



NSW RURAL FIRE SERVICE



# NSW RFS ANNUAL REPORT

2014/15

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# KEY FOCUS AREAS



# Introduction to the Corporate Plan

The NSW RFS Corporate Plan identifies six Key Focus Areas. These are:

- One People Property and Environmental Protection
- Two Coordinated Bush Firefighting and Prevention in NSW
- Three Community Resilience
- Four Our Members
- Five Organisational Capability and Sustainability
- Six Partnerships and Collaborations

These six Key Focus Areas are addressed through the following Strategies and Key Actions with the aim of achieving the stated Outcomes.

## Strategies

- S1 Reduce fuel levels to reduce the occurrence and impact of fire on people and property
- S2 Apply a risk based approach to the development of plans and programs to improve business outcomes and community safety
- S3 Strengthen community action and facilitate behaviour change to enable individuals and communities to make effective decisions and take actions to minimise their risk
- S4 Grow a diverse, inclusive and flexible membership that engages with the local community and meets organisational needs
- S5 Develop and implement organisational health and safety programs that continue to improve the health, safety and wellbeing of our members
- S6 Develop an agile and resilient workforce that is capable of adapting to the changing environment
- S7 Foster a learning culture that effectively uses research to improve the knowledge, skills and decision making of our members and the organisation
- S8 Utilises technology and innovation to improve infrastructure, systems and processes which enhance organisational and operational capability and capacity
- S9 Actively engage in strategic partnerships across government and stakeholder groups to improve emergency service outcomes
- S10 Ensure the NSW RFS is a trusted emergency services leader within local communities, nationally and internationally

## Key Actions 2014/15

- A1.1 Continue to increase the hectares treated by hazard reduction activities
- A1.2 Continue to increase the number of properties protected by hazard reduction works
- A2.1 Continue to increase the number of Neighbourhood Safer Places in bush fire prone areas
- A2.2 Community Protection Plans developed for high risk areas
- A2.3 Review and incorporate fire modeling research into Bush Fire Management Plans
- A3.1 Develop an annual communications and engagement plan
- A3.2 Develop a framework to assess effectiveness of engagement activities
- A4.1 Continue the Secondary School Cadet Program
- A5.1 Implement Child-safe Child-friendly Strategy
- A5.2 Undertake a firefighter health and fitness risk analysis
- A5.3 Implement business processes for site management plans
- A6.1 Implement the w Officer Level 2 program and develop the Level 3 program
- A6.2 Review and implement the Brigade Constitution
- A6.3 Build member capability through education
- A6.4 Educate members about organisational and personal legislative compliance responsibilities
- A7.1 Develop and implement a research utilisation strategy
- A7.2 Implement an organisational framework for the management of data
- A8.1 Manage projects through the Project Control Group
- A8.2 Embed risk assessments and controls in directorate, group, section and district plans
- A8.3 Implement a coordinated approach to the construction of fixed assets
- A8.4 Implement the SAP Enterprise Asset Management system
- A8.5 Establish an optimum and maximum firefighting fleet profile
- A8.6 Finalise the BRIMS replacement specifications
- A9.1 Review and evaluate the key stakeholder collaboration framework
- A10.1 Develop a comprehensive public liaison strategy for operations

