

# ACT Emergency Services Authority - ANNUAL REPORT - 2004-2005 -

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*our people doing  
extraordinary things*

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ANNUAL REPORT -  
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ISSN 1832-9802

Revised Edition, November 2005

Produced by: ACT Emergency Services Authority

Designed and published by: Publishing Services, ACT Department of Urban Services  
Publication No 05/1040

Edited by: WordsWorth Writing (02) 6232 7511

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**Other sources of information**

Information about the ESA, including an electronic copy of this annual report, can be accessed by logging on to the ESA's website, [www.esa.act.gov.au](http://www.esa.act.gov.au).

A hard copy of this report can be obtained by contacting ESA Media and Community Information on (02) 6207 8667.

## Letter of Transmittal



Working in partnership to protect and preserve life, property and the environment of the ACT

Mr John Hargreaves, MLA  
Minister for Police and Emergency Services  
Australian Capital Territory Legislative Assembly  
London Circuit  
CANBERRA ACT 2601

Dear Minister

This report has been prepared under s. 5(1) of the *Annual Reports (Government Agencies) Act 2004* and in accordance with the requirements referred to in the Chief Minister's Annual Report Directions. It has been prepared in conformity with other legislation applicable to the preparation of the annual report by the ACT Emergency Services Authority.

I hereby certify that the attached annual report is an honest and accurate account and that all material information on the operations of the ACT Emergency Services Authority during the period 1 July 2004 to 30 June 2005 has been included and that it complies with the Chief Minister's Annual Report Directions.

I also hereby certify that fraud prevention has been managed in accordance with Public Sector Management Standard 1, Part 4.

Section 13 of the *Annual Reports (Government Agencies) Act 2004* requires that you cause a copy of the report to be laid before the Legislative Assembly within three months of the end of the financial year.

Yours sincerely

Peter Dunn, AO  
Commissioner  
8 September 2005



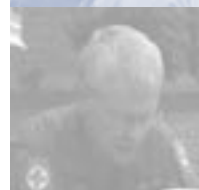
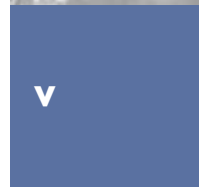
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Working in Partnership with  
**The ACT Fire Brigade : The ACT Rural Fire Service**  
**The ACT Ambulance Service : The ACT State Emergency Service**  
to protect and preserve life, property and the environment of the ACT



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# Overview

## Our vision

A safer community through collaborating and excellence in emergency services.

## Our mission

To protect and preserve life, property and the environment in the ACT. This is achieved through:

- Providing for effective emergency management
- Providing for the effective and cohesive management of the ambulance service, fire brigade, rural fire service and state emergency service
- Recognising the value to the community of all emergency service members, including volunteer members.

## Our philosophy

We put the community and the safety of one another first. In doing this we hold the following values as critical to the way we behave and operate:

<b>Courage</b>	Safely confronting risk
<b>Leadership</b>	Sharing and accepting a leadership role at all levels, and making the hard decisions
<b>Teamwork</b>	Working together and respecting diverse contributions, providing support and building trust
<b>Professionalism</b>	- Demonstrating competence, knowing the business and accepting responsibility Recognising education and professional development as a continuum
<b>Innovation</b>	Contributing new ideas and embracing better ways of working
<b>Integrity</b>	Ethical behaviour in which we do the right thing

## Our contribution to the community

- Ensuring all hazards and risks are well understood and ensuring the community and our workers are aware and educated
- Assessing risk and conducting preventative programs
- Preparing for and responding to the needs of the community—both emergency and other situations
- Applying our resources efficiently
- Growing our people
- Mitigating the consequences of emergencies and assisting with recovery
- Evaluating and improving our performance.







## Commissioner's review -

The Emergency Services Authority's mission is:

**To protect and preserve life, property and the environment in the ACT.**

While most emergency services clearly set out to protect life and property, the inclusion of protection of the environment recognises our commitment to the broader life issues which the ACT community values highly. This is particularly pertinent in the period closely following the January 2003 bushfires.

Within the Act, and intrinsic in the way in which the authority operates, there is a requirement that we provide effective emergency management for the ACT community. We do this at a number of levels, firstly by planning for emergency situations, then by ensuring that strategies are in place to equip and train our people to meet emergencies. Of equal value is the role we play in developing national strategies and setting the broader agenda through our participation in peak emergency management bodies.

The authority continues to engage the community through education and prevention activities that establish a strong partnership. We recognise that showing leadership at all levels of our operations and engagement with the community is the first step towards achieving our mission.

The Act also requires the authority to ensure effective and cohesive rural and urban fire services, state emergency services and ambulance services. Various inquiries conducted after the recent major bushfires heard criticism of the lack of coordination



Commissioner, Peter Dunn AO

and cohesion within the ACT's emergency services.

Through the *Emergencies Act 2004*, and the establishment of the authority, the ACT Government has taken positive steps to address this. For example, the ACT's emergency services now have:

- common governing legislation
- identical powers vested in their respective chief officers
- arrangements for the integration of planning and support between services in the event of crisis
- joint plans at the strategic level (for example, the Strategic Bushfire Management Plan) and at operational and tactical levels
- efficient internal governance structures.

This allows the services to clearly focus on planning and conducting joint emergency management operations, and enhancing their collective capacity to meet the changing demands of emergency management operations in the ACT.

The government and the authority acknowledge the importance of volunteering in the legislation and strategies for the rural fire service and state emergency service. Ambiguities which existed for volunteers prior to the *Emergencies Act 2004* have been removed, and detailed planning and role delineation now recognise the invaluable role our volunteers play. The ACT community can be proud of our emergency services' volunteers.

Another major driver of the development of the ESA is the report of the Inquiry into the Operational Response to the January 2003 Bushfires. The report's recommendations informed our activities in key areas such as capability improvement and staff development during 2004–05.

The authority has six primary organisational values that describe our strengths. These values are inscribed on the ACT Emergency Medal, which was presented to a large number of operational response personnel from the ACT and interstate after the January 2003 bushfires.

The values are:

- courage
- leadership
- teamwork
- professionalism
- innovation
- integrity.

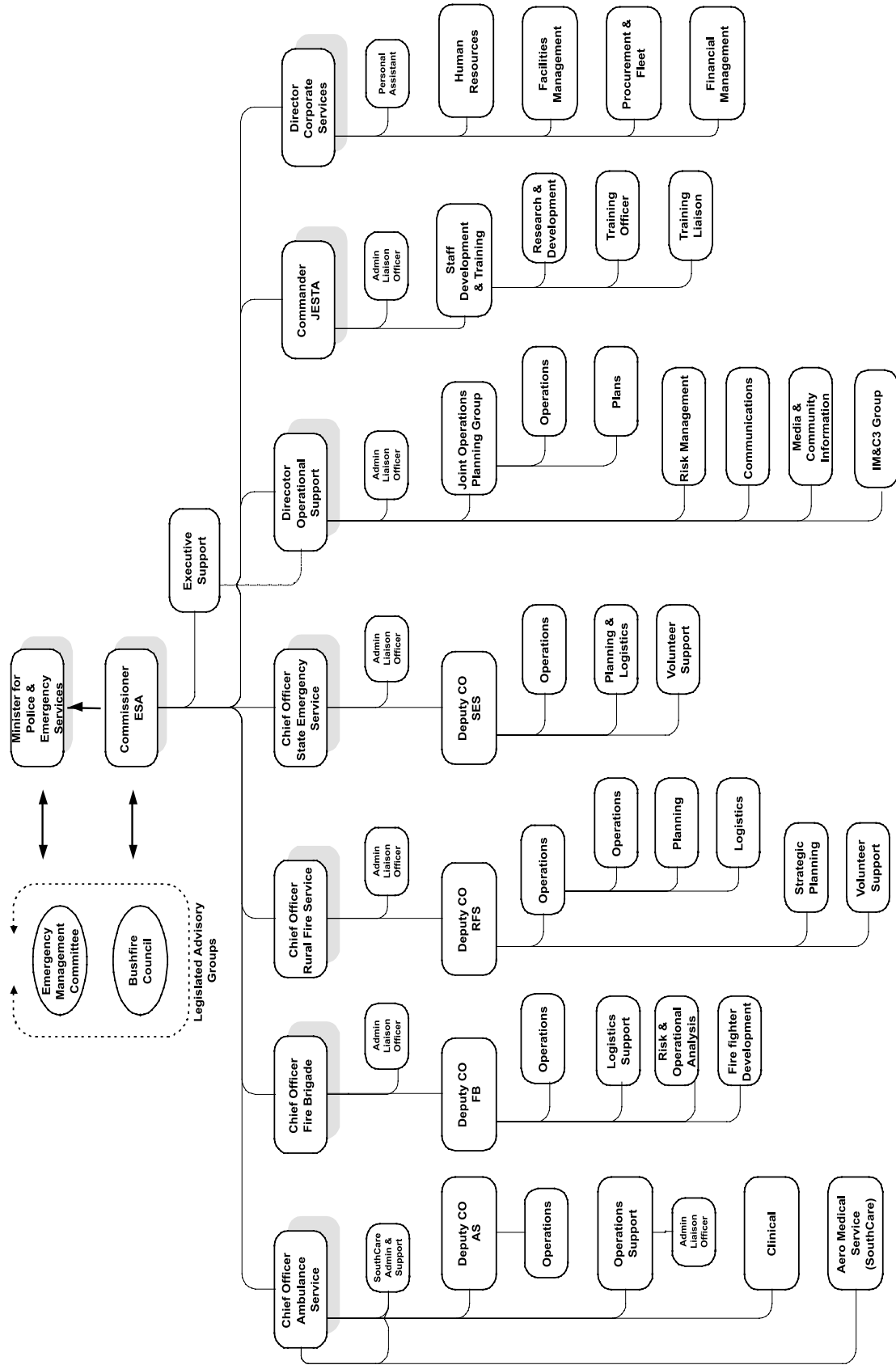
The first year of the authority's operation was a very successful demonstration of these values, and has provided a sound basis from which to continue enhancements at a rapid rate.

New front-line personnel have been recruited, trained and deployed. New equipment, especially communications equipment, has been fielded, and joint operational plans have been introduced. All of these changes presented challenges to the staff of the ESA and the four emergency services, who have all responded magnificently.

As this report shows, we have created a strong organisation, and a firm foundation for working together to meet the evolving emergency management needs of the ACT.

Peter Dunn, AO  
Commissioner

**Figure 1: ACT Emergency Services Authority organisational chart  
Financial year 2004-2005**



## Overview of the Emergency Services Authority

As Figure 1 shows, in addition to the Commissioner, the Emergency Services Authority comprises: four emergency services; two branches, providing operational and corporate support; and the Joint Emergency Services Training Academy. This part of the annual report summarises the responsibilities and organisation of each of those bodies.

### THE AUTHORITY

The ACT Emergency Services Authority (ESA) was established by the *Emergencies Act 2004*, which came into effect on 1 July 2004. The legislation was prepared on the basis of extensive consultation with stakeholders and an inclusive and iterative drafting process that ensured the comments of those consulted were considered and reflected in the outcome.

Prior to 1 July 2004, emergency services in the ACT were delivered through the Emergency Services Bureau, an agency of the ACT Department of Justice and Community Safety. The *Emergencies Act 2004* established the ESA as a separate agency within the ACT Government.

Under the Act, the principal objectives of the ESA are:

- to protect and preserve life, property and the environment
- to provide for effective emergency management
- to provide for effective and cohesive management of the ambulance service, fire brigade, rural fire service and state emergency service

- to recognise the value to the community of all emergency service members, including volunteer members.

To achieve these objectives, the Act makes the ESA responsible for:

- determining the overall strategic direction and management of the emergency services (including by advising the Minister on capability and preparedness)
- educating the community and improving its preparedness for emergencies
- providing common planning, administrative and logistics support for the emergency services, including common communications and emergency coordination centres.

The Commissioner is the Chief Executive and is directly responsible to the Minister for Police and Emergency Services.

This reflects the views on organisational reporting structures that were expressed by community representatives during the drafting of the Act, which indicated that there should be little or no administrative separation between the Commissioner and the Minister.

### ACT AMBULANCE SERVICE

The ACT Ambulance Service (ACTAS) is responsible for providing emergency and non-emergency ambulance services to the ACT community.

In providing emergency ambulance services, at least one intensive care paramedic (ICP) is included on every emergency ambulance. This is the highest level of pre-hospital clinical care provided by any ambulance service in Australia.

Non-emergency ambulance services are provided by ICP and Patient Transport

Service resources. Patient Transport Service crews undertake routine ambulance transport of patients to, from and between hospitals and other medical facilities.

ACTAS also provides ICPs to, and conducts the day-to-day management of, the Snowy Hydro SouthCare helicopter. Snowy Hydro SouthCare is a joint initiative of the governments of New South Wales and the ACT, and provides aeromedical rescue and retrieval services to the ACT and south-eastern New South Wales.

In 2004–05 ACTAS employed approximately 124 staff, the majority working in operational (emergency, non-emergency and communications) areas. Front-line service delivery was supported by effective Clinical and Operational Support sections.

## ACT FIRE BRIGADE

The ACT Fire Brigade (ACTFB) is responsible for providing reliable capabilities to support the protection from fire of life, property and the environment in the ACT and surrounding region.

The brigade serves the community by fighting all types of structural fires, transportation fires and bushfires, undertaking rescues, managing hazardous materials spills, and responding to CBR (chemical, biological and radiological) incidents. Incident response activities are supported by community education initiatives.

ACTFB members comprise full-time professional firefighters and community fire unit volunteers with a capacity to protect the Canberra community.

The Firefighter Development section supports this modern operational response capability by preparing and training members

to deal with a diverse range of incidents. The Logistics Support section manages resource and recovery issues. The Risk and Operational Analysis section manages the risk-planning, fire safety building code compliance, fire engineering and fire investigation tasks that are associated with the ACT's modern and expanding community.

## ACT RURAL FIRE SERVICE

The ACT Rural Fire Service (ACTRFS) was established under the *Emergencies Act 2004*. The Act required a transition from the previous structure, which combined the administration of the ACT Bushfire Service and the ACT Emergency Service.

The main function of the ACTRFS is to protect life, property and the environment from fire in rural areas of the ACT. The ACTRFS responds to bushfires in the rural areas and provides a command, control and coordination capability, including response arrangements within the Bushfire Abatement Zone.

Rural fire brigades are the operational units of the service. There are eight volunteer brigades and two brigades staffed by the ACT Government land management agencies, which have 397 volunteers and 129 departmental firefighters respectively. The brigades are dispersed in key geographic locations around the ACT to provide for effective and rapid responses to bushfires and grassfires.

The transition to a separate rural fire service under the *Emergencies Act 2004* resulted in a changed management structure with greater operational capacity. The ACTRFS now has 11 permanent staff, an increase from four. The positions and responsibilities of the Chief Officer and Deputy Chief Officer have been established. The service

has also expanded its operations, planning and audit capability to provide an increased focus on operational capability and planning for bushfire mitigation and management in the territory.

## ACT STATE EMERGENCY SERVICE

The ACT State Emergency Service (ACTSES) was established under the *Emergencies Act 2004*. The Act required a transition from the previous structure, which combined the administration of the ACT Bushfire Service and the ACT Emergency Service.

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The ACTSES is primarily responsible for planning for and responding to the effects of storms and floods. The ACTSES has additional functions, which include: conducting civil defence planning and operations; undertaking operations to assist and support other ESA services to meet their responsibilities under the Act; undertaking operations to assist and support other organisations during land and air searches; and providing support to community organisations.

The ACTSES is an organisation with well-trained and well-equipped personnel who can respond to both emergency and non-emergency situations. The service has six permanent staff and approximately 200 volunteer members organised in seven volunteer units in the ACT. The ACTSES works closely with other emergency services and the community.

## OPERATIONAL SUPPORT

The Operational Support branch is responsible for providing the supporting capabilities that enable the ESA and the four services to conduct emergency management operations. This extends from routine operations to major incidents. These include

operations conducted for the national capital and neighbouring regional areas, and national emergency management activities.

National activities supported by the branch range from exercises, such as those conducted to test the consequence management actions in place to respond to terrorist attacks, to national operational responses, such as the deployment of an engineer team to the Maldives to assist its recovery from the Boxing Day tsunamis.

Operational Support capabilities are delivered through the combined efforts of the staff in the Joint Operations and Plans, Media and Community Information, Risk Management, ESA Communications Centre (Comcen), and Information Management and Command, Control and Communications (IM&C3) Group teams.

## JOINT EMERGENCY SERVICES TRAINING ACADEMY

The Joint Emergency Services Training Academy (JESTA) is responsible for developing, providing and maintaining training and assessment initiatives to support and enable ESA staff, volunteers and clients to carry out their duties safely, effectively and efficiently.

A significant and expanding role of JESTA is the identification and promotion of joint training initiatives between the services within the authority, and between the authority and external agencies. In addition, JESTA has recently assumed responsibility on behalf of the ACT for the coordination of training opportunities provided by Emergency Management Australia.

JESTA is a new branch within the ESA, and has subsumed what was the Staff Development and Training section of the Emergency Services Bureau.

The establishment of JESTA reflects the importance of training for the personnel of the ESA. The operational focus of training has been increased, and is reflected in the appointment of operationally experienced personnel to the roles of team leader and training officer for both the ACTRFS and the ACTSES.

## **CORPORATE SERVICES**

The Corporate Services branch is responsible for providing administrative services and support to the authority. The branch comprises specialist Human Resources, Financial Management, Facilities Management, and Procurement and Fleet Management sections. The branch also manages funds provided by the Australian Government to the ACT Government to supplement emergency management activities.



# Strategic Performance -

## Key strategic achievements -

This part of the annual report describes how the Emergency Services Authority (ESA, or the authority) and the seven component services and branches performed during 2004–05 in striving to achieve the authority's strategic objectives, delivering tangible results, and working with the community. It also identifies the main challenges and priorities we will deal with in the year ahead.

## EMERGENCY SERVICES AUTHORITY

### Achievements

The ESA's strategic framework embraces a range of policies and objectives, including ACT-wide strategies such as the Canberra Plan and the Strategic Bushfire Management Plan.

The strategic approach addresses the requirements for prevention, preparedness, response and recovery for all-hazards emergency management operations. This involves the integration of:

- prevention—measures taken in advance of an emergency to decrease or eliminate impact on the community and the environment
- preparedness—measures to ensure that community resources and services are ready to respond to routine, major and complex incidents
- response—the deployment of adequate weight of response by ambulance, fire brigade, rural fire service and state emergency service units

- recovery—measures undertaken to restore the operational readiness of the units involved and contribute to support effected individuals and the community.

Priorities shared across the ESA include:

- providing high levels of community consultation and information
- developing more effective and orderly relationships with stakeholders such as other ACT Government agencies and other emergency service providers
- improving capability to manage the ongoing complexities of emergency services and to deliver adequate and efficient responses in times of crisis.

The first year of the ESA's operations provided many examples of the benefits of better coordination and cooperation among emergency services and between the ESA and other community and government bodies. Several important initiatives were made to lay the foundations of a swift and effective crisis response at all levels of the ACT community. In particular:

- A permanent Emergency Coordination Centre (ECC) was established, significantly enhancing the capacity and preparedness of the ESA to undertake major emergency management operations at short notice. The existing communications centre and a new Emergency Information Centre were incorporated into the ECC capability, to ensure a smooth escalation from routine to complex operations. The ECC works in conjunction with the ACT Policing Police Operations Centre and the Territory Crisis Centre.

- Revision of the ACT Emergency Management Plan and related sub-plans commenced, to reflect the lessons of previous operations and to meet the changing requirements for emergency management operations. This is being undertaken in collaboration with ACT Policing and other agencies.
- Memorandums of Understanding (MOUs) and working relationships with the New South Wales Fire Brigades, New South Wales Rural Fire Service, Ambulance Service of New South Wales, and New South Wales State Emergency Service were established.
- MOUs were approved with all major ACT media outlets, to coordinate the exchange of information with the community during major incidents.
- A comprehensive evacuation strategy based on all-hazards evacuation guidelines and integrated with ACT Community Recovery arrangements was developed, enhancing the ESA's preparedness to manage community requirements during major incidents.

The ESA worked to develop a partnership between the wider community and the emergency services in the ACT during 2004–05. Related activity occurred at a number of levels, both locally and nationally. The ESA is an equal participant in the Australasian Fire Authorities Council, the Australian Council of State Emergency Services and the Convention of Ambulance Authorities, to ensure that the ACT remains up to date with best practice and community expectations around Australia. Both the ACT Emergency Management Committee and the ACT Bushfire Council, the two territory-forums that advise the ESA and the Minister on emergency services issues and actions, include community representative members. At the local operational level, we have

established strong community ties through our education and information programs and progressive consultation on important issues, such as the drafting of the Strategic Bushfire Management Plan (Version 1).

Joint capabilities were also enhanced during the year, by both increasing available resources and improving the ways they can be deployed. In particular:

- A new multi-service Computer-Aided Dispatch (CAD) system entered operational service in the ESA Communications Centre (Comcen) in August 2004. The system provides integrated two-way mobile data communications, which has an embedded Automatic Vehicle Location (AVL) function, for use by the ambulance service and fire brigade. A new direct turnout system for the fire brigade and new consoles for Comcen operators were also provided.
- An agreement to provide a mobile data and AVL system for remote area operations was approved in November 2004. The system is an extension of the CAD system and will deliver an accurate and real-time common operating picture for emergency management operations in the ACT.
- A Trunk Radio Network (TRN) commenced operational service in November 2004, as part of a phased project. The TRN is an extension of the New South Wales Government Radio Network and will progressively enhance the interoperability, capacity and coverage of radio services throughout the ESA area of operations.
- Community service announcements were broadcast to educate the community about the Standard Emergency Warning System and actions that are required during emergencies.

- An automatic weather station was established on Mount Ginini to provide direct information on the weather situation in the ACT.

## Outlook

The outlook for the coming year is very positive. The overall budget strategy put into place by the government for 2005–06 is being implemented in the ESA through enhanced governance arrangements and strategic and corporate planning. The ESA is continually improving the ways in which services are delivered and internal resources are managed.

The authority will continue to deliver reliable emergency services, maintain best practice and build on the opportunities the *Emergencies Act 2004* provides.

Priorities will include:

- delivering best-practice emergency management capabilities for routine, and major incidents
- expanding the capabilities of our volunteers
- revising the ACT Emergency Plan
- enhancing operational and communications interoperability
- developing operational strategies for the integration of crisis management and consequence management
- enhancing the logistics support required to ensure the availability and reliability of communications systems, vehicles, equipment and facilities
- further engaging in national emergency management forums to promote best-practice operations and capture lessons learned in other parts of Australia

- improving the governance and performance reporting within the ESA to enhance the allocation of resources to meet operational priorities
  - continuing to mature the overall capability and capacity of the ESA to meet government and community expectations.
- 



## ACT AMBULANCE SERVICE

### Management and strategy

The ACT Ambulance Service completed an organisational restructure in 2004–05, formally establishing three functional areas: Operations, Operations Support and Clinical. Operations is responsible for all operational service delivery (emergency and non-emergency road ambulance services, aeromedical services and communication services). The Deputy Chief Officer leads Operations. Clinical is responsible for clinical governance, standards and clinical education and is led by a General Manager. Operations Support is responsible for operational, administrative and business support, capability development and emergency management and is led by a General Manager. Other newly established positions

in ACTAS include eight team leaders, with one based at each of the seven operational ambulance stations and one based at the Comcen.

ACTAS also completed a capability model and further developed its performance management framework during 2004–05. The capability model is a detailed analysis of every aspect of ACTAS that will be used to develop a costing model reflecting the scope of organisational capabilities. The model is key to completing the ACTAS Business Plan and provides a sound foundation for future planning, development and enhancement of capabilities. The performance management framework was widened in scope to include non-operational in addition to operational measures.

## Service delivery

### Service improvements

The introduction of the new CAD system substantially enhanced structured call-taking and dispatch activities, and the level

of service offered to the community in the provision of ambulance services. The system assists the communication officer to select, dispatch and support the closest, most appropriate ambulance resources, to emergency or non-emergency incidents.

### Patient satisfaction

In 2005, the Convention of Ambulance Authorities coordinated its third national patient satisfaction survey. The key purpose of the survey was to benchmark perceived service quality and customer satisfaction across state and territory ambulance services in Australia.

In each state or territory, 1,300 emergency patients who had been transported by ambulance two months prior to the survey were randomly selected to receive a survey. The overall satisfaction results in key areas (as shown in Table 1) indicate that 98 per cent of ACT patients surveyed were very satisfied or satisfied with all aspects of service delivery.



**Table 1: ACT Ambulance Service: patient satisfaction**

Key area	Dissatisfied or very dissatisfied	Neither satisfied nor dissatisfied	Very satisfied or satisfied	
	2005 %	2005 %	2005 %	2004 %
Call response time	0	1	99	96
Communications staff assistance	1	1	98	97
Ambulance response time	4	3	93	93
Paramedics care	1	1	99	98
Treatment satisfaction	1	1	98	98
Ambulance paramedics	1	3	96	94
Trip/ride satisfaction	2	4	94	91
Overall satisfaction	1	2	98	99

Note: Results have been rounded to the nearest 1 per cent. -

In May 2005 ambulance officers were named the most trusted profession in Australia for the third successive year in the *Reader's Digest* magazine's annual 'most trusted' survey.

## Capability

The recruitment and training of additional student paramedics, qualified paramedics and patient transport officers increased capability to provide both emergency and non-emergency ambulance services. The introduction of a second shift for the Patient Transport Service provided increased capacity for non-emergency ambulance services during peak times, and contributed to an increased availability of intensive care paramedic resources for emergency response.

ACTAS successfully renegotiated contractual arrangements supporting the provision of aeromedical rescue and retrieval services

by the Snowy Hydro SouthCare helicopter to the ACT and south-eastern New South Wales. Snowy Hydro SouthCare is a joint initiative of the ACT and New South Wales governments.

ACTAS commissioned a new Operational Support Unit in July 2004. The design and fit-out of the vehicle originated from staff feedback following the January 2003 fires and was completed in consultation with the ACTAS Vehicle and Equipment Committee. The unit provides an enhanced capability to support ambulance operations at major incidents and special events. It can serve as a field command and control point, in addition to providing bulk medical supplies for the triage and treatment of multiple patients and restocking of ambulance vehicles in the field.

