

Rutland, Kaylee

From:
Sent: Friday, 2 September 2016 9:23 AM
To: Rutland, Kaylee
Subject: Fwd: Summary of Talking Points and Suggested Messages
Attachments: image001.jpg; image002.jpg; Proposed Messages _31.8.16.docx

----- Forwarded message -----

From: Kaylee Mcinnes
Date: Thu, Sep 1, 2016 at 8:14 AM
Subject: Fwd: Summary of Talking Points and Suggested Messages
To: dominic.lane@act.gov.au

Hi Dom,

Please see attached our notes from yesterday's meeting. I have made written notes regarding ComCen and have a few points to discuss this morning.

Regards,
 Kaylee

Sent from my iPhone

Begin forwarded message:

From: Joan Young <Joan.Young@colmarbrunton.com>
Date: 31 August 2016 at 6:05:07 PM AEST

Subject: Summary of Talking Points and Suggested Messages

Hi Kaylee,

I attach a modified table which summarises what I think is our overall story and key points to refute the UFU with suggested core messages underlined. I would love your thoughts on this but hopefully we can get agreement on content in the morning and focus on wordsmithing for Friday.

Talk in the morning.

Cheers

Joan Young CEO

Mobile :

Address Suite 8, 9 Sydney Avenue,

Barton, ACT 2600

Visit www.colmarbrunton.com

Visit www.millenniummonitor.com

Colmar Brunton acknowledges the traditional owners of country throughout Australia and their

continuing connection to land, sea and community. We pay our respects to them and their cultures, and to the elders of the past, present and the future.

PART OF WPP AUNZ

UFU Statements	What the ESA will deliver/SRA
Nothing has improved since the 2003 bushfires.	All of the services associated with wildfire management and suppression have had <u>significant investment and increases in capability since 2003</u>. This includes 1000 CFU volunteers, 570 RFS volunteers, Remote Area Firefighting Teams (RAFT) and 100 paid professional Parks and forestry firefighters. In addition there is an updated and reviewed Strategic Bushfire Management Plan, new vehicles, aerial firefighting assets and facilities and land management arrangements. <u>We also have 4 new stations and a new ESA HQ since 2003.</u> Recognising that <u>no one service can realistically expect to deal with a major disaster in isolation</u> the ACT Government adopted recommendations from the 2003 bushfire review bringing the operational services together under ESA. We have taken an all hazards approach to emergency management <u>aiming for all services to collaborate and support one another to protect all Canberrans.</u> <u>These improvements mean that Canberra is now one of the best protected communities in Australia.</u> We have the lowest fire related injury and death rate as well as the lowest value of property losses. We have the best patient satisfaction scores and our patient transport personnel, paramedics, firefighters and volunteers are 2nd to none. <u>We are proud of those achievements but we are not complacent.</u> When talking about the hard lessons learnt about managing emergencies, particularly from the tragedy of the 2003 firestorm our Minister has cautioned us to <u>resist re-establishing an unhealthy culture that would see our services uncoordinated, culturally isolated and with every potential to be as overwhelmed as they were in 2003</u> We <u>plan to continue to improve and bring our services closer together.</u> Each of our services will contribute to combined communications, training, HR and community resilience to make our emergency services stronger and more able to protect Canberra and the ACT. Our <u>new Communications Centre will provide faster warnings to the community.</u> It will give us a better system when we have large scale storm events to track and record those people that need assistance so that our crews can attend quicker. It will be staffed by professional emergency call takers to ensure the right advice is provided and correct service dispatched. The ACT Government is supporting us to continue to improve by providing an extra 32.6m: • 15.6m over 4 years in <u>extra funding for frontline services</u> • 14.7m over 3 years to <u>upgrade the territory radio network</u> used by ESA and other services to communicate particularly during emergencies • 1.3m between 15-16 to provide a <u>new ambulance station at Greenway</u> allowing paramedics to modernise in Canberra South • \$971k to <u>replace ESA's direct turnout system</u> (notifies crews for request for assistance) <u>Should the worst happen the ACT is well positioned</u> to bring the community together to combat the threat, manage the consequences of its impact, aid in emotional recovery and re-build the things that are valued.

Overtime has increased 100% in a year.	We are investigating officer overtime which is largely unexplained because all positions at those ranks are filled.
Population has increased by 5500 people per year since 2006 & non fire rescues have increased by 1.7% per year since 2003	There are 2% less fire incidents so overall <u>there has been no increase in demand.</u>
More Firefighters The ACT is not funding or training enough firefighters. We need more firefighters to replace those retiring, maintain effective fire response times and manage an increasing workload of non-fire incidents.	Any increase in non-fire emergency is currently balanced by falling demand in other areas such as automatic fire alarms and structure fires. Should the evidence show the need for altering resource allocation for a particular threat, risk or hazard the ESA will do that. <u>ESA will continue to recruit and train firefighters and other emergency services personnel in line with the community's needs</u> e.g. we have 16 new fire-fighters currently in training and we are increasing the numbers employed in the ambulance services. <u>The community is best served by having more firefighters on the road.</u> Under our current model we have to take more fire-fighters away from their fire-engines to staff the communications centre. The new model puts them where the community needs them most.
Proper Equipment We do not have enough specialised vehicles for firefighting in tall buildings or managing HAZMAT incidents or those requiring breathing apparatus.	<u>Since 2003 we have purchased specialised vehicles for firefighting in tall buildings, managing HAZMAT incidents and those requiring breathing apparatus as well as aerial firefighting assets.</u> There are no reported occasions in which we have not had enough specialised vehicles. <u>The current demand is not increasing but we continue to update, upgrade and improve.</u> <u>The government has funded us to replace XXX (Need information about what new equipment has been funded)</u>
No Part Time Stations We cannot protect the new and growing suburbs around Chisholm and Molonglo with part time stations. Response times will suffer and lives will be put at risk. All Canberrans deserve the same level of protection.	<u>We put the right number of firefighters where they are most needed – that is why we are planning a future station in Mononglo.</u> <u>Canberra is one of the best protected communities in Australia. We have the lowest fire related injury and death rate as well as the lowest value of property losses. Our emergency response times are one of the fastest nationally providing better protection for all Canberrans and we have plans to improve it.</u> There is no plan to introduce part time arrangements for existing stations. To support future stations being introduced in Molonglo and the city we are proposing introducing these NEW stations on a demand based roster until the workload justifies 24/7 staffing. Population growth is a key driver of the SURP and new stations or relocated stations are underway to align with population increase and movements. <u>Where evidence supports additional resources or sites for any ESA service it will be incorporated into the strategic plan.</u>
A Strong Organisation The Government must not remove firefighters from the emergency command	The community is best served by having more firefighters on the road. Our current model has the same amount of staff regardless of the number of calls per hour. At 7pm we got 3x more calls to fires than we do at 3am but we still have the same staffing model. We need to improve. We need more operators at the right time. We need to scale up better for major incidents. <u>Currently we have to take more fire-fighters away from their fire-engines</u>

centre or remove firefighter training, Community Resilience and Human Resources from the direction and control of firefighters. Changes like these will leave Fire and Rescue a much weaker organisation, less capable of protecting Canberra.	<u>to staff the communications centre. The new model puts them where the community needs them</u> most. <u>Our new communications centre will be staffed by professional emergency call takers to ensure the right advice is provided, the correct service is dispatched and will provide faster warnings to the community.</u> We'll have a better system when we have large scale storm events to track and record those people that need assistance so that our crews can attend quicker. <u>Each of our services will contribute to combined communications, training, HR and community resilience to make our emergency services stronger and more able to protect Canberra and the ACT.</u>
A Strong Plan ACT major bushfire plans are in disarray. The intended bushfire abatement zone, created after 2003 has been rolled back leaving the outer suburbs of Canberra exposed and vulnerable.	Bushfire management is the subject of a Strategic Bushfire Management Plan. <u>All of the services associated with wildfire management and suppression have had significant investment and increases in capability since 2003.</u> This includes 1000 CFU volunteers, 570 RFS volunteers, Remote Area Firefighting Teams (RAFT) and 100 paid professional Parks and forestry firefighters. In addition there are new vehicles, aerial firefighting assets and facilities and land management arrangements.
Ready for emerging threats We are not ready for the increasing threats and challenges of terrorism, climate change, population growth and a rapid increase in non-fire rescue incidents such as rescues and car accidents.	<u>Canberra is now one of the best protected communities in Australia.</u> We have the lowest fire related injury and death rate as well as the lowest value of property losses. We have the best patient satisfaction scores and our patient transport personnel, paramedics, firefighters and volunteers are 2nd to none. <u>We are proud of those achievements but we are not complacent.</u> When talking about the hard lessons learnt about managing emergencies, particularly from the tragedy of the 2003 firestorm our Minister has cautioned us to <u>resist re-establishing an unhealthy culture that would see our services uncoordinated, culturally isolated and with every potential to be as overwhelmed as they were in 2003</u> We <u>plan to continue to improve and bring our services closer together.</u> Each of our services will contribute to combined communications, training, HR and community resilience to make our emergency services stronger and more able to protect Canberra and the ACT. Our <u>new Communications Centre will provide faster warnings to the community.</u> It will give us a better system when we have large scale storm events to track and record those people that need assistance so that our crews can attend quicker. It will be staffed by professional emergency call takers to ensure the right advice is provided and correct service dispatched. <u>The ACT Government is supporting us to continue to improve by providing an extra 32.6m:</u> • 15.6m over 4 years in <u>extra funding for frontline services</u> • 14.7m over 3 years to <u>upgrade the territory radio network</u> used by ESA and other services to communicate particularly during emergencies • 1.3m between 15-16 to provide a <u>new ambulance station at Greenway</u> allowing

paramedics to modernise in Canberra South

- \$971k to replace ESA's direct turnout system (notifies crews for request for assistance)

Should the worst happen the ACT is well positioned to bring the community together to combat the threat, manage the consequences of its impact, aid in emotional recovery and re-build the things that are valued.

Rutland, Kaylee

From: Joan Young [Joan.Young@colmarbrunton.com]
Sent: Friday, 2 September 2016 9:49 AM
To: Rutland, Kaylee
Subject: RE: Info request [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]
Attachments: Proposed Website _1.9.16.docx; Proposed Messages _31.8.16.docx

Hi Kaylee,

I attach the most recent summary of talking points and potential content for the website that we updated yesterday. I plan to double check it all today against the most recent documents and if I find anything that I think needs to be changed for consistency I will track the changes in these documents and send through to you by COB. Please can you get me a copy of Dominic's speech?

Please let me know if there is anything else I can do to help.

Kind regards

Joan

From: Rutland, Kaylee [mailto:Kaylee.Rutland@act.gov.au]
Sent: Friday, 2 September 2016 9:26 AM
To: Joan Young
Subject: Info request [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Hi Joan,

Could you please send to me the most recent summary of talking points and tables we worked on before heading to lunch yesterday?

Thank you.

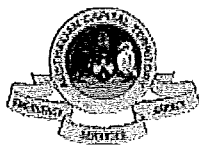
Regards,

Kaylee Rutland
 Internal Communications Manager
 Strategic Reform Agenda Program

Phone: (02) 6205 6746



ACT
Government



ACT Emergency Services Agency

The ACT Emergency Services Agency (ESA) is the ACT Government organisation charged with providing emergency management services to the Canberra community.

