



NSW RURAL FIRE SERVICE

A dramatic photograph of a firefighter in silhouette, wearing a helmet and gear, positioned in a forest at night. The scene is filled with a dense shower of sparks or embers falling from above, illuminated by a bright orange light source, likely a fire. The firefighter is looking towards the right side of the frame. The background shows the dark silhouettes of trees against the glowing light.

ANNUAL REPORT 2013/14



KEY FOCUS AREAS

04

Key strategies

- › Proactively engage with the community to build capability
- › Encourage membership diversity and develop our members
- › Communicate regularly and meaningfully with key stakeholders
- › Integrate risk assessments into planning and decision making
- › Grow relationships with government
- › Use systems and technology that enhance our capability
- › Effectively use research and innovation

2013/14 milestones

- M1** Continue to increase the number of properties protected by hazard reduction works
- M2** Continue to increase the number of hectares treated by hazard reduction works
- M3** Business case for BRIMS replacement developed
- M4** Continue to increase the number of Neighbourhood Safer Places in bush fire prone areas
- M5** Capacity and capability of website increased
- M6** Programs to improve fire safety in indigenous communities continued
- M7** Training system flexibility increased
- M8** WHS Site Management Plan Template developed and trialed in two locations
- M9** At least 800 secondary school students complete the Secondary School Cadet Program
- M10** Updated Volunteer recruitment and retention program developed and implemented
- M11** An additional 20 members trained as Fire Behaviour Analysis specialists
- M12** Radio and paging upgrade implementation on schedule
- M13** SAP Enterprise Asset Management Module blueprinted
- M14** Brigade dispatch strategy developed
- M15** Aviation resourcing and management strategy developed
- M16** Leadership program for senior volunteers and staff piloted and evaluated
- M17** Enhanced research utilisation strategy developed
- M18** Shared corporate services reform programs commenced
- M19** Enhanced draft State Resource Allocation methodology developed based on risk strategies
- M20** Revised Bush Fire Management Committee handbook developed
- M21** Corporate Governance Framework implementation commenced
- M22** Continue to look for partnership opportunities with AusAid and other international funding bodies

PREVIOUS PAGE: Training session conducted with the Loftus and Kurnell Brigades in late May 2014.

Photo by Sharon Quandt

2015 targets

The NSW RFS Corporate Plan 2011-2015 is aligned with Goal 28 of NSW 2021: A Plan to Make NSW Number One, through one to three and six target of the 2015 targets listed below. The list of targets is updated annually.

- T1** Number of properties protected by hazard reduction works increased by 20,000 per year
- T2** Annual average level of area treated by hazard reduction activities increased by 45 percent
- T3** 200 more Neighbourhood Safer Places created in bush fire prone areas
- T4** Risk assessment of all schools in bush fire prone areas
- T5** Communities in bush fire prone areas are more prepared and aware as a result of targeted and coordinated public awareness campaigns
- T6** Additional 4,000 secondary school students trained through the School Cadets Program
- T7** Learning and Development framework aligned with Flexible Membership Model
- T8** Next Generation Workforce Strategic Plan implemented
- T9** Fire behaviour analysis capability enhanced State-wide
- T10** Radio and pager network upgrades completed
- T11** Consolidated SAP Enterprise Asset Management Module
- T12** Brigade dispatch system implementation plan developed
- T13** Strategy for BRIMS replacement developed
- T14** Corporate Governance Framework implemented
- T15** Research utilisation strategy implemented
- T16** State-wide Resource Allocation methodology piloted
- T17** Shared Corporate Services Reforms implemented
- T18** State, national and international partnerships developed to enhance shared fire management expertise and resources
- T19** Bush Fire Management Committee policies and plans published on the website

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 2013/14 were hazard reduction targets and mitigation programs, Neighbourhood Safer Places, Community Protection Plans and continuous improvement of operational procedures.