## Results

In 2004–05, ACTAS attended 23,155 incidents, which involved attendance by 27,619 operational crews<sup>1</sup>. A summary of operational activity is provided in Table 2. ACTAS recorded the best urban response times in Australia, attending 50 per cent of emergency incidents in 7 minutes 56 seconds or less and 90 per cent in 13 minutes 27 seconds or less<sup>2</sup>.

**Table 2: ACT Ambulance Service: operational activity**

Priority	Type	Proportion of total
1	Emergency response (lights and sirens), using intensive care paramedic resource	42%
2	Emergency response (road speed), using intensive care paramedic resource	38%
3	Non-emergency ambulance response, using intensive care paramedic resource	13%
4	Non-emergency ambulance response, using Patient Transport Service resource	7%

## Community involvement

ACTAS's involvement in the Falls Prevention Program, in conjunction with ACT Health's Community Outreach and Assessment Program, continued to provide a valuable direct connection between the service and the ACT community. The program assists elderly people who have experienced falls to regain their mobility and confidence and, in doing so, assists in preventing further falls leading to injury or death.

Falls kill and injure more Australians over the age of 75 than any other source of injury, including car accidents. Many fall victims are seen for treatment without the cause of the fall and the associated risk factors being addressed. Ambulance paramedics are a key component of the early identification and referral of patients for intervention to minimise injury and maximise patient independence and positive clinical outcomes. The Ambulance Falls Referral Service identifies people over 60 who have

fallen and, with their consent, refers them to a multidisciplinary Falls Assessment Clinic.

ACTAS also continued to be involved in the Community Liaison Advisory Safety Program (CLASP), in conjunction with the Council of the Ageing and other agencies such as the ACT Fire Brigade and AFP ACT Policing. CLASP aims to assist older citizens with identifying and reducing safety and security risks in and around their homes, to facilitate independent living.

- <sup>1</sup>. Typically, a higher number of responses than incidents occurs each reporting year as some incidents require multiple resources (crews and vehicles). For example, a single incident such as a motor vehicle accident that involves multiple casualties may require multiple operational crews to attend.
- <sup>2</sup>. The 'response time' measures the time elapsed between a call for ambulance assistance being received and the first ambulance resource arriving at the scene of the incident.

Ambulance officers conducted a number of community education visits for preschools, schools and community organisations and participated in Emergency Services Week activities.

## Outlook

Continuing growth in demand for ambulance services is a major issue and will require both careful resource management and further research and analysis.

In 2005–06 ACTAS will introduce a third operator in the Comcen to assist with peak workload periods. ACTAS will continue to work closely with ACT Health to improve patient flow and ambulance off-stretcher times at emergency departments.

ACTAS will also continue to improve planning for ambulance operations and major incident response and management arrangements. This will include:

- implementing outcomes agreed between the ESA and the Australasian Fire Authorities Council for best-practice training in the Australasian Inter-service Incident Management System (AIIMS)
- reviewing the ACTAS Mass Casualty Incident Plan
- field-testing mass casualty capability in the national counter-terrorist exercise Mercury 05
- strengthening links with key ambulance support agencies, in particular the ACT State Emergency Service and St John Ambulance Australia

- working in partnership with ESA services to further develop specialist incident capabilities, such as Chemical, Biological and Radiological (CBR) and Urban Search and Rescue (USAR)
- further refining resource deployment strategies to maximise operational effectiveness
- assessing the review of the utilisation of single-officer response units.

ACTAS will also continue to upgrade equipment and systems to meet the growing demand for its services. The ESA has been funded to replace outdated cardiac monitor–defibrillators and patient stretchers in 2005–06. In addition, a number of front-line ambulance vehicles will be replaced and upgraded, as part of the ESA vehicle replacement program.

ACTAS will also investigate the feasibility of trialling electronic records management tools for patient care records during 2005–06.

The year ahead will also offer some special opportunities for professional networking and development for the service. ACTAS will celebrate its fiftieth anniversary in October 2005. The occasion will coincide with the Australian College of Ambulance Professionals' national conference and the Convention of Ambulance Authorities' annual meeting being held in Canberra.

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## ACT FIRE BRIGADE

### Management and strategy

The key strategic achievements for the ACT Fire Brigade (ACTFB) were the development of a business plan, communication plan, capability model and performance management framework. These provide the brigade with a range of tools to better analyse, develop and measure its business to support and reflect the ACT Government's social, spatial and economic plans.

The business plan provides clear direction for the ACTFB's strategic, financial and budget management priorities. The ACTFB capability model provides a costing model to identify and estimate the cost of the brigade's capability. To support the capability model a number of capability statements have been developed, each describing the current level of capability and the associated issues and risks in a particular area.

A significant issue for the ACTFB since the introduction of the *Emergencies Act 2004* has been the development of a viable, sustainable senior management structure, which has been partly introduced and is expected to be finalised during 2005–06. A performance-reporting framework based on the principles of prevention, preparedness,

response and recovery was developed to assist with internal reporting requirements as well as those of the Productivity Commission and the ACT Government.

### Service delivery

A test of service delivery arose for the brigade when a series of white-powder incidents occurred in the ACT; every incident proved to be a hoax. From an operational perspective, these incidents provided an opportunity for the brigade to exercise its enhanced CBR capability and cooperative working arrangements.

### Capability

The growth in the number of community fire units to 28, with just over 700 volunteers, provided the brigade with a new capability and an array of challenges in managing and training such a large number of members. The partnership forged between the brigade and the volunteer units grew stronger during the year, with the development and implementation of governance arrangements and standard operating guidelines for the units.

Following the recommendations of the Inquiry into the Operational Response to the January 2003 bushfires (the McLeod Inquiry), the ACTFB developed specifications for a new type of heavy-duty urban–rural interface fire tender (firefighting vehicle) utilising compressed-air foam system (CAFS) technology. The vehicles are unique in the world and at the forefront in the application of this technology. Two medium and two large units were delivered to the brigade in 2004–05.

The fire brigade recruited and trained 32 base-level firefighters and four lateral-entry firefighters during the past 12 months.



## Results

In 2004–05, the ACTFB attended 9,499 incidents, which involved attendance by over 18,000 operational crews. A summary of operational activity is provided in Table 3.

The brigade attended 50 per cent of all incidents within 6 minutes, and 90 per cent of incidents within 10.7 minutes.

During 2004–05, 82 per cent of fires were contained to the room of origin, against a target of 90 per cent. A major contributing factor to meeting this measure is the time that elapses between a fire starting and its being reported to the fire service.

**Table 3: ACT Fire Brigade: operational activity**

Type	Number	Proportion of total
Fires	1,053	11.1%
Road accident rescues— including 402 extrications (49.8%)	806	8.5%
Other rescue calls	467	4.9%
Hazardous spills	216	2.3%
Alarm-system-initiated calls	4,550	47.9%
Other	2,407	25.3%
<b>Total</b>	<b>9,499</b>	<b>100%</b>



Engaging these firefighters enhanced the brigade's response capability and represented a major step in restoring the brigade's staff levels.

A new ACTFB certified agreement was negotiated, and a work value case commenced for firefighters that is expected to be heard in the Australian Industrial Relations Commission before the end of 2005.

## Community involvement

The ACTFB continued to be actively involved in community education and training through a range of programs and initiatives.

The Fire Education Program focuses on kindergarten and Year 1 students and is delivered by operational crews through a structured program to all primary schools in the ACT.

The Road Awareness and Accident Prevention Program is designed to raise awareness of driver safety issues amongst the 16 to 18 years age group. In 2004–05 this program was delivered to students in selected secondary colleges with the aim of reducing the unacceptable level of accidents on our roads.

The Juvenile Fire Awareness and Intervention Program is a highly successful program managed and staffed by operational firefighters and focused on early intervention in cases where children demonstrate a tendency towards or fascination with lighting fires. This program works closely with the juvenile justice system and mental health practitioners.

The brigade continued its involvement in CLASP, providing home safety advice to elderly members of the community.

The ACTFB also engages the community in many other, less formal ways. The brigade regularly provides displays and opportunities to meet with the community at fetes, open days, scout and guide events, sporting events and festivals, and during Fire Awareness Week.

The Chief Officer of the ACTFB, has responsibility for joint operational planning in the Bushfire Abatement Zone. The area of Black Mountain and its surrounds is seen as a high-risk area, and a detailed response plan was developed during the year to deal with a fire in this precinct. All emergency response agencies, as well as all of the organisations occupying sites on or near the mountain, were consulted during the preparation of the plan.

The fire brigade also participates in community consultation and planning for significant public events held in the ACT. These include the Summernats, the Royal Canberra Show, Skyfire and the Rally of Canberra.

## Outlook

The ACTFB will continue to refine its staffing arrangements to ensure that maximum preparedness is efficiently maintained, and to implement a range of plans designed to improve governance arrangements and build capabilities. The fire brigade will also be active in expanding relationships with other services and the community.

The coming year will see the brigade focus on:

- consolidating the community fire unit program
- continuing to fill vacant positions through recruitment and promotion

- delivering training in core competencies, and in areas of specialised skill where there are shortfalls
- developing its leaders and their command and control skills
- strengthening relationships with other agencies
- enhancing all capabilities, particularly USAR capabilities
- improving community programs
- implementing individual development plans and career pathways for all members
- introducing new hazardous materials vehicle and CAFS tenders
- commencing negotiations on a new certified agreement
- implementing a project management framework to more efficiently and effectively manage and use resources.



## ACT RURAL FIRE SERVICE

### Management and strategy

The ACT Rural Fire Service (ACTRFS) faced a range of challenges in developing its identity and making the transition to new governance arrangements.

During the period of change, the ACTRFS worked to ensure that all members understood the changes being made and

recognised the contributions they could make in determining the future framework of the service. The service also worked to maintain and develop relationships with other government agencies and ensure that awareness of fire management remained a focus for all elements of the ACT community.

The service commenced reviewing its operational capability, in order to:

- improve firefighter safety and welfare
- bring all members of the service into alignment with national training standards
- improve the capacity of the service to use of Australasian Inter-service Incident Management System during bushfire events
- improve the aerial firefighting capacity of the service and improve the cross border coordination of aerial firefighting resources
- provide improved firefighting equipment and apply advanced technologies for fire suppression
- provide greater capability to the rural community for the protection of private properties
- provide improved communications and resource tracking capability for incident managers.

The service also commenced reviewing its long-term goals and strategic planning, informed by the aims and requirements of the *Emergencies Act 2004*, McLeod Inquiry recommendations and the Strategic Bushfire Management Plan. The ACTRFS is developing strategies that will:

- ensure that the use of resources and expenditure of funding for bushfire risk mitigation in the ACT is undertaken in an effective, efficient and accountable manner

- raise the community's awareness of the risk of bushfire, understanding of the nature of the threat and knowledge of how people can better protect themselves and their properties
- capitalise on opportunities to attract Australian Government funding for bushfire management in the ACT
- ensure that information relating to bushfire management is maintained in an effective, consistent and transferable manner
- ensure that ACT planning authorities take account of bushfire risk in urban design and development
- ensure effective bushfire management outcomes are achieved in any major land use decisions made in the ACT
- achieve closer affiliation with New South Wales Rural Fire Service to strengthen the linkages between agencies and ensure the resources available in the ACT and the surrounding region can be easily mobilised in emergency situations
- engage with the research and scientific community that exists in the ACT and become actively involved in the Bushfire Cooperative Research Centre.

The Rural Fire Service Strategic Business Plan 2005–2009 was developed during the reporting period, in consultation with staff and volunteer representatives.

The completion of the ACT Strategic Bushfire Management Plan (Version 1) was a major landmark for the ACTRFS. The plan provides a sustainable, 10-year solution to bushfire management, within the framework of prevention, preparedness, response and recovery.

### Service delivery

The ACT Government has determined that the ACTRFS will be the single point of advice to government on bushfire issues and will coordinate the expenditure of funding for bushfire risk mitigation in the ACT. During 2004–05, federal funding grants for bushfire risk mitigation to the value of \$0.24 million were secured.

The service provided expert advice on bushfire management to the ACT Planning and Land Authority in relation to urban design and development, and to the ACT Government and advisory groups in relation to land use decisions for the Cotter Catchment area.



To provide effective input to ACT planning and land use decisions, the ACTRFS worked closely with a range of agencies, such as the:

- Emergency Management Committee
- Community Expert Reference Group
- Cotter Catchment Advisory Group
- Department of Defence
- New South Wales Rural Fire Service and New South Wales National Parks and Wildlife Service.

The service also continued to work closely with the Bushfire Cooperative Research Centre to inform ACT bushfire management strategies in relation to the management of risk at the urban interface, fire management in alpine areas and bushfire behaviour.

## Capability

The ACTRFS also made a range of improvements to its preparedness during 2004–05. For example:

- members completed public safety training packages
- high-level incident management training was provided to key operational staff
- mobile data and voice radio communications equipment was installed in operational units
- standard operating procedures were revised to reflect organisational change and improve the safety and capability of firefighters
- mutual aid agreements and MOUs with New South Wales agencies were revised to ensure resources available in the ACT and surrounding region can be effectively mobilised in emergency situations
- the ACT was engaged as a member of the National Aerial Firefighting Centre,

which provides for the national coordination of aerial fire-suppression resources

- additional helicopter capacity to support bushfire operations was obtained through agreements with the National Aerial Firefighting Centre. The helicopters will be deployed to the ACT during the major risk periods of the bushfire season.
- two new CAFS units providing increased suppression capability were delivered, and the procurement of three more new CAFS tankers was initiated
- 21 slip-on units were provided to rural lessees for fire suppression and property protection.

## Results

In 2004–05, the ACTRFS attended 130 incidents, which involved attendance by a total of 312 operational crews. A summary of operational activity is provided in Table 4.

Both fires greater than 5 hectares were in New South Wales.

**Table 4: ACT Rural Fire Service: operational activity**

121 (93 per cent) were less than 1 hectare in size;  
seven (5 per cent) were 1–5 hectares in size; and  
two (2 per cent) were greater than 5 hectares.

## Community involvement

The ACTRFS engages a broad spectrum of stakeholders that may be affected by bushfire management in the ACT, including members of the general public, residents who live in areas that may be affected by bushfires, our

volunteers and brigade members, members of the scientific community and government agencies. The ACTRFS has undertaken extensive work to engage these five core elements of the community to highlight the issues associated with bushfire management and to improve the operational capability of the service.

During 2004–05:

- to provide the general community with information on the functions of the service and general bushfire and emergency preparedness, the ACTRFS took part in
  - community events, such as the Royal Canberra Show, Back to the Cotter, the Tidbinbilla Nature Reserve Easter Extravaganza and other community and sporting events
  - fundraising and charity events, such as Shave for a Cure and Bluey Day
- to provide targeted support and information to the members of the community who are most likely to be affected by the impacts of bushfires, the ACTRFS
  - advised rural lessees on fire management practices on their properties
  - conducted the Bushfire Wise program, which in 2004–05 targeted residents at the urban interface
- to recognise and encourage the valuable contribution made by volunteers, the ACTRFS took part in
  - the annual Rural Fire Service and State Emergency Service Field Day, this year run by Gungahlin volunteer brigades
  - joint field exercises with the New South Wales Rural Fire Service
  - ACT Emergency Services Week
- to enhance the capability of the service and exchange knowledge with colleagues from other states and territories, ACTRFS staff
  - attended conferences, such as the Australasian Fire Authorities Council Annual Conference and the National Volunteers Summit
  - took part in developing the Australia-wide Natural Disaster Recovery Arrangements.

## Outlook

During the coming year the ACTRFS will be consolidating the results of significant changes of the past 12 months and developing and implementing the strategic and tactical objectives of the service, established through the Strategic Bushfire Management Plan.

The ACTRFS will particularly focus on:

- developing procedures and guidelines for the management of bushfire fuel hazards in the ACT
- in accordance with the Strategic Bushfire Management Plan and in conjunction with ACT land management agencies, refining the basis and location of fuel management zones and access requirements for fire management in the ACT
- implementing audit and monitoring programs for bushfire operational plans
- completing and instituting revised standards for bushfire management, to be incorporated into the land management agreements that are required of rural lessees in the ACT
- revising and implementing procedures for investigating, reporting and managing data in relation to bushfires

- providing for coordinated expenditure of bushfire mitigation funding in the ACT based upon strategic risk analysis
- in accordance with the Strategic Bushfire Management Plan, defining the standard of bushfire capability required in the ACT, including in terms of objectives, equipment, people and training, so that the territory can better deal with severe, protracted or multiple bushfires
- further enhancing the community's capacity for dealing with the impacts of bushfire, particularly by promoting the Bushfire Wise program among rural residents
- preparing joint New South Wales–ACT aerial suppression strategies under the auspices of the National Aerial Firefighting Centre
- rolling out three new CAFS units, with appropriate training for operators
- reviewing welfare initiatives for members, including the Critical Incident Stress Management unit, and the education of personnel providing support services.



## **ACT STATE EMERGENCY SERVICE**

### **Management and strategy**

The ACT State Emergency Service (ACTSES) has faced the challenge of being established as a separate service, with distinct strategic, budget, governance and communication structures.

Throughout 2004–05, the ACTSES focused on developing and implementing service-wide policies and procedures, developing a sound financial base and recruiting and training members to ensure the service can deliver its legislated responsibilities in a reliable and professional manner.

### **Service delivery**

Major achievements during the year included:

- the establishment of quality recruitment and induction training processes for all new members of the service
- the awarding of more than 220 statements of attainment and 30 Certificate II training qualifications to members
- the greatly increased community awareness of the service, achieved through targeted public relations and safety campaigns conducted during severe weather periods and the State Emergency Service Awareness Week

- the development of the service's Strategic Business Plan 2005–2009 through a collaborative effort between staff and volunteer members.

The ACTSES commenced a review of the ACT Flood Sub-plan in partnership with other key stakeholders including the Australian Federal Police, ACT Roads, ActewAGL, Ecowise, Environment ACT, and the National Capital Authority. This review will culminate in a revised flood sub-plan being issued in late 2005.

## Capability

Major challenges during this period included:

- recruiting staff for new full-time positions
- locating suitable accommodation for units currently co-located with the ACTRFS
- establishing effective communication channels and protocols between volunteer members and staff.

Competency-based training and assessment was introduced for all fundamental vocational requirements of ACTSES members. This ensures that all operational

members meet national training standards for their core skills.

A service-wide equipment audit was conducted to assist in identifying areas where there is a weakness in the response capability of the service. This has resulted in increases in the levels of certain types of equipment and consumables used to mitigate the effects of storm and flood.

An MOU was signed with the New South Wales State Emergency Service that will enable both organisations to provide assistance to each other quickly and effectively during incidents that require cross-border support.

Tuggeranong and Woden units were relocated into their own individual premises in the heart of their operational areas. This will allow the units to respond more quickly and effectively to incidents within the urban area.

The volunteer ACTSES membership based increased to 200 in 2004–05. This will provide the ACTSES with greater response capability, particularly during protracted incidents.





## Results

In 2004–05, the ACTSES attended 257 incidents.

A summary of operational activity is provided in Table 5.

**Table 5: ACT State Emergency Service: operational activity**

- attending 241 storm damage callouts that included roof repair, flood mitigation and/or tree removal
- performing several air searches and evidence searches
- activating the flood rescue boat
- providing catering support at CBR incidents
- providing catering to a retirement village after a fire occurred in its kitchen.

### Community engagement

A legislated function of the ACTSES is to provide support to community organisations to assist in the development of members of the ACTSES or to benefit the community. The ACTSES embraced this task with enthusiasm in 2004–05.

The ACTSES undertook several community education and awareness activities during the year. These activities focused on the roles and functions of the service; preparedness for storm and flood damage; and preparation for and safe behaviour when bushwalking in the rural and remote areas. The activities involved displays and presentations at events including:

- State Emergency Service Awareness Week
- Tidbinbilla Nature Reserve Easter Extravaganza
- Emergency Services Week
- Navy Day
- local school fetes and community markets
- the Rural Fire Service–State Emergency Service Field Day at Gungahlin

- the Royal Canberra Show.

The ACTSES assisted many organisations to conduct safe and well-managed events by effectively controlling traffic, at events including:

- Skyfire
- New Year's Eve celebrations in the city centre
- Canberra Festival
- Ulysses Club Grand Motorcycle Parade
- Tuggeranong Community Festival
- Sri Chinmoy Triathlon
- Canberra Tour cycling race
- Hall Markets.

The ACTSES assisted several organisations and groups to run successful events by providing catering at:

- the Department of Urban Services 'Round Town community event
- ACT Parks and Conservation Service controlled burns and staff events.

The ACTSES provided severe weather alerts to the community and advised how to prepare for storm and floods. On many occasions

the ACTSES provided the media with live or pre-recorded operational information that was relayed to the community through print, radio and television.

The ACTSES also engaged with the community at a strategic level through the ACT Emergency Management Committee.

## Outlook

In 2005–06, the ACTSES will continue establishing and refining its business and operational practices in accordance with the ACTSES Strategic Business Plan 2005–2009. As a new entity, one challenge the ACTSES faces is to continue to develop and implement sound administrative and operational practices that are well tested and benchmarked against those in other services and jurisdictions.

The ACTSES will particularly focus on:

- developing and delivering an enhanced community education campaign that will aim to persuade residents and building occupiers to prevent storm damage by checking roofs and tiles and cleaning gutters
- continuing to implement competency-based training for its members in skills areas including storm and flood damage and land search—this will provide the members of the ACTSES with formal recognition for core skills that they maintain
- releasing the updated ACT Flood Sub-plan, to provide the ACT with a current, accurate and best-practice flood management plan
- refining the ACTSES strategy for the management of storm events in the ACT, in accordance with the AIIMS
- investigating the opportunities available to relocate between one and four of

its volunteer units into premises that best provide an ACTSES interface with both the general ACT community and a strong local membership base

- maintaining levels of recruitment that offset the natural attrition of volunteer members
- commencing to use the mobile data communications systems recently installed across the ACTSES fleet
- developing additional business cases for the replacement of outdated equipment and vehicles, to ensure adequate capability is maintained
- developing and implementing critical incident stress management policies and practices to help members of the service recover after being involved in critical incidents.

## OPERATIONAL SUPPORT

### Management and strategy

The greatest accomplishment of the Operational Support branch in 2004–05 was overseeing the introduction of a strategic, joint approach to the preparation for and conduct of emergency management operations in the ACT.

Operational Support successfully provided secretariat support for the ACT Emergency Management Committee. The committee's regular meetings address a range of emergency management requirements for the ACT, focusing on the ACT Emergency Plan. This process is designed to ensure that, when required, smooth channels of communication and well-considered plans and procedures are in place. More details of the Emergency Management Committee, which is chaired by the Commissioner, are provided in Appendix 2.

Operational Support also supported the participation by the Commissioner and key ESA staff in the Emergency Management Committee and related groups, to ensure that the ESA works closely with emergency services agencies across Australia. The ESA is continuing to foster relationships and exchange information on a range of emergency management capabilities.

Within the ESA, the Joint Operational Planning Group (JOPG) was established to plan for and support joint operations. The JOPG meets regularly, and as often as required during major emergency management operations. The ECC and the Emergency Information Centre were also established, to support a joint response in emergencies, reinforced by the dissemination of timely and accurate information to the community.

## Service delivery

The major achievements of each section of Operational Support in delivering the branch's services during 2004–05 are highlighted below.

### Joint Operations and Plans

Reflecting its focus on cooperation, Operational Support successfully supported a number of joint activities during 2004–05, including:

- Exercise Capital Storm—a major 24-hour field exercise involving all ESA agencies, the Department of Defence, ACT Community Recovery, ACT Health and ACT Policing
- the successful deployment of four engineers to the Maldives to assist the tsunami relief effort
- the ACT's bid for Australian Government funding under the Natural Disaster Mitigation Programme for 2004–05, which resulted in \$1 million of funding.

The branch also supported high-level operational planning, including the:

- coordination and facilitation of Version 1 of the Strategic Bushfire Management Plan
- planning for major event contingencies in the ACT, and the development of a joint planning template
- development of a review and implementation program for the ACT's evacuation policy and guidelines.

### Risk Management

To improve the suite of risk management tools for the region, Operational Support produced the second edition of the *ACT Region Operational Atlas*, and distributed it to all emergency services agencies in the ACT and surrounding New South Wales, during 2004–05. In recognition of the value it derives from this product, the New South Wales Government undertook the printing. The updated atlas won an EMA Safer Communities Award.

Operational Support also developed and implemented a process for creating maps to support operations and planning during complex emergency incidents, based on a standard catalogue of products and a production schedule tied into incident management schedules. This world's best-practice approach is based on lessons learnt from the 2001 World Trade Centre emergency in the United States.



The Risk Management section provides a team of specialists in field mapping, spatial data management and risk analysis, equipped with specialist technology, giving the territory a valuable new capability. The section works closely with counterparts in other agencies and other parts of Australia, with an emphasis on sharing data and techniques.

The section routinely analyses a wide range of risks arising from natural hazards and advises senior management on the best approach to take to mitigating major risks. During 2004–05, this work included research for the Strategic Bushfire Management Plan and other detailed technical research on hazards including bushfire, severe storms, disease and earthquake.

During the year, Operational Support completed a review of the 2001 survey of rural residences and businesses in the ACT and those in New South Wales with access in the ACT. This valuable information is used in the ESA's CAD system to ensure accurate information is available during emergency management operations.

### **Media and Community Information**

Reflecting the ACT community's expressed desire for better information before, during and after emergency events, Operational Support improved media liaison arrangements during 2004–05 by developing a communications strategy and employing specialist media practitioners.

MOUs were finalised with all major local media outlets. The MOUs involve the provision of public information on emergency preparedness and operations on a daily basis. This arrangement will extend to major emergencies. The same arrangement is also in place with Canberra Connect, which provides a single point of access for ACT Government information, in person

at a shopfront, by telephone or via the Internet.

Operational Support took part in the planning and coordination of numerous media and community education initiatives—such as Emergency Services Week activities, and an exhibition at the Royal Canberra Show—in its role as chair of the newly established ESA Media Working Group.

