



NSW RURAL FIRE SERVICE



NSW RFS ANNUAL REPORT

2014/15

1

Introduction

Contents

2

Management and Governance

3

Summary Review of Operations

4

Key Focus Areas - Corporate Plan

5

Financial Statements

6

Appendices





Letter to the Minister

Dear Minister,

I have pleasure in submitting to you for presentation to Parliament the Annual Report of the NSW Rural Fire Service (NSW RFS) for the year ended 30 June 2015.

Despite a busy start, the NSW bush fire season of 2014/15 was a relatively benign. Our members remained busy late into the season assisting other agencies with firefighting including our colleagues in South Australia and Western Australia, offering housing assistance to cyclone-affected communities in the Northern Territory and supporting the SES in NSW during destructive floods in April 2015.

Throughout the reporting period, the Service has performed well against the NSW 2021 Goal 28 targets including hazard reduction works despite adverse weather conditions, identifying more Neighbourhood Safer Places and continuing the success of the Secondary Schools Cadet Program.

This Annual Report has been prepared in accordance with the *Annual Reports (Departments) Act 1985*, the *Public Finance and Audit Act 1983*, the *Waste Avoidance and Resource Recovery Act 2001* and the *Public Disclosures Act 1994*.

Yours sincerely

NSW RFS Commissioner

Shane Fitzsimmons, AFSM

Minister for Emergency Services the Hon. David Elliott meeting award recipients at the St Florian's Day Award Ceremony 2015 at NSW RFS Headquarters. Photo by Adam Hollingworth

Commissioner's Report

The 2014/15 period again demonstrated the professionalism and wide range of roles that our people perform every day, in communities right across NSW and further afield.

The early parts of the bush fire season were busy for many of our members and operational partners. Indeed, between July and November 2014, there were in excess of 6,300 bush and grass fires across the state, during which was one of the warmest spring seasons on record. This included fires near Tamworth, Dubbo, Glen Innes, Forbes, Cessnock, Gosford and the Blue Mountains.

As the season developed, in September 2014 the Bushfire & Natural Hazards Cooperative Research Centre released its annual outlook which indicated an above normal bush fire season for large parts of NSW, particularly in forested coastal areas.

Towards the start of summer, many areas received some much needed and very welcome rain. This resulted in a lull in fire activity, and a more benign bush fire season than predicted. Nonetheless, there were still more than 12,000 bush and grass fires across the state across the season.

Outside of NSW, our people were deployed to bush fire emergencies in Western Australia, South Australia and Victoria. The NSW RFS coordinated a request to send firefighters and Incident Management Team personnel from the NSW RFS, Fire & Rescue NSW, Forestry Corporation, National Parks & Wildlife Service, and NSW Ambulance, along with crews from the ACT and Northern Territory. In a major logistical exercise, one of the Air-Cranes based in NSW was despatched, in a long journey across the Nullabor to assist with the fires.

Due to our recent investment in increasing our base camp capacity, the NSW RFS was requested to provide assistance in the aftermath of Tropical Cyclone Lam in the Northern Territory. Indigenous communities on the remote Elcho Island had been significantly impacted by the cyclone, with most homes and structures destroyed. Our people worked with the indigenous communities and the NT government to establish temporary accommodation for more than 200 people.

In April, an East Coast Low brought heavy rain and strong winds to Greater Sydney and the Hunter Valley. This resulted in more than 20,000 calls for assistance to the SES. Our people assisted the SES during the lengthy and challenging response and recovery effort.

Throughout the reporting period, we continued to ensure our firefighters were equipped with world standard of support and equipment.



Commissioner Shane Fitzsimmons, AFSM

The Service purchased an additional helicopter which is used during firefighting, hazard reduction and emergency operations across the state. We also conducted research to establish a trial of Large and Very Large Air Tankers across the next bush fire season.

The safety of our firefighters remains the highest priority, which is why we've been reviewing Personal Protective Clothing (PPC) in consultation with our members. Our PPC is world-class, and the new-style garments being trialled incorporate feedback from members making them lighter and more comfortable for both men and women.

Our work in informing and engaging the community continued. The three-year 'Planning to Make a Plan is Not a Plan' public awareness campaign came to close in 2014/15, with a marked improvement in the number of people making a bush fire survival plan. Work also began on a new campaign for 2015/16 and beyond.

The NSW RFS website and social media remain critically important to communicating with people in bush fire prone areas across the state. During the reporting period, the NSW RFS website was

INTRODUCTION

significantly enhanced and upgraded to ensure an increased level of capacity and redundancy, especially during major incidents. The new website went live in July 2014. The Service's Facebook page continues to be one of the most popular social media channels of all NSW Government agencies.

Encouraging the community to be prepared for the bush fire season is increasingly important for NSW RFS. Prior to the 2014/15 fire season the NSW RFS hosted two large community state-wide community-focussed events. In September Open Day saw 300 brigades involved and in October the inaugural Get Ready weekend was held.

A review of the 10/50 Vegetation Clearing Scheme was conducted throughout the reporting period. The 10/50 scheme allows people in a designated area to clear trees on their property within 10 metres of a home and clear underlying vegetation such as shrubs (but not trees) on their property within 50 metres of a home, without seeking approval. The review took recommendations and suggestions from more than 3,500 interested parties to government. The changes were passed by NSW Parliament and the Government announced the changes to the scheme publically just after the end of the reporting period.

Engaging with and recognising our members is a priority for the Service. The NSW RFS Leadership Forum was held in Dubbo in May 2015, and was well attended by staff and senior volunteers from across the state.

In October 2014 I joined members of fire and emergency services agencies from across Australia and New Zealand for the inaugural National Memorial Service in Canberra to honour those who have been killed on duty. In a moving ceremony NSW RFS water bombing pilot David Black, who died while water bombing fires in October 2013, was honoured for his sacrifice.

St Florian's Day in May is the annual day for the NSW RFS to recognise and award acts of bravery and outstanding service of NSW RFS members. Along with myself and the Executive team, the Hon. David Elliott MP, our new Minister for Emergency Services attended the ceremony at NSW RFS Headquarters in Lidcombe. In total 21 individuals were presented with awards and 16 Units were recognised, represented by more than 100 members. For the first time Remote Area Firefighters from the National Parks and Wildlife were also included in the awards.

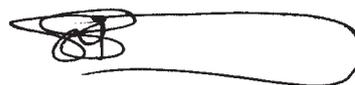
Achievements during this period are due to an incredible team effort. As always, throughout all of this, our people have remained a constant. The professionalism, dedication and commitment of

our members, particularly our more than 74,000 volunteers, is second to none. It has been satisfying to see, once again, our volunteer numbers increase during this time.

I would also like to thank the families, employers and supporters of our volunteers. While sometimes going unnoticed, your contribution is always very much appreciated.

Finally, a thank you also to the Hon. David Elliott, the Minister for Emergency Services, and former Minister Stuart Ayres, for your support of the Service and our members.

Yours sincerely,



NSW RFS Commissioner
Shane Fitzsimmons, AFSM

NSW RFS Vision & Mission

To provide a world standard of excellence in the provision of a community-based fire and emergency service.

To protect the community and our environment we will minimise the impact of fire and other emergencies by providing the highest standards of training, community education, prevention and operational capability.

Values

- › mutual respect
- › adaptability and resourcefulness
- › one team, many players, one purpose
- › integrity and trust
- › support, friendship, camaraderie
- › community and environment
- › knowledge and learning

Customers

- › the people of NSW
- › our members

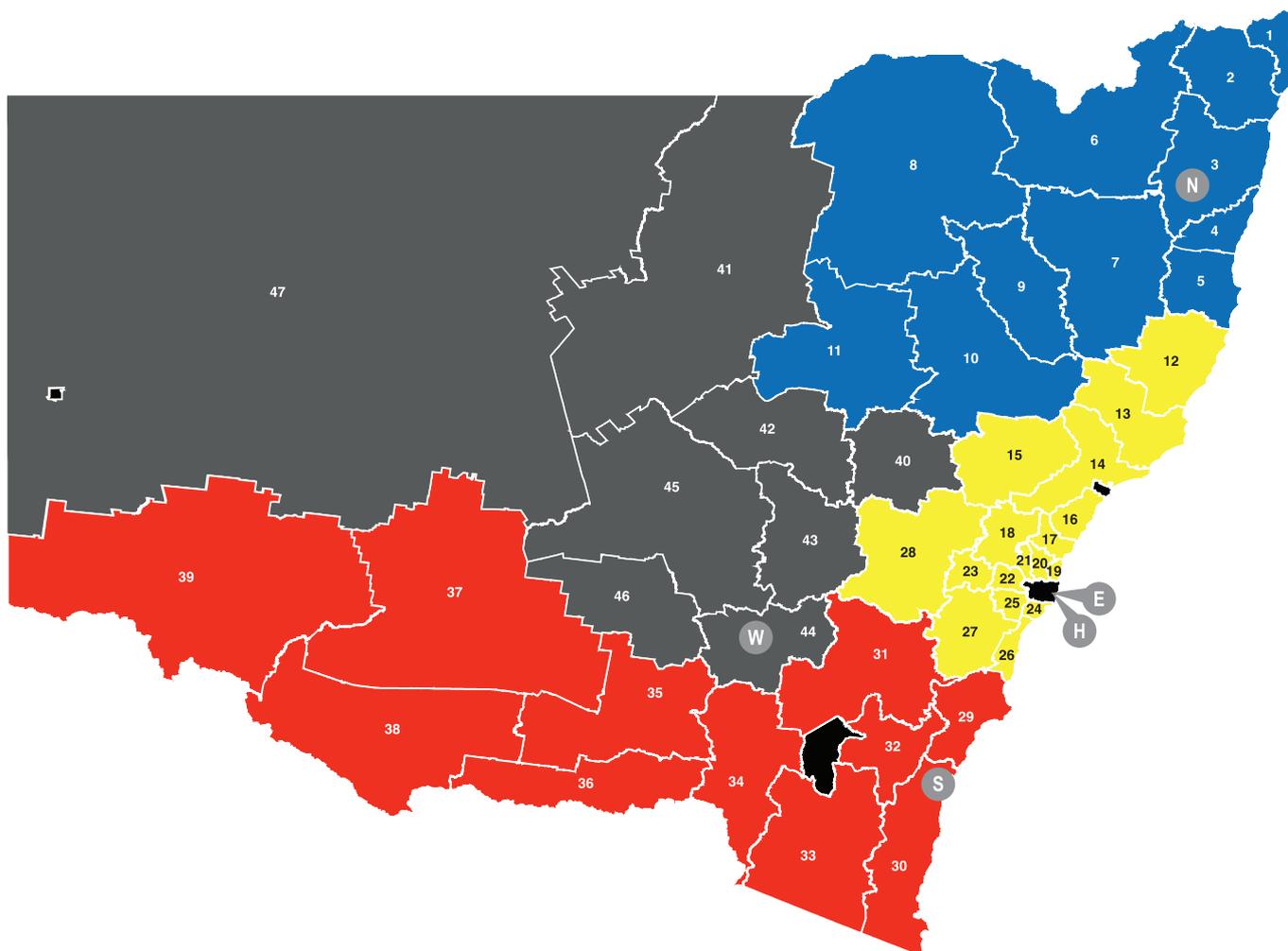
Stakeholders

- › community
- › our members
- › planners and developers
- › media
- › Minister for Police and Emergency Services
- › Ministry for Police and Emergency Services
- › Department of Justice
- › Members of Parliament - state and Federal
- › Local Government NSW (LGNSW) and local councils
- › other State and Territory Governments
- › Rural Fire Service Association (RFSA)
- › NSW RFS member representative groups
- › Australasian Fire and Emergency Service Authorities Council (AFAC)
- › Bushfire and Natural Hazards Cooperative Research Centre
- › consultative committees (Community Engagement, Infrastructure Services, Membership Services, Operations and Regional Services.)
- › emergency Service peak groups
- › insurance industry
- › tourism industry groups
- › peak industry groups
- › non-government organisations and service providers
- › other government authorities
- › employers of volunteers
- › other associations (Farmers Association, Country Women's Association etc)



Training Day at Loftus Brigade 2015.
Photo by Sharon Quandt

NSW RFS Regions and Districts



H Headquarters

15 Carter Street,
Lidcombe

N Region North

Level 4, State
Office Block,
Victoria Street,
Grafton

E Region East

42 Lamb Street,
Glendenning

S Region South

7-9 Kylie
Crescent,
Batemans Bay

W Region West

3/21 Lovell
Street,
Young

Office hours at all locations: 0845hrs-1700hrs, Monday to Friday

REGION NORTH		REGION EAST		REGION SOUTH		REGION WEST	
1	Far North Coast Ballina, Byron, Tweed	12	Mid Coast Greater Taree Hastings	29	Shoalhaven	40	Cudgegong Mid Western Regional
2	Northern Rivers Kyogle, Lismore, Richmond Valley	13	Gloucester/ Great Lake Gloucester Great Lakes	30	Far South Coast Bega Valley, Eurobodalla	41	North West Bogan, Coonamble, Walgett, Warren
3	Clarence Valley	14	Lower Hunter Cessnock, Dungog, Maitland, Port Stephens	31	Southern Tablelands Goulburn Mulwaree, Upper Lachlan, Yass Valley	42	Orana Dubbo, Narromine, Wellington
4	Mid North Coast Bellingen, Coffs Harbour	15	Hunter Valley Muswellbrook, Singleton	32	Lake George Palerang, Queanbeyan City	43	Canobolas Blayney, Cabonne, Cowra, Orange
5	Lower North Coast Kempsey, Nambucca	16	The Lakes Lake Macquarie, Wyong	33	Monaro Bombala, Cooma-Monaro, Snowy River	44	South West Slopes Boorowa, Cootamundra, Harden, Young
6	Northern Tablelands Glen Innes Severn, Inverell, Tenterfield	17	Gosford	34	Riverina Highlands Gundagai, Tumbarumba, Tumut	45	Mid Lachlan Valley Forbes, Lachlan, Parkes, Weddin
7	New England Armidale Dumaresq, Guyra, Uralla, Walcha	18	Hawkesbury	35	Riverina Coolamon, Junee, Lockhart, Urana, Wagga Wagga	46	Bland Temora Bland, Temora
8	Namoi/Gwydir Gwydir, Moree Plains, Narrabri	19	Warringah/ Pittwater Pittwater, Warringah	36	Southern Border Albury, Berrigan, Corowa, Greater Hume	47	Far West Bourke, Brewarrina, Central Darling, Cobar, Unincorporated NSW
9	Tamworth	20	Hornsby/ Ku-ring-gai Hornsby, Ku-ring-gai	37	MIA Griffith, Leeton, Hay, Murrumbidgee, Narrandera, Carrathool		
10	Liverpool Range Gunnedah, Liverpool Plains, Upper Hunter	21	The Hills	38	Mid Murray Conargo, Deniliquin, Jerilderie, Murray, Wakool		
11	Castlereagh Gilgandra, Warrumbungle	22	Cumberland Blacktown, Fairfield, Penrith	39	Lower Western Balranald, Wentworth		
		23	Blue Mountains				
		24	Sutherland				
		25	Macarthur Camden, Campbelltown, Liverpool				
		26	Illawarra Kiama, Shellharbour, Wollongong				
		27	Southern Highlands Wingecarribee, Wollondilly				
		28	Chifley/ Lithgow Bathurst Regional, Lithgow, Oberon				

Note: Where a district is a team or zone, local government areas (LGAs) are listed.

TOTAL VOLUNTEERS 74,516

REGION NORTH
13,615
VOLUNTEERS

REGION SOUTH
21,968
VOLUNTEERS

REGION EAST
23,568
VOLUNTEERS

REGION WEST
15,564
VOLUNTEERS

NOTE: Dual members in different Regions are counted in both Regions.