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Working together to Care & Protect		
Where were we?	Where are we now?	Where are we going?
<u>Back in 2003 it was clear that the emergency arrangements in the ACT were not adequate for the challenges we faced...</u> Recognising that <u>no one service can realistically expect to deal with a major disaster in isolation</u> the ACT Government adopted recommendations from the 2003 bushfire review bringing the operational services together under ESA. We have taken an all hazards approach to emergency management <u>aiming for all services to collaborate and support one another to protect all Canberrans.</u> Since 2003 significant investment and increases in capability. • 1000 CFU volunteers, • 570 RFS volunteers, Remote Area Firefighting Teams (RAFT) • 100 paid professional Parks and forestry firefighters. • updated and reviewed Strategic Bushfire Management Plan, • new vehicles, aerial firefighting assets and facilities and land management arrangements. • 4 new stations and a co-located new ESA HQ since 2003. • <u>we have purchased specialised vehicles for firefighting in tall buildings, managing HAZMAT incidents and those requiring breathing apparatus</u>	<u>These improvements mean that Canberra is now one of the best protected communities in Australia.</u> We have the lowest fire related injury and death rate as well as the lowest value of property losses. We have the best patient satisfaction scores and our patient transport personnel, paramedics, firefighters and volunteers are 2nd to none. <u>We are proud of those achievements</u>	When talking about the hard lessons learnt about managing emergencies, particularly from the tragedy of the 2003 firestorm our Minister has cautioned us to <u>resist re-establishing an unhealthy culture that would see our services uncoordinated, culturally isolated and with every potential to be as overwhelmed as they were in 2003</u> We <u>plan to continue to improve and bring our services closer together.</u> Each of our services will contribute to combined communications, training, HR and community resilience to make our emergency services stronger and more able to protect Canberra and the ACT. Our <u>new Communications Centre</u> puts more fire-fighters where the community needs them most and will provide faster warnings to the community. It will give us a better system when we have large scale storm events to track and record those people that need assistance so that our crews can attend quicker. It will be staffed by professional emergency call takers to ensure we continue to provide the right advice and best service response. The Emergency Services Agency has taken the lead nationally in committing to a 50/50 gender recruitment recognising the value of a more diverse and inclusive workforce. In 2016 we have been successful in recruiting 25% women in our most recent intake and we will continue to improve. The ACT Government is <u>supporting us to continue to improve by providing an extra 32.6m:</u> • 15.6m over 4 years in <u>extra funding for frontline services</u> • 14.7m over 3 years to <u>upgrade the territory radio network</u> used by ESA

<u>as well as aerial firefighting assets.</u>	<u>but we are not complacent.</u>	• and other services to communicate particularly during emergencies • 1.3m between 15-16 to provide a <u>new ambulance station at Greenway</u> allowing paramedics to modernise in Canberra South • \$971k to improve communications and dispatch Technology Planned vehicle purchases include 5 ambulances in 2017/18 and a further 8 in 18/19 as well as a range of special appliances for fire and rescue service, Rural Fire Service, State Emergency Services. <u>Should the worst happen the ACT is well positioned to bring the community together to combat the threat, manage the consequences of its impact, aid in emotional recovery and re-build the things that are valued. We will do this by working together to care and protect.</u>
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UFU Statements	What the ESA will deliver/SRA
Nothing has improved since the 2003 bushfires.	<u>Back in 2003 it was clear that the emergency arrangements in the ACT were not adequate for the challenges we faced...</u> <u>Since then all of the services associated with wildfire management and suppression have had significant investment and increases in capability.</u> This includes 1000 CFU volunteers, 570 RFS volunteers, Remote Area Firefighting Teams (RAFT) and 100 paid professional Parks and forestry firefighters. In addition there is an updated and reviewed Strategic Bushfire Management Plan, new vehicles, aerial firefighting assets and facilities and land management arrangements. <u>We also have 4 new stations and a new co-located ESA HQ since 2003.</u> Recognising that <u>no one service can realistically expect to deal with a major disaster in isolation</u> the ACT Government adopted recommendations from the 2003 bushfire review bringing the operational services together under ESA. We have taken an all hazards approach to emergency management <u>aiming for all services to collaborate and support one another to protect all Canberrans.</u> <u>These improvements mean that Canberra is now one of the best protected communities in Australia.</u> We have the lowest fire related injury and death rate as well as the lowest value of property losses. We have the best patient satisfaction scores and our patient transport personnel, paramedics, firefighters and volunteers are 2nd to none. <u>We are proud of those achievements but we are not complacent.</u> When talking about the hard lessons learnt about managing emergencies, particularly from the tragedy of the 2003 firestorm our Minister has cautioned us to <u>resist re-establishing an unhealthy culture that would see our services uncoordinated, culturally isolated and with every potential to be as overwhelmed as they were in 2003</u> We <u>plan to continue to improve and bring our services closer together.</u> Each of our services will contribute to combined communications, training, HR and community resilience to make our emergency services stronger and more able to protect Canberra and the ACT. Our <u>new Communications Centre</u> puts more fire-fighters where the community needs them most and <u>will enable us to provide faster warnings to the community.</u> It will give us a better system when we have large scale storm events to track and record those people that need assistance so that our crews can attend quicker. It will be staffed by professional emergency call takers to ensure we continue to provide the right advice and best service response. The ACT Government is supporting us to continue to improve by providing an extra 32.6m: • 15.6m over 4 years in <u>extra funding for frontline services</u> • 14.7m over 3 years to <u>upgrade the territory radio network</u> used by ESA and other services to communicate particularly during emergencies • 1.3m between 15-16 to provide a <u>new ambulance station at Greenway</u> allowing paramedics to modernise in Canberra South • \$971k to <u>replace ESA's direct turnout system</u> (notifies crews for request for assistance)

	Should the worst happen the ACT is well positioned to bring the community together to combat the threat, manage the consequences of its impact, aid in emotional recovery and re-build the things that are valued.
Overtime has increased 100% in a year.	We are investigating officer overtime which is largely unexplained because all positions at those ranks are filled.
Population has increased by 5500 people per year since 2006 & non fire rescues have increased by 1.7% per year since 2003	There are 2% less fire incidents so overall <u>there has been no increase in demand.</u>
More Firefighters The ACT is not funding or training enough firefighters. We need more firefighters to replace those retiring, maintain effective fire response times and manage an increasing workload of non-fire incidents.	Any increase in non-fire emergency is currently balanced by falling demand in other areas such as automatic fire alarms and structure fires. Should the evidence show the need for altering resource allocation for a particular threat, risk or hazard the ESA will do that. <u>ESA will continue to recruit and train firefighters and other emergency services personnel in line with the community's needs</u> e.g. we have 16 new fire-fighters currently in training and we are increasing the numbers employed in the ambulance services. <u>The community is best served by having more firefighters on the road.</u> Under our current model we have to take more fire-fighters away from their fire-engines to staff the communications centre. The new model puts them where the community needs them most. The Emergency Services Agency has <u>taken the lead nationally in committing to a 50/50 gender recruitment recognising the value of a more diverse and inclusive workforce.</u> In 2016 we have been successful in recruiting 25% women in our most recent intake and we will continue to improve.
Proper Equipment We do not have enough specialised vehicles for firefighting in tall buildings or managing HAZMAT incidents or those requiring breathing apparatus.	Since 2003 we have <u>purchased specialised vehicles for firefighting in tall buildings, managing HAZMAT incidents and those requiring breathing apparatus as well as aerial firefighting assets.</u> There are no reported occasions in which we have not had enough specialised vehicles. <u>The current demand is not increasing but we continue to update, upgrade and improve.</u> Planned vehicle purchases include 5 ambulances in 2017/18 and a further 8 in 18/19 as well as a range of special appliances for fire and rescue service, Rural Fire Service, State Emergency Services.
No Part Time Stations We cannot protect the new and growing suburbs around Chisholm and Molonglo with part time stations. Response times will suffer and lives will be put at risk. All	<u>We put the right number of firefighters where they are most needed – that is why we are planning a future station in Mononglo.</u> <u>Canberra is one of the best protected communities in Australia.</u> We have the lowest fire related injury and death rate as well as the lowest value of property losses. <u>Our emergency response times are one of the fastest nationally providing better protection for all Canberrans and we have plans to improve it.</u> There is no plan to introduce part time arrangements for existing stations. To support future stations being introduced in Molonglo and the city we are proposing introducing

Canberrans deserve the same level of protection.	these NEW stations on a demand based roster until the workload justifies 24/7 staffing. Population growth is a key driver of the SURP and new stations or relocated stations are underway to align with population increase and movements. <u>Where evidence supports additional resources or sites for any ESA service it will be incorporated into the strategic plan.</u>
A Strong Organisation The Government must not remove firefighters from the emergency command centre or remove firefighter training, Community Resilience and Human Resources from the direction and control of firefighters. Changes like these will leave Fire and Rescue a much weaker organisation, less capable of protecting Canberra.	The community is best served by having more firefighters on the road. Our current model has the same amount of staff regardless of the number of calls per hour. At 7pm we got 3x more calls to fires than we do at 3am but we still have the same staffing model. We need to improve. We need more operators at the right time. We need to scale up better for major incidents. <u>Currently we have to take more fire-fighters away from their fire-engines to staff the communications centre. The new model puts them where the community needs them</u> most. <u>Consistent with the all hazards all services approach our new communications centre will be staffed by professional emergency call takers to ensure the right advice is provided, the correct service is dispatched and to help us provide faster warnings to the community.</u> We'll have a better system when we have large scale storm events to track and record those people that need assistance so that our crews can attend quicker. <u>Each of our services will contribute to combined communications, training, HR and community resilience to make our emergency services stronger and more able to protect Canberra and the ACT.</u>
A Strong Plan ACT major bushfire plans are in disarray. The intended bushfire abatement zone, created after 2003 has been rolled back leaving the outer suburbs of Canberra exposed and vulnerable.	Bushfire management is the subject of a Strategic Bushfire Management Plan. <u>All of the services associated with wildfire management and suppression have had significant investment and increases in capability since 2003.</u> This includes 1000 CFU volunteers, 570 RFS volunteers, Remote Area Firefighting Teams (RAFT) and 100 paid professional Parks and forestry firefighters. In addition there are new vehicles, aerial firefighting assets and facilities and land management arrangements.
Ready for emerging threats We are not ready for the increasing threats and challenges of terrorism, climate change, population growth and a rapid increase in non-fire rescue incidents such as rescues and car accidents.	<u>Canberra is now one of the best protected communities in Australia.</u> We have the lowest fire related injury and death rate as well as the lowest value of property losses. We have the best patient satisfaction scores and our patient transport personnel, paramedics, firefighters and volunteers are 2nd to none. <u>We are proud of those achievements but we are not complacent.</u> When talking about the hard lessons learnt about managing emergencies, particularly from the tragedy of the 2003 firestorm our Minister has cautioned us to <u>resist re-establishing an unhealthy culture that would see our services uncoordinated, culturally isolated and with every potential to be as overwhelmed as they were in 2003</u> <u>We plan to continue to improve and bring our services closer together.</u> Each of our services will contribute to combined communications, training, HR and community resilience to make our emergency services stronger and more able to protect Canberra and the ACT. <u>Our new Communications Centre will provide faster warnings to the community. It will</u>

give us a better system when we have large scale storm events to track and record those people that need assistance so that our crews can attend quicker. It will be staffed by professional emergency call takers to ensure the right advice is provided and correct service dispatched.

The ACT Government is supporting us to continue to improve by providing an extra 32.6m:

- 15.6m over 4 years in extra funding for frontline services
- 14.7m over 3 years to upgrade the territory radio network used by ESA and other services to communicate particularly during emergencies
- 1.3m between 15-16 to provide a new ambulance station at Greenway allowing paramedics to modernise in Canberra South
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Rutland, Kaylee

From: Joan Young [Joan.Young@colmarbrunton.com]
Sent: Monday, 5 September 2016 8:01 AM
To: Rutland, Kaylee
Cc: Jones, Mark
Subject: RE: Dominic's Speech [SEC=UNCLASSIFIED]
Attachments: Proposed Website _2.9.16.docx; Proposed Messages _2.9.16.docx

Hi Kaylee,

Thanks for this – I thought it was really good. I would be very interested to know what sort of reaction it got?

I have updated the proposed messages and web site content to reflect the elements from Dom's speech which I felt would be useful for the community to hear. I need to go through it all again thoroughly for consistency but thought I would get this to you now with tracked changes so that you can see what I have changed since our discussion on Thursday.

Look forward to seeing you at 10am.

Kind regards

Joan Young CEO

Mobile
 Address Suite 8, 9 Sydney Avenue,
 Barton, ACT 2600
 Visit www.colmarbrunton.com
 Visit www.millenniummonitor.com

»»» **colmar brunton**

Colmar Brunton acknowledges the traditional owners of country throughout Australia and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to the elders of the past, present and the future.

PART OF WPP AUNZ



From: Rutland, Kaylee [mailto:Kaylee.Rutland@act.gov.au]
Sent: Friday, 2 September 2016 10:10 AM
To: Joan Young
Cc: Jones, Mark
Subject: FW: Dominic's Speech [SEC=UNCLASSIFIED]

Hi team,

This is the most recent version of Dom's speech for your records.

Regards,

Kaylee Rutland
Internal Communications Manager
Strategic Reform Agenda Program

Phone: (02) 6205 6746



ACT Emergency Services Agency

The ACT Emergency Services Agency (ESA) is the ACT Government organisation charged with providing emergency management services to the Canberra community.