## Outcomes 2014/15

- O1.1 Meet the NSW RFS hazard reduction obligations under NSW 2021
- O1.2 Reduce fire related risk to communities in bush fire prone areas
- O1.3 Fire Frequency Threshold mapping incorporated into Bush Fire Risk Management Planning policy
- O2.1 Meet NSW RFS Neighbourhood Safer Places obligations under NSW 2021
- O2.2 Community Protection Plans increase community understanding of their bush fire risk
- O2.3 Fire Modelling incorporated into risk assessment for critical values and assets
- O3.1 Coordinated approach to public awareness and community engagement activities
- O3.2 Ability to measure the effectiveness of community engagement
- O4.1 Meet Secondary School Cadet obligations under NSW 2021
- O5.1 Programs and doctrine developed which are consistent with child-safe child-friendly practices
- O5.2 Integration of health and fitness strategies for members
- O5.3 Consistent approach to Health and Safety at each NSW RFS fixed site
- O6.1 Recruitment, induction and retention strategies develop a flexible and adaptive workforce
- O6.2 Consistent approach to brigade management
- O6.3 Members informed, trained and developed to reflect changing environment
- O6.4 Members are informed and educated in legislative compliance responsibilities
- O7.1 Organisational learning and decision making informed by research
- O7.2 Quality data used to inform decision making
- O8.1 All project comply with standard project management methods
- O8.2 NSW RFS Corporate Governance Statement principles are upheld and reported
- O8.3 Consistent approach to Fire Control Centre and Station planning and construction
- O8.4 Integrated asset recording and maintenance
- O8.5 Fleet profile defined in line with organisational risk
- O8.6 A comprehensive risk management system with the potential to integrate all NSW RFS and partner agency data bases
- O9.1 Stakeholder collaboration contributes positively to emergency management outcomes
- O10.1 Strengthen capacity for information and warnings during bush fires and other emergencies.

# KFA One

## PROTECT PEOPLE, PROPERTY, AND THE ENVIRONMENT

The NSW RFS protects lives, property and the environment in a proactive and ecologically sustainable manner.

Included in this Key Focus Area for 2014/15 were hazard reduction targets and mitigation programs, and continuous improvement of operational procedures.

### Key Actions for 2014/15

- A1.1 Continue to increase the hectares treated by hazard reduction activities
- A1.2 Continue to increase the number of properties protected by hazard reduction
- A2.1 Continue to increase the number of Neighbourhood Safer Places in bush fire prone areas
- A2.3 Review and incorporate fire modeling research into Bush Fire Management Plans
- A10.1 Develop a comprehensive public liaison strategy for operations

- Continue to increase the number of properties projected by hazard reduction works

The NSW RFS is the lead agency for coordinated bush firefighting and bush fire hazard mitigation throughout NSW. This key action supports the achievement of NSW 2021 Goal 28 - Increase the number of properties protected by hazard reduction works across all bush fire prone land tenures by 20,000 per year by 2016. It is important to note that to meet this target the NSW RFS is reliant on the hazard reduction works undertaken by all land management agencies.

Hazard reduction is vulnerable to very wet or dry weather. With consistent rain over the summer months, April having 47 per cent above average rainfall and high levels of rain over the north east in May, parts of the landscape has been too wet to burn.

The target for 2014/15 was to increase the number of properties protected by hazard reduction works to 144,793 from a target of 140,793 in 2013/14. This year a total of 116,977 properties were protected. This is short of the annual target by 27,816 properties.

While the annual target is slightly behind the program remains on target to meet NSW RFS obligations under NSW 2021 which is calculated on a five year rolling average.

Hazard reduction activities will continue as conditions permit. Please see Appendix 1.1 for details.

- Continue to increase the number of hectares treated by hazard reduction activities

The NSW RFS is the lead agency for coordinated bush fire fighting and bush fire hazard mitigation throughout NSW. This milestone supports the achievement of NSW 2021 Goal 28 - Increase the annual average level of area treated by hazard reduction activities by 45 per cent by 2016.

The target for 2014/15 is to increase the annual average of area treated by hazard reduction activities across NSW to 173,943 from target of 161,762 in 2013/14.

It is important to note that to meet this target the NSW RFS is reliant on the hazard reduction works undertaken by all land management agencies. The final figure for this milestone will not be confirmed until after 30 September 2015.

Hazard reduction is vulnerable to very wet or dry weather. With consistent rain over the summer months, April having 47 per cent above average rainfall and high levels of rain over the north east

## KEY FOCUS AREAS

in May, parts of the landscape has been too wet to burn.