TOTAL VEHICLES

Vehicles	North	East	South	West	Total
Tankers	844	914	1,384	1,243	4,385
Pumpers	6	44	17	2	69
Personnel Transport & Command Vehicles	146	397	167	121	831
Bulk Water Carriers	3	31	22	8	64
Tanker Trailers	683	33	382	238	1,336
Cargo, Tip Trucks & Various Trailers	100	232	123	68	523
Communications Vehicles & Trailers	9	16	8	8	41
Catering Vehicles & Trailers	18	43	23	5	89
Marine Craft	0	27	2	0	29
Slip on Units & Miscellaneous Vehicles	190	65	60	98	413
Total	1,999	1,802	2,188	1,791	7,780

NB: Non-Service owned vehicles are not included in 2014/15 figure for tankers

TOTAL EXPENSES BUDGET

\$332.9 million

INCIDENTS

	North	East	South	West	Total
Bush and grass fires (attended by NSW RFS)	2,095	2,829	1,752	1,161	7,837
Structural fires	259	530	289	186	1,264
Motor Vehicle fires	271	958	258	146	1,633
Motor Vehicle accidents	864	2,159	831	382	4,236
Investigation	506	2,073	698	235	3,512
Refuse fires	92	311	128	121	652
Spillages	140	481	116	39	776
Assist other agencies	150	517	173	77	917
Flood	8	61	5	2	76
Other incidents	320	1,401	386	138	2,245
Totals	6,183	15,036	4,754	2,467	23,148

Controlled burns/pile burns (Rural Fire Districts)

1,960

INCIDENTS: FOUR YEAR VIEW

	2011/12	2012/13	2013/14	2014/15
Bush and grass fires	4,154	7,474	8,032	7,837*
Structural fires	849	957	1,090	1,264
Motor Vehicle fires	1,500	1,638	1,535	1,633
Motor Vehicle accidents	4,211	3,881	3,909	4,236
Investigation	2,020	1,777	2,302	3,512
Controlled burns/pile burns (RFDs)	964	1,088	2,664	1,960**
Refuse fires	592	608	634	652
Spillages	252	214	590	776
Assist other agencies	318	258	547	917
Flood	58	22	115	76
Other incidents	3,310	4,410	1,957	2,245
Totals	18,913	23,436	23,375	23,148

NOTE: In 2014/15 reporting of incidents in ICON has been further enhanced including the integration of the post-incident reporting function to ensure that ICON is the single point of truth for incident information. These upgrades have seen the data in the yearly reports improve in precision and accuracy.

*The figure of total bush and grass fires refers to the incidents in which the NSW RFS responded.

**Controlled burns/pile burns are not included in the total incidents figure for 2014/15.

Planning for the future: NSW 2021

During 2014/15 NSW RFS continued to work towards achieving its *NSW 2021: A Plan to Make NSW Number One* responsibilities.

NSW 2021: A Plan to Make NSW Number One is the NSW Government's plan to build the economy, return quality services, renovate infrastructure, strengthen our local environment and communities, and restore accountability to Government over 10 years.

NSW 2021 has five strategies and 32 goals. The NSW RFS has responsibilities under Goal 28 of the Plan and we report on those responsibilities through the annual NSW 2021 Performance Report to Parliament.

NSW 2021 Goal 28 is: Ensure NSW is ready to deal with major emergencies and natural disasters and includes the following:

28.2 **Defend against suburban and bushland fires** **Increase community resilience to the impact of fires through prevention and preparedness activities**

28.2.2 Enhance volunteer training programs with a particular focus on cadet training schemes

28.2.3 Increase the number of identified Neighbourhood Safer Places

Increase hazard reduction across NSW

28.2.4 Increase the number of properties protected by hazard reduction works across all bush fire prone land tenures by 20,000 per year by 2016

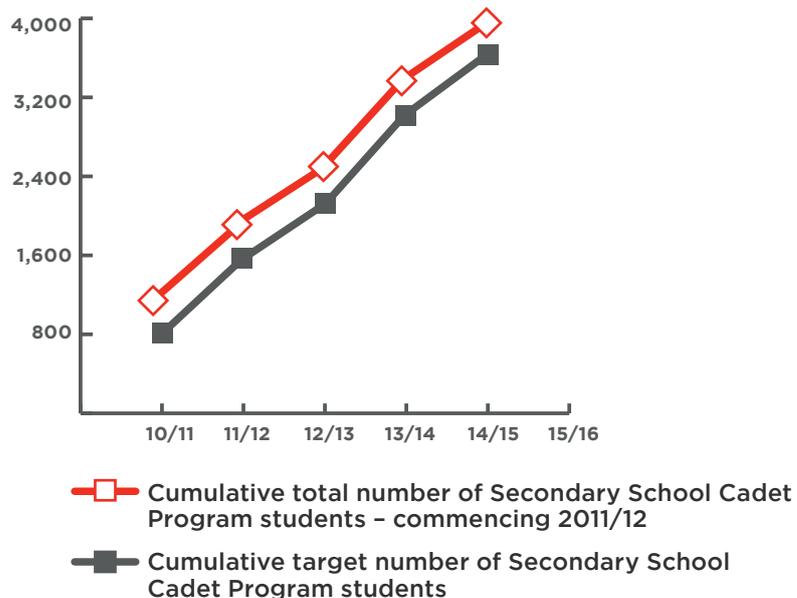
28.2.5 Increase the annual average level of area treated by hazard reduction activities by 45 percent by 2016.

In September 2015 the NSW Government announced a new State Plan based on 30 State Priorities including 12 Premier's Priorities. These new priorities are being taken into consideration and will inform the 2016/17 planning cycle.

The NSW RFS Corporate Plan 2014-2021 has been aligned with Goal 28. Reports on the performance of the NSW RFS in 2014/15 appear in the Key Focus Area chapter.

Goal 28.2.2

Enhance volunteer training programs with a particular focus on cadet training schemes

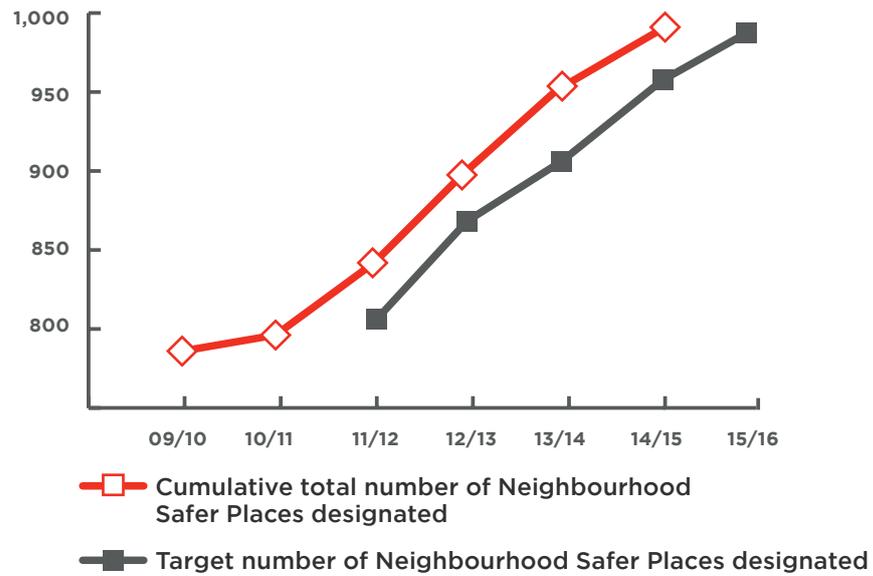


SECONDARY SCHOOL CADET PROGRAM

	2010/11	2011/12	2012/13	2013/14	2014/15
Cumulative total number of Secondary School Cadet Program students - commencing 2011/12	814	1,654 (840)	2,484 (827)	3,341 (860)	4,164 (823)
Cumulative target number of Secondary School Cadet Program students	800	1,600	2,400	3,200	4,000

Goal 28.2.3

Increase the number of identified Neighbourhood Safer Places

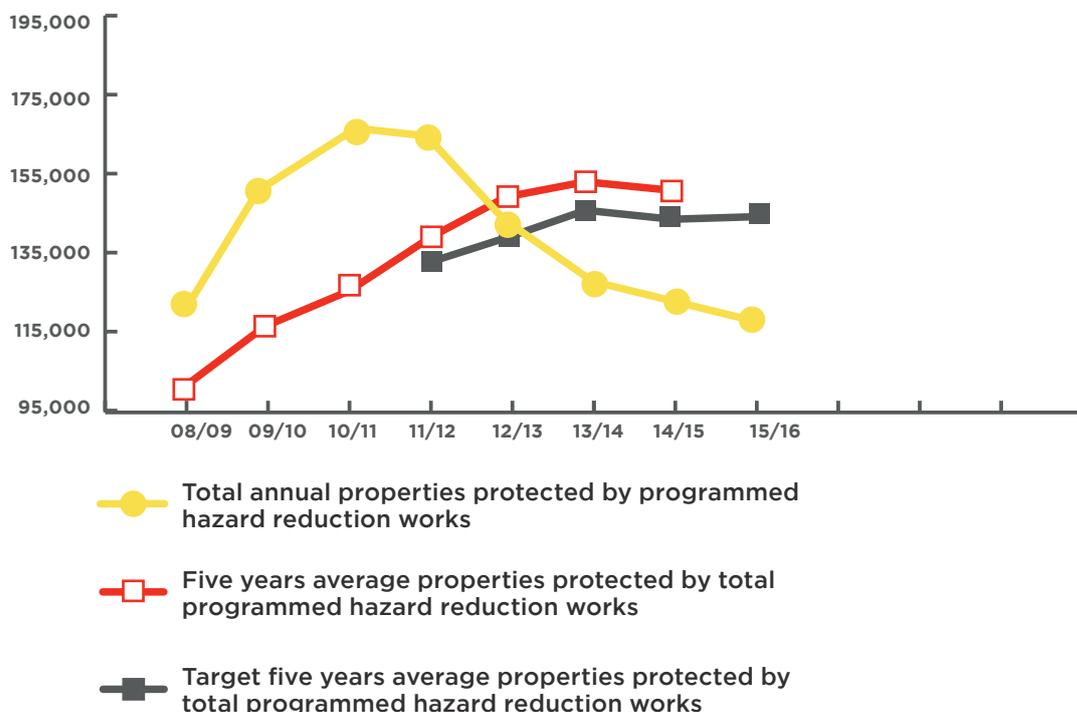


NEIGHBOURHOOD SAFER PLACES

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Cumulative total number of Neighbourhood Safer Places designated	740	793	849	900	959	983	
Target number of Neighbourhood Safer Places designated			833	873	913	953	993

Goal 28.2.4

Increase the number of properties protected by hazard reduction works across all bush fire prone land tenures by 20,000 per year by 2016



NUMBER OF PROPERTIES PROTECTED BY HAZARD REDUCTION WORKS

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total annual properties protected by programmed hazard reduction works	118,021	154,211	167,533	165,945	146,292	124,414	116,977	
Five years average properties protected by total programmed hazard reduction works	96,313	115,612	128,593	136,063	150,400	151,679	144,232	
Target five years average properties protected by total programmed hazard reduction works				132,793	136,793	140,793	144,793	148,793

Goal 28.2.5

Increase the annual average level of area treated by hazard reduction activities by 45 percent by 2016



AVERAGE LEVEL OF THE AREA TREATED BY HAZARD REDUCTION

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total annual hazard reduction area completed	123,334.51	174,705.85	117,633.25	138,211.48	281,492.19	157,222.46	152,157.44	
Five year average total area of hazard reduction works (ha) completed	113,946	126,915	128,894	135,688	167,075	173,853	169,343	
Target five years average total area of hazard reduction works completed				139,900	150,435	161,762	173,943	187,041

A close-up photograph of a firefighter's hands holding a metal fire nozzle. The firefighter is wearing a bright yellow jacket with reflective silver stripes. The nozzle is made of polished metal and has a chain attached to its handle. The background is blurred, showing other parts of the fire scene.

2

MANAGEMENT AND GOVERNANCE

Legislation and governing bodies

The NSW Rural Fire Service (NSW RFS) is the lead combat agency for bush fires in NSW. For over 100 years we have been a significant part of the history and landscape of NSW. Working closely with other agencies we also respond to a range of emergencies including structure fires, motor vehicle accidents, floods and storms that occur within rural fire districts.

The NSW RFS is widely acknowledged as the largest volunteer fire service in the world. Members of the NSW RFS are trained to very high levels of competence to ensure they know what to do in any emergency.

The Service aims to reduce the likelihood and consequence of bush fires occurring. This involves comprehensive risk management programs to reduce bush fire hazards and fire ignitions. It also involves the development of regulations for bush fire prone areas.

Legislation

The management and operational responsibilities of the NSW RFS are set down clearly in the *Rural Fires Act 1997* and can be summarised as follows:

- Protection of life and property for all fire-related incidents within all rural fire districts in the state
- Safety and welfare of all volunteers
- Provision of effective training and resources to rural fire brigades
- Provision of emergency assistance to other emergency service organisations.

A number of amendments were made to the *Rural Fires Act 1997* and introduced in December 2010. The amendments formalised arrangements for Neighbourhood Safer Places and the responsibility of the NSW RFS Commissioner to issue warnings to the public about bush fires.

In 2013 the Hazard Reduction Audit Panel made 18 recommendations. The NSW Government accepted and implemented 18. Eight of the recommendations required legislative changes which were included in the *Rural Fires Amendment Bill 2013* which has been passed by NSW Parliament. The Bill amended the *Rural Fires Act 1997*, the *Rural Fires Regulation 2013*, the *National Park and Wildlife Act 1974* and the *State Emergency Management Act* to:

- Extend the objectives of the *Rural Fires Act 1997* to include the protection of infrastructure, environmental, economic, cultural, agricultural and social assets from damage by fire (in addition to property).
- Task the NSW RFS with the protection of infrastructure, environmental, economic, cultural, agricultural and social assets from damage by fire (in addition to property).

- Give the NSW RFS Commissioner quality assurance powers of Bush Fire Risk Management Plans, including the power to direct a Bush Fire Management Committee to amend plans.
- Give the NSW RFS Commissioner power to conduct hazard reduction (HR) work on land without owner or occupier consent after reasonable attempts are made to contact the owner or occupier. The NSW RFS must attempt to serve notice of work to be carried out and conduct an inquiry of not less than seven days to identify the owner and their current location.
- Include fire trails in the definition of HR.
- Require public authorities to report annual HR activity to the NSW RFS by July 30 every year, instead of September 30.
- Require public authorities to provide monthly updates about planned HR activities that did not take place.
- Allow three year HR certificates to be issued for regular HR work that will only have a low environmental impact. The previous maximum was one year.

In the reporting period amendments were made to the *Rural Fires Act 1997* to include:

- the 10/50 vegetation clearing scheme which allows people to clear certain vegetation near their homes to improve protection from bush fires
- fine for arson-related offences were increased
- issuing of infringement notices to those who discard lit cigarettes

NSW Government and Ministry

As a department of the NSW Government, the NSW RFS comes under the Emergency Services portfolio within the Justice Cluster. The Hon. Stuart Ayres was Minister for Police and Emergency Services for the reporting period until 2 April 2015. At that time the Hon. David Elliot MP, Member for Baulkham Hills, became the Minister for Emergency Services including responsibility for the NSW RFS.

Protection of all life
and property for
all fire-related incidents
within all rural
fire districts
in the state

NSW RFS Commissioner

The Commissioner is responsible for managing and controlling the activities of the Service and has other functions conferred or imposed on him by or under the *Rural Fires Act 1997*. It is the Commissioner who invokes section 44 of the *Rural Fires Act 1997* in order to declare a bush fire emergency.

NSW RFS Executive

The day-to-day management of the Service is carried out under the direction of the NSW RFS Executive.

The Executive consists of the Commissioner and the Service's Executive Directors, Chief Financial Officer and Directors. A profile of each of the Principal Officers can be seen on pages 28-9.

Review of Executive Structure

Arrangements under the *Government Sector Employment Act 2013* (the *GSE Act*) and direction from the Public Service Commission required all agencies to review their executive structure. Under the *GSE Act*, the senior executive structure

incorporates all former Senior Executive Service (SES) and former Senior Officer (SO) roles. Former SES roles are now referred to as Executive Directors instead of Directors and former Senior Officers are now referred to as Directors. For further information on the *GSE Act* reforms refer to page 40.

Corporate Executive Group

The Corporate Executive Group (CEG) comprises the Executive Directors, Chief Financial Officer and Directors of the Service and representatives of the NSW Rural Fire Service Association (RFSA), which is the representative association of the volunteers and staff of the NSW RFS. Its principal role is to consider and provide advice to the Commissioner on strategic issues affecting the Service. Details of representation and attendance at this Group are set out in Appendix 4.3.

Governance Committees

Three bodies are empowered by legislation to assist in the operation of the NSW RFS, they are the:

- Rural Fire Service Advisory Council
- Bush Fire Co-ordinating Committee
- Fire Services Joint Standing Committee.

Rural Fire Service Advisory Council

The Rural Fire Service Advisory Council (RFSAC) is established under the provisions of Part 6 of the *Rural Fires Act 1997*. The Council advises and reports to the Minister and the NSW RFS Commissioner on any matters relating to the administration of the Service. It also provides advice to the Commissioner on public education, programs relating to rural fire matters, the training of rural firefighters and Service Standards. Details of representation and attendances at the Council are set out in Appendix 4.3.

Bush Fire Co-ordinating Committee

The Bush Fire Co-ordinating Committee (BFCC) is established under the provisions of section 46 of the *Rural Fires Act 1997*. The Committee is chaired by the NSW RFS Commissioner and supported by the Service.

The BFCC is responsible for planning in relation to fire prevention and coordinated bush firefighting. It also advises the Commissioner on bush fire prevention and mitigation and coordinated bush fire suppression.

The BFCC constitutes Bush Fire Management Committees (BFMCs) for all rural fire districts

and areas with significant risk of bush fire. It also approves Operations Coordination and Bush Fire Risk Management Plans that are prepared by the BFMCs. Details of representation and attendance at this Committee are set out in Appendix 4.3.

