

## Ferguson Report Recommendation Progress Table April 2018

Recommendation / Opportunity	Current status	Future work
<p><b>Recommendation 1:</b> The State Government to explore options for streamlining the functions and the independence of the State Emergency Management Committee Secretariat and the Office of Bushfire Risk Management with a view to including an inspectorate function, and appointing a person who is dedicated to that role. The purpose is to provide assurance and reporting, and to inquire into, monitor and report transparently on emergency management standards, preparedness, capability, service delivery and investment performance outcomes. Within two years of the establishment of this arrangement the State Government to review and assess whether it is meeting the desired outcomes.</p>	<p><b>Completed</b></p> <p>The State Government has explored options for streamlining the functions and independence of the SEMC Secretariat and OBRM and as of 1 December 2016 the SEMC Secretariat was rebranded as the Office of Emergency Management (OEM), and an internal restructure established an Assurance Directorate headed up by the Director Assurance.</p> <p>On 14 February 2018, the Government committed the Office of the Auditor General (OAG) to evaluate the performance and compliance aspects of the Emergency Management Act 2005, and report on the degree to which agencies with assigned roles and responsibilities in State Emergency Management Policy and Plans are fulfilling their legislative obligations. The SEMC is exploring options for the establishment of an assurance program to compliment the OAG's compliance work.</p>	<p>The emergency management assurance framework will be formalised.</p>
<p><b>Recommendation 2:</b> The Department of Parks and Wildlife to plan for the highest priority hazard reduction burning effort around settlements and critical assets in the South West and Perth Hills. The annual objective is to treat a total of 60,000 hectares of priority hazard reduction per annum, comprising 20,000 hectares per annum of Land Management Zone A and 40,000 hectares per year of Land Management Zone B.</p>	<p><b>Completed</b></p> <p>Note - the calculation of the size of Land Management Zones B and C has been amended since the Recommendation to address an error in a critical dataset. The annual objective is to treat 20,000 hectares per annum of Zone A and 70,000 hectares per annum of Zone B.</p> <p>The Parks and Wildlife Service's (P&amp;WS) annual burn plan is developed in accordance with the parameters/objectives in this recommendation.</p> <p>Prescribed burning for 2017/18 has started, with the year-to-date achievement for the three south-west forest regions totalling 118,029 hectares as of 9 April 2018.</p>	<p>Parks &amp; Wildlife Service (P&amp;WS)<sup>1</sup> will continue to address bushfire risk across Zones A and B.</p>
<p><b>Recommendation 3:</b> The Department of Parks and Wildlife to continue emphasis on landscape hazard reduction burning with the annual objective of treating 140,000 hectares per annum in Land Management Zone C. In combination with Recommendation 2 (above) the strategic objective will be that a fuel age of less than six years will be maintained across 45% of the landscape on State Forest, National Parks and other Parks and Wildlife managed lands in the South West and Perth Hills. This will address the current backlog (created from under achievements of the recent two decades of burn programs) by the end of the 2020-21 burning season (i.e.</p>	<p><b>Completed</b></p> <p>Note - the calculation of the size of Land Management Zones B and C has been amended since the Recommendation to address an error in a critical dataset. The annual objective is to treat 110,000 hectares per annum of Zone C.</p> <p>The proposed annual burn program is approved by the Corporate Executive each year and has historically been provided to the Conservation and Parks Commission, OBRM and Interagency Bushfire Management Committee for information. Going forward, OBRM, in conjunction with the OEM, will monitor planning and implementation of prescribed burning against relevant KPIs. Results will be reported to the SEMC through the State Bushfire Coordinating Committee.</p>	<p>P&amp;WS will continue to address bushfire risk across Zone C.</p>

<sup>1</sup> The Parks and Wildlife Service is a division within the Department of Biodiversity, Conservation and Attractions.