Other media and public education activities during the year included:

- developing and distributing a key public education tool, *Bushfires and the Bush Capital*
- conducting bushfire fireground safety training for close to 50 local journalists, camera operators and photographers
- developing and implementing a communications strategy for the Strategic Bushfire Management Plan, including provisions for public consultation and awareness raising

### **Communications Centre**

The introduction into service of the new CAD system was one of the year's major achievements. New standard operating procedures were devised to cover both single-service and multi-service aspects of operations. A complete revision of the physical layout of equipment was also completed.

A training platform for the new CAD system was developed and used to provide a 10-day course to approximately 60 members of staff before the new system entered operational service. A dedicated training room was established to meet ongoing requirements.

The new CAD system was complemented by new technical support arrangements. Previously, in-house staff managed all



telephone, computer and radio subsystems associated with the ESA's operational communications system. These systems are now managed under contract by InTACT, the ACT Government telecommunications service provider.

### **Information Management and Command, Control and Communications Group**

Through the Information Management and Command, Control and Communications (IM&C3) Group, Operational Support delivered the first phases of:

- a new emergency radio communications system and associated equipment, for use in front-line ambulance, fire and emergency service response vehicles and appropriate front-line land management agencies' response vehicles
- new portable emergency radio communications equipment for use by front-line personnel
- CAD, mobile data and AVL equipment for front-line bushfire and emergency service response vehicles, to enable real-time monitoring of vehicles and crews deployed during operations
- emergency incident control equipment that supports front-line field personnel involved with specialist tasks, deployable field command units, and ground-to-air capabilities

- a command and control capability based on a common operating picture at all levels—strategic, operational and tactical.

The delivery of these communications capabilities was significant step towards achieving interoperable and more reliable voice and data communication across the territory. In addition, the installation of broadband communication links to outstations will improve emergency response times, operations and communications during large-scale remote operations.

### **Capability**

Operational Support successfully supported the conduct of emergency management operations by the ESA and the four services as required by the *Emergencies Act 2004*. The branch has expanded capabilities and capacity to meet the demands of routine '000' responses, to include provision for more complex incidents within the ACT. The branch evolved during the year, with the expansion of responsibilities of and outcomes from the Director's Office and five sections: Joint Operations and Plans, Risk Management, Media and Community Information, the Comcen and the IM&C3 Group.

The branch's operational effectiveness was further developed through its role in planning and supporting a number of joint service and external exercises, including those relating to national counter-terrorism arrangements. The newly created ECC provided a focal point for all joint and interagency activities. Operational Support also led the conduct of operational analysis activities following incidents within the ACT, to identify actions that would improve capabilities.

The branch supported the enhancement of the processes within the ESA for managing key outcomes for: capability development, communications management, review of the Comcen, security provision and media management.

## Community involvement

Through the Media and Community Information unit, Operational Support successfully engaged the public in preventing, preparing for and responding to all-hazard emergencies, by making community safety information readily available via a number of sources including the media, Canberra Connect, the ESA website and the Canberra Yellow Pages telephone directory.

The preparation of the ACT Strategic Bushfire Management Plan was based on a strategy of stakeholder engagement and consultation, and relied heavily on verbal and written feedback from members of the community. As many as 58 separate groups were consulted, representing the interests of emergency services agencies, other ACT Government agencies, New South Wales state and local government agencies, volunteers, residents, environmentalists, Indigenous people and others.

These groups were consulted through fortnightly working group meetings, meetings with individual interest groups, field inspections and briefings on the plan's development. The broader community was also engaged through the release of the draft plan via the ESA website and the provision of community information in the print media. In all, approximately 50 written responses to the draft plan were obtained through this consultative process.

Operational Support also fostered community involvement in the work of the ESA by developing and supplying ACT

rural lessees with the revised *ACT Region Operational Atlas*. This forms part of the shared responsibility model and ensures landholders and emergency services are all working off the same set of maps.

## Outlook

Operational Support will continue to build on its achievements in the coming year.

Areas of particular focus will include:

- developing and releasing a community preparedness strategy, including a revised ACT community evacuation strategy and an all-hazards warning system
- releasing an all-hazards emergency guide to provide straightforward advice to the community on what to do before, during and after a major emergency
- signing an MOU with Canberra Connect to formalise its vital role in the dissemination of emergency information to the community
- rolling out Phase 2 of the TRN to provide improved coverage beyond the urban–rural edge
- further testing and more widely implementing the Firelink communications system.

The Operational Support Branch will expand in 2005–06, to include executive support, logistics, facilities and operational requirements functions.

## JOINT EMERGENCY SERVICE TRAINING ACADEMY

### Management and strategy

With the formation of the Joint Emergency Services Training Academy (JESTA) a new Registered Training Organisation (RTO) was established. The new RTO encompasses ACTAS and the ESA, previously two separate RTOs. The first review against the Australian Qualifications Training Framework standards was successfully completed in 2004–05.

In the first 12 months following the creation of the ESA, the authority's learning and development focus was on increasing operational capability. The JESTA concentrated on initiatives that reflected that focus, such as the development and introduction of accredited training for the new (third) edition of the AIMS, and the promotion of nationally recognised competency-based training from the Public Safety Training Package.

Whilst this focus is not directly aligned with the ACT Public Service Learning and Development Framework, it is consistent with the recommendations of the McLeod Inquiry's report into the January 2003 bushfires. The operational training opportunities that JESTA facilitated during the year contributed to many of the emergency services' key achievements in improving their preparedness and capability, as recommended by the report, as well as meeting other strategic and business objectives.

A joint study of AIMS training, conducted by the ESA and the Australasian Fire Authorities Council, commenced during the year. The project is managed by JESTA and scheduled for completion in late 2005. In addition to generating detailed data on the ACT's current and future AIMS training needs, the project will make a valuable contribution

nationally, identifying Australian best practice in AIMS training.

The implementation of the Public Sector Training Package (for corporate and support staff) commenced as a pilot project. The model adopted combines on-the-job and off-the-job training, with a strong emphasis on recognition of existing skills and knowledge. The pilot was provided under a partnership with an external RTO.

In addition, in 2004, JESTA assumed responsibility for the strategic coordination and administration of Emergency Management Australia (EMA) training programs across the territory, resulting in an increased uptake of training opportunities for the ACT. These include: residential training programs delivered by the EMA Institute, an RTO in Victoria dedicated to improving Australia's capability to mitigate, manage and recover from disasters; and extension programs, some of which are specially targeted to address specific needs in the ACT.

JESTA personnel represented the ESA in a number of national training forums, engaging with counterparts from around Australia. Those forums included the EMA Emergency Management Sector Working Group, the State Emergency Service National Education and Training Committee, and the Australasian Fire Authorities Council Education and Training Sub-group.

### Service delivery

Recognising the competing demands placed on the time and resources of both volunteer and paid personnel, JESTA actively seeks to provide flexible training opportunities that best meet the needs of all ESA members. Training initiatives in 2004–05 reflected this focus: for example, four-day role-specific AIMS training was provided both during normal business hours and on an alternate

weekend program. JESTA also commenced developing an e-learning capability.

JESTA also administers a Studybank program for the ESA to support staff participation in external courses. Support may be monetary or may allow for leave with or without pay to assist personnel to obtain qualifications relevant to the core business of the authority.

## Capability

JESTA relocated to new premises in Fyshwick during the year, establishing a new classroom facility for joint-service and single-service training. The addition of a new classroom greatly facilitated the provision of training, particularly to volunteers after

hours and on weekends, and enabled JESTA to cost-effectively centralise its first aid and induction training programs. It also provided a venue for the State Emergency Service National Education and Training Subcommittee meeting hosted by the ACTSES in April 2005, facilitating linkages with other Australian emergency service agencies.

Reflecting the ESA-wide emphasis on improving capability during 2004–05, a new staff structure was developed for the JESTA, providing for the recruitment of appropriately experienced and qualified personnel to increase the operational elements of training and development opportunities. Recruitment for the new structure was completed in February 2005.

## Results

### Statements of attainment

The total number of nationally recognised competency-based statements of attainment issued by the ESA in the financial year ending 30 June 2005 was 1,674. A summary of training activity is provided in Table 6.

**Table 6: JESTA: Training Activity**

- 61 people receiving new first-aid qualifications (equivalent to Senior First Aid Certificates) -
- 130 basic rural firefighters being fully trained.

The major focuses of training for the ACTSES were general rescue and storm damage. Sixty-six ACTSES personnel obtained nationally recognised training in general rescue, and 16 completed storm damage training.

In addition, 101 operational full qualifications were issued at Certificate II level. The qualifications issued were as follows:

- Certificate II Public Safety (SES Rescue)—30
- Certificates II Public Safety (SES Operations)—2
- Certificate II Public Safety (Firefighting Operations)—69.

Twenty-five Certificate IV Assessor and Workplace Trainer qualifications were issued, to assist staff and volunteers to obtain or maintain the necessary skills and knowledge to undertake training and assessment in the workplace. Fifty new nationally recognised chainsaw qualifications were also issued.



**Table 6: JESTA: Training Activity (continued)****Australian Inter-service Incident Management System training**

JESTA introduced new nationally recognised training for AIIMS in 2004–05. Training was provided at an introductory level, and for specialist roles within incident management teams.

**Emergency Management Australia training**

During the year, a total of 173 ACT personnel participated in 40 EMA Institute training programs. The EMA Institute:

- delivered 35 residential training programs to 69 ACT personnel
- delivered three extension training programs to 101 ACT personnel
  - Undertake Emergency Planning (Chemical, Biological, Radiological) was delivered in November 2004 to 25 ACT personnel -
  - Course in Context of Recovery Management and Course in Planning and Managing Recovery were delivered in March 2005 to 25 ACT personnel (three Australian Government personnel also participated)
  - Course in Introduction to Emergency Risk Management was delivered in June 2005 to 51 ACT personnel -
- commenced delivering Graduate Certificate in Emergency Management to one ACT staff member—this program is delivered over two years
- commenced delivering Advanced Diploma of Public Safety (Emergency Management) to two ACT staff members—this program is also delivered over two years.

**External courses**

In 2004, two staff members completed external qualifications funded through JESTA. First, a member of ACTFB completed a Graduate Certificate in Fire Investigation. JESTA provided financial support of 65 per cent of fees through Studybank for the duration of the course. Secondly, a member of ACTAS completed a Diploma of Government Financial Management, also fully funded by JESTA through Studybank.

**Other training**

A range of non-accredited training was provided 2004–05, including traffic marshalling for ACTSES personnel and electrical hazard awareness training for ACTRFS and ACTSES personnel.

A range of other training was also provided or supported by JESTA, including occupational health and safety training, information technology training, and project management.

## Outlook

In the coming year, under the planned organisational changes, JESTA will become part of a new People and Development branch of the ESA.

The current focus on investing in our people will continue in the next 12 months, as JESTA continues to foster a culture of continuous learning within the ESA, in keeping with the ACT Public Service Learning and Development Framework. In particular, the development and provision of nationally recognised, competency-based training for both the operational and corporate arenas will remain a high priority. The current emphasis on role-based training for volunteers will continue to ensure that members have the requisite skills and knowledge to assist them in their roles and functions.

Consolidation of close working relationships between agencies will also be a goal in the coming year, and will support the implementation of a number of organisation-wide human resource initiatives.

JESTA will also continue to raise the profile of the ESA at a national level, through active participation in various projects and forums.

The major challenge for JESTA over the next 12 months will be the development of an operationally driven strategic plan for training that reflects the mission, vision and priorities of the authority and is aligned to the ACT Public Service Learning and Development Framework.

## CORPORATE SERVICES

### Management and strategy

The Corporate Services branch made significant advances in developing its identity during 2004–05. This included the refinement of areas of responsibility, with relation to the services and the Executive, and the expansion of functions performed in support of the authority.

Corporate Services improved its capability model to better track its 'real' costs and identify where resources may be best utilised. This development has led to a major review of the structure of the branch, which may lead to changes to enhance its outputs.

Significant effort was invested in developing the ESA Strategic Asset Management Plan. This document (still in draft form) was the basis for the fleet replacement and works programs for the 2004–05 budget. A revision of the plan commenced during 2004–05 and is to be completed in time to form the basis of the 2005–06 fleet replacement and works programs.

### Service delivery

The challenge for all sections of the Corporate Services branch in 2004–05 was to develop the new policies and processes required for the authority to operate as a stand alone department from 1 July 2004, while continuing to manage day-to-day administrative functions.

Objectives achieved during the year included:

- negotiating a new certified agreement for staff of the managing authority, and assisting the negotiation of the ACTAS and ACTFB certified agreements

- establishing an awards policy, and issuing medals and pins to commemorate service during the January 2003 bushfires
- establishing the Chief Executive Financial Instructions and accompanying delegations
- formulating the new authority's first budget
- managing the transfer of assets and funding from the Department of Justice and Community Safety
- providing logistical support to the ESA vehicle fleet, including supplying consumables, performing routine replacements and procuring new capability.
- injury prevention and management
- employment relations and terms and conditions interpretation
- human resource policies and frameworks
- human resource reporting, including workforce planning
- employee welfare, health and wellbeing
- honours and awards.

During 2004–05 a new contractual arrangement was negotiated with the ACT Department of Education and Training to facilitate more efficient and effective delivery of payroll services to the ESA by the department.

Three new certified agreements were negotiated during the year, covering ACTAS employees (ACT Ambulance Certified Agreement 2004–07), ACTFB employees (ACT Fire Brigade Certified Agreement 2004–06) and all other ESA staff (ESA Certified Agreement 2004–07). The negotiation of these agreements was a significant achievement for the authority and involved negotiation with a number of employee representative groups and liaison with Chief Minister's Department regarding the new ACT template agreement. ESA participated in the whole-of-government Human Resource System Solution project to replace the existing human resource information system (Perspect), leading up to the implementation of the new system (CHRIS21) on 1 July 2005.

ESA-wide human resources policies and frameworks were continually developed, reviewed, revised and improved during the first year of the authority.

In addition, Corporate Services represented the authority on a number of interdepartmental committees, such as the Human Resources Council, the ACT Government Asbestos Working Group and the Interdepartmental Committee on Sustainable Development.

More detailed descriptions of the Corporate Services sections and their activities in 2004–05 follow.

### **Human Resources**

The ESA Strategic Human Resources area was established on 1 July 2004, to support the delivery of expanded human resource management services across the ESA, in conjunction with the four service agencies, Operational Support and JESTA. In particular, the recruitment of an ESA Health and Fitness Officer and ESA Welfare Officer added a new dimension to the authority.

Strategic Human Resources delivers a range of services in the areas of:

- recruitment
- organisation management

## Facilities Management

During 2004–05, the Facilities Management section provided specialised facilities advice, conducted a variety of projects, performed repairs and maintenance and implemented heightened security arrangements for the ESA. The section also coordinated the development of a strategic basing study, which considered in detail the suitability of existing ESA facilities and recommended a 15-year development plan for response facilities to service the expanding Canberra urban area.

The section was heavily involved in the project to develop new headquarters for the ESA. An approved preliminary environmental assessment was completed, and the feasibility study that incorporates headquarters, joint emergency training facilities, workshops and a resource centre on a single site was successfully completed. The project was referred to the ACT Government with a request for construction funding for 2005–06.

A significant number of minor new works and facilities upgrades were performed in the past year, including the commissioning of a new ACTSES depot in leased accommodation in Greenway and the recommissioning of the ACTSES depot in Woden. Completed projects included major internal upgrades to the Dickson and Calwell ambulance stations; the construction of additional vehicle storage at ACTRFS sheds and at the ACTAS facility in Kambah; and the construction of a community fire training facility at the Kambah fire station.

Significant renovations were undertaken at the current ESA headquarters in Curtin, including the installation of a 350 kVA back-up electricity generator which is capable of providing uninterrupted power to headquarters facilities, including the ECC and Comcen, in times of power blackout.

Security was a significant focus during the past 12 months. Electronic access to ESA sites was upgraded. Security enhancement will continue to be a priority in the next financial year.

## Financial Management

The Financial Management unit provided a range of support services to the ESA in 2004–05, including internal and external budget preparation, monitoring and performance reporting; expenditure reporting; maintenance of the Chief Executive Financial Instructions; taxation services; cash management; payment of accounts; and revenue collection.

Consolidating the ESA as a stand-alone agency involved many challenges during 2004–05, including:

- establishing a separate Oracle financial information management system installation
- setting up an assets module
- establishing cash management procedures
- further developing the capability model for costing activities
- meeting the ESA's expanded responsibilities in the external budget process and whole-of-government financial reporting.

## Procurement and Fleet

Procurement and Fleet is responsible for:

- the coordination of vehicle fleet management services
- technical vehicle and equipment engineering services
- the provision of personal protective equipment and clothing
- supply and procurement management

- the management of a central workshop
- the management of a central store for protective clothing, uniforms, medical supplies, firefighting consumables and other equipment.

The section successfully undertook several projects to address the recommendations of the McLeod Inquiry during 2004–05, including:

- specifying engineering and technical requirements and managing the project to purchase four CAFS interface tankers for the ACTFB
- specifying engineering and technical requirements and managing the project to purchase 20 community fire unit trailers for the ACTFB
- specifying engineering and technical requirements for three CAFS tankers for the ACTRFS—at the end of the reporting period the project to purchase the tankers was ongoing.

Procurement and Fleet Management successfully completed a number of other projects during the year, including:

- refurbishing the operational support trailer for the ACTSES
- improving operational vehicles' protection systems and occupant safety features
- reviewing and upgrading the ESA vehicle replacement program
- fitting new air intake housings, inlet ducting and fire-retardant air cleaner elements into fire brigade appliances.

The section also continued to work on the ongoing process of replacing operational and support vehicles, including ambulances, fire appliances, water tankers and command and support vehicles, and a project to design new hazardous materials vehicles.

## Capability

During the past year significant resources were directed towards developing a capability model for the branch. By the end of the reporting period this had progressed to identifying specific milestones, which will allow the integration of corporate information into the capability plans for the Corporate Services and Operational Support branches. This model will provide for the largely seamless development of local budgets and other derivative plans.

During 2004–05 Corporate Services conducted a strategic basing study to inform the future siting of emergency response services in the ACT. A feasibility study and preliminary assessment for the proposed new ESA headquarters was also undertaken.

## Outlook

In the coming year Corporate Services will undergo organisational changes. Some functions will be relocated within the authority, and the financial management area will undergo major revisions.

The units to be relocated are:

- Human Resources (along with JESTA) will be subsumed into a new People and Development Branch
- the Procurement and Fleet and Facilities Management units will both move to the Operational Support branch.

While the ESA's first year was a time of consolidation for Corporate Services, much of the work undertaken during 2004–05 will form a platform for work to be conducted in the new reporting year, including the refinement of policies, processes and procedures. Continuing to develop the capacities of members of staff will remain a priority, as will strongly supporting the operational services.

## Performance against whole-of-government strategies

This part of the annual report sets out how the performance of the ESA in 2004–05 contributed to meeting the objectives of whole-of government strategies, as described in the Chief Minister’s Annual Report Directions.

### Human rights

The ESA supports the principles of the *Human Rights Act 2004*.

Action was taken to confirm that the Emergencies Amendment Bill 2005 was consistent with the *Human Rights Act 2004*. This was successful and the amendment bill proceeded.

The ESA will continue to ensure human rights principles are integrated into its programs and administration, through the authority’s equity and diversity plan.

### Access to government

The ESA places a great deal of emphasis on providing access to emergency services within the ACT community. This was reflected in a recent Productivity Commission report on government services, which observed that ACTAS and the ACTFB continue to have amongst the best response times in Australia.

During 2004–05, the authority undertook a number of activities that demonstrated the continuing commitment to facilitating access to its services. For example:

- A strategic basing study was undertaken to consider the optimum placement of response facilities over the next 15 years.

This will result in some facilities being relocated to reflect the changing demographics of the ACT.

- The ACTFB initiated an examination of its capability which involved analysing the standards of fire cover provided to the community in the ACT and examining additional functions required to be performed to meet local and national responsibilities. This initiative, which is now also being undertaken by other agencies within the authority, provided vital information on priorities and potential pressure points for future response planning.
- The ESA undertook a disability access audit in late 2004, and commenced consultations about drafting and finalising an ESA disability access action plan. The plan will contain a number of actions designed to reduce any barriers that may restrict the accessibility of ESA premises and services for people with disabilities.

Additionally, the authority continued to provide services and advice to target groups through programs such as the CLASP program for elderly ACT residents. There is a smoke alarm installation program for those unable to install their own smoke alarms. There are telephones within the Comcen that are able to communicate with telephones for the hearing impaired. The fire brigade continues to provide fire education programs to schools in the ACT, including special schools.

### Community engagement

The ESA has a demonstrated, ongoing commitment to:

- consulting the community when formulating and implementing policies and strategies

- educating and preparing community members to prevent or respond appropriately to emergencies
- raising community awareness and understanding of the roles of the emergency service agencies
- combining the best of experience and knowledge from all interested people, in the ACT and around Australia.

During 2004–05, the ESA initiated a partnership with IRPH (Radio for the Print Handicapped) to introduce regular programming slots to provide information on public safety in emergency situations. This partnership began by broadcasting interviews with the ESA Commissioner and various other ESA and agency staff. Other examples of activities undertaken to achieve these goals in 2004–05 appear in the 'Key strategic achievements' section.

## Multicultural framework

The ESA supports the Framework for a Multicultural ACT 2001–2005 and has undertaken a range of actions towards meeting the goals of the framework, as described below.

- The ESA commenced a project to provide information leaflets on fire safety and other fire-related issues for the public in 22 languages, collaborating with New South Wales agencies through a Joint Fire Safety Committee.
- The ESA ensured that the flashing 'Emergency call 000' message on the front page of the ESA website (introduced in July 2004) appears in a number of languages other than English.
- ACTAS communications operations staff utilised the services of the Translating and Interpreting Service (TIS) operated by the Australian Government, through the Department of Immigration and

Multicultural and Indigenous Affairs. This most commonly occurs in the pre-hospital setting, if a family member is not available to assist with interpreting.

- Indigenous community groups were consulted during the drafting of the Strategic Bushfire Management Plan (Version 1).
- During the consultation period, the draft Strategic Bushfire Management Plan (Version 1) was made available in languages other than English if requested by community members.
- The ESA Media and Community Information area began liaising with the Office of Multicultural Affairs in the ACT Chief Minister's Department, to look at ways of optimising the use of multicultural media sources.

In the next reporting period, the ESA will focus on ensuring that all consultation strategies include community members from culturally and linguistically diverse backgrounds; further exploring opportunities to disseminate and communicate information more effectively to culturally and linguistically diverse community members; and further promoting diversity in the workplace through an ESA equity and diversity plan.

## Aboriginal and Torres Strait Islander Reporting

In the Productivity Commission's *Overcoming Indigenous Disadvantage: Key Indicators 2003* report, commissioned by the Council of Australian Governments, three priority outcomes and seven strategic areas for action are identified. Of those, the ESA has placed emphasis on the following:

- safe, healthy and supportive family environments with strong communities and cultural identity

- functional and resilient families and communities
- - economic participation and development.

The ESA takes advice from the Bushfire Council, which is required by the *Emergency Services Act 2004* to include at least one community representative with experience in Indigenous land management. This specialised input is valued by the ESA.

As noted elsewhere in the report, the ESA extensively consulted with representatives of the ACT Indigenous community during the development of the Strategic Bushfire Management Plan (Version 1).

The ESA encourages the employment of a diverse range of people when advertising positions. We will be examining ways to expand the employment and volunteer participation of Indigenous people in emergency services roles, as part of the development of an equity and diversity plan for the ESA, in the coming year.

In terms of general participation, the ESA's vision of 'A safer community through collaborating and excellence in emergency services' is in harmony with the ACT Government's objectives for overcoming Indigenous disadvantage. The ESA's strong emphasis on building community partnerships and educating and informing people, including Aboriginal and Torres Strait Islander people, about how to prepare for, prevent and respond to emergencies contributes to the goal of 'safe, healthy and supportive family environments with strong communities and cultural identity'.

## ACT Women's Plan

The authority provides its services, without discrimination, to those who need assistance.

In order to meet its obligations to people at risk, and in accordance with the ACT Government's *Justice, Options and Prevention* framework, ACTAS has a work practice which requires its officers to report to ACT Policing any incident or injury which has the potential to be the result of domestic violence. This provides ACT Policing with vital information, enables the police to commence investigations in a timely manner, and assists women who may be at risk to feel safer in the community.



# Management Performance -

## Human resource management

The Emergency Services Authority (ESA) encompasses diverse occupational groups, including: firefighters (both urban and rural); ambulance officers; administrative officers; general service officers; and volunteers. Skilled and committed people are the authority's most valuable resource. This part of the annual report describes how the authority manages and develops those people to meet agency objectives in a safe, diverse and rewarding workplace.

## Planning and performance management

The authority recognises that sound human resource planning and practices are essential to delivering desired outcomes. Promoting high performance and enabling staff to realise their full potential and to understand business outcomes is integral to the achievement of the authority's goals.

During 2004–05 the ESA examined the operational environment likely to affect the authority over the next two to three years and identified the need for a more sustainable and flexible business model. This will enable the delivery of support services throughout the authority that are necessary to meet the emerging budgetary, workforce planning and demand for service issues. Further, the demographics, in particular the aging workforce, raise issues for the authority.

The authority commenced developing a human resource strategic plan to provide direction to human resources planning and reflect ACT Government policy and priorities. The strategy will include plans for a performance management framework to support and develop our people. Consistent with this, the focus of human resource management in the future will be on leadership capability and the commencement of detailed workforce planning analysis activities. The strategic plan will also value and encourage whole-of-life learning and competency-based employment as the cornerstones of a sustainable workforce.

## Staffing profile

All members of staff within the authority are employed under the *Public Sector Management Act 1994* except for the Commissioner who is employed under the *Emergencies Act 2004*.

The ESA staffing profile for 2004–05 is shown in Table 7.