[Read more...](#)

From: MarandoESA, Frank
Sent: Friday, 2 September 2016 10:03 AM
To: Rutland, Kaylee
Subject: Dominic's Speech [SEC=UNCLASSIFIED]

As requested.... ☺

Frank Marando | Manager, Executive Support Unit
Phone: 6207 0367 | **Fax:** 6207 8447 | **Email:** frank.marandoESA@act.gov.au
ACT Emergency Services Agency | Justice and Community Safety | ACT Government
Level 1, 9 Amberley Avenue, Fairbairn | GPO Box 158, Canberra ACT 2601 | www.esa.act.gov.au



ACT Emergency Services Agency

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Working together to Care & Protect		
Where were we?	Where are we now?	Where are we going?
<u>Back in 2003 it was clear that the emergency arrangements in the ACT were not adequate for the challenges we faced...</u> Recognising that no one service can realistically expect to deal with a major disaster in isolation the ACT Government adopted recommendations from the 2003 bushfire review bringing the operational services together under ESA. We have taken an all hazards approach to emergency management aiming for all services to collaborate and support one another to protect all Canberrans. ESA has crafted its mission statement around seven simple words: <u>we work together to care and protect.</u> Since 2003 significant investment and increases in capability. • 1000 CFU volunteers, • 570 RFS volunteers, Remote Area Firefighting Teams (RAFT) • 100 paid professional Parks and forestry firefighters. • updated and reviewed Strategic Bushfire Management Plan, • new vehicles, aerial firefighting assets and facilities and land management arrangements. • 4 new stations and a co-located new ESA HQ since 2003. • <u>we have purchased specialised vehicles for</u>	<u>These improvements mean that Canberra is now one of the best protected communities in Australia.</u> We have the lowest fire related injury and death rate as well as the lowest value of property losses. <u>The ACT is the only jurisdiction achieving its bushfire hazard reduction targets.</u> We have the best patient satisfaction scores and our patient transport personnel, paramedics,	When talking about the hard lessons learnt about managing emergencies, particularly from the tragedy of the 2003 firestorm our Minister has cautioned us to resist re-establishing an unhealthy culture that would see our services uncoordinated, culturally isolated and with every potential to be as overwhelmed as they were in 2003 We plan to continue to improve and bring our services closer together and to increase our capability as emergency services by becoming more diverse and inclusive.. Each of our services will contribute to combined communications, training, HR and community resilience to make our emergency services stronger and more able to protect Canberra and the ACT. Our <u>new Communications Centre</u> puts more fire-fighters where the community needs them most and will provide faster warnings to the community. It will give us a better system when we have large scale storm events to track and record those people that need assistance so that our crews can attend quicker. It will be staffed by professional emergency call takers to ensure we continue to provide the right advice and best service response. The Emergency Services Agency has taken the lead nationally in committing to a 50/50 gender recruitment recognising the value of a more diverse and inclusive workforce. In 2016 we have been successful in recruiting 25% women in our most recent intake and we will continue to improve. The 2016-17 budget includes a new ACT State Emergency Service (ACTSES) station at Calwell, major upgrades to the Fyshwick Fire & Rescue and Guises Creek Rural Fire Service stations, an additional patient transport crew, a new helicopter for the South Care aero medical retrieval service, enhancements to

<u>firefighting in tall buildings, managing HAZMAT incidents and those requiring breathing apparatus as well as aerial firefighting assets.</u>	firefighters and volunteers are 2nd to none. The Emergency Services Agency has taken the lead nationally in committing to a 50/50 gender recruitment recognising the value of a more diverse and inclusive workforce. In 2016 we have been successful in recruiting 25% women in our most recent intake and we will continue to improve. We are proud of those achievements but we are not complacent.	<u>the ESA website and warnings systems, and an increase in the capacity of the ComCen to meet the increase in E-000 calls received by the ACT Ambulance Service (ACTAS). The ACT Government is supporting us to continue to improve by providing an extra 32.6m:</u> • <u>15.6m over 4 years in extra funding for frontline services</u> • <u>14.7m over 3 years to upgrade the territory radio network used by ESA and other services to communicate particularly during emergencies</u> • <u>1.3m between 15-16 to provide a new ambulance station at Greenway allowing paramedics to modernise in Canberra South</u> • <u>\$971k to improve communications and dispatch Technology</u> Planned vehicle purchases include 5 ambulances in 2017/18 and a further 8 in 18/19 as well as a range of special appliances for fire and rescue service, Rural Fire Service, State Emergency Services. <u>Should the worst happen the ACT is well positioned to bring the community together to combat the threat, manage the consequences of its impact, aid in emotional recovery and re-build the things that are valued. We will do this by working together to care and protect.</u>
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UFU Statements	What the ESA will deliver/SRA
Nothing has improved since the 2003 bushfires.	<u>Back in 2003 it was clear that the emergency arrangements in the ACT were not adequate for the challenges we faced... We have learned a lot out of the 2003 bushfires and we have also taken notice and learnt from the many other significant natural disasters and emergencies that have occurred across Australia since that time.</u> <u>Since then there has been all of the services associated with wildfire management and suppression have had significant investment and increases in capability. This includes 1000 CFU volunteers, 570 RFS volunteers, Remote Area Firefighting Teams (RAFT) and 100 paid professional Parks and forestry firefighters, new firefighting appliances, stations in West Belconnen, South Tuggeranong and Greenway, more paramedics including the major commitment of the additional crew at West Belconnen, ongoing upgrades to the ComCen, Information and Communications Technologies including major upgrades to our radio communications and Computer Aided Dispatch system communications, Community Fire Units, aircraft, the Hume Training Centre and airbase, heavy machinery, and the Emergency Coordination Centre at Fairbairn.</u> <u>We have an updated and reviewed Strategic Bushfire Management Plan which uses science to better map where our risks are greatest. Our firefighters and emergency workers, both paid and volunteer, door knock streets most vulnerable to the impact of bushfire. This provides those most at risk with tailored information about how to protect themselves and their families. The Government has also made a large investment to significantly upgrade our fire trails allowing immediate access to bushfires. We partner with and support our farmers in the bushfire abatement zone to ensure fuel management and access for firefighters improves.</u> <u>In addition there is an updated and reviewed Strategic Bushfire Management Plan, new vehicles, aerial firefighting assets and facilities and land management arrangements. We also have 4 new stations and a new co-located ESA HQ since 2003.</u> <u>Recognising that no one service can realistically expect to deal with a major disaster in isolation the ACT Government adopted recommendations from the 2003 bushfire review bringing the operational services together under ESA. We have taken an all hazards approach to emergency management aiming for all services to collaborate and support one another to protect all Canberrans. ESA has crafted its mission statement around seven simple words: we work together to care and protect.</u> <u>These improvements mean that Canberra is now one of the best protected communities in Australia. We have the lowest fire related injury and death rate as well as the lowest value of property losses. The ACT is the only jurisdiction achieving its bushfire hazard reduction targets. We have the best patient satisfaction scores and our patient transport personnel, paramedics, firefighters and volunteers are 2nd to none. The Emergency Services Agency has taken the lead nationally in committing to a 50/50 gender recruitment recognising the value of a more diverse and inclusive workforce. In 2016 we have been successful in recruiting 25% women in our most recent intake and we will continue to improve.</u>

We are proud of those achievements but we are not complacent.

When talking about the hard lessons learnt about managing emergencies, particularly from the tragedy of the 2003 firestorm our Minister has cautioned us to resist re-establishing an unhealthy culture that would see our services uncoordinated, culturally isolated and with every potential to be as overwhelmed as they were in 2003

We plan to continue to improve and bring our services closer together and to increase our capability as emergency services by becoming more diverse and inclusive. Each of our services will contribute to combined communications, training, HR and community resilience to make our emergency services stronger and more able to protect Canberra and the ACT.

Our **new Communications Centre** puts more fire-fighters where the community needs them most and will enable us to provide faster warnings to the community. It will give us a better system when we have large scale storm events to track and record those people that need assistance so that our crews can attend quicker. It will be staffed by professional emergency call takers to ensure we continue to provide the right advice and best service response.

The 2016-17 budget includes a new ACT State Emergency Service (ACTSES) station at Calwell, major upgrades to the Fyshwick Fire & Rescue and Guises Creek Rural Fire Service stations, an additional patient transport crew, a new helicopter for the South Care aero medical retrieval service, enhancements to the ESA website and warnings systems, and an increase in the capacity of the ComGen to meet the increase in E-000 calls received by the ACT Ambulance Service (ACTAS).

Planned vehicle purchases include 5 ambulances in 2017/18 and a further 8 in 18/19 as well as a range of special appliances for fire and rescue service, Rural Fire Service, State Emergency Services.

The ACT Government is supporting us to continue to improve by providing an extra 32.6m:

- 15.6m over 4 years in extra funding for frontline services
- 14.7m over 3 years to upgrade the territory radio network used by ESA and other services to communicate particularly during emergencies
- 1.3m between 15-16 to provide a new ambulance station at Greenway allowing paramedics to modernise in Canberra South
- \$971k to replace ESA's direct turnout system (notifies crews for request for assistance)
- —

Should the worst happen the ACT is well positioned to bring the community together to combat the threat, manage the consequences of its impact, aid in emotional recovery and re-build the things that are valued. We will do this by working together to care and protect.

Overtime has increased 100% in a year.	We are investigating officer overtime which is largely unexplained because all positions at those ranks are filled.
Population has increased by 5500	There are 2% less fire incidents so overall <u>there has been no increase in demand.</u>

people per year since 2006 & non fire rescues have increased by 1.7% per year since 2003	
More Firefighters The ACT is not funding or training enough firefighters. We need more firefighters to replace those retiring, maintain effective fire response times and manage an increasing workload of non-fire incidents.	Any increase in non-fire emergency is currently balanced by falling demand in other areas such as automatic fire alarms and structure fires. Should the evidence show the need for altering resource allocation for a particular threat, risk or hazard the ESA will do that. <u>ESA will continue to recruit and train firefighters and other emergency services personnel in line with the community's needs e.g. we have 16 new fire-fighters currently in training and we are increasing the numbers employed in the ambulance services.</u> <u>The community is best served by having more firefighters on the road.</u> Under our current model we have to take more fire-fighters away from their fire-engines to staff the communications centre. The new model puts them where the community needs them most. <u>We also know we can increase our capability as emergency services by becoming more diverse and inclusive.</u> The Emergency Services Agency has <u>taken the lead nationally in committing to a 50/50 gender recruitment recognising the value of a more diverse and inclusive workforce.</u> In 2016 we have been successful in recruiting 25% women in our most recent intake and we will continue to improve.
Proper Equipment We do not have enough specialised vehicles for firefighting in tall buildings or managing HAZMAT incidents or those requiring breathing apparatus.	<u>Since 2003 we have purchased specialised vehicles for firefighting in tall buildings, managing HAZMAT incidents and those requiring breathing apparatus as well as aerial firefighting assets.</u> There are no reported occasions in which we have not had enough specialised vehicles. <u>The current demand is not increasing but we continue to update, upgrade and improve.</u> Planned vehicle purchases include 5 ambulances in 2017/18 and a further 8 in 18/19 as well as a range of special appliances for fire and rescue service, Rural Fire Service, State Emergency Services.
No Part Time Stations We cannot protect the new and growing suburbs around Chisholm and Molonglo with part time stations. Response times will suffer and lives will be put at risk. All Canberrans deserve the same level of protection.	<u>We put the right number of firefighters where they are most needed – that is why we are planning a future station in Mononglo.</u> <u>Canberra is one of the best protected communities in Australia.</u> We have the lowest fire related injury and death rate as well as the lowest value of property losses. <u>Our emergency response times are one of the fastest nationally providing better protection for all Canberrans and we have plans to improve it.</u> There is no plan to introduce part time arrangements for existing stations. To support future stations being introduced in Molonglo and the city we are proposing introducing these NEW stations on a demand based roster until the workload justifies 24/7 staffing. Population growth is a key driver of the SURP and new stations or relocated stations are underway to align with population increase and movements. <u>Where evidence supports additional resources or sites for any ESA service it will be incorporated into the strategic plan.</u>
A Strong Organisation The Government must not remove	The community is best served by having more firefighters on the road. Our current model has the same amount of staff regardless of the number of calls per hour. At 7pm we got 3x more calls to fires than we do at 3am but we still have the same staffing model. We need

firefighters from the emergency command centre or remove firefighter training, Community Resilience and Human Resources from the direction and control of firefighters. Changes like these will leave Fire and Rescue a much weaker organisation, less capable of protecting Canberra.	to improve. We need more operators at the right time. We need to scale up better for major incidents. <u>Currently we have to take more fire-fighters away from their fire-engines to staff the communications centre. The new model puts them where the community needs them</u> most. <u>Consistent with the all hazards all services approach our new communications centre will be staffed by professional emergency call takers to ensure the right advice is provided, the correct service is dispatched and to help us provide faster warnings to the community.</u> We'll have a better system when we have large scale storm events to track and record those people that need assistance so that our crews can attend quicker. <u>Each of our services will contribute to combined communications, training, HR and community resilience to make our emergency services stronger and more able to protect Canberra and the ACT.</u>
A Strong Plan ACT major bushfire plans are in disarray. The intended bushfire abatement zone, created after 2003 has been rolled back leaving the outer suburbs of Canberra exposed and vulnerable.	<u>The ACT is the only jurisdiction achieving its bushfire hazard reduction targets. Bushfire management is the subject of a Strategic Bushfire Management Plan. All of the services associated with wildfire management and suppression have had significant investment and increases in capability since 2003. This includes 1000 CFU volunteers, 570 RFS volunteers, Remote Area Firefighting Teams (RAFT) and 100 paid professional Parks and forestry firefighters, new -firefighting appliances, communications, Community Fire Units, aircraft, the Hume Training Centre and airbase, heavy machinery, and the Emergency Coordination Centre at Fairbairn. In addition there are new vehicles, aerial firefighting assets and facilities and land management arrangements.</u> <u>We have an updated and reviewed Strategic Bushfire Management Plan which uses science to better map where our risks are greatest. Our firefighters and emergency workers, both paid and volunteer, door knock streets most vulnerable to the impact of bushfire. This provides those most at risk with tailored information about how to protect themselves and their families.</u> <u>The Government has also made a large investment to significantly upgrade our fire trails allowing immediate access to bushfires. We partner with and support our farmers in the bushfire abatement zone to ensure fuel management and access for firefighters improves.</u>
Ready for emerging threats We are not ready for the increasing threats and challenges of terrorism, climate change, population growth and a rapid increase in non-fire rescue incidents such as rescues and car accidents.	Canberra is now one of the best protected communities in <u>Australia</u>. We have the lowest fire related injury and death rate as well as the lowest value of property losses. We have the best patient satisfaction scores and our patient transport personnel, paramedics, firefighters and volunteers are 2nd to none. <u>We are proud of those achievements but we are not complacent.</u> <u>When talking about the hard lessons learnt about managing emergencies, particularly from the tragedy of the 2003 firestorm our Minister has cautioned us to resist re-establishing an unhealthy culture that would see our services uncoordinated, culturally isolated and with every potential to be as overwhelmed as they were in 2003</u> <u>We plan to continue to improve and bring our services closer together and to increase our capability as emergency services by becoming more diverse and inclusive. Each of our</u>

services will contribute to combined communications, training, HR and community resilience to make our emergency services stronger and more able to protect Canberra and the ACT.