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within the next 5 years).		
<p><b>Recommendation 4:</b> The Departments of Parks and Wildlife and Fire and Emergency Services to develop options for the expansion of the 'Bushfire Mitigation Grant Scheme' utilising both State and Commonwealth Government funding to enable the implementation of hazard reduction works identified through the Bushfire Risk Management Planning process. This will target hazard reduction projects on land owned by private landholders in rural-urban interface areas, critical infrastructure protection, local government land, roadsides and land managed by utilities.</p>	<p><b>Completed</b></p> <p>The national Bushfire Mitigation Grants scheme no longer exists. This recommendation has been satisfied through the introduction of the State Government's Mitigation Activity Fund (MAF) which was established in November 2017, the Bushfire Risk Management Planning (BRMP) process and associated State Bushfire Coordinating Committee (SBCC) governance structures.</p> <p>The recently formed SBCC has endorsed a proposed governance structure for the allocation of remaining MAF monies allocated through the Royalties for Regions program to the Department of Lands. The SBCC set the state-wide bushfire mitigation priorities and criteria for use of available MAF.</p> <p>Funding is available to entities having responsibility for the care, control and management of, or otherwise holding, State lands located within and adjacent to regional townsites throughout Western Australia. Funds are available for on-ground works which will mitigate higher priority risks posed by bushfire, on State-owned/controlled lands located within and adjacent to regional townsites throughout Western Australian.</p> <p>DBCA's P&amp;WS and DFES have submitted applications for MAF funding in the recent round.</p> <p>On 7 September 2017, the State Government confirmed that \$3.657M would be provided to continue the BRMP program for the remainder of 2017/18.</p> <p>On 29 November 2017, the State Government announced the availability of a further \$3M from the MAF for the fifteen local governments who have an OBRM-endorsed BRMP and meet the eligibility criteria for Royalty for Regions funding.</p>	<p>The SBCC will review the effectiveness of the program and the allocation of future funding for prioritised treatment actions.</p>
<p><b>Recommendation 5:</b> The Department of Fire and Emergency Services, utilising the Office of Bushfire Risk Management, to develop a simplified and fast track hazard reduction burn (and other fuel mitigation techniques) planning and approval process to ensure the timely conduct of township and asset protection burns by Bush Fire Brigades and individual property owners. The process is to be agile and adaptable for the range of stakeholders which may participate in low risk, small scale, low complexity burn planning and approvals.</p>	<p><b>Completed</b></p> <p>The Office of Bushfire Risk Management (OBRM) has developed a model Basic Prescribed Fire Plan template and established recommended criterion for proponents to use, should they choose to do so.</p> <p>This model has been distributed to Local Government, DFES, Parks and Wildlife Service, the Association of Volunteer Bush Fire Brigades, the Emergency Services Volunteer Association and the WA Volunteer Fire &amp; Rescue Services Association. The templates are published on the OBRM website and, in addition to the above recipients, email notifications and an OBRM update have been sent to OBRM</p>	<p>OBRM will monitor Bushfire Risk Management Planning treatment performance.</p>

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	<p>stakeholders.</p> <p>The template meets the requirements for planning; however, the State is unable to intervene in the local government approvals processes which will vary depending upon the nature of the burning operation.</p>	
<p><b>Recommendation 6:</b> The State Emergency Management Committee to adopt, across all hazards, the doctrine of:</p> <ul style="list-style-type: none"> <li>- the primacy of life;</li> <li>- the 'Strategic Control Priorities' (as documented by the Department of Fire and Emergency Services); and</li> <li>- community warnings that are timely, tailored and relevant.</li> </ul> <p>Agencies will reinforce amongst emergency management personnel the importance of the doctrine through briefings and intent statements.</p>	<p><b>Completed</b></p> <p>SEMC approved the Strategic Control Priorities applicable to all hazards on 3 October 2017 and published these priorities in SEMC bulletin no. 2, found on the OEM website.</p>	<p>No further action required.</p>
<p><b>Recommendation 7:</b> The State Government to establish an arrangement to develop a 'network' of Western Australian State Government agency personnel who can be called upon for bushfire and emergency incident management capability within Western Australia. The arrangement will be led by the State Emergency Management Committee and modelled on systems used by the Department of Parks and Wildlife.</p>	<p><b>In Progress</b></p> <p>At its meeting on 9 March 2018 SEMC approved progressing this recommendation and agreed to draft a paper for the Public Sector Leadership Council to seek support for the development of this network.</p> <p>The project is being progressed in line with the outcomes of the Service Priority Review.</p>	<p>Project to be developed in consideration of outcomes of the Service Priority Review.</p>
<p><b>Recommendation 8:</b> The Departments of Parks and Wildlife and Fire and Emergency Services to adopt the policy that all bushfire Level 3 Incident Management Teams in the Perth Hills and the South West will be integrated and pre-formed from the start of the 2016/17 fire season with substantial involvement of both the Departments of Parks and Wildlife and Fire and Emergency Services personnel on all teams.</p>	<p><b>Completed</b></p> <p>Five 70 person Incident Management Teams (IMT), including a Level 3 structure and extended support roles within DFES' Regional and Metropolitan Operations Centres, were established for the 2016/17 fire season.</p> <p>The pre-formed teams (PFTs) were rostered but not required to deploy during the 2016/17 fire season.</p> <p>The PFTs were rostered for the 2017/18 southern bushfire season, commencing 7 December 2017 and ceasing on 5 April 2018. Over the 2017/18 fire season there were no significant incidents that required the teams to be deployed.</p>	<p>Further development is proposed for 2018 ahead of the 2018/19 southern bushfire season.</p>
<p><b>Recommendation 9:</b> The State Emergency Management Committee, in consultation with Western Australian Farmers Federation, the Association of Bush Fire Brigades, the</p>	<p><b>Completed</b></p> <p>Aspects of this recommendation are also addressed through responses to Recommendation 10 (resources management system), Recommendation 13</p>	

