



PUBLIC ACCOUNTS AND ESTIMATES COMMITTEE

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

COUNTRY FIRE AUTHORITY

DUE: TUESDAY 13 DECEMBER 2011

Question 1

Please provide figures showing:

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

New volunteers 2009-10 = 3313

New volunteers 2010-11 = 3851

- (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
36,004	36,736	38,844

- (c) expenditure on training provided by external sources for volunteers for 2009-10 and 2010-11; and

2009-10 = \$1.03 Million

2010-11 = \$1.026 Million

- (d) an estimate of the cost of training provided by internal staff for volunteers for 2009-10 and 2010-11.

2009-10 = \$12.98 Million

2010-11 = \$13.598 Million

Question 2

Please provide figures showing:

- (a) expenditure on training provided by external sources for professional operational staff for 2009-10 and 2010-11; and

2009-10 = \$0.361 Million

2010-11 = \$0.289 Million

- (b) an estimate of the cost of training provided by internal staff for professional operational staff for 2009-10 and 2010-11.

2009-10 = \$6.911 Million

2010-11 = \$7.506 Million

Question 3

It is noted that in the Annual Report reference is made to organisational changes during the year.¹ The section under 'Our Structure'² does not set out how the Board interacts with the Chairman, the CEO or the Chief Officer, or to whom the departments report. Can the Authority provide an organisation structure chart including this information?

See attached CFA Organisational Chart

Question 4

The Department of Sustainability and Environment has instituted a Fire Learning Network, drawing on various different fire agencies.³ Can the Agency set out CFA's contribution to this network?

To date, this initiative has not been formally adopted by CFA. Informally, CFA has established networks and local connections through Department of Sustainability and Environment's "focused conversations". These have occurred in connection with CFA's Community Fireguard Groups around the Regions.

Question 5

Please outline any processes that the Authority 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?

CFA personnel, at all levels, are encouraged to undertake an After Action Review (AAR) following operational activities. This is to enable the CFA to capture opportunities for improvement, in addition to providing validation of existing practices. The AAR process is founded on the basis of focusing on the "what" not the "who" related to activities. The AAR process is focused at smaller groups and is facilitated by members of the group.

Following the Fire Danger Period (FDP) and other major incidents in any of our risk environments CFA undertakes formal debriefing, in conjunction with partner agencies, at Brigade, Group, District, Regional and State level focused on gathering all key issues where opportunity for improvement exists or validation of existing arrangements can be observed.

CFA will also undertake individual incident reviews, at times, which are of a more analytical nature and intended to gather a complete picture of the incident. These reviews will generally include a number of findings associated with improvement opportunities and the validation of existing arrangements. Recommendations are developed to resolve any identified areas of improvement.

¹ Country Fire Authority, *Annual Report 2010-11*, September 2011, pp.5, 17

² Country Fire Authority, *Annual Report 2010-11*, September 2011, p.19

³ Department of Sustainability and Environment, *Annual Report 2011*, September 2011, p.53

In these cases, the responsibility for resolving issues is assigned to people with appropriate levels of responsibility.

A particular example involves the Post Fire Danger Period Debriefing activities undertaken each year by CFA/DSE/MFB in conjunction with the Fire Service Commissioner. The results of these debriefs are consolidated into actions which drive the review and appropriate amendment of the Joint Standard Operating Procedures for Bushfire, Command and Control Arrangements for Bushfire, and individual agency arrangements. Any change and other observation is incorporated into the pre-season briefings prior to the next Fire Danger Period, and other briefings for key incident management personnel.

CFA also maintains a registry of actions and outcomes for significant reviews and reports. The Performance Improvement Management System is intended to track actions from identification through to resolution by providing a registry for progress reporting by the responsible person.

In addition, the Operations Performance Improvement unit review other emergency agency reports following incidents and enquiries, to ensure that where opportunities to pre-empt improvements in CFA operational arrangements can be identified, these are undertaken.

Question 6

Please provide the following OH&S data for 2008-09, 2009-10 and 2010-11:

- (a) the number of hazards/incidents reported for the year for the Authority;
- (b) the number of 'lost time' standard claims for the year for the Authority;
- (c) the average cost per claim for the year (including payments to date plus the estimate as at 30 June of the year of outstanding claims costs advised by WorkSafe); and
- (d) the full-time equivalent workforce included in OH&S statistics as at 30 June for 2009, 2010 and 2011

Year	Number of hazards/incidents	Number of 'lost time' standard claims	Average cost per claim (\$,000)	FTE workforce as at 30 June
2008-09	469	11	\$9,108.88	1447
2009-10	369	19	\$6,608.08	1636
2010-11	669	27	\$10,879.89	1714

Question 7

What was the rationale for the Authority not complying with the FRD 30A requirements to do with photography⁴?

There was a lack of clarity regarding whether to follow FRD 30A because in recent years there has been inconsistency of its use across agencies. We have identified the issue and will adhere to the guidelines when preparing future annual reports.

Question 8

In its 2010-11 annual report, the CFA indicates that only some of the incidents that it attended were '*classified as emergency incidents for measurement of Service Delivery Standards purposes*'.⁵ Please detail what criteria are used to determine whether or not an incident is classified as emergency incidents for measurement of Service Delivery Standards purposes.

An emergency incident is any incident where at least one CFA appliance (vehicle) travels Code 1 (emergency response conditions – lights and sirens) the entire route to the incident. The incident must be in CFA territory. Therefore, any response via Code 3 (normal road conditions) or outside of the CFA area are excluded from Service Delivery Standards.

⁴ FRD30A 'Standard requirements for the design and print of annual reports', section 5.2

⁵ Country Fire Authority, *Annual Report 2010-11*, September 2011, p.24

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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