**Table 7: ESA staffing profile on 30 June 2005**

	Female	Male	Total
<b>Classification</b>			
Executive	0	8	8
Statutory Office Holder	0	1	1
Administrative	33.3	26.54	59.84
Senior Officer	10	22	32
General Service Officer	0	6	6
Information Technology Officer	0	1	1
District Officer	0	15	15
Station Officer	1	66	67
Superintendent	0	3	3
Firefighter	4	211	215
Patient Transport Officer	1	4	5
Ambulance Officer	5	7.55	12.55
Communications Officer	1	4	5
Intensive Care Paramedic	26.44	55	81.44
Student Paramedic	3	7	10
<b>Total</b>	<b>84.74</b>	<b>437.09</b>	<b>521.83</b>
<b>Attendance type</b>			
Full-time	81	436	517
Part-time	3.74	1.09	4.83
Total	84.74	437.09	521.83
Employment status			
Permanent	82.74	422.55	505.29
Temporary	2	14.54	16.54
<b>Total</b>	<b>84.74</b>	<b>437.09</b>	<b>521.83</b>

**Table 7: ESA staffing profile on 30 June 2005 (continued)**

	Female	Male	Total
<b>Age</b>			
<20	0	2	2
20–24	6	7	13
25–29	12	33	45
30–34	19.53	62.54	82.07
35–39	16.13	79.55	95.68
40–44	13.08	83	96.08
45–49	10	100	110
50–54	7	47	54
55–59	1	18	19
60–64	0	5	5
<b>Total</b>	<b>84.74</b>	<b>437.09</b>	<b>521.83</b>
<b>Agency</b>			
ACT Ambulance Service	39.44	82.55	121.99
ACT Fire Brigade	6	295.54	301.54
ACT State Emergency Service	2	4	6
ACT Rural Fire Service	3	8	11
Operational Support	7	18	25
Joint Emergency Services Training Academy	6.61	5	11.61
Corporate Support	20.69	24	44.69
<b>Total</b>	<b>84.74</b>	<b>437.09</b>	<b>521.83</b>

Note: Figures represent full-time equivalents, calculated using actual hours worked as percentage of full-time work hours.

The ESA volunteer staffing profile for 2004–05 is shown in Table 8.

**Table 8: ESA volunteer staffing profile on 30 June 2005**

Service	Male	Female	Total
ACT Fire Brigade	550	180	730
ACT Rural Fire Service	340	57	397
ACT State Emergency Service	125	80	205
<b>Total</b>	<b>1,015</b>	<b>317</b>	<b>1,332</b>

The ACT Rural Fire Service also receives staffing support from land management agencies within Environment ACT for the conduct of its operations. During 2004–05, this involved a total of 129 members of staff, comprising 108 males and 21 females.

### Culture and values

The authority has six primary organisational values, which underpin the philosophy and activities of the organisation. These values are:

- courage
- leadership
- teamwork
- professionalism
- innovation
- integrity.

In addition to the six primary values, the emergency services agencies identify and adhere to values that reflect their service priorities. For example, the ACTFB, through its business plan, also values quality service and involvement.

The authority is committed to ensuring appropriate ethical standards are established and maintained. A Code of Conduct for the organisation was adopted soon after the establishment of the authority.

Any new employee of the authority receives a copy of the ACT Public Service Code of Ethics booklet and is required to sign a declaration that they have read, understood and agreed to abide by the code. Information about the Public Service Code of Ethics and ESA Code of Conduct is included in authority corporate induction training and incorporated into other training where appropriate.

Members of staff are encouraged to report any suspected breaches to their managers or to the Human Resources section. Any reported breach of the Code of Conduct is investigated promptly in an appropriate manner and any member found to be in breach of the code is dealt with via the discipline processes outlined in the relevant certified agreement.

During 2004–05, the ACTFB surveyed a sample of staff about ethical behaviour and the Code of Conduct. The results will provide the basis for further enhancements of the professionalism of the brigade.

In the next reporting period, the authority will focus on further promoting its Code of Conduct and the ACT Public Service Code of Ethics and booklet among members, and developing more comprehensive procedures for handling allegations of potential breaches of the Code of Conduct.

## Workplace diversity

The authority remains committed to identifying, attracting and retaining a diverse workforce, and to creating an organisational culture that values and respects each employee as an individual. The diversity of those who work in the authority is one of its great strengths.

The authority is committed to the ACT Public Service Equity and Diversity Framework and will be developing an authority-wide equity and diversity plan in the next reporting period.

The authority supports the ACT Public Service Disability Employment Framework. At the end of the reporting period, the authority was finalising a disability access action plan for the authority. All strategies and actions in the disability access action plan and the Public Service Disability Employment Framework will be incorporated into the ESA Equity and Diversity Plan, to ensure there is an integrated and strategic approach to these focus areas across the authority.

During the reporting period, the authority issued policy statements on equity and diversity and discrimination, harassment and bullying. Education sessions and information on equity and diversity issues were provided at both service area and corporate levels. Induction programs and various workplace-based information sessions were conducted at ACT State Emergency Service volunteer meetings by Human Resources staff.

The following will be key focus areas for equity and diversity in the authority in the next reporting period:

- awareness raising, training and education at all levels
- consolidation and communication of the complaint-handling processes and support and advice mechanisms available

for staff and managers who are experiencing or managing discrimination, harassment and/or bullying issues

- reinvigoration of the contact officer support network across the authority
- review of recruitment procedures to ensure they include specific information and guidance about equity and diversity in selection
- further investigation into the proportion of staff from equal employment opportunity-designated groups and, if relevant, the barriers to their employment from an employer and employee perspective
- promotion and recognition of significant cultural and religious days and community diversity events.

Table 9 outlines how the designated equal employment opportunity groups were represented in the authority during 2004–05.

**Table 9: ESA staffing profile by equal employment opportunity category on 30 June 2005**

Service/branch	Female	Aboriginal or Torres Strait Islander	Non-English speaking background	With a disability
ACT Ambulance Service	39.44	1	1	0
ACT Fire Brigade	6	1	18	3
ACT Rural Fire Service	3	0	0	0
ACT State Emergency Service	2	0	0	0
Executive	1	0	0	1
Operational Support	7	1	2	0.33
Joint Emergency Services Training Academy	6.28	0	1	2
Corporate Services	20.02	0	4	1
<b>Total</b>	<b>84.74</b>	<b>3</b>	<b>26</b>	<b>7.33</b>

Note. The figures above are based on full-time equivalents, calculated using actual hours worked as percentage of total full-time work hours.

## Workplace health and safety

### Risk management

Reflecting its commitment to providing a safe and healthy work environment for all its members, the authority is developing services and corporate cultures that systematically identify risk. The identified risks will be managed through proactive intervention and improvements to operational environment work procedures, practices and equipment and to workplace procedures and facilities. The effectiveness of these improvements will be regularly monitored and reviewed, with emergency services industry best practice as the benchmark for achieving desired outcomes.

Occupational risks at authority level were identified through a management system self-audit in 2004–05. Risks were identified at the services level through each service's local OH&S (occupational

health and safety) committee. In individual workplaces, risks were identified through workstation assessments by OH&S and rehabilitation advisers and workplace inspections by managers, supervisors and health and safety representatives. Members also identified risks in work units and informed management through the certified agreement consultation forums. Control of the identified risks was managed through consultation with members and normal management practice.

As another important means of maximising the health, safety and welfare of employees, authority members were offered training in:

- OH&S
- workstation set-up
- manual handling
- orientation and induction.

The authority is developing OH&S programs to suit the needs of the four services and support areas and to improve OH&S and rehabilitation management across the authority.

### Policy and committees

The authority further developed local OH&S committees in each service; additional health and safety representatives were selected to improve the coverage and representation of staff. Health and safety representatives were selected in accordance with the *Occupational Health and Safety Act 1989* (the OH&S Act).

Joint union–management certified agreement committees were formed to consult on service issues, including OH&S.

An interim Occupational Health and Safety Policy Statement was implemented and distributed pending the development of a formal policy through wider consultation.

A smoke-free workplace policy was drafted and is currently subject of a consultation process.

### Incidents, accidents, investigations, notices and claims

In 2004–05:

- There were 217 accident and incident reports lodged, with 55 resulting in lost time of one day or more.
- There were 16 incidents notified to ACT WorkCover as required under s. 204 of the OH&S Act.
- There were no investigations leading to improvement or prohibition notices issued under s. 146 or s. 155 of the OH&S Act.
- There were no notices of noncompliance or enforceable undertaking issued under s. 212 or s. 169 of the OH&S Act.

- There were no enforceable undertakings issued under s. 169 of the OH&S Act.
- There were 68 claims from ESA members with a date of injury within the year 2004–05 accepted for workers compensation by Comcare.

### Initiatives

During 2004–05, several initiatives were undertaken to improve the safety of staff members and others. For example:

- ACTSES redesigned the personal protective clothing issued to its members so future orders of new uniforms will comply with the Australian Standard for high-visibility safety garments
- ACTAS began to carry portable sharps containers and protective cannulas in response vehicles
- ACTFB upgraded the traffic control cones carried in appliances, and introduced community fire units with support and training
- ACTRFS introduced slip-on units for rural lessees with support and training.

### Injury prevention and management targets

The ACT Government is a party to the National Occupational Health and Safety Strategy 2002–2012. This strategy sets targets for improvement in four areas:

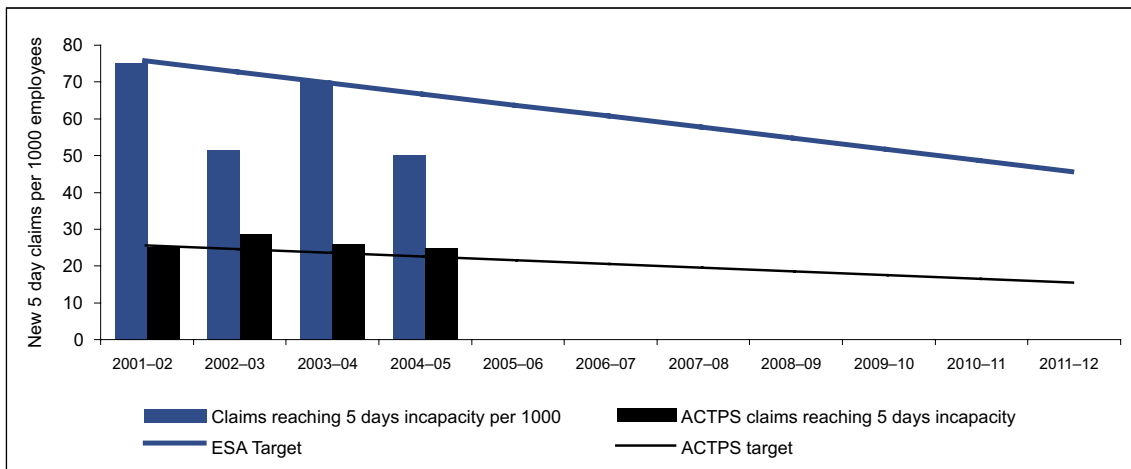
- number of injuries (involving five or more days off work)
- number of fatalities
- average time lost
- average time take for rehabilitation.

The authority has experienced no fatalities since the strategy commenced in 2001–02. Trends in relation to the other three targets are shown in the figures below.

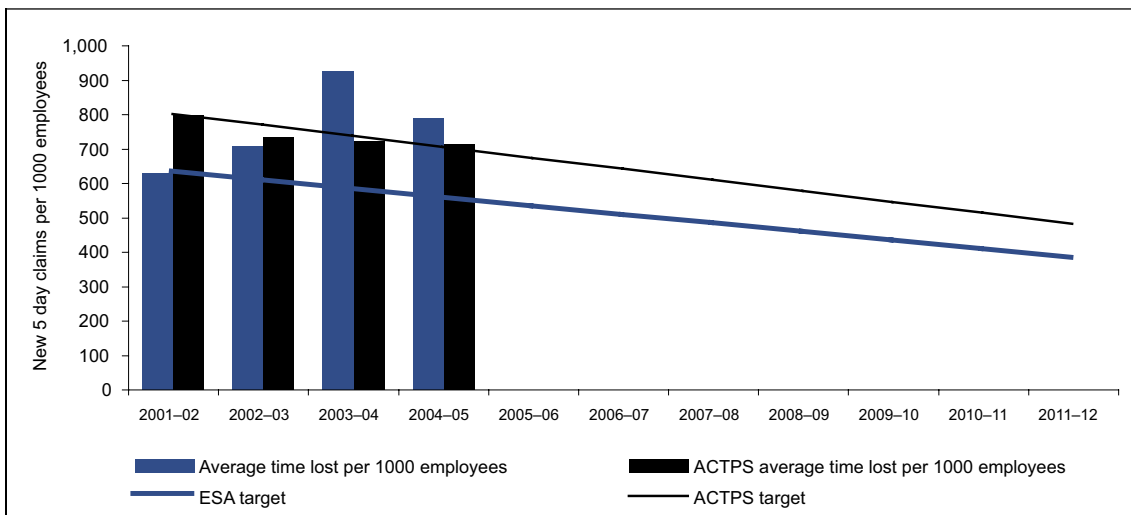
In the first four years of the target period, the services that comprise the authority experienced a downward trend in claims involving five or more days of incapacity.

There was an upward trend in average time lost during the first three years, which was reduced in 2004–05. The average time taken for rehabilitation intervention has been significantly reduced over the past three years.

**Figure 2: Incidence of workplace injuries compared to targets for 2002-2012**

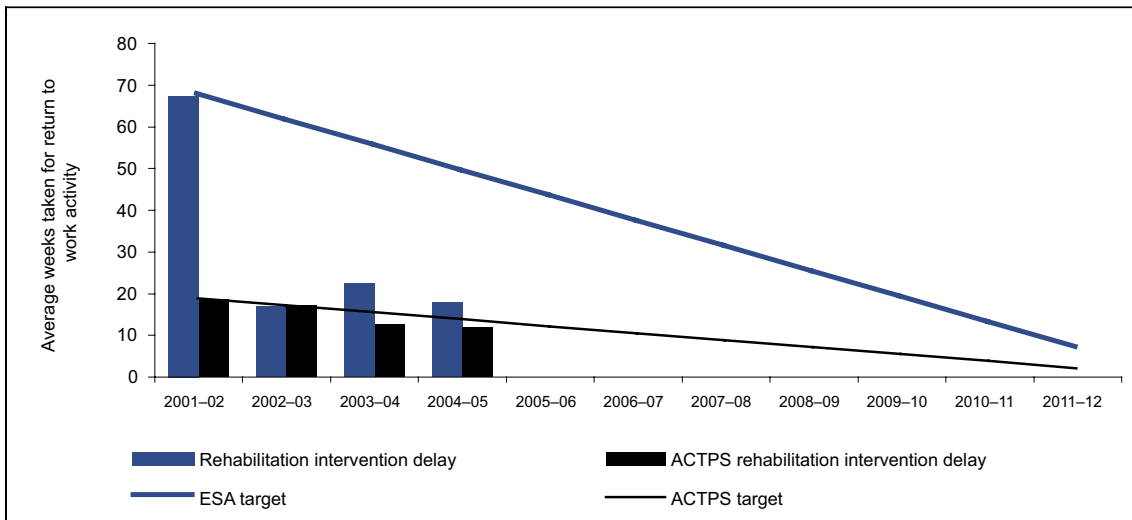


**Figure 3: Average lost-time rate compared to targets for 2002-2012**





**Figure 4: Average time taken for rehabilitation intervention compared to targets for 2002-2012**



## Learning and development

During 2004–05, the four emergency services agencies provided a range of specialised learning and development opportunities for their members, often through programs coordinated or facilitated by the Joint Emergency Services Training Academy (JESTA), to improve their operational preparedness and capability. JESTA provided an authority-wide strategic approach to learning and development, and coordinated and delivered programs for staff from all services and branches of the authority.

### ACT Ambulance Service

ACT Ambulance Service (ACTAS) communications officers completed training in the new computer-aided dispatch (CAD) system prior to its commissioning in August 2004. Additional training was conducted for several members of staff from ambulance operations, so as to increase the total number of CAD-qualified staff who may perform duties in the ESA Communications Centre (Comcen).

ACTAS student paramedics commenced their training in January 2005. The students will complete a three-year advanced diploma program before graduating as intensive care paramedics (ICPs).

All ICPs attended a one-week clinical skills maintenance and professional development program, run by the Clinical section, during 2004–05. The program comprised a mix of clinical practice and other related issues, to ensure that ACTAS remains at the forefront of pre-hospital clinical care. In addition, all ICPs qualified for aeromedical duty in the Snowy Hydro SouthCare helicopter completed relevant clinical in-service, fitness and aircrew currency training and reaccreditation.

A one-week training course was coordinated by JESTA for newly appointed team leaders. The program provided the group with a range of agency-specific and broader front-line management training and ESA familiarisation.

Several ACTAS staff participated in various courses run by Emergency Management Australia (EMA), both in the ACT and

interstate. Two ACTAS managers also participated in Australasian Inter-service Incident Management System (AIIMS) training with the Ambulance Service of New South Wales, further developing the close operational relationship between the two services.

Several ACTAS staff completed the Certificate II in Government program, and several have gone on to enrol in the Certificate III program. One ACTAS manager completed an Executive Development Program and received a Graduate Certificate in Applied Management.

### **ACT Fire Brigade**

The Firefighter Development section of the ACT Fire Brigade (ACTFB) developed and refined a 'pathways plan' for firefighters that enables all staff to understand their career progression and professional development needs. Integral to this is the individual development plan that gives all firefighters a say in their career management and provides senior management with an additional tool to plan for and coordinate training.

The fire brigade successfully renewed its Registered Training Organisation (RTO) status following an audit in 2004. The audit was vitally important to the brigade, because training and assessment are directly related to operational capability.

As part of meeting its RTO requirements and its legislated obligations, the ACTFB has devoted effort to rebuilding its training database and records management systems. In addition to this, the brigade invested time in mapping existing firefighters' qualifications across to the new Public Sector Training Package.

The primary focus of the brigade's Training section has been to develop, deliver and coordinate training for operational staff. To

ensure that skills maintenance training can continue at all times a number of training programs were developed or revamped, and instructors were trained accordingly. There is now an improved balance between on-shift and off-shift training in: first aid; pumping; gas fire simulation; Holmatro rescue equipment; hybrid vehicles and new car technology; flashover simulation; and a number of different hazardous materials competencies.

During the year, two training courses were conducted for recruits, producing 32 new qualified brigade members. The courses were overlapped, with the aim of having a large number of qualified firefighters available in as short a timeframe as possible so as to reduce the considerable overtime costs being incurred by the organisation.

All recruits undergo training in a disciplined but team-oriented environment and are challenged by the diverse range of technical skills they must master before they can operate safely on the fireground.

The Firefighter Development section also provided operational staff with a range of technical training opportunities in several disciplines, including: road accident rescue; CAFS tender operation; mass decontamination; field sampling techniques; and bulk shower operation.

Training was also delivered by external providers, in the following areas: urban search and rescue by the Queensland Fire and Rescue Service; industrial rescue by the New South Wales Fire Brigades; compartment fire behaviour by the New South Wales Fire Brigades; hot fire cell skills by the New South Wales Fire Brigades; and chainsaw operation by ACT Forests.

### **ACT Rural Fire Service**

The major focus for learning and development by the ACT Rural Fire Service (ACTRFS) in the past 12 months was the provision of operational training to:

- upgrade skills to meet national competency standards
- enhance the response and operational capability of the service
- provide for the ongoing development of brigade members.

Training programs ensure the ACTRFS has a capability to respond to bushfire consistent with the AIMS. This training is provided at all levels of the service, from new recruits to those members who will fulfil senior roles during bushfire events.

AIMS training and development undertaken in the past 12 months included:

- initial basic-level and advanced level bushfire fighter training and skills maintenance
- induction training
- helicopter awareness training
- first aid training
- chainsaw and four-wheel drive operation training
- training and information sessions relating to communications systems and Firelink
- higher level firefighter training targeted at key roles in incident management, including
  - incident management skills
  - incident management planning
  - operational management.

A number of exercises were also undertaken over the period, including two remote area exercises involving real-time deployment of firefighters and incident management teams, and the joint major incident exercise run by the ESA.

Other training was undertaken to equip the service to advise on risk, prevention and preparedness for bushfires in the ACT. This training included:

- specialist training provided by EMA, in evacuation planning, emergency risk management and emergency coordination centre management
- training of staff in media awareness and media management at incidents
- training for Bushfire Wise facilitators.

A future training goal for the service is the completion of a training needs analysis to clearly identify the future leadership and training needs of the ACTRFS and establish clear pathways for the career progression of volunteer and departmental firefighters.

### **ACT State Emergency Service**

The ACT State Emergency Service (ACTSES) has developed the capability of its members in its first 12 months of service through the provision of a wide range of learning and development opportunities, focused on skills-based training. To achieve this a full-time training officer with specialist emergency service skills was appointed.

This initiative has resulted in several key achievements for the ACTSES, including:

- the establishment of formal induction and training programs for all new members
- the formation of a training support team to promote better communication between the units and service training officers
- the introduction of competency-based training and assessment for all ACTSES members, in core skill areas such as general rescue and storm damage
- the awarding of a Certificate II in Public Safety to members who completed the eligibility requirement

- the delivery of training to meet the needs of the ACTSES under the AIIMS
- a commitment to offering competency maintenance training for high-risk operational duties such as chainsaw operation
- the training and accreditation of several members in working in an operations centre, through the New South Wales State Emergency Service
- the provision of accredited team leadership training through the Australasian Fire Authorities Council Volunteers as Leaders Program
- the completion by staff of several accredited emergency management programs offered through the Emergency Management Institute.

Learning and development in the ACTSES over the next 12 months will see the expansion of the suite of competency-based programs across the service and the enhancement of the capability that the volunteer members can call upon in any emergency.

### **Joint Emergency Services Training Academy**

As indicated in the report on 'Key strategic achievements', in 2004-05 the focus of JESTA and the authority more broadly was on increasing operational capability. Whilst this focus is not directly aligned with the ACT Public Service Learning and Development Framework, it is consistent with the recommendations of the McLeod Inquiry report on the January 2003 bushfires.

The following sections describe JESTA's achievements in relation to the whole-of-government learning and development initiatives current in the ACT in 2004-05, and some particular authority priorities.

### **Public Sector Training Package**

JESTA commenced phasing in the Public Sector Training Package during 2004-05. A total of 18 participants undertook the Certificate II in Government, and 20 participants undertook the Certificate III in Government.

### **Take the Lead Program**

Two members were enrolled in the ACT Public Service Take the Lead Program, which is targeted at senior officers and aims to build leadership capability.

### **Front-line management training**

A total of 52 authority personnel enrolled in three selected units of training in front-line management. The training aimed to assist participants to develop and consolidate important skills required at the first line of supervision or at front-line management level. The units can be counted towards the completion of a level II, III or IV Certificate in Government. Participants were drawn from a range of areas, and included volunteer and paid personnel.

### **Executive Leadership Development Program**

The ESA did not participate in the ACT Government Executive Leadership Development Program in 2004-05. The ESA is significantly different from many other ACT Government entities because of its distinctly operational focus, and the challenges that it faces in preparing existing and potential executives to meet the goals of the organisation as both a government agency and an operational emergency service organisation. In the next financial year, the ESA will undertake a review of training within the organisation for current and future leaders.

The ACT Fire Brigade had one member successfully complete an executive development program conducted by the

Australasian Fire Authorities Council in conjunction with the Australian Institute of Police Management.

**Agency learning and development priorities**

JESTA's particular achievements in relation to the ESA's focus on enhancing operational capacity during 2004–05 included the following:

- The induction program for ACTRFS and ACTSES volunteers underwent a review, including a review of the assessment tools.
- A new authority staff induction program was developed and introduced by JESTA, in conjunction with Corporate Services.
- Three new Training Resource Kits from the Public Safety Training Package were developed for ACT RFS members, to cover
  - navigating in urban and rural environments -
  - operating pumps -
  - preparing, maintaining and testing response equipment.
- New, nationally recognised and accredited bushfire awareness training for non-operational staff (such as mechanics and media liaison officers) was developed and piloted.
- New, nationally recognised training was introduced for ACTSES members, covering general rescue and storm and water damage
- Nationally recognised AIMS training commenced across the authority.
- The roll-out of the Vector Command computer simulator training commenced.

**Workplace relations**

During this year three certified agreements were negotiated and certified:

- ACT Fire Brigade Certified Agreement 2004–06
- ACT Ambulance Service Certified Agreement 2004–07
- Emergency Services Authority Certified Agreement 2004–07.

**Australian Workplace Agreements**

The status of authority Australian Workplace Agreements (AWAs) as at 30 June 2005 and outlined in Table 10. All current AWAs have a duration of 36 months.

The remuneration payable under an AWA for classifications equivalent to the Administrative Service Officer Class 6 through to Senior Officer Grade A classifications is \$80,571–\$117,080.

**Table 10: Australian Workplace Agreements on 30 June 2005**

Status of agreement	No.
In place	7
Entered into during reporting period	0
Being negotiated	0
Awaiting approval from Office of the Employer Advocate	0
Transferred to a Special Employment Arrangement	0
Terminated/lapsed	5
<b>Total</b>	<b>12</b>

**Special Employment Arrangements**

During the reporting period, no member of staff was covered by a Special Employment Arrangement, nor were there any negotiations in relation to Special Employment Arrangements.

## Governance -

This part of the annual report describes the structures and strategies that the ESA has developed and implemented to ensure the authority is an effective, efficient and accountable organisation.

### Internal accountability structures and processes

The authority's Commissioner, Peter Dunn, AO, is the Chief Executive of the authority, and reports to the Minister for Police and Emergency Services.

The senior executive officers with responsibility for the four services and three branches of the authority in 2004–05 were:

- ACTAS Chief Officer—Ken Paulsen, PSM
- ACTFB Chief Officer—David Prince
- ACTRFS Chief Officer—Michael Ross
- ACTSES Chief Officer—Tony Graham
- Operational Support Director—Steve Ayling, AM
- JESTA Commander—Ian Bennett
- Corporate Services Director—Greg Williams.

The authority structure is summarised in Figure 1 in the 'Overview of the Emergency Services Authority' section.

The remuneration of the senior executives, including the Commissioner, is determined by the ACT Remuneration Tribunal.

The work of the senior executives is informed by several internal committees, as well as the external committees that provide advice to the authority: the Bushfire Council and the Emergency Management Committee (see Appendix 2).