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<p>Contractors Association of WA, and the Forest Industries Federation of WA, to establish systems for the voluntary registration of:</p> <ul style="list-style-type: none"> <li>- farmer firefighting units;</li> <li>- contractor firefighting resources; and</li> <li>- forestry industry brigades.</li> </ul> <p>The purpose of this arrangement is to facilitate the safe, efficient and effective recognition, organisation, deployment, management and coordination of farmer, contractor and forestry firefighter resources.</p> <p>The systems would include a process for enabling access through traffic management points during bushfires. Progress towards establishing these systems are to be reported by State Emergency Management Committee in its annual preparedness report.</p>	<p>(identification cards) and Recommendation 14 (traffic management).</p> <p>The OEM has determined that a Vehicle Identification Sticker (VIS) system is already in place which facilitates the voluntary registration of farmer and forest industry vehicles, enabling access through Vehicle Control Points (VCP) during bushfires, and will work with DFES and WALGA to promote this process and enhance uptake of the VIS System. The SBCC, at its meeting on 21 February 2018, supported this approach and supported OEM's view that matters relating to contractor firefighting units were out of scope.</p> <p>The SBCC agreed that approval of OEM's recommended improvements fulfilled the requirements of Ferguson Report Recommendation 9, and noted the additional work undertaken by the sector to improve traffic management processes through VCP's (refer to Recommendation 14).</p>	
<p><b>Recommendation 10:</b> The Departments of Fire and Emergency Services and Parks and Wildlife to investigate and adopt an emergency services resource management system that will enable the registration, tasking, tracking, management and coordination of emergency management personnel, vehicles, plant and aircraft.</p>	<p><b>Completed</b></p> <p>P&amp;WS and DFES have been working collaboratively to develop an incident resource management system that will enable the registration, tasking, tracking, management and coordination of emergency management personnel, vehicles, plant and aircraft, as a WebEOC module (WebEOC iRMS). The system will be able to fully service Level 3 incidents and integrate into existing agency systems and is planned to be ready for the 2018/19 southern bushfire season.</p> <p>Automatic Vehicle Location (AVL) data sharing is available across DFES and P&amp;WS. AVL data sharing is also available to any authorised agency.</p>	<p>An interagency working group will continue to pursue the development of WebEOC iRMS to provide a "single system" solution for Level 3 incidents.</p>
<p><b>Recommendation 11:</b> The Department of Fire and Emergency Services to investigate and adopt a system that will allow the public to opt in, monitor, and receive, through a 'push mechanism', bushfire and other emergency warnings, maps and information using a wide variety of devices including personal hand held smart devices.</p>	<p><b>Completed</b></p> <p>The <i>Emergency WA</i> website was launched on 23 October 2016. The website provides a critical messaging system that is capable of providing push notifications for:</p> <ul style="list-style-type: none"> <li>- warnings (DFES and P&amp;W);</li> <li>- incidents (from the DFES Communications Centre, which includes DFES, P&amp;W, Local Government incidents and private landowner burns);</li> <li>- fire danger ratings; and</li> <li>- total fire bans.</li> </ul> <p>The new website enables people to get critical public information during fire, flood, storm, earthquake, tsunami and emergencies involving hazardous materials. The new</p>	<p>No further action is required.</p>

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	website allows people to: <ul style="list-style-type: none"> <li>- see information on the website as soon as a triple zero call comes in to DFES;</li> <li>- link to other agencies' website information;</li> <li>- visit one site to find alerts and warnings from DFES, P&amp;W and local governments; and</li> <li>- look at mapping of incidents that are easier to read and understand, as well as search, filter and enlarge maps to find information that might affect their safety.</li> </ul>	
<b>Recommendation 12:</b> The Department of Fire and Emergency Services to work with the Department of Planning and Local Governments to adopt a policy which enables Local Governments to identify, register and communicate 'Places of Bushfire Last Resort' in settlements and townsites where the life risk from bushfire is very high or greater.	<b>In progress</b> DFES is working with the Department of Planning, Lands and Heritage (DPLH) to provide guidance for tourism land uses within designated bushfire prone areas where it has been demonstrated that full compliance with the bushfire protection criteria cannot be achieved and additional contingences such as 'places of last resort' may be necessary to address the bushfire risk. A Draft position statement to be read in conjunction with the State Planning Policy 3.7: Planning in Bushfire Prone Areas (SPP3.7) and the supporting Guidelines for Planning in Bushfire Prone Areas (Guidelines) has been prepared.	Recommendations which have arisen from work previously undertaken on this issue will be considered and all relevant stakeholders will be consulted during 2017/18 as the project progresses.
<b>Recommendation 13:</b> The Department of Fire and Emergency Services to issue a photo identification card to DFES members, members of Bush Fire Brigades, volunteer emergency services, Incident Management Teams, forestry industry brigade members and Networked Government Emergency Agency members. DFES to also consider temporary windscreen signage to identify vehicles carrying such personnel.	<b>Completed</b> <ul style="list-style-type: none"> <li>- The Volunteer ID card program has had a positive impact on volunteers many of whom actively display the cards while on station or while working in official capacities.</li> <li>- DFES will continue to issue volunteer ID cards as required, while a sustainable arrangement is developed.</li> <li>- DFES has considered temporary windscreen signage to identify vehicles carrying such personnel, and determined that this has been covered through recommendations 9 (voluntary registration of farmer firefighting units, contractor firefighting resources and forestry industry brigades) and 14 (traffic management).</li> </ul>	
<b>Recommendation 14:</b> The State Emergency Management Committee to review the policy for traffic management at emergency incidents so it reflects national 'best practice'. This includes the production and issuing of an aide-memoire to guide traffic management, emergency and incident management personnel.	<b>Completed</b> While existing policy, plans, and guidelines did not require amendment the following work has been undertaken to implement and communicate the existing processes: <ul style="list-style-type: none"> <li>- Development of a Traffic Management Aide-Memoire to help Vehicle Control Point staff differentiate between full and partial road closures and what that means (i.e. who is allowed through and who is not). The document was finalised in November 2016 and distributed to all stakeholders. The Aide-</li> </ul>	OEM will continue to monitor and adjust State EM Policy in accordance with existing protocols.  The 2016/17 bushfire season did

