



**SAMOA FIRE &
EMERGENCY SERVICES
AUTHORITY**

**CORPORATE PLAN
FY 2024/2025-2026/2027**

Locations	<p>Samoa Fire and Emergency Services Authority Station;</p> <p><u>Upolu:</u></p> <ul style="list-style-type: none"> ○ <u>Tauese, Apia</u> ○ <u>Faleata, Tuanaimato</u> <p><u>Savaii:</u></p> <ul style="list-style-type: none"> ○ Maota ○ Asau
Phone Number	20404/20405/8416612
24 hours Emergency Number	911
Website	www.sfesa.ws
Email	fireservice@sfesa.ws
Facebook	Samoa Fire and Emergency Services Authority
Address	<p>Apia Fire Station, Tauese, PO Box 3361, Apia, Samoa</p>

FOREWORD

The Samoa Fire Emergency Services Authority (SFESA) is a Public Bodies and was established as a Public Beneficiary Body under the Public Bodies (Performance and Accountability) Act 2001.

It is my privilege to present the SFESA's Corporate Plan (CP) for the next three (3) Financial Years (FY), commencing from 2024/2025 until 2026/2027.

The Authority's Corporate Plan outlines its goals and strategic direction in accordance with its SFESA Act 2007, subsequent amendments and relevant laws of Samoa. The Corporate Plan aligns with the national Pathway for the Development of Samoa (PDS) FY2021/22- FY2025/26 and in turn embracing the relevant global frameworks and its Sustainable Development Goals (SDGs).

Our vision is *'To be the leading agency in safeguarding lives, properties, environment through empowering communities to be resilient'* with anticipated development results to contribute towards achieving the national PDS aspirations. Moreover exhibits a sense of social responsibility by having regard to the interests of the community, despite dynamics of challenges that we may be confronted with in years to come, in the environment which SFESA operates.

I wish the Authority success with the implementation of the Corporate Plan in the next three (3) Financial Years from 2024/25 – 2026/27.

Faafetai, soifua ma ia manuia,



Hon. Faafetai Harry Jeffrey Schuster

Minister for Samoa Fire and Emergency Services Authority

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ACRONYMS

AC	Assistant Commissioner
ACC	Accident Compensation Corporation
AP	Annual Plan
APTC	Australia Pacific Training Coalition
AR	Annual Report
ATP	Authority to Practice
CBS	Central Bank of Samoa
CC	Climate Change
CDCRM	Climate Disaster Community Risk Management
CHOGM	Commonwealth Heads of Government Meeting
CP	Corporate Plan
CPG	Clinical Procedure Guidelines
CSD	Corporate Service Department
DMO	Disaster Management Office
EMR	Emergency Medical Response
EMT	Emergency Medical Trainee
ERN	Emergency Radio Network
FA	Functional Analysis
FENZ	Fire Emergency New Zealand
FIA	Fire Investigation Analysis
FRV	Fire Rescue Victoria
FY	Financial Year
GEDSI	Gender equality, disability and social inclusion
GL	General Ledger
HAZCHEM	Hazardous Chemicals
HAZMAT	Hazardous Materials
HR	Human Resource
IAF	Internal Audit Forum
ICT	Information Communication Technology
ITD	Information Technology Division
KPA	Key Priority Area
KPI	Key Performance Indicators
MNRE	Ministry of Natural Resource and Environment
MOA	Memorandum of Agreement
MOF	Ministry of Finance
MOH	Ministry of Health
MOP	Ministry of Police
MOU	Memorandum of Understanding
MPE	Ministry of Public Enterprise
NECC	National Emergency Call Centre
OSH	Occupational Health and Safety
PC	Personal Computer
PDS	Pathway for Development of Samoa
PIEMA	Pacific Islands Emergency Management Alliance
PPD	Policy and Planning Division
PT	Physical training
PTF	Petroleum Task Force

RFL	Required Fitness Level
SAO	Station Ambulance Officer
SDG	Sustain Development Goals
SFESA	Samoa Fire and Emergency Services Authority
SOE	State Owned Enterprise
SOP	Standard Operations Procedures
SPC	The Pacific Community
STA	Samoa Tourism Authority
SWOT	Strengths Weakness Opportunity and Threats
TOT	Training of Trainers
UPS	Uninterruptable power supply
VAGST	Value added goods and service Tax
VERTS	Volunteer emergency response teams

CHAIRPERSON'S REASSURANCE

I am delighted to present on behalf of the Board of Directors of the Samoa Fire Emergency Services Authority, the new Corporate Plan for the Financial Year (FY) from 2024/2025 – 2026/2027.

The Corporate Plan incorporates SFESA's vision, mission, strategic goals, resource allocation and core values for the next three (3) years. These key aspects were established through a collaborative consultative process among staff and board members, in support of its vision to strengthen resilience among communities prior, during and after emergency events.

Considered in parallel for the development of the Corporate Plan were the past lessons learnt and challenges to help shape the development of the implementation plan and SFESA's goals and outcomes identified.

Applying stringent monitoring and continued guidance by its Board of Directors to oversee working progress of its pursued goals to achieve or not on a quarterly basis. During implementation of activities, any underlying challenges and opportunities may require corrective actions and rationalisation of available resources, to optimize results to be achieved at the end of the 3-years implementation plan. It is envisioned that SFESA Board of Directors, its Executive Management and staff will continue to work together diligently to ensure the execution of its mandated functions and developments are in compliance with the Authority's identified needs and priorities, relevant governing laws of Samoa and available resources.

Faafetai ma ia manuia fa'atinoina o lenei ta'iala ma fuafuaga fa'ataoto mo le manuia lautele o Samoa ma ona tagata.



Aiono Meresaini Siaosi- Laulua
CHAIRPERSON
SFESA Board of Directors

EXECUTIVE SUMMARY

SFESA has consistently maintained its role as a first responding agency by fulfilling its core functions in its delivered services to the Government and the Community of Samoa since being a Public Bodies since 2007. From being a Fire and Emergency Response agency, the Authority has immensely evolved its scope in responding to any type of emergency other than its mandated function to adapt the ever-changing trends of Climate change and pandemics that the world is encountering. Its focus has broadened from responding to fire and emergency related incidents, to being more focused on proactive approaches to risk reduction and minimization of the effects of imminent emergency incidents by empowering communities to be resilient.

The Corporate Plan 2020/2021-2023/2024 period was challenged when the country observed outbreaks like the Measles Epidemic and the Global Pandemic of Covid 19 which resulted in the country being on lockdown for two to three months exercising different levels of response. This period also was a time where it's Emergency Medical Response (EMR) Team was stretched to its full potential on an unending role to the vast requests of the community through the National Emergency Call Centre and the DMO service line. Regardless, the Authority was able to provide its mandated duties despite the reshuffle of personnel due to limited response crews.

The Authority has fulfilled one of its outstanding goals in that all four stations is now equipped with ambulances and EMR crew which can now provide EMR services to any part of Samoa.

The community has also been made aware of necessary actions taken during any emergency through the Authority's on-going community outreach programs in collaboration with its local and international partner agencies. Staff Capacity has also been a new area of focus to refresh and also enhance the staff knowledge and skills to detect and counter Hazardous Chemicals (HAZCHEM), dangerous goods and preparedness for future global outbreaks and these have been made possible with the support of Australian Pacific Training Coalition (APTC), Fire Rescue Victoria (FRV), Fire Emergency New Zealand (FENZ) trainings on building inspections and Basic fire investigation, Electric Vehicle (EV) handling and the United States Nevada National Guard to ensure that we are fully equipped and are ready to provide response services to the affected population when needed.

The 2024/2025-2026/2027 Corporate Plan considers activities and strategies that were not implemented and not achieved in the 2020/2021-2023-2024 Corporate Plan mid-term review. The Corporate Plan also contemplates the currently reviewed Functional Analysis that was conducted by the Technical Advisor specifically concentrating on the transformation of the Fire Suppression and Emergency Response Department to detach the EMR Division as a new department, which further strengthen the Authority's emergency response capabilities. Despite the Authority's effort to recuperate this essential area, it nevertheless diminishes its performance as albeit limited funding for equipment, resources and personnel.

This Corporate Plan (2024/2025-2026/2027) primarily concentrates to ensure that the Authority is fully equipped and are always ready to provide response services to the affected population when needed with the purpose of “saving lives and protection of properties”. It does so by emphasizing the Authority’s commitment to excellence in areas of community resilience and safety and its overall strive to be the best and foremost emergency services provider for the people of Samoa. The Corporate Plan stipulates values and principles that guides and directs the Authority to ensure it meets its Vision and Mission statement as articulated. It also aims to maintain financial stability of the organisation, taking into account the Authority’s governing legislations.

Based on the Mid Term review and consideration of the Pathway for the Development of Samoa, this Corporate Plan takes a step further by encompassing five outcome-oriented Goals and Targets to ensure activities instigated in the Corporate Plan are met. It is designed in a way to ensure that the Authority Goals and Strategies are met, but also considers the selected Key Priority Areas in the PDS which means that all Outputs contributes with similar activities combined to provide a more robust service to the community. Whilst considering the weaknesses and threats, the Authority will endeavour innovative approach to an extent for our personnel to provide quality performance, and also utilising our strength and opportunities to make sure we achieve the common goal of saving lives and properties.

It is anticipated that the next three years will be as much challenging compared to the previous years with the country preparing for the Commonwealth Head of Government Meeting (CHOGM) in October 2024 where the Government has switched its focus to ensure that Samoa as a host nation for this meeting is well prepared and the Authority plays a crucial roles in various task force for achieving the CHOGM preparedness goals. This does not faze the on-going projects continued from the previous Corporate Plan and newly planned projects such as initiating rural fire stations in Faleolo, Salelologa and new Headquarters in Faleata. At the same time, the Authority maintains its stance with strengthening of staff capacity with arranged training coordinated by our local supporting agency(ies) while refining its Legislation for a more efficient service to the Government and the People of Samoa.

It is anticipated that the Mission and Objectives set forth in this 2024/2025-2026/2027 Corporate Plan will enable the Authority to achieve the desired results projected in the Plan.

MANDATES

SFESA is mainly governed by the Fire and Emergency Services Authority Act 2007 but also implements duties based on cabinet directives from time to time. The Authority is also governed by other legislations, regulations and policies listed below;

Legislations and Directives:

- Fire and Emergency Services Act 2007
- Public Finance and Management Act 2001
- Public Bodies (Performance and Accountability) Act 2001
- Labour Employment and relations Act 2013
- Occupational Safety and Health 2013
- Disaster and Emergency Management Act 2007
- Samoa Fire and Emergency Services Amendment Act 2018
- Samoa Forest Management Act 2011
- Cabinet Directives

Regulations:

- Risk Abatement Regulations 2008
- Levy and Financial Contribution Regulations 2009
- Fire and Emergency Services Fees Regulations 2011
- Hot works permit regulations 2018

Policies, Plans, and Strategies:

- Pathway for Development of Samoa (PDS) FY 2021/22- FY2025/26
- National Building Code 2017
- National Disaster Management Plan 2011-2014
- National Fire plan 2009
- Disaster Response Plan 2012
- SFESA code of Ethics 2012
- SFESA Standard Operating Procedures 2013
- National Forest Fire Management Strategy 2013-2018
- SFESA Human Resource and Instructions Manual 2024
- SFESA Finance Policy and Procedural Manual 2019
- SFESA Information and Technology Policy 2020
- SFESA Communications Policy 2020

Memorandums of Agreements/ Understandings (MOA/MOU)

- SFESA & Planet Medic 2020
- SFESA & Australasia College of Para medicine 2023
- SFESA & MCIL 2020
- SFESA & Samoa Airport Authority 2020
- SFESA & Samoa Land Corporation 2021
- SFESA & MNRE 2012
- SFESA & Vodafone 2024
- SFESA & Brownsystech 2023
- SFESA & APTC 2023

SAMOA FIRE & EMERGENCY SERVICES AUTHORITY PROFILE

Background/History

SFESA was part of the Ministry of Police and Prisons before approval of its separation in 2005 but budget Operations was still not separate at the time. However, its primary legislation the FESA ACT was enacted by Parliament in February 2007 and SFESA officially operated its own budget and was known as Public Bodies specially a public Beneficiaries Body).