The senior management committees active during the authority's first year of operation were:

- the Commissioner's Advisory Group, which meets fortnightly and as required for executive-level strategic business planning and operational decision making
- the General Management Committee, which meets fortnightly to coordinate business and administrative requirements
- the Joint Operational Planning Group, which meets weekly and as required to plan and coordinate support of operations
- the Capability Board, which meets monthly and as required to coordinate new capability development, including through life system/equipment support requirements
- the ESA Media Working Group, which meets as required to coordinate media and community education activities
- the Finance Committee, which meets monthly to plan and coordinate budget and financial management matters
- the Audit Committee, which meets as required to deal with corporate governance matters
- the Security Working Group, which meets monthly to coordinate security arrangements
- the Communications Management Group, which meets monthly and as required to plan and coordinate current and future operational communications
- the Comcen Review Team, which meets monthly to develop the future operational requirements for the Comcen.

## Strategic and organisational planning

Strategic and organisational planning was a very high priority for the authority in 2004–05, as it began operating independently and needed to implement the financial and business management functions required of a government department.

Key elements of this process were:

- moving to establish efficient internal governance structures and processes
- managing the transfer of resources from the former parent department, and creating a baseline for further enhancement
- introducing essential business systems, including the accurate management of assets, to better forecast financial requirements in future years.

As described in the 'Key strategic achievements' section, a number of business and operational structures and plans were in place or in the process of being finalised at the end of 2004–05.

The authority developed Version 1 of the ACT Strategic Bushfire Management Plan, which was released during the reporting period. The plan will play a central role in the authority's operations, and includes mechanisms for monitoring and measuring progress towards the stated objectives.

The authority also conducted a review of the ACT Emergency Plan and prepared a number of emergency management planning documents—including the Strategic Bushfire Management Plan, Community Evacuation Plan, Emergency Warning Plan, Black Mountain Plan and Electricity Continuity Plan—and provided input when the ACT Public Information Sub-plan was revised to include counter-terrorism considerations.

## Fraud prevention

Whole-of-government fraud and corruption prevention is governed by the ACT Government Integrity and Fraud Prevention Policy. The policy came into effect in April 2004 and has a two-year implementation period. During 2004–05 the authority developed a Fraud and Corruption Prevention Plan to meet the central requirement of the integrity policy.

The ESA Audit Committee oversees the development and application of appropriate organisational fraud prevention procedures for the authority. An initial business risk assessment and management plan was developed when emergency services were under the umbrella of the Department of Justice and Community Safety. This plan was reassessed by the Audit Committee during 2004–05, and will be reviewed early in the new financial year using three key planning strategies: the integrity policy, the business risk assessment, and the strategic audit plan. This process should ensure the procedures identified in the audit plan for the mitigation of priority types of risk and exposure is consistent with the government's policy.

In addition, the management arrangements being adopted as the authority consolidates are in accordance with the broader requirement for stronger corporate governance frameworks being introduced across all ACT Government agencies.

## Business risk management and internal audit arrangements

A draft business risk management framework for the authority was developed using the ACT whole-of-government approach. This framework includes risk management practices and procedures designed to protect and enhance the authority's resources, and emphasises that

risk management is an integral part of the management process.

An Audit Committee was established during 2004–05 in accordance with s. 31 of the Financial Management Act 1996. The committee is responsible for assisting the Commissioner and senior executives with responsibilities for corporate governance, particularly maintaining adequate internal controls over the authority's revenue, expenditure and assets. The committee has no executive powers. It undertakes a review and advisory role with the aim of ensuring financial management and control remains effective.

An internal audit charter has also been developed. The charter sets out clearly the objectives and role of internal audit, the audit process, quality control and how audit provides assistance to management.

## External scrutiny

### Coronial Inquiry into the January 2003 Bushfires

The ACT Coronial Inquiry into the January 2003 Bushfires continued throughout the 2004–05 reporting period. The findings of the inquiry are expected to be announced during the 2005–06 financial year.

### Council of Australian Governments Review of Natural Disaster Relief and Mitigation Arrangements

The authority has completed all actions within its purview in order to implement the recommendations of the Council of Australian Governments (COAG) report into natural disaster mitigation.

Of the 12 commitments identified in the report, the ACT has met its obligations in relation to the 11 that are relevant to the territory.

Of the 63 recommendations in the report, the ACT has agreed to and fully implemented 49. Many of these are ongoing and continue to be the focus of considerable development in the territory. Three of the recommendations are yet to be fully acted on in the ACT, in relation to the provision of awards for developing disaster-resilient infrastructure and the provision of training to industry to improve the consideration of hazards during construction and development. The remaining 11 outstanding recommendations require action or review from the Australian Government before ACT action can occur.

### Council of Australian Governments Inquiry on Bushfire Mitigation and Management

This COAG report provided a framework for bushfire risk mitigation based on 'the five Rs'—research, information and analysis; risk modification; readiness; response; and recovery. Through the development of the ACT Strategic Bushfire Management Plan, the authority has implemented a version of this framework, adopting the more widely used terminology of risk assessment, prevention, preparedness, response and recovery.

Through the development of the Strategic Bushfire Management Plan and engagement with territory and national bodies, the authority is actively implementing the 25 COAG recommendations that are directly relevant to the authority (of a total of 28 recommendations made).

The successful implementation of these recommendations can be demonstrated by a number of key achievements, which include:

- active involvement in the Bushfire Cooperative Research Centre



- implementation of the AIIMS as the standard for incident management across all services
- formal agreements with ACT media organisations to deliver community information and warnings
- enhanced promotion of community awareness and education
- the development of standard emergency warning systems
- a commitment to delivering competency-based training to national standards
- the development of bushfire risk assessment processes and definition of fire management zones across the territory
- engagement with the National Aerial Firefighting Centre for the provision of aerial bushfire-fighting resources.

Priority activities for the authority in the coming year will be the:

- continued delivery of accredited training
- further development of procedures and guidelines for community and environmental recovery
- completion of the all-hazards early-warning system for the ACT
- refinement of guidelines and standards for land use development and planning
- ongoing delivery of community awareness and education
- ongoing enhancement of operational capability.

### **Legislative Assembly committee inquiries and reports**

There were no Legislative Assembly committee inquiries into or reports on the authority during 2004–05.

### **Government inquiries and reports**

There were no government inquiries into or reports on the authority in 2004–05.

### **Reports by the Auditor-General**

There were no Auditor-General reports on the authority in 2004–05.

### **Reports by the Ombudsman**

The authority had a single matter dealt with by the Ombudsman in 2004–05. A member of the general public complained to the Ombudsman that the ACTFB had provided information (about the complainant) to another ACT agency without authority. The Ombudsman agreed with the complainant that this should not have occurred. As a result, new procedures have been written regarding the transmission of information between the ACTFB and other ACT Government agencies.

### **Reports required by legislation**

#### **Freedom of information**

The *Freedom of Information Act 1989* (the FOI Act) provides citizens with a legally enforceable right of access to all documents in the possession of the ACT Government, subject only to exemptions to protect the legitimate interest of the ACT Government.

Sections 7, 8 and 79 of the FOI Act require agencies to report on any freedom of information (FOI) matters that they deal with each year. This report comprises two sections, a s. 79 statement for the authority and a s. 7 statement. A separate s. 8 statement can be obtained from the ESA's FOI officer or viewed on the ESA website, [www.esa.act.gov.au](http://www.esa.act.gov.au).

#### **Section 79 statement**

Section 79 of the FOI Act requires the authority to report particular information, including the number of requests received

and the number of days taken to complete each request.

During 2004–05 five requests were received, under s.14 (see Table 11 for processing times). Of those five:

- one request was withdrawn
- one request was fully referred
- one request was fully met
- two requests were partially met.

The authority did not receive any requests under s. 48 or s. 59 of the FOI Act and did not collect any fees in relation to the processing of requests.

**Table 11: Freedom of information requests**

Days taken to process the request after the day of receipt	No. of requests	Proportion of total requests
< 31	3	60%
31–45	1	20%
46–60	1	20%

### Section 7 statement

Section 7 of the FOI Act requires the minister responsible for an agency to publish a statement about the particulars, functions and powers of the agency as well as certain categories of documents held by the agency and the arrangements for public participation in the formulation of policy and operations.

The organisation and functions of the authority are described elsewhere in this annual report. Legislation administered by the Minister for Police and Emergency Services is published in full in the Administrative Arrangements Orders.

Arrangements for public participation in decision making include public submissions to inquiries, discussion at public meetings, consultative committees for specific purposes, access to records through FOI requests, comments on draft documents and plans, comments on bills before the Legislative Assembly, and contact with the minister.

The authority holds several basic categories of documents:

- those freely available on request without charge
- those available for sale including those that are part of a public register
- those that are exempt under the FOI Act
- all other kinds of documents that may be available under the FOI Act.

Documents available on request and without charge include publications produced by the authority on various aspects of its activities. These are distributed from public counters and libraries throughout the ACT and may be available on the ESA website. Other documents include:

- discussion papers
- various information brochures on bushfires and fire, storm and flood prevention.

Documents of other kinds, which may be available under the FOI Act, include:

- general files including internal, interdepartmental and public documents, minutes of meetings, committee agendas and background papers, policy statements, financial and staffing estimates
- diaries, rosters and worksheets
- policy and advice files

- electronic records or paper records held in relation to ESA functions
- photographs, videos and films
- financial accounting records
- details of contracts and tenders
- files on applicants, complainants and clients
- records of government, including machinery of government documents.

Those seeking information are encouraged to seek access by contacting the ESA before resorting to the more formal FOI procedure. In many cases it may be possible to access information far more quickly and efficiently through such an approach.

All FOI requests should be directed to:

FOI Officer  
ACT Emergency Services Authority  
PO Box 104  
CURTIN ACT 2601

### **Public interest disclosure**

There were no public interest disclosure matters to be reported in 2004–05.

### **Territory records**

The *Territory Records Act 2002* requires ACT Government bodies to have in place a formal Records Management Program which addresses all elements of s.16 of the Act as well as those set out in the standards released by the Director of Territory Records under the Act.

The authority has had a draft Records Management Program in place since February 2005. This program was tested by authority staff for ease of use and refined with the assistance of the Territory Records Office. It is expected that the revised program will be approved by the Commissioner in early 2005–06.

Training specific to records management has been conducted within the authority, with particular emphasis on the role of administrative liaison officers in the process.

## **Sustainability and environment**

### **Commissioner for the Environment reporting**

The 2003 Commissioner for the Environment's Report recommended the ACT Government extend existing policy and management plans to include extreme event scenarios. The establishment of the authority in July 2004 has provided the institutional architecture for the ACT to develop broad-ranging planning tools, all of which take into account extreme scenarios. The ACT Emergency Plan is under review and will be reissued in late 2005, incorporating best practice in the planning and coordination of emergency management. As well, sub-plans for flood and chemical, biological, radiological and nuclear hazards are under development. An all-hazards evacuation and safety warning system is also nearing completion.

Consistent with the authority's mission statement, the development of the Strategic Bushfire Management Plan considered environmental values, including biodiversity conservation. For example, a zoning system has been defined, affording differing management prescriptions for varying land parcels.

Each year, each land management agency is required to prepare a bushfire operations plan that details the activities the agency plans to undertake to meet the standards specified in the Strategic Bushfire Management Plan. As far as practical, where it will not compromise achievement of agreed standards, activities assessed as having a significant potential impact on biodiversity are modified to minimise their impact.

### **Ecologically sustainable development**

The principles of ecologically sustainable development were considered as part of the concept for the delivery of the new headquarters and joint training facilities proposed for the ESA. Further consideration will be given to these principles when detailed planning for the project is undertaken. Similarly, any future capital upgrades will encompass these principles where possible.

# Financial Performance -

## Performance overview

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This part of the annual report summarises the information that the Emergency Services Authority (ESA) is required to provide to demonstrate its financial performance during the reporting period.

## Annual financial statements

Section 27 of the *Financial Management Act 1996* requires a copy of the audited financial statements to be produced. A copy of the authority's audited financial statements appears in Appendix I of the annual report. These have been prepared on an accrual basis in accordance with the Australian Accounting Standards.

## Results

A full discussion on financial performance is incorporated in the Management Discussion and Analysis in Appendix I.

## Financial management -

This part of the annual report describes the prudent financial management strategies and procedures that the authority applied during the reporting period, including expenditure on capital works.

### Asset management

The ACT Government's asset management guidelines drive the asset management strategy for the ESA. These guidelines emphasise the need for a service-based approach to asset ownership and management, and require agencies to produce an asset strategy that considers:

- corporate goals and objectives
- legal requirements for assets
- community expectations for assets.

To this end the ESA has commenced the development and implementation of an asset management strategy that:

- operates within a total asset management framework that is acceptable to the Treasury Asset Management Framework
- considers the whole of the authority organisation as an entity, whilst at the same time allowing for flexible management of the assets of each service
- acknowledges the service-based nature of the authority, and the need for a high-quality, well-managed and cost-effective asset portfolio to support service delivery
- takes into consideration the need for a planned approach to the management of its assets by reporting with data and information that is both factual and timely

- ensures that assets are managed according to their risk profile for safety and ongoing service outcomes
- delivers a cost-effective asset disposal program, maximising the returns on investment whilst ensuring ongoing service delivery
- allows for a process of constant improvement
- introduces performance measures that ensure strategic goals are met, within the constant improvement framework.

The ESA has adopted asbestos materials management procedures and an asbestos-monitoring program, which includes:

- the production of Asbestos Advisory Forms for all ESA-owned and ESA-occupied buildings
- a program of investigations into existing materials containing asbestos in authority facilities, conducted in concert with the Department of Urban Services.

The ESA headquarters at Curtin was substantially reorganised in 2004–05, with some functions moving to alternate locations, to improve operational capability and reduce pressures on accommodation space. A proposal for a new headquarters, addressing many of the current accommodation shortfalls, was submitted to the ACT Government.

As at 30 June 2005, the authority had 66 passenger vehicles under the government passenger vehicle lease arrangement. A breakdown of the distribution of these vehicles by ESA services and branches is shown in Table 12.

**Table 12: ESA Leased vehicles**

Services and Branches	No. of vehicles
ACT Ambulance Service	11
ACT Fire Brigade	20
ACT Rural Fire Service	7
ACT State Emergency Service	8
Joint Emergency Services Training Academy	2
Operational Support	9
Corporate Services	9
<b>Total</b>	<b>66</b>

## Capital works management

Table 13 summarises the capital works undertaken by the authority during 2004–05.

**Table 13: Capital works projects**

Departmental projects	Completion date		Projected cost		Pre-2004-05 Expense \$'000	2004-05 Approved financing \$'000	2004-05 Revised financing \$'000	2004-05 Actual expense \$'000
	Original	Revised	Original	Revised				
Minor new works								
Dickson Ambulance Station—Stage 2	Jun 05	Jul 05	75	75	0	75	75	6
Calwell Ambulance Station Upgrade	Jun 05	Jul 05	50	50	0	50	50	46
Redundant Fuel Tank Removal	Jun 05	Mar 06	115	115	0	115	115	1
Pavement Repairs	Jun 05	May 05	30	30	0	30	30	26
Security Upgrade								
Kambah Fire Station (Vehicle Storage)	Jan 05	Jan 05	15	15	0	15	15	15
Kambah Fire Station (Community Fire Unit Training Area)	Jun 05	Aug 05	30	30	0	30	30	11
Emergency Generator (third appropriation 2003-04)	Jun 04	Jan 05	200	200	3	200	200	260
Command Vehicle Garaging (third appropriation 2003-04)	Jun 04	Jun 05	75	75	0	75	75	51
Feasibility studies New Headquarters/ESTA Project (Component of Project Development)	Aug 04	Nov 04	1,412	1,412	312	1,100	1,100	146



## Procurement contracting principles and processes

The authority engaged a range of contractors and consultants during the year to assist with its day-to-day functions.

The processes used to select and manage contractors and consultants were consistent with the ACT Government Procurement Guidelines and Circulars and the consultancy guidelines: *Achieving the Effective Use of Consultants in the ACT Public Service*.

The authority has complied with the *Government Procurement Act 2001* and subordinate legislation, the procurement principles and the procurement circulars.

The largest expenditure in 2004–05 related to support for the radio project, and included \$4.2 million paid to the Telstra Corporation for the implementation of a secure digital trunk radio network.

For a full list of contractors and consultants, see 'External sources of labour and services' in Appendix I.

## Government contracted debt

The *Government Contractual Debts (Interest) Act 1994* requires ACT Government agencies to pay interest on all overdue payments to suppliers of goods, services and works.

The Act applies to all agencies and statutory authorities and any company that is controlled by an agency or statutory authority. The *Government Contractual Debts (Interest) Act 1994* applied to all contracts entered into by the ESA during the year.

No payments were made by the ESA under the Act during 2004-05.

# Appendices

## **Appendix I: Financial reports - Risk Management**

MANAGEMENT DISCUSSION AND ANALYSIS ACT EMERGENCY SERVICES AUTHORITY FOR THE FINANCIAL YEAR ENDED 30 JUNE 2005

### **GENERAL OVERVIEW**

#### **Objectives**

The ACT Emergency Services Authority (the authority) was established on 1 July 2004 under the *Emergencies Act 2004*. The principal objectives of the authority are:

- To meet the community's need to minimise the effects of fire, road accidents, medical and other emergencies and to mitigate the potential effects of disaster.

The primary role of the authority is to work in partnership with all stakeholders in the community as an innovative, professional, and responsive organisation whose purpose is to 'Protect life, property and the environment in the ACT'.

#### **Changes to Administrative Structure**

The authority was established as a Department on 1 July 2004. The authority was previously known as the Emergency Services Bureau in the Department of Justice and Community Safety. Consequently, there are no prior year financial comparatives between the authority and the Department of Justice and Community Safety.

The authority's Audit Committee was established in January 2005 with an independent chairman, an independent member and a representative from the Services. The authority is utilising the Department of Urban Services "Provision of Audit Services" tender process to engage auditor/s for its own audit requirements. The tender covers general compliance, IT, performance audit and risk management requirements.

The Audit Committee at its first meeting reviewed an updated Business Risk Assessment. The Assessment will again be reviewed following the appointment of the internal auditors.

#### **Financial Targets**

Under Section 31 of the *Financial Management Act 1996* the Commissioner of the authority is responsible for the achievement of specified financial targets. The authority's 2004-05 amended financial targets, actual results and level of achievement against those targets are at Table I.

## Appendix I Table 1: ESA 2004-05 Amended Financial Targets, actual results and level of achievement

	Financial Target 2004-05 Amended Budget	Actual Result 2004-05	Achieved/ Explained
Operating Deficit	\$3.6m	\$5.0m	Explained
Total Assets	\$76.3m	\$58.3m	Explained
Current Ratio	0.42 : 1	0.35 : 1	Explained

This part of the annual report expands on the financial targets and provides additional information about the financial health of the authority, and includes explanations relating to the financial targets.

### DEPARTMENTAL FINANCIAL PERFORMANCE

The following financial information is based on audited financial statements for 2004-05, and the forward estimates outlined in the 2005-06 Budget Paper Number 4.

#### Operating Result

The operating deficit for 2004-05 was \$5.0m, an increase of \$1.4m, or 40%, from the amended 2004-05 budget operating deficit of \$3.6m. Employee expenses and depreciation expenses were under the

amended budget, however, this was offset by higher than anticipated costs in supplies and services. The increased operating deficit included non-cash end of year transactions such as doubtful debts and technical adjustments to expense the cancellation of capital work-in-progress projects and certain balances transferred from the Department of Justice & Community Safety at 1 July 2004.

Table 2 indicates that the authority's operating deficit is expected to remain relatively constant over the forward years.

The authority will continue to have an operating deficit position due to the process of funding for depreciation. The authority's budget is determined on the basis that annual expenses are met from annual revenue, with the exception of depreciation.

### Appendix I Table 2: Statement of Financial Performance

Statement of Financial Performance	2004-05 Actual \$'000	2004-05 Amended Budget \$'000	2005-06 Budget \$'000	2006-07 Estimate \$'000	2007-08 Estimate \$'000	2008-09 Estimate \$'000
Total Revenue	60 792	60 670	62 179	62 661	63 308	64 180
Total Expenses	65 799	64 245	67 471	68 250	68 824	69 037
Operating Result	(5 007)	(3 575)	(5 292)	(5 589)	(5 516)	(4 857)

## Total Revenue

### Appendix I Figure 1: Major Revenue Components 2004-05

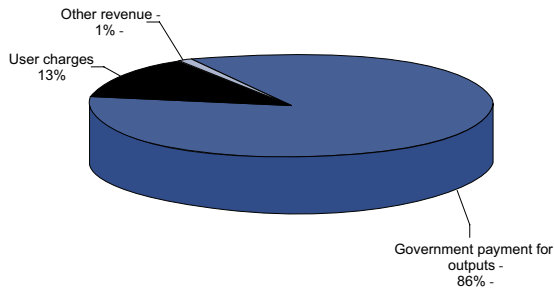


Figure 1 indicates that for the financial year ended 30 June 2005, the authority received 86% of its total revenue from government for funding the delivery of its outputs.

Total revenue for the financial year ended 30 June 2005 was \$60.8m, compared to the amended budget of \$60.7m.

## Total Expenses

### Appendix I Figure 2: Major Expense Components 2004-05

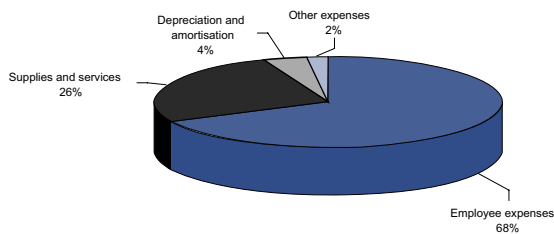


Figure 2 indicates the components of the authority's expenses in 2004-05.

Total expenses were \$65.8m, an increase of \$1.6m, or 2%, over the amended 2004-05 budget of \$64.2m.

Total expenses of \$65.8m comprise of \$45.2m for employee expenses, \$16.9m for supplies and services, \$2.3m for depreciation and \$1.4m for other expenses.

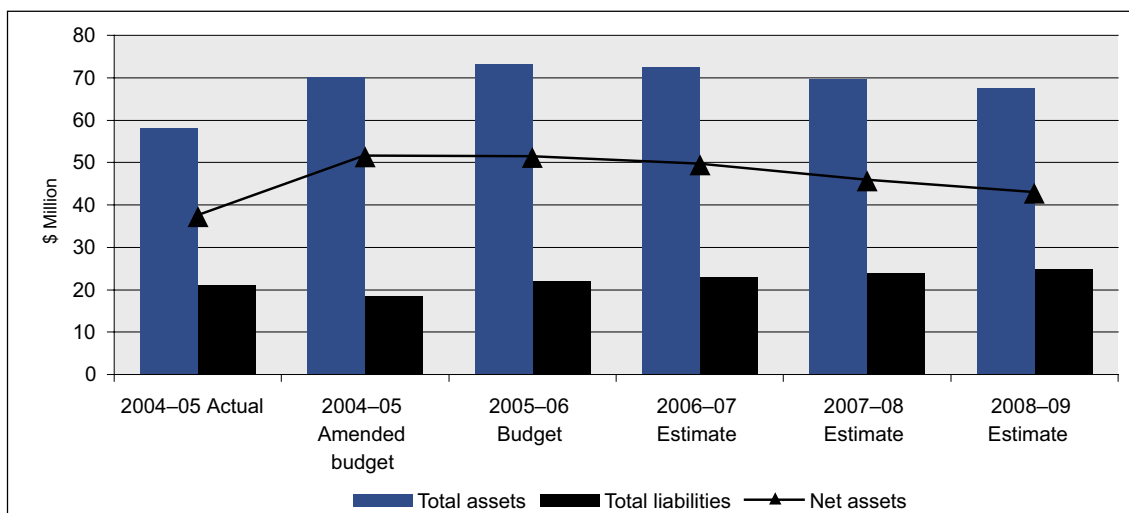
Other expenses of \$1.4m comprise technical adjustments to expense, the cancellation of capital work-in-progress projects and some balances transferred from the Department of Justice & Community Safety at 1 July 2004 as well as a component for doubtful debts and bad debts.

Employee expenses were \$2.8m under the amended budget and depreciation was \$0.8m under the amended budget. Supplies and services was \$4.2m over the amended budget.

## DEPARTMENTAL FINANCIAL POSITION

Key indicators of the authority's financial position are based on the ability to sustain its asset base and the capacity to pay short term debt when it falls due, and a strong net asset position that is supported by property, plant and equipment.

### Appendix I Figure 3: Summary Statement of Financial Position



## Sustained Asset Base

The ability of the authority to sustain its asset base is indicated by changes in net assets. Figure 3 indicates that the authority's net asset base trend will be relatively stable in the forward years.

The net asset position as at 30 June 2005 was \$37.2m, a decrease of \$20.4m, or 35% under the amended budget of \$57.6m.

The asset base decreased mainly due to a technical adjustment of \$5.0m from the transfer of land from the Department of Justice & Community Safety and a subsequent amendment to the Asset Revaluation Reserve. Land and buildings were revalued during the year and the net effect was a decrease in the overall value of buildings of \$1.2m due to a technical adjustment in the valuation process used by the Department of Justice & Community Safety.

Also \$6.221m capital injection funding was not drawn down in 2004-05 because the Belconnen and West Belconnen Joint Emergency Service Centre projects were discontinued.

The residual difference relates to the original balance sheet budgets transferred from the Department of Justice & Community Safety, being indicative estimates.

### Appendix I Table 3: Current Ratio

Description	2004-05 Current Actual \$'000	2004-05 Amended Budget \$'000	2005-06 Budget \$'000	2006-07 Forward Budget \$'000	2007-08 Forward Budget \$'000	2008-09 Forward Budget \$'000
Total Current Assets	4.5	3.8	6.9	7.8	8.9	10.7
Total Current Liabilities	12.9	9.3	11.3	11.1	10.9	10.6
Current Ratio	0.35 : 1	0.41 : 1	0.61 : 1	0.70 : 1	0.82 : 1	1.0 : 1

## Assets

### Appendix I Figure 4: Assets 2004-05

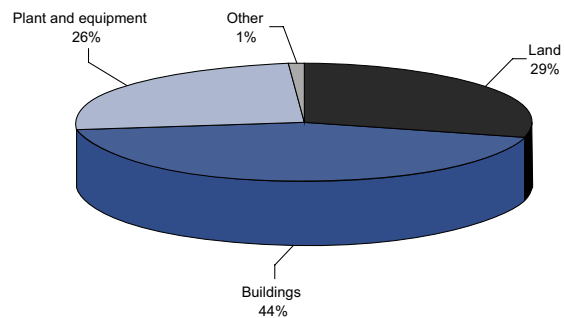


Figure 4 shows a percentage break up of the non-current asset composition of the Authority.