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The 2016-17 budget includes a new ACT State Emergency Service (ACTSES) station at Calwell, major upgrades to the Fyshwick Fire & Rescue and Guises Creek Rural Fire Service stations, an additional patient transport crew, a new helicopter for the South Care aero medical retrieval service, enhancements to the ESA website and warnings systems, and an increase in the capacity of the ComCen to meet the increase in E-000 calls received by the ACT Ambulance Service (ACTAS).

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- ~~• 1.3m between 15-16 to provide a new ambulance station at Greenway allowing paramedics to modernise in Canberra South~~
- ~~• \$971k to replace ESA's direct turnout system (notifies crews for request for assistance)~~

Should the worst happen the ACT is well positioned to bring the community together to combat the threat, manage the consequences of its impact, aid in emotional recovery and re-build the things that are valued. We will do this by working together to care and protect.

Rutland, Kaylee

From: Everett, Kaylene on behalf of Lane, Dominic
Sent: Thursday, 8 September 2016 11:10 AM
To: Jones, Mark
Cc: Rutland, Kaylee; Lane, Dominic
Subject: Suggestion for edited speech (from Joan Young) [SEC=UNCLASSIFIED]
Attachments: Speech - Belconnen Station Opening _ JY suggestion.docx; Message from "9AMBERLEYB01L01P10"

Good morning Mark

Please find attached scanned pdf in which Dominic has asked for your thoughts to place the speech online as written and spoken.

Thanks Kaylene

From: Joan Young [<mailto:Joan.Young@colmarbrunton.com>]
Sent: Wednesday, 7 September 2016 7:14 PM
To: Lane, Dominic
Cc: Rutland, Kaylee
Subject: Suggestion for edited speech

Hi Dominic,

To avoid the risk of appearing defensive and given the Canberra Times coverage on Saturday I suggest that it may be prudent to remove references to the UFU should you decide to place your speech or an abstract of it on the ESA website. I have taken the liberty of attaching my suggestions for a slightly edited version of the speech for your consideration. I would be happy to discuss this further at any time.

Kind regards

Joan Young CEO

Mobile
 Address Suite 8, 9 Sydney Avenue,
 Barton, ACT 2600
 Visit www.colmarbrunton.com
 Visit www.millenniummonitor.com

»»» **colmar brunton.**

Colmar Brunton acknowledges the traditional owners of country throughout Australia and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to the elders of the past, present and the future.

PART OF WPP AUNZ



Highlights from Speech- Belconnen Ambulance and Fire & Rescue Station Opening Speech

~~Thank you MC.~~

I would like to acknowledge the traditional owners of the land upon which we gather here today.

Simon Corbell, Deputy Chief Minister, Attorney General, Minister for Environment and Climate Change, Minister for Health, and Minister for Police and Emergency Services; Acting Director General David Pryce; my colleagues, Chief Officers and Directors of the ACT Emergency Services Agency and the Justice and Community Safety Directorate, to all of those people involved in the planning and construction of this outstanding facility, you can all be justifiably proud of the end result. Other distinguished guests, ladies and gentlemen. It is a pleasure to acknowledge all of you for your presence here at this historic occasion - the official opening of this new Belconnen Ambulance and Fire & Rescue Station will allow our paramedics and firefighters to continue to improve our delivery of services, which we know are already the best in the nation.

I would like to thank the ACT Government for its ongoing commitment to the improvement of our ESA facilities and the. ~~This occasion marks not only the completion the most significant project yet under our Station Upgrade and Relocation Program, but it is also fitting that I cover two other important factors.~~

~~The first is the record investment in emergency services by the ACT Government over the past four years. And I acknowledge the support given by our Minister, Simon Corbell towards this investment. He has given us over~~

a decade of service that has significantly improved public safety for this city and the surrounding region,

~~Secondly I believe this is important today light of recent public commentary to counter the claims of an apparent lack of preparation for emergencies.~~

~~But firstly~~ I would like to thank the Government, and you Minister, for the construction of this station, West Belconnen, South Tuggeranong, and Greenway Stations over the past four years. Not only have we seen approximately \$60 million in funding to support upgraded stations, but we've also seen funding for additional firefighters, more paramedics including the major commitment of the additional crew at West Belconnen, ongoing upgrades to the ComCen, nearly \$20 million in funding to ICT which is currently seeing the major upgrades to our radio communications and Computer Aided Dispatch system, and of course the major commitment delivered in the 2015-16 Budget of \$16 million to increase ESA's base funding. All of this support allows our staff and volunteers to effectively and safely deliver our services to the community.

However, the financial support does not stop there. The 2016-17 Budget once again delivers significant financial enhancements under the Government's priorities for a safer community. This increased funding includes a new ACT State Emergency Service station at Calwell, major upgrades to the Fyshwick Fire & Rescue and Guises Creek Rural Fire Service stations, an additional patient transport crew, a new helicopter for the South Care aero medical retrieval service, enhancements to the ESA website and warnings systems, and an increase in the capacity of the ComCen to meet the increase in E-000 calls received by the ACT Ambulance Service .

I would also like to note Minister, under your leadership the Government has significantly strengthened the ACT's legislation and policy to improve the safety of this city and the surrounding region. The Emergencies Act under which we operate is now viewed as part of best practice in emergency management.

It is a piece of legislation that provides for an all hazards approach, it recognises the importance of four separate operational services under the command of our Chief officers, Jon Quiggin, Mark Brown, Tracey Allen and Joe Murphy, brought together through the functions of the Commissioner, to assure effective coordination, and providing for a whole of government approach to emergency planning.

The recent amendments to the Emergencies Act have helped to strengthen these elements by making our accountabilities very clear. It reflects that our highly capable ACT Fire & Rescue is responsible for the complex hazards of a large city in the built up area, and the ACT Rural Fire Service, made up of our dedicated volunteers and ACT Parks and Conservation staff, remains responsible for the highly valued assets of the Territory's National parks, reserves and farms.

The roles and functions of the Commissioner and the Chief Officers have been clarified, not only in times of emergency, but in our training, our planning and our community education roles.

The public's safety is protected by assuring these accountabilities can be enacted in times of significant emergency through the appointment by the Chief Minister of an Emergency Controller. This is a reminder that, during declared emergencies it is ultimately the Chief Minister who is accountable for the ACT in times of crisis and.

I am concerned of the the somewhat alarmist commentary in recent times on the ACT's preparedness for the next bushfire disaster. I disagree with most of what has been said in the media recently around the claims of the ACT's poor preparedness for bushfire. I also disagree with the view that we just need more money for responding to bushfire.

Some people obviously choose to remain ignorant of the facts that it takes a range of strategies coming together to achieve our aims. For example, thanks to the outstanding work of the Territory's Parks and Conservation service, supported by our RFS volunteers, the ACT is the only jurisdiction achieving its bushfire hazard reduction targets. Many of the prescribed burns undertaken over the past few years have been very complex. Some have been in sensitive alpine areas, or at the back fences of our suburbs. All of them require the sensitive application of science, skills and experience. Prescribed burns do come with elements of risk and I thank the Government for accepting these small risks in order to achieve a greater public safety outcome.

The Government has made a large investment to significantly upgrade our fire trails. This has allowed immediate access to bushfires. The Mount Franklin fire trail upgrade completed a little over twelve months ago was a great example of a major upgrade that allows not only good access for fire tankers, but also for transporting heavy machinery, bulk water, and people into remote areas quickly and effectively.

The diligent preparation and planning of this trail through remote wilderness areas in our pristine water catchment is an outstanding example of collaboration across government. If people from other regional areas of Australia, or in fact the world, could travel it, they would name it the Mount Franklin highway.

We have been prepared to change and improve, and both the Agency and the community have benefited from the record investments in our capability. This includes additional firefighting appliances, communications, our Community Fire Units, aircraft, the Hume Training Centre and airbase, heavy machinery, and the Emergency Coordination Centre at Fairbairn.

In addition, we also now do things differently. The difficult decision made by firefighters not to place crews in danger on the first night of the Mount Clear fire last December recognises we will always put the safety of our people first. Whilst we have been prepared to accept criticism for this, I think it is important to place on record the outstanding work that came together to place a massive aerial attack, including the C130 Hercules large air tanker which was stationed out of Canberra Airport.

Even more significant, and very different to how remote fires had previously been tackled in the ACT, was the use of bulldozers to get to the fire line, and this action provided for the swift and secure containment of the fire edge in advance of forecast extreme fire weather conditions.

We now also work closer together with our interstate neighbours – we train and exercise together. We frequently provide support to the NSW ambulance, SES, RFS and fire and rescue, and in turn we know that their significant resources will also be on Canberra's doorstep when our own time of need comes.

Our new Strategic Bushfire Management Plan focusses our attention not only on our response to bushfires, but also on preventing bushfires, mitigating their impact, coordinating across government during emergencies, and focussing on recovery. This planning will allow us to bring the community

together to combat the threat, manage the consequences of its impact, aid in emotional recovery, and re-build the things that are valued.

But one of the most important parts of the new Strategic Bushfire Management Plan is upon focussing our attention to where the risk is greatest. We are able to refine our focus from a broad brush approach to pinpoint exactly where we are most vulnerable as a community.

We are using science to better map where our risks are greatest, we are partnering and supporting our farmers in the bushfire abatement zone to ensure fuel management and access for firefighters improves, we have reviewed the role of our Community Fire Units, and we continue to recognise our volunteers in the community as a significant asset in the protective model our collective assets.

Our firefighters and emergency workers, both paid and volunteer, door knock the streets that are most vulnerable to the impact of bushfire. There is nothing more powerful to a member of the community than receiving a personal message on how to protect themselves and their families than when it comes from one of our own trusted professionals.

In short, we have learned a lot out of the 2003 bushfires and we have also taken notice and learnt from the many other significant natural disasters and emergencies that have occurred across Australia since that time.

We also know we can increase our capability as emergency services by becoming more diverse and inclusive. There is more to our diversification agenda than simply employing a wider gender profile, however, the Women in Emergency Services strategy has been our first step along this pathway. This week, I observed our Fire and Rescue Chief, Mark Brown, deliver a very

professional presentation to a national conference in which he described the ACTF&R approach to gender diversification and the outstanding results delivered in getting more women to consider a career as a firefighter.

Mark, I welcome and acknowledge your personal commitment and drive towards our 50:50 recruit college targets, drawing your inspiration from the Australian of the Year, Lieutenant General David Morrison, and his famous question *50:50, why not?* I am very pleased to support your efforts to review our recruitment practices further in order to achieve our stated target. We will need more firefighters and we want more of them to be women.

To make sure that our workforce of the future are accommodated in suitable buildings, we are making sustained investments to the workplaces we ask our emergency services workers to work in, and from, to ensure they are fit for purpose and suitable for a diverse and varied employees and volunteers.

We are, of course, doing many other things such as progressing the professionalism of our ambulance workforce, with the ultimate goal of implementing a system of registration for paramedicine under our Blueprint for Change project. We are enhancing our internal communications, recognising the need to more closely engage with our rostered workforce and our volunteers.

Ladies and gentlemen, we have learnt other hard lessons along the way during our twelve short years as an ESA. We were subjected to the scrutiny that came with Ron McLeod's review, and the coronial inquiry, and we have made the necessary and sometimes difficult changes. We have also been subjected to at least four reviews by the ACT Auditor-General over the last decade. So whilst our strong operational performance and significant improvement since 2004 is there for everyone to see and be proud of, recent

audits have demonstrated that we need to improve our governance, our financial management, and our support to our own people.

For this reason, in 2015 the ESA undertook a major Executive restructure to include Governance and Logistics, People and Culture, and Risk and Planning. I wish to place on record today the outstanding contribution Andrew Baker, Peter LeLivre and David Foot are making to support our operational services, while assuring the Government and the community that we will apply the delivery of our services with the efficiency and effectiveness that is expected of us as public servants. I also thank Mark Jones for the significant contribution he is making to supporting the implementation of our ongoing change efforts.