Fire Services Joint Standing Committee

The *Fire Services Joint Standing Committee Act 1998* provides for the establishment of the Fire Services Joint Standing Committee (FSJSC). The major functions of the Committee are to develop and submit to the Minister strategic plans for the coordinated delivery of urban and rural fire services at the interface; to undertake periodic review of fire district and rural fire district boundaries; the minimisation of duplication and the maximisation of compatibility between the NSW RFS and Fire & Rescue NSW (FRNSW). The Committee is chaired alternately by the Commissioners of FRNSW and the NSW RFS. Details of representation and attendance at this Committee are set out in Appendix 4.3.

Audit & Risk Committee

The Audit and Risk Committee provides assistance to the NSW RFS Commissioner by overseeing and monitoring the governance and accountability requirements of the NSW RFS. The Committee is chaired by an independent member and advises the Commissioner on a range of matters including: the effectiveness of the Service's internal audit function; legislative compliance; the financial statements and financial reporting of the Service; risk and control frameworks; business continuity and corruption prevention activities. Details of representation and attendance at this Committee are set out in Appendix 4.3.

Consultative & stakeholder committees

Consultation with our stakeholders and related agencies plays a key role in the governance of the NSW RFS.

NSW RFS / RFSa Consultative Committees

The Rural Fire Service Association (RFSa) is a state-wide non-partisan member association and a valued partner of the NSW RFS. The NSW RFS Commissioner relies on a number of consultative committees, comprising RFSa representatives and senior staff of the Service, for advice on NSW RFS operations and management.

The Committees that met in the reporting period were: Community Engagement, Membership Services (including the Young Members Group, a sub-group of the Membership Services Consultative Committee), Infrastructure Services and Operations.

Details of representation and attendance at Committee meetings are set out in Appendix 3.11.

Local Government Liaison Committee

The principal roles of the Committee are to discuss and resolve significant issues of a strategic nature that are of mutual interest to local government and the Service.

Details of representation and attendance at this Committee are set out in Appendix 4.3.

Stakeholder liaison and collaboration

The Service is also represented on a number of external organisations:

- Australasian Fire and Emergency Service Authorities Council (AFAC) and its various groups
- Association of Environment Education (NSW) Border Liaison Committees
- Bushfire and Natural Hazards Cooperative Research Centre
- District Emergency Management Committees/ District Rescue Committees
- Emergency Services Communications Working Party
- Emergency Services Industry Reference Group
- Emergency Services Personnel Support Advisory Group
- Environmental Education Officer's Group/Fire Protection Association
- Museum Education Officer's Group
- National Aerial Firefighting Centre
- NSW Health Disaster Management Committee
- Emergency Service Organisation Work Health and Safety Consultative Committee
- Standards Australia - various committees
- State Emergency Management Committee/ State Rescue Board
- National Emergency Management Committee
- Fuel Loads Management Working Group
- The National Bush Fire Arson Prevention Working Group.

Governance & Ethical Standards

Governance is a strategic early warning system

Governance

The annual review of NSW RFS Corporate Governance Statement was undertaken in July 2014 utilising the analysis questions from the Audit Office of NSW. Directors and managers with key governance responsibilities contributed to the review.

The review highlighted improved controls in the Service's governance arrangements. In the areas of:

- Fraud and Corruption – which moved from Substantially in Place to Fully in Place
- Compliance Management – which has moved from Partially in Place to Substantially in Place
- Internal Controls – which has moved from Partially in Place to Substantially in Place
- Stakeholder Communication – which has moved from Partially in Place to Fully in Place

During the reporting period work commenced on aligning the NSW RFS Governance Fire Tower Model to the 2015 update of the Audit-Offices' Lighthouse Governance model. Work will continue on this program into 2015/16 as part of the annual update of the Corporate Governance Statement.

The NSW RFS Corporate Governance Statement is available on the public website and the NSW RFS staff intranet.

Ethical Standards

Code of Conduct and Ethics

A comprehensive review of the Code of Conduct and Ethics (the Code) was undertaken and a revised Code developed. The Code aligns with the Code of Ethics and Conduct for NSW government sector employees contained in Section 2.2 of *Behaving Ethically: a guide for NSW government sector employees* published by the Public Service Commission. The revised Code was circulated to all staff and volunteers members soon after the reporting period. It provides a broad framework to:

- guide daily professional and personal conduct of all NSW RFS members as they undertake their duties and activities and provide a service for, and communicate with, the NSW community;
- support sound and ethical decision-making and efficient, effective, and prudent use of resources;
- assist NSW RFS members to decide on an appropriate course of action when they are faced with an ethical issue or situation;
- assist NSW RFS members to recognise and avoid behaviours that are inappropriate or have the potential to involve, or be perceived to involve, corruption, maladministration or waste, and provide guidance with respect to the reporting of such matters;
- provide transparency to enable public scrutiny and ensure a merit based, apolitical and professional Service; and
- support compliance with the NSW Government's mandatory conduct standards outlined in *Behaving Ethically: A guide for NSW government sector employees*.

Code of Conduct & Ethics Training

Code of Conduct and Ethics Training was delivered to salaried members across the state with six training sessions held in 2014/2015:

- three courses as part of State Mitigation Support Service Crew Induction (35 staff trained)
- two courses as part of Operations Officer Training Program (16 staff trained)
- one course as part of Operations Customer Service Centre Induction (11 staff trained)

A strategy is currently being developed to expand the program of Code of Conduct and Ethics training to volunteer members focussing initially on Group Captains and other senior volunteer members.

Professional Standards Unit

Information sessions on reporting conduct issues, ethical leadership, and workplace information were conducted around the state in 2014/2015 including:

- Region West Group Captains Forum (11 July 2014)
- Region North Senior Volunteer & Operations Officer Forum (2 August 2014)
- Chaplaincy and Family Support Conference (6 August 2014)
- Region East Group Officers Conference (24 August 2014)
- Region East Business & Administration Officer Forum (27 August 2014)
- Lower Hunter Captain & Group Captains Forum (30 August 2014)
- Critical Incident Support Services (CISS) Team Training (31 August 2014)
- CISS Team Training (Child Protection) (28 March 2015)
- District Managers Forum (28 May 2015)

Providing advice, education, training and mentoring to members in fraud prevention and corruption issues is an integral part of the Service's ethical commitment. In the reporting period the following three Policies and Service Standards were reviewed:

- gifts, benefits and bribes;
- conflicts of interest, and
- fraud and corruption prevention.

A Statement of Business Ethics was introduced as part of the Service's Corruption Prevention Framework to ensure a fair and productive relationship between the NSW RFS and its suppliers of goods and services.

The Statement of Business Ethics includes general guidelines on a wide range of topics including:

- ethical communication between the private sector and NSW RFS members
- conflicts of Interest
- gifts, benefits, hospitality and promotions
- donations and fundraising
- sponsorship
- confidentiality
- Intellectual Property
- private employment and post-separation employment
- Child-safe/Child-friendly Workplace
- use of NSW RFS equipment, resources and information

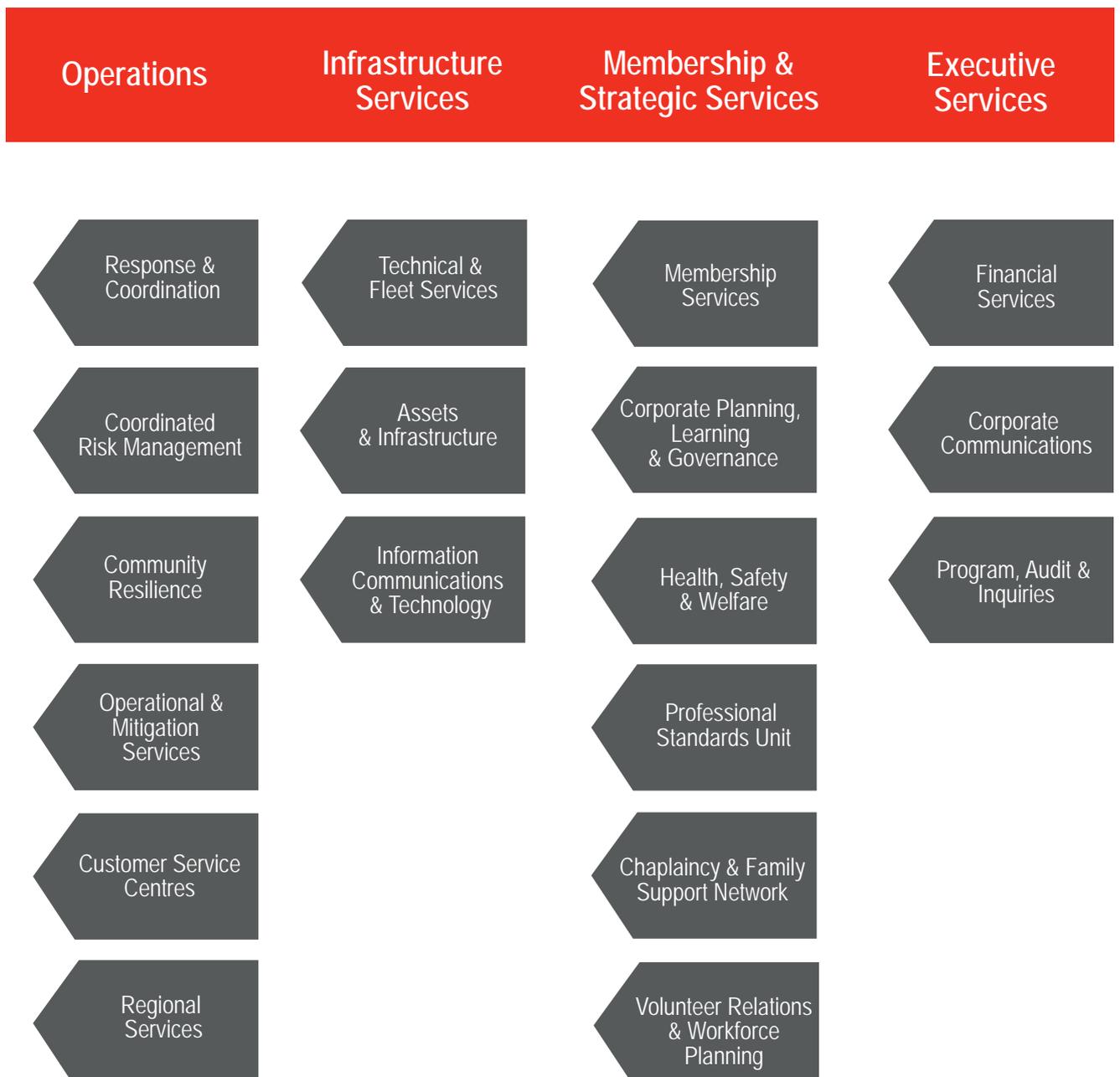
The Services Professional Standards Unit investigates serious alleged breaches of the NSW RFS Code of Conduct by members, or any other alleged improper conduct (including criminal matters) and serious performance-related matters. The Unit manages allegations of unethical behaviour, misconduct, fraud, corruption and maladministration by Service members including Public Interest Disclosures.

Strong professional working relationships are maintained with various relevant external agencies, including the NSW Police Force, ICAC and the NSW Ombudsman's Office and the Commissioner has mandatory legislative reporting requirements to ICAC as well as the NSW Ombudsman in respect of any complaints or requests for information referred from these agencies.

Independent Commission Against Corruption (ICAC) Public Inquiry

On 11 May 2015 the Independent Commission Against Corruption (ICAC) announced a public inquiry into alleged corruption and fraud relating to inappropriate procurement activities involving two former NSW RFS staff members and a volunteer member. The hearing into this matter was held in June 2015 and the Commission will report its findings and any recommendations in due course. The NSW RFS has cooperated fully with the Commission and will continue to assist to the fullest extent possible.

COMMISSIONER'S OFFICE



Principal Officers and Government Senior Officers

NSW RFS Commissioner

Commissioner Shane Fitzsimmons, AFSM

Commissioner Shane Fitzsimmons has more than 30 years experience with the NSW RFS serving as both a volunteer and salaried officer.

In 1998 he was appointed an Assistant Commissioner with the NSW RFS and has held portfolio responsibilities for Operations, Strategic Development and Regional Management. In 2004 he was appointed the inaugural Australasian Fire Authorities Council (AFAC) Visiting Fellow to the Australian Institute of Police Management (AIPM) for a period of 12 months.

In September 2007 Mr Fitzsimmons was appointed Commissioner of the NSW RFS. He was appointed a Director of the National Aerial Firefighting Centre (NAFC) in March 2008 and was the Chair of the NAFC Board from 2009 to 2013. He is also a member of the NSW State Rescue Board and was appointed Chairman in 2008. In December 2009 he was appointed a Director on the Bushfire Cooperative Research Centre. He was appointed a Board Member of the NSW Government Telecommunications Authority in July 2012.

Commissioner Fitzsimmons was awarded the National Medal in 1999 and the Australian Fire Service Medal in 2001.



Commissioner Shane Fitzsimmons, AFSM

Executive Director Operations

Deputy Commissioner Rob Rogers, AFSM

Deputy Commissioner Rob Rogers joined the NSW RFS in 1979 as a volunteer member of the Belrose Brigade.

In 1995, Deputy Commissioner Rogers commenced his career as a salaried officer as Deputy Fire Control Officer for the Greater Taree District. Since 2002, he has held various executive positions responsible for Regional Management, Risk Management, Community Safety and Operations.

In 2004, he was awarded the Australian Fire Service Medal. In July 2008, Deputy Commissioner Rogers was appointed Director Operations which brought together the two service delivery areas of Community Safety and Operations into a single cohesive team. In 2011, he was appointed Deputy Commissioner.

In May 2013, the Service undertook a realignment that included the Regional Services Directorate being amalgamated into the Operations Directorate.

Deputy Commissioner Rogers represents the NSW RFS on numerous international and national bodies including the International Association of Fire Chiefs, International Asian Fire Chiefs, the Wildland Fire Policy Committee, National Bush Fire Arson Taskforce and several AFAC Groups.

Executive Director Membership and Strategic Services

Ms Bronwyn Jones

Ms Bronwyn Jones was appointed to the NSW RFS in November 2008.

Prior to joining the Service, Ms Jones had extensive senior level experience in strategic planning and reporting, human resource management and project delivery gained in various public sector agencies, including the Premier's Department, the Department of Community Services, NSW Police Force and IAB Services.

She holds a Post Graduate Diploma in Labour Relations and the Law (University of Sydney); a Master of Arts (Interdisciplinary Studies) degree and a Master of Commerce (Human Resource).

Executive Director Infrastructure Services

Assistant Commissioner Bruce McDonald, AFSM

Assistant Commissioner Bruce McDonald was appointed as the Director Infrastructure Services for the NSW RFS in May 2013. Mr McDonald joined the then Bush Fire Brigade in 1980 and progressed through the organisation, holding various brigade positions culminating in Group Captain in the mid-1990s.

He commenced as a salaried officer in 1998 in the role of Deputy Fire Control Officer - Operations, bringing to a close a 25-year management career in the automotive industry. Since 2001, Assistant Commissioner McDonald has held various management positions at NSW RFS Headquarters, including State Operations Officer, Manager Operational Communications and Group Manager Assets and Infrastructure.

In 2008 he was seconded to head up the implementation of a SAP Enterprise Resource Planning System replacing the Service's Finance and Procurement systems. Assistant Commissioner McDonald was awarded an Australian Fire Service Medal in 2011.

Executive Director Executive Services

Mr Brad Scutella

Mr Brad Scutella has been employed in the NSW and Commonwealth Public Sector since 1980. Over his career he has principally worked in legal related areas in the NSW Police Force, Transport and Australian Securities and Investment Commission. Prior to his appointment to the NSW RFS in April 2015, he held the positions of Special Adviser and Chief of Staff to the Minister for Police and Emergency Services.

In 2001 Mr Scutella was awarded a scholarship from the Independent Commission Against Corruption. He attended the ICAC scholarship course in Corruption and Anti-Corruption at the Australian National University as both a participant and lecturer.

Mr Scutella is a Solicitor of the Supreme Court of NSW and has responsibility for managing the Executive Services Directorate.

Executive Director Executive Services (until October 2014)

Mr Richard Lyons

Mr Richard Lyons has been employed in the NSW Public Sector since 1979. Over his career he has principally worked in policy-related areas in the Health and Attorney-General's Departments, the Ministry of Police and, prior to this appointment to the Service in August 2008, he held the position of Director, Office of Emergency Services for 13 years.

Mr Lyons holds tertiary qualifications in Science and Law.

On 7 October 2014 Mr Lyons commenced a period of leave prior to his retirement in April 2016.

NOTE: Mr Stephen O'Malley acted in the role of Executive Services Director between October 2014 and the appointment of Mr Brad Scutella in April 2015.