The total number of hectares treated for the year was 152,157. This is 21,786 short of the annual target of 173,943.

While the annual target is slightly behind the program remains on target to meet NSW RFS obligations under NSW 2021 which is calculated on a five year rolling average.

Please see Appendix 1.1 for details.

Hazard reduction activities will continue as conditions permit.

### ➤ Neighbourhood Safer Places

Reducing the impact of bush fires is a shared responsibility between government, emergency service organisations and the community. The community has an integral role to play in taking the necessary steps to prepare their property and to implement their Bush Fire Survival Plan. The Neighbourhood Safer Places (NSPs) program aims to identify, designate and inspect places of last resort which may offer safety in the case of bush fire. Accessibility and determining the potential exposure of a site to radiant heat are two of the key considerations when determining potential NSP options.

This Key Action supports the achievement of NSW 2021 Goal 28 - Increase the number of Neighbourhood Safer Places in bush fire prone areas.

The targeted number of NSPs for 2014/15 was 960. This target was met and exceeded. There are now 983 identified NSPs. These have been identified via individual analysis and as part of the completion of Community Protection Plans

This achievement means that the NSW RFS has met its commitment under the 2014/15 Corporate Plan A2.1, to NSW 2021 Goal 28 - Increase the number of Neighbourhood Safer Places in bush fire prone areas.

Please see Appendix 1.2 for further details.

# KFA Two

## COORDINATED BUSH FIREFIGHTING AND PREVENTION IN NSW

The NSW RFS drives effective multi-agency risk planning prevention strategies and response arrangements.

This Key Focus Area covers the lead role of the NSW RFS in the Bush Fire Coordinating Committee's (BFCC) responsibility to coordinate all State firefighting operations and agencies involved in bush fire prevention, and the role of local Bush Fire Management Committees (BFMC) in developing Risk Management and Operations Coordination Plans.

This KFA was addressed through key activities in the Operations Directorate Business Plan.

### Activities for 2014/15

#### OS015/6

Conduct Hazard Reduction programs to protect properties and other assets

#### OS050

Bush Fire Management Committee Handbook is reviewed to reflect current practice

#### OS051/2

Manage the s52 Plan of Operations Process

#### OS054/5

Inspect properties subject to Bush Fire Hazard Complaints

- Conduct Hazard Reduction programs to protect properties and other assets

Hazard reduction activities continued to have a high priority during the reporting period, Although affected by adverse weather conditions, including widespread rain across the state strategic works have been a priority, particularly in areas with known fire paths.

- Bush Fire Management Committee Handbook is reviewed to reflect current practice

This initiative will carry over to the 2015/16 planning cycle. The current Handbook continues to meet requirements.

- Manage the s52 Plan of Operations Process

The s52 Plan of Operations template was reviewed to reflect current requirements in September 2014. All 67 Bush Fire Management Committees across NSW have a current s52 Plan of Operations in place.

- Inspect properties subject to Bush Fire Hazard Complaints

Where hazard complaints were received, 88 percent of properties were inspected within 14 days. See Appendix 1.1 for further details.

# KFA Three

## COMMUNITY RESILIENCE

The NSW RFS ensures the people of NSW are resilient and well-equipped to withstand the impact of bush fire and its consequences.

Initiatives in this Key Focus Area addressed the delivery of bush fire alerts and warnings, public awareness campaigns, community engagement to increase bush fire preparedness, and planning for bush fire protection in the built environment.

### Key Actions for 2014/15

- A2.2 Community Protection Plans developed for high risk areas
- A3.1 Develop an annual communications and engagement plan
- A3.2 Develop a framework to assess effectiveness of engagement activities

- Community Protection Plans developed for high risk areas

Community Protection Plans (CPPs) aim to improve community and firefighter capacity to prepare for, act and survive bush fires by providing the public, land managers and fire authorities with easy to understand information that is relevant to them and specific to their community.

