



Joint Association Report

YARRA AREA

Sunday 12 October

This report to the Joint Association contains many aspects of the end of financial year report (07/08) on the Area's performance which is submitted to the Chief Executive Officer.

In addition to the end of financial year review (07/08), I can report the following:

General Manager's Office

On 20 August 2008 Yarra General Manager & Director Strategic Planning Geoff Spring met at Parliament House with all opposition politicians on eastern side of Melbourne brief them on the coming Fire Season, CFA issues & specific Yarra Area issues, including infrastructure requirements. It is intended that a similar meeting is to be scheduled with Government Members of Parliament over the next month.

General Manager & Operations Manager accompanied CFA Board Member Peter Marke on a tour of the Woori Yallock Service Centre & ICC on Monday 1 September, who was very impressed with the facility and the service it provides to Yarra Valley Group

Adam Rogers will be performing the role of Acting GM Yarra Area from Monday 27 October until Monday 1 December 2008. Adam is currently the Manager Business Strategy within the Strategic Planning & Area Coordination Directorate, based out of Region 15 (Ballarat). Prior to joining CFA, Adam was the Area Manager for Shoalhaven and Jervis Bay Territories with the NSW Rural Fire Service and was based on the south coast of NSW. Adam has previously relieved the General Manager's at South West and Midlands/Wimmera Area's during periods of leave.

Operations

Operations Officer David Renkin started into Maroondah Catchment on 8 September 2008, working from Lilydale HQ.

Reliever Operations Officer Position advertised in September 2008. Yarra Reliever Position will be based at Lilydale HQ.

Finance & Administration

Administrative Support Officer Helen Richards retired from CFA on 15 September 2008 after 10 years service both as casual and permanent employee.

Community Safety

The 2008 Fire Awareness Awards were presented on Thursday 8th October and I am pleased to advise that volunteers and staff from Yarra Area were successful in the following categories:

- Knoxbridge/Orana and Yarra Area received the *Community Award for a home fire safety program for disabled community members*
- Ferntree Gully Brigade was *Highly Commended in the Fire Service Award* category for their Sprinkler and Alarm System Training Simulator
- Yarra Area received the RACV Insurance Fire Safety grant of \$10,000 for the development of the Hazard House. The Hazard House project will develop an interactive training module for children to learn essential home fire safety lessons. This funding will now allow this project to be developed by the Community Education team

Executive Summary

Reduce the impact of fires and emergencies in Victoria

- Total primary and support vehicle responses were 8867 for the 2007-2008 financial year.

Build and strengthen self-reliant, resilient communities

- Community Education Programs for 2007/08 were:
 - 2490 participants at 39 Home Fire Safety workshops
 - 199 participants at 21 Early Fire Safe workshops
 - 97 participants at 5 Isolated Elderly programs
 - 2776 students attended 129 Brigades in Schools programs
 - 4330 students attended Mobile Education Unit visits
 - 1174 participants at 74 Industry/Commerce Training sessions
- Community Safety staff assisted Brigades at 115 community events/displays
- Fire Ready Victoria activity for 2007/8 has concluded with 2416 residents participating in street corner or community meetings. This is almost half the number who attended last year. This decrease is attributed to the quiet fire season. The Area has delivered a total of 154 Fire Ready Victoria sessions.
- A Fire Ready Victoria/Community Fireguard post season survey was conducted with all Community Safety staff, Brigades and CFG group leaders. These post season surveys and meetings show that Yarra Area's summer programs are valuable to both CFA and the community. Key recommendations arising from the survey are discussed on page 12 of the Review.

Deliver quality services

- The establishment of the satellite office at Woori Yallock provides administrative and logistical support to brigades.
- The implementation and completion of the ICC at Woori Yallock has provided a more effective base from which to operate during an incident

Improve the safety and capability of CFA

- The Capital Works (Land and Buildings) schedule is updated monthly and communicated throughout the Area and on Brigades On Line.
- Establishment of Hillcrest Brigade to merge existing brigades at Launching Place and Woori Yallock.
- Brigade buildings at Reefton, Christmas Hills, Badger Creek, Bayswater (Administration building) and Seville have been completed.
- Finalise concept proposals for Land and Building projects.
- Ensure sustained PPC availability to brigades

- Streamlined procedures for procurement of building maintenance contractors and suppliers arranged by Asset Maintenance Co-ordinator.
- PPC allocation under the new Regional Procedures has resulted in a significant increase in both wildfire & structural ensemble for members across the Area.
- The required outcomes from the Community Safety Health Check have been implemented and are ongoing
- The Strategic Planning Subcommittee of the Regional Planning Committee has been re-established and has developed a Draft Strategic Plan for the Area
- Implementation of the Safety First Project
- Review the Incident Management Plan (ROMP)
- Commence consultation on a proposed restructure of the role of the RPC
- Implement the Green Office Project and provide support for brigades to deal with the impact of Climate change

Effective and practical governance systems

- The HR/Welfare subcommittee of the RPC was re-established by the General Manager in accordance with the current RPC constitution.
- The General Manager and the Executive support, as of the 21 July 2008, have relocated at the Knoxfield Office, to ease the crowded office accommodation at Lilydale. This will remain in place until a new Area Headquarters is established.
- Section 29 inspections for 2007-2008 100% complete.
- The ongoing support for the Financial Management Project will also include the development of a Financial Management training package for Brigade Management teams. Continuity of the basic learning support program will provide more development. The implementation of internet based volunteer photographic ID service has provided more security and better identification of volunteers.
- Investigation of opportunities to address issues caused by the resource impact of single FSO will continue.

Priorities for Area/Directorate in 2007/08	Activities delivered in response
MAINTAIN AND DELIVER	
Plan and implement an enhanced building maintenance program.	Following the appointment of the Asset Maintenance Co-ordinator in May 2007, an enhanced building Maintenance program has been established in the Area. Updates are provided on the status of all required maintenance via a Monthly Building Maintenance Report.
Continue to implement Catchment Management Model to enhance Community Safety Services	<p>Community Safety, as part of the Catchment Management Model is now utilising a "Brigade Planning and Communication Project" which aims to provide Brigades with clear, quarterly reports about the level of Community Safety activities "delivered on" in response to the Brigades' needs identified through specific planning processes. Those specific processes are:</p> <ul style="list-style-type: none"> • BASO work plans are developed individually with each Brigade and linked to the BASO's PPR. They are informed by catchment wide issues, eg, those arising from S29's. • Community Education Brigade Based planning has now commenced with CEFF's visiting each BMT and developing a detailed 2-5 year CE strategy. This includes clearly stated activities for Brigades and Community Safety staff to deliver on. <p>This work has highlighted the need for a more sophisticated "business intelligence" system in Community Safety to easily capture information about Community Safety activity in response to Brigade needs. The current CSD system (ESA) is inadequate for this purpose.</p>
Refocus Community Safety effort to better align with Regional requirements.	In order to increase knowledge of Community Education activities the "Community Education Services & Resources Directory" was released in May 2008 to an extremely positive and encouraging reception from Brigades.
Continue to enhance relationships with key stakeholders such as Municipalities	Brigades, Groups and Community Safety staff are now represented on the five MFPC's in the Area.

Priorities for Area/Directorate in 2007/08	Activities delivered in response
Plan and implement appropriate strategies to prepare for the 07/08 Fire Danger period	Planned FDP preparedness activities were brought forward due to early FDP introduction. Major preparedness activities included Level 3 exercise participation, operational workshops, liaison meetings, procedure reviews, RECC upgrade and ICC upgrades.
Refocus Training toward enhanced leadership and management skills at Brigade level	Brigade officer courses have been reviewed in conjunction with Operations. Basic Officer now focuses on Crew Leader Structural; Officer Development on Supervise Response and Senior Brigade Officer is unchanged with a focus on strategic thinking. All courses include brigade management components. Fireline Leadership delivered. Brigade Management Teams surveyed on training needs.
Deliver Quality Community Safety Services to Brigades, Groups and Communities	In response to feedback from Brigades after last summers FRV programs, presenters of street corner meetings will be randomly assessed by experienced presenters/staff to provide feedback and ensure the quality of FRV programs is maintained.
Continue the process of devolvement of the Area Budget to ensure accountability by each functional manager to the General Manager, including the devolution of appropriate budget requirements to each Integrated Fire Brigade	Ongoing refinement and enhancement of monthly financial reports. Rationalisation of project reporting. Streamlining of Corporate Card payments.

Priorities for Area/Directorate in 2007/08	Activities delivered in response
ENHANCE ACTIVITIES	
Progress amalgamation of Regions 8 and 13. <i>(This project ceased during the reporting period)</i>	At the October 2007 CFA Board Meeting, a decision was made <u>not</u> to proceed with Organisational Form, but instead to travel on a path of "Continuous Improvement", therefore the amalgamation of Regions 8 & 13 did not occur.
Establish new Regional HQ	To ease the accommodation pressures at the Lilydale Headquarters the office of the General Manager relocated, on a temporary basis, in July 2008 to the CFA Knoxfield Office which is located above the State Logistics Centre in Samantha Court, Knoxfield. These temporary arrangements are to remain in place until a new Area Headquarters is established. There are issues regarding the suitability of this interim temporary arrangement, as the General Manager is located away from the majority of Area staff. A new Area Headquarters for Yarra Area requires urgent redress.
Woori Yallock ICC	Implementation of ICC at Woori Yallock has been completed. A satellite office at Woori Yallock (Service Centre) to provide administrative and logistical support to brigades established.
Kangaroo Ground ICC	Implementation and establishment of Kangaroo Ground ICC almost complete, awaiting final installation of Comms equipment and systems
Building Maintenance Funding	In May 2008, an additional \$40k was allocated at Area level to the 07/08 building maintenance budget so as to progress a number of outstanding maintenance issues at various locations within the Area. These works were actioned prior to the end of the 2007 / 2008 financial year.

Strategic Scan to 2025

Priority	Issue	Opportunities	Risk (internal/external)
1.	Area Headquarters	Potential Development of new buildings in the City of Knox provides an opportunity to establish a new Headquarters.	Inability to effectively deliver services in a co-ordinated approach from the Area. Ongoing separation of the management team.
2.	Capital Works (Land & Building)	A number of sites have been identified for long term outstanding projects such as Scoresby and Rowville.	Future risk of being unable to obtain the identified sites due do them no longer being available.
3.	Resourcing required for Training and Skills Maintenance currently inadequate at meeting the minimum requirements	Appoint instructor to vacant position once the required process is completed.	Liability in case of being unable to deliver required training targets
4.	Overload on FSOs due to increasing workload associated with WMOs and LUP	Monitor workload, use of contractor support, prioritise workload	Failure to meet Statutory Requirements
5.	IFMP	Yarra Area Resources being used for a pilot project	Loss of credibility
6.	Volunteer and Staff HR support	Appoint HR Resource as approved	Organisational Support at risk
7.	Structural PPC	Establish local processes for introduction to manage expectations	Failure of delivery will cause a lack of credibility with personnel

Eastlink was completed at the end of the financial year and has increased access to the eastern suburbs and will generate further growth in industry, particularly within the municipality of Knox.

The City of Knox is finalising the Development Plan for a revitalised Knox City area, located on the corner of Stud Road and Burwood Highway. The Council's vision indicates that a residential/commercial/office/shopping precinct as large in area as Melbourne CBD is to be established.

Opportunities

- Establishment of the Woori Yallock Service Centre has enabled the Area to provide an improved and responsive stores service to local brigade volunteers for gloves, goggles, masks and a sizing capability for PPC.
- Budgets devolved to functional managers who are held accountable for their department's financial performance.
- Continuation of the Brigade Financial Management Project will assist in improving the quality and reliability of brigade accounts, and reduce the administrative burden placed on volunteer Treasurers and Secretaries.
- Ongoing partnership with DHS, Shire of Yarra Ranges (SYR), DSE, VicPol and Parks to develop innovative Community Development programs for the local area.

Key Issues

- As reported in the 06/07 Area Review report, similar to other Areas, HR issues for both staff and volunteers continue to place significant pressure on the Area. The establishment of a dedicated HR resource to assist the current management structure is a priority for the Area, and we look forward having a HR Manager in place by early 2009.
- Overtime continues to be a significant issue, and the Area awaits the outcome of workforce planning being undertaken by the HR Directorate and the outcome of recent work undertaken by the General Managers.
- The lack of succession planning and workforce planning leads to difficulties in filling vacancies with appropriate skill level which has an impact on overtime.
- Climate change and lack of water resources impact on the future operation of the business.
- Political - Managing community factions and segments and the expectations of involvement & engagement.
- Trends - Larger commuting population. Increasing emphasis on environmental protection.
- Infrastructure (Land and Buildings) across the Area.
- Several large multi storey residential developments proposed, particularly in the Knox area.