Arrangements under the *Government Sector Employment Act 2013* (the *GSE Act*) and direction from the Public Service Commission required all agencies to review their executive structure which occurred in the reporting period. Under the *GSE Act*, the senior executive structure incorporates all

former Senior Executive Service (SES) and former Senior Officer (SO) roles. Former SES roles are now referred to as Executive Directors instead of Directors and former Senior Officers are now referred to as Directors. For further information on the *GSE Act* reforms refer to page 40.

OPERATIONS	
Director Response and Coordination	Assistant Commissioner Steve Yorke, AFSM
Director Coordinated Risk Management	Assistant Commissioner Stuart Midgley, AFSM
Director Community Resilience	Mr Corey Shackleton
Director Operational & Mitigation Services	Ms Rebel Talbert
Director Customer Service and Support	Mr Jeff Lucas
Director Regional Services	Assistant Commissioner Jason Heffernan
INFRASTRUCTURE SERVICES	
Director Assets & Infrastructure	Chief Superintendent John Parnaby
Director Information & Communications Technology	Mr Matthew Smith
MEMBERSHIP & STRATEGIC SERVICES	
Director Membership Services	Mr Daniel Moroney
Director Corporate Planning Governance & Learning	Mr Stephen Glassock
Director Professional Standards	Ms Helen Colbey
EXECUTIVE SERVICES	
Director Corporate Communications	Mr Anthony Clark
Chief Financial Officer	Mr Stephen O'Malley



3

SUMMARY REVIEW OF OPERATIONS

Fire season overview

The 2014/15 fire season commenced with indicators pointing to an above average bush fire potential for the eastern half of NSW, and a normal potential for the western half of the state.

Earlier predictions of a strengthening El Nino with the potential for a challenging bush fire season saw activity early in the 2014/15 season. Overall, however, NSW experienced relatively benign bush fire conditions and a quieter bush fire season than anticipated.

The beginning of the season saw significant activity in the north and western parts of NSW as well as the Blue Mountains, near Sydney.

Over the fire season NSW experienced more than 7,837 bush, grass and scrub fires, which burnt 183,677 hectares across NSW. Due to ongoing dry conditions 13 districts extended their Bush Fire Danger Period through until the end of April.

Notwithstanding the conditions within NSW, the services of NSW RFS were in demand due to significant bush fire activity which saw the deployment of personnel to Victoria, South Australia, and for the first time, to Western Australia. Crews were also deployed to Elcho Island in the Northern Territory to assist after Cyclone Lam destroyed parts of that area.

Aviation

The reduced requirements for aerial assistance during 2014/15 reflected the relatively benign bush fire season.

During this time the NSW RFS purchased an additional medium utility helicopter, a BK117B2, to support firefighters on the ground. A total of three helicopters, two medium and one light, are now available year-round to conduct aerial firefighting and fuel management activities. During 2014/15 the State Air Desk made 1,095 dispatches to fire and emergency operations across the state, and enacted 28 contracts for rotary and fixed wing aircraft. Contracted aircraft continued to be sourced through the procurement processes of the National Aerial Firefighting Centre.

The owned and contracted aircraft were supported by over 100 tactical aircraft on the 'Call When Needed Approved Operator List'.

During the fire season of October-March the State

Air Desk facilitated the re-deployment of aircraft to assist interstate fire operations in Victoria, South Australia and Western Australia.

All aviation operations were supported by trained aviation specialists, with the strong aviation training program generally held across the state during the winter months.

OPERATIONS ACTIVITY AT A GLANCE

Total bush and grass fires	7,837
Area burnt	183,677
Total fire ban declarations	19
Section 44 declarations	5
Personnel deployments	52,240
Aircraft taskings	1,095
Firefighter injuries	138
Human lives lost	1

Preparing for the fire season

The prevention of bush and grass fires remained the major focus for the NSW RFS during 2014/15. There was also considerable effort in the identification and reduction of hazards through the Bush Fire Management Committees and preparation and strategic placement of resources for the fire season during the reporting period.

Hazard reduction

Substantial works by all land managers to reduce bush fire hazards were completed in 2014/15 despite adverse weather conditions. Of the 9,604 proposed hazard reduction activities, 76.6 percent were completed.

Nearly 53 percent of annual hectares treated historically are treated between March and May each year. Autumn 2015 saw NSW experience significant rainfall events in the east, resulting in major flooding in some areas. This had a substantial impact on the ability to perform hazard reduction activities. This reduced the treatment window in the months when most treatment occurs, leading to a reduction in area treated, with a consequent reduction on properties protected by these works.

Despite the adverse weather conditions a total of 152,157 hectares were treated by hazard reduction activities, providing protection to 116,977 properties.

A full report on hazard reduction activities can be found in Appendix 1.1.

In support of volunteer brigades, mitigation crews undertook 1,063 services as part of the Assist Infirm, Disabled and Elderly Residents (AIDER) Program and completed 12,362 kilometres of vegetation management as part of mitigation requests.

State Operations

During 2014/15 State Operations completed a refit of the Operational Communications Centre to facilitate the expansion of the Centralised Dispatch Trial from two to four rural fire districts. This refit included significant upgrades to the communications and data capabilities within the Centre along with an increase in the capacity and

Despite adverse weather conditions across Autumn, a total of 152,157 hectares was treated by hazard reduction activities. This protected nearly 117,000 properties.

quality of the systems used by operators to deliver services.

A trial of the Fire & Rescue NSW (FRNSW) ESCAD system was implemented during the reporting period. The aim of the trial is to determine how a Computer Aided Dispatch system may be structured to suit NSW RFS business practices and the needs of members.

State Operations continued to work with the Information, Communications and Technology section to enhance the ICON (incident reporting) system and develop future capability requirements. This included commencing a trial of mobile intelligence tools to allow field operators to provide live incident data to Fire Control Centres and State Operations.

The reporting period also saw the integration of the post-incident reporting function into the ICON system to ensure that ICON continues to expand as the single point of truth for incident information. While further refinement continues, this Brigade Incident Reporting System (BIRS) means only one area needs to be referenced for incident details. In addition, this new system will facilitate further flexibility for members reporting on incidents, including a mobile friendly application.

Other significant operations undertaken by State Operations with the support of other units included:

- Coordination of five section 44 declarations during the bush fire season, and
- Deployments of personnel to Victoria, South Australia and Western Australia to assist with incidents in those locations.

Public information

The NSW RFS website is the key communication channel for bush fire warnings and information in NSW, carrying alerts and warnings on behalf of all agencies including NSW RFS, FRNSW, Forests NSW and National Parks & Wildlife Service.

During the reporting period, the NSW RFS website was significantly enhanced and upgraded to ensure an increased level of capacity and redundancy, especially during major incidents.

The website was redesigned from the ground up, including a complete overhaul of the hosting environment, content management system and a review of all content.

The new website went live in July 2014. Across the financial year, the website had more than 3.7 million visits, with 7.6 million pageviews.

14 November 2014 was the busiest day on the NSW RFS website, as fires burned at Warrimoo in the Blue Mountains. On this day, there were nearly 500,000 pageviews of content, including major fire updates.

As the use of technology changes, so does the way people access the website, with one in three users now accessing the site through either a mobile phone or tablet. To reflect this changing dynamic, the website is fully accessible on all devices.

Social media also increased in prominence across the reporting period, with the Service's Facebook page reaching more than 46 million people, and content from the NSW RFS page was displayed 152 million times. The Service's Facebook page continues to be one of the most popular social media channels of all NSW Government agencies.

The Service's media training program continued to grow across the reporting period, with three weeks of training conducted state-wide. The program trains journalists and other media personnel in fireground safety and survival, and provides information which allows them to report on bush fires from an informed position.

Increasing community action

The Service continued its successful Prepare Act Survive public awareness campaign in the reporting period. The 2014/15 'Planning to make a plan is not a plan' campaign was the final year of a three year campaign which commenced in 2012.

Across the lifetime of the campaign, the proportion of people with some form of plan for what to do during a bush fire increased from 36 percent to 47 percent.

Development commenced on a new three year advertising and awareness campaign in early 2015. This included a comprehensive review of research

conducted after the 2013 NSW bush fires. The new campaign commenced prior to the 2015/16 bush fire season.

To increase the Service's capacity and capability to engage with the community, a series of regional forums were held in all four regions to allow members to share ideas on community engagement, and to provide updates on Service-wide activities.

Improving operational capacity

The NSW RFS continued to invest and implement operational capability initiatives in line with risk assessments.

Response and Coordination

During the reporting period, the NSW RFS completed a comprehensive review of driver and vehicle safety with outcomes expected to be implemented in 2015/16. A review was also initiated to evaluate marine firefighting operations, including consideration of training requirements and standard vessel designs.

The NSW RFS supports the Ambulance Service of NSW by operating a number of Community Fire Responder (CFR) units across the state. An officer from the NSW RFS continues to work with the NSW Police Force Counter Terrorism section to ensure preparedness and maintain information sharing arrangements.

Memoranda of Understanding and other agreements continue to be forged and reviewed by the NSW RFS with partner agencies which include the NSW Volunteer Rescue Association and Marine Rescue NSW.

Fire Behaviour Analysis

The Fire Behaviour Analysis Team expanded to eight personnel prior to the commencement of the 2014/15 bush fire season, although in comparison to the 2013/2014 fire season, this year was relatively quiet operationally with more than 70 fire behaviour predictions prepared. The majority of these were prepared early or late in the season.

The unit provided a number of products and services to the organisation including:

- Fire behaviour and smoke plume predictions
- Routine weather briefings and monthly fire weather reports
- Grassland curing and fuel load grids updated at least weekly, and the

SUMMARY REVIEW OF OPERATIONS

➤ Deployment of Portable Automatic Weather Stations.

Major projects completed by the section during the year included significant enhancements to the Fire Weather Portal and evaluation of the NSW RFS Prescribed Burn Forecast Tool and Smoke Plume Model. The unit facilitated grassland fire behaviour experiments in Tamworth in collaboration with the CSIRO and the Victorian Country Fire Authority. Four NSW RFS fire behaviour analysts have been assessed as competent against the National Module this year. The unit has also assisted with the production of new training courses and the delivery of existing courses where fire behaviour is a key component. Prescribed Burning is becoming a new focus for the unit via support for the weekly weather briefings and the Prescribed Burn Forecast Tool.

A number of new projects have commenced including a lead role in the project to develop a new National Fire Danger Rating System and enhancements to Grassland Fuel State assessment and Predicted Forest and Woodland Fuel Load processes.

Arson prevention

The 2014/15 fire season saw some success in the area of arson prevention due to the combined efforts of NSW RFS fire investigators and the NSW Police Force, with several persons apprehended for arson-related offences during the reporting period.

Improved information sharing between agencies has been made possible by the Arson Trend Analysis System (ATAS) which was introduced in 2012 as well as analysis undertaken by the NSW RFS Arson Intelligence Office.

During 2014/15 fines for arson-related offences were increased under the *Rural Fires Act 1997* and government agencies were given greater powers to issue fines in their local areas for careless ignitions by landholders. New legislation also allows for infringement notices to be issued for those who discard lit cigarettes and reporting mechanisms have been implemented to allow members of the public to report such incidents.

Operational Doctrine and Standards

The section's primary function is to develop operational doctrine that forms the basis of subsequent procedures and training material. During the year consultation draft doctrine and procedures were developed for Operational Exercising. Staff also participated in the development of the fourth edition of the AIIMS Manual (Australasian Inter-agency Incident Management System) at a national level, and made

several updates to the NSW RFS Firefighter's Pocket Book mobile app. In addition, a hard copy version of that app was also under development.

The section was expanded during the reporting year to develop and provide training for district and operational officers (OpOs). This involved delivering a range of (two week) induction courses for new OpOs and for those moving up through the OpO levels, plus a suite of initial training courses relevant for each level. Five induction courses and 12 initial training courses were developed and run during the year.

The annual State Operations Exercise was designed by the section and held in August, supported by ten State Operations courses. From 2015/16 the section will also be taking over delivery of incident management training and assessment, and nine courses were under development for that program.

The section continued to support the Incident Controller Major Incident (ICMI) program for senior incident managers, notably in the design, refinement and conduct of a series of sophisticated assessment events for participants.

The number of Remote Area Firefighters has increased to nearly 300. Three additional units were established in Chifley, Gosford and the Southern Highlands.

Operational, Mitigation and Support Services

State Mitigation Support Services

Throughout 2014/15 mitigation crews located across the state continued to provide essential hazard reduction preparation works in support of volunteer brigades. Mitigation crews undertook 1,063 services as part of the Assist Infirm, Disabled and Elderly

Residents (AIDER) Program and completed 12,362 kilometres of vegetation management as part of mitigation requests.

SMSS was involved in a four month operation which, in the wake of Cyclones Lam and Nathan, provided emergency accommodation for the remote indigenous community of Galiwin'ku located on Elcho Island, approximately 300km north west of Darwin.

SMSS also provided equipment and personnel to support the NSW Police Force operation during the Martin Place Siege.

Remote Area Firefighting and Specialised Operations

The remote area capability of the NSW RFS continued to expand this year with the addition of three new Remote Area Units in Chifley, Gosford and Southern Highlands, further increasing the operational numbers of Remote Area Firefighters to 296 in 22 rural fire districts. To further increase the safety of remote area operations a working group was formed to establish a remote area vertical access training package to enable Remote Area Firefighters to operate safely when working around cliffs and steep terrain.

Rapid Aerial Response Teams (RART) responded to 33 fire calls utilising three aircraft and increased its ability to better protect firefighters by providing training to 24 Remote Area Firefighters as Down the Wire Technicians. This now gives the program the ability to extricate firefighters by winch who may become isolated by fire.

In June 2015, 35 of the NSW RFS Remote Area Firefighters took part in the annual State Rescue Board Search and Rescue Exercise (SAREX). This year the Service took a key role in the organising and planning of the event. The SAREX was located in the Bendethra Valley on the Far South Coast of NSW with the NSW Police Force, NSW State Emergency Service, NSW Volunteer Rescue Association, Ambulance Service of NSW, Wilderness Bushwalkers Rescue Squad and WICEN. In total, 150 people took part in the event over three days, with all search teams staying overnight in the field. The exercise saw participants searching for a downed plane in the area, that prior to the exercise had been sling loaded in to position by NSW RFS helicopter HT201.

The Heavy Plant Program continued with the Heavy Plant Register having more than 400 contractors with over 3,000 items of plant pre-registered with the Service. The rollout of Plant Operations Manager and Heavy Plant Supervisor training packages has allowed for greater control and operational use of plant during incidents.

Community Resilience

Community Protection Plans

During the 2014/15 reporting year 32 Community Protection Plans (CPPs) were completed for communities at risk of bush fire across NSW. A further 47 are in progress. This brings the total of CPPs completed for NSW communities since the commencement of the initiative to 78.

The Bush Fire Resilient Schools Program

In 2014/15 the NSW RFS commenced a trial in four rural fire districts of the Bush Fire Resilient Schools Program. The aim of the program is to work with education providers to enhance the resilience of bush fire prone schools in NSW through planning and preparedness. The program enhances a Principal's existing leadership by providing the tools required to understand the local bush fire risk. The program and its tools will also support the school to prepare its own effective bush fire emergency planning. The trial is scheduled to conclude mid-way through 2015/16, providing an opportunity to evaluate the program and consider the next steps.

**Neighbourhood Safer Places
are a place of last resort during
a bush fire. There are now
983 locations identified
across 129 local
government
areas.**

Neighbourhood Safer Places

Throughout 2014/15 the NSW RFS increased the number of Neighbourhood Safer Places (NSPs) within NSW to 983 sites in 129 Local Government Areas, surpassing the targets of the NSW 2021 Goal 28.2.3. In addition, the NSW RFS conducted inspections of all sites within NSW and facilitated works to improve the resilience of a number of NSP sites across NSW. See Appendix 1.2.

SUMMARY REVIEW OF OPERATIONS

Hotspots Program

The Hotspots Program, run in conjunction with the Nature Conservation Council of NSW (NCC) provides landholders with the knowledge and skills to actively participate in fire management for risk and biodiversity. The focus during the reporting year was on areas of high risk and biodiversity, delivering 13 workshops to 201 landholders and producing 123 fire management plans covering 22,258 hectares.

Firesticks Program

The NSW RFS supports the NCC in the delivery of the Firesticks Project. This project aims to use fire to enhance ecosystem resilience within culturally connected landscapes, integrating contemporary and Aboriginal fire practices to create mosaics across the landscape, reduce wildfire risk and bring Aboriginal and non-Aboriginal communities together to achieve better results for land management.

During 2014/15 one such example of the strong partnership between the NSW RFS and Local Aboriginal communities was the Firesticks workshop where 30 Indigenous rangers undertook bush fire training and NSW RFS staff received training in cultural awareness.