Milestones for 2013/14 and 2015 Targets

- M1** Continue to increase the number of properties protected by hazard reduction works
- M2** Continue to increase the number of hectares treated by hazard reduction works
- T1** Number of properties protected by hazard reduction works increased by 20,000 per year
- T2** Annual average level of area treated by hazard reduction activities increased by 45 percent
- T4** Risk assessment of all schools in bush fire prone areas in NSW

Continue to increase the number of properties protected by hazard reduction works

The NSW RFS is the lead agency for coordinated bush firefighting and bush fire hazard mitigation throughout NSW. This milestone 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. This milestone also contributes to the achievement of NSW RFS Corporate Plan 2011-2015 Target T1.

The target for 2013/14 was to increase the number of properties protected by hazard reduction works to 140,793. Due to experiencing 35 percent more wet days during March and May the annual result of 124,307 properties is behind the target figure. The program, however, has exceeded the five year rolling average of 140,793 through the treatment of 151,658 properties.

It is also important to note that to meet this milestone the NSW RFS is reliant on the hazard reduction works undertaken by all land management agencies.

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

The NSW RFS is the lead agency for coordinated bush firefighting 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 percent by 2016. This milestone also contributes to the achievement of NSW RFS Corporate Plan 2011-2015 Target T2.

The target for 2013/14 was to increase the annual average of area treated by hazard reduction activities across NSW to 161,762. It is important to note that to meet this milestone the NSW RFS is

reliant on the hazard reduction works undertaken by all land management agencies.

Due to experiencing 35 percent more wet days between March and May the annual result of 157,222 hectares is being reported as below target. The program, however, has exceeded the five year rolling average of 161,762 through the treatment of 173,853 hectares.

Risk assessment of all schools in bush fire prone areas in NSW

The Bush Fire Resilient Schools Program provides a framework for schools to understand and assess their level of risk from bush fires and to take the appropriate steps to mitigate this threat. A pilot program was undertaken in the reporting period.

KFA Two

LEAD 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 Co-ordinating 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 operational coordination plans.

Milestones for 2013/14

- M 20** Revised Bush Fire Management Committee Handbook developed
- T19** Bush Fire Management Committee policies and plans published on the website

Revised Bush Fire Management Committee Handbook developed

The current Bush Fire Management Committee (BFMC) Handbook was developed in 2006. Amendments are required to the handbook to reflect changes in policy over the past eight years.

The BFMC Handbook is the responsibility of the Bush Fire Co-ordinating Committee (BFCC). The NSW RFS will prepare the amendments for the BFCC's endorsement. At this time, resources have been diverted to ensure the Grants management process is not compromised.

While the BFMC Handbook will be reviewed when resources permit it is important to note that the current Handbook continues to meet requirements.

Bush Fire Management Committee policies and plans

All BFMC policies are posted to the NSW RFS website as part of the publication process. No new or revised BFMC policies were published in the reporting year.

KFA Three

ENHANCE 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.

Milestones for 2013/14

- M4** Continue to increase the number of Neighbourhood Safer Places in bush fire prone areas
- M5** Capacity and capability of website increased
- M6** Programs to improve fire safety in Indigenous communities established
- T3** 200 more Neighbourhood Safer Places created in bush fire prone areas
- T5** Communities in bush fire prone areas are more prepared and aware as a result of targeted and coordinated public awareness campaigns

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 milestone supports the achievement of NSW 2021 Goal 28 – Increase the number of Neighbourhood Safer Places in bush fire prone areas. It also contributes to the achievement of NSW RFS Corporate Plan 2011-2015 Target T3.

The aim for 2013/14 was to increase the number of designated NSPs to 920. NSPs are often identified through the Community Protection Plan (CPP) program and therefore the achievement of this milestone is contingent on the progress of developing CPPs across NSW.

All NSPs across the State were inspected prior to 30 September 2013 and the start of the Bush Fire Danger Period. Actions arising from these NSP inspections were documented and implementation of these actions tracked. Actions that required funding under the Vulnerable Communities Works Program have been completed through the Customer Service Centres.

Initial follow up has occurred for all NSPs requiring action as a result of the inspection. Follow up and the required documentation for NSPs requiring funding has been undertaken.

A total of 959 NSPs have been identified in conjunction with District Teams and Zones where it was felt that additional NSPs would be beneficial, for example, in the Blue Mountains.

Capacity and capability of the website increased

The NSW RFS public website is one of the Service's main communication channels with the community, including for the delivery of warnings information. This year a project was undertaken to establish a new NSW RFS website with increased capacity and capability.