Risks Being Addressed

- Potential reputation risks with regards to possible mismanagement of brigade finances addressed by the Brigade Financial Management Project.
- Operational risks diminished with establishment of Woori Yallock Service Centre and Level 3 ICC, which requires the installation of a generator so as to be totally self-reliant.
- Building maintenance issues are being addressed as a matter of priority within the current resourcing levels and expertise.
- Community strengthening to sustain brigades.
- Fire safety in built up and rural areas.
- Leadership and succession planning at Brigade level.
- Issuing and funding of PPC.
- Service delivery to Brigades from the Area, i.e. devolution of resources closer to the field (Woori Yallock Service Centre).
- Increase in high-density infill development.
- Managing increasing networks of bush corridors on private land to forested public land.
- Protection of Green Wedge and balancing tension between fire risk management and protection of natural assets.
- Increased number and complexity of Community Fireguard groups, requiring ongoing service and support (greatest number in the state).
- Major tourism destination with increased itinerant population in peak seasons.
- Significant residential population turnover (>5%) in Dandenong Ranges requiring continued education programs.

Barriers Impacting On Effectiveness

- Specialist HR skills in the Area. The devolution of an appropriate HR resource is required to deliver a whole of business, efficient and effective service. The Area looks forward to progressing the appointment of a dedicated HR Resource.
- Operational Structure. The current operational structure in the Area will not be adequate to deal with the additional integrated Brigades at Rowville and in the Warrandyte/South Warrandyte/Wonga Park area.
- Election/selection process for volunteer leaders does not always recruit the most skilled and suitable people to lead an efficient and effective brigade.
- Leadership in both the staff and volunteer ranks.
- Inability to address Capital Works (Land and Buildings) needs due to funding gap.
- The current Area/Region Headquarters is antiquated and unable to provide the appropriate level of operational support to the field and a workplace appropriate for a functionalised structure.

Status Reports On Issues Raised Through Previous Scans

- PPC Procedures reviewed and changes implemented.
- Building Maintenance – significant progress on addressing outstanding building maintenance issues
- Concept Proposal on a future new Area Headquarters completed and submitted.
- Implementation of an integrated location at Rowville has not progressed, due mainly to being unable to fund a parcel of land which has been identified.
- Budgets functionalised and devolved.

Performance against your current Business Plan

Corporate Plan Indicators	2005/06	2006/07	2007/08
Goal 1: Reduce the Impact of Fires and Emergencies in Victoria			
Dollar cost of fire (provision of service + incident loss ¹) per 100,000 people			\$5,726,233
Number of unplanned incidents per 100,000			1089
Goal 2: Build and Strengthen Self-Reliant, Resilient Communities			
Number Preventable Fires per 100,000			
Number of Deliberate fires per 100,000			
Number Accidental fires per 100,000			
Structure fires contained to object and room of origin	68%	64%	64%
Goal 3: Deliver Quality Services			
Proportion of Municipal Fire Management Plans completed with community input			
Proportion of statutory compliance reports meeting agreed standards			
Number of community education sessions delivered per 100,000 ²		145.5	159.5
Brigades in Schools and Mobile Educations Unit sessions per 100,000 target audience ³		1370	1179
Response time performance 50 th percentile (Hazard Class 2)	6:50	5:48	5:27
Response time performance 90 th percentile (Hazard Class 2)	8:55	8:51	8:30
Goal 4: Improve the Safety and Capability of CFA			
Portion of brigades meeting skills profiles			
Portion of facilities assessed as compliant with Australian Standards and Building Code of Australia (including essential services)			

¹ Area full year actual + total \$ loss all incidents from FIRS

² Wildfire and structure fire related programs/sessions

³ Total number of enrolled primary school students

Field Based Asset Management Resource

The appointment of the Asset Maintenance coordinator has seen a significant increase in the level of building maintenance activity across the Area. A large number of outstanding maintenance issues have been able to be attended too, which has been of a great benefit to Brigades.

Monthly activity reports in the area of building maintenance are now being prepared and disseminated throughout the Area to key personnel. This has ensured that there is:

- Communication occurring with key volunteers and staff on a regular basis as to the works being undertaken;
- A rigorous monitoring process in place on building maintenance activities.

During the reporting period, Yarra Area and the Outer Metro Norwest Area shared the same resource. This is to change in 08/09 with the appointment of a dedicated resource. This will enhance the work undertaken during 07/08.

A single comment on the Asset Maintenance Program can be summed up as – A GREAT SUCCESS!

Field-Based Safety First Officers

A detailed overview of the Safety First Initiative is outlined in the report on page 18. To maintain the benefits, a dedicated single resource for Yarra Area needs to be considered for 09/10. Due to a decision being made at the time of the defunct Org. Form Project, only 6 Safety First positions were funded. This now sees an over burden amount of work being undertaken across Westernport and Yarra Areas by a single resource.

Regional Accommodation

As previously outlined, in July 2008, the General Managers Office was located to the Knoxfield State Logistics Centre building so as to alleviate the over crowding situation at the Lilydale Area/Regional Office. This in effect has 'split' the management arrangements and AMT in Yarra Area but has not addressed the immediate poor accommodation standards at the Lilydale office.

The Regional Emergency Coordination Centre at Lilydale is substandard and outdated.

The Area has previously submitted detailed Reports/Concept Proposals on accommodation for the Area/Region. The current arrangements with regards to the Area/Region are interim and are not appropriate for the future management requirements of such a diverse Area/Region.

Woori Yallock Service Centre

The Woori Yallock Service Centre is operating well and being extensively utilised by CFA personnel in the Yarra Valley area. The establishment of this Service Centre, with the inclusion of a level 3 ICC, has seen a significant enhancement of CFA services to the field.

Finalising the funding of final fit out arrangements for the Level 3 Incident Control Centre will see a modern ICC being operational.

GOAL THREE – DELIVER QUALITY SERVICES

Community Safety

- The Yarra Area Community Safety Programs and Services/Resources Guide has been distributed to Brigades and staff. It provides an overview of the Community Education and Fire Safety programs managed by Community Safety in conjunction with Brigades as well as providing a comprehensive list of all resources available for loan to Brigades. As additional Community Education resources are acquired, the Guide will be updated and re-issued.
- The Yarra Area Community Safety Programs and Services/Resources Guide has now been completed and is being distributed to Brigades and staff. It provides an overview of the Community Education and Fire safety programs managed by Community safety in conjunction with Brigades as well a comprehensive list of all resources available for loan to Brigades. As additional Community Education resources are acquired the Guide will be updated and reissued.
- A Fire Ready Victoria/Community Fireguard post season survey was conducted with all Community Safety staff, Brigades and CFG group leaders. These post season surveys and meetings show that Yarra Area's summer programs are valuable to both CFA and the community. Key recommendations arising from the survey that will be addressed before next summer include:
 - Investigation of direct marketing methods to residents, such as that provided by Australia Post, to reduce the workload of brigades who currently have to spend much time letterboxing residences in their brigade area.
 - Improve the effectiveness of roadside signs Yarra Area has recently purchased 100 new larger format signs in metal frames which can stand alone and will alleviate the issues raised regarding their visibility, readability and placement on trees and poles.
 - Explore the use of larger banners for advertising Public Meetings on major roads needs to be investigated with consideration given to funding these.
 - Make greater use of existing local newsletters, such as the local schools, and placement of notices in shops to promote the Fire Ready Victoria program

- Revision of the administrative tools, in particular the documents and forms used by Region to communicate and liaise with brigades needs to be undertaken – these need to be clearer, simpler and easier to understand to further improve the communication and processes between region and brigades related to the organisation of summer programs.
 - Conduct training and information sessions with all brigades to further enhance brigade familiarity and understanding of both the FRV and CFG program. This would also enhance and build on the important role brigades have participating in community meetings and provide more understanding of the educational methods used in these programs to motivate behavioural change in residents.
 - Develop strategies that strengthen existing CFG groups. In particular increasing the number of households actively involved in the group.
 - Provide greater opportunities and strategies that enable CFG groups to better link in with their local brigades. Assisting brigades to have a Community Fireguard event at the start of each summer to which all CFG groups are invited is one possibility of achieving this.
 - Enhancing networking between CFG groups is also an area Yarra needs to continue to work on. Promoting the benefits of this to CFG leaders, encouraging them to give permission to share contact details and organising local CFG events in addition to maintaining the CFG Forums is important.
- In the 2007/8 financial year 600 Land Use Planning reports and 91 Structural Fires Protection Reports were completed. Most of this work is completed by one Fire Safety Officer. Strategies to relieve the work demands on the FSO continue to be developed with increased administrative support. Further options for an additional part time FSO are to be examined in the planning for the 2008/9 Community Safety budget.
 - The Area commissioned the construction of “Helitak 13”, an interactive model helicopter for children at Community Safety displays and events. Helitak 13 (photo below) was launched by the Parliamentary Secretary for Emergency Services, Danielle Green on 15 July 2008.



- The recommendations of the 2006 Yarra Area Community Safety Review and the subsequent Health Check in 2008 continue to be implemented and monitored.

Operations

- Endorsed Breathing apparatus and vehicle strategies as part of the Area Strategic Plan to ensure the right mix of equipment and appliances are planned for and delivered to meet the risks in Brigade districts.
- Operations and Community Safety in Yarra & Westernport have established bi-annual liaison meetings with DHS Eastern Region to better integrate response & recovery phases during incidents. Ongoing partnerships with DSE/PV, VicPol, SES and other agencies to strengthen and maintain quality relationships.
- Brigades are continuing to be responded at an increasing rate to non-fire incidents either as primary agency or in support of other agencies. These additional non-fire responses can place pressure on turnout performance and ability of Brigade members to respond 24/7.
- Refined & enhanced false alarm charging processes has resulted in a number of protected premises upgrading or changing their systems to prevent avoidable false alarms. Knox pilot project of premises intervention has resulted in an overall reduction of 6.02% [a reduction of 16 false alarm responses for Knox Catchment 07/08 compared to 06/07] this can be translated to:

3 trucks per turnout	48 less trucks on the road
4 fire-fighters per truck	192 less fire-fighters
½ hour per call	96 less fire-fighter hours
\$1500-00 per call [average cost if charged]	Saving of \$24000-00 for our businesses

GOAL FOUR – IMPROVE THE SAFETY AND CAPABILITY OF CFA

Section 29

Identified issues & actions arising from Section 29 inspections are managed at functional manager or delegate position to assist with Brigade capability where gaps or deficiencies were reported.

Training Matters

The ongoing process in Yarra Area to ensure brigades sustain a level of capability to provide their service delivery obligations has continued through the reporting period. Initiatives of note include:

- A process to develop a training package for every new vehicle provided to a brigade was developed. This package includes a CD-rom presentation describing vehicle layout, stowage and operation. The packages have been taken up corporately and distributed across the State. Area staff have been asked to continue this process, and Headquarters Learning & Development will assist with development and distribution of the packages.
- The Area is now making a simple folder available to new volunteer recruits to enable them to keep the statements of attainment they receive as they progress through their Minimum Skills training. This initiative incurs minimal cost, but has been well received by volunteers.
- Yarra Training staff members have reviewed assessment tools released by Headquarters Learning & Development and a number of problems identified. For example, following a review of the Training team, the State driving Co-ordinator withdrew the driving tool because the published tool was different from the one he sent for publication, and was incorrect on a number of fronts.
- The Hazmat Awareness assessment tool has also been reviewed at Area Level with numerous problems found. This has been communicated to Headquarters Learning & Development
- Yarra Training Staff have assisted CFA corporate on a number of committees
 - Class A Foam evaluation
 - Class B Foam evaluation
 - Tanker design committees
 - Ultra light
 - Light
 - Medium
 - Flow testing on level two Class A foam system.
 - Flow testing of branches which helped determine appropriate branches for new appliances.
 - Tested Class B foam system on 3.4C tankers which resulted in re-design of the system.
 - Provided appliance familiarisation training for Morwell & Sale on introduction of 94D Scania heavy pumpers.
 - Various training package design committees.

Yarra Area's ability to deliver the necessary training programs has been limited by two factors:

1. A Wildfire Instructor was successful in gaining a position as an Operations Officer, with the position being advertised for a replacement in November 2007. No valid applications were received, and the appointment was appealed against. This appeal was not resolved until February, and was then re-advertised. No internal applications were received, so it was advertised externally in March 2008. A number of applications were received, and were required to have their skills assessed to determine whether or not they were eligible for interview. As this report was written we have verbal, but no written, notification that two applicants can proceed to interview, and CFA is negotiating with the UFU regarding another. Once a candidate has been selected after interview, this person must then be vetted by EBIC to determine whether or not an offer of employment can be made. This process is in accordance with the requirements of the EBA.

2. In accordance with the Operational Staff Agreement, in 2005 the Area applied for RPL to allow a Wildfire Instructor to deliver certain structural skills training. In the interim the Instructor delivered a number of courses, and we ensured that station staff were involved in the assessment of the skills delivered to ensure that the required level of training was maintained. Further instructions from CFA that this practice was to discontinue has made it very difficult to meet Area obligations to Operations in the delivery of structural training. Whilst we are told that discussions are under way, no resolution has been achieved.