This year there have been 32 Community Protection Plans completed. This exceeds the target of having 30 Community Protection Plans completed during the 2014/15 reporting year.

- Develop an annual communications and engagement plan

The development of a single communication and engagement plan is to enable a more coordinated and systematic approach to the delivery of information and the provision of community support.

The Communications and Engagement Plan for 2014/15 was developed and implemented for the 2014/15 fire season.

The plan involved the review of recent relevant research, and development of a communications strategy on building awareness and motivating people to prepare. This included the ongoing Prepare Act Survive public awareness campaign, which aimed to increase the rate of planning and preparation in the community. During the year, the three year campaign concluded, with campaign research finding the rate of people with some form of plan for what to do during a fire increasing from 36 per cent at the start of the campaign to a peak of 47 per cent.

In addition, work commenced on a formal review of the Service's key planning and preparation document, the Bush Fire Survival Plan. This involved extensive review of research, the engagement of behaviour change experts, and a process of community testing to confirm the approach. This work is to be rolled out during the 2015/16 bush fire season.

- Develop a framework to assess effectiveness of engagement activities

While the NSW RFS engages with the community on a regular basis there are currently no standardised procedures and processes that enable measurement of the effectiveness of this engagement. To best meet the needs of communities now and into the future and to prioritise the community engagement program, the Community Engagement team is developing a framework to assess the effectiveness of its activities.

A multi-agency project involving state Emergency Services, the NSW RFS, and Fire & Rescue NSW is being conducted to establish a state-wide framework for community engagement activities. Consideration is being given to how this can be applied to the NSW RFS.

# KFA Four

## OUR MEMBERS

The NSW RFS fosters a safe working culture, actively promotes a diverse, flexible and adaptive membership; and values and appropriately recognises the contribution of our members, both staff and volunteer.

Initiatives in this Key Focus Area strengthen the NSW RFS workforce; they include an updated volunteer recruitment and retention program and the Flexible Membership Model.

### Key Actions for 2014/15

- A4.1 Continue the Secondary School Cadet Program
- A5.1 Implement Child-safe Child-friendly Strategy
- A5.2 Undertake a firefighter health and fitness risk analysis
- A8.5 Establish an optimum and maximum firefighting fleet profile

➤ Continue the Secondary School Cadet Program  
The Secondary School Cadet Program provides Year 9 and 10 students in a range of public and private schools across the state with an insight into fire safety and prevention while developing practical life skills and a general appreciation of community service and volunteerism. The aim of the program is to:

- develop an interest in the NSW RFS and its traditions
- provide cadets with a knowledge of fire safety and preparedness
- develop the qualities of leadership, self-discipline, self reliance, initiative and team work
- encourage cadets to continue service in the NSW RFS or other community service organisations
- provide training that can contribute to the NSW RFS firefighter and other specialist training

This initiative meets the Secondary School Cadet obligations under NSW 2021 Goal 28 which aims to train an additional 4,000 students by the end of the 2015/16 financial year

During 2014/15 an additional 823 students participated in the Secondary School Cadet program, in 49 programs across NSW. This participation rate slightly exceeds the annual target and meets NSW RFS obligations under NSW 2021.

As at 30 June 2015 there have been 4,164 student participants indicating that the NSW 2021 target has been met a year early.

The work undertaken in this area also achieves the NSW RFS Corporate Plan 2011-2015 Target T6. Further information can be found in Appendix 3.1.

➤ Implement Child-safe Child-friendly Plan

The NSW RFS released its first Child-safe Child-friendly Plan in 2014. The purpose is for the NSW RFS to take active measures to keep children and young people safe from all forms of harm and to create a trusting environment where children and young people are valued, respected and welcomed.

The accompanying Youth Participation Manual reflects the Service's commitment to youth participation. It is intended as a practical resource, supporting the Service's ability to provide a safe environment for the children and young people.