The website has undergone a major enhancement including a significant increase in capacity, particularly during peak periods. In addition, a new content management system has been put in place which meets latest accessibility requirements. The upgrade also brings mobile and tablet functionality to the website, meeting current community demands.

The website was launched early in the next reporting period.

Programs to improve fire safety in Indigenous communities established

In some remote Indigenous communities, the risk of bush fires is ever present and some communities are particularly vulnerable.

To improve fire safety in Indigenous communities the NSW RFS has developed the Bush Fire Resilience for Aboriginal Communities Stage II (BRAC II) project. Initiatives within this program include: the confirmation of NSPs for each community, appropriate fire mitigation activities to protect the community, the delivery of Community Fire Units (CFUs) with training for community members and Local Aboriginal Land Council representation on local BFMCS.

During 2013/14, 25 NSPs for the 34 identified Indigenous communities were confirmed by Districts and work will continue in the first half of 2014/15 to identify and meet NSP criteria. All relevant Districts have commenced work on

appropriate risk and hazard treatments in the identified areas with some of the work completed during 2013/14.

To encourage joint fire mitigation activities identified Indigenous communities were contacted or visited by District staff during 2013/14. The areas which were rated as being at an extreme risk were prioritised and treated, with the result that 90 percent were reduced to below extreme risk during the reporting year. The remaining areas have planned works scheduled to be completed during the first quarter of 2014/15.

The BRAC II project will continue into March 2015 with a focus on finalising the project, providing training to Indigenous community members and strengthening engagement with the Aboriginal Land Council.

BRAC II is also making a significant contribution to the Cultural Burning Project run by the Central Tablelands Local Land Services providing training and fire protection for low intensity cultural burns on Aboriginal land.

Communities in bush fire prone areas are more prepared and aware through targeted and coordinated public awareness campaigns

During 2013/14 the NSW RFS continued its successful Prepare Act Survive public awareness campaign from September to March, consisting of a coordinated advertising campaign and engagement activities. To assist the community in developing Bush Fire Survival Plans, the Service launched the MyFirePlan smartphone application.

KFA Four

VALUE AND SUPPORT 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 the development of workforce metrics and the Flexible Membership Model.

Milestones for 2013/14 and 2015

Targets

- M7** Training system flexibility increased
- M8** WHS Site Management Plan Template developed and trialed in two locations
- M10** Updated Volunteer recruitment and retention program developed and implemented
- T7** Learning and Development frameworks aligned with Flexible Membership Model
- T8** Next Generation Strategic Plan implemented

Training system flexibility increased

Flexible training is about developing programs relevant to members in a full range of roles. As a member's training requirements change throughout their service, we are endeavouring to make it easier for members to cross pathways and embark on new roles. In the future, there will increasingly be training pathways not just for firefighting but for a whole range of activities. The NSW RFS e-Learning strategy will be used to promote e-Learning as a key contributor to innovation and flexibility in teaching, blended learning and assessment within the NSW RFS. This milestone is aligned with NSW RFS Corporate Plan 2011-2015 Target T7.

This move towards greater flexibility in training systems is part of the longer term strategy: *L&D in the 21st Century*. The strategy includes greater modularisation of programs, online theory components and enhanced practical activities. This strategy also takes into account the upcoming national changes to vocational education.

The Learning and Development Section has further increased the flexibility of training systems. See next page.

Incident Controller: Major Incident training has also been a focus during 2013/14. This training further develops the skills of Incident Controllers capable of managing s44 incidents and was conducted in collaboration with Operational Services.

WHS Site Management Plan Template developed and trialed in two locations

Site Management Plans (SMPs) are being developed for fixed sites 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 being developed as part of the plans.

The NSW RFS commenced a SMP trial within the Gosford District in 2013 that concluded April 2014. HSW utilised feedback from salaried and volunteer members in the initial trial to further enhance templates and processes leading to a pilot program in South West Slopes Zone that was completed in May 2014. The trial and pilot program resulted in SMPs being developed and implemented at two Fire Control Centres and 21 Brigade Stations.

The Service has now commenced a large-scale project to create SMPs at all fixed sites across the State of NSW to further strengthen health and safety across the Service.