Wildfire Structure

Brigade	Ops No	Target	Achieved	Remarks
Belgrave Heights & South	36	8	7	
Hillcrest	63	24	18	
Hurstbridge	51	16	12	
Kallista	36	8	6	
Kinglake	33	8	7	
Kinglake West	27	8	6	
Olinda		16	9	
Research				
Sassafras		16	11	
Scoresby		24	22	
Seville	35	8	7	
Wandin		10	7	
Wattle Glen		16	15	
Wesburn	20	5	2	
Yarra Glen	27	16	6	
Yarra Junction	17	8	5	
Shortfall varies from 1 to 10. Average of 4				

Wildfire Low Structure

Brigade	Ops No	Target	Achieved	Remarks
Dixons Creek	23	12	6	14 members part completed
Gruyere	29	20	16	16 members part completed
Kangaroo Ground				
Narre Warren East	22	15	10	12 members part completed
Panton Hill	29	15	14	13 members part completed
Yellingbo	15	10	5	10 members part completed
Shortfall varies from 1 to 8. Average of 4				

Structure Wildfire

Brigade	Ops No	Target	Achieved	Remarks
Bayswater		24	13	Advanced Pumping is the main shortfall.
Eltham	55	34	27	Advanced pumping, Installed Fire Safety systems are the main shortfalls.
Ferntree Gully		24	22	Advanced pumping, Installed Fire Safety systems & Personal Protection at Hazmat Incident are the main shortfalls
Healesville		15	11	
Monbulk		24	13	
Mooroolbark	40	24	16	23 partly completed.
Mt Evelyn		16	9	40
Rowville		16	11	Advanced pumping & Personal Protection at Hazmat Incident are the main shortfalls
Scoresby		24	22	
The Basin		16	14	
Upwey	35	24	9	
Warburton		16	5	
Warrandyte	23	16	9	
Wonga Park	26	8	4	
Shortfall varies from 2 to 15. Average of 7.				

OH&S Systems Safety First Project

Safety First Project Officer Samantha Ryan commenced in the Safety First Project Officer role on 19 November 2007. Working across both Westernport and Yarra, the Project Officer has presented to the AMT, OHS, Operations & staff meetings as well as the Combined Associations meeting and an induction for the new recruits from Boronia.

The Safety First Project Officer has been introducing the Safety First Project and conducting "Safety Checks" across the Yarra & Westernport Areas.

Safety Check audits were conducted at the following Yarra sites:

Ferntree Gully 26.02.08	Monbulk 26.02.08
Belgrave 27.02.08	Eltham 04.03.08
Rowville 05.03.08	Seville 17.03.08
Lilydale 31.03.08	Yarra R/O 02.04.08
Coldstream 02.04.08	Boronia 16.04.08
Scoresby 16.04.08	South Warrandyte 17.04.08
Hurstbridge 14.05.08	(plus 14 visits to sites in Westernport)

While final reports are being compiled into a gap analysis for future OHS system requirements it should be noted that overall results reflect quite reasonable legislative compliance.

There appears to be an overall positive culture of OHS in relation to the risks inherent with operational duties, however, some work needs to be done regarding communication of OHS information, documentation and record keeping.

This recognition is balanced with the plea for keeping "paperwork" to a minimum. The latter issue will need to be addressed during the OHS procedure rollout phase by presenting brigades with a minimum of paperwork delivered through "Safety Essentials", which will be a one-page, laminated A4, abridged version of procedures for display on Safety Notice Boards.

Key to the Area OHS communications will be the Brigade OHS Facilitators. An Induction/Training session for this group occurred in May 2008 covering topics of:

- the facilitator role
- the legislative framework
- the Safety First project
- hazard and incident reporting and recording
- OHS Communications
- OHS culture change.

There was also been the delivery of induction sessions for the Yarra brigades involved with the joint partnership with the Bendigo Bank and LESS energy to provide a changeover of incandescent to energy saving light globes, as detailed below.

Reassessment of integrated Brigade assignment tables to provide enhanced turnout capacity for surrounding Brigades. Development of strategic HR planning tool to recognise and plan for high level operational and developmental needs for both career staff and volunteer personnel.

Facilities

These compliance items relate to building essential service maintenance issues (A building code item), and regulated programs of inspection such as electrical appliance testing (test / tag) identified in the Australian Standards.

Yarra Area have progressively moved towards meeting the required regulated standards at each facility and anticipate 100% building compliance by June 2009. This is the operative date for retrospective changes to building essential services regulations which will include pre 1994 constructed facilities.

In order to provide evidence support of required items, scheduled works programs have been initiated. These include:

- Documentation for evidence files are now in place at each facility throughout Area/Region. This is the Essential Service maintenance manuals located at each site.
- Essential services such as Air Conditioning, Mechanical Ventilation, and Emergency Lighting & Exit Signs are now being maintained regionally through regular maintenance programs. Service history included in manuals on site.
- Other administrative essential services checks such as Paths of travel, Exit Doors & Fire Indices for materials are being coordinated through the BASO group. Service history included in manuals on site.
- Region/Area has a regular Test / Tag program in place that addresses responsibilities as required by the applicable Australian Standard.

Items for action at this time are associated with FEM maintenance. Although Area is aware that Brigades are carrying out the required maintenance, there does not appear to be the required evidence documentation for support. This is a priority item that will be addressed in the short term in order to attain the 100% compliance forecast.

In summary:

- 2005 / 2006 – 20%
- 2006 / 2007 – 30%
- 2007 / 2008 – 80%

GOAL FIVE – EFFECTIVE AND PRACTICAL GOVERNANCE SYSTEMS

Financial Delegations

CFA Board & Chief Officer delegations exercised within the requirements of the delegation.

Yarra Strategic Plan

The development of the Yarra Area (risk-based) Strategic Plan has been undertaken.

The Strategic plan has been aligned with the CFA Corporate Plan and Corporate Goals and has sought guidance from the Strategic Planning Committee (sub committee of the RPC) to ensure resources identified reflect the needs of brigades and communities within each of the Areas functional areas.

The Area Strategic Plan will form the basis for how the Area will undertake its Annual Plan which will have a direct influence in identifying priorities for creating the Area Annual Business Plan and Budget.

The Area Strategic Plan has been developed under the stewardship of the developed SPAC position - Manager Risk Management

Catchment Planning

A proposed Catchment Planning Model has been thoroughly investigated and a pilot of the program will be undertaken in the Dandenong Ranges Catchment. Catchment Planning will provide an important mechanism for the consolidation of brigade issues into the Area planning process.

Business Continuity Plan

A draft Business Continuity Plan is in the process of being developed which will ensure that the Area has an effective co-ordinated response to unexpected events. The plan will also be cognisant with the requirements of the Headquarters Business Continuity Plan. The plan is aimed at being finalised by late 2008.

The Business Continuity Plan is being developed under the stewardship of the developed SPAC position - Manager Risk Management

Yarra Area Policies

The Yarra Area Management Team (AMT) have instigated a review of all Area Policies, and this will occur on an annual basis.

Financial Performance

INCOME / EXPENSES	Plan	Actual	\$	%
Statutory & Miscellaneous Income	131,500-	301,674-	170,174	129%
Net Sales Income	6,500-	13,073-	6,573	101%
TOTAL NET INCOME	-138,000	-314,748	176,748	128%
Employee Related	6,070,509	6,343,271	-272,762	-4%
Employee Support	108,561	149,823	-41,262	-38%
Asset Maintenance & Operating (incl. Labour Recoveries)	1,272,319	1,153,801	118,518	9%
Telecommunication & Data Carrier	205,595	222,287	-16,692	-8%
Volunteer & Brigade Support	353,600	374,654	-21,054	-6%
General Expenses (incl. Depreciation)	385,014	373,263	11,751	3%
TOTAL EXPENSES	8,395,598	8,617,098	-221,500	3%
TOTAL RECURRENT	8,257,598	8,302,350	-44,752	0.6%

Financial Report

There was a substantial over budget income from false alarm charges and HAZMAT. This was due to a concentrated management effort on cost recovery. Unexpected revenue was offset by continued over expenditure on overtime, volunteer PPC and cost pressures from vehicle fuel. At year's end, the region was overspent by approximately \$45K (less than 1% variance).

Exercising Budget Delegation

There were a number of budget debit and credit transfers throughout the year. At the start of the financial year, the region transferred \$70K to HR HQ for the SETG and \$70K to AMD HQ for building maintenance works. The region received an additional \$122K to cover additional expenditure on volunteer PPC. The region also identified and received revenue initially paid to AMD for rental income on mobile telephone towers located at CFA Fire Stations. There were a number of minor budget transfers throughout the year associated with salaries and vehicle upgrades. These didn't have a material effect on the region's final financial outcome.

Delivery of PIC approved Enhanced Projects

SPIF Project Name	June 08 FY Plan \$	June 08 FY Actual \$	Variance \$	Carry Forward Request \$	Reasons for Carry Forward
Upgrade of Kangaroo Ground ICC	46,687	35,808	10,879	10,879	Awaiting final installation of comms equipment and systems.
Woori Yallock Service Centre	100,000	69,806	30,194	30,194	Office machines to be purchased.
SPIF Funded Building Maintenance	27,500	6,280	21,220	21,220	Funded works remain to be completed
Safety First System Project	70,111	51,191	18,920	18,920	Salary costs carried over to recruit OH&S assistant.
Knoxfield Office	93,000	37,115	55,885	55,885	Fittings and furniture to be completed.

Delivery of Capital Works Program for Area

It is pleasing to report on the status of Capital Works Projects commenced in 07/08.

- Belgrave Heights & South – Town Planning Process being completed; currently awaiting outcome of appeal to VCAT
- Badger Creek – Construction commenced February 2008, completed July 2008, Station opening scheduled 14 September 2008
- Christmas Hills – Construction commenced March 2008, completed July 2008
- Reefton – Opening occurred 29 June 2008
- Seville – Extension opening occurred 22 June 2008
- Warburton East – Town planning process being completed
- Bayswater Administration Building completed

In addition to the above projects, the Area is finalising concept plans/business cases for a number of Brigades. Full details are recorded on the Area's Capital Works (Land & Building) schedule, which is updated and disseminated monthly throughout the Area and posted on Brigades on Line.

As well as the monthly Capital Works (Land & Buildings) schedule, the Area is now also producing a monthly Building Maintenance Report which is also disseminated and available for viewing on Brigades on Line.

Compliance Opportunities and Issues

Issue	Year Issues First Raised	Actions taken to date	Action required	Accountable
1. Chlorine Detection unit for Eltham	2007-2008	Formal requests for Chlorine Detector standards & allocation priorities	CFA to provide standard & funding for allocation to identified locations	PE Ops
2. Performance of power distribution companies during high activity days	2007-2008	Identified at debriefs and by direct Brigade / Group letters	Pending OESC inquiry, clearly defined role of Brigades during these events, coupled with increased response performance from power distribution companies.	Ops
3. BOSP numbers as reflected in S29 inspections	2007-2008	Commencement of review of BOSP numbers across Region	Continuation of BOSP review	Ops T&D

CEO Specific Issues

CEO 1 - IMPLEMENTATION OF CATCHMENTS

- Catchments have been operating in Yarra Area for a number of years with progressive refinements occurring so as to ensure the best utilisation of the field, based resources being the Operations Officers and BASO's.
- Catchments are yet to be totally aligned to municipal boundaries as further work needs to occur with regards to the subject of the Municipal/Area alignment. This work needs to occur at a point in the future when the time is conducive to commence a discussion with relevant key stakeholders.
- Utilising the Catchment Model, the Area has embarked on a pilot to undertake Brigade Planning/Catchment Planning within the Dandenong Ranges Group.
- A full review of the Catchment Model is yet to occur within the Area. Once this is undertaken, the need for any additional resources will be known. However, at this stage, there is no identified need for additional resources.

CEO 2 – STATUS REPORT ON THE IMPLEMENTATION OF INTEGRATED FIRE MANAGEMENT PLANNING

Yarra Area has taken a decision at this stage, to not participate in the IFMP trials undertaken by a number of Areas and Municipalities.

Additional comments:

- A Regional Forum was held in December 2007 and attended by the Operations Manager.
- The General Manager has met twice with the Network Manager.
- Implementation of the framework has not commenced in the Area.
- The Regional Group has not been established.
- There is a lack of knowledge with the staff of the IEMP Project.

CEO 3 –AREA HEALTH CLIMATE

Relationship & Diversity Training Program

At the August 2007 Brigade Management Conference, a presentation was provided by the Region 13 Joint Associations Presidents, in conjunction with Area Management, on the topic of Relationship and Diversity matters within Brigades.