Child-safe Child-friendly Workshops have been conducted throughout the organisation. There have been 12 workshops with 142 participants. These workshops focus on giving a broad overview of Service Standards relating to youth participation in the NSW RFS; the framework for Youth Participation in the NSW RFS (Junior Membership, Cadet

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Brigades, programs); promoting the Child-safe Child-friendly message; empowering areas with fewer young members to strengthen their programs.

- Undertake a firefighter health and fitness risk analysis

There were four outcomes associated with the Auditor-General's 2014 Fitness of Firefighters report recommendations. These included Risk Analysis, a checklist to assist Brigade Captains development of Health and Fitness initiatives and a review of member self assessment. They were all completed by the target dates.

A draft five year Health and Fitness Plan with a primary focus on firefighters has been developed for the Health and Fitness Initiatives Working Group (HFIWG) to review and submit to the Executive for ratification. Terms of reference for the HFIWG have been drafted for submission to the Executive Director Membership and Strategic Services. The draft plan incorporates all those recommendations identified during the body of work associated with the Auditor-General's 2014 Fitness of Firefighters Report.

Future progress on this initiative is articulated in the NSW RFS Plan for 2014-2021 (2015/16 update) where Health and Fitness of Firefighters is incorporated into Key Action A5 – Further develop members through a planned program of health and fitness initiatives.

- Establish an optimum and maximum firefighting fleet profile

The NSW RFS has some 3,985 appliances in its firefighting fleet and around 3,179 support vehicles. The average age of these vehicles is approximately 16 years.

While a large proportion of the fleet is now of a standard design and has been since the late 1990s, the Service has many appliances and support vehicles that date prior to the 1980s.

An overarching framework for the strategic management of the NSW RFS Fleet is being developed. As part of developing an overarching framework for an overall medium fleet strategy, the Service has developed discussion papers as a component of member consultation. The discussion papers were released for comment until October 2014.

These comments have been circulated and the Infrastructure Coordinating Committee reviewed the comments at the March 2015 meeting.

Strategy is under development and the initiative has been included in the NSW RFS Plan for 2014-2021 (2015/16 update) Key Action A6.4 - Review firefighting fleet alignment with operational risk management.

# KFA Five

## **ORGANISATIONAL CAPABILITY AND SUSTAINABILITY**

The NSW RFS builds capable and ethical leadership at all levels of the Service; promotes an organisational culture of reflection, learning and evidence-based decision making; builds and promotes good corporate governance practices and principles and effectively manages assets and facilities to ensure local needs are met.

This Key Focus Area covers a wide range of programs, from the development and implementation of frameworks to support legislative compliance and organisational risk management, to the upgrade of core ICT operating systems and the radio and pager network upgrade.

### **Key Actions for 2014/15**

- A5.3 Implement business processes for site management plans
- A6.1 Implement the District Officer Level 2 program and develop the Level 3 program (This has been renamed to Operational Officer (OpO) Programs)
- A6.2 Review and implement the Brigade Constitution
- A6.3 Build member capability through education
- A6.4 Educate members about organisational and personal legislative compliance responsibilities
- A7.1 Develop and implement a research utilisation strategy
- A7.2 Implement an organisational framework for the management of data
- A8.1 Manage projects through the Project Control Group
- A8.2 Embed risk assessments and controls in directorate, group, section and district plans
- A8.3 Implement a coordinated approach to the construction of fixed assets
- A8.4 Implement the SAP Enterprise Asset Management system
- A8.6 Finalise the BRIMS replacement specifications (Now known as the GUARDIAN Scoping Project)

## KEY FOCUS AREAS

### ➤ Implement business processes for site management plans

To safely manage NSW RFS sites and facilities, the Health, Safety and Welfare section is developing Site Management Plans (SMPs) for NSW RFS fixed facilities across NSW.

The functions of a SMP include the development of an emergency management plan and ensuring first aid supplies are maintained. Registers including assets, site risks and hazardous chemicals are also to be maintained.