Customer Service Centres

The NSW RFS Customer Service Centres (CSCs) are located in Batemans Bay, Coffs Harbour and Glendenning, and in conjunction with local district staff, are responsible for the delivery of numerous programs and services. These include development assessment applications referred under S100B of the *Rural Fires Act 1997* and S79BA of the *Environmental Planning and Assessment Act 1979*, identification and annual inspection for Neighbourhood Safer Places (NSPs), the implementation of CPPs, completion of environmental assessments and delivery of the Hotspots program, in partnership with the NCC.

During 2014/15 the CSCs did not meet targets for development assessment referrals, largely due to a significant increase in the number of referrals received. During the same period the CSCs contributed resources to enable the increase the total number of NSPs to 983, completed 32 CPPs, attracted 201 landholders to Hotspots workshops and completed all Reviews of Environmental Factors within agreed timeframes, exceeding the targets for all four of these programs.

Improvements in infrastructure

Building Management

In conjunction with Government Property NSW NSW RFS has established a preventative maintenance program for all NSW RFS leased facilities, as well as the renewal of multiple contracts to ensure the smooth running of the facilities. The NSW RFS has implemented some improvements and enhancements to facilities which include the NSW RFS Headquarters meeting rooms' audio-visual capability and video conferencing equipment to enable superior communications with regional and remote locations. In the reporting period, the Operations Communications Centre was renovated to house the centralised dispatch system hardware and software. The reliability of the State Operations and State Air Desk video walls was improved by integrating the power supply into the building UPS system, which was upgraded in the last reporting period.

Building Projects

In the reporting period Fire Control Centre (FCC) and Brigade Station plans and specifications were aligned to new Australian architectural standards, Natspec. A review of the Standard Design Fire Control Centres was conducted including consultation with members from relevant districts and builders. The review produced some very effective ways to reduce costs and improve functionality in the Standard Design specifications. An method for continuous improvement and review of the Standard Design Fire Control Centres was put in place.

Significant work went into fixed FCC Infrastructure with the completion of the Hunter Valley (Singleton/Muswellbrook) FCC located in Bulga along with the commencement of planning for the Castlereagh, Liverpool Range, Tamworth, Chifley Lithgow and South West Slopes FCCs.

Across the reporting there were 44 new NSW RFS Stations constructed with a further five which receive extensions or enhancements.

Research and Development

In the reporting period a Personal Protective Clothing Working Group developed a new-style Wild Land Garment which will be trialled throughout the 2015/16 fire season. Extensive consultation with NSW RFS members included more than 280 responses.

The completion of the disposal of Class B foam containing perfluorooctane sulfonates (PFOS) saw

approximately 35,000 litres of environmentally harmful foam from across the state being disposed through high temperature incineration.

Radio Communications

The upgrade of the Private Mobile Radio (PMR) and Paging networks continued this year and is due for completion in the next reporting period. This major project represents a total investment of some \$50 million into radio and paging systems, network and architecture. The addition of this digital radio architecture is vital in ensuring volunteer firefighters have the latest and most reliable communication capabilities.

NSW RFS communications systems use over 650 towers that support the P25 digital Private Mobile Radio (PMR), GRN Radio and Paging networks comprising of nearly 35,000 pagers and radios. These networks are used to minimise the impact of bush fires and emergency incidents on people, the environment and the economy. As at 30 June 2015 the radio replacement and system upgrades were 83 percent completed.

The paging network upgrades were completed in December 2014 and 64 towers and 75 huts have been replaced, built or strengthened to meet the new P25 digital PMR network.

Phase 1 of the hardware and software upgrades to deliver the centralised dispatch system was also completed, this has enabled Mid North Coast, Warringah/Pittwater, Orana and Shoalhaven to come on line and provide the basis for further future expansion. This included upgrading communications hardware, additional operator dispatch consoles, radio/audio management units and establishing connectivity to the NSW GRN core.

Procurement

As part of the NSW Government Agency Accreditation Scheme for Goods and Services Procurement, the NSW RFS achieved accreditation to obtain goods and services not available under whole-of-government contracts up to a maximum contract value of \$20 million. In undertaking this accreditation process the NSW RFS actively sought to further improve its procurement by embedding the procurement policy and procedures across NSW RFS teams across NSW, involving significant training both at Headquarters and across each region.

The intention was to talk to each and every NSW RFS team member involved in any purchasing or procurement. Category planning is growing as a discipline, with at least 10 categories identified and working groups formed. Proposed procurement over \$30,000 is now tracked and reviewed before

The AIDER program assists infirm, disabled and elderly residents. 1,063 AIDER services were carried out, assisting some of the state's most at-risk people.

being issued to the market, the contract register is being audited to identify opportunities and gaps, and a number of improvement initiatives have been completed (including the simplification of many

of the templates and documentation). Business partners are providing positive feedback about the availability to procurement personnel and the quality of advice and service received.

SAP

The SAP Enterprise Asset Management project (EAM) went live across the state this reporting period. Commencing with four pilot districts on 1 December 2014 then Regions East and North on 30 March 2015 and Regions South and West on the 1 June 2015. SAP EAM is the single source of data for all vehicles, equipment and real estate and includes standard maintenance regimes for all fleet and equipment across the state of NSW. This was a multi-agency project with Fire & Rescue NSW and the NSW State Emergency Service.

Fleet

The Service's engineers worked to develop two new prototype firefighting appliances, including a Category One single cab carrying 4,500 litres of water with a remote-controlled front-mounted monitor. This prototype also has improvements in manual handling, suction hose storage and rake hoe storage. A new Category 10 Urban Firefighting appliance has also been built as a prototype and will be made available over the next 12 months to various districts to validate the build concept.

Lighting and livery upgrades across the whole

SUMMARY REVIEW OF OPERATIONS

firefighting fleet were tested and installed delivering an improved level of visibility and functionality, now becoming the standard for all service tankers.

A retrospective review of 'in service' fleet was taken in regard to pump operating noise, with noise output assessments undertaken on over 120. The results of the review have been incorporated into noise mitigation strategies in all new builds.

A review of the Service's Marine Operations was collaboratively undertaken with Operations during the year as was the construction of a new RFS standard utility light vessel. This new standard is designed to move people and equipment and is also fitted with a firefighting pump, delivering on operational requirements, similar to a light to medium tanker. Stability and seaworthy tests were undertaken, confirming suitability for both day and night operations before the vessel entered service in Shoalhaven.

The provision of firefighting pumps for all purposes was again tendered to market. Assessments included pump capability tests, pump and engine evaluation and noise mitigation opportunities. A contract has been resolved for the next five years.

ICT

The NSW RFS successfully moved its computing environment into two NSW government data centres; one in Unanderra and Silverwater. This involved moving the entire computing and network infrastructure from the secondary data centre in AC3 (Eveleigh, Sydney, NSW) to the government data centre in Unanderra (near Wollongong, NSW). The data centre at Headquarters remains active. The new data centres will significantly improve the way ICT operations are run through these state-of-the-art facilities with significant redundancy, improved reliability, reduced power consumption, and a smaller carbon footprint.

During this period, the NSW RFS also completed a full Disaster Recovery test and later returned all systems to the now normal state of High Availability and redundancy.

Phase 1 of the Emergency Management Operations System (EMOS) was developed and deployed to support the Emergency Operations Centres in NSW. This project was jointly funded by the then Ministry of Police and Emergency Services (MPES) and NSW RFS. EMOS has been created as a module in the ICON suite and is the first module from that suite to move into the Cloud, thus delivering high availability and can easily expand to support high numbers of users, when required.

The system provides a single, on-line information management system for use in Emergency Operations Centres (EOC). EMOS significantly

enhances the preparation for, response to, and recovery from emergencies anywhere in the state of NSW. This improved situational awareness directly benefits agencies participating within the EOC.

Our members

The NSW RFS has 74,516 members across NSW, 22 percent of those are female. The salaried staff totals 849 with 34 percent of those being female.

Youth Participation Manual and Workshops

Children and young people have always played an important part in the NSW RFS, taking on roles across the organisation and developing their skills for the future. In September 2014 the Commissioner launched the Youth Participation Manual, the newest resource to help all members play their part in keeping children safe.

This 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.

To support the Youth Participation Manual a series of workshops was conducted for districts interested in improving their skills and knowledge to engage young people more effectively. To date 12 workshops have been held, primarily in Region North.

Site Management Plans

The Site Management Plans (SMPs) project was designed to enable consistency within the NSW RFS in the application of health and safety across the state. SMPs have been designed to collect and maintain necessary information about hazards, risks and controls at NSW RFS fixed facilities. Individual SMPs identify site hazards and control measures, provide adequate emergency response details to the site and create and monitor corrective actions. The project was designed to enable consistency within the NSW RFS in the application of health and safety across the state.

The process behind a state-wide roll out of this scale was to create a staged approach:

- (a) one-on-one mentoring at District Level to complete initial SMPs
- (b) District Managers coordinating the rollout of SMPs across their other fixed locations with support as required.

In March 2014 part (a) commenced with the target for implementation at 47 Fire Control Centres, 128 Brigade stations and seven other fixed facilities. That is one Fire Control Centre and two Brigade facilities in each district. This target was completed

153 members, including staff and senior volunteers, attended the Leadership Forum in Dubbo.

in November 2014 ahead of schedule.

The Health, Safety and Welfare Unit is working closely with Regional Services to complete the second stage by March 2017.

Leadership Forum & Young Members Forum

The NSW RFS is committed to the ongoing development and support of its leaders. The NSW RFS hosted the 3rd Leadership and Young Members Forum in Dubbo from Tuesday 5 May to Saturday 9 May 2015.

Leadership Forum

The theme for this year's Forum was 'Leading for Success'. A keynote address was followed by sessions involving invited speakers from inside and outside the Service with Victoria Cross recipient Mark Donaldson as the guest speaker.

The Forum was attended by 153 members. Representation was well balanced across the state and the online evaluations highlighted a very positive response to the forum overall.

Young Members Forum

The Young Members Forum was conducted using the Change It Up program, designed and delivered by the Foundation for Young Australians. Change It Up sparks young people's ideas for change in their community - in this case participants considered how to better engage young people in the NSW RFS. The format is highly interactive with a focus on positive solutions, giving young people an opportunity to act on issues and ideas that are important to them and their community, build connections locally and more broadly across geographic areas.

Government Sector Employment Act 2013

The NSW RFS has made significant progress in the implementation of the Government Sector Employment (GSE) Reform, which commenced on 24 February 2014 with a three year transition period. To strategically drive the transition, a GSE Reform working group was established with key subject matter experts from the Membership and Strategic Services and the SAP team. Progress with the implementation of the four key reform areas to date have included:

➤ Senior Executive Reform

The NSW RFS Executive structure, High Level Implementation Plan and a Communication Strategy was endorsed by the Secretary, Department of Justice on 23 July 2014 for implementation. Stage One of the implementation focused on the transition of the SES roles to the new structure which was completed by 10 November 2014. Stage Two focused on the transition of Senior Officer-equivalent roles (NSW RFS Level 14) to the new structure which was completed by 2 March 2015. The full Senior Executive Reform for the NSW RFS is now complete, well ahead of the 24 February 2017 timeframe.

➤ Recruitment

Since 24 February 2015, the NSW RFS has been fully compliant in its recruitment practices under the GSE Act. The changes to recruitment, including the engagement of temporary and ongoing employees, has been widely communicated to hiring managers and staff members. To support the new recruitment process policies, processes and templates have also been developed and implemented.

➤ Capability Framework

Significant progress has been made to the transition of role descriptions from the 2008 Capability Framework to the 2013 Capability Framework under the GSE Act. In the current phase, a systematic roll-out of role descriptions by functional areas in Headquarters is currently occurring. Discussions have also commenced to roll out revised role descriptions across Regions and districts. Fact Sheets, checklists and flow charts have been developed to assist in the communication of the rollout. The Capability Framework reform is on target to meet its timeframe of full implementation by August 2016.

➤ Performance Management

The NSW RFS has been working in conjunction with the other agencies in the Justice Cluster on the implementation of Success Factors, the performance management system selected for the

SUMMARY REVIEW OF OPERATIONS

Cluster. A scoping study is due to commence to establish license, implementation and integration costs for the NSW RFS. The NSW RFS is working towards a rollout of Success Factors by December 2016.

Industrial Relations Policies and Practices

On 24 February 2014, NSW RFS employees employed under the *Public Sector Employment and Management Act (PSEM Act) 2002* were transitioned to the new *Government Sector Employment Act 2013 (GSE Act)*. This new legislative change is applicable to all NSW Government Sector employees.

The *GSE Act* aims to simplify employment structures in the Government Sector, build a modern and effective workforce, attract and retain talented people, and deliver the best service to the people of NSW.

The *GSE Act* is supported by the *GSE Regulations 2014* and the *GSE Rules 2014*. The *GSE Regulations* includes provisions retained from the *PSEM Regulations 2009*, provisions transferred from the *PSEM Act 2002*, and other matters included by the *GSE Act*. It includes general provisions relating to employment and conditions of employment, leave, allowances and workforce diversity.

The *GSE Rules 2014* deals with additional operational and procedural employment matters. The Rules address key areas such as: merit based employment, review of promotion decisions, workforce diversity, transfers and secondments, performance management, misconduct procedural requirement and additional senior executive provisions.

Statement setting out WHS performance

Consolidation and improvements to the Service's Health and Safety Management System occurred during the period. Core to this has been the implementation and monitoring of strategies associated with:

- the development and implementation of health and safety related tasks responding to the internal OHS Audit Program 2011/12;
- the rollout of health and safety Site Management Plan (SMP) tools for use at all NSW RFS fixed site locations. SMPs have been introduced to all 47 NSW RFS districts and further deployment has occurred at Brigade Stations and other NSW RFS facilities. A program for implementation across

all NSW fixed facilities is being developed for the next two years;

- the implementation of a structured and documented investigation and recommendation review process for health and safety incidents to ensure that opportunities for improvement and incident prevention are integrated into NSW RFS business practices;
- identification and management of WHS risks and utilisation of risk registers. The SMP implementation project has enabled identification of new and emerging risks which are managed using a documented corrective action process;
- the generation of a chemical database for NSW RFS site based chemicals accessible to all NSW RFS members.

Actions have been undertaken in response to the NSW Auditor-General's Performance Audit 'Fitness of firefighters' Report April 2014. A draft five-year Health and Fitness Plan has been developed and is in a consultative phase prior to implementation across the Service.

Statistical information about Reported Injuries and Workers Compensation Claims is located at Appendix 3.6

Equal Employment Opportunity

The NSW RFS Policy 3.3.1 Equal Employment Opportunity (EEO) and EEO Management Plan recognises the inherent value of having a workforce that reflects the diversity of the wider community of NSW. The Management Plan is the mechanism that supports the implementation of EEO practices. Some examples of the work undertaken by the NSW RFS in 2014/15 includes the:

- Implementation of the recruitment and assessment principles set out in the *Government Sector Employment Act (2013)* and *Government Sector Employment Rules (2014)*. These provisions strengthen the application of the merit selection processes and ensure all employment decisions are based on an assessment of capabilities, experience and knowledge of a person against the requirements of a role to ensure the best person and fit is selected.
- Continued support of the Workplace Advisory Committee (WAC). The WAC is a high level advisory committee that critically examines employee-related issues, proposals and any other high level matters that may arise in the workplace affecting employees. The membership of the WAC consists of the Executive Directors, six employee representatives including Region North, South, East, West, Headquarters and

Operational Mitigation and Support Services / Customer Support Centres and two PSA representatives

- Circulation of draft Service Standard 1.5.4 Respectful and Inclusive Workplace to the membership. This Service Standard reinforces the NSW RFS commitment to providing and maintaining a workplace where staff and volunteer members are treated with dignity, courtesy and respect at all times. Specifically this Service Standard addresses behaviour associated with bullying, discrimination, vilification and sexual harassment.

In 2015/16, the NSW RFS will:

- Finalise draft Service Standard 1.5.4 Respectful and Inclusive Workplace and develop an online training program to support it;
- Support women in leadership positions by sponsoring the attendance of female members at programs designed to enhance the skills and knowledge of women leaders;
- Update the Next Generation Workforce Strategic Plan for the period 2016-2021. The Plan will focus on the factors necessary to create a workforce that can meet the challenges of coming decades. The Plan will include actions to increase diversity among the membership;
- Continue to promote and support the principles of the Flexible Membership Model, which seeks to provide more options and greater flexibility within the volunteer membership.

Multicultural Plan

The NSW RFS Multicultural Plan 2014-2017 builds on the achievements of the 2011 Plan and has assisted NSW RFS to continue to implement the principles of multiculturalism. The 2014-2017 Plan was developed in accordance with the Multicultural Policies and Services Program (MPSP) and reflects the MPSPs three activity areas and the seven outcomes which support those activity areas.