Many of the Brigade leaders who attended the Conference expressed their appreciation on the discussions which took place.

To raise the awareness and understanding of equal opportunity around bullying, harassment and diversity the Yarra Area, in partnership with the Yarra RPC and the Region 13 Joint Associations Council encouraged all Brigades were encouraged to participate in the Region 13 Relationship and Diversity Training Program. As a result, in 07/08 period, 22 Relationship & Diversity Training Sessions were held in Yarra Area

At the 13 July 2008 Brigade Management Conference, an Equity & Diversity Play, which was developed by a local volunteer was staged before all of the attending Brigade Officers. This play was well-received and provided a vehicle of subsequent discussion at the 2008 conference.

Community Safety ‘Heath Check’

In November of 2006, the GM commissioned a Review into the Community Safety function in Yarra Area. At the time of commissioning the Review, the GM made a commitment at that time to the Community Safety Staff and also to those members of staff and volunteers who participated, that a 12 month ‘health check’ of the Dept. would take place. The GM once again engaged Kokkin & Brown, who conducted the initial Review, to conduct the ‘health check’ of the Yarra Area Community Safety function.

The ‘health check’ found positive indications of key improvements in the areas of:

- Communication internally and with Brigades
- Relationships with Brigades
- Working Relationships within the Community Safety Team

Work Locations

The existing office arrangements for Yarra Area/Region 13, whereby the Management Team is located across two facilities is not appropriate in the long term but meeting a short term need of providing accommodation.

Vacancy & Absentee Management

The inability to fill a vacant Wildfire Instructor position since the commencement of the second half of the reporting year has had an impact on service delivery. It appears that after a period of five months this issue has been address but an appointment is yet to be made.

All required PPR's are in place.

Finance and Administration

Kate Davy	Commenced 12 months parental leave from 15 August 2008
Michele Konheiser	In lieu of Kate Davy, Acting Finance Support Officer.
Lisa Regester	Resigned as Administrative Support Officer (Receptionist) to take up a position in the private sector, as of September 2007
Karina Walton	Commenced duty 19 November 2007 as Administrative Support Officer (Receptionist), which also includes Receptionist at the Lilydale HQ.
Kate Griffin	Casual Administrative Support Officer Woori Yallock Left CFA on 1 August 2008 (this vacancy as permanent position has been advertised following the outcome of the 2008 PIC process)
Adam Cortous	Resigned to take up a position in the HR department of the Victoria Police March 2008.
Kerri Dalziel	Commenced on 11 March 2008 as Casual Stores Officer, Regional Store.
Simone Isles	Commenced 2 January 2008 as Executive Support Officer – part time

Operations

Graeme Armstrong	Commenced 9 th October 2007 as Operations Manager.
Lou Simonis	Operations Officer Lower Yarra Group – Retired 25 th October 2007.
Phil Peacock	Commenced compassionate leave transfer on 28 th January 2008.
Jason Lawrence	Commenced career development opportunity as Operations Officer Lower Yarra Catchment 14 March 2008.
Ross Sullivan	Commenced long term annual leave from 26 May until 25 July 2008. Fire Officer Mick Sporton was Acting Operations Officer Knox Catchment/OIC Boronia.
Chris Jacobsen	Commenced long term annual leave on 7 th July until 6 October 2008. Fire Officer Brian Wright is Acting Operations Officer Yarra Valley Catchment
Tony Bearzatto	Commencing 12 month appointment as Operations Manager (CFA Operations) from mid-August 2008. Recruitment for Maroondah Catchment Operations Officer is in progress.

Training

Virginia Lister	July 2007 Appointed to the position of Co-ordinator, Training & Development. Virginia was previously a BASO in Outer Metro Northwest and has had previous experience in the training role in industry
Graeme Bourne	Seconded to help the new Hillcrest Brigade get itself established. Returned to Training Department.
Ross Anderson	Appointed to an Operations Officer position in Region 16. He finishes with us on 10 December, subject to an appeal which has been lodged. His position has been advertised internally.
Vacant Instructor Position	The Area is currently awaiting approval of the skillsets of the applicants so interviews can be conducted.

Community Safety

Ray Fritz	Appointed Manager Community Safety in September 2007 on a 12 month basis (Appointed Permanent August 2008)
Peter Anliker	Initially on secondment in December 2006 then appointed full time BASO Dandenong Ranges Group
Matt Taranto	Appointed in July 2006 for twelve months, subsequently appointed as permanent BASO to Dandenong Ranges Group
Alan Potts	Appointed as BASO to Lower Yarra Group
Ali Martin	Seconded to HQ for 12 months until June 2009.
Wendy Cormack	Appointed as BASO in Yarra Valley Group
Diana Ferguson	Returned from maternity leave to Knox Group as part time BASO
Simon Neill	Appointed as BASO in Yarra Valley Group until August 2008
Geoff Deacon	Returned to Yarra Area as Community Education Coordinator from a HQ secondment.
Colleen Lansdell	Commenced as Community Safety Administrative Support Officer in February 2008 for a 3-month initial period.

Workload

Workload of staff continues to impact on the ability of staff to manage TOIL and the requirement to maintain the appropriate leave bank

Members of the Area Management Team have commitments on corporate committees.

Overtime

Reason Code	Area Hours				Area Average Hours				Variance to State Average			
	FO	LFF	FF	Total	FO	LFF	FF	Total	FO	LFF	FF	Total
022A	436.00	558.00	229.00	1223.00	39.64	39.86	25.44	35.97	14.02	23.68	25.12	21.66
022B	275.50	0.00	0.00	275.50	25.05	0.00	0.00	8.10	16.54	-1.20	-17.52	-0.90
022C	910.50	946.25	635.00	2491.75	82.77	67.59	70.56	73.29	0.79	-0.84	70.03	22.14
022D	14.00	25.00	5.00	44.00	1.27	1.79	0.56	1.29	-9.07	-4.31	-71.30	-27.54
022E	119.50	242.50	200.50	562.50	10.86	17.32	22.28	16.54	-4.09	3.55	14.39	4.27
022F	255.50	679.25	621.25	1556.00	23.23	48.52	69.03	45.76	-2.91	13.70	50.91	19.34
022G	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-0.02	-0.06	-42.93	-13.91
022H	124.00	235.00	402.00	761.00	11.27	16.79	44.67	22.38	-38.12	-38.03	44.67	-12.83
022I	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-0.15	-0.13	-29.10	-9.50
022J	14.00	0.00	0.00	14.00	1.27	0.00	0.00	0.41	-1.26	-2.40	-0.02	-1.27
022K	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-0.69	-1.16	-3.45	-1.74
022L	29.00	29.00	133.50	191.50	2.64	2.07	14.83	5.63	0.77	-0.77	12.53	3.30
022M	0.00	9.00	0.00	9.00	0.00	0.64	0.00	0.26	-1.53	0.33	-2.88	-1.30
022N	35.25	33.25	23.75	92.25	3.20	2.38	2.64	2.71	0.48	-0.57	2.28	0.68
022R	85.50	57.00	9.00	151.50	7.77	4.07	1.00	4.46	-3.73	-1.70	-3.28	-2.81
022S	164.00	74.00	104.00	342.00	14.91	5.29	11.56	10.06	8.16	0.41	8.51	5.13
022U	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-0.21	-5.93	-1.99
022W	44.00	51.00	2.00	97.00	4.00	3.64	0.22	2.85	1.65	2.19	0.21	1.56
022X	49.50	41.75	39.50	130.75	4.50	2.98	4.39	3.85	1.68	-1.32	3.76	1.24
022Y	57.00	82.50	75.00	214.50	5.18	5.89	8.33	6.31	-1.68	-3.76	5.29	-0.24
022Z	158.00	3.50	0.00	161.50	14.36	0.25	0.00	4.75	-8.32	-2.06	-9.15	-6.81
Total	2771.25	3067.00	2479.50	8317.75	251.93	219.07	275.50	244.64	-27.49	-14.65	52.12	-1.51

CEO 4 - ADAPTATION AND MITIGATION MEASURES TAKEN TO REDUCE ENVIRONMENTAL IMPACT

Projects		07/08 achievements
Take strong climate change action		
1	Improve the environmental performance of new buildings	New stations that have been developed during the reporting period have met the required Government star-rating levels, with a number of Brigades such as Ferntree Gully & Hurstbridge obtaining Government grants for the installations of water tanks
2	Improve the performance of existing buildings	Installation of “blue” environmentally-friendly security lights has commenced and is in its infancy. Reefton and Christmas Hills Fire Stations have been the first to receive the lights. Lights since been removed from Reefton due to public complaint issues.
3	Improve the environmental performance of our fleet and transport arrangements	Transport vehicles, where appropriate, have been changed to 4-cylinder
4	Community action: Promote energy saving as a community safety treatment	Yarra Area entered into an agreement with Low Energy Supplies & Services (LESS Energy) to participate in the Federal Government’s Greenhouse Friendly Initiative to deliver and install free energy efficient light bulbs to residents in the Yarra Area. During the campaign, 3000 homes were visited by CFA Volunteers and 48,000 light globes replaced. On average, 16 bulbs were replaced in each home visited.
Personal action		
5	Implement the Green Office program (Please report below)	See comments below
6	Expand the Green office concept to fire stations, training grounds, and workshops	See comments below
7	Implement a sustainable procurement program (such as the current state government program)	See comments below
8	Recruitment: Include environmental requirements in all new position descriptions	See comments below
Responsible fire management		
9	Include protection and improvement of the environment (air, water, soil and biodiversity) through fire management as a goal in CFA Act	Outlined to personnel during summer briefings

10	Commit to stabilisation of damage to the environment from CFA's incident management	Outlined to personnel during summer briefings
11	Build environmental risk management into fire management planning	Working with relevant authorities to ensure fire risk mitigation processes i.e. road side clearance etc is included in the relevant fire management plans
12	Build environmental risk management into incident response	An awareness was provided during the pre FDP summer briefings to personal
13	Build waste management into incident management and training	
Collaborate to accelerate achievements		
14	Continue to lead and support the AFAC Environmental Management Work Group	n/a
15	Continue to support the government's Fire Ecology Program	n/a
Improve CFA's Environmental Management System		
16	Build capacity – complete and implement: <ul style="list-style-type: none"> • Training Plan • Communications Plan 	n/a
17	Data management system: Embed ongoing monitoring and reporting of CFA's greenhouse gas emissions and other environmental measures in core business systems	n/a
18	Quality assurance: Identify agreed processes for assuring quality of environmental outcomes in policy, guidelines and training.	n/a
19	Compliance: Establish reporting/review process	n/a

GREEN OFFICE REPORT

Implementation of the 'Top 20 Actions'

CODES:

Y = Yes

N = No/not yet

IP = In progress

	As at 1 July 2007 (Baseline)	As at 30 June 2008
Environment Team(s) formed		Y
Management sponsor nominated		Y
Environment Team(s) trained		Y
Planning for implementation of the 'Top 20' actions commenced		Y
Planning for implementation the 'Top 20' actions completed		Y
Implementation of the 'Top 20' actions commenced		Y
Implementation of the 'Top 20' actions completed		IP

Action undertaken to support the development and delivery of the Green Office program

- All Green Office Team staff attended Green Office training or briefed on the training by other team members
- Green Office concept presented to Region staff meeting to engage their support and feedback.
- Reinforced the Top 20 actions that Yarra Area current is achieving:
 - Established paper, cardboard & commingled recycling. Ensured that each office contains one container for placing paper & cardboard for recycling. Explained the end user products from recycled plastic and paper. Highlighted the availability of the organic waste bin and identified that it needs a replenishment of worms and paper shredding.
- Discussed the value & usage guidelines in our Recycle Bin in the Regional office car park.
- Reminded staff of the toner recycling container at Regional office and advised staff that brigades can also drop cartridges in there.
- Researched smart vehicle choices for future fleet purchases in Region (fuel efficient transport vehicles)
- Researched battery recycling options – no feasible solution from a regional perspective. The issue of pager batteries is being reviewed by HQ.
- Activated energy saving & paper saving defaults on copiers
- Undertaken a waste assessment with our cleaners. Reminded staff of the importance of uncontaminated paper in the recycling process
- Put forward a business proposal to AMT to fund Green Office items such a water tanks, light fittings etc. Tight budget resulted in no funds available to dedicate to program in Yarra budget.
- Discussed with HQ about the possibility of the Yarra office Landlords paying for Green Office building issues such as lighting, installation of water tanks etc.

- Placed Green office program posters on toilet doors to reinforce the GO program
- Distributed Green Office mugs to Green Office team members and the surplus into the Regional office kitchen for use by all.
- Performed an assessment of the paper usage of the Regional office to provide a benchmark from which to work to reduce our usage.
- Counted the number of fluorescent tubes in the Yarra office & Boronia fire station. Assessed the daily usage for those and then compared the energy efficient lighting solutions on the market. Calculated the cost saving in energy by swapping to the LED globes.
- Undertook an energy assessment of 4 offices to establish the carbon emissions from those offices (utilities) and provide a benchmark from which to reduce our usage.
- Provided three Green Office ideas to Darlene Pentland, Green Office Project Manager.