A consistent approach to health and safety at each NSW RFS fixed location will be rolled out with SMPs developed at one Fire Control Centre and two Brigade Stations in each NSW RFS District. Members will be trained to enable this knowledge to be rolled out to the balance of their districts.

During 2014/15 the implementation of Site Management Plans (SMPs) for the designated locations (SMP Part A) was successfully completed. Following this the SMP implementation project will continue at other NSW RFS fixed facilities. Health Safety and Welfare are working closely with the Regional Services to implement SMP Part B by March 2017.

### ➤ Implement the District Officer Level 2 program and develop the Level 3 program - now known as the Operational Officer (OpO) Programs.

The Operational Officer (OpO) Programs aim to provide programs for the development of suitably skilled staff to provide the functions specified in s9 Functions of Service of the *Rural Fires Act 1997*. It aims to do this by selecting the right people for such roles, and providing them with the skills they need to start and progress well in each role. The system is based on merit, provides equitable opportunities and is consistent with government sector employment principles.

The OpO Level 1 induction was completed during February 2015. One OpO1 Induction Program, of two weeks, and one OpO1 Initial Training Program of five weeks were also completed.

The first OpO2 program was completed in August 2014. Recruitment of the second OpO2 intake commenced in June 2015 with the program scheduled for completion during Q1 2015/16.

During the reporting period, the Service piloted the NSW RFS Level 8/9 development program. This will form the basis for the ongoing OpO3 program for 2015/16.

### ➤ Review and Implement the Brigade Constitution

The aim of the Brigade Constitution review is to develop a consistent, uniform constitution for all Rural Fire Brigades. The uniform constitution will

be accompanied by an all-encompassing Brigade Management Handbook. This will ensure that brigades are well protected by operating with a constitution that is in line with current legislation, removes complexity and reduces the opportunity for misinterpretation, while at the same time preserving the identity and culture of the brigade through the use of brigade rules.

The draft Brigade Constitution, Management Handbook and Service Standard have been submitted to the Executive Team for review.

A number of presentations have taken place at relevant volunteer and staff forums and work is continuing to finalise the draft Constitution and Brigade Management Handbook for release for consultation.

This initiative is to be continued during 2015/16 and is included in the NSW RFS Plan for 2014-2021 (2015/16 update) as Key Action A5.4 - Consult and implement the uniform Brigade Constitution.

### ➤ Build Member capability through education

NSW RFS members need to be informed, trained and developed to reflect the changing environment. In 2014/15 the focus was on programs such as Respectful and Inclusive workplace training, Next Generation modular training, Live Fire Training, brigade level leadership training and Code of Conduct and Ethics training.

The overall design of the next generation training system has been completed and various technical issues specified. This will provide the direction of many years of Learning and Development in providing greater access to training for all members and allow for quicker updating and modification. Additional elements covering leadership, incident management and realistic hot fire training have matured into mirroring world's best practice and will provide the foundation of a more effective, adaptable and resilient workforce.

During 2014/15 a Live Fire training strategy was developed and the specifications for next generation training were updated and entered into SAP. A Brigade level leadership training schedule has also been developed and programs are being conducted.

The draft Inclusive and Respectful Service Standard was released for comment in February 2015 with the consultation period lasting until 15 May 2015. All feedback has been reviewed and will be incorporated into the final document as appropriate. The updated Service Standard will be submitted for approval to the Policy Review Committee in 2015/16. Online training will be finalised once this approval is gained.

The 2015 Leadership Forum 'Leading with Success' was held in May, with 153 participants from across

NSW. Online evaluation of the Forum was positive. Feedback specifically noted the high calibre of presenters and the insightful information delivered in a manner was relevant and useful to attendees. Feedback is being incorporated into planning for the 2017 Forum.