SFESA only had one headquarter/ fire station but now it has flourished and grown. It now has four (4) in total two in Upolu (Apia and Faleata), two in Savaii (Asau and Maota) and a new station at Faleolo which is earmarked to be completed early next year which will bring total to five (5) stations.

The Authority has three (3) main functions listed under its Primary Act and has four (4) key outputs;

Functions:

- 1) To provide fire suppression and fire prevention services throughout Samoa; and
- 2) To provide emergency prevention and emergency response services throughout Samoa; and
- 3) To carry out any other function conferred on the Authority by or under FESA Act 2007 or any other Act or as directed by the Minister.

Outputs;

Output 1: Office of the Commissioner
<ul style="list-style-type: none">• To Oversee the Authority in the administration and implementation of legislations, regulations and policies.• To provide sound policy advice to Minister through the Board on all matters related to the regulatory and other functions of the Authority.
Output 2: Fire Suppression and Emergency Response Services (Operations) Department
<ul style="list-style-type: none">• To provide an efficient and effective fire, emergency (medical) response services and rescue services to the people of Samoa.
Output 3: Fire Safety and Prevention Department
<ul style="list-style-type: none">• To reduce the incidence of fire and other emergencies through the acceleration of efficient and effective awareness and prevention programs• Conduct Fire investigations for major fires
Output 4: Corporate Services Department
<ul style="list-style-type: none">• To provide effective and efficient Corporate Governance services through Human resource Management, Policy and Planning, Finance and Information Technology divisions.

VISION

To be the lead agency in safeguarding lives, properties, environment through empowering communities to be resilient.

The vision emphasizes the Authority's commitment to excellence in areas of community resilience and safety for its overall strive to be the best and foremost emergency services provider for the people of Samoa.

MISSION

To provide effective fire prevention, emergency response, pre-hospital medical response, rescue and community safety services through proactive measures and continuous trainings of staff and communities.

The Mission aims for SFESA to provide exception services in all its functions carried out in order to achieve its vision of saving lives, properties and environment.

CORE VALUES

SFESA is obligated and will uphold the seven (7) Core values outlined below to ensures it provides the utmost quality services to the people of Samoa.

Professionalism	Acting or conducting ones behaviour in a manner that is considered professional, appropriate respectful and responsible.
Honesty and integrity	Being truthful, honest and abiding by the laws and policies governing the Authority and its employees.
Innovation	About being creative, thinking of new ideas that overall improves the work of the Authority.
Commitment	Dedication to fulfilling and achieving work of the Authority
Team Work and Unity	To work collaboratively as a team or group to achieve results and complete tasks and unity in working with the key agencies and partners to achieve goals of the Authority.
Health and Safety	Referring to protocols and equipment in place to protect staff and prevent injury. Staff must ensure and adhere to these protocols for their safety while conducting functions of the Authority.
Accountability & Transparency	Being able to explain reasons behind decision and actions carried out and also making decisions honestly.
Gender Equality	Referring to the Authority being committed to developing and initiating gender equality measures.

STRATEGIC GOALS

The Authority has identified its five (5) overall strategic goals which all its activities will aim towards achieving.



FINANCIAL STATUS

SFESA has continued to receive funding through annual government grants which over the last four years has increased from \$7.4m to \$13.7m with the Authority responsible for raising an additional approximate \$210k per annum. These revenue streams that the Authority is expected to meet include fees charged for all False Alarms that are activated and responded to as well as fees charged for the work of the Fire Safety, Awareness and Prevention Team. Over the 2024/2025-2026/2027CP Period, there is increased expectation for the Authority to increase its own revenue streams through its Hot Works Permit, Building Plans fees and charges as well as enforcing its ACC financial contributions regulation to undertake the Fire Safety and Prevention Programs to the rural areas and communities.

This CP provides clear linkages for SFESA to the Pathway for the Development of Samoa whereas its services cross cuts all sectors particularly as an emergency service provider. In the Key Priority Area 2: Improved Public Health, SFESA has an active role by providing ambulances or pre-hospital care services contributes to this priority area but focuses on PRE-HOSPITAL care by having fully equipped ambulances and all four stations now have trained and qualified staff. In Key Priority Area 5: Skilled Workforce: SFESA continues its efforts to work with local and overseas partners for training of its staff in all areas including hazardous chemical trainings, fire safety, emergency medical trainings to name a few. This ensures their staffs are capable and equipped with skills to improve its service delivery and further gain trust of the people of Samoa. Key Priority Area 6: Community Development, the Authority through its awareness programs conducts various training and awareness programs out in the community ensuring they are equipped with knowledge and know protocols and actions to implement when natural disasters occur. For Key Priority Area 8: Tourism Revitalisation,

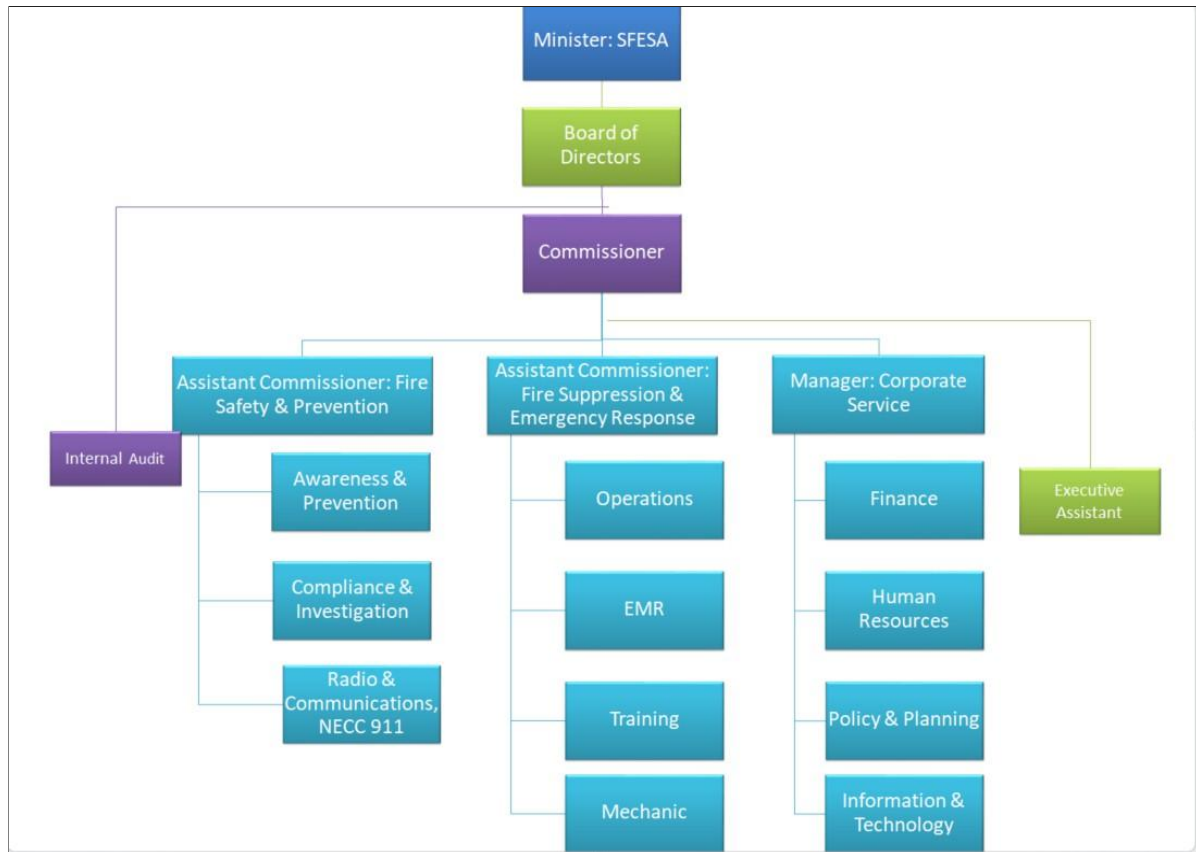
SFESA is a part of the Samoa Tourism Authority (STA) hotel and accommodation inspection committee and they ensure accommodations are safe and secure and attract more tourists.

Key Priority Area 12: Empowered Legislations, The Authority is currently in process of reviewing its legislation to ensure that it complies and relevant to current changes with its roles and ensures law and order is maintained and ensures its services are improved. Key Priority Area 15: Build Climate Resilience, Authority works closely with its key partners to raise awareness in communities on how to be climate resilient and also collaborate and obtains funding from various donor partners to implement these awareness programs. For Key Priority Area 18: Sustainable Energy Development Enhanced, SFESA is contributes a crucial part of the petroleum taskforce thus contributing to discussion and policies and plans for measures of storage capacity of petroleum products and ensure compliance of petrol stations with measures and polices in place, and Key Priority Area 21: Consolidated Infrastructure Management, SFESA is part of the committee that enforces the National Building Code and ensures that buildings are resilient, safe and secure of the safety the Community.

The SFESA Board and Management ensure the service is reached out to the western areas of Upolu. The approved construction of Faleolo Fire Station within the Samoa Airport Authority compound to service the western coastal has commenced site works and construction of temporary station intend to start servicing the western side of Upolu by end of May 2024. We anticipate that negotiations with the Accident Compensation Corporation will provide the financial platform in which the Authority will commence work for its Upolu Stations with part of funding provided from its previous financial years total accumulated savings.

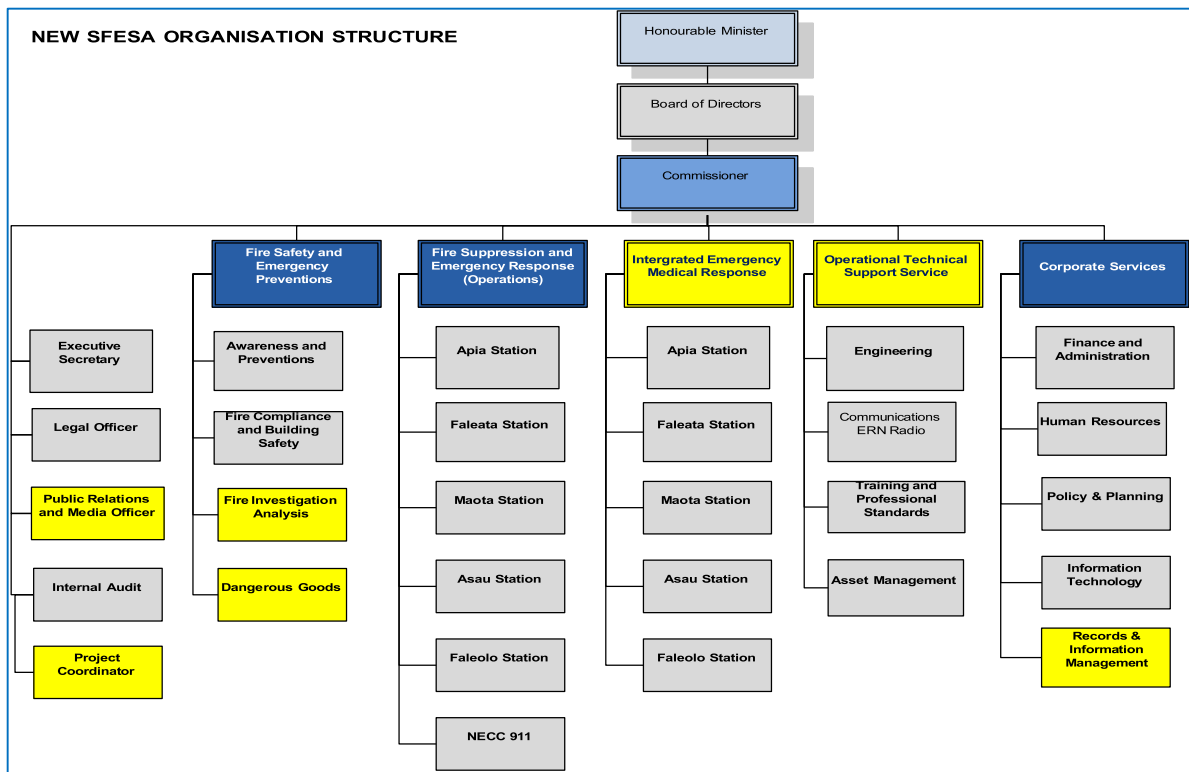
SFESA ORGANISATIONAL STRUCTURE

The Authority’s Organisational Structure is exhibited below. It is important to note A Functional Analysis (FA) Review was conducted by Consultant and report is currently with Board of Directors for approval. Depending on what is approved and when it will be approved, there will be further changes to the Current Organisational structure of SFESA. The FA review was conducted to solve some structural issues within the Authority given its growing staff, responsibilities and growing demand by the Public for its services especially in relation to the Emergency Medical Response (EMR) or ambulance services.