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<p>The policy should provide a practical balance between risk to life and the public value of enabling the timely restoration of livelihoods and the movement of critical resources, (including essential services, critical business and livestock welfare services), through traffic management points.</p> <p>The review will involve a range of stakeholders including the Departments of Fire and Emergency Services, Parks and Wildlife, Agriculture and Food WA, Main Roads WA, WA Police, WA Farmers Federation, WA Local Government Association, Forest Industries Association, and the Transport Industry and ensure that the views of the community are considered.</p>	<p>Memoire is available on the OEM website at <a href="http://www.oem.wa.gov.au">www.oem.wa.gov.au</a>.</p> <ul style="list-style-type: none"> <li>- A communications and marketing plan was implemented, including a news article on the OEM website.</li> <li>- An independent review of the WA traffic management policy has been completed. The report of the independent reviewer is being considered by OEM.</li> </ul>	<p>not provide opportunity to fully test the implemented traffic management policy. As such, traffic management and access protocols will be tested during the 2017/18 southern bushfire season.</p>
<p><b>Recommendation 15:</b> The State Government to create a Rural Fire Service to enhance the capability for rural fire management and bushfire risk management at a State, regional and local level. The proposed Rural Fire Service will:</p> <ul style="list-style-type: none"> <li>- be established as a separate entity from the Department of Fire and Emergency Services or, alternatively, be established as a sub-department of the Department of Fire and Emergency Services;</li> <li>- have an independent budget;</li> <li>- be able to employ staff</li> <li>- have a leadership structure which to the greatest degree possible, is regionally based and runs the entity;</li> <li>- be led by a Chief Officer who reports to the responsible Minister on policy and administrative matters; and to the Commissioner for Fire and Emergency Services during operational and emergency response;</li> <li>- have responsibilities and powers relating to bushfire prevention, preparedness and response; and</li> <li>- operate collaboratively with the Department of Fire and Emergency Services, the Department of Parks and Wildlife, Local Government and volunteer Bush</li> </ul>	<p><b>Completed</b></p> <p>On 13 April 2018 the Government announced the establishment of a Rural Fire Division within DFES. The Rural Fire Division has been developed based on extensive consultation with stakeholders and is tailored to the needs of the WA community.</p>	

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<p>Fire Brigades.</p> <p>In creating the Rural Fire Service, the State Government to consider whether back office and corporate support services could be effectively provided by an existing Department, such as the Department of Fire and Emergency Services or the Department of Parks and Wildlife.</p> <p>The State Government to review the creation of the Rural Fire Service two years after its establishment, to assess whether its structure and operations are achieving the intended outcome.</p>		
<p><b>Recommendation 16:</b> The State Emergency Management Committee to establish a State Bushfire Coordinating Committee as a sub-committee of SEMC. The State Bushfire Coordinating Committee will be chaired by the Director of the Office of Bushfire Risk Management and will have the primary responsibility to:</p> <ul style="list-style-type: none"> <li>- develop a State Bushfire Management Policy and set a long term bushfire risk management objective;</li> <li>- provide a forum for key bushfire risk management stakeholder agencies;</li> <li>- advise the SEMC on matters pertaining to bushfire, in particular, to report against the investment of, and achievement of the bushfire risk management objectives;</li> <li>- provide advice and support to the proposed Chief Officer of the Rural Fire Services on bushfire risk management matters; and</li> </ul> <p>report to SEMC and to the community on bushfire risk management matters on at least an annual basis.</p>	<p><b>Completed</b></p> <p>A State Bushfire Coordinating Committee (SBCC) has been established and will continue to meet on a quarterly basis.</p>	<p>No further action is required.</p>
<p><b>Recommendation 17:</b> The Department of the Premier and Cabinet to conduct an independent review of the current arrangement for the management and distribution of the Emergency Services Levy. The review will have the specific purpose of:</p> <ul style="list-style-type: none"> <li>- Seeking input from key entities including the Departments of Treasury, Finance, Fire and</li> </ul>	<p><b>Completed</b></p> <p>The Economic Regulation Authority (ERA) issued a draft report on 7 July 2017. Stakeholder feedback on the Report and its recommendations has been sought and received. The final report was provided to the Treasurer on 29 September 2017.</p>	<p>The final ERA report has been published.</p>