The Code of Conduct and Ethics has been revised so that it is consistent with the Public Service Commissioner's Directive. A revised training program is currently being developed with particular emphasis on Group Captains and examining various training mediums for future volunteer training. Implementation of this program is being carried into the 2015/16 planning cycle.

- Educate members about organisational and personal legislative compliance responsibilities

Members will be further educated and informed in legislative compliance responsibilities through a number of strategies.

A Governance communication and awareness plan, inclusive of a legislative compliance component will be developed.

Registered Training Organisation (RTO) related documents will be updated to align with sector wide changes in Vocational Education and Training (VET) and a Membership Services Officers course will be developed with a focus on increasing RTO compliance.

Work will also continue in order to achieve policy, process and initiatives in the area of human resource management with cluster agencies.

The NSW RFS Governance Statement has been reviewed and updated. This update reflects improvements in NSW RFS governance arrangements, in particular in the areas of Fraud and Corruption, compliance management, internal controls and stakeholder engagement. Work has also commenced in aligning to the NSW RFS Governance Fire Tower Model to the 2015 update to the Audit Office's Model. Work will continue on this program into 2015/16.

Work related to Legislative Compliance has focused on improving the alignment of monitoring legislative compliance and the policy development/review process. This work is reviewed against the related international standard that was updated in early 2015. Further updates will continue in 2015/16.

The NSW RFS continues to maintain and evolve its compliance with Federal regulations. Although this program was completed later than the specified target a smooth transition to a new set of standards was achieved during this reporting year.

The Membership Services Officers course will now be referred to as the Learning and Development

Workshop. It is being implemented in partnership with the regions to achieve greater consistency and quality of service delivery at the district level.

- Develop and implement a research utilisation strategy

During 2014/15 a Research Utilisation Strategy was developed and submitted for review. As a result of this review further work was required to contextualise the strategy. This work included consultation with an AFAC utilisation representative. In line with the refinement of the strategy, work commenced on collecting utilisation statements from the NSW RFS end users on BNHCR projects as part of the implementation of the Strategy. During this time the overall approach has changed from that of a Framework to the development of a Research Manual that consolidates the Service's research related information, practices and processes.

- Implement an organisational framework for the management of data

The NSW RFS has a vast amount of data available, improved management of the data will enable greater analysis and use of the data throughout the Service.

During 2014/15 a review of Policy 2.1.4 System/ Data Management and Ownership – Firezone commenced. The review determined that the update to the organisational data management framework (DMF) would be required in conjunction with the policy update. The update of the DMF commenced with consultations and subject matter expert advice was sought. An updated draft DMF is currently being finalised

The DMF will be completed in 2015/16. This initiative has been included in the NSW RFS Plan for 2014-2021 (2015/16 update) as Key Action A6.11 – Refine systems and process to improve the integrity of data.

- Manage projects through the Project Control Group

The Corporate Project Office manages projects so that a standardised project methodology is applied and maintained across the organisation. The Project Control Group (PCG) is the governing body.

During the 2014/15 financial year a total of five Project Control Group (PCG) meetings were held. Improvements were made in project reporting whereby a more integrated reporting and control tool was introduced. This has resulted in improved project compliance across the standard project control areas, enabling the PCG to view the portfolio and quickly assess projects' status across a greater range of project indicators.

## KEY FOCUS AREAS

PCG reporting was extended to include the Program of Fire Control Centre (FCC) and Brigade Station Builds. Work continues in this area to refine and improve current reporting practices.

- Embed risk assessment and controls in directorate, group, section and district plans

The NSW RFS Corporate Governance principles of strategic planning and risk management will be more closely aligned through this process of embedding risk assessment and controls into the planning and reporting processes at all levels. This embedding will lead to risk-related action plans being incorporated into the overall planning process. It will also assist with the prioritisation of treatments leading to effective controls being put in place. This process will be supported by awareness sessions for members of the governance requirements to uphold as part of their business activities.