Action undertaken to amend corporate policy to guide waste and resource use reduction

- Changed our Regional paper purchasing choices to purchase Recycled paper from August 2008 onwards – no formal policy implemented.
- Conducted an energy (gas and electricity) assessment of the Yarra office, Eltham, Boronia & Scoresby brigades. Advised any maintenance to these properties in regards to lighting requirements and water taps be done with energy efficient replacements such as LED globes and water saving tap fittings – no formal policy implemented.
- Reviewed the vehicle fuel efficiency from one of the fleet cars due for replacement – identified and agreed on the need to choose a more efficient vehicle than what is currently used – no formal policy implemented.
- Identified that future business equipment been purchased with the focus on energy efficiency as well as balancing price and performance – no formal policy implemented.

Other action undertaken to reduce office waste and resource use

- Investigated the cost of a polystyrene recycling crate at Yarra office
- Investigated the cost of solar hot water services
- Investigated the cost of worm farms & worms for organic recycling
- Investigated the cost of various sizes of water tanks
- Obtained contact details for sensor light switches
- Contacted photocopier manufacturers to obtain their recommended guidelines for using recycled paper safely in our machines
- Researched waterless hand cleaner for use in bathrooms

Office waste and resource use data

- Area/Region contacted our gas and electricity suppliers and obtained a 12 month usage statement. We have also contacted our paper suppliers and obtained an 18 month purchase history of our paper usage.

Ban the Bulb Campaign

Over 9 weekends from April – June 2008, volunteers in Brigades affiliated with the Yarra Valley Group of Brigades' and the Mt Evelyn and Mooroolbark Fire Brigades' have exchanged a total of 48,000 light globes within their respective communities.

At a family fun day on 7 July 2008, catered for by the Bendigo Bank, cheques acknowledging the outstanding work of the volunteers were presented to the Yarra Valley Group and the two Brigades. In total, just on \$120,000 was presented by the Bank of Bendigo to the Volunteers.

Over the 9 weekends of the Program, 3000 homes were visited over 370 shifts by CFA Volunteers with, on average, 16 bulbs being replaced in each home. I was advised that this represents taking a total of 10,000 motor cars off the road for a period of 12 months when you put it into the context of the reducing carbon emissions, etc. The LESS Energy representative indicated that the average dollar saving per house hold, per annum, will be \$1,500 and community wide, it is estimated at being approx \$4.6 mil.

A tremendous effort by our Volunteers and a fantastic partnership forged/enhanced with the corporate end of the Bendigo Bank, the three local Bendigo Community Bank Branches, LESS Energy and the Shire of Yarra Ranges.

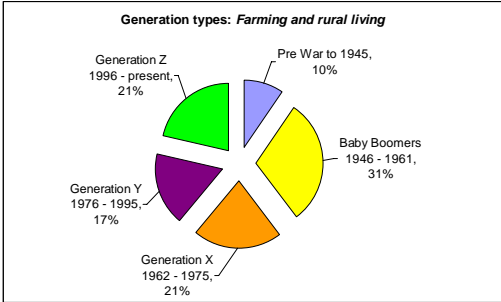
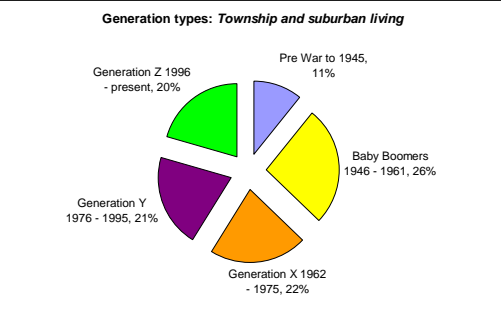
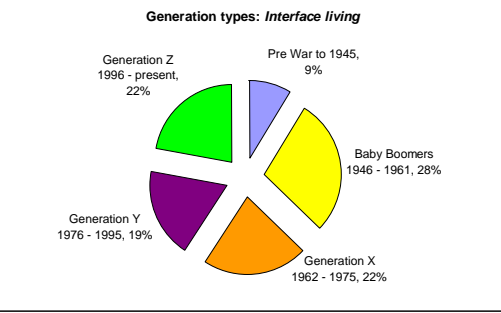
Director/General Manager Certification

To the best of my knowledge the information contained within the Yarra Area Review Report is an accurate record of the status of each of the key activities identified above on an exceptions basis as at **14 August 2008**. The members of the Yarra Area Management Team have reviewed the content of this Yarra Area Review Report prior to its distribution to the Senior Management Team and have confirmed its accuracy in relation to their areas of accountability and responsibility.

A handwritten signature in black ink, appearing to read 'Lex de Man', with a stylized flourish at the end.

Lex de Man
General Manager
Yarra Area

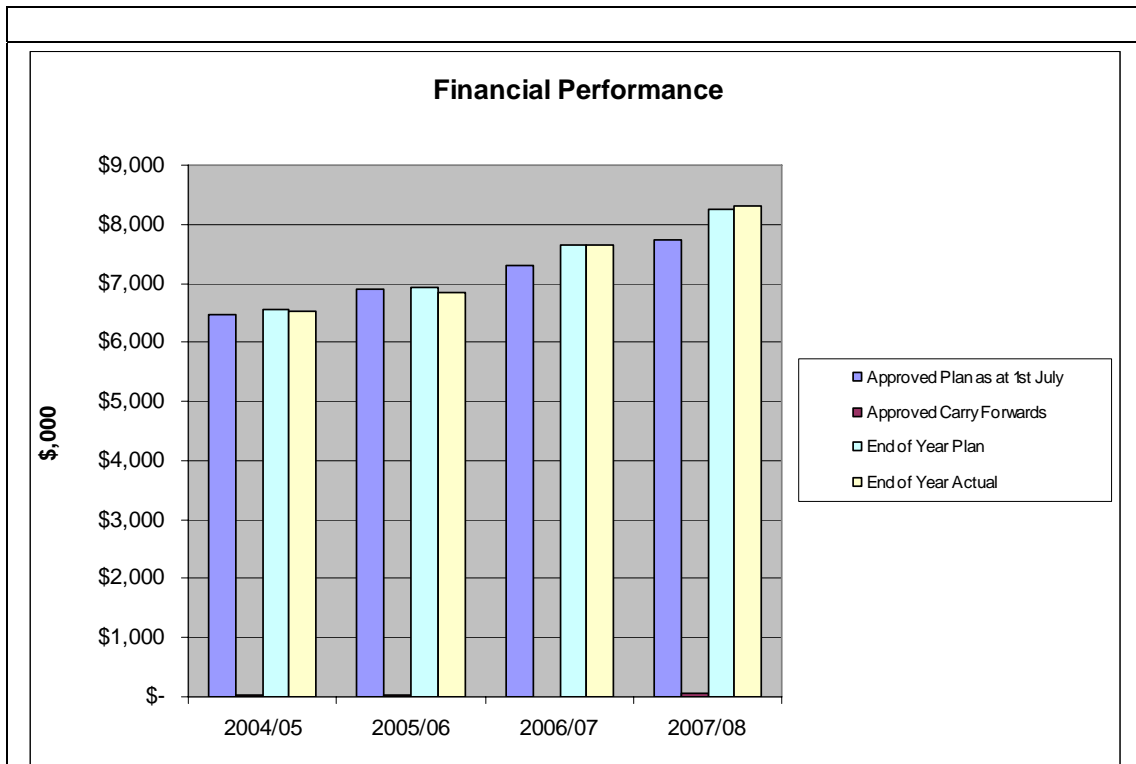
Attachment 1: AREA SCAN YARRA

Precinct Type	Population	Age Makeup	No. Dwellings	Ave Household Pop
Farm & Rural Living	12412	 <p>Generation types: Farming and rural living</p> <ul style="list-style-type: none"> Pre War to 1945, 10% Baby Boomers 1946 - 1961, 31% Generation X 1962 - 1975, 21% Generation Y 1976 - 1995, 17% Generation Z 1996 - present, 21% 	4432.9	2.8
Township & Suburban Living	210833	 <p>Generation types: Township and suburban living</p> <ul style="list-style-type: none"> Pre War to 1945, 11% Baby Boomers 1946 - 1961, 26% Generation X 1962 - 1975, 22% Generation Y 1976 - 1995, 21% Generation Z 1996 - present, 20% 	84333.2	2.5
Interface Living	165351	 <p>Generation types: Interface living</p> <ul style="list-style-type: none"> Pre War to 1945, 9% Baby Boomers 1946 - 1961, 28% Generation X 1962 - 1975, 22% Generation Y 1976 - 1995, 19% Generation Z 1996 - present, 22% 	66140.4	2.50
Totals	388596		154906.5	2.6

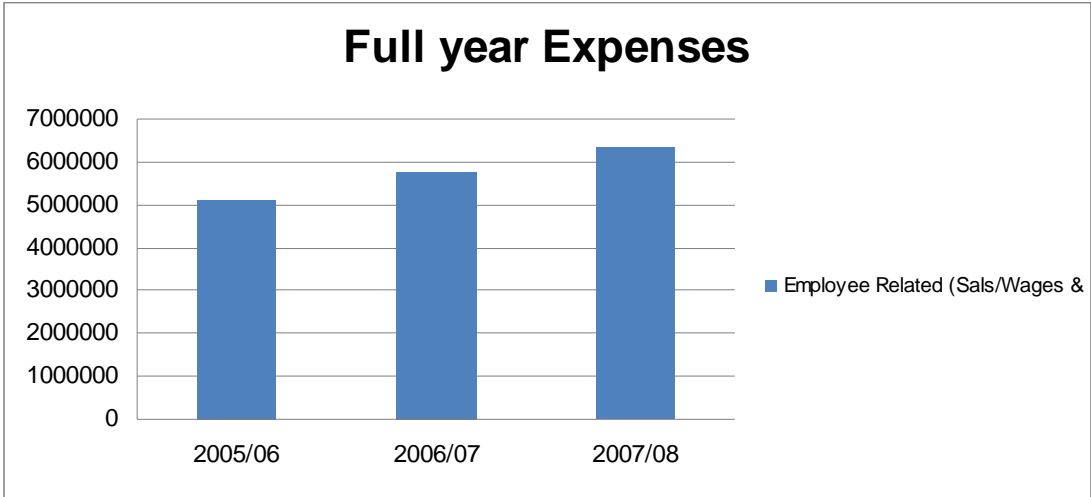
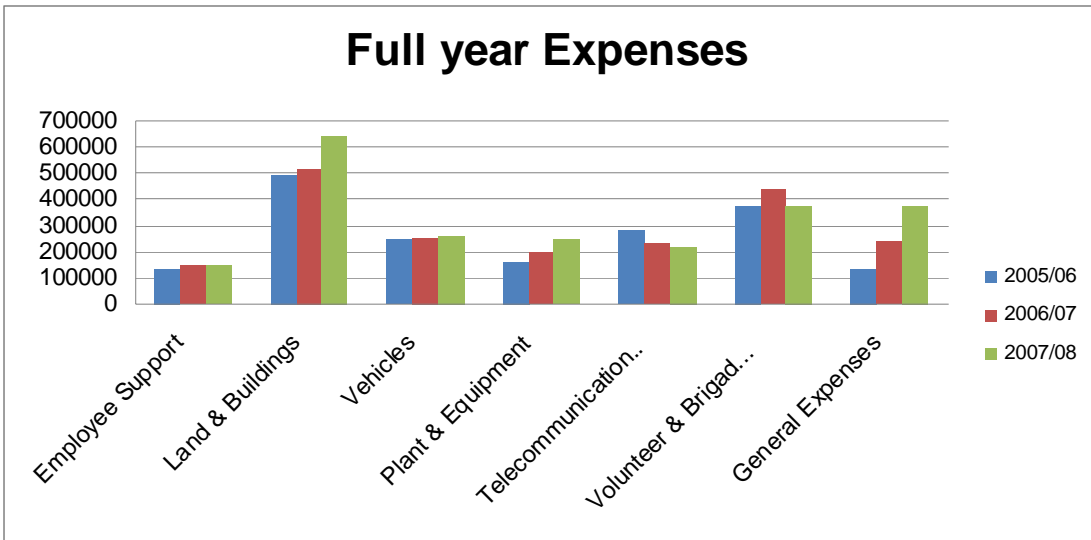
Attachment 2: SERVICE DELIVERY SUMMARY