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<p>Emergency Services, Lands, and Parks and Wildlife, WA Local Government Association, and the Office of Bushfire Risk Management.</p> <ul style="list-style-type: none"> <li>- Ensuring the arrangement has the flexibility and agility to deal with emerging bushfire risk priorities.</li> <li>- Establishing a budget process that enables a shift in investment towards prevention, mitigation and building community resilience and capability.</li> </ul>		
<p><b>Opportunity 1:</b> The Departments of Fire and Emergency Services and Parks and Wildlife (and, when established, the Rural Fire Service) to engage with the Bureau of Meteorology and the Bushfire and Natural Hazards Cooperative Research Centre to investigate the prediction of cloud to ground lightning occurrences.</p>	<p><b>Completed</b> P&amp;WS and DFES are working with the Bureau of Meteorology (BoM) which is investigating the relationships between fire activity and thunderstorm activity, including factors influencing dry-lightning ignition risk. The project is being led by BOM, with updates provided to relevant agencies. The research is dependent on longitudinal data to identify trends; therefore, this is a long-term project.</p>	<p>State agencies will contribute to the project as required.</p>
<p><b>Opportunity 2:</b> The Departments of Fire and Emergency Services and Parks and Wildlife (and, when established, the Rural Fire Service) to engage with the Bureau of Meteorology and the Bushfire and Natural Hazards Cooperative Research Centre to investigate the causes of and effects of pyro-cumulus weather occurrences on bushfire behaviour.</p>	<p><b>Completed</b> The Bureau of Meteorology (BoM) has released a pamphlet entitled Atmospheric Instability and the C-Haines Index at <a href="http://www.reg.bom.gov.au/reguser/by_user/bomw0336/Instability_and_the_C_Haines_Idx.pdf">www.reg.bom.gov.au/reguser/by_user/bomw0336/Instability_and_the_C_Haines_Idx.pdf</a></p> <p>The Bushfire and Natural Hazards Cooperative Research Centre (BNHCRC) released its report on <i>Pyrocumulonimbus Forecasting: Needs and Issues</i> (<a href="http://www.bnhcrc.com.au/publications/biblio/bnh-3205">www.bnhcrc.com.au/publications/biblio/bnh-3205</a>)</p>	<p>Research work in this field will be ongoing with agency input as required.</p>
<p><b>Opportunity 3:</b> The Department of Parks and Wildlife and the Forest Products Commission to explore policy options for mechanical thinning of forest, including mining rehabilitation forest, for the purpose of bushfire mitigation.</p>	<p><b>In progress</b> Policy options are contingent on the work outlined below. A Commonwealth funded mechanical fuel reduction trial is underway under an initiative facilitated by the Department of Primary Industry NSW. The trial will be a time in motion study to assess the economics and efficiency of mechanical fuel reduction activities. P&amp;WS, in collaboration with the University of the Sunshine Coast, Department of Water and Environmental Regulation, Forest Products Commission and Department of Fire and Emergency Services, has undertaken a mechanical fuel reduction trial using mechanical thinning and whole tree removal. As part of the trial a public information session was held in May 2017 to increase community awareness.</p>	<p>Results of the trial will be assessed by Government agencies.</p> <p>SBCC will then consider policy options for using mechanical fuel reduction as an option for managing fuel loads in critical fuel management zones.</p>