During the 2014/15 period, the NSW RFS:

- Established the Multicultural Plan Steering Committee as a mechanism to ensure continuous improvement and the monitoring and review the Plan. The key functions of the Steering Committee are to: monitor and review the Multicultural Plan; report on the actions within the Multicultural Plan; share information about additional programs or initiatives that are occurring throughout the NSW RFS and; provide input into the content of the Multicultural Plan at the time of its development;
- Promoted Harmony Day to all members of the NSW RFS and made the Multicultural Plan

available to members through MyRFS;

- Commenced work on updating the NSW RFS Next Generation Workforce Strategic Plan for the period 2016-2021. This strategic workforce plan will have a key focus on diversity;
- Continued to collect information about member's ethnic or migrant background on the volunteer membership application;
- Continued to be represented on Multicultural NSW Metropolitan Multicultural Coordinators forums;
- Integrated the actions within the Multicultural Plan into organisational business planning and reporting processes;
- Updated eight multilingual fire safety information fact sheets in ten languages;
- Continued to support vulnerable members of the community, including those from culturally diverse backgrounds, through a range of operational initiatives such as the AIDER Program, Neighbourhood Safer Places and Community Protection Plans.

In 2015/16 NSW RFS will continue to support ongoing actions within the NSW RFS Multicultural Plan and:

- Research and promote a list of suppliers who can deliver suitable cultural awareness training to NSW RFS members;
- Work with Multicultural NSW to ensure the Fires Near Me and the Bush Fire Survival Plan apps are promoted among multicultural communities; and
- Develop a communications plan to encourage volunteers to complete the equity and diversity profile in their membership record.

Disability Plan

The NSW RFS Disability Plan is based on the NSW Government EmployABILITY Strategy. In addition to the Service's responsibility to support members with a disability, the NSW RFS is committed to providing increased community participation and protection against bush fires for persons with a disability.

In 2014/15 the NSW RFS:

- Continued to provide easy access and facilities for people with disabilities through standard designs for new premises across the state;
- Provided bush fire information to the community in a range of formats and channels useable by people with disabilities, including using Auslan interpreters during periods of major bush fire;
- Ongoing promotion of the NSW RFS Flexible Membership Model which promotes the full spectrum of roles available to volunteer members to encourage greater participation from people

SUMMARY REVIEW OF OPERATIONS

(including people with disabilities) who in the past might not have contemplated membership; and

- Ongoing support of the AIDER (Assist Infirm, Disabled and Elderly Residents) program. This program supports some of the most at-risk community members by helping them live more safely and confidently in their home in areas where bush fires may start.

In 2015/16 the NSW RFS will continue its focus on delivering and building on the initiatives outlined throughout the Disability Plan.

Aboriginal Services

Throughout 2014/15 the NSW RFS continued to build on the initiatives contained within the Aboriginal Services Plan. Some examples include:

- A diversity component is now a permanent fixture in the Working with Young People Course. This program incorporates units from Certificate IV in Youth Work. At least one program is scheduled per year; nominations are invited from both staff and volunteer members;
- Operations Services continues to contribute to the 'Keeping Our Mob Safe' Strategy through the Bush fire Resilience for Aboriginal Communities (phase 2) Project. Through the delivery of the project outcomes, Aboriginal communities have an increased ability to mitigate against hazard and risk;
- Region South was successful in gaining a school based traineeship through the Elsa Dixon Aboriginal Employment Program; and
- The New England Zone participated in the BackTrack program, which provided around 20 local at-risk Aboriginal youth the opportunity to take part in nationally accredited aviation and air-base operator training.

Bushfire and Natural Hazards Cooperative Research

During 2014/15 the NSW RFS strengthened its partnership with the national Bushfire and Natural Hazards Co-operative Research Centre (BNHCRC) by increasing the number of members involved in research projects. The NSW RFS currently has two Lead User Representatives and 27 end users involved with the BNHCRC.

The two lead user representatives concentrated on two research areas:

- (i) bush fire and natural hazard risks; and
- (ii) economics, policy and decision-making.

The 27 end users concentrated on three research areas:

- (i) bush fire and natural hazard risks;
- (ii) resilient people, infrastructure and institutions; and
- (iii) economics, policy and decision-making.

The NSW RFS hosted a BNHCRC Research Advisory Forum (RAF) on 8-9 April 2015 for 125 participants from across Australia including researchers and other emergency management stakeholders.

Details of the NSW RFS Research and Development contributions are set out in Appendix 3.10. More information on the BNHCRC can be found at www.bnhcrc.com.au

Financial Services

The NSW Budget allocation for the total expenses of the NSW RFS was \$332.9 million; an increase of \$1.8 million or 0.5 per cent.

The funding provided enabled the Service to:

- continue its commitment to bush fire prone communities through a combination of fire mitigation work crews, fire mitigation grants, hazard reduction allocations to Local Government and investment in Neighbourhood Safer Places;
- progress the program to upgrade the private mobile radio network and paging infrastructure to ensure volunteers have modern and reliable communication tools;
- enhance equipment and facilities for volunteer firefighters through the provision of tankers and other firefighting vehicles, new and upgraded Brigade Stations and Fire Control Centres and upgraded firefighting equipment including Personal Protective Equipment (PPE);
- improve community awareness through the Prepare Act Survive public awareness campaign; and
- respond to issues that arose while responding to the January 2013 fires, including improvements to the NSW RFS public website, strengthening of the Bush Fire Information Line and enhanced ICT infrastructure to support key systems during bush fire emergencies.





4

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

KEY FOCUS AREAS

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.

Financial Tables

1

NSW Rural Fire Service

Independent Auditor's Report of the NSW RFS	60
Statement by the Commissioner	62
Statement of Comprehensive Income	63
Statement of Financial Position	64
Statement of Changes in Equity	65
Statement of Cash Flows	66
Service Group Statements	67
Notes to the Financial Statements	69

2

Bush Fire Co-ordinating Committee

Independent Auditor's Report of the Bush Fire Co-ordinating Committee	103
Statement by the Chairman	105
Statement of Comprehensive Income	106
Statement of Financial Position	106
Statement of Changes in Equity	107
Statement of Cash Flows	107
Notes to the Financial Statements	108



INDEPENDENT AUDITOR'S REPORT

New South Wales Rural Fire Service

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of New South Wales Rural Fire Service (the Service), which comprise the statement of financial position as at 30 June 2015, the statement of comprehensive income, statement of changes in equity, statement of cash flows and service group statements for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

Opinion

In my opinion the financial statements:

- give a true and fair view of the financial position of the Service as at 30 June 2015, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

My opinion should be read in conjunction with the rest of this report.

The Commissioner's Responsibility for the Financial Statements

The Commissioner is responsible for preparing financial statements that give a true and fair view in accordance with Australian Accounting Standards and the PF&A Act, and for such internal control as the Commissioner determines is necessary to enable the preparation of financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with Australian Auditing Standards. Those standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including an assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

My opinion does *not* provide assurance:

- about the future viability of the Service
- that it carried out its activities effectively, efficiently and economically
- about the effectiveness of the internal control
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about other information that may have been hyperlinked to/from the financial statements.

Independence

In conducting my audit, I have complied with the independence requirements of the Australian Auditing Standards and relevant ethical pronouncements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies, but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by the possibility of losing clients or income.



David Nolan
Director, Financial Audit Services

21 September 2015
SYDNEY



**NSW RURAL FIRE SERVICE
FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30 JUNE 2015**

Statement by the Commissioner

Pursuant to section 45F of the Public Finance and Audit Act 1983 I state that:

- (a) The accompanying financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the Financial Reporting Code for NSW General Government Sector Entities, the applicable clauses of the Public Finance and Audit Regulation 2015 and the Treasurer's Directions;
- (b) The financial statements exhibit a true and fair view of the financial position and financial performance of the Service for the year ended 30 June 2015; and
- (c) At the date of this statement there are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

Shane Fitzsimmons AFSM
Commissioner

21 September 2015

Postal address
NSW Rural Fire Service
Locked Bag 17
GRANVILLE NSW 2142

Street address
NSW Rural Fire Service
15 Carter Street
LIDCOMBE NSW 2141

T (02) 8741 5555
F (02) 8741 5550
www.rfs.nsw.gov.au

Statement of comprehensive income for the year ended 30 June 2015

	Notes	Actual 2015 \$'000	Budget 2015 \$'000	Actual 2014 \$'000
Expenses excluding losses				
Operating expenses				
Employee related	2(a)	94,636	99,815	94,698
Other operating expenses	2(b)	49,253	51,920	41,352
Depreciation and amortisation	2(c)	7,402	4,591	5,942
Grants and subsidies	2(d)	149,275	162,030	256,633
Other expenses	2(e)	10,619	14,525	13,426
Total Expenses excluding losses		311,185	332,881	412,051
Revenue				
Sale of goods and services	3(a)	1,340	437	51
Investment revenue	3(b)	2,074	720	-
Grants and contributions	3(c)	318,476	287,250	404,183
Acceptance by the Crown Entity of employee benefits	3(d)	616	671	-
Other revenue	3(e)	17,971	7,961	18,173
Total Revenue		340,477	297,039	422,407
Gain / (loss) on disposal	4	353	-	696
Net Result		29,645	(35,842)	11,052
Other comprehensive income				
<i>Items that will not be reclassified to net result</i>				
Remeasurement of the net defined benefit liability	20	-	-	1,226
Total other comprehensive income		-	-	1,226
TOTAL COMPREHENSIVE INCOME		29,645	(35,842)	12,278

The accompanying notes form part of these financial statements.

Statement of financial position as at 30 June 2015

	Notes	Actual 2015 \$'000	Budget 2015 \$'000	Actual 2014 \$'000
ASSETS				
Current Assets				
Cash and cash equivalents	6(a)	67,050	5,053	59,390
Receivables	7	26,549	3,872	14,907
Total Current Assets		93,599	8,925	74,297
Non-Current Assets				
Property, plant and equipment	8			
- Land and buildings		528	-	375
- Plant and equipment		27,121	23,835	21,805
- Infrastructure systems		3,308	1,647	4,621
Total property, plant and equipment		30,957	25,482	26,801
Intangible assets	9	1,734	844	1,958
Total Non-Current Assets		32,691	26,326	28,759
Total Assets		126,290	35,251	103,056
LIABILITIES				
Current Liabilities				
Payables	11	21,635	29,126	30,564
Provisions	12	31,475	25,145	29,293
Other	13	86	75	85
Total Current Liabilities		53,196	54,346	59,942
Non-Current Liabilities				
Provisions	12	1,310	17,881	20,148
Other	13	337	431	421
Total Non-Current Liabilities		1,647	18,312	20,569
Total Liabilities		54,843	72,658	80,511
Net Assets		71,447	(37,407)	22,545
EQUITY				
Accumulated funds		71,447	(37,407)	22,545
Total Equity		71,447	(37,407)	22,545

The accompanying notes form part of these financial statements.

Statement of changes in equity for the year ended 30 June 2015

	Notes	Accumulated Funds \$'000	Total \$'000
Balance at 1 July 2014		22,545	22,545
Net result for the year		29,645	29,645
Other comprehensive income:			
Remeasurement of net defined benefit liability	20	-	-
Total other comprehensive income		-	-
Total comprehensive income for the year		52,190	52,190
Transactions with owners in their capacity as owners			
Increase / (decrease) in net assets from equity transfers	14	19,257	19,257
Balance at 30 June 2015		71,447	71,447
Balance at 1 July 2013		10,267	10,267
Net result for the year		11,052	11,052
Other comprehensive income:			
Remeasurement of net defined benefit liability	20	1,226	1,226
Total other comprehensive income		1,226	1,226
Total comprehensive income for the year		12,278	12,278
Transactions with owners in their capacity as owners			
Increase / (decrease) in net assets from equity transfers	14	-	-
Balance at 30 June 2014		22,545	22,545

The accompanying notes form part of these financial statements.

Statement of cash flows for the year ended 30 June 2015

	Notes	Actual 2015 \$'000	Budget 2015 \$'000	Actual 2014 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(91,533)	(99,144)	(91,413)
Grants and subsidies		(149,275)	(162,030)	(256,633)
Other		(84,227)	(62,396)	(79,571)
Total Payments		(325,035)	(323,570)	(427,617)
Receipts				
Sale of goods and services		1,340	437	51
Interest received		2,074	720	-
Grants and contributions		304,330	287,222	413,046
GST receipts		14,540	6,550	23,257
Other		21,393	7,914	12,783
Total Receipts		343,677	302,843	449,137
NET CASH FLOWS FROM OPERATING ACTIVITIES	18	18,642	(20,727)	21,520
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of plant and equipment		2,061	4,980	2,975
Purchases of plant and equipment		(13,043)	(9,863)	(15,807)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(10,982)	(4,883)	(12,832)
CASH FLOWS FROM FINANCING ACTIVITIES				
Net cash provided / (used) from financing activities		-	-	-
NET CASH FLOWS FROM FINANCING ACTIVITIES		-	-	-
NET INCREASE / (DECREASE) IN CASH		7,660	(25,610)	8,688
Opening cash and cash equivalents		59,390	30,663	50,702
CLOSING CASH AND CASH EQUIVALENTS	6(a)	67,050	5,053	59,390

The accompanying notes form part of these financial statements.

Supplementary Financial Statements
Service group statements for the year ended 30 June 2015

	Community Safety*		Emergency Bush Fire Operations*		Operational and Administrative Support*		Not Attributable		Total	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
RURAL FIRE SERVICE'S EXPENSES & INCOME										
Expenses excluding losses										
Operating expenses										
• Employee related	5,789	5,347	66,491	68,344	22,356	21,007	-	-	94,636	94,698
• Other operating expenses	3,996	4,022	15,276	12,351	29,981	24,979	-	-	49,253	41,352
Depreciation and amortisation	34	23	4053	3,936	3315	1,983	-	-	7,402	5,942
Grants and subsidies	447	404	108,659	129,362	40,169	126,867	-	-	149,275	256,633
Other expenses	-	-	5,045	7,276	5,574	6,150	-	-	10,619	13,426
TOTAL EXPENSES EXCLUDING LOSSES	10,266	9,796	199,524	221,269	101,395	180,986	-	-	311,185	412,051
Revenue										
Sale of goods and services	18	-	431	51	891	-	-	-	1,340	51
Investment revenue	-	-	-	-	2,074	-	-	-	2,074	-
Grants and contributions	227	-	96,420	103,742	221,829	300,441	-	-	318,476	404,183
Acceptance by the Crown Entity of employee benefits	-	-	-	-	616	-	-	-	616	-
Other revenue	395	435	9,868	10,584	7,708	7,154	-	-	17,971	18,173
Total Revenue	640	435	106,719	114,377	233,118	307,595	-	-	340,477	422,407
Gain / (loss) on disposal	(3)	2	285	653	71	41	-	-	353	696
Net result	(9,629)	(9,359)	(92,520)	(106,239)	131,794	126,650	-	-	29,645	11,052
Other Comprehensive Income										
Superannuation actuarial gains / (losses)	-	-	-	-	-	-	-	1,226	-	1,226
Total Other Comprehensive Income	-	-	-	-	-	-	-	1,226	-	1,226
TOTAL COMPREHENSIVE INCOME	(9,629)	(9,359)	(92,520)	(106,239)	131,794	126,650	-	1,226	29,645	12,278

* The purpose of each service group is summarised in Note 5.

Supplementary Financial Statements
Service group statements (continued)

	Community Safety*		Emergency Bush Fire Operations*		Operational and Administrative Support*		Not Attributable		Total	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
RURAL FIRE SERVICE'S ASSET & LIABILITIES										
Current Assets										
Cash and cash equivalents	-	-	-	-	-	-	67,050	59,390	67,050	59,390
Receivables	-	-	1,723	2,964	24,826	11,943	-	-	26,549	14,907
Total Current Assets	-	-	1,723	2,964	24,826	11,943	67,050	59,390	93,599	74,297
Non-Current Assets										
Property, plant and equipment	142	131	22,452	19,363	8363	7,307	-	-	30,957	26,801
Intangibles	-	-	185	247	1,549	1,711	-	-	1,734	1,958
Total Non-Current Assets	142	131	22,637	19,610	9,912	9,018	-	-	32,691	28,759
TOTAL ASSETS	142	131	24,360	22,574	34,738	20,961	67,050	59,390	126,290	103,056
Current Liabilities										
Payables	-	-	13,336	17,306	8,299	13,258	-	-	21,635	30,564
Provisions	-	-	-	-	31,475	29,293	-	-	31,475	29,293
Other	-	-	-	-	86	85	-	-	86	85
Total Current Liabilities	-	-	13,336	17,306	39,860	42,636	-	-	53,196	59,942
Non-Current Liabilities										
Provisions	-	-	-	-	1,310	20,148	-	-	1,310	20,148
Other	-	-	-	-	337	421	-	-	337	421
Total Non-Current Liabilities	-	-	-	-	1,647	20,569	-	-	1,647	20,569
TOTAL LIABILITIES	-	-	13,336	17,306	41,507	63,205	-	-	54,843	80,511
NET ASSETS	142	131	11,024	5,268	(6,769)	(42,244)	67,050	59,390	71,447	22,545

* The purpose of each service group is summarised in Note 5.