These changes also respect and recognise the significant partnership between ourselves and the corporate functions within the Justice and Community Safety Directorate, and I would like to acknowledge the efforts and support provided in recent years towards improving the delivery of our services provided by Moira Crowhurst, Lana Junakovic, Danielle Krajina, Greg Hammond, Melissa Tierney, and their teams.

I spoke before about how strong our legislative framework is, that provides support for four emergency services and the outstanding levels of service they provide to the community. Our different uniforms, different cultures, different heritages all need to be continued to be celebrated. However, in order to address our current and future challenges we need to remind ourselves that our legislative goal is a collective one.

As emergency services it is our role to protect life, property and the environment.

As part of this legislative responsibility, it is my role to provide for the effective and cohesive management of the emergency services, and as Commissioner this is something I take very seriously.

It is why the ESA has crafted its mission statement around seven simple words: we work together to care and protect.

This mission emphasises; we work together; through Cohesive Operations, Collaborative Management, and as a Unified Executive.

The care and protect part of the mission also emphasises what has been lacking in previous strategies that have focused on our Emergency Management role and so much on the critical role of ACTAS's function as part of the health care sector in the ACT.

So it is fitting today to acknowledge at this ambulance and fire station opening, in the midst of increasing demand every year, the dedication and professionalism of our paramedics, communication centre operators and patient transport personnel. The way you go about your work is there for all Canberrans to see. But what we are also able to observe is your singular focus on the patient, and your caring nature as you go about your work.

To our career firefighters, a capable team responding to a complex variety of hazards and emergencies. You continue to excel and achieve every year. You all know change is afoot through the reforms to the emergency 000 communications centre for ACT Fire & Rescue, and in doing so I remind you that I consider you consummate professionals in the way you conduct yourselves as communications centre operators. However, this is an area that is long overdue for change.

As you are aware we commenced the reforms to the ACTAS part of the emergency 000 more than five years ago. There was of course, as there is

now within your service, thoughts that the changes would not bring benefit. That has been proved wrong and our ACTAS ComCen is central to the overall success of the whole of ACTAS today.

Our COMCEN reforms will:

- Put more fighters on the front line, available for duty.
 - Allow us flexibility for more training and to potentially reduce overtime.
 - Will support opportunities to improve response times. We already have the second best fire service response times in Australia, but why not aim for the best?
 - Through this COMCEN reform we will get even better at providing faster warnings and alerts to the community.
-
- Our ability to scale up during emergencies will be vastly improved and we will avoid the current situation which requires more firefighters to attend the ComCen on high fire danger days or during emergencies, as that is the time more than ever that we need you on the front line protecting our citizens.
 - We will also provide better support to our RFS and SES volunteers in the field and through our 24/7 operation reduce the need for duplication of duty officer roles within these services.
 - Let us not forget our second-greatest emergency hazard to this community comes from severe storm events, our volunteers of the State Emergency Service deserve a COMCEN that meets their needs during severe storm events.

Minister as you move to the next stage of your career you can be assured that the support the Government has given the ESA will continue to be put to the best effect possible. However, as you know given your vast experience and the broad portfolios you have managed over your time in government, the

forces of nature and the frailties of human behaviour will continue to conspire to always make our job as emergency services professionals challenging.

Whilst the Canberra community has enjoyed 13 safe summers since our last bushfire tragedy we know the time will come again when we will be put to the test.

Crippling drought, multiple lightning strikes, scorching temperatures, and strong winds will one day come together again. There will be days when it is too dangerous to put firefighters into remote areas, too difficult to fly helicopters, and too overwhelming for our brave firefighters to stop a conflagration from impacting on farms, homes and community assets. However, a lot will be different next time.

Thanks to our much greater understanding of bushfire science, our ongoing changes to our prediction and information systems, and our improvements to our systems for issuing warnings and alerts we are far better placed than ever before to provide the community with the best possible advice to assist in their protection.

However, the nature of human beings means that our warnings will not always be heeded within the community. There will always be some people who regardless of the risk they face will choose to ignore the advice and warnings and continue to place themselves, their families and potentially our own emergency personnel in danger as well. This is why we cannot guarantee everyone's safety, but from an ESA perspective, I can assure you Minister, we will continue to strive towards this very challenging goal.

Ladies and gentleman, thank you for attending here today to help us celebrate the opening of this fantastic facility, and thank you to the community of Aranda for allowing us to build here. You will find us friendly neighbours, and we promise not to turn our sirens on as we go out the door.

Lastly, just a moment in ~~As~~ as a public servant I have always appreciated how you have listened with a balanced view to proposals for policy change, you have supported emergency services when things have not gone as well they should have and you have been a strong advocate for financial support to firefighters, paramedics and volunteers as is evidenced by the facility you are opening here today.

As a small token to recognize your length of service in what must be some form of record as an emergency services minister please accept this photographic collage to acknowledge this significant milestone.

Comment [JY1]: Can we add a photograph of the collage to accompany this speech

Rutland, Kaylee

From: Rutland, Kaylee
Sent: Wednesday, 7 September 2016 2:21 PM
To: Jamie Wilson - Coordinate
Subject: RE: ESA - refuting claims by United Firefighters Union [SEC=UNCLASSIFIED, DLM=Sensitive]
Attachments: Commissioner letter to all staff.docx

I really appreciate it, thank you.

If a Friday deadline could be met that would be great, but as I said, I don't want to place unrealistic timeframes and pressure on your team. If Friday is too ambitious let me know and I'll manage expectations here.

I'm currently working on a letter from the Commissioner to all staff. There may be benefit in your team taking a look at it to ensure consistency with the document you are creating. Would you mind taking a look? I'm mindful that the documents I have sent you are not at all refined due to time pressure, my apologies they aren't well polished.

Regards,
 Kaylee

From: Jamie Wilson - Coordinate [mailto:jamie.wilson@coordinate.com.au]
Sent: Wednesday, 7 September 2016 2:06 PM
To: Rutland, Kaylee
Subject: Re: ESA - refuting claims by United Firefighters Union [SEC=UNCLASSIFIED, DLM=Sensitive]

Excellent, thanks Kaylee. I'll try get onto this tonight and get it turned around as fast as I can.

What is the deadline, is it still Friday?

Do you need anything else from me in the interim?

Jamie Wilson
 Founder & Director

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 PO Box 90, Canberra City ACT 2601

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From: "Rutland, Kaylee" <Kaylee.Rutland@act.gov.au>
Date: Wednesday, 7 September 2016 at 2:01 PM
To: Jamie Wilson <jamie.wilson@coordinate.com.au>
Subject: RE: ESA - refuting claims by United Firefighters Union [SEC=UNCLASSIFIED, DLM=Sensitive]

Your proposal meets all of our identified needs and packages our communication (which is overloaded with information, facts and figures) into a very useable source of information.

I think this is spot on and why you're the best in the biz.

Thanks Jamie.

Regards,

Kaylee Rutland
Internal Communications Manager
Strategic Reform Agenda Program

Phone: (02) 6205 6746



ACT Emergency Services Agency

The ACT Emergency Services Agency (ESA) is the ACT Government organisation charged with providing emergency management services to the Canberra community.

[Read more...](#)

From: Jamie Wilson - Coordinate [<mailto:jamie.wilson@coordinate.com.au>]
Sent: Wednesday, 7 September 2016 1:58 PM
To: Rutland, Kaylee
Subject: ESA - refuting claims by United Firefighters Union [SEC=UNCLASSIFIED, DLM=Sensitive]
Importance: High

Hi Kaylee,

No problems at all.

Can I propose that we just edit your document so it's more concise and in line with consumer language?

We can use that content to populate your web page and then develop a campaign EDM that presents a very tight exec summary and introduces the key facts in infographic style with minimal supporting copy linking to the fact sheet on the website. This fact sheet we can be designed for download too as a print ready PDF.

We could run it under the banner of something like: The Facts: Building a stronger ESA through strategic reform. Using language like 'stronger' implies better too as opposed to broken which was my concern with using 'reform' as a key theme on its own.

The fact sheet can then also be re-purposed as part of media briefing materials etc so it becomes the key, concise talking points. The infographics can represent individual facts and can be used for social graphics also to drive consumers to the website and fact sheet.

What do you think?

Jamie Wilson
Founder & Director

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From: Rutland, Kaylee <Kaylee.Rutland@act.gov.au>
Sent: Wednesday, 7 September 2016 12:16 PM
To: Jamie Wilson - Coordinate
Subject: RE: ESA - refuting claims by United Firefighters Union [SEC=UNCLASSIFIED, DLM=Sensitive]

Hi Jamie,

Focus has again shifted over here with a priority placed on communicating with volunteers and staff. ESA Commissioner Lane would like to refute the UFU claims directly. I know this goes against your initial advice, I'm sorry I couldn't persuade in the other direction.

I have attached a draft document that lists the UFU's claims followed by ESA's response to counter the claims. I would really appreciate the assistance of your team to copywrite this document to be more meaningful and concise for the intended audience (being vols and our staff). I would really appreciate some ideas about how this information could be packaged and communicated?

I have also attached what I believe might be appropriate to publish on the ESA website to set out the deliverables for the Strategic Reform Agenda. Again, I would appreciate the assistance of your team to again copywrite the bureaucratic talk into something more simple and concise. Any ideas you have on the presentation of the information within the restrictions of our website would again be appreciated.

I'm heading out of the office for an hour but will be contactable by phone.

Regards,

Kaylee Rutland
 Internal Communications Manager
 Strategic Reform Agenda Program

Phone: (02) 6205 6746



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[Read more...](#)

From: Jamie Wilson - Coordinate [<mailto:jamie.wilson@coordinate.com.au>]
Sent: Tuesday, 6 September 2016 5:08 PM

To: Rutland, Kaylee

Subject: Re: ESA - refuting claims by United Firefighters Union [SEC=UNCLASSIFIED, DLM=Sensitive]

Hey Kaylee,

No worries at all - happy to do my best and help where ever i can. Re timelines, we will do our best and work as quickly as we can.

Lets touch base tomorrow and see what we can do.

From: Rutland, Kaylee <Kaylee.Rutland@act.gov.au>

Sent: Tuesday, 6 September 2016 2:24 PM

To: Jamie Wilson - Coordinate

Subject: RE: ESA - refuting claims by United Firefighters Union [SEC=UNCLASSIFIED, DLM=Sensitive]

Hi Jamie,

You were right about our website and it's capability to host the infographics. I think it would still be beneficial to have these for internal documents and staff newsletters however.

I'm busily attempting to pull together a document of what I think the ESA website needs to hold regarding the Strategic Reform Agenda and aim to have this to you by 12pm tomorrow. My attempt today has been to articulate the "end state" of the SRA by breaking down deliverables into six priorities. They are (in clunky language so may need some work):

1. Faster Emergency Triple Zero (000) Response
2. A Larger Professionalised Ambulance Service
3. A Community Prepared for Bushfire
4. A More Accountable ESA to the ACT Community
5. Better Located and Modernised Emergency Service Facilities
6. A more Diverse Workforce to reflect our Community

I am working to produce content under each of these headings that outline the reform intent, facts and rationale for change. Following the receipt of this information I would really like your team to review the content and copywrite it to be more "digestible" as you say, and meaningful for our community audience. If Friday's deadline cannot be achieved I understand and will deal with expectations on my end. I'm mindful that this is all so last minute and I don't want to place unnecessary stress on yourself or your team to deliver a product within unreasonable timeframes. It's a bit of a moving feast out here with my leader's priorities changing day to day so thank you for your patience and your assistance the past few days.

Regards,

Kaylee Rutland

Internal Communications Manager
Strategic Reform Agenda Program

Phone: (02) 6205 6746



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**ACT Emergency Services
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The ACT Emergency Services Agency (ESA) is
the ACT Government organisation charged

with providing emergency management services to the Canberra community.

[Read more...](#)

From: Jamie Wilson - Coordinate [<mailto:jamie.wilson@coordinate.com.au>]
Sent: Tuesday, 6 September 2016 11:53 AM
To: Rutland, Kaylee
Subject: Re: ESA - refuting claims by United Firefighters Union [SEC=UNCLASSIFIED, DLM=Sensitive]

Hey Kaylee,

Tried to call the landline earlier. Are you able to please give me a buzz on the mobile at your convenience?
 The number is

chat soon

From: Rutland, Kaylee <Kaylee.Rutland@act.gov.au>
Sent: Tuesday, 6 September 2016 9:54 AM
To: Jamie Wilson - Coordinate
Subject: FW: ESA - refuting claims by United Firefighters Union [SEC=UNCLASSIFIED, DLM=Sensitive]

Hi Jamie,

Thank you for your advice and ideas for delivering an effective campaign for the ESA to position ourselves well against the claims of the UFU. I really appreciate your prompt reaction and consideration of the brief provided on Monday. Unfortunately, against the advice provided to my Commissioner, he will only commit to the following deliverables in the immediate time:

Please let me know if I need to provide additional information.