Summary Statistics	2005/06	2006/07	2007/08
Brigades			
Total Number of Brigades	62	62	61
Number of Integrated Brigades	2	2	2
Number of Road Accident Rescue Brigades	2	2	2
Number of Forestry Industry Brigades	0	0	0
Number of Coastguard Brigades	0	0	0
Members			
Number of Volunteers	2022	2361	1983
Number of Career Fire-fighters (station)			
Number of Support and Administration Employees			
Incidents			
Total Number of Incidents	4936	5229	4737
Total Number of Brigade Turnouts	8697	9366	8867
Vehicles			
Tankers			105
Pumpers			31
Transport Vehicles			20
Other			31
Other Statistics			
Land Area (km ²)			
Population			
Population Density			
Number of Full Municipalities	2	2	2
Number of Part Municipalities	6	6	6
Number of Implemented Catchments	5	5	5
Number of Planned Catchments	0	0	0

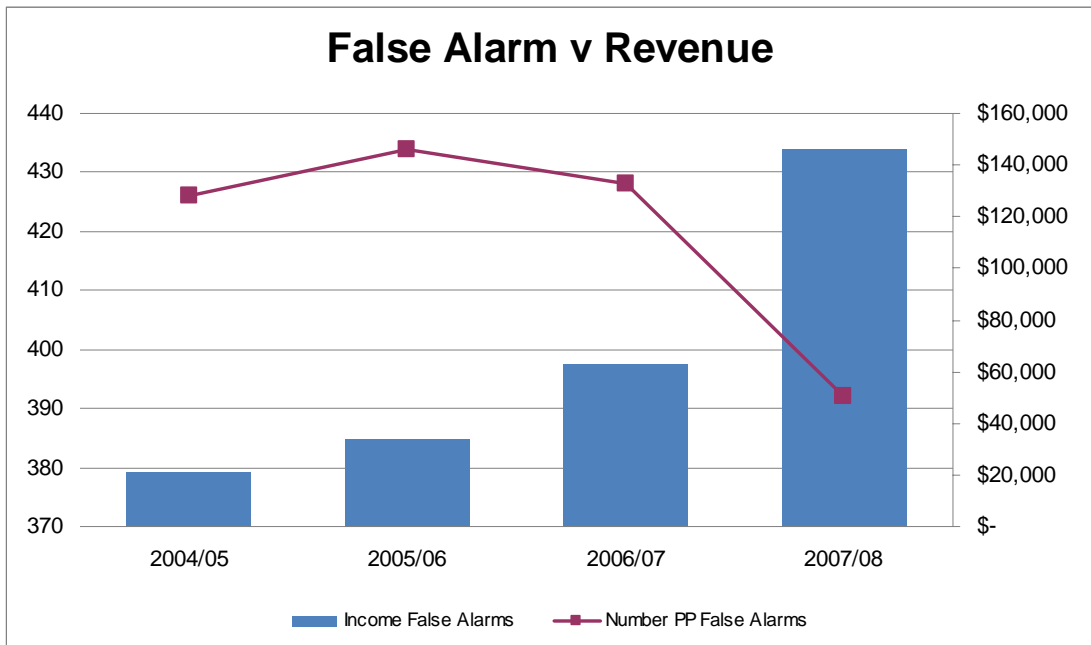
Attachment 3: Supporting Graphs



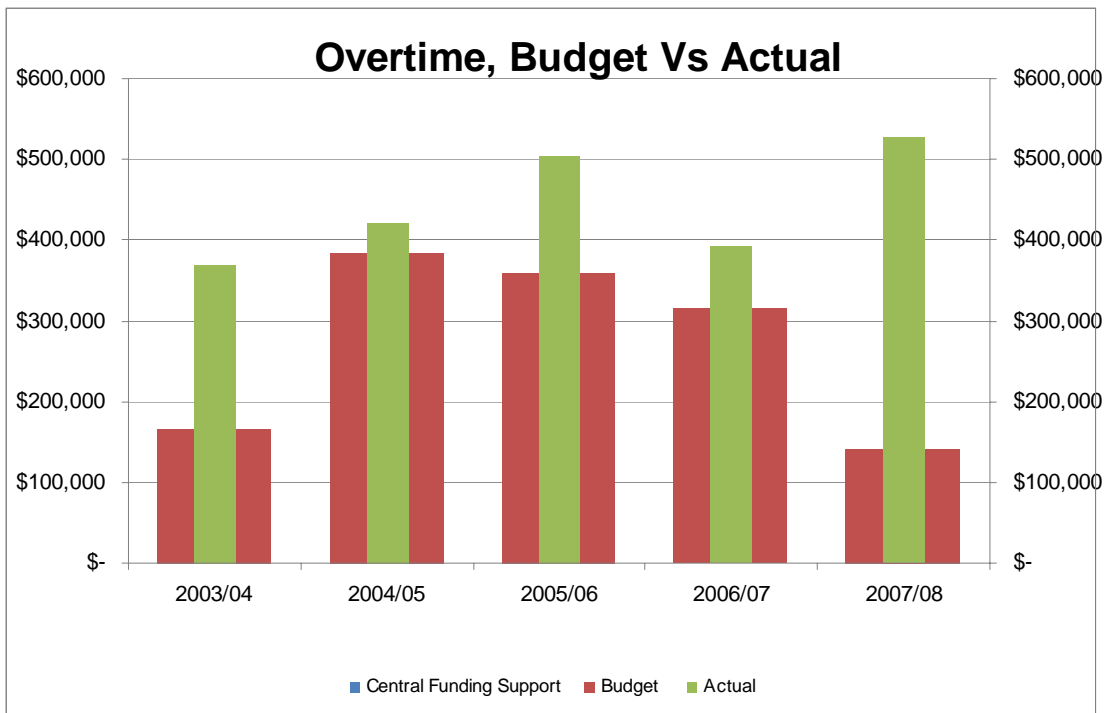
There was a substantial over budget income from false alarm charges and HAZMAT. This was due to a concentrated management effort on cost recovery. Unexpected revenue was offset by continued over expenditure on overtime, volunteer PPC and cost pressures from vehicle fuel. At year's end, the region was overspent by approximately \$45K (less than 1% variance).



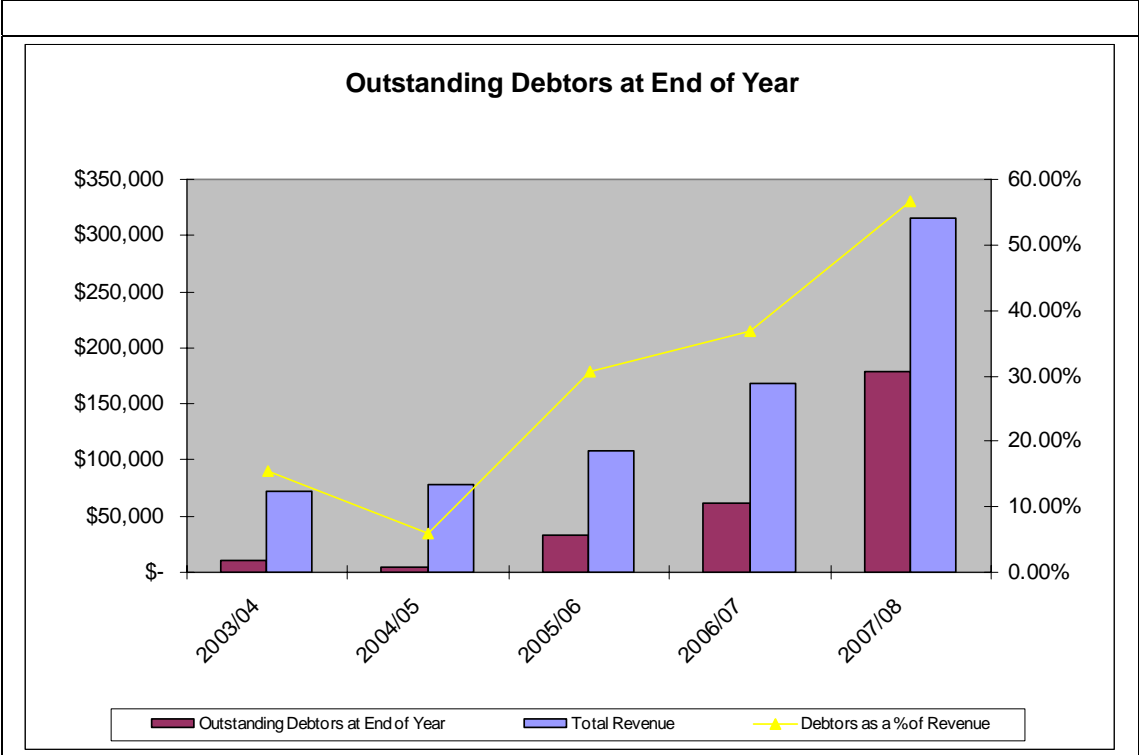
The increase in Employee related expenses due to increase in overtime expenditure and wage increases arising from industrial agreements.



There was a substantial over budget income from false alarm charges and HAZMAT. This was due to a concentrated management effort on cost recovery. The overall number of PP false alarms has dropped, however a more stringent approach to recovery reduced the number of false alarms where costs were either waived or reduced.

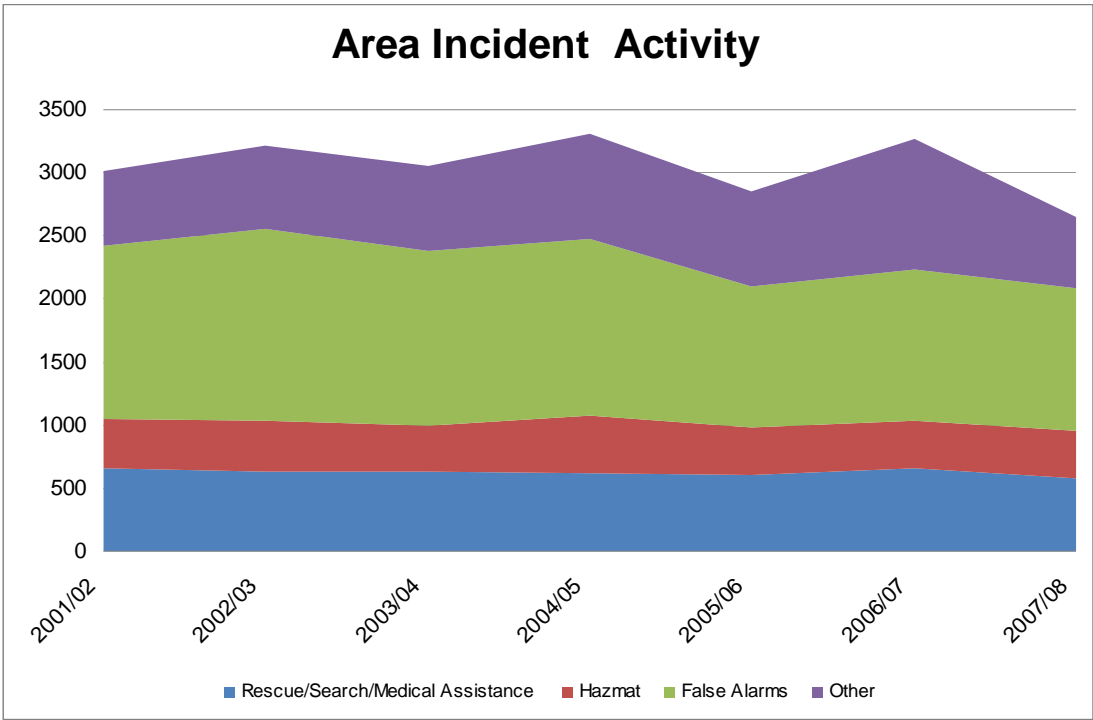
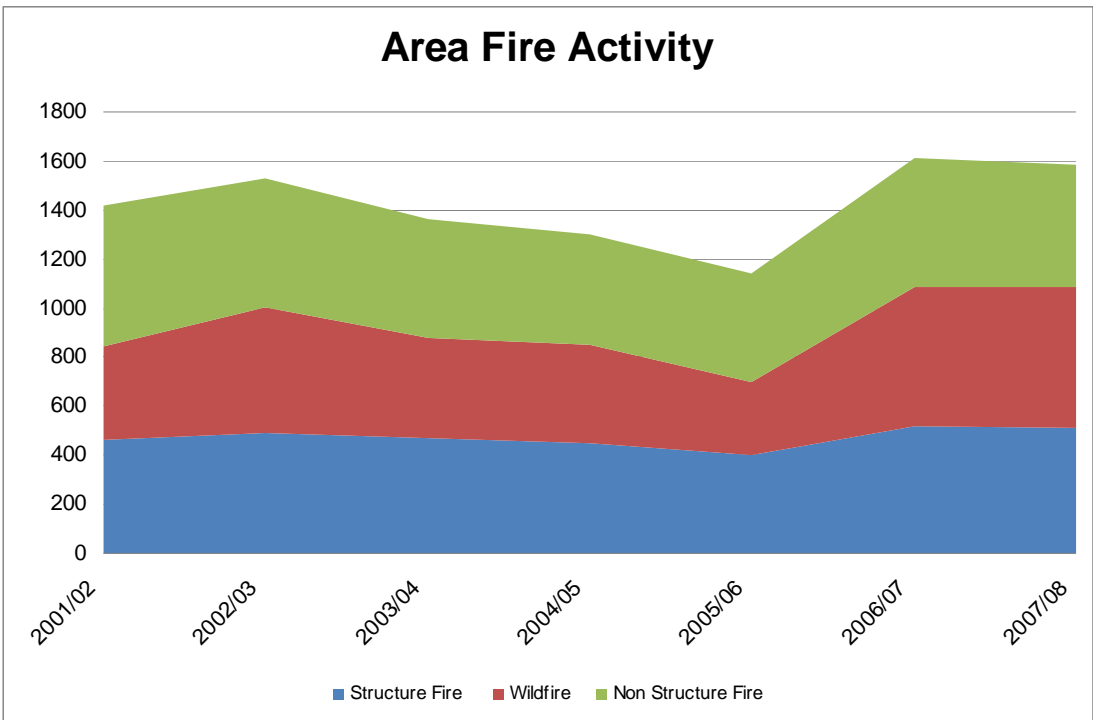


There was a significant increase in the level of overtime paid, which was mainly due to sick leave cover and temporary vacancies. Overtime budget underestimated at beginning of year.