1. Summary of Significant Accounting Policies

(a) Reporting Entity

The NSW Rural Fire Service is a NSW government entity. The Service is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

The NSW Rural Fire Service as a reporting entity has no controlling or controlled entities.

The financial statements for the year ended 30 June 2015 have been authorised for issue by the Commissioner on 21 September 2015.

(b) Basis of Preparation

The Service's financial statements are general purpose financial statements which have been prepared on an accruals basis in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations);
- the requirements of the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2015*; and
- the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities or issued by the Treasurer.

Plant and equipment is measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention except where specified otherwise.

Judgements, key assumptions and estimations management has made are disclosed in the relevant notes to the financial statements.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

(c) Statement of Compliance

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

(d) Funding – NSW Rural Fire Service

Under the *Rural Fires Act 1997* the Rural Fire Fighting Fund consists of contributions from Local Government (11.7%), the NSW Government (14.6%) and the Insurance Industry (73.7%).

Contributions are recognised in accordance with AASB 1004.

(e) Insurance

With the exception of insurance coverage for volunteers, the Service's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on past claims experience. Insurance coverage for volunteers is provided through the Bush Fire Fighters Compensation Fund managed by WorkCover NSW, with an annual premium paid.

(f) Accounting for the Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of GST, except that:

- the amount of GST incurred by the Service as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense; and
- receivables and payables are stated with the amount of GST included.

Cash flows are included in the statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which is recoverable from, or payable to, the Australian Taxation Office are classified as operating cash flows.

(g) Income Recognition

Income is measured at the fair value of the consideration or contribution received or receivable. In addition to the Rural Fire Fighting Fund, other grants and contributions are received from the Commonwealth and State Governments.

Additional comments regarding the accounting policies for the recognition of income are discussed below.

(i) Contributions

Contributions are received from local government councils (11.7%), insurance companies (73.7%), and NSW Treasury (14.6%). All contributions are reported as grants and contributions revenue for the purposes of income recognition.

Contributions from other bodies (including grants and donations) are generally recognised as income when the Service obtains control over the assets comprising the contributions. Contributions are recognised in accordance with AASB 1004 *Contributions*.

In accordance with the *Rural Fires Act 1997*, any unspent grants and contributions made towards estimated rural fire brigades expenditure are to remain within the Rural Fire Fighting Fund.

(ii) Sale of Goods

Revenue from the sale of goods is recognised as revenue when the Service transfers the significant risks and rewards of ownership of the assets.

(iii) Rendering of Services

Revenue is recognised when the service is provided or by reference to the stage of completion (based on labour hours incurred to date).

(iv) Investment Revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*.

(h) Assets

(i) Acquisitions of Assets

Assets acquired are initially recognised at cost. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

Where payment for an item is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. the deferred payment amount is effectively discounted over the period of credit.

(ii) Capitalisation Thresholds

Plant and equipment and intangible assets costing \$5,000 and above individually (or forming a part of a network costing more than \$5,000) are capitalised.

(iii) Revaluation of Property, Plant and Equipment

The Service does not revalue assets because the carrying value approximates fair value. The plant and equipment of the Service consists primarily of motor vehicles and ICT equipment, and as non-specialised assets with short useful lives they are measured at depreciated historical cost as a surrogate for fair value. The Service has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

(iv) Impairment of Property, Plant and Equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise. As plant and equipment is carried at fair value, impairment can only arise in the rare circumstances where the costs of disposal are material. Specifically, impairment is unlikely for not-for-profit entities given AASB 136 modifies the recoverable amount test for non-cash generating assets of not-for-profit entities to the higher of fair value less costs of disposal and depreciated replacement costs, where depreciated replacement cost is also fair value.

(v) Depreciation of Property, Plant and Equipment

Depreciation is provided for on a straight-line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the NSW Rural Fire Service.

All material identifiable components of assets are depreciated separately over their useful lives.

In accordance with AASB 116, the table below illustrates the useful life of applicable asset categories.

<u>Asset Class</u>	<u>Useful Life</u>
Infrastructure systems	3 – 10 Years
Land and buildings	Period of the Lease
Plant and equipment	3 – 20 Years

(vi) Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a part or a component of an asset, in which case the costs are capitalised and depreciated.

(vii) Leased Assets

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor does not transfer substantially all the risks and rewards.

Operating lease payments are charged to the statement of comprehensive income in the periods in which they are incurred.

There are no finance lease arrangements.

(viii) Intangible Assets

The Service recognises intangible assets only if it is probable that future economic benefits will flow to the Service and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

The useful lives of intangible assets are assessed as finite.

Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the Service's intangible assets, the assets are carried at cost less any accumulated amortisation.

The Service's intangible assets are amortised using the straight line method over their useful lives.

Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

(ix) Rural Fire Fighting Equipment

The ownership of all fire fighting equipment purchased by the Rural Fire Fighting Fund is vested in the relevant local government council. The cost of such equipment is therefore expensed by the Service in the year of purchase.

The exception to this is fire fighting equipment purchased for the State Mitigation Service which is recorded on the Service's asset register.

(x) Loans and Receivables

Loans and Receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest rate method, less an allowance for impairment of receivables. Any changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(i) Liabilities

(i) Payables

These amounts represent liabilities for goods and services provided to the Service and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(ii) Employee Benefits and other Provisions

(a) Salaries and Wages, Annual Leave, Sick Leave and On-Costs

Salaries and wages (including non-monetary benefits) and paid sick leave that are due to be settled wholly within twelve months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amount of the benefits.

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the service. As such, it is required to be measured at present value in accordance with AASB 119 *Employee Benefits* (although short cut methods are permitted). Actuarial advice obtained by Treasury has confirmed that the use of a nominal approach plus the annual leave on annual leave liability (using 7.9% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The Service has assessed the actuarial advice based on the Service's circumstances and has determined that the effect of discounting is immaterial to annual leave.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

(b) Long Service Leave and Superannuation

The Service recognises liabilities for long service leave for all employees.

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on an annual actuarial review conducted by Mercer and is considered to approximate present value.

The Service's liability for defined benefit superannuation is assumed by the Crown Entity from 1 July 2014. The Service accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown Entity of employee benefits'.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (ie Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (ie State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions. Further information is provided in Note 20.

(c) Consequential On-Costs

Consequential costs to employment are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. This includes outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax.

(j) Fair Value Hierarchy

A number of the Service's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities. When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the Service categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 – quoted prices in active markets for identical assets/liabilities that the entity can access at the measurement date.
- Level 2 – inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 – inputs that are not based on observable market data (unobservable inputs).

The Service recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

Physical non-current assets measured at depreciated historical cost as a surrogate for fair value do not require fair value hierarchy disclosures under AASB 13 *Fair Value Measurement*. As the Service's property, plant and equipment are non-specialised short lived assets they are valued at depreciated historical cost as a surrogate for fair value and not categorised against the fair value hierarchy.

Refer to Note 19 for further disclosures regarding fair value measurements of financial and non-financial assets.

(k) Equity and Reserves

The category 'Accumulated Funds' include all current and prior period retained funds.

(l) Equity Transfers

The transfer of net assets between agencies as a result of an administrative restructure, transfers of programs/functions and parts thereof between NSW public sector entities and 'equity appropriations' are designated or required by Accounting Standards to be treated as contributions by owners and recognised as an adjustment to 'Accumulated Funds'. This treatment is consistent with AASB 1004 *Contributions* and Australian Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*.

Transfers arising from an administrative restructure involving not-for-profit entities and for-profit government departments are recognised at the amount at which the assets and liabilities were recognised by the transferor immediately prior to the restructure. Subject to below, in most instances this will approximate fair value.

All other equity transfers are recognised at fair value, except for intangibles. Where an intangible has been recognised at (amortised) cost by the transferor because there is no active market, the entity recognises the asset at the transferor's carrying amount. Where the transferor is prohibited from recognising internally generated intangibles, the entity does not recognise that asset.

(m) Budgeted Amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget (eg adjustment for transfer of functions between entities as a result of Administrative Arrangements Orders) are not reflected in the budgeted amounts.

Major variances between the original budgeted amounts and the actual amounts disclosed in the primary financial statements is explained in Note 17.

(n) Centralised Billing and Collecting Services

The Ministry for Police and Emergency Services (MPES) is responsible for the centralised billing and collection of legislated contributions for the funding of Emergency Service Agencies from the insurance industry and Local Councils. MPES acts as agent for the Service, Fire and Rescue NSW and the State Emergency Service.

(o) Comparative Information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

(p) Changes in Accounting Policy, including New or Revised Australian Accounting Standards

(i) Effective for the first time in 2014-15

The accounting policies applied in 2014-15 are consistent with those of the previous financial year except as a result of new or revised Australian Accounting Standards that have been applied for the first time in 2014-15, being:

- AASB 10 *Consolidated Financial Statements*
- AASB 11 *Joint Arrangements*
- AASB 12 *Disclosure of Interests in Other Entities*
- AASB 127 *Separate Financial Statements*
- AASB 128 *Investments in Associates and Joint Ventures*
- AASB 1031 *Materiality*
- AASB 1055 *Budgetary Reporting*
- AASB 2011-7 regarding consolidation and joint arrangements
- AASB 2012-3 regarding offsetting financial assets and financial liabilities
- AASB 2013-1 regarding amendments to AASB 1049 – relocation of budgetary reporting requirements
- AASB 2013-3 regarding recoverable amount disclosures for non-financial assets
- AASB 2013-4 regarding novation of derivatives and continuation of hedge accounting
- AASB 2013-5 regarding accounting for investment entities
- AASB 2013-6 regarding amendments to AASB 136 arising from Reduced Disclosure Requirements
- AASB 2013-7 regarding amendments to AASB 1038 arising from AASB 10
- AASB 2013-8 regarding consolidated financial statements and Australian implementation guidance for not-for-profit entities (control and structured entities)
- AASB 2013-9 Part B regarding materiality
- AASB 2014-1 Parts A, B and C regarding employee benefits and materiality
- AASB 2014-2 regarding amendments to AASB 1053
- Interpretation 21 *Levies*
- ERR AASB 10 regarding cross-reference in AASB 10 to support the approach to investment entities

The impact of these Standards, where applicable to the NSW Rural Fire Service, in the period of initial application is not material.

(ii) Issued but not yet effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise.

The following new Accounting Standards have not been applied and are not yet effective:

- AASB 9, AASB 2010-7, AASB 2013-9 (Part C), AASB 2014-1 (Part E), AASB 2014-7 and AASB 2014-8 regarding financial instruments
- AASB 14 and AASB 2014-1 (Part D) regarding Regulatory Deferral Accounts
- AASB 15 and AASB 2014-5 regarding Revenue from Contracts with Customers
- AASB 1056 Superannuation Entities
- AASB 2014-3 regarding accounting for acquisitions of interests in joint operations
- AASB 2014-4 regarding acceptable methods of depreciation and amortisation
- AASB 2014-6 regarding bearer plants
- AASB 2014-9 regarding the equity method in separate financial statements
- AASB 2014-10 regarding sale or contribution of assets between an investor and its associate or joint venture
- AASB 2015-1 regarding annual improvements to Australian Accounting Standards 2012-2014 cycle
- AASB 2015-2 regarding amendments to AASB 101 disclosure initiatives
- AASB 2015-3 regarding materiality

The initial application of these Standards will have no known material impact on the financial statements.

	2015	2014
	\$'000	\$'000
2. Expenses Excluding Losses		
(a) Employee related expenses		
Salaries and wages (including recreation leave)	78,416	77,546
Superannuation – defined benefit plans*	1,472	2,357
Superannuation – defined contribution plans	6,257	6,067
Long service leave	2,794	2,758
Workers' compensation insurance	786	923
Payroll tax	4,777	4,931
Fringe benefit tax	134	116
	94,636	94,698

* Refer Note 20. Superannuation actuarial gain of \$NIL in 2014-15 (\$1.226m in 2013-14) is recognised as other comprehensive income.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2015

	2015 \$'000	2014 \$'000
(b) Other operating expenses include the following:		
Advertising	2,105	1,559
Audit Fees – Internal	492	198
Auditor's remuneration		
- audit of financial statements	140	147
Buildings - all outgoings	1,090	1,139
Computer software	440	496
Consultants	320	123
Consumables	42	141
Contractors	1,134	1,624
Electricity	509	559
Equipment – Computer	5,097	2,340
Equipment – General	4,739	4,613
Fees for service	10,425	6,725
Legal Fees	988	439
Maintenance *	217	292
Operating lease rental expense		
- minimum lease payments	4,555	4,601
Other Expenses	4,301	4,519
Printing and stationery	883	995
Staff training	1,235	1,278
Telephony	2,793	2,805
Travel	3,884	3,120
Vehicle operation	3,864	3,639
	<u>49,253</u>	<u>41,352</u>
<i>*Reconciliation – Total maintenance</i>		
Maintenance expense – contracted labour and other (non-employee related), as above	217	292
Employee related maintenance expense included in Note 2(a)	-	-
Total maintenance expenses included in Note 2(a) + 2(b)	<u>217</u>	<u>292</u>
(c) Depreciation and amortisation expense		
Depreciation		
Infrastructure systems	1,842	736
Plant and equipment	4,346	4,136
Land and buildings	191	560
	<u>6,379</u>	<u>5,432</u>
Amortisation		
Intangibles	1,023	510
	<u>7,402</u>	<u>5,942</u>

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2015

	2015 \$'000	2014 \$'000
(d) Grants and subsidies		
Fire mitigation works	4,253	6,877
Payments for Council costs associated with rural fire fighting activities and equipment	95,465	111,681
Emergency fund – natural disasters	46,202	134,355
Other	3,355	3,720
	<u>149,275</u>	<u>256,633</u>
(e) Other expenses		
Workers' compensation insurance – volunteers	2,000	2,000
Public liability and other insurance	6,618	8,486
Aerial support	2,001	2,940
	<u>10,619</u>	<u>13,426</u>

3. Revenue

(a) Sale of goods and services		
Rendering of services	1,340	51
	<u>1,340</u>	<u>51</u>
(b) Investment revenue		
Interest revenue	2,074	-
	<u>2,074</u>	<u>-</u>
(c) Grants and contributions		
Insurance company contributions	210,373	209,490
Local Government contributions	33,397	33,222
Natural disaster relief contributions *	28,917	117,700
Other Commonwealth and State Government grants	4,114	2,275
Department of Attorney General and Justice grants:		
Recurrent grant	40,527	40,635
Capital grant	1,148	861
	<u>318,476</u>	<u>404,183</u>

* Natural disaster relief contributions included above consist of emergencies declared under section 44 of the *Rural Fires Act 1997* exceeding the claims threshold of \$240,000.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2015

	2015 \$'000	2014 \$'000
(d) Acceptance by the Crown Entity of employee benefits		
The following liabilities and/or expenses have been assumed by the Crown Entity:		
Superannuation – defined benefit	616	-
	<u>616</u>	<u>-</u>
(e) Other Revenue		
Sale of equipment	1,283	714
Comcover – protection of Commonwealth property	379	301
Aviation – use of contract by other agencies	8,352	8,644
Natural disaster recoups (interstate and overseas deployments)	3,938	3,652
TMF hindsight premium receipts	27	1
Workers' compensation receipts	584	730
Insurance claims proceeds	1,717	2,288
Development applications	558	517
Other	1,133	1,326
	<u>17,971</u>	<u>18,173</u>

In accordance with section 119(4)(b) of the *Rural Fires Act 1997*, distribution of proceeds from the sale by Councils of fire fighting equipment is allocated between the Service and the Councils in the same proportion as each entity's contribution to the purchase of the equipment. The Service's share of such proceeds totalled \$1.283m in 2014-15 (\$0.714m in 2013-14).

4. Gain / (Loss) on Disposal

Gain / (Loss) on disposal of plant and equipment		
Proceeds from disposal	2,060	2,975
Written down value of assets disposed	(1,707)	(2,279)
	<u>353</u>	<u>696</u>

5. Service Groups of the Entity

- (a) **Service Group 1** Community Safety
- Purpose: The protection of the Community through measures that enhance community awareness of and participation in fire risk reduction while reducing environmental impact on the NSW Rural Fire Service's incident management activities.
- (b) **Service Group 2** Emergency Bush Fire Operations
- Purpose: To cover the rapid and effective emergency response to incidents in bushfire prone areas to minimise injury and loss to the community.
- (c) **Service Group 3** Operational and Administrative Support
- Purpose: Covers the management and administrative support functions of the Service including financial, human resource and operational support, fire fighting fleet maintenance and the strategy and policy development roles.

6. Current Assets – Cash and Cash Equivalents

(a) Cash

Cash at bank and on hand	67,050	59,390
	<u>67,050</u>	<u>59,390</u>

For the purpose of the statement of cash flows, cash and cash equivalents include cash at bank, cash on hand, short-term deposits and bank overdraft.