Regards,

Kaylee Rutland

Internal Communications Manager
 Strategic Reform Agenda Program

Phone: (02) 6205 6746



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From: Jamie Wilson - Coordinate [<mailto:jamie.wilson@coordinate.com.au>]
Sent: Monday, 5 September 2016 4:01 PM
To: Rutland, Kaylee
Subject: ESA - refuting claims by United Firefighters Union [SEC=UNCLASSIFIED, DLM=Sensitive]

Hey Kaylee,

Thanks for sending this through.

As discussed, I think this is a good opportunity to position against the negative claims of the Unions while presenting a case for the positive developments, investment, collaboration and cohesion within the ESA.

I think we need to be careful how this is presented to avoid giving the Union campaign further oxygen and appearing as though the ESA is being reactive and defensive.

As such, I believe we should create a campaign around the narrative of a "Plan to Protect Canberra" or a "Safer Canberra" which presents a modernised, integrated and coordinated ESA. This should be the agenda we push in delivering a larger campaign.

In the interim, I think its important a one page microsite is developed which sits off the ESA website around the Strategic Reform Agenda. Some considerations around this -

1. I think we should avoid the language of "Strategic Reform Agenda". While this is appropriate internally, I don't think it works externally. Firstly, 'Reform' implies the system and services were not effective and potentially adds fuel to the Unions claims. Secondly, its not consumer friendly language and we should avoid using bureaucratic speak that may create a barrier for cutting through – we need to break this down to be as simple and digestible as possible. The Union campaign does this very well. In saying this, I can look at the key messages within the reform agenda and repurpose this so the message is the same, its just packaged differently.
2. I believe we should avoid having this campaign run within the ESA website. Again, its important this message is crafted and delivered appropriately for the audience. The limitations of the ESA website will mean the presentation of key messaging will be limited and appear more like a bureaucratic media release than a user friendly and engaging campaign. If this is the case, it will look weaker when positioned against the Union campaign, which is very effective. Doing this will of course aggravate timeframes and the budget, but I believe it will get you the best possible result.
3. Re the speech below. I can definitely include this in the content, however, my feeling is it doesn't add the appropriate and desired value to the consumer. What we should consider doing, is have the Commissioner deliver the same sentiment as a letter to the public which covers the below and also delivers the message for a "safer Canberra" or a "plan to protect Canberra". I can write this up for approval if you like, but we need a more consumer centric approach here.

Re timeframes and costings. I will need to get onto this almost right away to meet the deadline.

I believe we should aim to deliver the following -

1. A very simple type based campaign identity 'Plan to protect Canberra'. This can be used for the larger campaign too – think of this as stage one.
2. Copy and key messages. I want to keep this as short, simple and digestible as possible.
3. Supporting infographics to reinforce key messages
4. Photography – do you have images or will we need to source stock?
5. One page website

Re costings, it's hard to give you an exact amount without knowing yet the depth of what needs to be produced. I can break the deliverables down into an estimate.

Happy to work through all of the above with you. Given timeframes, I may need to get onto this tonight and have as much of it turned around for the creatives to commence sometime afternoon.

Jamie Wilson
Founder & Director

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From: "Rutland, Kaylee" <Kaylee.Rutland@act.gov.au>
Date: Monday, 5 September 2016 at 2:15 PM
To: Jamie Wilson <jamie.wilson@coordinate.com.au>
Subject: RE: ESA - refuting claims by United Firefighters Union [SEC=UNCLASSIFIED, DLM=Sensitive]

Hi Jamie,

Thanks for the quick discussion this morning. I've run the concept of a "Plan to Protect Canberra" campaign past my Commissioner and he very much likes this idea. Are you able to prepare a proposal and quote? We won't be constrained by Caretaker Period to develop and activate this campaign over the coming weeks so we may have 3-4 weeks to pull this together. Commissioner Lane would still like to launch a webpage on the ESA website by this Friday with some key messaging about our Strategic Reform Agenda.

About the SRA webpage:

- Commissioner Lane has requested the webpage be created under the heading "Strategic Reform Agenda" (I know I dislike it too). There is current branding that exists for this internal program (attached). The webpage will be placed under the "About Us" tab on the ESA homepage here: <http://esa.act.gov.au/>
- My role is to coordinate the production of the webpage. I have internal staff who will update the webpage content provided to them. I would really like Coordinate's help to develop the content for the page including copywriting and any images, downloadable flyers or video content that could be created in the very short time frame provided. Would appreciate your guidance here.

The messaging:

- The draft messaging I sent last week can be used to create the web content, and was used to create the attached speech delivered by ESA Commissioner Lane last Friday which resulted in this news article: <http://www.canberratimes.com.au/act-news/esa-boss-hits-back-at-union-claims-during-opening-of-new->

[fire-and-ambulance-station-at-aranda-20160902-gr7glm.html](#) . Commissioner Lane would like to use this speech to create SRA Webpage content.

Commissioner Lane would also like to include or make reference to the following wording spoken by the Minister for ACT Emergency Services, Mr Simon Corbell, during his valedictory speech two weeks ago:

It has been a great privilege to have worked with and supported our police and emergency service personnel over the last decade. The work they do, as career and volunteer professionals, is simply outstanding. We have learnt hard lessons about managing emergencies, particularly from the tragedy of the 2003 firestorm.

But having sat in cabinet in 2003 and today, I can say that our services are more integrated and coordinated than they have ever been and as we go into the future I would urge governments to resist the pressures that will allow our fire services to again become isolated and separate. Governments will need to resist demands that would result in an unhealthy culture being re-established that would see our services uncoordinated, culturally isolated and with every potential to be as overwhelmed as they were in 2003.

So much work has been done to see a truly joined up emergency service capability that can protect our community and this has been lead particularly by our current commissioner, Dominic Lane. I thank him for the work that he has done. Let it not be undone, Madam Speaker.

I hope this is all making sense. I've cleared my diary for the week to get this task underway so please call at anytime to discuss. Look forward to talking soon.

Regards,

Kaylee Rutland
Internal Communications Manager
Strategic Reform Agenda Program

Phone: (02) 6205 6746



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From: Jamie Wilson - Coordinate [<mailto:jamie.wilson@coordinate.com.au>]

Sent: Friday, 2 September 2016 11:24 AM

To: Rutland, Kaylee

Subject: Re: ESA - refuting claims by United Firefighters Union [SEC=UNCLASSIFIED, DLM=Sensitive]

Importance: High

Hey Kaylee,

Thanks for sending this through.

I will take a look over this, read the articles, key messages etc and be in a better position in a few hours to provide advice.

Are you free later this afternoon to have a phone call?

Jamie Wilson
Founder & Director

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coordinate



From: "Rutland, Kaylee" <Kaylee.Rutland@act.gov.au>
Date: Friday, 2 September 2016 at 11:01 AM
To: Jamie Wilson <jamie.wilson@coordinate.com.au>
Subject: ESA - refuting claims by United Firefighters Union [SEC=UNCLASSIFIED, DLM=Sensitive]

Hi Jamie,

I hope this email finds you well.

In the past two weeks the ESA has come under fire by the United Fire Fighters Union (UFU) regarding the ESA's proposed reforms to ACT Fire & Rescue, see links to Canberra Times articles below. The UFU have also launched a public campaign that aims to drive community action by lobbying our local government to oppose the changes, link here: <http://actonfire.com.au/>. They use this facebook page to drive the campaign: <https://www.facebook.com/FirefightersACT/>.

Yesterday I was tasked with taking our internal reform program public, a very reactive decision, with little delivery time. As we enter caretaker mode prior to the ACT Election the ESA will become restricted in making public announcements. This restriction period begins at the end of next week so our timeframe is quite short. In this regard, I would like to ask if your business is interested in helping the ESA to produce content to help combat the UFU claims and publicly set our reform agenda. Deliverables I envisage include copywriting, video content and graphic design work, am I'm sure with your advice the services we require may change.

I have inserted links below to this week's media attention and have attached relevant work I begun yesterday to begin drafting our key messages which should provide more context. The proposed messages table lists the misleading claims being made by the union, and possible responses for the ESA.

<http://www.canberratimes.com.au/act-news/firefighters-union-claims-flawed-workload-data-being-used-to-justify-reform-20160901-gr6di9.html>

<http://www.canberratimes.com.au/act-news/act-needs-100-new-firefighters-to-avert-catastrophe-union-members-say-20160824-gqzuji.html>

I am free all day to chat, even if just by phone. I look forward to hearing from you.

Regards,

Kaylee Rutland
Internal Communications Manager
Strategic Reform Agenda Program

Phone: (02) 6205 6746



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I have inserted links below to this week's media attention and have attached relevant work I begun yesterday to begin drafting our key messages which should provide more context. The proposed messages table lists the misleading claims being made by the union, and possible responses for the ESA.

<http://www.canberratimes.com.au/act-news/firefighters-union-claims-flawed-workload-data-being-used-to-justify-reform-20160901-gr6di9.html>

<http://www.canberratimes.com.au/act-news/act-needs-100-new-firefighters-to-avert-catastrophe-union-members-say-20160824-gqzuji.html>

Kaylee Rutland
Internal Communications Manager
Strategic Reform Agenda Program

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or use it for any purpose, nor disclose its contents to any other person.

Rutland, Kaylee

From: Jamie Wilson - Coordinate [jamie.wilson@coordinate.com.au]
Sent: Thursday, 8 September 2016 8:53 AM
To: Rutland, Kaylee
Subject: Progress

Morning Kaylee,

I made some fairly good progress last night but still have more to do.

It may be worth having a quick chat this morning on my thinking if you have time?

There is a lot of information and some of it is repetitive, so I have attempted to pair it back.

Most of the content provided is really good. In fact, some of it I wouldn't actually change too much.

What I am now thinking is we present a few pieces of content. We would have a short introductory paragraph to frame the agenda which would sit on the website and be used on the EDM.

This would then lead to three supporting PDF documents which can be downloaded from the website and positioned on the EDM with a hyperlink to read more.

In summary, this is how I think we approach the hierarchy of content

1. Agenda setting paragraph on website and EDM.
2. Hero Fact Sheet – this would have a short introduction. It would reflect on recent past achievements and what's to come for the ESA, headlined by "Get the Facts Building a stronger ESA through Strategic Reform".
3. ESA's rebuttal against UFU claims – if the Commissioner wants to address this head on, then perhaps we polish this up and have it as a document for download. It addresses the claims directly and with a summary infographic piece of content headlining it, I think it balances the approach.
4. The Commissioner's letter to staff

Please let me know what you think of the above.

Jamie Wilson
 Founder & Director

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Rutland, Kaylee

From: Jamie Wilson - Coordinate [jamie.wilson@coordinate.com.au]
Sent: Friday, 9 September 2016 7:47 AM
To: Rutland, Kaylee
Subject: ESA Factsheets
Attachments: ESA_39524_ESA_A4_Factsheet (Delivering)_01.pdf; ESA_39524_ESA_A4_Factsheet (UFU Claims)_01.pdf; ESA_39524_ESA_A4_From the Commissioner_01.pdf; ESA_39524_ESA_A4_Factsheet (Connect plan)_01.pdf; ESA_Website and EDM Copy.docx

Importance: High

Morning Kaylee,

Attached is the progress so far – I still need to change the colours on the fact sheet as per your request and will do this early today.

I need to do a thorough proof read for spelling, grammar and typos. However, given the time restraints, I wanted to get this across to ensure we are on the right track.

In essence, what we have is -

- Introductory copy for web and EDM
- Fact Sheet x 2 (Delivering Strong Emergency Services for Canberra and A Plan to Protect Canberra). I can supply individual info graphics and headlines from each point as a JPEG or PDF file also should you want an even more simplified version.
- Letter from the Commissioner – I still need to review this.
- UFU Claims – I still need to review this, but this is how I see it being presented as the final hyperlink.

Pending your feedback, I can then design and develop the EDM and hopefully, you will be able to release this today as per your deadline.

I have also attached and included below the proposed Website and EDM copy which forms an intro to all of the above for consideration and approval.

I have tried to keep this fairly positive while responding to the brief and referring to the UFU without giving it too much attention. Let me know what you think,

Website and EDM Copy (also attached)

Get The Facts: Building a stronger ESA through strategic reform.

The Emergency Services Agency is committed to ensuring Canberra continues to be one of the safest cities in the world to live.

The ACT Government has learnt hard lessons about managing major emergencies, particularly from the tragedy of the 2003 firestorm.

Recently, the Emergency Services Agency has come under fire from the United Firefighters Union. The public commentary being pushed to the community by the UFU is misleading and incorrect.

Canberrans should be proud of our emergency services and the role they play in protecting the community and in ensuring our city is one the safest in Australia and the world.

While we have achieved a lot, the Emergency Services Agency is committed to building an even stronger organization. And, we must continually evolve if we are to deliver a modernized, integrated and coordinated Emergency Services Agency.

The Strategic Reform process aims to ensure the ACT Fire and Rescue, the Rural Fire Service, the State Emergency Service and the ACT Ambulance Service all operate cohesively under the Commissioner of the Emergency Services Agency.

