

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>In progress</b> As of 1 December 2016 the SEMC Secretariat was rebranded as the Office of Emergency Management (OEM). A direct line of reporting has been established between OEM and the Minister for Emergency Services.</p>	<p>OEM will replace the Department of the Premier and Cabinet as Chair of the Ferguson Report Implementation Working Group.</p> <p>An emergency management assurance framework is being developed for WA.</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>In progress</b> 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>As at 18 May 2017 a total of 238,000 hectares across Land Management Zones A, B and C has been subject to a prescribed burn.</p>	<p>Work will continue to address bushfire risk across Zones A and B.</p> <p>Figures will be reported in the Department of Parks and Wildlife 2016/17 Annual Report.</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</p>	<p><b>In progress</b> 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>As at 18 May 2017 a total of 238,000 hectares across Land Management Zones A, B and C has been subject to a prescribed burn.</p>	<p>Work will continue to address bushfire risk across Zone C.</p> <p>Figures will be reported in the Department of Parks and Wildlife 2016/17 Annual Report.</p>

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<p>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. within the next 5 years).</p>		
<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>In progress</b>  The recently formed State Bushfire Coordinating Committee (SBCC) has endorsed a proposed governance structure for the allocation of remaining Mitigation Activity Funds (MAF) allocated through the Royalties for Regions program to the Department of Lands. The SBCC will set the state-wide bushfire mitigation priorities and criteria for use of available MAF.</p> <p>Funding will be 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 will be 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>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>Achieved for planning – approvals process is unable to be fast tracked by the State</b>  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, 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 stakeholders.</p> <p>The template meets the requirements for planning however the State is unable to intervene in approvals processes which will vary depending upon the nature of the burning operation.</p>	<p>OBRM will monitor the implementation of the Basic Prescribed Fire Plan template.</p> <p>This work will be linked to the review of local government "Permits to Burn" and practitioners will be encouraged to adapt to the model template.</p>

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<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>In progress</b></p> <p>In October 2016 the State Emergency Management Committee issued a policy bulletin reflecting the Strategic Control Priorities that indicates that 'primacy of life' is the foremost consideration in bushfire emergency response. The bulletin is available on the OEM website at <a href="http://www.oem.wa.gov.au">www.oem.wa.gov.au</a>. Westplan Fire has been annotated accordingly.</p>	<p>The Strategic Control Priorities are being assessed for all hazards applicability.</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>Not yet progressed</b></p> <p>Project to be developed in consideration of outcomes from Recommendation 15.</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>Achieved</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 not required to deploy during the 2016/17 fire season.</p>	<p>Work will be undertaken to further develop the structure, functionality and capability of the State Bushfire Level 3 PFTs.</p>

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<p><b>Recommendation 9:</b> The State Emergency Management Committee, in consultation with Western Australian Farmers Federation, the Association of Bush Fire Brigades, the 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. 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><b>In progress</b></p> <p>Aspects of this recommendation are also addressed through responses to Recommendation 10 (resources management system), Recommendation 13 (identification cards) and Recommendation 14 (traffic management).</p> <p>A discussion paper has been developed and distributed to stakeholders for feedback by 12 June 2017.</p>	<p>A consultation summary and issues paper will be presented to the State Bushfire Coordination Committee for consideration.</p> <p>The discussion paper excludes private contractors and forestry industries due to existing arrangements being in place. Processes to manage the registration of these firefighting units will be considered in a separate forum.</p> <p>Consolidation and further roll-out will be subject to the results of the assessment and outcomes from Recommendation 15.</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>In progress</b></p> <p>More than 1,020 Automatic Vehicle Location (AVL) tracking and emergency distress capability units have been installed in vehicles across the southern half of the State and an additional 200 portable units have been deployed across DFES regions. AVL tracking devices have also been installed in all metropolitan vehicles to ensure that all vehicles responding to bushfires are visible to the AVL tracking system. The in-cab crew Emergency Distress Button function is now operational for vehicles that have the AVL equipment fitted.</p>	<p>Work is continuing to develop an interagency incident resources management tool that will enable the registration, tasking, management and coordination of emergency management personnel, vehicles, plant and aircraft, with the system able to fully service Level 3 incidents.</p> <p>The integrated interagency platform is expected to be fully</p>