Volunteer recruitment and retention program developed and implemented

A Volunteer Recruitment and Retention Kit was developed in the reporting period to provide support and guidance to brigades in relation to their recruitment and retention efforts. The Kit includes a self assessment component, as well as other information and resources that support recruitment and retention.

Brigades have the ability to select the components of the Kit that are most applicable to them and uptake of the resource is optional. The content of the resource is based on the principles of flexible membership and has a strong reliance on brigade case studies. An updated Volunteer Recruitment and Retention Kit was rolled-out to Districts and brigades in December 2013. The kits are also available on MyRFS.

The *NSW RFS volunteers: from all walks of life* video series was produced in this reporting period.

Next Generation Workforce Strategic Plan

The Next Generation Workforce Strategic Plan (NGWSP) outlines nine milestones and targets in relation to the NSW RFS's human resource strategy and workforce planning. Six milestones have been completed and the remaining three milestones and their progress to date is outlined below:

> **NSW RFS ready for implementation of human resource aspect of SAP system** (completed)

The remaining element in completion of this project was the implementation of on-line monthly attendance returns which were tested and rolled out in the reporting period.

> **Flexible Training Programs designed** (completed, work continuing on a business as usual basis)

The design and development of the flexible training model continued in 2013/14 building on the foundational work done in 2012/13. This work resulted in the development of the long term strategy for learning and development entitled *L&D in the 21st Century* which was endorsed by the NSW RFS Executive in March 2014. This strategy proposes greater modularisation of NSW RFS training within the levels of Foundational, Technical, Supervisor, Command and Management and Strategic programs. The underpinning design factor for this strategy is that a blended approach will be used. The practical face-to-face activities and assessments that are part of the program are complemented with online training that covers the more theoretical aspects of the program. The strategy also provides direction for the overall management of the learning and development system of the NSW RFS, refining the work being undertaken by the Learning and Development Section into work streams.

The strategy formed the basis for the Learning and Development business planning for 2014/15.

> **A revised Risk Plan on Health and Safety published** (completed, work continuing on a business as usual basis)

In the reporting period refinements were made to the HSW risk register and a draft action plan and risk treatment plans were developed. Ongoing risk analysis and updates to the draft treatment plans are reported quarterly to the Audit and Risk Committee and the Executive.

KFA Five

BUILD 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 our core ICT operating systems and the radio and pager network upgrade.

Milestones for 2012/13 and 2015 Targets

M3	Business case for BRIMS replacement developed	M21	Corporate Governance Framework implementation commenced
M9	At least 800 secondary school students complete the Secondary School Cadet Program	T6	Additional 4,000 secondary school students trained through the School Cadets Program
M11	An additional 20 members trained as Fire Behaviour Analysis specialists	T9	Fire behaviour analysis capability developed State-wide
M12	Radio and paging upgrade implementation on schedule	T10	Radio and pager network upgrades completed
M13	SAP Enterprise Asset Management Module blueprinted	T11	Consolidated SAP Enterprise Asset Management Module
M14	Brigade dispatch strategy developed	T12	Brigade dispatch system implementation plan developed
M15	Aviation resourcing and management strategy developed	T13	Strategy for the Bush Fire Risk Information Management System (BRIMS) replacement developed
M16	Leadership program for senior volunteers and staff piloted and evaluated	T14	Corporate Governance Framework implemented
M17	Enhanced research utilisation strategy developed	T15	Research utilisation strategy implemented
M19	Enhanced draft State Resource Allocation methodology developed based on risk strategies	T16	State-wide Resource Allocation methodology piloted

Business case for BRIMS replacement

The Bush Fire Risk Information Management System (BRIMS) is used by the NSW RFS and other agencies to document hazards, risks and mitigation activity in a bush fire context.

It is recognised that to continue to meet future business needs of the NSW RFS, a new BRIMS platform is required. The Service is therefore reviewing possible programs to replace BRIMS. It is also recognised funding is required for this project if it is to be successful. To date, the project has been delayed by a lack of funding but this was identified at 30 June 2014 and work is to commence in 2014/15. This milestone has been included as a key action in the 2014/15 Corporate Plan.