PROPOSED NEW STRUCTURE IN THE FUNCTIONAL ANALYSIS REVIEW REPORT

Below illustrates the newly proposed SFESA structure approved by the board with conditions based on priority areas and budget constraints. It is also important to note this will be given to cabinet for approval before initiation of implementation plan. It is important to note once approved by cabinet SFESA will gradually implement changes to its Organisational Structure which means this will take time to be completed.



ASSESSMENT RESULTS

The Authority conducted its Midterm review for its Corporate Plan and identified areas that need improvement and on-going activities that its complete results will be determined upon completion of the Corporate Plan Lifespan. The Overall table below illustrates the outcome of the midterm review;

Total fully achieved		Total exceedingly achieved		Total partially achieved		Total not achieved		Total not yet due		Total targets	
No	%	No	%	No	%	No	%	No	%	No	%
28	13.6	3	1.5	91	44.4	82	40	1	0.5	205	100

Overall, a total of 205 targets were set and by mid-term or half way through the Corporate Plan some activities were achieved, some needed focus and special attention while some were not achieved. Partially achieved activities was mainly due to activities completed after target due date but the table above illustrates total of activities implemented. The Authority will ensure it will monitor its new CP annually and ensure it achieves if not all than most of its targets laid out.

Strategic issues: Assess of results-key performance indicators

SAMOA FIRE & EMERGENCY SERVICES AUTHORITY
STATEMENT OF COMPREHENSIVE INCOME
AS AT 30 JUNE 2023

KEY PERFORMANCE INDICATORS	2023 Audited	2024 Budget	2025	2026	2027
			Forecast		
FINANCIAL KPI's					
Revenue	14,197,930	14,573,497	14,792,561	15,687,092	17,894,914
Expense	11,309,617	13,391,708	14,536,426	14,694,946	15,927,877
Surplus/Deficit	2,888,313	1,181,789	256,135	992,146	1,967,037
Current Ratio etc					
Govt Grant as % of Total Revenue	90%	94%	94%	94%	95%
NON-FINANCIAL KPIs					
Number of Fire Response	305	310	315	320	325
Number of Emergency Medical Response	3,714	3,900	4,095	4,299	4,514
Number of Emergency Responses	330	347	364	382	401
Number of School Awareness Programmes	150	30	50	50	50
Number of Evacuation Programmes	17	20	20	20	20
Number of Building Plans assessed	108	110	110	110	110

SWOT ANALYSIS

The Authority recognizes that it faces many challenges in implementing its functions and uses SWOT analysis to identify areas where authority is doing well in terms of strengths elaborate on areas of opportunities which needs to be analysed and authority should aim at utilising these opportunities. Authority also identifies areas of weakness and threats that are critical areas that need special focus and attention.

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"> ○ Specialized mechanic team ensuring all vehicles, boats and emergency equipment are operational at all times ○ All stations are now fully equipped and able to provide ambulance and rescue services ○ Effective community awareness campaigns ○ Effective inspection and compliance control measures ○ Accredited fire warden trainings ○ Upgraded, improved and additional rescue and emergency equipment's such as two (2) new rescue boats. ○ Ability to utilize limited resources efficiently ○ Staff capacity improved and are now certified through trainings in various 	<ul style="list-style-type: none"> ○ Limited office space for growing staff numbers ○ No proper mechanical workshop to ensure flow of work for mechanic team ○ Limited knowledge/capacity and skilled/qualified staff conducting fire investigations. ○ No legal advisor or lawyer for Authority ○ Outdated standard operating procedures, policies and procedural guidelines. ○ No proper system in place for National Emergency Communication Centre (NECC) ○ Time management ○ Proper sector allocations/SFESA not properly classified and identified under relevant sectors.

<p>areas; HAZMAT, search and rescue and EMR)</p> <ul style="list-style-type: none"> ○ Skilled and competent staff ○ Authority has the public trust and support ○ Improved radio communication /Emergency Radio Network (ERN) ○ Improve Office Communication amongst work colleagues via new contract with Vodafone contract ○ Improved ambulance services with new employees increasing workforce ○ Additional staff/new positions such as project coordinator assisting in implementing various roles of the Authority. ○ Effective fire drills ○ Qualified and certified trainers/assessors ○ Authority offers unique services to the people of Samoa ○ Establishment of a new fire station at Faleolo to cater for that side of the Island. ○ Improved and strengthened partnerships with various agencies both local and international such as Australia Pacific Training Coalition (APTC) ○ Staffs now have brand new turn out gears for their safety when responding to emergencies. 	<ul style="list-style-type: none"> ○ Biometrics systems not fully effective due to payment issues faced by some staff.
OPPURTUNITIES	THREATS
<ul style="list-style-type: none"> ○ Staff to build capacity through advanced trainings from key partners both locally and internationally ○ Build and develop more fire stations around different locations of the Samoa to cater for rural areas. ○ Increase number of shift workers to avoid shortage of shift workers and overall SFESA employees ○ Improvement and increase in number of resources, emergency responding vehicles and tools for the Authority. ○ Strengthen technology advancement, resource and equipment's 	<ul style="list-style-type: none"> ○ No separate sleeping quarters for females ○ Reliance on Government budget as its beyond control of Authority especially when budget cuts/restraints are made. ○ SFESA current building noncompliance with OSH/fire safety protocols ○ Staff turnover ○ Effects of Climate change ○ Limited fire hydrants ○ Political impacts/influence ○ Global pandemic ○ Cyber bullying and harassment

<ul style="list-style-type: none"> ○ Chance to increase uniform supply for staff especially station wear as its worn on all days and ware and tares easily ○ Increase revenue streams for more income and charging other services such as ambulance patient transfer, rescue boat operations during competitions, tree cutting, emergency escorts, Fagalii airport standby ○ Improve and strengthen partnership with key agencies including donor partnerships (eg: Embassy of Japan, SPC, FENZ,FRV,PIEMA) ○ Revise and amend legislations for mandatory fire insurance on building and vehicles 	<ul style="list-style-type: none"> ○ Server breakdowns causing loss of Authority’s information and data ○ Urbanization ○ New technology negative impacts to emergency response services for example electric vehicles. No training for SFESA staff on how best to approach accidents involving electric vehicles. ○ Epidemic ○ Unforeseen emergencies/situations that have no budget allocations ○ Unforeseen risks and hazards (chemical weapons and explosives) ○ Cease of donor funds/partnership
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SFESA FUNCTION LINKAGES TO SDG AND PDS

The Authority notes that it carries out various functions that crosscuts or is interlinked to various sectors, Sustainable Development Goals (SDG’s) and the key strategic outcomes listed in the Pathway for Development of Samoa (PDS). The Authority to date continue its efforts to be acknowledge as part of relevant sectors and therefore linked its most noticeable functions and responsibilities to the SDG’s and the PDS with the hope that it will be recognized and clearly identified and included in relevant sectors.

SFESA FUNCTIONS ALIGNED TO SUSTAINABLE DEVELOPMENT GOALS (SDG)

SDG		ROLES CARRIED OUT THAT ASSIT IN ACHIEVING THE SDG
SDG 3	Good health and Well-being	Through the ambulance or pre hospital care services SFESA contributes to this SDG in that its paramedics are well trained for many scenarios and have successfully assisted; <ul style="list-style-type: none"> • women giving births either at homes or on route to hospital, thus reducing the global maternal mortality rate, • preventing deaths of new-borns, • reduce death rate of road traffic injuries • assisted in protocols to prevent COVID 19 spreading
SDG 5	Gender Equality	Authority in its policies has clauses indicating all genders are to be treated equally and fairly. Authority also encourages female workers to become fire-fighters evidence in increase in numbers of female fire-fighters over the years. Overall SFESA promotes gender quality and management level have taken GEDSI training in partnership with APTC to further improve

		its efforts to achieving gender quality within its own organisation and overall contributing to this SDG.
SDG 7	Affordable and clean energy	The Authority is part of the renewable energy sector and contributes to this SDG through their advice and collaborative efforts to this sector.
SDG 8	Decent Work and economic growth	SFESA has equal pay for male and female depending on rank. SFESA also encourages people with disabilities to work and does not discriminate in any way thus, providing equal treatment, pay and employment opportunities for all female male and people with disabilities.
SDG 9	Industry, Innovation and Infrastructure	The Authority is part of the committee that enforces the national building code which ensures sustainable and resilient infrastructure is built for safety of the community, especially in relation to fire safety building protocols.
SDG 11	Sustainable cities and Communities	The Authority contributes to making cities and human settlements more inclusive and safe through community awareness programs raising awareness on what to do and where to go in event of natural disasters. The Authority through its fire and emergency responses also contributed to reduced number of deaths due to disasters and other vulnerable situation as Authority conducts rescue and evacuation protocols during any disaster.
SDG 12	Responsible consumption and production	The Authority is involved in ensuring there are sound management protocols for chemicals and hazardous materials. It also assists in escorting these items to allocated locations to minimize incidents. The Authority also has responsive protocols in place to response appropriate to hazardous chemical spill incidents
SDG 13	Climate Action	SFESA in collaboration with other key partners and conducts awareness programs in communities that ensure they are resilient to climate change effects and natural disasters.
SDG 15	Life on Land	SFESA works with Ministry of Natural Resources and Environment (MNRE) to ensure that forests are protected from fires and also raise fire bans when its dry season which contributes to conservation and protection of forest areas.