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		functional for the 2017/18 southern bushfire season.
<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>Achieved - partial</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 website allows people to:</p> <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>- 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>	<p>Further scoping is required to determine the most appropriate mechanism to meet the full intent of the recommendation.</p>
<p><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.</p>	<p><b>Not yet progressed</b></p>	<p>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.</p>
<p><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</p>	<p><b>Achieved – Phase 1</b></p> <p>As at May 2017:</p> <ul style="list-style-type: none"> <li>- 4,174 cards had been issued (59% to Bushfire Brigades).</li> <li>- The majority of volunteers who were likely to participate in operational firefighting during the 2016/17 bushfire season now have an ID Card.</li> <li>- Cards continue to be issued across all services.</li> <li>- Over 40% of Brigades, Groups and Units within the participating regions have accessed the ID Card Program.</li> </ul>	<p><b>Phase 2</b> will see the</p> <ul style="list-style-type: none"> <li>- delivery of a sustainable arrangement for issuing and management of cards across the remaining workforce; and</li> </ul>

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temporary windscreen signage to identify vehicles carrying such personnel.	<ul style="list-style-type: none"> <li>- The Volunteer ID Card has had a positive impact on volunteers many of whom actively display the cards while on station or while working in official capacities.</li> </ul>	<ul style="list-style-type: none"> <li>- a review of traffic management and access protocols by DFES.</li> </ul>
<p><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.</p> <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><b>In progress</b></p> <p>While existing policy, plans, and guidelines did not require amendment the following work has been undertaken to implement and communicate the existing processes:</p> <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-Memoire is available on the OEM website at <a href="http://www.oem.wa.gov.au">www.oem.wa.gov.au</a>.</li> <li>- Finalisation of the DFES Restricted Access Permit System (that determines who gets a permit and the process to do so). A brochure and 10-minute video were produced in November 2016 to educate the community and first responders (including WA Police) about the Restricted Access Permit System i.e. what it is and how it works. This information is available on the DFES website at <a href="http://www.dfes.wa.gov.au">www.dfes.wa.gov.au</a>.</li> <li>- Development of a checklist to guide and aid the IMT on the establishment and operations of a traffic management cell within the planning function of the IMT. The checklist can be found on the OEM website.</li> <li>- A communications and marketing plan was implemented, including a news article on the OEM website.</li> </ul>	<p>As the 2016/17 bushfire season did not provide opportunity to fully test the implemented traffic management policy OEM will engage an independent practitioner to review Western Australia's traffic management arrangements, policies, plans and guidelines against national best practice.</p> <p>It is intended that amendments, as required, will be made ahead of the 2017/18 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>	<p><b>In progress</b></p> <p>The Government will fulfil its commitment to hold a bushfire mitigation summit which will include discussion around options for improving the delivery of fire management in the regions.</p>	<p>Dependent upon outcomes of the summit.</p>

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<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 Fire Brigades.</li> </ul> <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</p>		

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<p>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> <li>- report to SEMC and to the community on bushfire risk management matters on at least an annual basis.</li> </ul>	<p><b>Achieved</b></p> <p>A State Bushfire Coordinating Committee has been established.</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>In progress</b></p> <p>The Economic Regulation Authority is currently undertaking the review and will report back to Government by the end of September 2017.</p>	<p>The outcomes of the review will be considered.</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 predication of cloud to ground lightning occurrences.</p>	<p><b>In progress</b> The Bureau of Meteorology (BoM) is investigating the relationships between fire activity and thunderstorm activity, including factors influencing dry-lightning ignition risk. The project commenced in July 2016 and BoM will work with P&amp;W and DFES.</p>	<p>Project will be ongoing to 2019.</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 an effects of pyro-cumulus weather occurrences on bushfire behaviour.</p>	<p><b>In progress</b> In response to atmospheric instability associated with recent large scale incidents such as the January 2016 Waroona fires, 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_Index.pdf">www.reg.bom.gov.au/reguser/by_user/bomw0336/Instability_and_the_C_Haines_Index.pdf</a></p> <p>A case study examining the associations between the meteorological observations and fire reconstruction (including pyro-cumulonimbus events) is being drafted by BOM and P&amp;W.</p> <p>In November 2016, the Bushfire Natural Hazards Cooperative Research Centre (BNHCRC) released its report on Pyrocumulonimbus Forecasting: Needs and Issues. <a href="http://www.bnhcrc.com.au/publications/biblio/bnh-3205">www.bnhcrc.com.au/publications/biblio/bnh-3205</a></p>	
<p><b>Opportunity 3:</b> The Department of Parks and Wildlife and the Forest Products Commission</p>	<p><b>In progress</b></p>	<p>Results of the trial will be assessed.</p>