Our new Strategic Bushfire Management Plan focuses our attention not only on our response to bushfires, but also on preventing bushfires, mitigating their impact, coordinating across government during emergencies, and focussing on recovery. This planning will allow us to bring the community together to combat the threat, manage the consequences of its impact, aid in emotional recovery, and re-build the things that are valued.

And, the ACT Government will continue to support emergency services by increasing funding to ensure we are best placed to deal with emergency incidents. With record investment being committed to emergency services over the past four years and planned investment outlined in the 2016-17 budget, the ESA is prepared and ready for emerging threats and challenges.

Together, we can continue to make a difference by protecting Canberra and ensuring the safety of our community.

We are well on our way to building an even safer Canberra.

IMPORTANT LINKS

[Delivering strong emergency services for Canberra](#)

[A plan to protect Canberra](#)

[From the Commissioner](#)

[UFU Claims](#)

Jamie Wilson

Founder & Director

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DELIVERING STRONG EMERGENCY SERVICES FOR CANBERRA

ALL CANBERRANS SHOULD BE PROUD OF OUR EMERGENCY SERVICES AND THE IMPACT THEY HAVE HAD IN MAKING CANBERRA ONE OF THE SAFEST CITIES IN THE WORLD.

Since 2003, our achievements include:

THE SAFEST CITY

- » Canberra is one of the safest places to live in Australia and the world.
- » Canberra is now one of the best - protected communities in Australia.



LOWEST INJURY AND DEATH

Canberra has the lowest fire related injury and death rate and lowest value of property losses



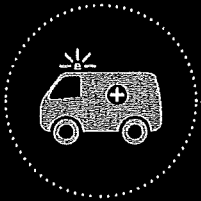
HIGH SATISFACTION

Canberra has the best Ambulance patient satisfaction scores



FASTEST RESPONSE TIMES

Canberra has the fastest Ambulance response times nationally



MORE SERVICES. MORE RESOURCES. MORE CAPABILITY. MORE RESULTS.



Since 2003, all the services associated with wildfire management and suppression have had significant investment and increases in capability, including:

- » A strategic bushfire management plan which includes fuel management which is the most important aspect of bushfire management
- » 1000 more Community Fire Unit volunteers to assist with community protection during major fires
- » 570 more Remote Area Fire Teams within the Rural Fire Service to tackle remote bushfires
- » Remote Area Firefighting Teams (RAFT) and Aerial Firefighting helicopters stationed at Hume heliport every fire season
- » 100 more paid professional Parks and forestry firefighters
- » New vehicles, aerial fire fighting assets and facilities and land management arrangements
- » Investment of 5 more ambulances in 2017/18 and a further 8 in 18/19 as well as a range of special appliances for fire and rescue service, Rural Fire Service, State Emergency Services.
- » Bushfire wise education programs for the community
- » Community warning technology that can send warnings direct to all mobile phones in an area round a mobile phone tower
- » Compressed Air Foam appliances that can apply huge foam control lines or treat structures with long lasting foam which protects them from ember attack.
- » Platform On Demand (POD) portable command centre, rehabilitation and catering capabilities which can be used to set up remote command and staging areas



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Dear colleagues,

During the historical opening of the Belconnen Ambulance and Fire & Rescue Station last Friday, I took the opportunity to reflect on how far our Emergency Service Agency has progressed since 2003. I believe in light of recent public commentary there's a need to address the misleading messages being pushed into our community. I write to you today to reinforce my disagreement with the public comment being made by the United Firefighters Union (UFU) to mislead the public their members.

I disagree with the view that we need more money for responding to bushfire, and I disagree with the views expressed about the capability of one service alone being able to ensure the safety of our community. In this regard, I would like to acknowledge the record investment in emergency services by the ACT Government over the past four years and the planned investment outlined in the 2016-17 Budget.

It concerns me greatly that alarmist propaganda is being used to try and scare people. The public in ACT have a right to be proud of the emergency services here - Canberra is now one of the best protected communities in Australia. We have the lowest fire related injury and death rate as well as the lowest value of property losses. We have the best patient satisfaction scores and our patient transport personnel, paramedics, firefighters and volunteers are amongst the best in the world.

Recognising that no one service can realistically expect to deal with a major disaster in isolation, the ACT Government adopted recommendations from the 2003 bushfire review that brought the operational services together under ESA. We have taken an all hazards approach to emergency management aiming to collaborate and support one another to protect all Canberrans. We are proud of those achievements but we are not complacent. By building a stronger ESA through strategic reform we plan to continue to improve and bring our services closer together. The ESA Website now outlines the deliverables of the SRA for all staff to easily understand and I encourage you to view this information here (hyperlink to SRA Website page).

ACT Emergency Services Agency
*The trusted agency for emergency
 management in the ACT*

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GPO Box 158, Canberra,
 ACT 2601
Phon (02) 6205 0400
e

I would like to take this opportunity to set the record straight and state some accurate facts regarding the SRA:

- All of our services are well funded and, despite claims by the UFU, no cuts to any of our services are planned or even under consideration. Any claims otherwise are wrong, deliberately misleading and alarmist.
- The data reported to Government by ACT Fire & Rescue does in fact show a 31% increase in non-fire related emergencies¹, however the total amount of incidents reported dropped from 9773 in 2002-03 to 9453 in 2014-15, indicating that overall demand has decreased. We will investigate new claims of fatigue by the UFU openly and transparently and will consider the full range of contributory factors that may be affecting the fatigue levels of our staff. These include overtime, personal leave and sickness, returning staff to operational duties, and secondary employments of staff members.
- The volunteer services of the ACTESA have steadily improved year on year and are well equipped, led and prepared for the challenges they will face.
- ACTAS has steadily improved its performance over a range of measures and, despite continually increasing emergency demand, has consistently remained the best in Australia. The further improvements that will result from the "Blueprint for Change" project will create the circumstances for yet more improvements.
- The ongoing ComCen reform is not going to cause greater risk to anyone nor is it going to delay or diminish the speed and efficacy of our emergency responses. Firefighting knowledge will always be required within the ComCen and to undertake the Incident Management Functions including command and control of firefighting resources, as is current practice during major emergencies.

Over the coming weeks SRA Director Mark Jones will be delivering a series of staff forums to discuss the outcomes of the ComCen consultation program. I would encourage all staff and volunteers to attend these sessions. As always please use the ESAHaveYourSay mail system to direct your comments and concerns or make an appointment with the SRA team by contacting Joanne Holmes via email joanne.holmes@act.gov.au or phone 6205 5210.

Regards

Dominic Lane AFSM
Commissioner

¹ When comparing data from 2002-03 to 2014-15

Website and EDM Copy

Get The Facts: Building a stronger ESA through strategic reform.

The Emergency Services Agency is committed to ensuring Canberra continues to be one of the safest cities in the world to live.

The ACT Government has learnt hard lessons about managing major emergencies, particularly from the tragedy of the 2003 firestorm.

Recently, the Emergency Services Agency has come under fire from the United Firefighters Union. The public commentary being pushed to the community by the UFU is misleading and incorrect.

Canberrans should be proud of our emergency services and the role they play in protecting the community and in ensuring our city is one of the safest in Australia and the world.

While we have achieved a lot, the Emergency Services Agency is committed to building an even stronger organization. And, we must continually evolve if we are to deliver a modernized, integrated and coordinated Emergency Services Agency.

The Strategic Reform process aims to ensure the ACT Fire and Rescue, the Rural Fire Service, the State Emergency Service and the ACT Ambulance Service all operate cohesively under the Commissioner of the Emergency Services Agency.

Our new Strategic Bushfire Management Plan focuses our attention not only on our response to bushfires, but also on preventing bushfires, mitigating their impact, coordinating across government during emergencies, and focussing on recovery. This planning will allow us to bring the community together to combat the threat, manage the consequences of its impact, aid in emotional recovery, and re-build the things that are valued.

And, the ACT Government will continue to support emergency services by increasing funding to ensure we are best placed to deal with emergency incidents. With record investment being committed to emergency services over the past four years and planned investment outlined in the 2016-17 budget, the ESA is prepared and ready for emerging threats and challenges.

Together, we can continue to make a difference by protecting Canberra and ensuring the safety of our community.

We are well on our way to building an even safer Canberra.

IMPORTANT LINKS

[Delivering strong emergency services for Canberra](#)

[A plan to protect Canberra](#)

[From the Commissioner](#)

[UFU Claims](#)

THE FACTS: BUILDING A STRONGER ESA THROUGH STRATEGIC REFORM.

UFU CLAIM:

More firefighters - the ACT is not funding or training enough firefighters. We need more firefighters to replace those retiring, maintain effective fire response times and manage an increasing workload of non-fire incidents.

THE FACTS:

The ACT Government already employs a comparatively high proportion of firefighters compared to its population base. The ESA has over 350 paid firefighters, over 530 rural fire service volunteers, and 150 trained firefighters in Parks and Conservation Service, Environment and Planning Directorate.

The UFU's whole campaign lacks recognition of the role the ACT Rural Fire Service has in bushfire prevention, mitigation and response. The premise the UFU is attempting to draw is only paid firefighters can effectively protect Canberra is divisive and goes against the objects of the Emergencies Act and ESA's mission of working together.

While the ACT's population is steadily increasing, data also indicates that the demand for fire & rescue services is decreasing. Despite this, the ACT Government has continued to increase funding to deal with emergency incidents. The proactive and preventative measures which are now commonplace, help to maintain very high safety levels for the community we protect and the reason why despite population growth risk has not risen.

The ESA has workforce plans to ensure that the right number of trained emergency response professionals are available in all of our emergency services. One of the proposed reforms, in relation to the ComCen Is, in fact, likely to allow trained firefighters to return to their primary role to boost frontline numbers.

The ESA also has 16 new firefighters (4 female, 12 male) currently in training who are due to graduate in late October 2016. This latest intake has been successful in recruiting 25% women. A key focus of the Women in Emergency Services strategy is to ensure that at least 50% of places in future ACTF&R recruitment processes are obtained by women. The ESA has taken the lead nationally in committing to a 50/50 gender recruitment, recognising the value of a more diverse and inclusive workforce.

The ESA is concerned by UFU claims that firefighters are suffering from fatigue. As a result, the ESA will consider the full range of contributory factors that may be affecting the fatigue levels of our staff. These include overtime, personal leave and sickness, returning staff to operational duties, and approvals for secondary employments of staff members.

The disparity between the Commissioner's Notifiable Instrument for bushfire stand up days and current ACT Fire & Rescue practice is contributing to the overtime rates for firefighters. The ESA Commissioner will work closely with the ACT Fire & Rescue Chief to address this matter.

UFU CLAIM:

No part time stations - we cannot protect the new and growing suburbs around Chisholm and Molonglo with part time stations. Response times will suffer and lives will be put at risk. All Canberrans deserve the same level of protection.

THE FACTS:

The ESA puts the right number of firefighters where they are most needed - that is why we are planning a future station in Molonglo. Canberra is one of the best protected communities in Australia. The Government has made it clear that there is no plan to introduce part time arrangements for existing stations. To support future stations being introduced in Molonglo and the city we are proposing introducing these NEW EXTRA stations on a demand based roster until the workload justifies 24/7 staffing. Population growth is a key driver of the SURP and new stations or relocated stations are underway to align with population increase and movements. Where evidence supports additional resources or sites for any ESA service it will be incorporated into the Strategic Plan. This is clearly evidenced by new Ambulance stations at West Belconnen and Greenway as well as additional ambulances and crews to meet growing demand.

UFU CLAIM:

Proper Equipment - we do not have enough specialised vehicles for firefighting in tall buildings or managing HAZMAT incidents or those requiring breathing apparatus.

THE FACTS:

The need for additional specialist resources is assessed on an ongoing basis. There are no reported occasions in which the ESA has not had enough specialised vehicles. The current demand is not increasing but the ESA continues to update, upgrade and improve its specialised vehicles. The ESA considers that it currently has enough specialised vehicles for firefighting in tall buildings, managing HAZMAT incidents, and those requiring breathing apparatus.

The ACT has a Bronto aerial appliance to deal with emergency incidents in tall buildings. Access to more aerial ladder appliances would not guarantee the safety of the community. While the Bronto is a key element of ACT Fire & Rescue's (ACTF&R) operational capability, the high building standards in place in the ACT and residents' fire evacuation plans are equally important in ensuring community safety in the event of a fire in a multi-storey building. The ESA has also negotiated with the CSIRO to facilitate access for ESA staff to their Bronto aerial appliance vehicle during emergency situations.

ACTF&R has one dedicated HAZMAT appliance, and one breathing apparatus support vehicle. Both appliances are crewed 24 hours a day by dedicated staff, and there is nothing to suggest that additional appliances of this type are required at this point in time.

In addition there are additional specialist Hazmat resources available in Platforms On Demand (PODs) and there is a breathing apparatus POD which can be used if required. It has not been deployed at an operational incident yet.