SFESA FUNCTIONS THAT LINK TO PATHWAY FOR DEVELOPMENT OF SAMOA

KEY STRATEGIC OUTCOME 1: IMPROVE SOCIAL DEVELOPMENT		
KEY PRIORITY AREA (KPA)	Expected outcome	SFESA functions
2: Improved Public Health	<ul style="list-style-type: none"> ○ Health care services and facilities improved ○ Prevalence of Non-communicable disease and infectious disease reduced 	<p>Authority through its ambulances or pre-hospital care services contributes to this priority area but focuses on PRE-HOSPITAL care by having fully equipped ambulances and all four stations now have trained and qualified staff.</p> <p>SFESA also carries out certain safety and hygiene protocols to prevent spread of COVID and infectious disease thus contributing to this KPA</p>
5: Skilled Workforce	A trusted, capable and skilled workforce in place	SFESA continues its efforts to work with local and overseas partners for training of its staff in all areas including hazardous chemical trainings, fire safety, emergency medical trainings to name a few. This ensures their staffs are capable and equipped with skills to improve its service delivery and further gain trust of the people of Samoa. Therefore SFESA although focuses on its own organisation often works and invites key partners for these trainings and contributes to this KPA of having skilled workforce.
KEY STRATEGIC OUTCOME 2: DIVERSIFIED AND SUSTAINABLE ECONOMY		
KEY PRIORITY AREA	Expected outcome	SFESA functions
6: Community Development	Resilience and capability to operate essential services within each district encourage and stimulated	The Authority through its awareness programs conducts various training and awareness programs out in the community ensuring they are equipped with knowledge and know protocols and actions to implement when natural disasters occur. This makes communities

		become more resilient to climate change effects therefore part of SFESA's role to this KPA
8: Tourism Revitalization	Increased social and economic benefits from diversified tourist attractions/activities across communities (including eco-tourism, cultural and historical sites)	SFESA is a part of the Samoa Tourism Authority (STA) hotel and accommodation inspection committee and they ensure accommodations are safe and secure and attract more tourist.
KEY STRATEGIC OUTCOME 3: SECURITY AND TRUSTED GOVERNANCE		
KEY PRIORITY AREA	Expected outcome	SFESA functions
12: Empowered legislations	Integrity of law and order maintained	The Authority is currently in process of reviewing its legislation to ensure that it complies and relevant to current changes with its roles and ensures law and order is maintained and ensures its services are improved.
KEY STRATEGIC OUTCOME 4: SECURED ENVIRONMENT AND CLIMATE CHANGE		
KEY PRIORITY AREA	Expected outcome	SFESA functions
15: Build Climate Resilience	<ul style="list-style-type: none"> ○ Climate and disaster resilience and responsive planning in all sectors strengthened ○ International binding mechanisms, including sustainable climate financing support for climate resilience programs strengthened 	<ul style="list-style-type: none"> ○ Authority works closely with its key partners to raise awareness in communities on how to be climate resilient and also collaborate and obtains funding from various donor partners to implement these awareness programs. ○ SFESA also a part of committee/taskforce involved in developing of disaster management plans
18: Sustainable Energy Development Enhanced	Petroleum supply, administration and safety strengthened	SFESA is a part of the petroleum taskforce thus contributing to discussion and policies and plans for measures of storage capacity of petroleum products and ensure compliance of petrol stations with measures and polices in place.
KEY STRATEGIC OUTCOME 5: STRUCTURAL PUBLIC WORKS AND INFRASTRUCTURE		
KEY PRIORITY AREA	Expected outcome	SFESA functions



21:Consolidated Infrastructure Management	Safety and resilience of infrastructure and settlements, including urban and town areas, enhanced through proper planning	SFESA is part of the committee that enforces the National Building Code and ensures that buildings are resilient, safe and secure of the safety the Community. SFESA mainly enforces fire safety measure in building and cannot issue any permits if the building code is not adhered to.

IMPLEMENTATION PLAN

Goal 1: To ensure effective SFESA governance framework and administration through monitoring of SFEA’s core functions and provision of sound advice to the Minister through the Board.				
Outcome:				
<ul style="list-style-type: none"> • Improved legislative and regulatory governance frameworks and services. • Transparent and improved policy advice and decision making processes. 				
Strategies	Activities	Performance indicators	Timeframe	Responsible Department/Division
Perform the statutory functions and responsibilities of the Authority as prescribed under the FESA Act 2007 and all other relevant legislation and Government policies	Hold 36 monthly staff meetings within CP period	36 staff meetings (12 meetings per year) should be held on CP ending.	June 2027	Office of the Commissioner
	Hold 26 (fortnightly) annual management meetings for dialogues and discussions amongst Executive and staff.	Fortnightly management meetings conducted throughout the CP period	End of every financial year (30 June 2025, 30 June 2026, 30 June 2027)	Office of the Commissioner
	Identify major deviations or non-achievements progressively and addressed in middle management meetings	78 Management Meetings held by end of CP period	30 June 2027	Office of the Commissioner

	Executive Assistant to follow up all matters with Executive Management related to each AC which is required to be completed	Follow up of matters is done at 100% and is demonstrated by results of annual performance reports, Internal Audits and External Audit Reports	30 June 2027	Lead: Office of the Commissioner Assist: All departments
Review FESA Act 2007	Review and amend relevant provisions of the SFESA Act 2007 to reflect the increased roles of the Authority	FESA Act 2007 is amended	June 2027	Lead: CSU Assist: All departments
	Provide advice to the Board on matters raised whilst considering existing laws and policies.	Board is advised accordingly based on policies in place	June 2027	Office of the Commissioner
	Inform the Minister of any significant incident that occurs	Minister is advised of significant incidents	June 2027	Office of the Commissioner
To monitor all Corporate Governance services of the Authority	Hold 12 (monthly) updates with the responsible Output Manager	Reports are reviewed monthly (12) with findings released to management for their information and follow up	June 2027	Leading: Office of the Commissioner Assist: Manager and Corporate Services Department
	Implement the Authority's Performance Management Systems	Staff PMA's signed and noted in Personal files	End of June every financial year	Leading: Office of the Commissioner Assist:

				Output Managers and HRD
Enforce partnerships by engaging with key agencies and external stakeholders to support the work of the Authority	Hold monthly meetings with key agencies through exercises and drills	Complete 36 meetings with key agencies within the CP period	June 2027	Leading: Office of the Commissioner Assist: Fire Safety Department
		Partner agencies including donors are well informed and provide assistance required		
Develop networks and strategic alliances with international and regional agencies to provide best practice to inform the Authority's operations and reforms	Hold dialogues and network with relevant agencies and develop partnerships through development of at least five (5) MOU's to share resource and capacity needs of the Authority	At least five (5) New relationships and partnerships have been formed and developed by end of CP	June 2027	Leading: Office of the Commissioner Assist: Output Managers
Ensure maintenance of timeframes for submission of regulated reports and strategic planning documents to external and internal stakeholders	Submit 36 monthly financial accounts /reports to the Board by end of CP	Board updated on Authority financials on a monthly basis's (Thirty six (36) Financial Reports	June 2027	Leading: CSD/finance division Assist: Office of the Commissioner
	Submit 36 monthly reports for whole of SFESA to Board by end of CP	Board updated on Authority monthly activities	June 2027	Leading: CSD/finance division Assist: Office of the Commissioner

	Submit quarterly reports to the Board and MPE at the month following end of each quarter	Twelve (12) quarterly reports should be submitted to the Board and MPE in CP year ending	June 2027	Leading: CSD Assist: All Departments
	Submit Annual Report to the Cabinet by 31st October.	Annual Report is completed and submitted to MPE and Cabinet by 31 October.	31 October 2024 31 October 2025 31 October 2026	Leading: CSD Assist: All Departments
	Submit Annual Report to Parliament by 30th November.	Annual Report is completed and mass printing submitted to parliament by 30 November every year	30 November 2024 30 November 2025 30 November 2026	Leading: CSD Assist: All Departments
	Submit SFESA Annual Plan to Board and MPE by June every year	Annual plan approved by Board and submitted to MPE	30 June 2027	Leading: CSD Assist: All Departments
	Finalize draft of SFESA bi annual review report to Board February every year	Bi annual review report submitted and approved by Board by February every year	February 2025 February 2026 February 2027	Leading: CSD Assist: All Departments
	Submit Corporate Plan FY 27/28-29/30 to MPE by June 2027	CP submitted to MPE by June 2027	June 2027	Leading: CSD Assist: All Departments

	Finalize SFESA annual review report for CP by July every year	CP annual review submitted to Board and MPE by July every year	July 2024 July 2025 July 2026	Leading: CSD Assist: All Departments
	Submit budget preparations for SFESA	Budget proposal received by MOF by January every year	January 2025 January 2026 January 2027	Lead: CSD Support: All departments
Enforce prompt attention to issues that impact the Authority and the delivery of its services	All queries and complaints are resolved within ten (10) working days.	Issue resolved and advice given	June 2027	Leading: Executive & HR Division Assist: All departments
Ensure Climate Change (CC) is integrated in the Authority's CP, AP and Annual Budget	Implement the Authority's responsibilities under the Disaster and Emergency Management Act and the National Disaster Management Plan and ensure that climate change adaptation interventions and disaster risk reduction measures are integrated into the Authority's CP, AP and Annual Budget	CC is 90-100% integrated in the Authority's strategic plans.	June 2027	Leading: Office of the Commissioner Assist: Executive
Internal Audit Division				
Ensure proper Internal controls are in place over financial reporting and	Conduct and submit Internal Audit and spot checks in specialised areas outline in	100% of developed audit findings raise recommendations to be fully implemented	Monthly	Leading: Internal Audit Assist:

operation of the Authority	the Internal Audit Annual Plan			All Department
	Identify weakness and strengths of internal controls raise and discuss issues with respective output managers	Provide effective recommendations for management decision making, implement and conduct follow ups of recommendations	Quarterly	Leading: Internal Audit
Comply fully with applicable financial, governance, international standards and recommended practice	Conduct Internal Audits spot checks accordingly Attend Internal Forum Cross Government meetings and any related trainings both locally and internationally.	100% develop corrective action plan and conduct follow up accordingly 100% participation and attendance in Internal Audit Forums (IAF) and any related trainings both locally and internationally	Monthly Quarterly	Leading: Internal Audit Assist: All Department
To provide accurate and timely reports	Monthly reports submitted to the Audit committee, Board and management on targets, issues and incidents. Submit Units quarterly reports	100% complete report to be submitted on the 10th of every month Report to be submitted to the Policy Department on the 14th of the month after end of each quarter	10th of each month 14th of the month after end of each quarter	Leading: Internal Audit Assist: All Department PPD
PROJECT CO-ORDINATOR				

Community outreach project of expansion of Fire Station	Initiation and Concept reports	Reports approved by the commissioner and Board of directors	On going	Leading: Project Co-ordinator Assist: Commissioner and Board of directors
	Preparation of Tender Documents	Approved by the commissioner, Board of directors and Tenders Board	On going	
	Construction of Fire Station/Headquarters	Provide project progress reports	Monthly	
		Provide project quarter reports	Quarterly	

Goal 2: To be proficient and prepared in providing quality services for all fire and emergency responses to the people of Samoa

Outcome:

- Effective and Efficient responses to fires, rescue and emergencies
- Quick and timely responses to emergencies

Strategies	Activities	Performance indicators	Timeframe	Responsible department/Division
Improve and maintain quality emergency responses through on-going staff capacity development	Complete three (3) refresher trainings for mechanic staff	Refresher trainings Completed and mechanic staff knowledge improved.	June 2027	Lead: Operations Department Assist: HR
	Conduct 2400 on the job trainings for all stations	2400 on the job trainings completed for all stations leading to staff knowledge improved	June 2027	Operations Department
	At least two (2) Operational Staff to attend local or overseas trainings	Two or more staff have attended local or overseas trainings and conducted presentation to SFESA staff	June 2027	<ul style="list-style-type: none"> • Operations Department • HR Division • Office of the Commissioner
	Three (3) rescue trainings both Land or Sea	Staff equipped with land and sea rescue upon completion of training	June 2027	Lead: Operations Department Assist: HR
	Three (3) Hazmat trainings	Staff equipped with Hazmat knowledge upon completion of training	June 2027	Lead: Operations Department Assist: HR

	Conduct 12 live fire drills	12 Live fire drills implemented by June 2027	June 2027	Operations Department
	Carry out 135 Familiarization visit by the end of CP period (15 Apia, 15 Faleata, 5 Faleolo, 5 Maota, 5 Asau per FY)	135 familiarization visits completed for all stations by June 2027	June 2027	Operations Department
	Carry out 135 Hydrant inspections visit by the end of CP period (15 Apia, 15 Faleata, 5 Faleolo, 5 Maota, 5 Asau per FY)	135 hydrant inspection completed by all stations by end of CP	June 2027	Lead: Operations Department Assist: Fire Safety department
Improve responding times for all emergencies on given distances	Conduct 2400 PT	2400 PT implemented for all stations by end of CP and staff physically fit to respond quickly	June 2027	Operations Department
	Conduct 12 RFL	12 RFL completed by end of CP and staff physically fit to respond quickly	June 2027	Operations Department
	Responding time to emergencies within 2 – 5 miles radius is maintained at a maximum of 10minutes (100% enforcement)	Compliance with Timely response to emergencies	June 2027	Operations Department