This achievement of this milestone also contributes to the achievement of NSW RFS Corporate Plan 2011-2015 Target T13.

Secondary School Cadet Program

The Secondary School Cadet Program provides Year 9 and 10 students with an insight into fire safety and prevention while developing practical life skills and a general appreciation of community service and volunteerism. This milestone also contributes to the achievement of NSW RFS Corporate Plan 2011-2015 Target T6.

During 2013/14 an additional 860 students participated in the Secondary School Cadet program in 59 programs across NSW. This program is linked to Goal 28 of the NSW 2021 Plan which aims to train an additional 4,000 secondary school children by 2016 through the Secondary School Cadet Program.

Fire Behaviour Analysis specialists

Fire Behaviour Analysts (FBAs) are used to prepare bush fire behaviour predictions during the bush fire season and smoke plume modeling for hazard reduction activities. The NSW RFS has expanded its capacity to undertake Fire Behaviour Analysis (FBA) by expanding the training program and developing Standard Operating Procedures and Guidelines. This milestone also contributes to

the achievement of NSW RFS Corporate Plan 2011-2015 Target T9.

The completion of the training program and subsequent achievement of this milestone was dependent on periods of fire weather and the undertaking of hazard reduction burns. On the job training and mentoring was provided for a range of FBA roles throughout the busy 2013/14 fire season. A training program for Phoenix software operators has also been developed.

A training program for Fire Behaviour Supervisors (FBS) is to be developed. Operational activity has meant Supervisors have been mentored on the job but this needs to be formalised.

A total of 28 FBAs were qualified during 2013/14. Mentoring continued through periods of fire weather and hazard reduction activities.

Radio and paging upgrade implementation

NSW RFS communication system networks including the Private Mobile Radio (PMR) and Paging networks are used to minimise the impact of bush fires and emergency incidents on people, the environment and the economy. The NSW Treasury is funding the upgrading of these networks.

PMR system upgrades were 50 percent completed by 30 June 2014. NSW Treasury has approved one additional year and carry over funds to fully complete the PMR network upgrades by June 2015. The success of this year's quarterly milestones will contribute towards the overall achievement of 100 percent of the PMR network upgrade completed by June 2015. This milestone also contributes to the achievement of NSW RFS Corporate Plan 2011-2015 Target T10.

There is some residual risk to completion of the PMR network upgrades inside the indicated timeline. This includes potential additional delays around weather and operational events and the ability of contractors to complete their planned works (with many large communications projects running in parallel).

The PMR program is 40 percent complete. The Pager program is 90 percent complete. Delays in these programs have been due to ongoing consent

and agreement negotiations for access to sites, current workloads of the contractors, weather issues, increasing cost of implementation due to other similar ongoing projects and delays caused due to multi agency collaborations.

The network implementation is now scheduled for completion in 2014/15.

The Paging system upgrades are scheduled to be 100 percent complete by 30 June 2014.

SAP Enterprise Asset Management Module

The development of the SAP Enterprise Asset Management (EAM) Module is a multi-agency funded program with other Emergency Services Organisations within the Justice Cluster. The EAM Module is being implemented to replace various existing asset management systems. This will enable a single source of truth to manage inventory and maintenance of assets. It will allow the NSW RFS to monitor and report on the total life cycle of assets. The system will allow for increased visibility across the organisation and enable improved accountability and management practices while assisting in areas of improved operational capability and forecasting.

This milestone also contributes to the achievement of NSW RFS Corporate Plan 2011-2015 Target T11.

NSW RFS Brigade dispatch strategy

A project to examine the requirements for continued expansion of the centralised dispatch process at NSW RFS Headquarters was undertaken in 2013/14. The expansion is dependent on resource, technical and financial requirements being met for each new District, Team and Zone.

Currently, the Operational Customer Service Centre manages the dispatch of resources for the Warringah/Pittwater and Mid North Coast Rural Fire Districts. A detailed proposal identifying the necessary requirements to further expand the centralised dispatch project throughout additional Rural Fire Districts has been submitted for approval and revised target dates for the development of capacity to support expansion will be included in the 2014/15 plan.

In 2014/15 work will be undertaken to further develop the infrastructure, ICT and personnel capacity required to support the expansion of centralised dispatch throughout the NSW RFS.