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	<p>As of October 2017, the treatments comprising no harvesting and harvesting have been applied. In autumn 2018 the prescribed burn treatment will be applied. Fire intensity in harvested and unharvested treatments will be compared to determine the effect of harvesting with whole tree removal on fire intensity.</p> <p>If the results of the trial indicate that fuel loads can be sufficiently reduced to prevent or significantly reduce fire intensity, P&amp;WS and DFES will investigate the use of mechanical fuel reduction as a tool to protect high value assets such as communities and infrastructure.</p> <p>The Forest Products Commission (FPC) is currently investigating the ability to secure large-scale generation certificates (LGCs) from currently unmarketable wood produced as a result of timber harvesting operations. If the wood can qualify for LGCs then FPC and DBCA will look at where these operations can be focused to provide strategic fuel reduction amongst other objectives.</p>	<p>Investigation into the potential of large scale generation certificates for fuel reduction operations.</p> <p>P&amp;WS is establishing protocols for the integration of mining rehabilitation forest back into regional prescribed fire plans.</p>
<p><b>Opportunity 4:</b> The Department of Fire and Emergency Services, in collaboration with the Departments of Planning, Parks and Wildlife, Environment Regulation and Water, to lead consideration of developing guidance to landholders with respect to bushfire ‘fuse breaks’ along lineal fuels such as roadsides and irrigation drainage channels.</p>	<p><b>In progress</b> Proclamation of the <i>Bushfires Amendment Act 2016</i> occurred on 30 June 2017. This amendment enables the FES Commissioner to publish standards regarding bushfire risk treatments.</p> <p>Draft publication "Guide to Constructing and Maintaining Firebreaks" is at an advanced stage and awaiting final feedback from stakeholders.</p>	<p>Before the 2018/19 Southern fire season, an information note will be developed in consultation with the Department of Planning, Lands and Heritage, Parks and Wildlife Service and the Department of Water and Environmental Regulation. The information note will provide guidance on the identification and management of “Fuse Breaks”. Standards will be published to enable landholders to be prepared for the 2018/19 southern fire season.</p>
<p><b>Opportunity 5:</b> The Department of Fire and Emergency Services and Parks and Wildlife (and, when established the Rural Fire Service) to</p>	<p><b>Completed</b> Options have been investigated.</p>	<p>Review of: -Doctrine related to aerial ISR;</p>

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investigate options for improving aerial and satellite based bushfire intelligence gathering. In particular, to investigate the provision of Infra-Red Linescan capability.	<p>DFES has developed function and performance specifications for a strategic aerial intelligence surveillance and reconnaissance (ISR) service that includes the provision of a pressurised fixed wing aircraft equipped with a wide area aerial surveillance mapping sensor such as an infrared line scanner.</p> <p>DFES has engaged the National Aerial Firefighting Centre (NAFC) to test the market for strategic aerial ISR to be operational by the 2018/19 southern fire season. The service will be funded from efficiencies within the existing rotary wing aerial ISR contract.</p>	<p>-Aerial intelligence officer job description;                      -Aircrew resource management (CRM) requirements; and                      -Training resource kits (TRKs).</p> <p>Aerial ISR services procurement to be considered in the context of potential whole-of-government aviation service delivery.</p>
<p><b>Opportunity 6:</b>                      The Departments of Fire and Emergency Services and Parks and Wildlife, in conjunction with the Australasian Fire &amp; Emergency Service Authorities Council, to explore the development of a standardised approach and content for an 'initial (4 hour)' Incident Action Plan.</p>	<p><b>Completed</b>                      New Incident Action Plans (IAPs) have been developed and include:</p> <ul style="list-style-type: none"> <li>- Removal of the one and four hour timeframes and provide IC with discretion on IAP development depending on the operational tempo.</li> <li>- 'IAP-Lite version for use during escalation/de-escalation.</li> </ul> <p>These will be reviewed on an ongoing basis.</p>	<p>DFES will embed a range of IAP documentation into the WebEOC Incident Management system for operational use prior to the 2018/19 bushfire season.</p>
<p><b>Opportunity 7:</b>                      The Department of Fire and Emergency Services and Parks and Wildlife to assess the merits and disadvantages of Incident Controller and Incident Management Team work cycle extending over a 24 hour period (but still allowing for individual rest times in line with fatigue policy).</p>	<p><b>Completed</b>                      DFES and P&amp;WS have considered the merits and disadvantages of Incident Controller and Incident Management Team work cycles extending over a 24-hour period and will not progress this recommendation at this time due to the complexity involved.</p>	
<p><b>Opportunity 8:</b>                      The Department of Fire and Emergency Services to review the policy of dispatching task force resources from Perth metropolitan and regional urban locations to bushfires to ensure that only vehicles that are fit for purpose and appropriate to the task are deployed.</p>	<p><b>Completed</b>                      DFES has reviewed the policy to dispatch taskforce resources including consideration of functional configuration. In February 2018, Standard Operating Procedure 3.2.11 Strike Team Force Resources was released to aid the deployment of Strike Teams and Task Forces or the mobilisation of additional resources and increase the efficiency of incident operations while reducing the incident management workload at significant incidents.</p>	<p>The Future Fleet project is ongoing.</p>
<p><b>Opportunity 9:</b>                      The State Emergency Management Committee to develop policy guidance for local governments regarding the installation of bushfire and emergency community warning</p>	<p><b>Completed</b>                      Following research into policies, processes and guidelines a discussion paper and draft guidelines were considered and not supported by SBCC.                      The SEMC supported the SBCC recommendation that WA not have a formal policy</p>	