	Responding time within 5 to 10 miles radius is maintained at a maximum of 15 minutes, (100% enforcement)	Compliance with Timely response to emergencies	June 2027	Operations Department
Procure appropriate tools and equipment's for both Fire suppression & other emergencies	For all Stations to equipped with specialized tools/equipment's within CP period (JAWS of Life, Rescue tools/equipment's, HazMat equipment's, etc)	Each station equipped with the rescue tools and equipment's	June 2027	Operations Department
	Collect False Alarm revenue from false activated alarms	Achieve budgetary target of \$20,000 for every financial year	June 2027	Operation Department Finance Division
Maintain and sustain the operational of all emergency respond fleet and non-emergency respond fleet	Six service maintenance to be complete for 1 st and 2 nd respond vehicle by the end of CP period	6 maintenance service completed by end of CP	June 2027	Mechanic Division Finance Division
	Nine service maintenance to be complete for light responding vehicles by the end of CP period	9 maintenance service completed by end of CP	June 2027	Mechanic Division Finance Division
	Nine service maintenance for Ambulances and Administrations vehicles to	9 maintenance service completed by end of CP	June 2027	Mechanic Division Finance Division

	be complete by the end of CP period			
	Six service maintenance for all rescue boats by the end of CP period	6 maintenance service completed by end of CP	June 2027	Mechanic Division Finance Division
Improved procedure guidelines	Develop FESA Emergency Response Guide Book for Operational Responses by end of CP	FESA Emergency Response Guide Book approved by board by June 2027	June 2027	Lead: Operations Assist: Policy and Planning Division
	Develop FESA Drill Book for Operational Hose and Ladder Drills by end of CP	FESA Drill Book for Operational Hose and Ladder Drills approved by Board by June 2027	June 2027	Lead: Operations Assist: Policy and Planning Division
Maintain the effectiveness of SFESA VERT	Conduct 4 Quarterly Training for VERTs for every Financial Year	12 Training for VERTs completed by end of CP	June 2027	Training Division Finance Division HR Division

Goal 3: Provide quality non maleficent pre hospital care services for the Samoan Community

Outcome: Effective and Efficient pre-hospital services to the community
 No complaints and customer satisfied with pre-hospital services offered

Strategies	Activities	Performance indicators	Timeframe	Responsible Division
Procure appropriate tools and equipment's for both Fire suppression& other emergencies	For all Stations to equipped with specialized tools/equipment's within CP period (Manikins, Monitors, Rescue tools/equipment's, etc)	All stations fully equipped with listed equipment by end of CP	June 2027	EMR Division
	For all stations to have at least two (2) fully equipped back-up ambulances	Each station allocated two fully equipped back up ambulance	June 2027	EMR Division
Ensure non-maleficence by offering quality pre-hospital care to the people of Samoa	Complete three (3) EMT Trainings for all EMR Staff within CP Period	three (3) EMT Trainings completed by end of CP	June 2027	EMR Division PPD
	Complete three Advance First Aid Training for all Non-EMR Staff members within the CP Period	three Advance First Aid Training for all Non-EMR Staff members completed by end of CP	June 2027	EMR Division
	Complete three (3) refresher trainings for EMR Staff to keep updated with knowledge and skills by the end of CP Period	three (3) refresher trainings for EMR Staff completed by end of CP	June 2027	EMR Division

Improved procedure guidelines	Complete and authorized Authority to Practice (ATP) for all EMT's, SAO and Paramedics with MoH	ATP completed and authorized by end of CP	June 2027	EMR Division
	Prepare and authorized Clinical Procedure Guidelines (CPG) to guide staff work within this CP period	CPG finalized and approved by Board by end of CP	June 2027	EMR Division PPD

Goal 4: Effective proactive fire safety prevention, preparedness and emergency recovery awareness programs and Effective communication during emergencies via national emergency call centre and emergency radio network

Outcome:

- Reduced likelihood of unwanted fires
- Increased preparedness of communities and businesses for fire incidents and emergencies
- Improved National Call centre services and emergency radio network capabilities
- Strengthened and improved building safety and protection of critical facilities including dangerous goods
- Improved level of general public safety

Strategies	Activities	Performance indicators	Timeframe	Responsible Division
Enhance Public Awareness and Prevention Programs,	Conduct 360 safety and prevention awareness programs in schools and local communities	360 Awareness Programs are completed by end of CP period	Due June 2027	Awareness Division / Community Resilience
	Conduct 75 industrial/warden training programs to raise awareness within work places	75 Industrial trainings undertaken by end of CP Period	Due June 2027	Awareness Division / Community Resilience
	Conduct 15 warden training, dangerous good, search& rescue programs for communities	15 undertaken by end of CP Period	Due June 2027	Awareness Division / Community Resilience
	Design and distribute 30 Awareness Materials ie: 15 Posters, 6 pamphlets, 6 billboards, 3 stickers etc	15 new posters, 6 Billboards, 6 pamphlets 3 pumper stickers, by the end of CP.	Due June 2027	Awareness Division / Community Resilience
	Develop 6 TV advertisements related to Fire Safety and Emergency Prevention Department and prevention,	6 TV advertisements are developed and aired on all local televisions.	Due June 2027	Awareness Division / Community Resilience

	Undertake 24 Radio/TV Talk Shows to push awareness campaigns.	24 Radio and TV talk shows completed by end of CP	Due June 2027	Awareness Division / Community Resilience
	Utilise Social Media platforms instigated by the Authority to further the awareness messages,	Weekly updates on main Facebook page of awareness programs, and safety advisory notices for public awareness.	Due June 2027	Awareness Division / Community Resilience
	Conduct 45 Evacuation and Simulation Exercises for Schools, government buildings, community Commercial and high rise buildings	45 Evacuation and Simulation Exercises conducted by end of CP period	Due June 2027	Awareness Division / Community Resilience
	75 Fire Extinguisher demonstrations conducted for all industrial workplaces, Govt Ministries and local communities	75 Fire Extinguisher Demonstrations	Due June 2027	Awareness Division / Community Resilience
	Incorporate 12 key supporting agencies during simulation exercises	Key supporting agencies attend at least 12 simulation exercises.	Due June 2027	Awareness Division / Community Resilience
	Deliver 6 Disaster and Emergency Risk Reduction (CDCRM) Awareness Program to local communities	6 awareness programs delivered to local communities as an Implementing Agency	Due June 2027	Community Resilience/ Awareness Division
Enforce Compliance with legislations and regulations including the Building Code	Process building permits referred for assessments in a timely manner:	All building permits referred to SFESA are assessed within 10 working days	Due June 2027	Compliance Division

governing fire safety for all regulated buildings.				
	Conduct 360 inspections of buildings and issue compliance certificates	360 building inspections are carried out by end of CP	Due June 2027	Compliance Division
	Conduct inspection to renew all business licence for all commercial/private business	Assess, inspect before renewal of business license	Ongoing	Compliance Division
	Conduct inspection of all residential buildings regulated by National Building Code 2017	100% of new residential buildings	Due June 2027	Compliance Division / Community Resilience
	Conduct follow up inspections of non-compliant buildings previously inspected.	100% of all non-compliant buildings are re-inspected.	Due June 2027	Compliance Division
	Issue abatement notices to all owners of buildings that do not comply with fire safety requirements.	Abatement notices are issued for all non-compliant buildings.	Due June 2027	Compliance Division
	Enforce attendance and coordination with all relevant Task Forces (PTF, STA, OSH, National Security, Road Safety, ACC and Energy Sector)	Attend all task force meetings and inspections to enforce our roles and ensure compliance to all safety measures.	Due June 2027	Compliance Division
	Conduct 45 Booster and Hydrant Testing for High Rise Buildings,	45 Booster and Hydrant Testing are conducted for high rise and commercial buildings by end of CP Period,	Due June 2027	Compliance Division/ Operations Department

	Prepare relevant reports to highlight fire safety issues in a timely manner.	Full inspection reports for all inspected buildings are to be ready within 3 working days.	3 working days.	Compliance Division
		Inspection notices to be issued for all non-compliant buildings that required follow up inspections to be ready within 2 working days	2 working days.	Compliance Division
		Detailed booster reports to be completed within 3 working days.	3 working days.	Compliance Division
Enforce Hot Works Permits for all operators undertaking hot works in open space.	Process all hot works permits for all operators	100% of Commercial Operators' permits requested are ready in 5 working days,	5 working days.	Compliance Division
	Conduct 100% initial inspections of all hot works before issuance of the permit for works.	100% of all permits issued are inspected	10 working days	Compliance Division
	Conduct follow up inspections for all hot works permit issued,	100% of all hot works permits issued monitored throughout its duration period.	Timely manner	Compliance Division
Enforce Legislation to ensure safety storage and handling of all dangerous and hazardous goods	Conduct 24 inspections of all dangerous/hazardous goods to ensure safe storage and handling	24 inspections of storage sites for dangerous/hazardous goods	Due June 2027	Compliance Division, Dangerous Goods Division, Community Resilience
Strengthen Fire Investigation Analysis for all structural fires	Attend every fire incident to ensure integrity of site and conduct FIA immediately	FIA is conducted for all structural fire incidences immediately	Timely manner	FIA Division / Community Resilience / Awareness

that require the attendance of FIA unit.	once fire is extinguished and under control	FIA to be completed in a timely manner depending on the size and risk associated		Division / Compliance Division
	Compile and put together detailed FIA report in a timely manner.	Complete Residential Structural Fire Reports are ready within 10 working days	Within 10 working days	FIA Division
			20 working days	FIA Division
		Complete of Commercial Building Structural Fire Reports are ready within 20 working days		
	Create an MOU with MOP and relevant agencies to enable information sharing during FIA roles and procedures.	Finalized of MOU to be completed	June 2026	FIA Division
To build capacity and enhance performance of staff	Conduct Internal Quarterly Trainings to build capacity of Departmental staff	<ul style="list-style-type: none"> • At least 2 staff to receive accreditation to deliver Training of Trainers(Disaster and Emergency Risk Reduction) • At least 2 staff to complete Building Fire Safety Inspection accreditation course • At least 2 staff to complete OSH accreditation course • At least 2 staff to complete Dangerous 	June 2027	Fire Safety and Emergency Prevention Department/CSU

		<p>Good/HAZMAT(TOT) accreditation course</p> <ul style="list-style-type: none"> • At least 2 staff to complete Awareness(Graphic Design)/Promotional Materials accreditation course • At least 2 staff to complete Fire Safety and Emergency Prevention accreditation course • At least 2 staff to complete Radio Technician accreditation course • At least 2 staff to complete NECC dispatched (CAD) accreditation course • At least 2 staff to complete Fire Investigation and Analysis accreditation course • At least 2 staff to complete Fire Safety and (TOT)Unmanned Aerial Vehicle(Drone) accreditation course • At least 2 staff to complete Electric Vehicle awareness accreditation course • At least 2 staff to complete Secondment / attached training experience with 		
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		Partners such as Fire Rescue Victoria, Fiji National Fire Authority, Pacific Islands Emergency Management Alliance/South Pacific Commission (SPC) <ul style="list-style-type: none"> At least 2 staff to complete Alarm Certification accreditation course 		
		6 General capacity building trainings to be carried out to build capacity of staff.	June 2027	Fire Safety and Emergency Prevention Department / CSU
Achieve budgetary receipts targets set by MOF	Work closely with the CBS to enforce the collection of the regulated insurance fire levy, Issue invoice for all building and hot works permits assessed to be paid before releasing report.	100% of budgetary revenue targets for ALL revenue items are achieved per year.	3 working days	Fire Safety and Emergency Prevention Department
	Issue invoice for all industrial trainings and simulation exercises conducted within 24hours.			
Timely attendance to all queries from the public	Address simple queries within 2 working days,	All simple queries received are resolved within 3 working days,	3 working days 5 working days 3 working days	Fire Safety and Emergency Prevention Department