This milestone also contributes to the achievement of NSW RFS Corporate Plan 2011-2015 Target T12

Aviation resourcing and management strategy

The NSW RFS has drafted a 10 year strategy for its aviation needs into the future. In 2012/13 the NSW RFS began a strategic review of its 10 year aviation needs. This examined the multi-agency requirements for contracting, leasing and purchasing arrangements of suitable aircraft.

In early 2013 an initial Ten Year Aviation Plan Scoping Strategy was delivered by an external consultant and in late 2013 a draft Ten Year Aviation Strategy was developed. While the Aviation Strategy has been submitted it has not yet been formally adopted. This is expected to occur in 2014/15. A schedule for implementation will then be developed.

Leadership program for senior volunteers and staff

The leadership program for senior volunteers and staff aims to develop manager, staff and senior volunteer leadership capability to enhance effective leadership within the NSW RFS. The NSW RFS has been actively involved in the Multi Agency Leadership Program with Fire & rescue NSW, the NSW State Emergency Service and the Ambulance Service of NSW. This involvement saw the NSW RFS co-facilitate the program as well as offering both staff and volunteer members the opportunity to participate. During 2013/14 nine programs were conducted in a range of locations across the State, involving 42 members from the NSW RFS.

Enhanced research utilisation strategy

The NSW RFS is developing a strategy that enables the organisation to better utilise research findings and enhance business or operational outcomes. In 2013/14, the Service developed a

draft Research Framework providing an integrated research management structure that encompasses research policy, governance, dissemination, utilisation, monitoring and reporting. This milestone also contributes to the achievement of NSW RFS Corporate Plan 2011-2015 Target T15.

A key pillar of the draft Research Framework is the draft Research Utilisation Strategy. The development of the draft Strategy involved external input and advice from the Bushfire Cooperative Research Centre as well as from key internal stakeholders. The intent of the draft Strategy is to ensure that key research findings are taken into account in organisational decision making and that there is an uptake across the Service regarding relevant research products. The draft Strategy will be rolled out in 2014/15.

As part of the establishment of the Bushfire and Natural Hazards Cooperative Research Centre, the NSW RFS has a significant number of members involved as end users on research projects. This early involvement in the research by our members is one of the key means to increasing the engagement with and utilisation of research by the NSW RFS.

Enhanced draft State Resource Allocation methodology

In 2013/14 the NSW RFS completed a review of its current and potential future direction and the available options for building its operational capability and service delivery. The aim was to develop a State-wide, efficient and cost effective resource allocation model. Following classification of brigades, based on risk and community needs, a resource allocation methodology was developed. This model provides the ability to cater for surge capacity in any jurisdiction while also taking into account other capabilities that the NSW RFS has capacity for and undertakes during its normal operating environment.

The implementation strategy for this methodology is under consideration. This milestone also contributes to the achievement of NSW RFS Corporate Plan 2011-2015 Target T16.

Corporate Governance Framework

The Corporate Governance Framework is designed to bring together in a coordinated and systematic manner, all aspects across the Service that contribute to the overall Governance arrangements of the Service. These Governance arrangements include corporate planning, risk management, legislative compliance and policy/ service standard management. The success of this initiative will be measured against an internal assessment on the NSW RFS Governance arrangements against the key governance criteria issued by the Audit Office of NSW. This milestone also contributes to the achievement of NSW RFS Corporate Plan 2011-2015 Target T14.

During the reporting period the NSW RFS undertook a major review of its corporate governance arrangements. This involved an internal benchmarking analysis of the status of the key governance components of the Service. This was based on the Audit Office of NSW's model which outlines 17 components of good governance.

The outcomes of this review were a major contribution to the development of the NSW RFS Corporate Governance Statement. The Governance Statement was drafted during the second half of 2013 in consultation with managers with key governance responsibilities across the Service, the Executive and the Audit and Risk Committee. The statement was approved by the Commissioner in February 2014.

The statement provides an overview of NSW RFS key Corporate Governance components. These include: the planning and reporting process, risk management, the committee's structure, the Audit and Risk committee, Internal and External Audits, Policy and Service Standard framework, ethics encompassing the Code of Conduct, financial management and delegation arrangements and a stakeholder engagement plan.