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to explore policy options for mechanical thinning of forest, including mining rehabilitation forest, for the purpose of bushfire mitigation.	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.	
<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.	<b>In progress</b> The <i>Bushfires Amendment Act 2016</i> will amend the <i>Bush Fires Act 1954</i> to enable the FES Commissioner to publish standards regarding bushfire risk treatments. The Bill was passed in late 2016.	Following proclamation of the Act standards will be published to enable landholders to be prepared for the 2017/18 southern fire season.
<b>Opportunity 5:</b> The Department of Fire and Emergency Services and Parks and Wildlife (and, when established the Rural Fire Service) to investigate options for improving aerial and satellite based bushfire intelligence gathering. In particular, to investigate the provision of Infra-Red Linescan capability.	<b>Not yet progressed</b> DFES will complete a project to develop the functional specifications and use requirements for a future Intelligence, Surveillance and Reconnaissance (ISR) contract. The service is anticipated to commence operation in 2019.	
<b>Opportunity 6:</b> The Departments of Fire and Emergency Services and Parks and Wildlife, in conjunction with the Australasian Fire & Emergency Service Authorities Council, to explore the development of a standardised approach and content for an ‘initial (4 hour)’ Incident Action Plan.	<b>Achieved</b> New Incident Action Plans (IAPs) have been developed and include: - Removal of the one and four hour timeframes and provide IC with discretion on IAP development depending on the operational tempo. - Lite version for use during escalation/de-escalation.	
<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).	<b>Not yet progressed</b>	To be progressed in 2017/18.

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<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>In progress</b> The DFES Future Fleet project addresses fit for purpose issues. It is a three year project which will initially involve prototyping and trials resulting in final fleet determinations. It is anticipated the project will be completed by 2019.</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 sirens in 'at risk' communities.</p>	<p><b>In progress</b> Following research into policies, processes and guidelines a discussion paper and draft guidelines have been developed on the use of community alert sirens that are to be considered by the State Bushfire Coordinating Committee.</p>	<p>Further action will depend on the outcome of the State Bushfire Coordinating Committee's deliberations.</p>
<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>Not yet progressed</b></p>	<p>To be progressed in 2017/18.</p>
<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> The <i>Bushfires Amendment Act 2016</i> will amend the <i>Bush Fires Act 1954</i> to enable the FES Commissioner to publish standards regarding bushfire risk treatments. The Bill was passed in late 2016.</p>	<p>Following proclamation of the Act Standards will be published to enable landholders to be prepared for the 2017/18 southern fire season.</p>
<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</p>	<p><b>In progress</b> DFES has liaised with WALGA Emergency Management Coordinator and agreed in principle that the inclusion of a formal Local Government liaison position in Level 3 IMTs provides a central point for liaison with LG regarding their Rapid Damage Assessment (RDA)</p>	

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personnel to be included in the make-up of Rapid Impact Assessment Teams.	requirements and extent to which they have the capacity and capability to participate in the process.	
<p><b>Opportunity 13:</b> The State Emergency Management Committee to develop an 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><b>In progress</b> An aide-memoire has been developed that covers the nominated matters. The aide-memoire is available on the OEM website and all Hazard Management Agencies have been advised.</p>	<p>The aide-memoire has been tailored to bushfire and cyclone emergencies and will be reviewed to make it all-hazards applicable.</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>In progress</b> DFES has included additional training into the Incident Control component of the Career Fire and Rescue Station Officer course. The basic firefighter course now includes practical experience of wildfire behaviour and 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</p>	<p><b>In progress</b> Nine positions for local government and volunteer firefighters have been included in the joint agency PFTs (Recommendation 8). This 'mix' can be adjusted as required, and may be subject to change dependent upon outcomes from Recommendation 15.</p>	

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Incident Management Team positions and develop strategies to meet those targets.		
<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>In progress</b> The implementation of a Fatigue Management Policy forms part of the <i>Department of Fire and Emergency Services Strategic Plan 2012-2024</i>. Fatigue management guidelines and an education package are being developed as part of this work.</p>	
<p><b>Opportunity 17:</b> 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.</p>	<p><b>Achieved</b> 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.</p>	
<p><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.</p>	<p><b>In progress</b> This opportunity will be the subject of further investigation.</p>	
<p><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.</p>	<p><b>In progress</b> P&amp;W has undertaken discussions with the Australian Workers’ Union and the CSA/CPSU and terms of reference for the workforce workload analysis have been agreed to by both unions. P&amp;W has appointed an independent consultant to undertake the workforce workload analysis. The findings of the report will inform further consideration of this matter.</p>	

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<p><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.</p>	<p><b>In progress</b> DFES will consult with the UFU to review current arrangements to determine whether any improvements can be made.</p>	
<p><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 consultation with fire and emergency services volunteers on matters that affect volunteer systems of work, equipment and health, welfare and safety.</p>	<p><b>Achieved</b> Implemented within DFES.</p>	
<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.  This opportunity will be considered based on outcomes from Recommendation 15.</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</p>	<p><b>Not yet progressed</b> This opportunity will be considered based on outcomes from Recommendation 15.</p>	

<b>Recommendation / Opportunity</b>	<b>Current status</b>	<b>Future work</b>
and facilitating training for rural firefighters, especially for members of volunteer Brigades.		