	Address complex queries within 5 working days,	All complex queries received are resolved within 5 working days,		
	Address all complaints both internally and externally within 3 working days,	All complaints received are dealt with in 3 working days,		
Relevant resources are provided and made available for use.	Procure enough resources to adapt to changes and to meet goals and objectives outline for our Department.	Fully equipping personnel to fill up vacant positions and procurement of resources outlined under resource needs for the Authority.	June 2027	Fire Safety and Emergency Prevention Department / CSU
Strengthen and improve the Radio Communications Network Services	A portable, standalone repeater will activate to replace the emergency radio network (ERN) in case of any future communications breakdown.	Procure a portable, standalone communication repeater for emergency backup.	June 2027	Communication Division
	Conduct quarterly combines' maintenance service with the ERN Team.	12 maintenance completed by end of every year (Upolu and Savaii)	Ongoing Task	Communication Division
Provide a reliable fire alarm network that satisfies the needs of both authorities and consumers.	Upgrade, Install and Administrate a new Fire Alarm Panel for the Authority	New Wireless Fire Alarm Panel installed and operational	June 2027	Communication Division /Compliance
Improvement of the office facilities and upgrading of tools."	Renovate technical workshop,	Renovation of workshop completed	December 2026	CSU/Communication
	Office equipment, spare parts, and appropriate tools	Replace faulty equipment, procure spare parts for	December 2026	CSU/Communication

	for bench repairs and service maintenance.	installations, and upgrade appropriate tools.		
Developed Standard Operating Procedures for NECC	Improved Divisional processes and procedures through develop policies	NECC SOP First Draft Developed	Due June 2025	NECC /CSU
Install advanced dispatch system to cater needs of emergency response	Provide reliable and accurate confidential information during response	NECC System Install/Upgrade	Due June 2027	NECC
Provide an effective and efficient 911 Call Centre	Provide professional telephone etiquette	All emergency's calls received are dispatched within 30seconds (100% Call Quality)	Ongoing	NECC
		Less than 1% complaints received based on the number of all calls fielded by NECC for dispatch	Ongoing	NECC
Provide new NECC Office	Construct new NECC facility that can accommodate all advanced systems, equipment's and personnel	New facility completed	June 2027	NECC / CSU / Project Unit
To build capacity and enhance staff performance	Provide and conduct effective capacity training for all staff	16 refresher trainings for all NECC Staff such as: Customer Services Leadership skills training EMR Training Firefighting/ safety training etc.	Due June 2027	NECC / CSU

Goal 5: To improve Corporate Services Governance and performance through Human Resource, Policy and Planning, finance and Information technology services

Outcome: Strengthened Corporate Governance and Internal procedures
Transparent and improved financial management and decision making processes

Strategies	Activities	Performance indicators	Timeframe	Responsible Division
Provide an effective and an efficient, reliable IT systems.	Develop and implement an ICT Strategy covering: ·Procedure development ·System and network requirements ·Maintenance requirements ·User specifications and cost	Develop and approve ICT Strategy by end of CP Period	30 June 2027	ITD Other Departments
	Upgrade, Install and Administrate a new Fire Alarm Panel for the Authority	New Fire Alarm Panel installed by end of CP Period	30 June 2027	Communications ITD
Strengthen Corporate Values in IT Support	Procure NAS Back Up System	Procure NAS Back Up System by end of CP Period	30 June 2027	ITD Finance
	Undertake Monthly and Quarterly Maintenance work of all Authority IT tools, equipment and software	Monthly Report Submitted 7 th day of each month	7 th Day of Each Month	ITD
		Quarterly Report submitted 14 th day of each Quarterly Report	14 th Day after each Quarter	ITD
	Recruit a Senior Network & Planning Officer	Senior Network and Planning Officer recruited by end of CP Period	30 June 2027	HRD ITD
	Recruit Application and User Support Officer	Application and User Support Officer	30 June 2027	HRD ITD

		recruited by end of CP Period		
Strengthen Corporate Service Values in Administrative Support	Procure a Service Vehicle for IT Division	Service Vehicle is procured by end of CP Period	30 June 2027	ITD
	Submit Report to Stakeholders on a timely basis	Monthly Reports submitted on 10 th of each Month to Manager: Corporate Services.	10 th of each Month	ITD Other Departments
Complete a Capacity Building Plan.	Identify relevant training and development opportunities to improve workforce skills, abilities and knowledge.	Complete at least 4 skill-set training for SFESA staff by end of CP period.	30 June 2027	HRD All Departments
		Upon completion of overseas trainings, submit report and presentation to Commissioner within two weeks after trainings.	Two weeks from completion date of training	HRD All Departments
		Upon completion of local trainings, submit outcome report to Commissioner within two weeks after trainings	Two weeks from completion date of training	HRD All Departments
		Complete 24 refresher trainings on Corporate Policies by end of CP period.	30 June 2027	HRD Finance ITD Policy

Provide an effective and an efficient, reliable IT systems.	Monitor UTime Biometrics system efficiency	Consistent operation of Biometric system	30 June 2027	ITD HRD
	Enforce user compliance with time recording policy.	Submit monthly report for Biometrics' time recording	End of every month	HRD ITD
Improve Policy advise	Improve Occupational Health and Safety environment for the Authority through developed OSH policy	Finalized first draft OSH Policy.	30 June 2025	HRD Policy Fire Safety
		Submit and approve final draft OSH Policy	30 June 2026	HRD Policy Fire Safety
Provide Effective Payroll Monitoring Process	Finalize and compile relevant Payroll documents on a timely basis,	All approved On Calls are finalised and submitted to Finance Division	12pm every Friday of pay period ending	HRD Other Departments
		All approved Special Operations documents are finalised and submitted to Finance Division	12pm every Friday of pay period ending	HRD Other Departments
		Provide effective timesheet process	Output Timesheets are submitted for Verification 12 noon every Friday.	HRD Other Departments
			Approved Timesheets submitted to Finance Division by 2pm Monday after Pay Period Ending	HRD Other Departments

Provide Effective Recruitment Process	Achieve set timeframes in Recruitment and Selection Process	100% Vacant positions are filled within two months after the closing date.	End of 2 nd Month from Advertisement Closing Date	HRD Other Departments
		All new staff to undergo Induction Program	30 Days after the appointment effective date.	HRD Other Departments
		Recruit a Senior Records Officer	30 June 2026	HRD
		Recruit an OSH Officer	30 June 2027	HRD
Strengthen Corporate Values in Report Submission	Provide an efficient Administration support to the Authority	Procure Authority approved Station Wear Uniforms on a timely basis.	1 st Issue by 31 October 2 nd Issue by April of every Financial Year	HRD Other Departments
		Procure Authority approved Official Dressing Uniforms on a timely basis.	30 April of every Financial Year	HRD Other Departments
	Procure Capital Items & Resources for HR Division	Procure Capital Items for Senior Records Officer and OSH Officer	30 June 2027	HRD Finance Division
		Procure Capital Items to replace Capital Items	30 June 2027	HRD Finance Division
	Submit Report to Stakeholders on a timely manner	Compile and submit monthly reports for previous month and submit to Executive Secretary on or before 10th of every month,	10 th of Every Month	HRD Other Departments
		Compile Bi-Annual Review of Performance	End of January every Year	HRD Other Departments

		Management Appraisals (PMAs) for all Departmental		
		Compile Final Review of Staff PMAs	End of July every Year	HRD Departments
	Timely attendance to all queries.	Address simple queries	Within 3 Working Days of query received date	HRD
		Address complex queries	Within 5 Working Days of query received date	HRD
Strengthen Corporate Service Values in Administrative Support	Update staff leave on a timely basis.	Distribute leave entitlements on a timely basis	12pm every Thursday after every pay period ending	HRD Other Departments
	Provide support services during special operations	Attend and provide support service during major and special operations.	All HR personnel to attend at least 1 Major or Special Operation	HRD Other Departments
	Procure an HR Management System	HR Management System is developed and install by end of CP Period	30 June 2027	HRD ITD
Assist in development of new policies for the Authority	Prepare a Fire Safety Policy and Procedural Manuals by end of June 2026	A fire safety department Policy is completed and duly approved by the Board by June 2026	30 June 2026	Fire Safety and Emergency Prevention Department / CSU
	Develop Operations policy and procedural manual	Policy developed and approved by Board	June 2026	Leading: operations department Assist : PPD

	Develop Engineering Policy and procedural manual	Engineering policy developed and approved by June 2027	June 2027	Leading: Engineering Assist: PPD
	Develop Asset Management Policy	Asset management policy developed and approved	June 2025	Leading: Finance/Assets Assist: PPD
Review of existing policies	Conduct Review of Finance and procedural manual 2019	<ul style="list-style-type: none"> • Revision of the finance manual completed • New policy final and approved 	June 2025	Leading: PPD Assist: Finance and HRD
	Conduct review of IT policy 2020	<ul style="list-style-type: none"> • Revision of the IT policy completed • New policy finalized and approved 	June 2025	Leading: PPD Assist: ITD and HRD, Finance
	Conduct review of Communication Policy 2020	<ul style="list-style-type: none"> • Revision of the Communication policy completed • New policy finalized and approved 	June 2025	Leading: PPD Assist: Engineering and operations
Monitoring and evaluation of existing policies	Monitor and evaluate HRM 2024	<ul style="list-style-type: none"> • HRM 2024 M&E report completed and submitted to executive and board 	June 2025	Leading: PPD Assist: HRD

	Monitor and evaluate Service Charter 2024	<ul style="list-style-type: none"> Service Charter 2024 M&E report completed and submitted to executive and board 	June 2026	Leading: PPD Assist: Commissioners, HRD
Implement consultations of reporting and strategic planning discussion	Conduct consultation for annual plan	Consultation completed	May 2025 May 2026 May 2027	Lead: Manager CSD
	Conduct consultation for Bi annual review	Consultation completed	January 2025 January 2026 January 2027	Lead: Manager CSD
	Conduct consultation for Corporate plan review	Consultation completed	July 2025 July 2026 July 2027	Lead: Manager CSD
	Consultation for New CP 2027-2030	Consultation completed	March 2025 March 2026 March 2027	Lead: Commissioner, Manager CSD
Policy and documentation awareness	Carry out awareness programs for all approved strategic plans and policies	All approved strategic plans and policies awareness program completed	June 2027	CSD Assist: all departments
Development of strategic documents needed for the Authority	Draft strategic documents to improve corporate governance	Strategic documents approved by Board	June 2027	Lead: PPD Support: all departments
Enhance the accuracy and timeliness of financial reporting.	Timely production of: <ol style="list-style-type: none"> Bank Reconciliations AR & AP Postings GL reconciliations 	100% Monthly reconciliations completed.	3rd working day of every month.	