## Liabilities

Total liabilities were \$21.1m, an increase of \$2.4m, or 13% over the amended budget of \$18.7m.

Employee benefits increased by \$1.9m due to over estimation of non-current liabilities and under estimation of current liabilities.

## Liquidity

Liquidity is the ability of the authority to satisfy its short term debts as they fall due. A common indicator for liquidity is the current ratio, which compares the ability to fund short term liabilities from short term assets.

Table 3 shows the authority's current ratio in 2004-05 was 0.35 : 1 and is expected to improve in forward years.

Creditors were \$2.4m, an increase of \$1.0m over the amended budget of \$1.4m. This is being closely monitored to ensure the authority is sufficiently liquid to meet its short term debts.

## Long Term Liabilities

The authority's non-current liabilities in 2004-05 was \$8.2m, a decrease of \$1.2m, or 13% under the amended budget of \$9.4m. The split for budget purposes between current and non-current employee benefits is being reviewed.

### Appendix I Table 4: Financial Assets to Total Liabilities

Description	2004-05 Current Actual \$'000	2004-05 Amended Budget \$'000	2005-06 Budget \$'000	2006-07 Forward Budget \$'000	2007-08 Forward Budget \$'000	2008-09 Forward Budget \$'000
Total Financial Assets	3.6	3.0	6.1	7.0	8.1	9.9
Total Liabilities	21.1	18.7	22.1	23.0	24.0	24.9
Financial Assets Liabilities Ratio	0.17 : 1	0.16 : 1	0.28 : 1	0.30 : 1	0.34 : 1	0.40 : 1

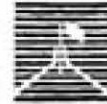
Table 4 shows the financial assets to total liabilities ratio is an indicator of the authority's financial strength and represents its ability to meet current and recognised future obligations, from assets capable of conversion to cash. The ratio is calculated as total assets less service delivery assets, divided by total liabilities. Financial assets include cash, investments and receivables.

The ratio as at 30 June 2005 as indicated in Table 12 was 0.17:1. Employee benefits represent 78 per cent of total liabilities; however, these benefits are not expected to be paid in any one future period. The longer term trend indicates a healthier outlook; however, prudent management of the long-term employee leave liabilities will be required.

## Financial statements -



**AUDITOR-GENERAL**  
Australian Capital Territory



A05/70

Mr Peter Dunn AO  
Commissioner  
Emergency Services Authority  
PO Box 104  
CURTIN ACT 2605

Dear Mr <sup>Peter</sup>Dunn

**ACT EMERGENCY SERVICES AUTHORITY  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2005**

The ACT Auditor-General's Office has completed the audit of the ACT Emergency Services Authority's financial statements for the year ended 30 June 2005.

I am pleased to attach the audited financial statements together with an **unqualified** audit report.

I have provided a copy of these financial statements and audit report to the Minister for Police and Emergency Services, Mr John Hargreaves MLA.

Thank you for the cooperation of the Authority's representatives during the audit.

Yours sincerely

Tu Pham  
Auditor-General  
September 2005



## AUDITOR-GENERAL

Australian Capital Territory



### INDEPENDENT AUDIT REPORT

#### ACT Emergency Services Authority

#### To the Members of the ACT Legislative Assembly

#### Audit Opinion

In my opinion, the financial statements of the ACT Emergency Services Authority for the year ended 30 June 2005:

- (i) are presented in accordance with the *Financial Management Act 1996*, Accounting Standards and other mandatory financial reporting requirements in Australia; and
- (ii) present fairly the financial position of the ACT Emergency Services Authority as at 30 June 2005 and the results of its operations and its cash flows for the year then ended.

This audit opinion should be read in conjunction with the following information.

#### Responsibility for the Financial Statements

The Commissioner of the Emergency Services Authority is responsible for the financial statements. This includes responsibility for accounting policies and estimates used in the preparation of the financial statements and the maintenance of adequate accounting records and internal controls.

#### Contents of the Financial Statements

The financial statements are comprised of the Statement of Financial Performance, Statement of Financial Position, Statement of Cash Flows, Statement of Performance and accompanying notes.

#### The Auditor's Responsibility

My responsibility is to express an opinion on the financial statements as required by the *Financial Management Act 1996*.

#### The Audit Scope

My audit was conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the financial statements are free of material misstatement.



I formed the audit opinion by performing procedures to assess whether, in all material respects, the financial statements present fairly, in accordance with the *Financial Management Act 1996*, Accounting Standards and other mandatory financial reporting requirements in Australia, a view that is consistent with my understanding of the financial position and performance of the ACT Emergency Services Authority.

The nature of an audit is influenced by factors such as the use of professional judgement, selective testing, the inherent limitations of internal control and, in many cases, the availability of persuasive rather than conclusive evidence. Therefore, an audit cannot guarantee that all material misstatements have been detected.

My procedures included:

- (i) examining, on a test basis, evidence supporting the amounts and other disclosures in the financial statements; and
- (ii) evaluating accounting policies and significant accounting estimates used in the preparation of the financial statements.

I considered the effectiveness of internal controls when determining the nature and extent of my procedures, however, the audit was not designed to provide assurance on internal controls.

My audit also did not involve the evaluation of the prudence of decisions made by the ACT Emergency Services Authority.

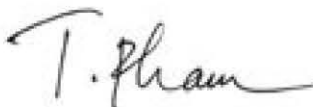
### **Statement of Performance**

My audit of the Statement of Performance included an assessment of whether reported performance measures are materially correct.

I have not expressed an opinion on the accuracy of explanations provided for variations between actual and budgeted performance due to the essential subjectivity of these explanations.

### **Independence**

In conducting my audit, I followed applicable independence requirements of Australian professional ethical pronouncements.




Tu Pham  
Auditor-General  
6 September 2005

**ACT EMERGENCY SERVICES AUTHORITY**  
**FINANCIAL STATEMENTS**  
**For the year ended 30 June 2005**

**Statement of Responsibility**

In our opinion, the financial statements are in agreement with the ACT Emergency Services Authority's accounts and records and fairly reflect the financial operations and service performance of the ACT Emergency Services Authority for the year ended 30 June 2005 and the financial position of the ACT Emergency Services Authority on that date.



Peter Dunn AO  
Chief Executive  
ACT Emergency Services Authority  
25 July 2005



Geoff Britt  
Geoff Britt  
Chief Financial Officer  
ACT Emergency Services Authority  
22 July 2005

**ACT Emergency Services Authority -  
Statement of Financial Performance -  
For the Year Ended 30 June 2005 -**

	Note No.	Actual 2005 \$'000	Amended Budget * 2005 \$'000
<b>REVENUE FROM ORDINARY ACTIVITIES</b>			
Government Payment for Outputs	4U	52,236U	52,236U
Consumer Charges - Non ACT Government	5U	7,701U	8,434U
Interest	6U	25U	-
Resources Received Free of Charge	7U	113U	-
Other Revenue	8U	717U	-
<b>Total Revenue from Ordinary Activities</b>		<b>60,792</b>	<b>60,670</b>
<b>EXPENSES FROM ORDINARY ACTIVITIES</b>			
Employee Expenses	9U	39,499U	42,343U
Superannuation Expenses	0U	5,600U	5,998U
Supplies and Services		6,916U	7,721U
Depreciation and Amortisation		3,338U	3,177U
Borrowing Costs	3U	5U	-
Other Expenses	4U	441U	-
<b>Total Expenses from Ordinary Activities</b>		<b>65,799</b>	<b>64,245</b>
<b>Operating Deficit from Ordinary Activities</b>		<b>(5,007)</b>	<b>(3,575)</b>
Increase/(Decrease) in the Asset Revaluation Reserve		(6,245)U	566U
Transfer to Reserves		- U	(566)U
<b>Total Revenue, Expenses and Valuation Adjustments Recognised Directly in Equity</b>		<b>(6,245)</b>	<b>-</b>
<b>Changes in Equity other than those Resulting from Transactions with Owners as Owners</b>		<b>(11,252)</b>	<b>(3,575)</b>
Capital Injection	9U	5,215U	4,361U
Increase in Net Assets due to Administrative Restructure	9U	33,224U	39,772U
<b>Total Changes in Equity including those Resulting from Transactions with Owners as Owners</b>		<b>37,187</b>	<b>57,633</b>

The above Statement of Financial Performance should be read in conjunction with the accompanying notes.

- \* Budget amounts included in the financial statements differ from those included in the Budget Papers. Variations relate to approved amendments during the year. Reconciliation of the original and amended budget amounts are included in the financial statements.

**ACT Emergency Services Authority -  
Statement of Financial Position -  
As at 30 June 2005 -**

	Note - No. -	Actual 2005 \$'000	Amended Budget * 2005 \$'000
<b>CURRENT ASSETS</b>			
Cashf	18f	00f	2,059f
Receivablesf	19f	1,538f	968f
Investmentsf	20f	1,760f	- f
Otherf	21f	854f	820f
<b>Total Current Assets</b>		<b>4,452</b>	<b>3,847</b>
<b>NON-CURRENT ASSETS</b>			
Property, Plant and Equipment	22f	9,098f	69,656f
Intangible Assetsf	23f	55f	- f
Capital Works in Progressf	24f	14,349f	2,805f
<b>Total Non-Current Assets</b>		<b>53,802</b>	<b>72,461</b>
<b>TOTAL ASSETS</b>		<b>58,254</b>	<b>76,308</b>
<b>CURRENT LIABILITIES</b>			
Payablesf	25f	2,400f	1,406f
Finance Leases f	26f	6f	123f
Employee Benefitsf	27f	10,009f	6,947f
Otherf	28f	77f	782f
<b>Total Current Liabilities</b>		<b>12,892</b>	<b>9,258</b>
<b>NON-CURRENT LIABILITIES</b>			
Finance Leasesf	26f	- f	63f
Employee Benefitsf	27f	8,175f	9,354f
<b>Total Non-Current Liabilities</b>		<b>8,175</b>	<b>9,417</b>
<b>TOTAL LIABILITIES</b>		<b>21,067</b>	<b>18,675</b>
<b>NET ASSETS</b>		<b>37,187</b>	<b>57,633</b>
Accumulated Fundsf	29f	28,270f	57,067f
Asset Revaluation Reservef	29f	8,917f	566f
<b>TOTAL EQUITY</b>		<b>37,187</b>	<b>57,633</b>

The above Statement of Financial Performance should be read in conjunction with the accompanying notes.

- \* Budget amounts included in the financial statements differ from those included in the Budget Papers. Variations relate to approved amendments during the year. Reconciliation of the original and amended budget amounts are included in the financial statements.

**ACT Emergency Services Authority  
Statement of Cash Flows  
For the Year Ended 30 June 2005**

	Note No.	Actual 2005 \$'000	Amended Budget * 2005 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>			
Cash from Government Payment for Outputse	4e	2,236e	2,236e
User Charges Non-ACT Governmente		7,299e	8,434e
Interest Receivede		25e	-
Other Receiptse		21e	-
<b>Total Receipts from Operating Activities</b>		<b>60,181</b>	<b>60,670</b>
<b>Payments</b>			
Related to Employee se		38,916e	35,438e
Related to Superannuatione		,640e	,998e
Related to Supplies and Service se		14,961e	17,320e
Borrowing Costse		11e	-
Other Paymentse		-	-
<b>Total Payments from Operating Activities</b>		<b>59,533</b>	<b>58,756</b>
<b>Net Cash Inflows from Operating Activities</b>	33e	<b>648</b>	<b>1,914</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Payments</b>			
Purchase of Property, Plant and Equipmente		16,683e	21,291e
<b>Total Payments from Investing Activities</b>		<b>(16,683)</b>	<b>(21,291)</b>
<b>Net Cash (Outflows) from Investing Activities</b>		<b>(16,683)</b>	<b>(21,291)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Receipts</b>			
Capital Injectione		15,215e	21,436e
Receipts of Transferred Cash Balancese		2,880e	-
<b>Net Cash Inflows from Financing Activities</b>		<b>18,095</b>	<b>21,436</b>
<b>Net Increase in Cash Held</b>		<b>2,060</b>	<b>2,059</b>
Cash at Beginning of the Financial Year		- e	-
<b>Cash at End of the Financial Year</b>	33e	<b>2,060</b>	<b>2,059</b>

The above Statement of Financial Performance should be read in conjunction with the accompanying notes.

- \* Budget amounts included in the financial statements differ from those included in the Budget Papers. Variations relate to approved amendments during the year. Reconciliation of the original and amended budget amounts are included in the financial statements.

**ACT Emergency Services Authority -  
Statement of Financial Performance  
Output Class 1: Emergency Management -  
For the Year Ended 30 June 2005 -**

**Description**

This output class includes:

Prevention – Legislative and community compliance, provision to the public of information, education awareness and assistance to the community with legislation, standards, codes application and guidelines relating to hazard management, public safety and prevention of emergencies.

Response – Comprising the provision of trained and appropriate, strategically located and maintained resources, which are prepared for and ready to respond to emergencies, service to the community, and testing of procedures.

	<b>Actual 2005 \$'000</b>	<b>Amended Budget * 2005 \$'000</b>
<b>REVENUE FROM ORDINARY ACTIVITIES</b>		
Government Payment for Outputs	52,236	52,236
User Charges – Non-ACT Government	7,701	8,434
Interest -	25	-
Resources Received Free of Charge -	113	-
Other Revenue -	717	-
<b>Total Revenue from Ordinary Activities</b>	<b>60,792</b>	<b>60,670</b>
<b>EXPENSES FROM ORDINARY ACTIVITIES</b>		
Employee Expenses	39,499	42,343
Superannuation Expenses	5,600	5,998
Supplies and Services	16,916	12,727
Depreciation and Amortisation	2,338	3,177
Borrowing Costs	5	-
Other Expenses	1,441	-
<b>Total Expenses from Ordinary Activities</b>	<b>65,799</b>	<b>64,245</b>
<b>Operating Deficit from Ordinary Activities</b>	<b>(5,007)</b>	<b>(3,575)</b>
<b>OPERATING DEFICIT</b>	<b>(5,007)</b>	<b>(3,575)</b>

The above Statement of Financial Performance should be read in conjunction with the accompanying notes.

- \* Budget amounts included in the financial statements differ from those included in the Budget Papers. Variations relate to approved amendments during the year. Reconciliation of the original and amended budget amounts are included in the financial statements.

**ACT Emergency Services Authority -  
Departmental Statement of Appropriation -  
For the Year Ended 30 June 2005**

	<b>2005 Original Budget \$'000</b>	<b>2005 Total Appropriated \$'000</b>	<b>2005 Appropriation Drawn \$'000</b>
<b>Departmental</b>			
Government Payment for Outputs *y	44,813y	52,236y	52,236y
Capital Injection **y	21,436y	21,436y	15,215y
<b>Total Departmental Appropriation</b>	<b>66,249</b>	<b>73,672</b>	<b>67,451</b>

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

**Column Heading Explanations**

The *Original Budget* column shows the amounts that appear in the Statement of Cash Flows in the Budget Papers. The *Total Appropriated* column is inclusive of all approved variations to the Original Budget. These amounts appear in the Statement of Cash Flows as amended budgets. The *Appropriation Drawn* is the total amount received by the ACT Emergency Services Authority during the year in Appropriation. These amounts appear in the Statement of Cash Flows of the ACT Emergency Services Authority. For all columns Appropriation includes both ordinary and extraordinary appropriation.

**Variance between 'Original Budget' and 'Total Appropriation'**

- \* The increased funding of \$7.423m was to cover Wage Negotiations \$1.974m and \$5.449m for additional unforeseen expenses following the creation of the Authority on 1 July 2004.
- \*\* The decrease of \$6.221m was due to the withdrawal of the Belconnen Joint Emergency Services Centre (\$7.792m) and West Belconnen Joint Emergency Services Centre (\$1.413m) projects from the capital works program, a rollover of \$0.954m for the new Headquarters and Joint Emergency Service Training Centre, offset by an increase of \$4.137m for the acceleration of the Communications System Upgrade.

**ACT Emergency Services Authority**  
**Reconciliation of Original Budget to Amended Budget**  
**Departmental Statement of Financial Performance**  
**For the Year Ended 30 June 2005 -**

	Original Budget 2005 \$'000	Approved Variations under the FMA		Amended Budget 2005 \$'000
		Section 13A Appn Bill No. 2 \$'000	Section 18 \$'000	
<b>REVENUE FROM ORDINARY ACTIVITIES</b>				
Government Payment for Outputse	,813e	1,974e	5,449e	52,236e
User Charges - Non ACT Government	8,434e	- e	- e	8,434e
<b>Total Revenue from Ordinary Activities</b>	<b>53,247</b>	<b>1,974</b>	<b>5,449</b>	<b>60,670</b>
<b>EXPENSES FROM ORDINARY ACTIVITIES</b>				
Employe Expensese	,530e	,220e	,593e	2,343e
Superannuation Expensese	5,747e	251e	- e	5,998e
Supplies and Servicese	11,871e	- e	856e	12,727e
Depreciation and Amortisatione	,177e	- e	- e	,177e
<b>Total Expenses from Ordinary Activities</b>	<b>55,325</b>	<b>3,471</b>	<b>5,449</b>	<b>64,245</b>
<b>Operating Deficit from Ordinary Activities</b>	<b>(2,078)</b>	<b>(1,497)</b>	<b>-</b>	<b>(3,575)</b>
<b>Operating Deficit</b>	<b>(2,078)</b>	<b>(1,497)</b>	<b>-</b>	<b>(3,575)</b>
Increase in Asset Revaluation Reserve	566e	- e	- e	566e
Transfer to Reservese	(566)e	- e	- e	(566)e
<b>Total Revenue, Expenses and Valuation Adjustments Recognised Directly in Equity</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Changes in Equity other than those resulting from Transactions with Owners as Owners</b>	<b>(2,078)</b>	<b>(1,497)</b>	<b>-</b>	<b>(3,575)</b>
Capital Injectione	21,436e	-e	- e	21,436e
Increase in Net Assets due to Administrative Restructure	9,772e	- e	- e	9,772e
<b>Total Changes in Equity including those Resulting from Transactions with Owners as Owners</b>	<b>59,130</b>	<b>(1,497)</b>	<b>-</b>	<b>57,633</b>



**ACT Emergency Services Authority -  
Reconciliation of Original Budget to Amended Budget -  
Departmental Statement of Financial Position -  
As at 30 June 2005**

	Original Budget 2005 \$'000	Approved Variations under the FMA		Amended Budget 2005 \$'000
		Section 13A Appn Bill No. 2 \$'000		
<b>CURRENT ASSETS</b>				
Cashg	2,059g	- g		2,059‡
Receivablesg	968g	- g		968‡
Otherg	820g	- g		820‡
<b>Total Current Assets</b>	<b>3,847</b>	<b>-</b>		<b>3,847</b>
<b>NON-CURRENT ASSETS</b>				
Property, Plant and Equipmentg	69,656g	-g		69,656‡
Capital Works in Progressg	2,805g	- g		2,805‡
<b>Total Non-Current Assets</b>	<b>72,461</b>	<b>-</b>		<b>72,461</b>
<b>TOTAL ASSETS</b>	<b>76,308</b>	<b>-</b>		<b>76,308</b>
<b>CURRENT LIABILITIES</b>				
Payablesg	1,406g	- g		1,406‡
Finance Leasesg	123g	- g		123‡
Employee Benefitsg	6,186g	761g		6,947‡
Otherg	782g	- g		782‡
<b>Total Current Liabilities</b>	<b>8,497</b>	<b>761</b>		<b>9,258</b>
<b>NON-CURRENT LIABILITIES</b>				
Finance Leasesg	63g	- g		63‡
Employee Benefitsg	8,618g	736g		9,354‡
<b>Total Non-Current Liabilities</b>	<b>8,681</b>	<b>736</b>		<b>9,417</b>
<b>TOTAL LIABILITIES</b>	<b>17,178</b>	<b>1,497</b>		<b>18,675</b>
<b>NET ASSETS</b>	<b>59,130</b>	<b>(1,497)</b>		<b>57,633</b>
<b>EQUITY</b>				
Accumulated Fundsg	58,564g	(1,497)g		57,067‡
Asset Revaluation Reserveg	566g	- g		566‡
<b>TOTAL EQUITY</b>	<b>59,130</b>	<b>(1,497)</b>		<b>57,633</b>

**ACT Emergency Services Authority -  
Reconciliation of Original Budget to Amended Budget  
Departmental Statement of Cash Flows -  
For the Year Ended 30 June 2005**

	Original Budget 2005 \$'000	Approved Variations under the FMA		Amended Budget 2005 \$'000
		Section 13A Appn Bill No. 2 \$'000	Section 18 \$'000	
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Receipts</b>				
Cash from Government Payment for Outputs	44,813e	1,974e	,449e	2,236e
User Charges Non-ACT Governmente	8,434e	- e	- e	8,434e
<b>Total Receipts from Operating Activities</b>	<b>53,247</b>	<b>1,974</b>	<b>5,449</b>	<b>60,670</b>
<b>Payments</b>				
Related to Emploee s	33,715e	1,723e	- e	35,438e
Related to Superannuatione	,747e	251e	- e	,998e
Related to Supplies and Services	11,871e	- e	,449e	17,320e
<b>Total Payments from Operating Activities</b>	<b>51,333</b>	<b>1,974</b>	<b>5,449</b>	<b>58,756</b>
<b>Net Cash Inflows from Operating Activities</b>	<b>1,914</b>	<b>-</b>	<b>-</b>	<b>1,914</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Payments</b>				
Purchase of Property, Plant and Equipmente	21,291e	-e	- e	21,291e
<b>Total Payments from Investing Activities</b>	<b>21,291</b>	<b>-</b>	<b>-</b>	<b>21,291</b>
<b>Net Cash Outflows from Investing Activities</b>	<b>21,291</b>	<b>-</b>	<b>-</b>	<b>21,291</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Receipts</b>				
Capital Injections	21,436e	-e	- e	21,436e
<b>Total Receipts from Financing Activities</b>	<b>21,436</b>	<b>-</b>	<b>-</b>	<b>21,436</b>
<b>Net Cash Inflows from Financing Activities</b>	<b>21,436</b>	<b>-</b>	<b>-</b>	<b>21,436</b>
<b>Net Increase in Cash Held</b>	<b>2,059</b>	<b>-</b>	<b>-</b>	<b>2,059</b>
Cash at the Beginning of the Financial Year	- e	- e	- e	-
<b>Cash at the End of the Financial Year</b>	<b>2,059</b>	<b>-</b>	<b>-</b>	<b>2,059</b>

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## NOTE 1 OBJECTIVES OF THE ACT EMERGENCY SERVICES AUTHORITY

The ACT Emergency Services Authority (the Authority) was established on 1 July 2004 under the *Emergencies Act 2004*. The principal objectives of the Authority are to meet the community's need to minimise the effects of fire, road accidents, medical and other emergencies and to mitigate the potential effects of disaster.

The primary role of the Authority is to work in partnership with all stakeholders in the community as an innovative, professional and responsive organisation whose purpose is to 'Protect life, property and the environment in the ACT'.

This is achieved through the integration of services in multi-agency operations from: the ACT Ambulance Service; the ACT Rural Fire Service; the ACT State Emergency Service; and the ACT Fire Brigade.

## NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### (a) Basis of Accounting

The *Financial Management Act 1996* (FMA) requires the preparation of financial statements for departments. Under the FMA the ACT Emergency Services Authority is considered to be a department and reports under departmental guidelines.

Subsection 27(3) of the FMA and the *Financial Management Guidelines*, require that the financial statements include:

- (i) a Statement of Financial Performance of the Authority for the year;
- (ii) a Statement of Financial Position of the Authority at the end of the financial year;
- (iii) a Statement of Cash Flows of the Authority for the year;
- (iv) a Statement of Appropriation for the Authority for the year;
- (v) a Statement of Performance of the Authority in providing each class of outputs provided during the year;
- (vi) a summary of the significant accounting policies adopted by the Authority for the year; and
- (vii) such other statements as are necessary to fairly reflect the financial operations of the Authority during the year and its financial position at the end of the year.

These general-purpose financial statements have been prepared in accordance with 'generally accepted accounting practice' as required by the FMA.

The financial statements have been prepared to comply with:

- (i) Australian Accounting Standards;
- (ii) Urgent Issues Group Abstracts;
- (iii) Other authoritative pronouncements of the Australian Accounting Standards Board; and
- (iv) ACT accounting policies.

## NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

The financial statements have been prepared using the accrual basis of accounting, which recognises the effects of transactions and events when they occur. The financial statements have also been prepared according to the historical cost convention, except for certain assets which were valued in accordance with the (re)/valuation policies applicable to the Authority during the financial year.

The Authority is an individual reporting entity.

### (b) Departmental Items

The Authority produces only Departmental financial statements. The financial statements include revenue, expenses, assets and liabilities over which the Authority has control.

The basis of accounting described in paragraph (a) above applies to Departmental Financial Statements except where specified.

### (c) The Reporting Period

These financial statements report the financial performance and cash flows of the Authority for the financial year ended 30 June 2005 and the financial position of the Authority as at 30 June 2005.

### (d) Comparative Figures

#### *Amended Budget*

Department budgets can be amended when appropriations are varied under the following sections of the *Financial Management Act 1996*: sections 13A and 18. No other budget changes are reflected in the 'Amended Budget' column. A reconciliation of the original and amended budget amounts are included in the financial statements.

#### *Prior Year Comparatives*

There are no prior year comparatives as the Authority was established on 1 July 2004 under the *Emergencies Act 2004*.

### (e) Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000). Use of "" represents amounts rounded down to zero.

### (f) Revenue Recognition

Revenue is recognised in the Statement of Financial Performance when it is probable that the inflow, or other enhancement or saving in outflow, of future economic benefit has occurred and it can be measured reliably. This generally occurs when the Authority controls the revenue. Control occurs when the revenue can be used for the achievement of the Authority's objectives. Government Payment for Outputs is recognised as revenue when it is received.