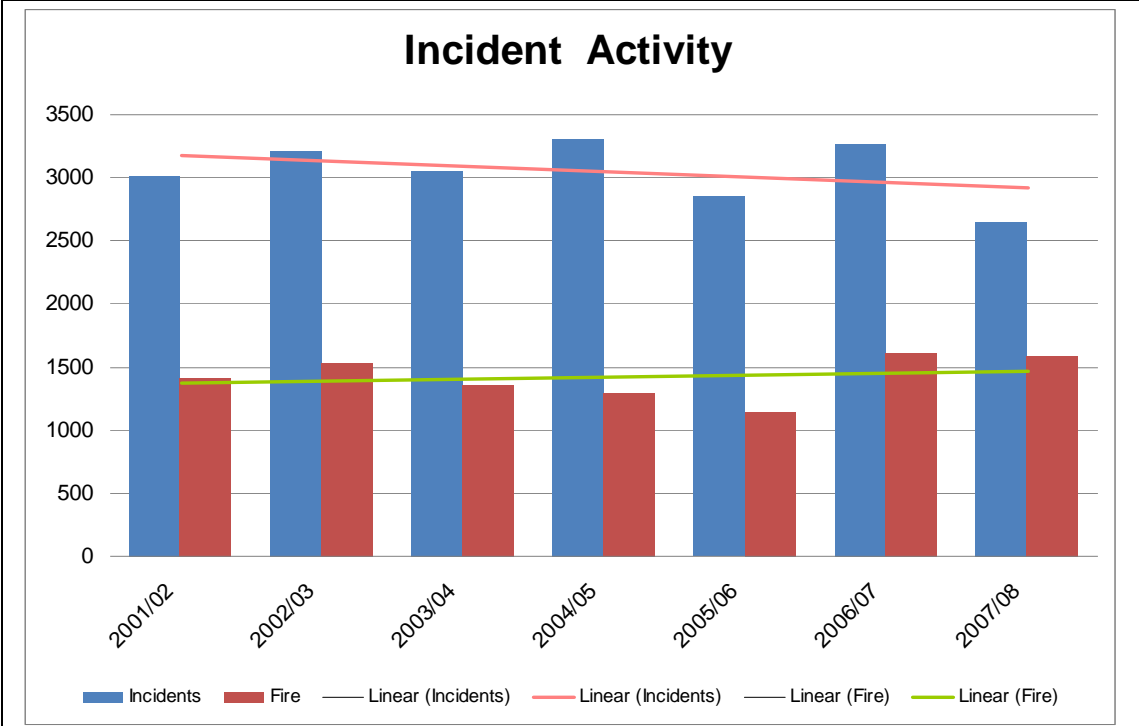


Increase in outstanding debtors and associated revenue is due to increased management attention to cost recovery.

	Current	30 Days	60 Days	90 Days	120+ Days
	10,000	5,000	3,000	1,500	16,000

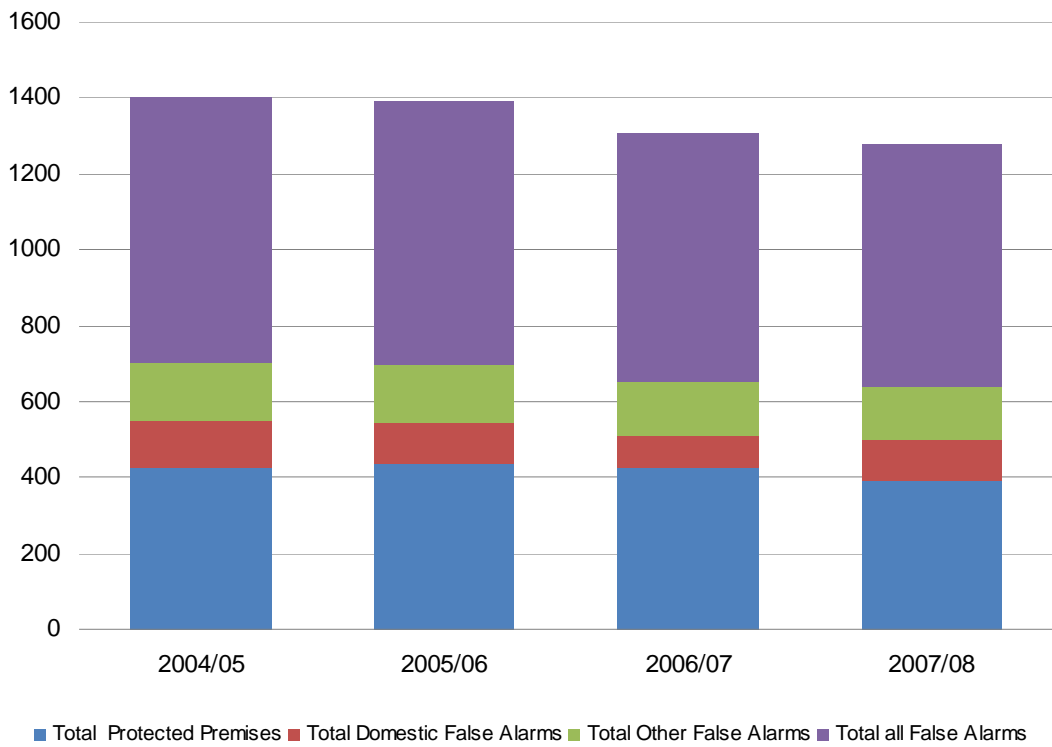


Upward spike then plateau of fires reflective of major fire seasons then public diligence in reporting all fires year round. Slight decreasing trend of false alarms reflecting pilot project in Knox and low tolerance approach in excusing false alarm charges.

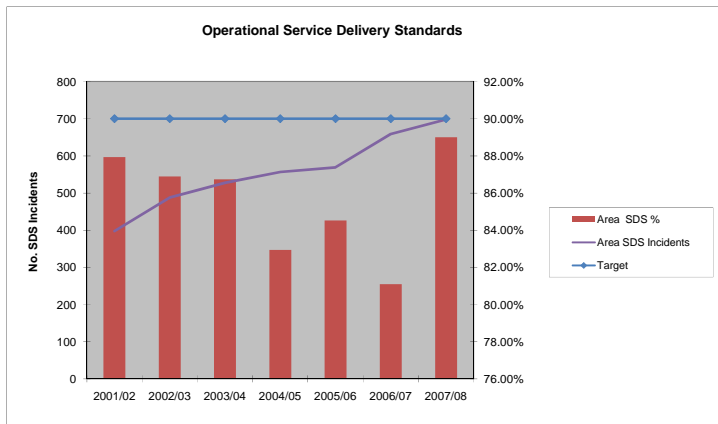


Slight decrease in linear incident trend reflective of false alarm decreases and reduction in “Other” calls being responded to by CFA Brigades. Slight increase in linear fire trend reflective of major fire seasons then public diligence in reporting fires year round.