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sirens in 'at risk' communities.	position in relation to community sirens An SEMC Bulletin has been published which provides a guidance note for use by interested local governments and is available on the OEM website: <a href="https://oem.wa.gov.au/Documents/Publications/Bulletins/SEMCBulletinNo.3CommunityAlertSirensDecember2017.pdf">https://oem.wa.gov.au/Documents/Publications/Bulletins/SEMCBulletinNo.3CommunityAlertSirensDecember2017.pdf</a>	
<p><b>Opportunity 10:</b> The Department of Fire and Emergency Services to lead, in collaboration with the Department of Planning and the Building Commission, the development of a policy and guidance to landholders on a range of bushfire shelter options, including household bushfire refuges and community bushfire refuges.</p>	<p><b>In Progress</b> This opportunity is associated with Recommendation 12 (policy for Places of Bushfire Last Resort).</p> <p>Performance standards for private bushfire shelters have been addressed in the 2016 version of the Building Codes of Australia - National Construction Code as a Class 10c building which provides for the performance requirements of private bushfire shelters.</p> <p>Initial consultation has occurred with the Department of Planning, Lands and Heritage. Further consultation to occur with the Building Commission.</p>	Additional guidance on the location and use of private bushfire shelters would need to be considered following the consultation on the discussion paper - Places of Bushfire Last Resort.
<p><b>Opportunity 11:</b> The Departments of Fire and Emergency Services, Planning, and Environment Regulation to consider policy options with respect to the clearing of vegetation by landholders within a specified distance of an asset or dwelling, for the purposes of bushfire protection.</p>	<p><b>In progress</b> Asset Protection Criteria in the Guidelines for Planning in Bushfire Protection has been updated to reflect current best practice. Proclamation of the <i>Bushfires Amendment Act 2016</i> occurred on 30 June 2017. This amendment enables the FES Commissioner to publish standards regarding bushfire risk treatments. DFES is updating the DFES Asset Protection Information note to replace the outdated terminology of the "Building Protection: information notes". DFES is currently working on the publication of the standard in consultation with key State Government environmental and natural resource agencies. A launch strategy is being developed.</p>	Drafting of the Commissioner's standard "Commissioners Voluntary Bushfire Risk Treatment Standard for Residential Buildings" prior to review by the Parliamentary Counsel's Office (PCO) is at an advanced stage. Consultation with significant key stakeholders is ongoing.
<p><b>Opportunity 12:</b> The Department of Fire and Emergency Services to engage with the WA Local Government Association to explore opportunities for Local Government personnel to be included in the make-up of Rapid Impact Assessment Teams.</p>	<p><b>Completed</b> DFES has liaised with WALGA which has agreed to the inclusion of Local Government (LG) representatives in the make-up of Rapid Impact Assessment Teams. This will depend on the LG's capacity and whether representatives can be safely employed. DFES has amended its Standard Operating Procedure (SOP) 3.7.1 – Urban Search and Rescue Task Force to reflect this requirement.</p>	Any activations will be reviewed for continuous improvement of the SOP.
<p><b>Opportunity 13:</b> The State Emergency Management Committee to develop an</p>	<p><b>Completed</b> An aide-memoire has been developed that covers the nominated matters. The aide-</p>	The aide-memoire has been

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Recommendation / Opportunity	Current status	Future work
<p>aide-memoire for Incident Controllers to guide the initial recovery considerations during an incident. The aide-memoire to include: triggers for the initiation of rapid impact assessment and the escalation of the recovery function; and immediate and likely future community health, welfare and safety considerations. These triggers will inform the Incident Controllers when considering the discretionary appointment of 'Deputy Incident Controller, Recovery' during an incident that impacts on the community. The role of the 'Deputy Incident Controller, Recovery' would be (with the Incident Controller) to consider the initiation of the recovery process and to manage the transition from incident response to the recovery phase.</p>	<p>memoire is available on the OEM website and all Hazard Management Agencies have been advised.</p>	<p>tailored to bushfire and cyclone emergencies and will be reviewed to make it applicable to all natural hazard incidents.</p>
<p><b>Opportunity 14:</b> The Department of Fire and Emergency Services training for Fire and Rescue career staff (at LFF and S/O training courses) to include enhanced training in natural hazard incident management; hazard reduction burning; rural and forest fire behaviour and the Department of Parks and Wildlife use of fire as a management tool.</p>	<p><b>Completed</b> DFES has included additional training into the Incident Control component of the Career Fire and Rescue Station Officer course.</p> <p>The basic firefighter course now includes practical experience of bushfire behaviour and additional instruction in bushfire suppression operations.</p>	<p>DFES will continue to review and where necessary include additional training specifically to address any identified deficiencies in bushfire management.</p>
<p><b>Opportunity 15:</b> The Departments of Fire and Emergency Services and Parks and Wildlife (and, when established, the Rural Fire Service) to agree on minimum targets for volunteer participation as Sector Commanders, and in Incident Management Team positions and develop strategies to meet those targets.</p>	<p><b>Completed</b> P&amp;WS and DFES have agreed on composition of pre-formed teams (PFT's) as an alternative to targets.</p> <p>Nine positions for local government and volunteer firefighters have been included in the joint agency PFTs (Recommendation 8). This 'mix' can be adjusted after activation of the PFTs as required, and may be subject to change dependent upon guidance on a Rural Fire Service.</p>	
<p><b>Opportunity 16:</b> The Department of Fire and Emergency Services (and, when established, the Rural Fire Service) and the Volunteer Associations to develop fatigue management guidelines for emergency service volunteers.</p>	<p><b>Completed</b> The implementation of a Fatigue Management Policy forms part of the <i>Department of Fire and Emergency Services Strategic Plan 2012-2024</i>. As of 10 October 2017, 1,144 (65.9%) employees and 2,310 (8.449%) volunteers completed Fatigue Management training. The guidelines form part of the Fatigue Management Policy which has been released and the education package has been developed and rolled out.</p>	<p>No further action is required.</p>
<p><b>Opportunity 17:</b></p>	<p><b>Completed</b></p>	