	<ol style="list-style-type: none"> 4. Fixed Asset reconciliation. 5. Payroll reconciliation. 6. VAGST return. 7. PAYE Tax return. 8. Budget reconciliation. 9. Monthly Financials. 10. Quarterly Financials. 11. Annual Financial Accounts. 			
Strengthen internal controls and compliance measures.	<p>Regular internal verifications of financial transaction such as:</p> <ol style="list-style-type: none"> 1. Procurement process 2. Payment process 3. Invoice process 4. Receipting process 5. Write-Off process 6. Asset process 7. Insurance process. 8. Payroll Process 9. Tender process 10. Budget process 11. Petty Cash process 	100% compliance with the Finance Policies and Procedure Manual	Daily	
Ensure timely and efficient administration of the Payroll Process to comply with policies and optimize effectiveness.	<p>Timely submission of the following documents:</p> <ol style="list-style-type: none"> 1. Staff Payroll payments (on-calls, overtime, cover-shifts, salary and allowance adjustments, 2. Staff Approved Timesheets. 3. Employee Summary report 4. PAYE Tax Schedule 5. Staff Separate payments. 	100% completed in a timely manner.	<p>Every Monday of Payroll week at 1200hrs.</p> <p>14th of every month.</p>	

<p>To effectively manage the Asset and Properties of the Authority to mitigate risks associated.</p>	<p>Update Fixed Asset Register in a timely manner.</p> <p>Work together with all departments to ensure the movement of assets are properly recorded. Regular monitoring of asset performance and conduct analysis to identify the asset history for improvement.</p> <p>Conduct regular inspection of office equipment and facilities to identify potential issues and schedule preventive maintenance tasks.</p> <p>Respond promptly to asset and property breakdowns to ensure the prompt restoration of operations.</p> <p>Update Insurance of all facilities and Motor Vehicles</p>	<p>100% updated of the Fixed Asset Register.</p> <p>Inspections conducted and quarterly inspection reports are submitted to the Management</p> <p>100% completed of assets assessment based on market condition and performance.</p> <p>100% Inspection conducted in a timely manner.</p> <p>100% response to asset and property breakdowns.</p> <p>100% completed of annual renewal insurance policies</p>	<p>Monthly</p> <p>Quarterly</p> <p>Ongoing</p> <p>Quarterly</p> <p>Ongoing</p> <p>Annually</p>	
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<p>Build staff capacities and capabilities to enhance staff performances and commitment.</p>	<p>Conduct a refresher training for the Finance Policies and Procedure Manual to each department.</p> <p>Encourage the finance team to cross-train in different areas of finance to broaden skill set and increase flexibility within the team.</p> <p>Support the finance team in pursuing professional certifications, attending conference or seminars or enrolling in advanced courses to further education and skill development.</p> <p>Conduct the staff regular performance reviews to identify areas for improvement.</p>	<p>Two (2) refresher trainings are conducted annually.</p> <p>At least four (4) different areas of finance to attend annually.</p> <p>At least two (2) staff members are pursuing further studies or attending to seminars or conference locally or international.</p> <p>Areas of improvement are addressed every year after the staff assessment.</p>	<p>Annually.</p> <p>Annually</p> <p>Annually</p> <p>Annually</p>	
<p>Enhance the transparency and accessibility of financial reports.</p>	<p>Submit all reports and relevant documents in a timely manner.</p>	<p>100% Completed of the Monthly Financial Report.</p> <p>100% Completed of the Quarterly Financial Report</p>	<p>14th of every month.</p> <p>21st of the following month after the quarter.</p>	

		<p>100% Completed of the Bi-Annual Plan Review</p> <p>100% Completed of the Annual Plan Review</p> <p>100% Completed of the Annual Plan Inputs</p> <p>100% Completed of the Annual Audited Financial Report.</p> <p>100% Completed of the Finance Policy and Procedure Manual Final Draft Review</p>	<p>3rd week of January every year</p> <p>3rd week of July every year.</p> <p>End of April every year.</p> <p>31 October every year.</p> <p>30 June 2025</p>	

CAPITAL RESOURCES REQUIRED BY AUTHORITY

The Authority notes that most its proposed capital items in yearly budget proposals are declined by Ministry of Finance (MOF). However, it depends heavily on its donor partners to provide some of these capital items especially in relation to fire and rescue equipment's due to costing of these expensive items. At times Board can approve utilisation of Savings to purchase some capital items depending on the urgency and need of these equipment's and tools for effective implementation of the Authority functions. The list below identifies capital resources needed by each output and justification is also provided. This list is identified for dedication of Board and donor partners for provision of these resources. These resources will also be prioritised annually through the Authority annual plan to ensure that every year there has been capital items obtained. It is also important to note that Authority will be seeking out donor partners for assistance in obtaining these items.

Departments	Proposed Capital Items	Justification
Output 1: Office of the Commissioner		
Commissioner/ Exec Secretary	Shredder Paper cutter Binder Laminator Additional Staff (Second Secretary, Media Officer) Department Vehicle	For Board Paper purposes
Project Co-ordinator	Heavy Duty Printer 64GB Laptop Additional Staff (Project Officer) Additional PC Monitor (x2) Digital Camera Architect Software	Print A3 & A4 Bigger Laptop (current is too small) To share workload Screen sharing Take project photos Contract Landscaping (design viewing)
Internal Audit	Laptop Printer Additional PC	For training/ inspection purposes IA Reports purposes For principal use
Output 2: Fire and Emergency Response Services Department		
Operations Department	2 Brand new Fire Trucks	Aging fleet Increase of incidents (Fires & other emergencies) according to Monthly reports Growth of urban area and the rise of high-rise buildings

	2 New Foam Truck	and technology infrastructure e.g. Electric Vehicle
	2 New Water Tankers	Increase of fuel fires, multiple fuel farms in the country and ship fires
	2 New HAZMAT Vehicles	Inadequate water sources on high grounds such as Tiavi, Malololelei Rural Areas not cover with hydrants plus Savaii have limit fire hydrants around the Island.
	2 New Rescue Trucks	Increase importation of dangerous goods and hazardous materials As we walk towards CHOGM we must have and prepared for these types of incident
	5 fully loaded New Ambulances	Growth of city and climate change impacts We have seen and witness the elevate of Motor Vehicle Accidents, Sea Rescue and other rescue related incident, therefore we need to equipped our staff with not only knowledge and skills but tools and equipment's to save lives and properties
	2 New Rescue Boat	Increase of EMR responds monthly With the need of the service from the Public and our Community there is a must to have New Fully Loaded Ambulance to cater for our Communities Ambulance Service is for the whole of Samoa and we only have 4 stations plus Faleolo

	<p>1 Aero Drone</p> <p>1 New Fire Boat</p> <p>2 New Hiace Vans</p> <p>5 fully equipped Light responding vehicles</p> <p>1 Hiace Van (Training Division)</p> <p>15 AED Monitors 15 Portable Suction</p> <p>Heavy Duty Hoist Jack</p> <p>Transmission Jack</p> <p>Bench Vise</p> <p>Bench Drill Press</p> <p>Bench Grinder</p>	<p>Station when finish we still don't have the fleet to cater for our Communities As we have seen the limitations of our District Hospital and the capacity of our main Hospital here at Motootua, Ambulances is our vital answer for our Communities not only we have the qualified staff but to have fully equipped Ambulances</p> <p>Increase of Maritime activities Increase the loss of lives at sea and we only have rescue boat in Apia, Faleata and Maota but there is a need to have rescue Boat at Asau and Faleolo when finish. These are the areas that close to the ocean and the majority of the people from these areas rely to the Sea.</p> <p>To conduct aerial assessment for both Land and Sea Rescue Operations.</p> <p>Increase Maritime Activities include fires</p> <p>Pick up and drop off of Staff during weekends and holidays</p> <p>As shown in our Monthly reports the increase of rubbish fires and minor incidents, therefore we need to equipped our stations with these light respond vehicles</p>
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	<p>Aluminium Welding</p> <p>Heavy Duty Air Compressor</p> <p>Heavy Duty Tools</p> <p>Heavy Duty Safety Stand</p> <p>New Toyota Land cruiser</p> <p>Vehicle Digital Scanner</p> <p>2 New Automatic Tire Changer</p>	<p>to cater for the need of our Communities</p> <p>Safeguarding of training aids during travelling Training Division manages the building of staff capacity not only here in Upolu but Savaii and for making sure they carry out their work smoothly they must have a nominated vehicle for them to use. It keeps their training materials safe from the sun or rain plus moving of their system to and from places needed.</p> <p>To equipped Ambulances There is also a need for all stations to have an AED standby at all times not only assisting public seeking help into the Station but assist our staff if there is an incident These vital piece of equipment's is a must to have on all our ambulances but in our back up Ambulances to save lives</p> <p>Car Lift Elevator</p> <p>Remove and install Gearbox</p> <p>To roughly shape metal prior to weld or fitting</p> <p>Housed inside the Brake Rotor Hub</p> <p>Sharpening cutting tools such as Drill Bits</p> <p>To weld Aluminium</p>
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		<p>A device that convert power into kinetic energy by compressing</p> <p>Mechanic used inside the workshop</p> <p>Stability even on rough terrain</p> <p>For Mechanic Division purposes and mobility of mechanic tools to where and from of vehicle breakdown and also servicing of Savaii Vehicles</p> <p>This piece of equipment has the ability to diagnose vehicles electrical system trouble shooting and it is very vital for our Mechanic Division to find all vehicle faulty</p> <p>We are an Emergency Service and we have witnessed the increase of changing of tires every day plus afterhours and public holidays which Commercial Tire Shop does not open therefore it is a must have this in our workshop to make sure the smooth of our fleet every day.</p>
Output 3: Fir Safety, Awareness and Prevention Department		
Fire Safety Department	NECC System Heavy Duty Printer Laptop (TL) New PC full set Headsets	Data base NECC & Communication NECC Refresher Training NECC staff NECC staff

	<p>New Radios Earpiece</p> <p>Beacons Bar Lights New Software Water dispenser Land Cruiser Notice Board & White Board Cabinet Tool Box Cabinet for dangerous good Full uniform Office wardrobe NECC Office chairs Electric frying pan & rice cooker Software Hazmat vehicle Tough book NECC TV Office tables & chairs Office space Computers NECC IVR Studio area for media activity & requirement</p> <p>Laptops, screen, tv Paper cutter Laminating machine Manikins Display draws Frames Hard drives</p>	<p>Communication Radio Communication (use during operations) Communication Spare Parts For inspection/ FIA Whole department FIA responding vehicle NECC & Communication For FIA record keeping Communication Evidence Whole department Lockers for clothing</p> <p>NECC usage For awareness material design For response & inspection hazmat bins Field data entry</p> <p>Safety</p> <p>Camera lights, speakers, monitor for awareness advertisement</p> <p>For awareness booth display</p>
Output 4: Corporate Services Department		
Corporate Service Department	<p>Heavy Duty Printers PC viewers (x2) White Board</p> <p>Camera (Asset Team and policy) Security cameras (office) PA system 2 door filing cabinet Shredder</p>	<p>HR & Policy use HR & Policy Division for printing, developing and binding of major reports such as annual report, CP, AP , quarterly et al</p> <p>For inspections (photos) For monitoring and for official photos of office programs when conducted.</p> <p>HR to store personnel file</p>

	Laminating Machine Binding Machine Vehicle- Van Keyboard Piano Desks, Chairs, PCs, UPS, 2 drawer, 4 drawer Air conditions Fridge & freezer	
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PROJECTS

The following projects include 4 projects carried forward from the previous Corporate Plan. The new proposed project is Salelologa Fire Station. The projects delay was due to budget constraints given COVID and increase in cost of living, budget allocations was a problem. Authority competing priorities and short staff also caused some delays. However with a new established position the project coordinator the Authority envisions these projects set out to be achieved in the next three (3) years will be achieved. Some work has already been conducted to some of these projects. The Authority also notes high demand and request of r more fire stations has listed below some possible locations for new fire stations to be focused after the three years of this Corporate Plan but discussion with villages are already progressing for these future station locations.