The Corporate Governance Statement will be reviewed annually to ensure the NSW RFS continues to fully comply with all its governance obligations and requirements.

KFA Six

FOSTER PARTNERSHIPS

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.

Milestones for 2013/14 and 2015 Targets

- M18** Shared corporate services reform programs commenced
- M22** Continue to look for partnership opportunities with AusAid and other international funding bodies
- T17** Shared Corporate Services Reforms implemented
- T18** State, national and international partnerships developed to enhance shared fire management expertise and resources

State, national and international partnerships developed to enhance shared fire management expertise and resources

The NSW RFS shares its capability and expertise in a range of areas, including Bush Fire Management, Incident Control as well as Emergency Management more broadly. The Corporate and International Relations Unit continues to form relationships with agencies and individuals. This milestone also contributes to the achievement of NSW RFS Corporate Plan 2011-2015 Target T18.

The Botswana Fire Management Program progressed through the 2013/14 financial year. Over the year, 13 representatives (staff and volunteers) from the NSW RFS were deployed to Botswana for a range of fire management activities. In January 2014, eight officers from Botswana were deployed to NSW RFS to participate in firefighting and to extend their training.

The NSW RFS continues to work with the Asian Disaster Preparedness Centre (ADPC), commencing a new program with Saudia Arabia focusing on Emergency Management.

An agreement with Riverina Institute of TAFE was signed contributing to the delivery of a range of corporate training courses. Over the reporting period a total of 159 courses were delivered.

Shared corporate services reform programs commenced

The broader amalgamation reform program is designed to assist the NSW Government to deliver more integrated services, with a stronger customer focus, and more efficient provision of Corporate and Shared Services. Fundamental to this reform is the need to optimise the Corporate and Shared Services activities across the sector.

Key outcomes sought in this reform include a more streamlined and standardised Corporate and Shared Services framework and service delivery. This will provide a focus on customer service and improving the Corporate and Shared Service experience. This milestone also contributes to the achievement of NSW RFS Corporate Plan 2011-2015 Target T17.

During the reporting period the shared services activities continued under the Justice Cluster Shared Corporate Services Program (JSCSP). At the overarching governance level, NSW RFS is represented on the Corporate Services Executive Committee, established to support improvements to shared corporate services business practices uniformly across the Cluster. Improvement initiatives are guided by established Government and industry standards and best practice benchmarks.

Functional leadership groups are established in the areas of Human Resources, Procurement, ICT and Asset Management. All groups are collaborating on a more consistent policy position, the ability to align systems and procedures to avoid duplication and minimise where possible operating costs and the development of business improvement strategies. Examples of outcomes from two of those working groups are defined below:

The Human Resource Functional Leadership Group (HRFLG) has met on four occasions during the year. Projects and initiatives under consideration and development by the HRFLG include:

- > The adoption of a Performance Management system for the Cluster to meet its requirements under the *Government Sector Employment Act 2013* (GSE Act) which will form part of the SAP platform
- > The establishment of a Cluster focus group on Industrial Relations issues and common areas of shared knowledge
- > A joint approach by the Cluster to the Public Service Commission's survey of government agencies on bullying and building respectful workplaces

- > Extensive consultation and collaboration within the Cluster in the development of appropriate application of the Public Service Commission's Capability Framework under the GSE Act.

The Asset Management Functional Leadership Group's (AMFLG) main priority was to develop asset management standards based on industry best practice. In the absence of Australian Standards, standards were modeled on PAS 55 and ISO 55000 standards. This project achieved its primary objective to deliver a set of standards that can be used to:

- > deliver end to end business process standards for the asset management function in delivering services; and
- > model the processes in the ARIS tool which subsequently being utilised by the SAP based Emergency Services Enterprise Asset Management (EAM) project.

The Justice Cluster Asset Management Standards are modelled on the ARIS tool and align with standards defined by the NSW Office of Finance and Services.

Given the completion of the Asset Management Standards, the focus on the EAM rollout in Emergency Services along with a similar initiative underway in another cluster agency, the priorities for the AMFLG then moved on the significant task of individual agency program delivery.