### (g) Resources Received and Provided Free of Charge

Resources Received Free of Charge are recorded as revenue and expenses in the Statement of Financial Performance at their fair value. Goods and services received free of charge from ACT Government Entities are recorded as Resources Received Free of Charge. The revenue is separately disclosed under Resources Received Free of Charge, with the expense

**NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

being recorded in the line item to which it relates. Resources Received Free of Charge from entities external to the ACT Government are recorded as donations. Services that are received free of charge are only recorded in the Statement of Financial Performance if they can be reliably measured and would have been purchased if not provided to the Authority free of charge.

Resources provided free of charge are recorded at their fair value in the expense line items to which they relate.

**(h) Waivers of Debt**

Debts that are waived during the year under section 65 of the *Financial Management Act 1996* are expensed during the year in which they are waived, providing they have not been provided for as doubtful. Further details of waivers are disclosed at Note 15.

**(i) Current and Non-Current Items**

Assets and liabilities are characterised as either current or non-current in nature. The Authority has a clearly identifiable operating cycle of 12 months. Therefore assets and liabilities that will be realised as part of the normal operating cycle will be classified as current assets or current liabilities. Assets or liabilities not recognised as current are classified as non-current.

**(j) Cash**

For the purposes of the Statement of Cash Flows, cash includes cash on hand (including deposits at call and notes and coins) and cash equivalents. Cash equivalents are highly liquid investments with short periods to maturity that are readily convertible to cash on hand and are subject to an insignificant risk of changes in value, net of bank overdrafts.

Cash is measured at nominal value.

**(k) Receivables**

Trade debtors arise in the normal course of selling goods and services to other agencies and to the public. Trade debtors are payable within 30 days after the issue of an invoice or the goods and/or services have been provided under a contractual arrangement.

Other debtors arise outside the normal course of selling goods and/or services to other agencies and to the public. If payment has not been received within 90 days after the amount falls due, under the terms and conditions of the arrangement with debtor, the Authority is able to charge interest at commercial rates until the whole amount of the debt has been paid.

The allowance for doubtful debts represents the amount of trade debtors and other debtors the Authority estimates will not be repaid. The Authority determines the allowance for doubtful debts based on a review of balances within trade debtors and other debtors that are unlikely to be collected. These are generally receivables that are 90 days or more overdue.

**(l) Asset Acquisition and Recognition**

Assets are initially recorded at the cost they were acquired for, plus any incidental cost involved with the acquisition. Where assets are acquired at no value, or minimal value, they

## NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

are recorded at their fair value in the Statement of Financial Position. If however, the assets are acquired at no or nominal value as part of a Restructuring of Administrative Arrangements then the assets are recorded at the value recorded by the transferor prior to transfer.

The Authority capitalises all non-current physical assets with a value of \$5,000 or more.

### (m) Revaluation of Non-Current Assets

All non-current physical assets are valued using the cost or fair value method of valuation in accordance with AASB 1041 *Revaluation of Non-Current Assets*. Fair value methodology requires assets to be valued according to depreciated replacement cost.

Under the fair value methodology the Authority will revalue its land and buildings annually. However, if at any time management considers that the carrying amount of an asset materially differs from its fair value then the asset will be revalued regardless of when the last valuation took place. Non-Current physical assets that are acquired between revaluations are held at cost until the next valuation, where they are revalued to fair value.

The Authority measures its plant, equipment and leased assets at cost in accordance with AASB 1041, as these asset class values are not utilised in management decisions.

### (n) Intangible Assets

The acquisition or internal development of software is capitalised when the expenditure meets the definition and recognition criteria of an asset and when the amount of expenditure is greater than or equal to \$50,000.

Capitalised software is amortised over the useful life of the asset, with a maximum time limit for amortisation of five years.

### (o) Depreciation and Amortisation of Non-Current Assets

All non-current assets, with a limited useful life, are systematically depreciated/amortised over their useful lives in a manner that reflects the consumption of their service potential. Amortisation is used in relation to intangible assets, leased assets and leasehold improvements, while depreciation is applied to physical assets such as plant and equipment and buildings.

The useful lives of all major assets held by the Authority are reassessed on an annual basis.

The value of leasehold improvements is amortised over the estimated useful life of each leasehold improvement, or the unexpired period of the relevant lease, whichever is shorter.

Depreciation/amortisation for non-current assets is determined as follows:

**NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued) -**

<i>Class of Asset</i>	<i>Depreciation/Amortisation Method</i>	<i>Useful Life (Years)*</i>
Buildings	Straight Line	30-40
Leasehold improvements	Straight Line	10
Plant and equipment	Straight Line	7-10
Furniture and fittings	Straight Line	10
Office equipment	Straight Line	7
Motor vehicles	Straight Line	7-15
Computers	Straight Line	4
Computer software	Straight Line	5

\* Useful life commences when an asset is first acquired. When an asset is revalued it is depreciated over the remaining useful life of that asset.

**(p) Payables**

Payables include trade creditors, accrued expenses and other creditors. Trade creditors represent the amounts owing for goods and services received prior to the end of the reporting period that are unpaid at the end of the reporting period. Trade creditors include all unpaid invoices received before year-end and relating to the normal operations of the Authority.

Accrued expenses represent goods and services provided by other parties during the period that are unpaid at the end of the reporting period and where an invoice has not been received by year-end.

Other creditors are those unpaid invoices that do not directly relate to the normal operations of the Authority.

All amounts are measured at their nominal value and are normally settled within 30 days after the Authority receives an invoice.

**(q) Interest Bearing-Liabilities**

The Authority measures all interest-bearing liabilities at cost, and associated interest expense is recognised in the reporting period in which it occurs. For further details on interest-bearing liabilities see Note 26.

**(r) Employee Benefits**

Employee benefits include wages and salaries, annual leave and long service leave. These benefits accrue as a result of services provided by employees up to the reporting date that remain unpaid.

Accrued wages and salaries are measured at the amount that remains unpaid at the end of the financial year. Annual leave and long service leave to be taken in the next twelve months are measured based on the nominal amounts of remuneration anticipated to be paid when the leave is taken.



## NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

### (r) Employee Benefits *continued*

A long service leave liability is recognised for both employees with ten years or more service and employees with less than the ten years of required qualifying service. For employees with less than ten years of required qualifying service, the liability is calculated through a shorthand approach by recording a 100% liability for employees with five or more years of service and 0% for employees with less than 5 years service. Use of this shorthand approach is an approximation process to recognise the probable liability to eventuate for officers with less than ten years of service, when ten years of service is achieved. The determination of current and non-current portions is based on a past history of payments and any specific known factors. The non-current long service leave liability is measured at the present value of the estimated future cash outflows. Consideration is given, when making this estimate, to expected future wage and salary levels, experience of employee departures and periods of service.

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### (s) Superannuation

The Authority makes a superannuation expense payment to the ACT Superannuation Unit each year to cover its superannuation liability. The superannuation expense is determined by the number of employees the Authority has and the average salary of those employees. Each employee's total salary and any allowances for superannuation purposes are multiplied by a rate determined by the ACT Government actuary. The rate for the Commonwealth Superannuation Scheme (CSS) is 27.6% and the rate for the Public Sector Superannuation Scheme (PSS) is 14.5% both of which are inclusive of the 3% productivity benefit. The Authority does not carry a superannuation liability in its Statement of Financial Position. The liability is carried by the ACT Superannuation Unit for all agencies in the Territory. The ACT Superannuation Unit reimburses the Commonwealth for the emerging costs of benefits paid for the ACT Government Service after 1 July 1989.

The CSS and PSS are defined benefit superannuation schemes, meaning that the defined benefits received by employees of the Authority are based on the employees' years of service and average final salary.

### (t) Equity Contributed by the ACT Government

Contributions made by the ACT Government through its role as owner of the Authority, that increase the net assets of the Authority, are treated as contributions of equity.

Increases or decreases in net assets as a result of Administrative Restructures are also recognised in equity.

### (u) Insurance

The Authority insures all of its major risks through the ACT Insurance Authority. The excess payable under this arrangement varies depending on each class of insurance held by the Authority.

**NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)****(v) Leases**

The Authority has entered into finance leases and operating leases.

**Finance Leases**

Finance leases effectively transfer to the Authority substantially the entire risks and benefits associated with ownership of the leased items and are initially recognised as assets and liabilities equal in amount to the present value of the minimum lease payments. Where there is reasonable assurance the Authority will obtain ownership of the asset at the end of the lease term, the asset is amortised over its useful life, otherwise it is amortised over the lease term. Leased assets are amortised on a straight-line basis. Minimum lease payments are allocated between interest expense and reduction of the lease liability, according to the interest rate implicit in the lease. Lease liabilities are classified as both current and non-current.

**Operating Leases**

In respect of operating leases, the lessor effectively retains substantially the entire risks and benefits incidental to ownership of the leased items. Operating lease payments are charged to the Statement of Financial Performance on a basis that is representative of the pattern of benefits derived from the leased assets.

**(w) Taxation**

The Authority pays goods and services tax and fringe benefits tax.

**NOTE 3 IMPACT OF ADOPTING AUSTRALIAN EQUIVALENTS TO INTERNATIONAL REPORTING STANDARDS**

Staff involved in the preparation of the Authority's financial statements have familiarised themselves with the Australian Equivalents to International Financial Reporting Standards (AIFRS) and assessed the impact of adopting AIFRS. Based on this assessment, there will be no material impact on the Authority's 2004-05 financial statements had they been prepared using AIFRS.

**NOTE 4 GOVERNMENT PAYMENT FOR OUTPUTS**

	<b>2005i</b> <b>\$'000i</b>
<b>Revenue from the ACT Governmenti</b>	
<b>Revenue from Ordinary Activitiesi</b>	
Government Payment for Outputs	52,236
<b>Total Government Payment for Outputsi</b>	<u><u>2,236i</u></u>

Government Payment for Outputs (GPO) is revenue the Authority receives from Government for the delivery of outputs. The Government pays GPO appropriation to the Authority on a fortnightly basis.

**NOTE 5 USER CHARGES FOR GOODS AND SERVICES**

The Authority receives user charge revenue providing goods and services to other ACT Government agencies and to the public. User charge revenue is not part of Government appropriation and is paid by the users of the goods and/or services. This revenue is driven by consumer demand and is commercial in nature.

	<b>2005</b> <b>\$'000</b>
<b>Revenue from Operating Activities</b>	
<b>User Charges – Non-ACT Government</b>	
Fire Protection Fees	,072s
Ambulance Transport Fees	1,406s
Others	223s
<b>Total Non-ACT Government User Charges for Goods and Services</b>	<b>7,701</b>

**NOTE 6 INTEREST**

	<b>2005</b> <b>\$'000</b>
<b>Revenue from Other Sources</b>	
<b>Revenue from Outside Operating Activities</b>	
Interest Received from Bank	19
Interest Received from Central Financing Unit	6
<b>Total Interest Received</b>	<b>25</b>

**NOTE 7 RESOURCES RECEIVED AND PROVIDED FREE OF CHARGE**

Resources received free of charge relate to goods and/or services being provided free of charge by other entities from within the ACT Government.

	<b>2005</b> <b>\$'000</b>
<b>Revenue from the ACT Government</b>	
<b>Revenue from Operating Activities</b>	
Legal Services	113
<b>Total Resources Received Free of Charge</b>	<b>113</b>

**NOTE 8 OTHER REVENUE**

	<b>2005</b> <b>\$'000</b>
<b>Revenue from Outside Operating Activities</b>	
Fire Alarm Monitoring Fees	577
Other	140
<b>Total Other Revenue</b>	<b>717</b>

**NOTE 9 EMPLOYEE EXPENSES**

	<b>2005</b>
	<b>\$'000</b>
Wages and Salaries <sup>l</sup>	32,005 <sup>l</sup>
Long Service Leave Expense <sup>l</sup>	1,026 <sup>l</sup>
Annual Leave Expense <sup>l</sup>	4,741 <sup>l</sup>
Comcare Premium <sup>l</sup>	1,597 <sup>l</sup>
Other Employee Benefits and On-Costs <sup>l</sup>	130 <sup>l</sup>
<b>Total Employee Expenses</b>	<b><u>39,499</u></b>

**NOTE 10 SUPERANNUATION EXPENSES**

	<b>\$'000</b>
Superannuation Contributions to the ACT Superannuation Unit	4,762 <sup>l</sup>
Productivity Benefit	38 <sup>t</sup>
<b>Total Superannuation Expenses</b>	<b><u>5,600</u></b>

**NOTE 11 SUPPLIES AND SERVICES**

	<b>2005</b>
	<b>\$'000</b>
Property, Repairs and Maintenance <sup>f</sup>	1,922 <sup>l</sup>
Travel and Transport <sup>f</sup>	31 <sup>f</sup>
Computing and IT <sup>f</sup>	2,221 <sup>l</sup>
Accommodation, Rent and Hire <sup>f</sup>	2,572 <sup>l</sup>
Legal Costs <sup>f</sup>	126 <sup>l</sup>
Insurance <sup>f</sup>	1,586 <sup>l</sup>
Medical and Operational <sup>f</sup>	950 <sup>l</sup>
Service Agreements <sup>f</sup>	475 <sup>l</sup>
Office Supplies and Advertising <sup>f</sup>	8 <sup>f</sup>
Professional Services <sup>f</sup>	2,913 <sup>l</sup>
Library, Subscriptions and Memberships <sup>f</sup>	152 <sup>l</sup>
Communications <sup>f</sup>	902 <sup>l</sup>
Protective Clothing and Uniforms <sup>f</sup>	939 <sup>l</sup>
Other Expenses <sup>f</sup>	860 <sup>l</sup>
<b>Total Supplies and Services</b>	<b><u>16,916</u></b>

**NOTE 12 DEPRECIATION AND AMORTISATION**

	<b>2005</b>
	<b>\$'000</b>
<b>Depreciation</b>	
Buildings <sup>p</sup>	562 <sup>l</sup>
Plant and Equipment <sup>p</sup>	1,688 <sup>l</sup>
<b>Total Depreciation</b>	<b><u>2,250</u></b>
<b>Amortisation</b>	
Leasehold Improvements <sup>p</sup>	
Intangible Assets <sup>p</sup>	79 <sup>l</sup>
<b>Total Amortisation</b>	<b><u>88</u></b>
<b>Total Depreciation and Amortisation</b>	<b><u>2,338</u></b>

## NOTE 13 BORROWING COSTS

	2005 \$'000
Finance Charges on Finance Leases <sup>c</sup>	5
<b>Total Borrowing Costs -</b>	<u><u>5</u></u>

## NOTE 14 OTHER EXPENSES

	2005 \$'000
Doubtful Debts Expense - Trade Debtors <sup>o</sup>	486 <sup>c</sup>
Waivers and Write-offs (see Note 15) <sup>o</sup>	285 <sup>c</sup>
Expenditure Previously Capitalised - cancelled projects <sup>o</sup>	70 <sup>c</sup>
<b>Total Other Expenses -</b>	<u><u>1,441</u></u>

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## NOTE 15 WAIVERS AND WRITE-OFFS

Under section 65 of the *Financial Management Act 1996* the Treasurer may, by instrument, waive the right to payment of an amount owed to the Territory

A waiver is the relinquishment of a legal claim to a debt over which the Authority has control. The write-off of a debt is the accounting action taken to remove a debt from the books but does not relinquish the legal right of the Authority to recover the amount. The write-off of debts may occur for reasons other than waivers.

The waivers and write-offs listed below have occurred during the reporting period for the Authority.

	No.	2005 \$'000
<b>Ordinary Activities</b>		
<b>Waivers</b>		
Waivers <sup>o</sup>	-	-
<b>Total Waivers</b>	<u>-</u>	<u>-</u>
<b>Write-offs</b>		
Plant and Equipment Write-off <sup>o</sup>		7 <sup>c</sup>
Irrecoverable Debts - Trade Debtors <sup>*o</sup>	13 <sup>o</sup>	278 <sup>c</sup>
<b>Total Write-offs -</b>	<u>922</u>	<u>285</u>
<b>Total Waivers and Write-offs -</b>	<u><u>922</u></u>	<u><u>285</u></u>

\* A majority of these debts relate to ambulance transport and many of them pre-date the creation of the Authority

**NOTE 16 ACT OF GRACE PAYMENTS**

There were no Act of Grace payments made during the financial year pursuant to section 64 of the Financial Management Act 1996.

**NOTE 17 AUDITOR'S REMUNERATION**

	<b>2005</b>
	<b>\$'000</b>
<b>Audit Services</b>	
Audit Fees Payable to the ACT Auditor-General's Office	46
<b>Total Auditor's Remuneration</b>	<u><u>46</u></u>

**NOTE 18 CASH**

	<b>2005</b>
	<b>\$'000</b>
Cash at Bank	294
Cash on Hand	6
<b>Total Cash</b>	<u><u>300</u></u>
Check Totals	-

**NOTE 19 RECEIVABLES**

	<b>2005</b>
	<b>\$'000</b>
<b>Current Receivables</b>	
Trade Debtorsi	1,507i
Less: Allowance for Doubtful Debtsi	<u>(568)i</u>
	<b>939</b>
Accrued Revenuei	241i
Other Current Receivablesi	58i
<b>Total Current Receivables</b>	<u><u>1,538</u></u>
<b>Total Receivables</b>	<u><u>1,538</u></u>
<b>Receivables are aged as follows:</b>	
Not Overduei	1,198i
Overdue for less than 30 Daysi	265i
Overdue for 30 to 60 Daysi	0i
Overdue for more than 60 Daysi	613i
Less: Total Allowance for Doubtful Debtsi	<u>(568)i</u>
<b>Total Receivables</b>	<u><u>1,538</u></u>

NOTE 19 RECEIVABLES (continued)

	2005 \$'000
<i>Split of Government/Non-Government Receivables</i>	
<b>Receivables with Other ACT Government Entities</b>	
Trade Debtors	77i
Less: Allowance for doubtful debts	(2)i
Accrued Revenue	6i
Other Receivables	
<b>Total Receivables with Other ACT Government Entities</b>	<u>125</u>
<b>Receivables with Entities Outside Government</b>	
Trade Debtors	1,430i
Less: Allowance for doubtful debts	(566)i
Accrued Revenue	195i
Other Receivables	54
<b>Total Receivables with Entities Outside Government</b>	<u>1,413</u>
<b>Total Receivables</b>	<u><u>1,538</u></u>

NOTE 20 INVESTMENTS

The Authority invests all of its surplus cash with the Central Financing Unit (CFU). The CFU coordinates the investment of this money with various fund managers. The fund managers have the discretion to invest this money in a variety of different investments, within certain parameters.

	2005 \$'000
<b>Current Investments</b>	
Investment with Central Financing Unit	1,760
<b>Total Investments</b>	<u>1,760</u>

NOTE 21 OTHER ASSETS

	2005 \$'000
<b>Current Assets</b>	
Prepayments	43
Inventory	811
<b>Total Other Assets</b>	<u>854</u>

**NOTE 22 PROPERTY, PLANT AND EQUIPMENT**

Property, Plant and EquipmentProperty, plant and equipment includes land, buildings, leasehold improvements, plant and equipment and leased assets. -

Land includes leasehold land held by the Authority.

Buildings held by the Authority includes both office buildings and operational buildings.

Leasehold improvements represent capital expenditure incurred in relation to leased assets. This includes fit outs of buildings leased by the Authority. -

Plant and Equipment includes mobile plant, air conditioning and heating systems, office and computer equipment, furniture and fittings, motor vehicles, communications equipment and other mechanical and electronic equipment.

	<b>2005 \$'000</b>
<b>Land and Buildings</b>	
<b>Land</b>	
Land at Independent Valuation June 2005 by Australian Valuation Officed	11,502
<b>Total Land at Valuation</b>	<u><b>11,502</b></u>
<b>Buildings</b>	
Buildings at Independent Valuation June 2005 by Australian Valuation Officed	17,211
<b>Total Written Down Value of Buildings at Valuation</b>	<u><b>17,211</b></u>
<b>Total Written Down Value of Land and Buildings</b>	<u><b>28,713</b></u>
<b>Leasehold Improvements</b>	
Leasehold Improvements at Costd	193
Accumulated Amortisationd	(20)
<b>Total Written Down Value of Leasehold Improvements</b>	<u><b>173</b></u>
<b>Plant and Equipment</b>	
Plant and Equipment at Costd	19,920
Accumulated Depreciationd	(9,708)
<b>Total Written Down Value of Plant and Equipment</b>	<u><b>10,212</b></u>
<b>Total Written Down Value of Property, Plant and Equipment</b>	<u><u><b>39,098</b></u></u>



## NOTE 22 PROPERTY, PLANT AND EQUIPMENT (continued)

	Land	Buildings	Leasehold Improvements	Plant and Equipment	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying Amount at the Beginning of the Financial Year	- g	- g	- g	- g	-
Additions <sup>g</sup>	- g	464g	138g	4,278g	4,880 <sub>g</sub>
Disposals <sup>g</sup>	- g	- g	- g	(130)g	(130) <sub>g</sub>
Revaluation Increment/(Decrement) <sup>g</sup>	,958g	(5,203)g	- g	- g	(1,245) <sub>g</sub>
Write-off of Non-Current Assets <sup>g</sup>	- g	- g	- g	6g	6 <sub>g</sub>
Depreciation and Amortisation <sup>g</sup>	- g	(562)g	(9)g	(1,688)g	(2,259) <sub>g</sub>
Acquisition through Administrative Restructuring <sup>g</sup>	12,544g	,591g	44g	7,390g	42,569 <sub>g</sub>
Other Movements <sup>g</sup>	(5,000)g	(80)g	- g	57g	(4,723) <sub>g</sub>
<b>Carrying Amount at the End of the Financial Year</b>	<b>11,502</b>	<b>17,211</b>	<b>173</b>	<b>10,212</b>	<b>39,098</b>

## NOTE 23 INTANGIBLE ASSETS

	2005 \$'000
<b>Software</b>	
omputer Software at Cost	438
ess: Accumulated Amortisation	(83)
<b>Total Written Down Value of Intangible Assets</b>	<b>355</b>

**NOTE 24 CAPITAL WORKS IN PROGRESS**

Capital Works in Progress are assets being constructed over periods of time in excess of the present financial year.

Assets, which the Authority has under construction include buildings, leasehold improvements and motor vehicles.

**2005**  
**\$'000**

**The following capital works projects had not been completed at year end:**

Building Works in Progress	550
Leasehold Improvement Works in Progress	140
Property, Plant and Equipment	13,780
<b>Total Capital Works in Progress</b>	<b>14,349</b>

**Reconciliation of Assets under Construction**

The following shows the movement of assets under construction from the beginning of 2004-05 to the end of 2004-05.

Carrying Amount at the Beginning of the Financial Year	-
Additions	13,405
Acquisition through Administrative Restructuring	,695
Capital Works in Progress Completed and Transferred out to Property, Plant and Equipment	(1,751)
<b>Carrying Amount at the End of the Financial Year</b>	<b>14,349</b>

NOTE 25 PAYABLES

	<b>2005</b>
	<b>\$'000</b>
<b>Current Payables</b>	
Trade Creditorsi	1,921i
Other Creditorsi	21i
Accrued Expensesi	458i
<b>Total Payables</b>	<u><u>2,400</u></u>
 <b>Payables are aged as follows:</b>	
Not Overduei	1,238i
Overdue for Less than 30 Daysi	1,058i
Overdue for 30 to 60 Daysi	0i
Overdue for More than 60 Daysi	4i
<b>Total Payables</b>	<u><u>2,400</u></u>
 <b>Split of Government/Non-Government Payables</b>	
<b>Payables with Other ACT Government Entities</b>	
Trade Creditorsi	997i
Accrued Expensesi	294i
<b>Total Payables with Other ACT Government Entities</b>	<u>1,291</u>
 <b>Payables with Entities Outside ACT Government</b>	
Trade Creditorsi	924i
Other Creditorsi	21i
Accrued Expensesi	164i
<b>Total Payables with Entities Outside ACT Government</b>	<u>1,109</u>
 <b>Total Payables</b>	<u><u>2,400</u></u>

NOTE 26 INTEREST-BEARING LIABILITIES

	<b>2005</b>
	<b>\$'000</b>
<b>Current Interest-Bearing Liabilities</b>	
<b>Secured</b>	
inance Lease Liability (see Note 31)	6
<b>Total Current Secured Interest-Bearing Liabilities</b>	<u>6</u>
<b>Total Interest-Bearing Liabilities</b>	<u><u>6</u></u>
 <b>Split on the Statement of Financial Position</b>	
<b>Finance Lease Liability</b>	
urrent Finance Lease Liability	6
<b>Total Interest-Bearing Liabilities</b>	<u><u>6</u></u>

**NOTE 27 EMPLOYEE BENEFITS**

	<b>2005</b> <b>\$'000</b>
<b>Current Employee Benefits</b>	
Annual Leaveu	9,025t
Long Service Leaveu	19t
Accrued Salariesu	165t
<b>Total Current Employee Benefits</b>	<u><b>10,009</b></u>
<b>Non-Current Employee Benefits</b>	
Long Service Leaveu	,175t
<b>Total Non-Current Employee Benefits</b>	<u><b>8,175</b></u>
<b>Total Employee Benefits</b>	<u><u><b>18,184</b></u></u>

At the end of the 2005 financial year the ACT Emergency Services Authority had 525 staff employed.

**NOTE 28 OTHER LIABILITIES**

	<b>2005</b> <b>\$'000</b>
<b>Current Other Liabilities</b>	
Revenue Received in Advance	282
ther	195
<b>Total Other Liabilities</b>	<u><u><b>477</b></u></u>

## NOTE 29 EQUITY

	2005 \$'000
<b>Equity</b>	
Accumulated Funds	28,270
Asset Revaluation Reserve	8,917
<b>Total Equity</b>	<u><u>37,187</u></u>
<b>Movements in Equity during the Year</b>	
<b>Accumulated Funds</b>	
Balance at the Beginning of the Financial Year	-
Capital Injection	15,215
Increase in Net Assets due to Administrative Restructuring	18,062
Operating (Deficit)	(5,007)
<b>Balance at the End of the Financial Year</b>	<u><u>28,270</u></u>
<b>Asset Revaluation Reserve</b>	
Balance at the Beginning of the Financial Year	-
Increase in Reserve due to Administrative Restructuring	15,162
Adjustment due to incorrect carrying value of Land	(5,000)
Increment in Land due to Revaluation	,958
Decrement in Buildings due to Revaluation	(5,203)
<b>Balance at the End of the Financial Year</b>	<u><u>8,917</u></u>

### Asset Revaluation Reserve

The asset revaluation reserve is used to record the increments and decrements in the value of non-current assets held by the Authority. This account generally records the movement in value of physical assets. During the year the Authority revalued Land and Buildings.

