2009–10 to floods in 2010–11, which resulted in CMAs refocussing their efforts from larger drought affected landholdings to erosion measures.	The Expected Outcome was based on the 2009-10 estimate before the 2010-11 Victorian Floods.
Corporate Plans submitted by CMAs are aligned with ministerial guidelines and template, and meet the requirement of relevant Acts	100%	80%	Corporate plans from all 10 catchment management authorities met the requirements of relevant Acts. However, two corporate plans did not fully align with ministerial guideline. CMAs responsible for the two plans were advised in writing to rectify and resubmit their plans. All CMA's have replied and submitted revised plans by 30 September 2011.	The expected outcome was based on Departmental estimates of CMAs.
Environmental policy and climate change – total output cost (\$m)	51.1	44.7	The actual outcome of \$44.7 million is within 10% variance of the 2010-11 budgeted figure (\$46.8 million) from the 2010-11 Budget paper No 3.	
Increase in EPA notices issued for illegal dumping of waste	100	313	The commencement of the new Illegal Dumping Strikeforce has had an earlier than anticipated impact on notices issued.	Notices issued were reviewed for illegal dumping in the prior year and an increase was estimated in accordance with the additional resources allocated to EPA.
Statutory activities and environment protection – total output cost (\$m)	144.2	125.6	The variance between the expected and actual output cost is due mainly due to lower than expected payments to Sustainability Victoria.	
Land dealings registered ('000)	760	722	The lower than expected outcome is the result of lower transaction volumes in the property market.	Estimate was based on long term underlying growth in transaction volumes.

Question 10

According to the *Annual Report 2010* (p.77), three CMAs' corporate plans did not comply with ministerial guidelines at the time of the report. According to the *Annual Report 2011* (p.55), two corporate plans did not comply with ministerial guidelines at the time of that report.

- (a) Please provide details of the areas of non-compliance.

Glenelg Hopkins CMA's 2011-16 initial Corporate Plan (submitted in April 2011) was missing two performance areas: "Salinity management" and "Regional Landcare groups, networks and other community groups".

Mallee CMA's 2011-16 initial Corporate Plan (submitted in April 2011) was missing the performance area "Regulatory waterway/water functions".

These omissions were all corrected in these CMAs' revised and final 2011-16 corporate plans (or major deviations, as they are defined as in the *Catchment and Land Protection Act 1994*) submitted by these CMAs in September 2011.

- (b) Were the two non-complying CMAs in 2011 also non-complying in 2010, or were they different CMAs?

Glenelg Hopkins CMA and Port Phillip and Westernport CMA were the two CMAs that submitted initial non-complying corporate plans in April 2010. However, revised and final corporate plans from these two CMAs were compliant when submitted in September 2010, see also d) below.

If they are the same:

- (c) For how long have these authorities had non-complying plans?

All CMA corporate plans, including plans from the three CMAs discussed in a) and b) above, were all compliant when CMAs resubmitted their final corporate plans in September of the respective year, see also d) below.

- (d) What steps have been taken to rectify the situation?

Initial corporate plans (in which CMAs are only able to include 'anticipated' government funding for the year ahead) are submitted to the Ministers in April of each year. These initial corporate plans are reviewed by DSE and CMAs are notified of any corrections that need to be made when they submit their revised and final corporate plans (in their major deviation responses) which every CMA must submit in September of each year. Note: CMA annual funding allocations/agreements, for the year to which a corporate plan applies, are approved by the Minister(s) and signed by DSE and CMAs usually in July or August of each year. All CMAs are required to submit revised and final corporate plans in September of each year, so that CMAs can include their confirmed annual funding allocations.

Question 11

The *Annual Report 2011* lists a number of projects funded by Landcare grants (p.56). Please provide details of:

- (a) the total value of Landcare grants distributed in 2010-11; and

Total Value of Landcare Grants - \$4.927 million

- (b) any evaluations that have been undertaken assessing the effectiveness of this grants program as a means of service delivery.