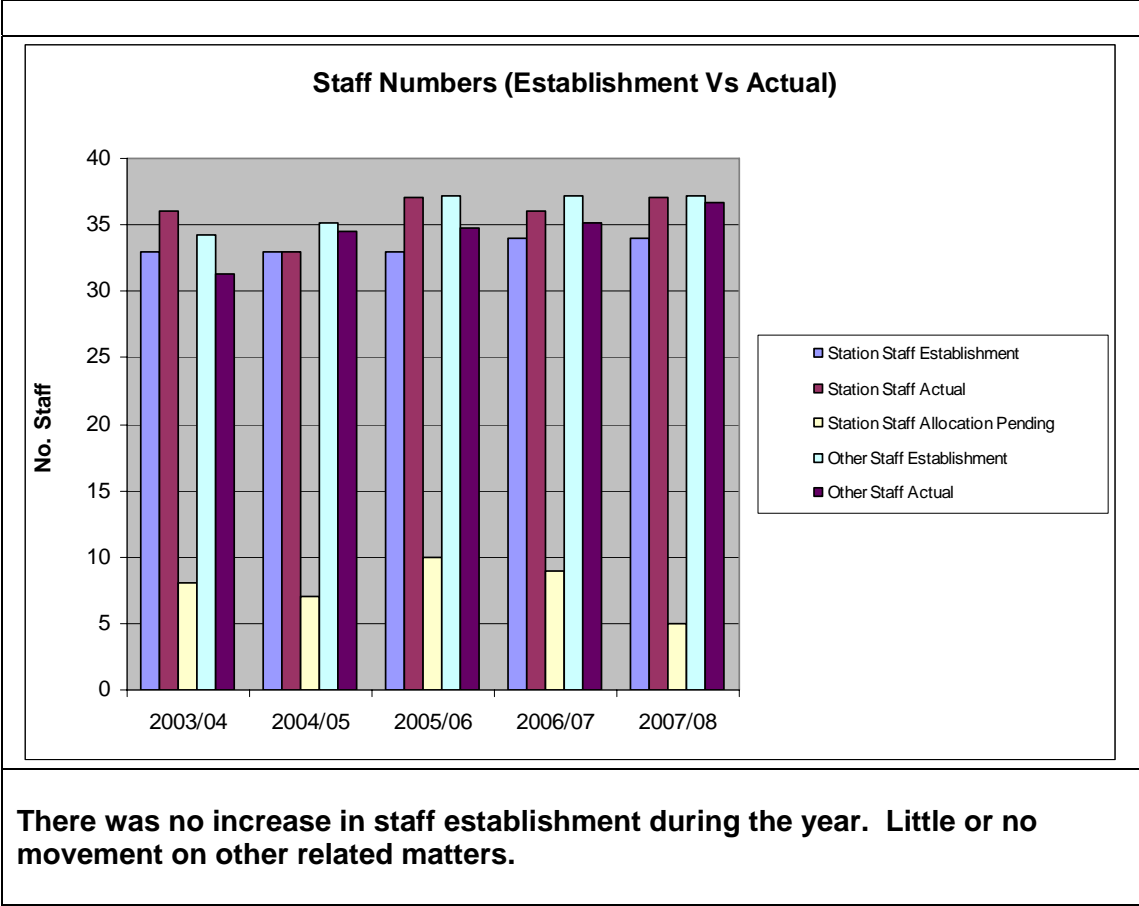
False Alarm Summary

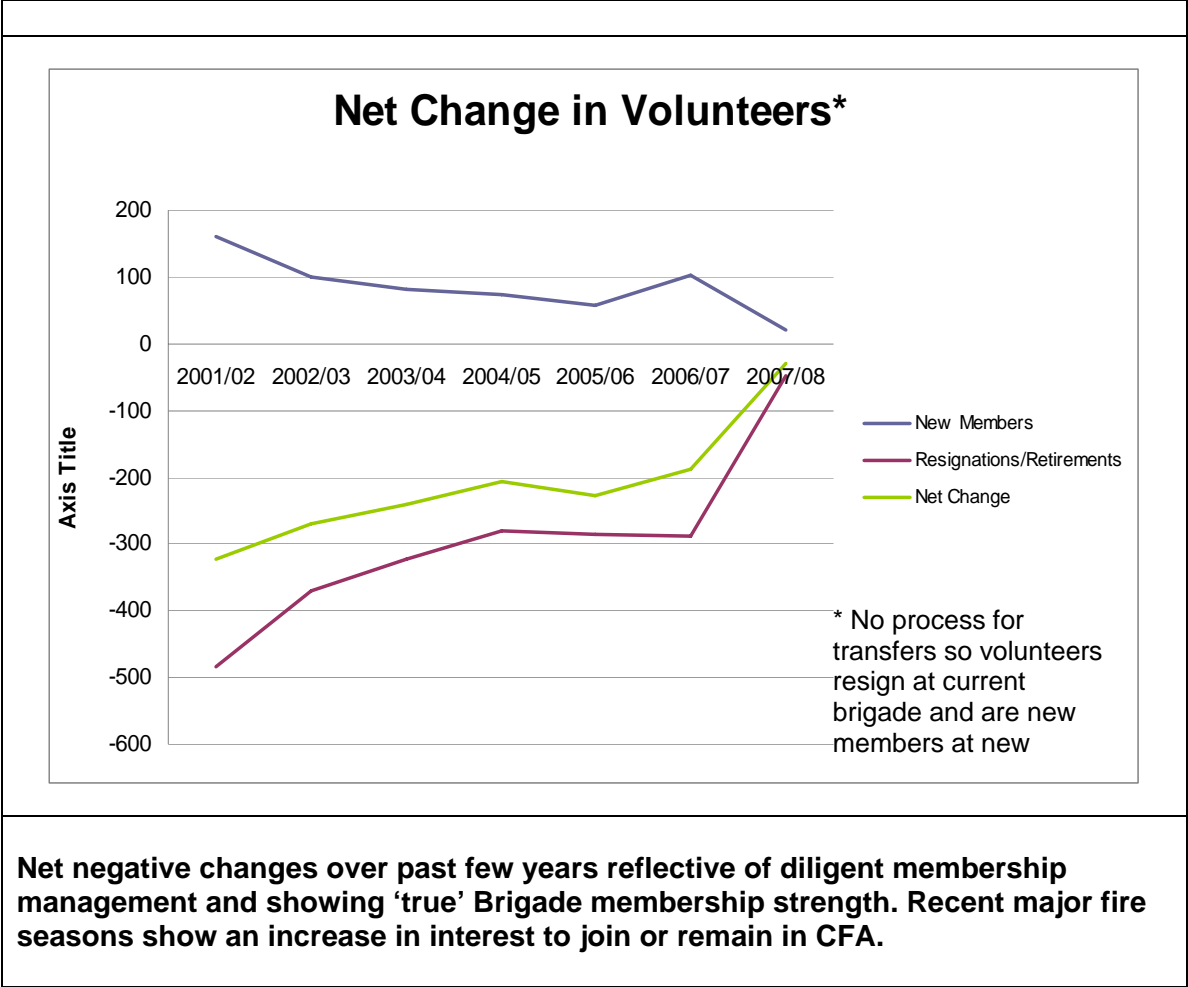


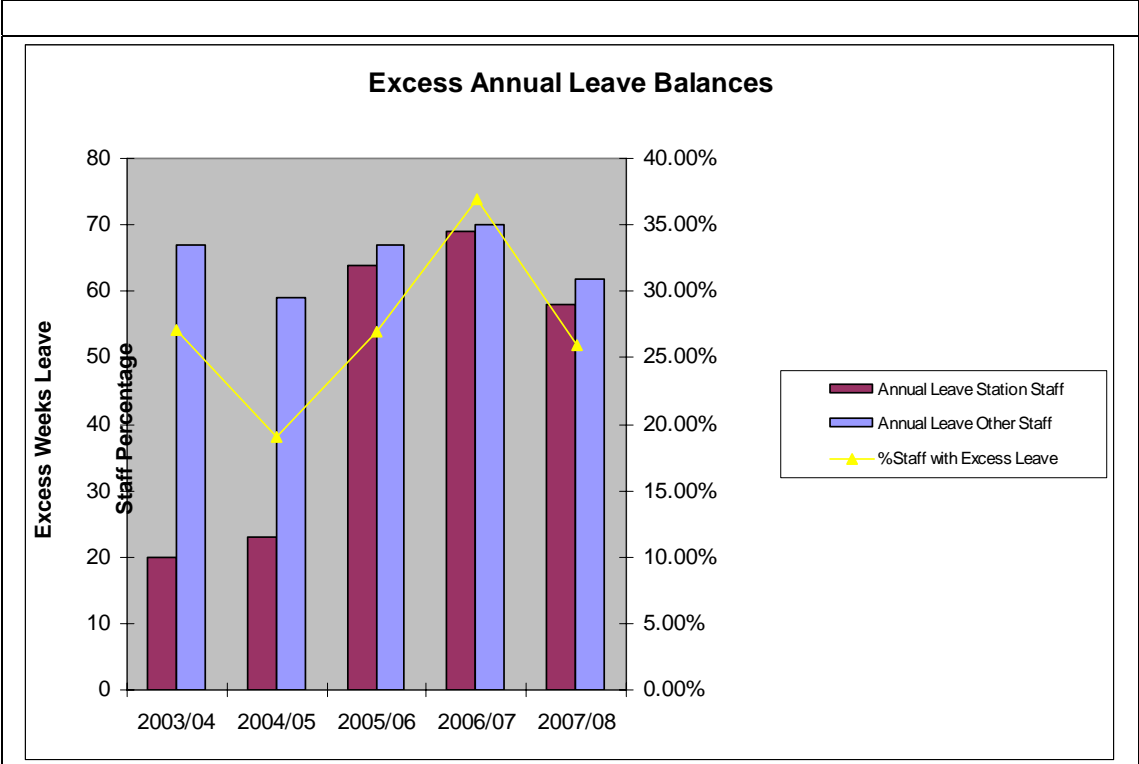
Slight decreasing trend of false alarms reflecting pilot project in Knox and low tolerance approach in excusing false alarm charges.



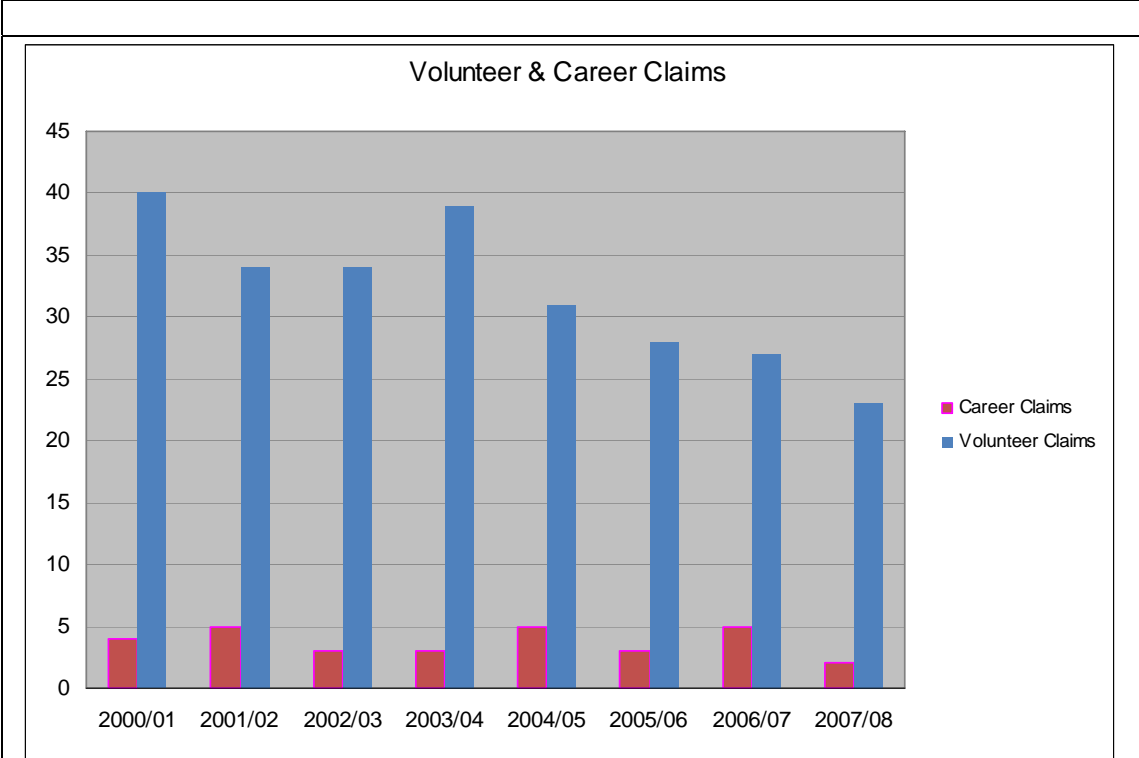
Increased compliance towards 90th percentile is reflective of diligent attention to SDS analysis. Incident turnout SDS required significant recalculation due to Orange & EAS times out of synchronisation.





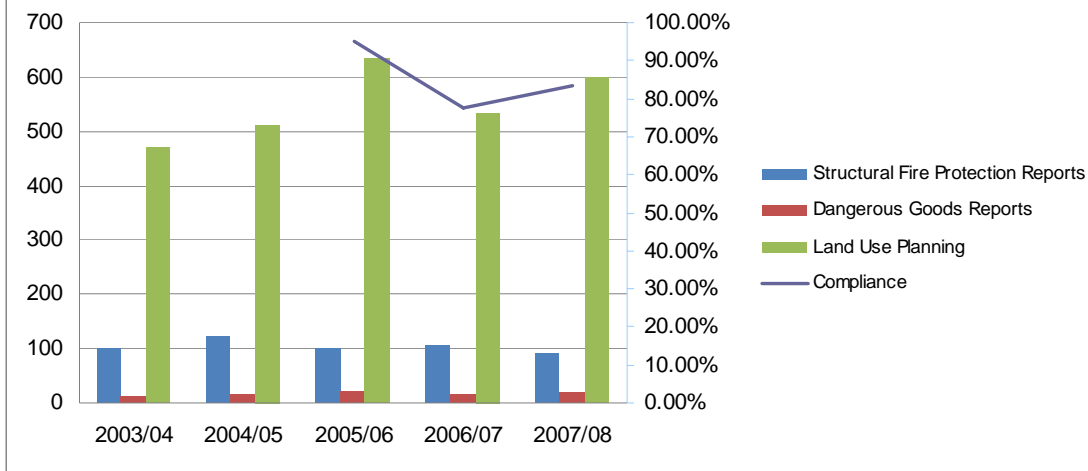


There was a concerted effort made during to identify and encourage staff to reduce their level of excess annual leave balances.



Decreasing trend for volunteer claims reflective of CFA OH&S awareness and intervention programs, along with medical intervention & referrals if new or existing members experience health or fitness issues. Career staff claims reasonably static.

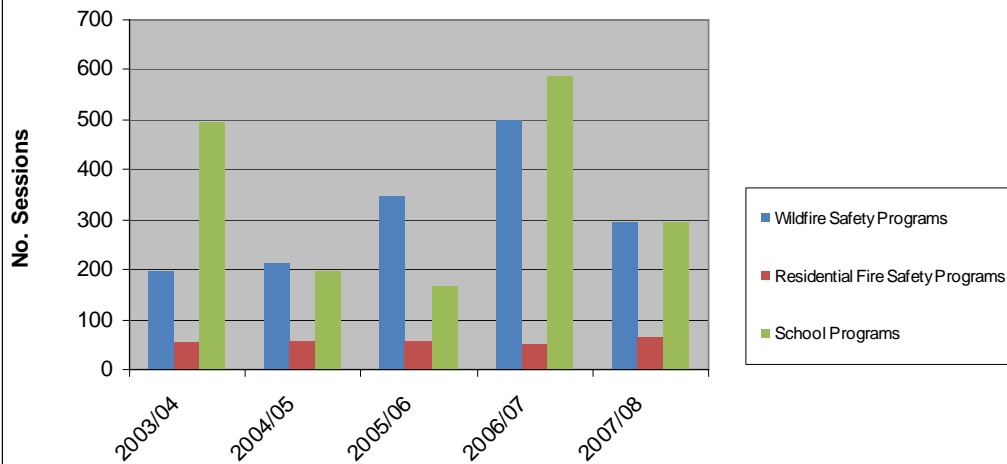
Statutory Structural Reports



The number of Structural and Land Use Planning jobs is driven solely by demand; consequently annual fluctuations in the number of jobs are determined by factors outside CFA's control. However there appears to be a steadily increasing 5 year trend. Compliance with statutory timelines has now improved to 85% from last years 75%. It must be noted that measuring Fire Safety work by only the twin KPI's of quantity (number of jobs) and timeliness (compliance) omits any measure of quality of the work performed.

It is further noted that the state-wide business rules for entry of TRAX data are in need of revision and updating as the anecdotal evidence suggests that anomalies exist that may cause imprecision in the reporting of these activities.

Community Development Programs



The surge and fall in wildfire programs can be attributed to the pattern of major wildfires over the last five years. The recent “quiet” summer has resulted in a decrease in demand.

Schools programs consist of the MEU and BIS. The MEU is booked whenever possible but there is considerable competition from other Areas for its availability.

The Brigades in Schools program is now operating to sustainable strategy with increased emphasis on training and support to Brigades. These elements of the strategy will be “bedded down” in 2008/9” before a further increase in BIS numbers will be seen.