## NOTE 30 FINANCIAL INSTRUMENTS

### Terms and Conditions of Financial Instruments

Outlined below are the terms and conditions of financial assets and financial liabilities held by the Authority as at 30 June 2005.

<i>Financial Assets</i>	<i>Terms and Conditions</i>
Cash	The Authority's bank accounts are held with the Commonwealth Bank of Australia as part of the whole-of-government banking arrangement.
Receivables	The Authority has trading terms of 30 days for trade and other debtors from the time the invoice is issued.
Investments	The Authority holds short-term investments with the Central Financing Unit. The Authority is able to withdraw the invested funds upon request.

**NOTE 30 FINANCIAL INSTRUMENTS (continued)****Financial Liabilities****Terms and Conditions**

Payables

The Authority normally settles its creditors within 30 days.

Finance Leases

The Authority holds two finance leases, for which an asset and liability have been recognised. The leases are for items of plant and equipment. These items have been recorded as leased assets in the Statement of Financial Position. The weighted average interest rate for these leases is 8.51% and the terms are for 5 years.

**Interest Rate Risk**

The majority of the Authority's financial assets and financial liabilities are non-interest bearing. The Authority does not have any unrecognised financial assets and financial liabilities. This means that the Authority is exposed to movements in interest rates, which will impact on both the interest payable and interest receivable to the Authority. If expectations are realised, this will result in a favourable impact on financial liabilities but an unfavourable effect on financial assets.

The effective weighted average interest rate risk is outlined below for the following financial assets and financial liabilities:

2005 -

	Note No.	Floating Interest Rate \$'000	Fixed Interest maturing in:			Non-Interest Bearing \$'000	Total \$'000
			1 Year or Less \$'000	Over 1 to 5 Years \$'000	More than 5 Years \$'000		
<b>Financial Assets</b>							
Cash	18h	- h	- h	- h	- h	00h	00l
Receivables	19h	- h	- h	- h	- h	1,538h	1,538l
Investments with the Central Financing Unit	20h	1,760h	- h	- h	- h	- h	1,760l
<b>Total Financial Assets</b>		<b>1,760</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,838</b>	<b>3,598</b>
Weighted Average Interest Rate		5.39%h					
<b>Financial Liabilities</b>							
Payables	25h	-h	-h	-h	-h	2,400h	2,400l
Finance Leases	26h	-h	6h	-h	-h	-h	6l
<b>Total Financial Liabilities</b>		<b>-</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>2,400</b>	<b>2,406</b>
Weighted Average Interest Rate			8.51%h				
<b>Net Financial Assets/(Liabilities)</b>		<b>1,760</b>	<b>(6)</b>	<b>-</b>	<b>-</b>	<b>(562)</b>	<b>1,192</b>

**Credit Risk**

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Authority's credit risk is limited to the fair value of the financial assets held by the Authority less any provision for doubtful debts. A large proportion of the Authority's receivables are from other government agencies, which means that credit risk of these receivables going into default is low. Total investments held by the Authority are with the Central Financing Unit and these funds have an insignificant credit risk.

## NOTE 30 FINANCIAL INSTRUMENTS (continued)

## Net Fair Value of Financial Assets

The net fair value of cash and cash equivalents is the carrying value recorded in the accounts of the Authority. The Authority holds investments with the Central Financing Unit in the cash fixed interest fund, which is measured at market value. The average rate of return on short-term investments was 5.39% .

	<b>Carrying Amount 2005 \$'000</b>	<b>Net Fair Value 2005 \$'000</b>
<b>Financial Assets</b>		
Cashe	00e	00e
Investments with the Central Financing Unite	1,760e	1,760e
Receivablese	1,538e	1,538e
<b>Total Financial Assets</b>	<u><u>3,598</u></u>	<u><u>3,598</u></u>
<b>Financial Liabilities</b>		
Payablese	2,400e	2,400e
Finance Leaseese	6e	6e
<b>Total Financial Liabilities</b>	<u><u>2,406</u></u>	<u><u>2,406</u></u>
		<b>2005 \$'000</b>
<b>Reconciliation of Net Financial Assets to Net Assets</b>		
Net Financial Assetse		1,192e
Other Assetse		854e
Non-Current Assetse		<u>53,802e</u>
		55,848e
Less:e		
Employe Benefitse		(18,184)e
Other Liabilitiесе		(477)e
<b>Net Assets</b>		<u><u>37,187</u></u>

**NOTE 31 COMMITMENTS**

	<b>2005</b> <b>\$'000</b>
<b>Capital Commitments</b>	
Capital Commitments Contracted at Reporting Date that have not been Recognised as Liabilities, Payable: h	
Within One Yearh	2,921
<b>Total Capital Commitments</b>	<u><u>2,921</u></u>
<b>Other Commitments</b>	
Other Commitments Contracted at Reporting Date that have not been Recognised as Liabilities, Payable: h	
Within One Yearh	151
<b>Total Other Commitments</b>	<u><u>151</u></u>
<b>Operating Leases</b>	
Non-Cancellable Operating Lease Commitments are Payable as follows:h	
Within One Yearh	1,758
Later than One Year and not Later than Five Yearsh	1,737
Later than Five Yearsh	1,980
<b>Total Operating Lease Commitments</b>	<u><u>5,475</u></u>
<b>Finance Leases</b>	
Finance Lease Commitments are Payable as follows:h	
Within One Yearh	
<b>Minimum Lease Payments</b>	<u><u>6</u></u>
<b>Total Finance Lease Liabilities</b>	<u><u>6</u></u>

**NOTE 32 CONTINGENT LIABILITIES AND CONTINGENT ASSETS**

As at 30 June 2005, the Authority had 7 contingent liabilities in respect of compensation and damages cases with an assessed value of \$281,000. There are also damages claims from the 2003 bushfires for which there is no assessed value and more claims are foreshadowed. The actual liability is contingent on the outcome of each claim.



## NOTE 33 CASH FLOW RECONCILIATION

Reconciliation of Cash at the End of the Reporting Period in the Statement of Cash Flows to the Related Items in the Statement of Financial Position.

	<b>2005</b>
	<b>\$'000</b>
Cash at BankW	294'
Cash on HandW	6'
Investments with CFUW	1,760'
<b>Cash at the End of the Financial Year as Recorded in the Statement of Cash Flows</b>	<b><u>2,060</u></b>
<b>Reconciliation of Net Cash inflows from Operating Activities to Operating Deficit</b>	
Operating DeficitW	(5,007)'
<b>Add/(Less) Non-Cash Items</b>	
rite-off Non-Current AssetsW	6'
Expenditure Previously Capitalised - cancelled projectsW	670'
Depreciation and AmortisationW	2,338'
Assets and Liabilities assumed at 1 July 2004W	(16,034)'
<b>Net Cash Flow Before Changes in Operating Assets and Liabilities</b>	<b><u>(18,027)</u></b>
<b>Changes in Operating Assets and Liabilities</b>	
Increase in ReceivablesW	(1,538)'
Increase in Other AssetsW	(854)'
Increase in Payables and ProvisionsW	20,590'
Increase in Other LiabilitiesW	7'
<b>Net Change in Operating Assets and Liabilities</b>	<b><u>18,675</u></b>
<b>Net Cash Inflows from Operating Activities</b>	<b><u><u>648</u></u></b>

## NOTE 34 THIRD PARTY MONIES

	<b>2005f</b> <b>\$'000f</b>
<b>ACT Rural Fire Service Public Fundf</b>	
alance at the Beginning of the Financial Year	-
ash Receipts	11
ash Payments	-
<b>Balance at the End of the Financial Yearf</b>	<u>11f</u>
<b>ACT Emergency Service Public Fundf</b>	
alance at the Beginning of the Financial Year	-
ash Receipts	2
ash Payments	-
<b>Balance at the End of the Financial Yearf</b>	<u>2f</u>
<b>ACT Ambulance Service Public Fundf</b>	
alance at the Beginning of the Financial Year	-
ash Receipts	3
ash Payments	-
<b>Balance at the End of the Financial Yearf</b>	<u>3f</u>
<b>ESB Trust Accountf</b>	
alance at the Beginning of the Financial Year	32
ash Receipts	1
ash Payments	(5)
<b>Balance at the End of the Financial Yearf</b>	<u>28f</u>
<b>Total Third Party Monies held by the ACT Emergency Services Authority</b>	<u>44f</u>

## NOTE 35 GUARANTEES

The Authority does not have any guarantees or undertakings outstanding at 30 June 2005. -

## Statement of Performance -

FOR THE YEAR ENDED 30 JUNE 2005

Emergency Services Authority

OUTPUT CLASS I: EMERGENCY MANAGEMENT

OUTPUT I.1: PREVENTION/MITIGATION

Description: Legislative and community compliance, provision to the public of information, education awareness and assistance to the community with legislation, standards, codes application and guidelines relating to hazard management, public safety and prevention of emergencies.

Measures	Note	Original Target	Amended Target	Result	Variance from Original Target %	Variance from Amended Target %
<b>Quantity</b>						
Number of:						
Community awareness and education activities conducted	1	1,500		1,206	-19.6%	
Emergency Management activities conducted to reduce hazards	2	150	280	313	108.7%	11.8%
		8,200	6,800	6,907	-15.8%	1.6%
<b>Quality/Effectiveness</b>						
Percentage of clients satisfied with specified community education and awareness activities conducted		95%		100%	5.3%	
<b>Timeliness</b>						
The program of targeted community awareness and education programs conducted to meet annual requirements		100%		100%	0.0%	
<b>Cost</b>						
Cost per head of population for Prevention/ Mitigation		\$33.66	\$39.08	\$40.03	18.9%	2.4%
<b>TOTAL COST (\$'000)</b>		<b>\$11,065</b>	<b>\$12,849</b>	<b>\$13,160</b>	<b>18.9%</b>	<b>2.4%</b>
<b>GOVERNMENT PAYMENT FOR OUTPUTS (\$'000)</b>		<b>\$8,963</b>	<b>\$10,447</b>	<b>\$10,447</b>	<b>16.6%</b>	<b>0.0%</b>

**Notes:**

1 Campaigns are being targeted at a wider audience via television ads, canberra show and mail drops. These only count as one activity. Fire safety no longer record phone enquiries as activities.

2. This has increased significantly as a result of the newly acquired functions of the Authority from the implementation of the Emergency Services ACT 2004 in July 2004, including counter terrorism activities and increased community pressure for emergency management. The target has been revised upward.

## Statement of Performance -

FOR THE YEAR ENDED 30 JUNE 2005

Emergency Services Authority

OUTPUT CLASS I: EMERGENCY MANAGEMENT

OUTPUT I.2: RESPONSE

Description: Provision of:

- Trained and appropriate, strategically located and maintained resources which are prepared for and ready to respond to emergencies.
- Services to the prepared community.
- Testing of procedures.

Measures	Note	Original Target	Amended Target	Result	Variance from Original Target %	Variance from Amended Target %
<b>Quantity</b>						
Estimated number of incidents attended by:						
Ambulance Service	1	26,500		23,531	-11.2%	
Bushfire Service	2	130		97	-25.4%	
Territory Emergency Service		100	260	247	147.0%	-5.0%
Fire Brigade		10,000		9,427	-5.7%	
<b>Quality/Effectiveness</b>						
Survival rate from out of Hospital cardiac arrest VF/VT (six year average)						
	3	18%		23.8%	32.2%	
Percentage of emergencies that receive a paramedic response						
		100%		100%	0.0%	
Percentage of structural fires containment to room of origin						
		90%		82%	-8.9%	
<b>Timeliness</b>						
50 and 90 percentile of first responding service to emergency calls:						
<i>Ambulance Emergencies:</i>						
50 percentile (minutes)		8		7.25	-9.4%	
90 percentile (minutes)		12.5		12.3	-1.8%	
<i>Fire Service:</i>						
50 percentile (minutes)	4	8		5.7	-28.8%	
90 percentile (minutes)		10		10.6	6.1%	
<i>Other:</i>						
50 percentile (minutes)	4	8		5.7	-28.8%	
90 percentile (minutes)		10		10.6	6.0%	
<i>50 and 90 percentile of bushfires contained within area size:</i>						
50 percentile (hectares)		1		1	0.0%	
90 percentile (hectares)		5		5	0.0%	
<b>Cost</b>						
Cost per head of population for response activities		\$134.65	\$156.34	\$160.1	18.9%	2.4%
<b>TOTAL COST (\$'000)</b>		<b>\$44,260</b>	<b>\$51,396</b>	<b>\$52,639</b>	<b>18.9%</b>	<b>2%</b>
<b>GOVERNMENT PAYMENT FOR OUTPUTS (\$'000)</b>		<b>\$35,850</b>	<b>\$41,788</b>	<b>\$41,788</b>	<b>16.6%</b>	<b>0%</b>

Notes:

1 The ACT Ambulance service no longer records responses, but incidents, i.e. a response may involve two ambulances whereas an incident will be recorded as one

2 Seasonal conditions, climate and community education are all factors that have resulted in a low incidents of Bushfires

3 The methodology at arriving at this % has been changed to align with recent changes nation wide

4 Location and traffic conditions are contributing factors to improved response times

## External sources of labour and services -

Contracting entity	Reason for contract	Cost	Managing body	Date let tender	Reason for select
ACTEWAGL Distribution	To provide power to One Tree Hill	\$39,500	Operational Support	July 2004	Sole supplier in the ACT
Affinity IT Recruitment Pty Ltd	To provide information technology support	\$27,010	Operational Support	July 2004	N/A -
Andrew Reynolds and Associates	To assist in the preparation of a communications strategy and community education plans	\$43,836	Operational Support	Aug 2004	Urgent need
APIS Consulting Group	To provide information technology support, capability, maintenance and sustainability	\$166,147	Operational Support	Various	N/A
APIS Consulting Group	To provide Diploma of Project Management Training	\$28,636	ACTFB	Various	N/A
Australasian Fire Associations Council	To identify and implement best practice in AIMS training	\$95,000	JESTA	Dec 2004	Peak body for AIMS
Beckett Consultants Pty Ltd	To conduct training and assessment in Public Safety Training Package Unit PUAFIR202A	\$22,385	JESTA	Sept 2004	N/A
Bedford Carpentry Pty Ltd	To provide carpentry and general handyman services	\$24,205	Corporate Services	Various	N/A
Bel-Air Dry Cleaners	To provide dry-cleaning services	\$135,261	ACTFB	Various	Prior ESA experience and special expertise
Braddon Car Stereo	To install radios in vehicles	\$29,986	Corporate Services	Various	N/A -
Brian Parry and Associates	To review the state of preparedness for bushfires in the ACT	\$35,916	ACTRFS	Jan 2004	Urgent need and need for special expertise

Contracting entity	Reason for contract	Cost	Managing body	Date let tender	Reason for select
Business Objects Australia	To provide Crystal Enterprise professionals	\$28,137	Operational Support	Dec 2004	Sole supplier in Australia
Capital Careers	To provide front-line management training	\$18,000	JESTA	Aug 2004	N/A -
Capital Communications Pty Ltd	To develop communications strategy	\$14,360	Operational Support	Dec 2004	N/A -
Capital Public Affairs Consultants	To develop communications strategy	\$27,500	Operational Support	Dec 2004	N/A -
Catalyst Interactive Pty Ltd	To provide e-learning support for trunk radio network training and support	\$95,610	Operational Support	Various	N/A
Christopher Hunt	To provide human resource consultancy services	\$53,620	Corporate Services	March 2005	N/A -
Chubb Protective Services	To provide security services	\$61,853	Corporate Services	Nov 2004	Urgent need -
Contour Constructions	To provide pavement repairs at fire stations	\$26,700	Corporate Services	Various	N/A -
Cordelta	To provide business analyst and project support for radio project	\$208,508	Operational Support	Various	N/A
Corfocus	To provide radio project support	\$88,000	Operational Support	Various	N/A -
Country Fire Authority, Victoria	To provide Introduction to AIIIMS 4.04 training	\$36,652	JESTA	Various	N/A -
Dan and Dan Landscaping	To provide fire tower observer services	\$60,947	ACTRFS	October 00	N/A -
Effective People Pty Ltd	To provide recruitment services	\$76,802	ACTFB	July 2004	N/A -
Einstein Cleaning Services	To provide cleaning services	\$65,945	Corporate/ACTFB	Various	Prior ESA experience and special expertise
Essential Painting	To provide painting services	\$21,793	Corporate Services	Various	N/A -
GHD Pty Ltd	To conduct headquarters and JESTA feasibility study, West Belconnen ambulance residential project, generator project and Curtin refurbishment	\$115,961	Corporate Services	Various	Prior ESA experience and special expertise

Contracting entity	Reason for contract	Cost	Managing body	Date let tender	Reason for select
GM Mobile Mechanical Repairs	To provide mobile repair and maintenance	\$85,050	Corporate Services	July 2004	N/A -
Hall Metal Fabrication	To supply consumables and conduct fabrication and modification of vehicles	\$22,233	Various	Various	N/A
Hays Personnel Services (Australia)	To provide professional services	\$83,254	Corporate Services	Various	N/A
Ian Thomson	To provide accounting advice and conduct special projects	\$57,875	Corporate Services	July 2005	Prior ESA experience and special expertise
ISM Group Pty Ltd	To conduct a strategic basing study	\$81,494	Corporate Services	Aug 2004	N/A -
Job Communications Pty Ltd	To provide professional services in Lotus Notes development	\$21,120	Operational Support	July 2004	N/A
John's Plaster Lining	To provide plaster services	\$15,384	Corporate Services	Nov 2004	N/A -
Lemke Timber Training Pty Ltd	To provide chainsaw training	\$30,104	JESTA	Aug 2004	N/A -
Logica CMG IT Services Pty Ltd	To provide support for FIRECAD	\$59,820	Operational Support	June 2004	N/A -
Metis Associates	To support the preparation of the Strategic Bushfire Management Plan	\$86,499	Operational Support	Nov 2004	Urgent need
Micob	To repair and maintain ACTAS defibrillators	\$22,292	ACTAS	Various	N/A -
National Fire Solutions	To recharge fire extinguishers	\$17,689	ACTFB	Various	N/A -
NSW Rural Fire Service	To provide a contractor—Alan Walker—to assist with McLeod Inquiry recommendations	\$24,505	Operational Support	Oct 2003	Special expertise
Office Project Services	To provide cabling services	\$58,431	Operational Support	Various	N/A -
Omni Success Pty Ltd	To provide business analysis	\$37,716	Operational Support	Various	N/A -

Contracting entity	Reason for contract	Cost	Managing body	Date let tender	Reason for select
One Call Property Services Network Pty Ltd	To provide carpentry, electrical and other services for the Calwell Ambulance Station and Phillip ACT State Emergency Service site upgrades	\$53,633	Corporate Services	Various	N/A
Opcomm Pty Ltd (Trustee for the Opcomm Trust)	To provide Firelink and trunk radio network project support	\$140,720	Operational Support	Various	N/A
Phillips Group	To support the conduct and analysis of the public consultation process in the preparation of the Strategic Bushfire Management Plan	\$48,990	Operational Support	Oct 2004	Urgent need
Professional Services and Engineering Pty Ltd	To provide radio project support	\$49,500	Operational Support	July 2004	N/A
Pro-tech Services Pty Ltd	To provide electrical and data services	\$36,018	Corporate Services	Various	N/A -
RB&R Daintree Pty Ltd	To provide professional services to maintain security systems	\$15,208	Corporate Services	Various	N/A
Sita Australia Pty Ltd	To provide scheduled waste services	\$25,306	Various	Various	Prior ESA experience and special expertise
Sleigh Speakers and Trainers	To provide professional services	\$18,545	Various	Various	N/A -
SMS Management and Technology Company	To conduct a business continuity project scoping and planning study	\$76,620	Operational Support	Aug 2004	N/A
Sonnet Enterprise Services Pty Ltd	To maintain the '000' voice system	\$45,371	Operational Support	Various	N/A
Spherion Technology Solution Pty Ltd	To provide business analysis	\$157,842	Operational Support	Various	Urgent need



Contracting entity	Reason for contract	Cost	Managing body	Date let tender	Reason for select
Telstra Corporation Ltd	To implement a secure digital trunk radio network	\$4,196,382	Operational Support	July 2004	N/A
Terry Brosnan (Asgard Capital Management)	To provide legal advice for certified agreements	\$39,820	Corporate Services	July 2004	Prior ESA experience and special expertise
Thoughtweb	To conduct a scoping project for software applications to enhance strategic operational decision making during complex emergency operations	\$19,000	Corporate Services	Oct 2004	N/A
TOK Carpentry and Partitioning	To provide carpentry services for the Dickson Ambulance Station Stage 2 and Curtin upgrades	\$72,302	Corporate Services	Various	N/A
Total Decision Support	To conduct capability modelling and business planning	\$204,050	Corporate Services	Dec 2004	Prior ESA experience and special expertise
Transport Training	To provide driver training	\$16,993	Various	Various	N/A -
WR Electrical Pty Ltd (Affinity Electrical Technologies)	To conduct lighting and electrical inspections	\$27,720	Various	Various	N/A
Yellow Edge Pty Ltd	To provide professional services	\$14,708	Various	Various	N/A -
Zoo Instinctively Creative	To provide rebranding services	\$22,944	Operational Support	Various	N/A -

AIIMS = Australian Inter-service Incident Management System, N/A = not applicable -

## Appendix 2: Legislative/ - regulatory data reports -

### Legislation

On 1 July 2004 the government enacted the *Emergencies Act 2004*, which formally established the Emergency Services Authority (ESA) and created the position of Emergency Services Commissioner. The Act also repealed the following:

- *Bushfire Act 1936*
- *Fire Brigade Act 1957*
- *Fire Brigade (Administration) Act 1974*
- *Emergency Management Act 1999*.

### Advisory and consultative boards and committees

Two statutory committees inform the work of the ESA: the Bushfire Council and the Emergency Management Committee.

#### Bushfire Council

The Bushfire Council was established under s. 127 of the *Emergencies Act 2004*. The Bushfire Council is made up of members with a range of skills in bushfire management, including people with knowledge of the fire sciences, people with experience of firefighting in rural and urban areas, rural lessees, and representatives of the Indigenous community and the general community of the ACT.

The council plays a key role in advising both the ESA and the Minister for Emergency Services on the strategic direction for fire management and other matters relating to bushfire management in the ACT. The council is consulted over a range of issues, including the preparation of the Strategic Bushfire Management Plan and bushfire operational plans, and the level of bushfire preparedness of the authority.

The council consists of a chairperson, a deputy chairperson and at least three, but no more than 10, other members who are appointed by the Minister. The membership of the council at 30 June 2005 was:

- David Broderick (Chair)
- Kevin Jeffrey (Deputy)
- Tony Bartlett
- Geoff Butler
- Geoff Cary
- Clem Davis
- Mike Lonergan
- Bob Moore
- Stephen Wise.

#### Emergency Management Committee

The ACT Emergency Management Committee was established under s. 141 of the *Emergencies Act 2004*. The committee is chaired by the Commissioner of the ESA and includes senior officials from all ACT Government departments that have a role in emergency management. A number of observers, including representatives of the New South Wales Police, infrastructure service providers and the Department of Defence, also attend meetings.

The Emergency Management Committee oversees the strategic direction of emergency management in the ACT. As well as advising the Minister on emergency management issues and working to build the capacity of emergency management agencies, the committee monitors the scope, range and effectiveness of the ACT Emergency Plan and related sub-plans.

The membership of the Emergency Management Committee at 30 June 2005 was:

- Emergency Services Commissioner Peter Dunn, AO

- Chief Officer (Ambulance Service)  
Ken Paulsen, PSM
- Chief Officer (Fire Brigade)  
David Prince
- Chief Officer (Rural Fire Service)  
Michael Ross
- Chief Officer (State Emergency Service)  
Tony Graham
- Chief Police Officer  
John Davies
- Chief Health Officer  
Charles Guest.

# References -

## Glossary and abbreviations list -

ACT	Australian Capital Territory
ACTAS	ACT Ambulance Service
ACTFB	ACT Fire Brigade
ACTRFS	ACT Rural Fire Service
ACTSES	ACT State Emergency Service
AIIMS	Australian Inter-service Incident Management System
AVL	automatic vehicle location
AWA	Australian Workplace Agreement
CAD	computer-aided dispatch—A computer-based system used to dispatch and track emergency response resources and create and manage associated records
CAFS	compressed-air foam system
CBR	chemical, biological and radiological
CLASP	Community Liaison Advisory Safety Program
COAG	Council of Australian Governments
Comcen	ESA Communications Centre
ECC	Emergency Coordination Centre
EMA	Emergency Management Australia
ESA	Emergency Services Authority
Firelink	An information system to complement CAD
FOI	freedom of information
FOI Act	Freedom of Information Act 1989
ICP	intensive care paramedic
IM&C3 Group	Information Management and Command, Control and Communications Group
JESTA	Joint Emergency Services Training Academy
kVA	kilovolt ampere
McLeod Inquiry	Inquiry into the Operational Response to the 2003 Bushfires, which was headed by Ron McLeod and reported in August 2003

Minister, the	Minister for Police and Emergency Services
MOU	memorandum of understanding
OH&S	occupational health and safety
OH&S Act	<i>Occupational Health and Safety Act 1989</i>
RTO	Registered Training Organisation—a training organisation registered in accordance with the Australian Qualifications Training Framework
Statement of Attainment	A record of recognised learning, which may contribute towards a qualification
Strategic Bushfire Management Plan	A 10-year planning document to prepare for, prevent and manage bushfires in the ACT
TRN	trunk radio network
USAR	urban search and rescue

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