Risk Action Plans for all identified critical and high risks were completed within three months of the risks being rated. There is also improved alignment of action plan treatments and business plans across all risks.

There has been increased engagement with risk management processes across the Service which has led to an increased understanding of the relationship between the treatment of risks and business planning.

- Implement a consistent approach to the construction of fixed assets

In the past Districts have generally run their own building programs but with the implementation of standard plans and standard project management practices, the Service is using these systems to support Districts and other sections of the organisation to assist in the construction and reporting of these assets.

The 2014/15 budget for the building of Fire Control Centres (FCCs), Brigade Stations and other infrastructure is \$16,537 million.

The Principal Project Officer is monitoring the program. Project Management Boards have been established on all projects.

Districts are required to submit project plans for all potential 2015/16 builds.

Standard plans for FCCs have been reviewed. Station plans are still to be completed and are currently with the architect. Eighty percent of the specifications have been reviewed. This work will be completed when the external engineering consultants have completed their work.

- Implement the SAP Enterprise Asset Management system

The SAP Enterprise Asset Management (EAM) Module has been implemented to replace various existing asset management systems and will enable a single source of truth to better manage inventory and maintenance of assets. It allows the organisation to monitor and report on the total life cycle of assets including the purchase price, the allocation and total cost of the asset, for example, expenditure for maintenance of vehicles, appliances, equipment and buildings.

The system allows increased visibility across the organisation and enables improved accountability and management practices while assisting in areas of improved operational capability and forecasting.

This is a multi-agency funded program with other Emergency Services Organisations within the Justice Cluster. The SAP Enterprise Asset Management Module was rolled out to four pilot Districts on 1 December 2014.

It was then rolled out to Region East, Region North and Aviation on 30 March 2015. The final roll out occurred in the last quarter of the reporting period with EAM going live across the State on 1 June 2015.

# KFA Six

## PARTNERSHIPS AND COLLABORATIONS

The NSW RFS works with its partners to influence the national agenda in relation to emergency services and develops mutually beneficial local, national and international strategic alliances to raise and strengthen the NSW RFS profile.

Programs under this Key Focus Area include the Botswana Fire Management Program and the development of shared Corporate Services Reforms.

### Key Actions for 2014/15

A9.1 Review and evaluate the key stakeholder collaboration framework

- Review and evaluate the key stakeholder collaboration framework

This initiative commenced with the assessment of NSW RFS business requirements for a stakeholder engagement framework. It was followed by the determination of the most appropriate and effective method of delivery. Accordingly, the stakeholder collaboration framework has been revised to be a dynamic directory which details existing partnerships and collaborations of the NSW RFS. This directory has been included as a Key Action (A7) on the NSW RFS Plan for 2014-2021 (2015/16 update) and is also included in the scope of the Intranet Replacement Project (A6.8) It is on target with the revised plan.

- Completion of the Botswana Fire Management Program

Disastrous fires in Botswana in 2008 drew an international response including an initiative from the NSW RFS to establish the Botswana Fire Management Program. The five-year program was supported by the State and Federal Governments. In 2009 NSW RFS members commenced a customised training program for local personnel in basic firefighting techniques. To date, over 3,000 personnel have been provided basic firefighter training, with further training courses being conducted in Crew Leader and specialist subjects such as Incident Control Systems Management, Prescribed Burning, and Fire Investigation. Both staff and volunteers have conducted the training with just over 100 NSW RFS members travelling to Botswana over the past five years. The final stage of the program was completed in the reporting period.

Botswana Fire Management Program has been very successful. Botswana now has the capacity to manage wild fires through the Fire Division within the Department of Forestry and Range Resources. This Division is funded and has fully-trained personnel and resources across the country. At the completion of the program the Botswana Government announced the establishment of its own Botswana Rural Fire Service.

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FRONT PAGE PHOTO CREDIT: Bundeena Hazard Reduction burn. Photo by Sharon Quandt

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