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Recommendation / Opportunity	Current status	Future work
The Department of Fire and Emergency Services (and, when established, the Rural Fire Service) to measure and report annually on the volunteer fire and emergency service worker contribution.	DFES has a system that can implement the intent of this opportunity. All reported volunteer emergency service activity is reported in the DFES Annual Report. All services are represented in the figures published with no individual service singled out.	
<b>Opportunity 18:</b> The Department of Fire and Emergency Services (and, when established, the Rural Fire Service) in consultation with the Association of Bush Fire Brigade Volunteers, to review the policy for disposal of 'retired' firefighter vehicles to first make disposed vehicles available to landowners who are sponsored by the local Brigade. Such vehicles to be subject to a limited decommissioning process.	<b>In progress</b> DFES has developed a position paper as the basis for consultation with stakeholders including Local Government and the Association of Volunteer Bushfire Brigades.	Consultation with stakeholders.
<b>Opportunity 19:</b> The Department of Parks and Wildlife, in consultation with their workforce and the Community and Public Sector Union (CPSU) and the Australian Workers Union (AWU), to carry out a workforce workload analysis of its fire program (covered by both the CPSU and the AWU workforce). The analysis to have a particular emphasis on the management of workload and fatigue in employees involved in the fire program.	<b>Completed</b> An independent consultant has provided the statistical analysis of the overtime and ordinary hours worked for a sample of AWU and CSA employees for the bushfire season 2015/16 and 2016/17.  The final report has been provided by the independent consultant and copies provided to the AWU and CSA for comment. No comments were received from the CSA. The AWU accepted the findings and further discussion has been scheduled for after the 2017/18 bushfire season to develop recommendations from the findings.	The report's findings will be used to determine any necessary actions to improve retention, rostering and fatigue management.
<b>Opportunity 20:</b> The Department of Fire and Emergency Services to investigate, with the United Firefighters Union, an 'emergency roster' arrangement that enables the temporary adoption of extended firefighter shift arrangements to enable more career firefighters to be made available for duty during significant emergencies.	<b>Completed</b> DFES has provision for Call Back of staff using a campaign rostering model, has a surge staffing plan, and a crisis plan drafted for extended and significant absences, and will continue to explore more use of off-duty staff.  Two "no notice" exercises were conducted in 2017.  A Standard Operating Procedure has been developed for activation where additional firefighters and officers are required for deployment.	DFES will continue to consult with the United Firefighter's Union.
<b>Opportunity 21:</b> The Department of Fire and Emergency Services (and, when established, the Rural Fire Service) to implement (and act on) a volunteer emergency service worker consultation framework to promote effective and meaningful ongoing	<b>Completed</b> Implemented within DFES.	

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Recommendation / Opportunity	Current status	Future work
consultation with fire and emergency services volunteers on matters that affect volunteer systems of work, equipment and health, welfare and safety.		
<p><b>Opportunity 22:</b> The Departments of Fire and Emergency Services and Parks and Wildlife (and, when established, the Rural Fire Service) in consultation with relevant stakeholders including the Public Sector Commission and the Volunteer Associations, to conduct (and act on) an annual culture survey amongst paid and career staff and volunteer emergency service workers.</p>	<p><b>Not yet progressed</b> In August 2015 DFES invited staff, volunteers and stakeholders to participate in a survey to help the department understand the perceptions of DFES. This survey provided a baseline for the Volunteer Sustainability strategy and future survey comparison. The National Volunteer Perceptions Survey was also completed in 2016.</p>	<p>P&amp;WS and DFES will consider this issue further following the establishment of the Rural Fire Division.</p>
<p><b>Opportunity 23:</b> When established, the Rural Fire Service, in conjunction with the Departments of Parks and Wildlife and Fire and Emergency Services, to establish a Western Australian Centre for Excellence in Rural and Forest Fire Management. The Centre to include a networked capability for research, planned burning, lessons learned and facilitating training for rural firefighters, especially for members of volunteer Brigades.</p>	<p><b>Completed</b> The Bushfire Centre for Excellence will be established within the Rural Fire Division of DFES, as announced in a Ministerial statement on 13 April 2018. The centre will enhance bushfire management practices across the State and provide a specialised facility for volunteers to train other volunteers in bushfire firefighting.</p>	