UFU CLAIM:

A strong organisation - the Government must not remove firefighters from the emergency command centre or remove firefighter training, Community Resilience and Human Resources from the direction and control of firefighters. Changes like these will leave Fire and Rescue a much weaker organisation, less capable of protecting Canberra.

THE FACTS:

Firefighting knowledge will be required within the ComCen and to undertake the Incident Management Functions including command and control of firefighting resources, as is current practice during major emergencies.

The community is best served by having more firefighters on the road. The ESA's current model has the same amount of staff regardless of the number of calls per hour. Data shows that at 7:00pm we receive three times more calls to fires than at 3:00am, but currently we maintain the same staffing model at both times. This is an area of improvement. We need more operators at the right time. We need to scale up better for major incidents. Currently, we need to take more firefighters away from their fire appliances to staff the ComCen. The new model puts them where the community needs them most. Consistent with the "all hazards, all services" approach our new ComCen will be staffed by professional emergency call takers to ensure the right advice is provided, the correct service is dispatched and to help us provide faster warnings to the community. We'll have a better system when we have large scale storm events to track and record those people that need assistance so that our crews can attend quicker.

Each of our services will contribute to combined communications, training, human resources, and community resilience, to make our emergency services stronger and more able to protect Canberra and the ACT.

ESA also intends to remove administrative and rostering duties from the Comcen so the firefighters in there can focus exclusively on applying their technical knowledge to incidents rather than filling vacant shifts.

UFU CLAIM:

A strong plan - ACT major bushfire plans are in disarray. The intended bushfire abatement zone, created after 2003 has been rolled back leaving the outer suburbs of Canberra exposed and vulnerable

THE FACTS:

The campaign claims that ACT major bushfire plans are in disarray. This could not be further from the truth.

Bushfire management is the subject of the Strategic Bushfire Management Plan. Version 3 of the Strategic Bushfire Management Plan was tabled in the Legislative Assembly in September 2014. The five year plan clearly details the Government's priorities for bushfire prevention and suppression across 12 key objectives.

All of the services associated with wildfire management and suppression have had significant investment and increases in capability since 2003. This includes the numbers of firefighters referred to in paragraph 8, close to 1,000 CFU volunteers, and Remote Area Firefighting Teams (RAFT). In addition, there are new vehicles, aerial firefighting assets and facilities and land management arrangements.

The existing response arrangements outline that the first response to all grass and bush fires in the ACT will be by the nearest available most appropriate resource, irrespective of jurisdiction or service. Both ACT fire services continue to work together collaboratively and cohesively in responding to fires across both the built up and rural areas of the ACT.

UFU CLAIM:

Ready for emerging threats - we are not ready for the increasing threats and challenges of terrorism, climate change, population growth and a rapid increase in non-fire rescue incidents such as rescues and car accidents.

THE FACTS:

Canberra is prepared for the threats by having four well trained, equipped and funded emergency services. The ACT Fire and Rescue, the Rural Fire Service, the State Emergency Service and the ACT Ambulance Service all operate cohesively under the Commissioner of the Emergency Services Agency.

All Directorates of the ACT Government assist in the preparation for emergencies by providing supporting functions that will assist in dealing with any current or emerging threat. Canberra is now one of the best protected communities in Australia. We have the lowest fire related injury and death rate as well as the lowest value of property losses. We have the best patient satisfaction scores and our patient transport personnel, paramedics, firefighters and volunteers are second to none. We are proud of those achievements but we are not complacent.

When talking about the hard lessons learnt about managing emergencies, particularly from the tragedy of the 2003 firestorm, (Minister Corbell) have warned to resist re-establishing an unhealthy culture that would see our services uncoordinated, culturally isolated and with every potential to be as overwhelmed as they were in 2003.

We are proud of those achievements but we are not complacent.

The new Communications Centre will provide faster warnings to the community. It will give us a better system when we have large scale storm events to track and record those people that need assistance so that our crews can attend quicker. It will be staffed by professional emergency call takers to ensure the right advice is provided and correct service dispatched.

The ACT Government is supporting us to continue to improve by providing an extra \$32.6m:

- » \$15.6m over 4 years in extra funding for frontline services.
- » \$14.7m over 3 years to upgrade the territory radio network used by ESA and other services to communicate, particularly during emergencies.
- » \$1.3m between 2015-16 to provide a new ambulance station at Greenway.
- » \$971k to replace ESA's direct turnout system (notifies crews for request for assistance).

Should the worst happen the ACT is well positioned to bring the community together to combat the threat, manage the consequences of its impact, aid in emotional recovery and re-build the things that are valued.



DISPUTING THE FIGURES

UFU CLAIM:

17 % increase in population, but only two extra firefighters have been added per shift.

THE FACTS:

Canberra's population has increased by 55,000 people however overall demand for Act Fire & Rescue services has dropped. We attribute this decline to active prevention and preparedness activities being delivered to the community. Any increase in non-fire emergency is currently balanced by falling demand in other areas such as automatic fire alarms and structure fires. Should the evidence show the need for altering resource allocation for a particular threat, risk or hazard the ESA will do that. ESA will continue to recruit and train firefighters and other emergency services personnel in line with the community's needs e.g. we have 16 new fire-fighters currently in training and we are increasing the numbers employed in the ambulance services because of increasing service demand.

UFU CLAIM:

22% increase in non-fire related emergencies, leaves less staff to fight fires since 2002-2003 leading to 50,000 overtime hours

THE FACTS:

Any increase in non-fire emergency is currently balanced by falling demand in other areas such as automatic fire alarms and structure fires. The ESA is concerned by UFU claims that firefighters are suffering from fatigue. As a result, the ESA will consider the full range of contributory factors that may be affecting the fatigue levels of our staff. These include mismanaged overtime, personal leave and sickness, returning staff to operational duties, and secondary employments of staff members. We are investigating officer overtime which is largely unexplained because all positions at those ranks are filled.

The disparity between the Commissioner's Notifiable Instrument for bushfire stand up days and current ACT Fire & Rescue practice is contributing to the overtime rates for firefighters. The ESA Commissioner will work closely with the ACT Fire & Rescue Chief to address this matter.

UFU CLAIM:

Non-fire related emergencies have increased by 31 per cent since 2002-03. This increasing workload has meant firefighters have undertaken a staggering 50,000 overtime hours over the last year to May, a 100% increase on the year prior.

THE FACTS:

The UFU have claimed on that non-fire related response has risen 22% and then at a later date they claim it has risen 31%. The disparity between these figures is confusing. However, the data reported to Government by ACT Fire & Rescue indicates that the claim by the UFU that Non-fire related emergencies have increased by 31 per cent since 2002-03 is accurate when comparing two years of rescue data. There is a 31% increase when the two years are compared for non fire rescues. In 2002/03 there were 1096 rescue incidents including road rescues. In 2014/15 there were 1440 incidents. Thus a 31 % increase between those years. However, according to the data provided by ACT Fire & Rescue to Government, the total incidents attended dropped from **9773** in 2002/03 to **9459** in 2014/15. As such, overall demand dropped, indicating we were less busy fighting fires and all other incidents combined giving ACT Fire & Rescue more time for responding to increasing rescues. Rescues increased by 344 incidents for the year selected. Overall demand has decreased by 314 incidents. That is the net drop in incidents overall.

A PLAN TO PROTECT CANBERRA

WE HAVE A PLAN TO PROTECT CANBERRA AND CONTINUE TO REALISE A SAFER CITY. OUR STRATEGIC REFORM AGENDA ESTABLISHES A FRAMEWORK FOR CONTINUED SUCCESS AND EFFECTIVE UTILISATION OF HUMAN RESOURCES AND PHYSICAL ASSETS TO DELIVER A MODERNISED, INTEGRATED AND COORDINATED EMERGENCY SERVICES AGENCY.

The plan will include:

WORLD CLASS COMMUNICATION CENTRE



A single Communication Centre (ComCen) that meets the needs of the community and our four operational services.

- » More fire-fighters where the community needs them most.
- » Faster response times to triple zero (000) calls.
- » Faster warnings to the community.
- » Better tracking system for large scale storm events.
- » More professional emergency call takers to ensure we continue to provide the right advice and best service response.

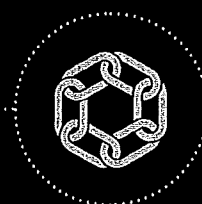
AUSTRALIA'S LEADING AMBULANCE SERVICE



Increased capability of our ambulance service to meet growing community demand and maintain our response times, which are currently the fastest nationally and the best patient satisfaction scores.

- » More ambulances on the road.
- » Even faster response times.
- » Increased capability and expanded services.
- » Enhanced ambulance workforce.
- » A plan to implement a system of registration for paramedicine.

A STRONGER COMMUNITY



We have developed stronger partnerships with the community to help identify and manage risk and improve bushfire management. We are actively ensuring our community is better prepared for bushfire by:

- » Pinpoint exactly where we are most vulnerable as a community.
- » Use science to better map where our risks are greatest.
- » Partner and support our farmers in the bushfire abatement zone to ensure fuel management and access for firefighters improves.
- » Regularly review the role of our Community Fire Units.
- » Continue to recognise our volunteers in the community as a significant asset in the protective model our collective assets.
- » Engage our firefighters and emergency workers, both paid and volunteer, to door knock the streets that are most vulnerable, delivering personal messages to educate the community of the impact of bushfires and how to protect themselves and their families.

EVEN MORE WAYS TO PROTECT CANBERRA



The ACT Government is providing an extra \$32.6M to help ESA continue to protect Canberra.

- » \$15.6M over 4 years for front line services.
- » \$14.7m over 3 years to upgrade the territory radio network.
- » \$1.3m to provide a new ambulance station at Greenway.
- » \$971k to replace ESA's direct turnout system (notifies crews for request for assistance).
- » Proposed future stations in Molonglo and the City.

A MODERN AGENCY FOR THE MODERN WORLD



The ESA will aim to deliver better located and modernised emergency service facilities by matching service demand to the community's needs and by ensuring our emergency service personnel have the most adequate and appropriate resources to allow them to continue to deliver high levels of service to the community.

- » Major Executive restructure to include Governance and Logistics, People and Culture, Risk and Planning functions to better support our own people.
- » Record investment in emergency services over past four years and planned investment in the coming years.
- » Planned vehicle purchases including 5 ambulances in 2017/18.
- » A further 8 ambulances in 18/19 as well as a range of special appliances for fire and rescue service, Rural Fire Service, State Emergency Services.
- » Approximately \$60 million investment funding to support upgraded stations.
- » More funding for additional firefighters, paramedics and additional crew at West Belconnen.
- » Nearly \$20m in funding to ICT including upgrades to the radio communications and computer aided dispatch system.
- » \$16 million to increase ESA's base funding.
- » New ACT State Emergency station at Calwell.
- » Major upgrades to Fyshwick Fire & Rescue and Gulses Creek Rural Fire Service station.
- » An additional patient transport crew.
- » A new helicopter for the South Care aero medical retrieval service.
- » Enhancements to the ESA website and warnings systems.

50:50

LEADING WORKPLACE DIVERSITY

The Emergency Services Agency has taken the lead nationally in committing to a 50/50 gender recruitment recognising the value of a more diverse and inclusive workforce.

- » In 2016 we have been successful in recruiting 25% women in our most recent intake and we will continue to improve.
- » 50:50 Fire & Rescue recruit college targets.

ESA KEY FOCUS AREAS AT A GLANCE

- » Faster Emergency Response Times (Triple Zero)
- » A new single Communication Centre
- » A more informed and better prepared community
- » A new Strategic Bushfire Management Plan
- » A new Strategic Bushfire Management Plan



ACT
Government





Coordinate Group Pty Ltd
Ground Floor
3/19 Marcus Clarke Street
ACT 2601
Canberra
Australia

ACT Emergency Services Agency

9 Amberley Avenue
FAIRBAIRN ACT 2609
Australia

Attention: Kaylee Rutland

Tax Invoice

Invoice No: 45599
Date: 16 September 2016
Date Due: 23 September 2016
ABN Number: 53 121 401 518
Job No: 39538
Order No:

ESA Refuting UFU Claims EDM

Description

Amount

Total
GST
Total AUD Inc Tax

Payment -
Cheques payable to Coordinate Group:
PO Box 90, CANBERRA CITY ACT 2601

Credit Card payments (incurs 2% surcharge):
www.coordinate.com.au/contact-us



Coordinate Group Pty Ltd
Ground Floor
3/19 Marcus Clarke Street
ACT 2601
Canberra
Australia

ACT Emergency Services Agency

9 Amberley Avenue
FAIRBAIRN ACT 2609
Australia

Attention: Kaylee Rutland

Tax Invoice

Invoice No: 45598
Date: 16 September 2016
Date Due: 23 September 2016
ABN Number: 53 121 401 518
Job No: 39524
Order No:

ESA Refuting UFU Claims Communication materials

Description	Amount
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Total
GST
Total AUD Inc Tax

Payment -
Cheques payable to Coordinate Group:
PO Box 90, CANBERRA CITY ACT 2601

Credit Card payments (incurs 2% surcharge):
www.coordinate.com.au/contact-us