- 1) Faleata Headquarters: Building of a new Office Building/headquarters at Faleata Station to relocate the Main Office in Apia whilst the station at Apia continues to operate as a fire station only. This will cater for growing staff and solve limited to no office space the staff currently faces.
- 2) Construction of new substation at Faleolo to cater for increased incidences at the western side of Upolu and assist with possible emergencies at the wharf and International Airport. Work has already began for this project with aim of completion to be in FY 2025-2026
- 3) Installation of a new Wireless Fire Alarm Panel to replace the existing obsolete 20-year old fire alarm panel which has no available slots for newly-constructed commercial buildings within the Central Business District and Vaitele Industrial Area as well as Tourism Developments around Apia Township. It is expected this will improve the work of the Authority and cover more offices and commercial buildings.
- 4) Construction of a mechanical workshop and storage area will be built to assist in improving the work of the mechanic team and ensure safety of employees working in unsuitable environment (gravel) in efforts to fix Authority vehicles.
- 5) Salelologa Fire Station is the new proposed project and this is to cater for new developments at Saelologa.

Current Projects	Estimate Cost in SAT\$	2024 - 2025	2025-2026	2026-2027
Faleata Headquarter	2,000,000.00	Tender Process	Project Implementation	Project Completion
Faleolo Fire /Aana Fire Station	5,000,000.00	Project Implementation	Project Completion	Project Evaluation
Wireless Fire Alarm Panel	300,000.00	Project Implementation	Project Completion	
Salelologa Fire Station	1,900,000.00	Tender Process	Project Implementation	Project Evaluation
Mechanical Workshop	350,000.00		Tender Process	Project Implementation
<p>Community Outreach Fire Stations in Falealili, Fagamalo, Sagone, Lalomanu and Safata are also planned to be developed in the near future. The following stations have been allocated a budget of \$800,000.00 each for their development, these stations are;</p> <ul style="list-style-type: none"> • Falealili fire station, • Fagamalo/Safune fire station and • Anoamaa Fire Station. <p>Other projects earmarked for the next three years (with budget needed) is a gym for Authority fitness level, new improved NECC system and portable repeaters.</p>				

FINANCIAL STATEMENTS

SAMOA FIRE & EMERGENCY SERVICES AUTHORITY
STATEMENT OF COMPREHENSIVE INCOME
AS AT 30 JUNE 2023

	AUDITED	APPROVED BUDGET	FORECASTS		
	2023	2024	2025	2026	2027
Income					
Grant from Government of Samoa	12,798,350	13,703,379	13,999,425	14,785,528	16,972,342
Deferred Income Amortisation	445,040	453,038	461,056	469,064	477,072
Insurance fire levies	174,719	100,000	100,000	110,000	120,000
Building plans	63,641	100,000	10,000	100,000	100,000
Simulation & Warden Trainings	9,631	7,080	7,080	7,500	7,500
Dividend Income	73,013	-	-	-	-
Other income	433,537	10,000	15,000	15,000	18,000
ACC Contribution	200,000	200,000	200,000	200,000	200,000
Total Revenue	14,197,930	14,573,497	14,792,561	15,687,092	17,894,914
Government Grant as % of Revenue	90%	94%	94%	94%	95%
Expenditure					
Audit fees	19,926	19,613	19,613	22,000	22,000
Depreciation	909,245	909,245	899,245	889,245	879,245
Motor Vehicle Expenses	632,224	715,164	798,104	801,104	820,000
Personnel costs	7,424,918	9,840,876	10,824,964	10,850,624	11,935,686
Insurance	87,402	150,000	150,000	165,000	181,500
Maintenance	245,057	279,840	250,000	254,943	259,886
Other operating expenses	1,913,393	1,382,470	1,500,000	1,617,530	1,735,060
Directors remuneration	77,452	94,500	94,500	94,500	94,500
Total Expenses	11,309,617	13,391,708	14,536,426	14,694,946	15,927,877
Surplus/(Deficit)	2,888,313	1,181,789	256,135	992,146	1,967,037

SAMOA FIRE & EMERGENCY SERVICES AUTHORITY
BALANCE SHEET
AS AT 30 JUNE 2023

	AUDITED	APPROVED BUDGET	FORECASTS		
	2023	2024	2025	2026	2027
Current assets					
Cash and cash equivalents	3,937,443	3,950,000	3,962,557	3,975,114	3,987,671
Investment	3,652,144	4,053,880	4,455,616	4,857,352	5,259,087
Trade and other receivables	1,612,935	1,543,655	1,474,375	1,405,095	1,335,815
Total Current Assets	9,202,521	9,547,535	9,892,548	10,237,561	10,582,573
Non-current assets					
Property, plant and equipment	4,694,102	4,469,314	4,460,436	5,187,569	6,889,594
Work in progress	-	-	-	-	-
Total Non-current Assets	4,694,102	4,469,314	4,460,436	5,187,569	6,889,594
Total Assets	13,896,623	14,016,849	14,352,984	15,425,130	17,472,167
EQUITY AND LIABILITIES					
EQUITY					
Asset revaluation reserve	899,484	899,484	899,484	899,484	899,484
Government contribution	1,149,523	1,149,523	1,149,523	1,149,523	1,149,523
Accumulated funds	9,369,990	9,369,990	9,626,125	10,618,271	12,585,308
Total equity	11,418,997	11,418,997	11,675,132	12,667,278	14,634,315
Current liabilities					
Trade and other payables	409,721	420,000	400,000	380,000	360,000
VAGST payable	-	-	-	-	-
Allowance for employee benefits	236,023	236,023	236,023	236,023	236,023
Capital note	-	-	-	-	-
Total Current Liabilities	645,744	656,023	636,023	616,023	596,023
Non-current liabilities					
Deferred income	1,831,882	1,941,829	2,041,829	2,141,829	2,241,829
Total Non-current Liabilities	1,831,882	1,941,829	2,041,829	2,141,829	2,241,829
Total Liability	2,477,626	2,597,852	2,677,852	2,757,852	2,837,852
Total equity and liabilities	13,896,623	14,016,849	14,352,984	15,425,130	17,472,167

SAMOA FIRE & EMERGENCY SERVICES AUTHORITY
 CASH FLOW
 AS AT 30 JUNE 2023

INCREASE (DECREASE) IN CASH AND CASH EQUIVALENT:	AUDITED	APPROVED BUDGET	FORECAST		
	2023	2024	2025	2026	2027
CASH FLOWS FROM/(TO) OPERATING ACTIVITIES					
Cash received from Government (Budget Allocation)	12,798,350	13,703,379	13,999,426	16,556,147	17,542,169
Cash received from Insurance Companies	165,432	100,000	105,000	110,250	115,763
Cash received from customers	343,594	770,128	65,000	65,000	65,000
Cash paid to suppliers & employees	- 14,654,120	- 13,391,708	- 14,536,426	- 14,694,946	- 15,927,877
Net cash inflow from operating activities	- 1,346,744	1,181,799	- 367,000	2,036,451	1,795,054
CASH FLOWS FROM/(TO) INVESTING ACTIVITIES					
Purchase of property, plant and equipment	- 1,044,163	- 1,194,163	- 1,590,000	- 1,750,000	- 2,000,000
Term Deposit Investment	2,166,824	2,816,871	3,000,000	3,200,000	3,250,000
Net cash outflow to investing activities	1,122,661	1,622,708	1,410,000	1,450,000	1,250,000
Net Increase in Cash and Cash Equivalent	- 224,083	2,804,507	1,043,000	3,486,451	3,045,054
Cash and cash equivalent beginning	4,161,526	1,145,493	2,919,557	72,468	3,699,257
Cash and cash equivalent at year end	3,937,443	3,950,000	3,962,557	3,975,114	3,987,671

Output Number	DESCRIPTION	(Approved Budget) 2023 - 2024	FORECAST		
			2024-2025	2025-2026	2026-2027
	Outputs Delivered by Ministry:	\$	\$	\$	\$
1	Policy Advice to the Responsible Minister and the Board				
	Personnel:	534,873	567,426	576,315	576,315
	Operating Expenses:	139,265	138,265	174,747	211,229
	Capital Costs:	-	10,429	-	-
	Overheads:	230,782	235,376	284,490	281,999
	Total Estimated Appropriation Required	904,920	951,496	1,035,552	1,069,543
2	Fire Suppression and Emergency Response Services				
	Personnel:	6,876,056	7,138,153	8,629,878	8,700,000
	Operating Expenses:	1,326,303	1,411,276	1,681,496	1,951,716
	Capital Costs:	-	-	50,000	30,000
	Overheads:	1,730,864	1,765,318	1,780,318	1,850,316
	Total Estimated Appropriation Required	9,933,223	10,314,747	12,141,692	12,532,032
3	Fire Safety, Awareness and Prevention Services				
	Personnel:	1,320,690	1,348,732	1,355,393	1,450,393
	Operating Expenses:	286,306	315,306	350,450	450,450
	Capital Costs:	130,000	-	30,000	20,000
	Overheads:	346,173	353,064	365,400	370,000
	Total Estimated Appropriation Required	2,083,169	2,017,101	2,101,243	2,290,843
	Sub-Total Sub-Outputs & Outputs Delivered by the Authority	12,921,312	13,283,344	15,278,487	15,892,418
	Transactions on Behalf of the State:				
	Government Initiatives				
	International Fire Fighters Day	15000	15000	20000	25000
	Uniforms	200000	200000	250000	250000
	Volunteer Emergency Response Team (VERTS) Allowance	100000	100000	200000	350000
	NEOC Operations Emergency	100000	100000	150000	350000
	Rent and Leases				
	Land Lease for Fire Stations	30,350	30,350	45,350	70,350
	Building Insurance (Headquarter & All fire stations)	34,000	34,000	54,000	64,000
	Other Expenditure				
	VAGST Output Tax	519,795	509,469	859,469	865,400
	Total Transactions on Behalf of the State	999,145	988,819	1,578,819	1,974,750
	TOTAL SAMOA FIRE SERVICES AUTHORITY EXPENDITURE ESTIMATES	13,920,457	14,272,163	16,857,306	17,867,168
	Cost Recoveries				
	Output 2 - Fire Suppression and Emergency Response Services	10,000	15,000	20,000	25,000
	Output 3- Fire Safety, Awareness and Prevention Services	207,078	257,738	281,160	300,000
	TOTAL COST RECOVERIES	217,078	272,738	301,160	325,000
	GOVERNMENT GRANT	13,703,379	13,999,426	16,556,147	17,542,169

FINANCIAL COMMENTS

The approved budget for the 2023-2024 financial year and the historical financial performance of the Authority sets the rationale for SFESA's Corporate Plan over the next three years. Out of the total grant of \$13.7 million, 78% is allocated to personnel costs, while the remaining 22% covers overheads, capital, and operating expenses. This budget allocation will help determine the annual increases needed to support the Authority's key performance indicators in order to achieve strategic objectives. Accurate forecasting is crucial to meet targets and ensure adequate income collections and at the same time delivering the best service to save lives and properties.

Personnel costs are a major component of SFESA's budget, encompassing salaries for the Board of Directors, contract and permanent staff, as well as allowances for risk, shift, and safety, superannuation, and other employee benefits. These costs are vital for maintaining service quality, operational efficiency, safety, compliance, and long-term sustainability.

Annual increases in personnel costs are necessary for SFESA to enhance its operational effectiveness and achieve strategic goals. Additionally, given the Authority's strategic objectives in developing its infrastructure in rural areas around both islands have warranted the increase demand for personnel costs and associated allowances.

Operating costs are essential for SFESA's daily functions, including maintaining operations, ensuring readiness, supporting administrative tasks, and delivering high-quality emergency services. Investing in operating costs is critical for SFESA to reliably and sustainably achieve its vision and mission. Annual budget increases are needed to address operational needs and meet strategic objectives.

Capital costs are key for acquiring, upgrading, and maintaining long-term assets such as fire trucks, ambulances, and facilities. Increasing capital expenditure over the next three years is crucial to address the ageing fleet, rising maintenance costs, and growing service demands. Ongoing investment in capital assets supports operational effectiveness, safety standards, and strategic goals.