In 2010-11, there were no evaluations on the Landcare Grants provided for 2010-11 as the works associated with these grants are in various stages of completion.

Question 12

The *Annual Report 2011* (p.40) indicates that the cost for the *Sustainable Water Management and Supply* output was 16 per cent lower than the target 'due primarily to movement for a number of projects from 2010-11 to 2011-12.' Please detail which projects were moved and why.

The reduction in output cost is due to primarily movement in expected expenditure on NVIRP in 2010-11 to 2011-12 as advised by NVIRP SOE and the revised cash flows of the Wonthaggi project.

Question 13

Within the *Sustainable Water Management and Supply* output, there were significant reductions in the expense categories ‘grants and other expense transfers’ and ‘supplies and services’, which were \$33.4 million and \$61.6 million less in 2010-11 compared to 2009-10. Please detail the reasons for the changes in expenditure and what services were impacted by the reduction.

The variation in the Sustainable Water Management and Supply output costs between 2009-10 and 2010-11 are mainly due to one-off expenditure in 2009-10 associated with the Victorian Desalination Project.

Question 14

Where in the *Annual Report 2010* and the *Annual Report 2011* are consultancies over \$100,000 identified, as required by FRD 22B? If this information is not in the annual reports, please provide details to the Committee.

Guidance provided in the 2010-11 model accounts for the purposes of the requirements of FRD 22B defines a consultancy as:

Consultancy is an arrangement where an individual or organisation is engaged to:

- a) provide expert analysis and advice which facilitates decision making;
- b) perform a specific one off task; and
- c) perform a task involving skills or perspectives which would not normally be expected to reside within the entity.

The department had no consultancy as defined by this guidance that exceeded \$100,000 in either 2009-10 or 2010-11. Had there been any they would have been disclosed in Appendix 9 and Appendix 8 of the annual reports of the respective years.

Question 15

For volunteer staff, can the Department provide figures showing:

- (a) the number of new volunteers recruited during 2009-10 and 2010-11;

The department manages a large number of volunteer programs and does not recruit volunteers.

Please see <http://www.dse.vic.gov.au/about-dse/volunteers> for further information.

An “Activity Attendance Register” recording volunteers that assisted with a particular project is kept by the respective areas managing the project and is not kept centrally. The registers do not record if these volunteers have participated in previous volunteer activities for the department.

- (b) the total number of active volunteers as at 30 June 2009, 20 June 2010 and 30 June 2011; and

30 June 2009	30 June 2010	30 June 2011
Not available	Not available	58,000

Please note: The above figure is the numbers of volunteers registered for insurance purposes. 2009 and 2010 figures are not available.

- (c) expenditure on training (from all sources, internal and external) for volunteers for 2009-10 and 2010-11.

An OH&S course is run for DSE staff who are required to manage volunteers and volunteer groups. This expenditure is part of the overall OH&S training budget. Volunteer training is conducted the records are kept by the respective areas managing the volunteers.

Question 16

With reference to fire-fighting and emergency staff, please outline any processes that the Department has to capture issues brought to light during operations that have the potential to improve service provision in future operations. How are standard operating procedures updated and improvements implemented once such issues are raised?

In conjunction with the Fire Services Commissioner, Country Fire Authority and Metropolitan Fire & Emergency Services Board, the Department conducts a debriefing process to identify lessons learned and translate these into performance improvements. Operational debriefs must follow all departmental fire incidents. Inter-agency debriefs for all fire events involving multiple agencies are encouraged.

The incident debriefs and the regional and State level debriefs are compiled into a joint agency State Report and submitted to the State Fire Control Team. Agreed actions addressing the issues detailed in the report are then referred to senior officers in the agencies for implementation.

Issues raised in debriefs, external inquiries and reviews, and comments received through agency consultation processes are reviewed, resulting in Standard Operating Procedures being updated accordingly between the agencies.

CONTACT DETAILS

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The completed questionnaire must be returned by no later than COB, Tuesday, 13 December 2011.

Please return the response (including an electronic version) of the questionnaire to:

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