Cash and cash equivalent assets recognised in the statement of financial position are reconciled at the end of financial year to the statement of cash flows as follows:

Cash and cash equivalents (per statement of financial position)	67,050	59,390
Closing cash and cash equivalents (per statement of cash flows)	<u>67,050</u>	<u>59,390</u>

Refer to Note 19 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

(b) Financing facilities available

The Service has a financing facility still required and available through NSW Treasury Corporation to facilitate cash flow until statutory contributions are received. During the year there were no borrowings. The Service has NSW Treasury approval to borrow a maximum of \$30.0m.

A cheque cashing facility of \$0.01m, a credit card facility of \$2.5m and a transaction negotiation authority of \$21.0m are held with the Government's banker, Westpac Banking Corporation, to facilitate routine transactions.

	2015 \$'000	2014 \$'000
7. Current Assets – Receivables		
Fees for service	4,715	7,324
Less: Allowance for impairment	(27)	(17)
Other receivables	18,445	2,629
GST receivable	1,722	2,965
Prepayments	1,694	2,006
	<u>26,549</u>	<u>14,907</u>
Movement in allowance for impairment		
Balance at 1 July	17	5
Amounts written off during the year	-	-
Amounts recovered during the year	-	-
Increase/(decrease) in allowance recognised in profit or loss	10	12
Balance at 30 June	<u>27</u>	<u>17</u>

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 19.

8. Non-Current Assets – Property, Plant and Equipment

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Total \$'000
At 1 July 2014 – fair value				
Gross carrying amount	5,302	28,734	6,653	40,689
Accumulated depreciation and impairment	(4,927)	(6,929)	(2,032)	(13,888)
Net carrying amount	<u>375</u>	<u>21,805</u>	<u>4,621</u>	<u>26,801</u>
At 30 June 2015 – fair value				
Gross carrying amount	5,646	36,062	6,736	48,444
Accumulated depreciation and impairment	(5,118)	(8,941)	(3,428)	(17,487)
Net carrying amount	<u>528</u>	<u>27,121</u>	<u>3,308</u>	<u>30,957</u>

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below:

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Total \$'000
Year ended 30 June 2015				
Net carrying amount at start of year	375	21,805	4,621	26,801
Additions	344	11,441	664	12,449
Disposals	-	(1,572)	(135)	(1,707)
Depreciation expense	(191)	(4,346)	(1,842)	(6,379)
Prior year adjustment	-	(207)	-	(207)
Net carrying amount at end of year	528	27,121	3,308	30,957

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Total \$'000
At 1 July 2013 – fair value				
Gross carrying amount	5,146	26,064	4,644	35,854
Accumulated depreciation and impairment	(4,367)	(8,572)	(2,943)	(15,882)
Net carrying amount	779	17,492	1,701	19,972

At 30 June 2014 – fair value

Gross carrying amount	5,302	28,734	6,653	40,689
Accumulated depreciation and impairment	(4,927)	(6,929)	(2,032)	(13,888)
Net carrying amount	375	21,805	4,621	26,801

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the prior reporting period is set out below:

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Total \$'000
Year ended 30 June 2014				
Net carrying amount at start of year	779	17,492	1,701	19,972
Additions	156	10,728	3,656	14,540
Disposals	-	(2,279)	-	(2,279)
Depreciation expense	(560)	(4,136)	(736)	(5,432)
Prior year adjustment	-	-	-	-
Net carrying amount at end of year	375	21,805	4,621	26,801

9. Intangible Assets

	Software \$'000	Total \$'000
At 1 July 2014		
Cost (gross carrying amount)	3,267	3,267
Accumulated amortisation and impairment	(1,309)	(1,309)
Net carrying amount	<u>1,958</u>	<u>1,958</u>
At 30 June 2015		
Cost (gross carrying amount)	4,067	4,067
Accumulated amortisation and impairment	(2,333)	(2,333)
Net carrying amount	<u>1,734</u>	<u>1,734</u>
Year ended 30 June 2015		
Net carrying amount at start of year	1,958	1,958
Additions (acquired separately)	799	799
Additions (internally developed)	-	-
Disposals	-	-
Amortisation (recognised in 'depreciation and amortisation')	(1,023)	(1,023)
Net carrying amount at end of year	<u>1,734</u>	<u>1,734</u>
	Software \$'000	Total \$'000
At 1 July 2013		
Cost (gross carrying amount)	2,888	2,888
Accumulated amortisation and impairment	(1,687)	(1,687)
Net carrying amount	<u>1,201</u>	<u>1,201</u>
At 30 June 2014		
Cost (gross carrying amount)	3,267	3,267
Accumulated amortisation and impairment	(1,309)	(1,309)
Net carrying amount	<u>1,958</u>	<u>1,958</u>
Year ended 30 June 2014		
Net carrying amount at start of year	1,201	1,201
Additions (acquired separately)	179	179
Additions (internally developed)	1,088	1,088
Disposals	-	-
Amortisation (recognised in 'depreciation and amortisation')	(510)	(510)
Net carrying amount at end of year	<u>1,958</u>	<u>1,958</u>

	2015 \$'000	2014 \$'000
10. Restricted Assets		
Cash held as part of the Rural Fire Fighting Fund	66,561	58,901
Cash held as part of the ICT Reinvestment Pool	489	489
	<u>67,050</u>	<u>59,390</u>

The Service holds funds that form the NSW Rural Fire Fighting Fund which is a special deposits account established under section 102 of the *Rural Fires Act 1997*. Funds in the Rural Fire Fighting Fund can only be expended for the purposes defined in the Act.

The Service also holds funds that form part of the Information and Communications Technology (ICT) Reinvestment Pool which can only be expended in accordance with the requirements of NSW Treasury Policy Paper 12-05 *Information and Communications Technology (ICT) Reinvestment Pool*.

11. Current Liabilities – Payables

Accrued salaries, wages and on-costs	2,884	2,089
Accrued payables	8,952	13,565
Creditors	9,799	14,910
	<u>21,635</u>	<u>30,564</u>

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 19.

12. Current / Non-Current Liabilities - Provisions

Employee benefits and related on-costs		
Recreation leave – short term benefit	6,518	6,256
Recreation leave – long term benefit	3,184	3,933
Long service leave	22,725	19,931
Unfunded superannuation (refer Notes 1(i)(b), 14 and 20)	-	19,257
Provisions for Fringe Benefits Tax	64	64
	<u>32,491</u>	<u>49,441</u>
Other provisions		
Restoration costs	294	-
	<u>32,785</u>	<u>49,441</u>
Total provisions		
	<u>32,785</u>	<u>49,441</u>
Aggregate employee benefits and related on-costs		
Provisions – current	31,475	29,293
Provisions – non-current	1,310	20,148
Accrued salaries, wages and on-costs (Note 11)	2,884	2,089
	<u>35,669</u>	<u>51,530</u>

	2015 \$'000	2014 \$'000
13. Current / Non-Current Liabilities – Other		
Lease incentive	423	506
	<u>423</u>	<u>506</u>

14. Increase/Decrease in Net Assets from Equity Transfers

Acceptance of defined benefit superannuation by the Crown Entity	19,257	-
	<u>19,257</u>	<u>-</u>

On 1 July 2014 the Crown Entity accepted the liability for State defined benefit superannuation schemes that previously resided with the NSW Rural Fire Service.

15. Commitments for Expenditure**(a) Capital Commitments**

Aggregate capital expenditure for the acquisition of plant and equipment and infrastructure systems contracted for at balance date and not provided for:

Not later than one year	932	2,242
Later than one year and not later than five years	-	-
Later than five year	-	-
Total (including GST)	<u>932</u>	<u>2,242</u>

Capital commitments include income tax credits of \$0.085m in 2014-15 (2013-14 \$0.204m) that are expected to be recovered from the Australian Taxation Office.

(b) Operating Lease Commitments

Future non-cancellable operating lease rentals not provided for and payable:

Not later than one year	4,858	4,897
Later than one year and not later than five years	16,420	17,287
Later than five year	583	2,902
Total (including GST)	<u>21,861</u>	<u>25,086</u>

Operating lease commitments include income tax credits of \$1.987m in 2014-15 (\$2.281m in 2013-14) that are expected to be recovered from the Australian Taxation Office.

Operating lease commitments comprise of properties for the NSW Rural Fire Service Headquarters, Regional Offices and a warehouse at Glendenning and motor vehicles.

16. Contingent Assets and Contingent Liabilities

Contingent liabilities

At balance date the Service was a party to litigation that may result in the payment of minor amounts to settle legal claims. As the Service is insured through the Treasury Managed Fund in respect of the majority of legal claims, any residual amounts are considered to be immaterial. It is not practicable to quantify these amounts due to their nature.

Contingent liabilities associated with the Local Government Superannuation Scheme are disclosed at Note 20(b).

Contingent assets

The Service has no contingent assets.

17. Budget Review

The 2014-15 budget represents the initial budget as allocated by Government at the time of the 2014-15 State Budget.

Net result

The actual Net Result was a positive result of \$65.5m greater than the Statement of Comprehensive Income Net Result budget for the 2014-15 year. A reconciliation of the movements between actual and budgeted Net Result follows:

	\$'000
Employee related expenses under budget by \$5.2m – primarily attributable to higher vacancy and turnover rates than estimated, and lower than budgeted fringe benefits tax expense.	5,179
Other operating expenses under budget by \$2.7m – primarily due to a timing difference in completion of the Private Radio Network and Paging project, which will now be completed in 2015-16.	2,667
Depreciation and amortisation over budget by \$2.8m – primarily resulting from the addition of a higher level of assets over the past few years.	(2,811)
Grants and subsidies under budget by \$12.8m – primarily due to a timing difference in the delivery of fire fighting appliances, brigade stations and fire control centres which will be delivered in future years (\$38.7m); along with a timing difference in the delivery of fire mitigation works (\$11.1m) and completion of the Private Radio Network and Paging project (\$2.2m). This has been partially offset by higher than budgeted expenditure on natural disaster combat operations for which a nominal budget allocation is made in each financial year, with the balance of the expense met by the Crown Disaster Relief Account (\$39.2m).	12,755
Other expenses under budget by \$3.9m - due predominantly to lower than budgeted insurance costs.	3,906
Sale of goods and services over budget by \$0.9m - due to higher than budgeted receipts.	903
Investment revenue over budget by \$1.4m - resulting predominantly from higher than budgeted cash balances held during the year.	1,354
Grants and contributions over budget by \$31.2m – predominantly due to the receipt of grants from the Crown Disaster Relief Account to reimburse the net cost of natural disaster combat operations (\$28.9m) and higher than budgeted other State and Commonwealth Government grants (\$2.3m).	31,226
Acceptance by the Crown Entity of employee benefits under budget by \$0.1m – due to lower than budgeted defined benefit superannuation.	(55)
Other Revenue over budget by \$10.0m – particularly due to higher than budgeted revenue for interstate and overseas deployments (\$3.9) and other agency use of aviation resources (\$4.2m).	10,010
Gain on disposal above budget by \$0.4m – resulting from sale proceeds above expectation	353
Variation from budgeted Net Result	65,487

Assets and liabilities

The actual Net Assets exceeded budget by \$108.9m. The major factors are:

	\$'000
Cash and cash equivalents higher than budget by \$62.0m – primarily due to lower than budget expenditure and higher than budget revenue as described above, and a higher than budgeted opening cash balance.	61,997
Receivables above budget by \$22.7m – predominantly due to outstanding recoups from the Crown Disaster Relief Account for natural disaster combat operations.	22,677
Property, plant and equipment above budget by \$5.5m – mainly attributable to the purchase of a medium utility helicopter and helicopter engines during the year which was approved subsequent to the State budget.	5,475
Intangible assets above budget by \$0.9m – due to additional projects.	890
Payables under budget by \$7.5m - due predominantly to reduced creditors.	7,491
Provisions under budget by \$10.2m – predominantly due to the acceptance of the defined benefit superannuation liability by the Crown (17.0m); partially offset by higher than budgeted long service (\$5.6m) and recreation leave (\$1.0m).	10,241
Other liabilities under budget by \$0.1m – resulting from minor variances.	83
Variation from budgeted Net Assets	108,854

Cash flows

The actual Closing Cash and Cash Equivalents exceeded budget by \$62.0m. The major factors are:

	\$'000
Net cash flows from operating activities higher than budget by \$39.4m – resulting from lower than budget expenditure and higher than budget revenue as described above.	39,369
Net cash flows from investing activities lower than budget by \$6.1m – resulting from lower than budget proceeds from sale of plant and equipment (\$2.9m), and higher than budgeted expenditure on plant and equipment purchases (\$3.2m) which predominantly represents the purchase of a medium utility helicopter approved subsequent to the State budget.	(6,099)
Opening cash and cash equivalents above budget by \$28.7m – represented by additional cash than projected being held at year end in 2013-14.	28,727
Variation from budgeted Closing Cash and Cash Equivalents	61,997

	2015 \$'000	2014 \$'000
18. Reconciliation of Cash Flows from Operating Activities to Net Result		
Net cash from operating activities	18,642	21,520
Depreciation and amortisation	(7,402)	(5,942)
Decrease/(increase) in provisions	16,656	(3,769)
Decrease/(increase) in other liabilities	82	53
Increase/(decrease) in prepayments and other assets	11,642	(455)
Decrease/(increase) in creditors	8,929	175
(Gain)/loss on remeasurement of net defined benefit superannuation liability	-	(1,226)
(Increase)/Decrease in net assets from equity transfers	(19,257)	-
Net gain/(loss) on sale of plant and equipment	353	696
Net result	<u>29,645</u>	<u>11,052</u>

19. Financial Instruments

The Service's principal financial instruments are outlined below. These financial instruments arise directly from the Service's operations or are required to finance the Service's operations. The Service does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The Service's main risks arising from financial instruments are outlined below, together with the Service's objectives, policies and processes for measuring and managing risk. Further quantitative disclosures are included throughout these financial statements.

The Commissioner has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Service, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Audit and Risk Committee.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2015

(a) Financial instrument categories

Financial Assets	Note	Category	Carrying Amount	Carrying Amount
			2015	2014
			\$'000	\$'000
Class:				
Cash and cash equivalents	6(a)	N/A	67,050	59,390
Receivables ¹	7	Loans and receivables (at amortised cost)	23,133	9,936
Financial Liabilities	Note	Category	Carrying Amount	Carrying Amount
			2015	2014
			\$'000	\$'000
Class:				
Payables ²	11	Financial liabilities (at amortised cost)	18,751	28,475

Notes

¹ Excludes statutory receivables and prepayments (ie not within the scope of AASB 7)

² Excludes statutory payables and unearned revenue (ie not within the scope of AASB 7)

(b) Credit risk

Credit risk arises when there is the possibility of the Service's debtors defaulting on their contractual obligations, resulting in a financial loss to the Service. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the Service, including cash, receivables, and authority deposits. No collateral is held by the Service. The Service has not granted any financial guarantees.

Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on the Service's daily bank balances at the NSW Treasury Corporation (TCorp) 11am unofficial cash rate, adjusted for a management fee to NSW Treasury.

Receivables – trade debtors

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts which are known to be uncollectible are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due.

This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on 30 day terms.

The Service is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due (2014-15: \$4.538m; 2013-14: \$5.201m) and less than 3 months past due (2014-15: \$0.035m; 2013-14: \$1.531m) are not considered impaired. Together, these represent 97% of the total trade debtors.

The only financial assets that are past due or impaired are 'fees for service' in the 'receivables' category of the statement of financial position.

	Total	Past due but not impaired ^{1,2}	Considered Impaired ^{1,2}
	\$'000	\$'000	\$'000
2015			
< 3 months overdue	35	35	-
3 months – 6 months overdue	17	17	-
>6 months overdue	125	98	27
2014			
< 3 months overdue	1,531	1,531	-
3 months – 6 months overdue	522	522	-
>6 months overdue	70	53	17

Notes

¹ Each column in the table reports 'gross receivables'

² The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7 and excludes receivables that are not past due and not impaired. Therefore the 'total' will not reconcile to the receivables total recognised in the statement of financial position.

(c) Liquidity risk

Liquidity risk is the risk that the Service will be unable to meet its payment obligations when they fall due. The Service continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets. The objective is to maintain a balance between continuity of funding and flexibility through the use of overdrafts, loans and other advances.

During the current and prior years, there were no defaults on any loans payable. No assets have been pledged as collateral. The Service's exposure to liquidity risk is deemed insignificant based on prior period's data and current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Head of an authority (or a person appointed by the Head of an authority) may automatically pay the supplier simple interest. The rate of interest applied during the year was 10.36% (2013-14: 10.63%).

The table below summaries the maturity profile of the Service's financial liabilities, together with the interest rate exposure.

Maturity analysis and interest rate exposure of financial liabilities

	Weighted Average Effective Int. Rate	Nominal Amount ¹ \$'000	Interest Rate Exposure			Maturity Dates		
			Fixed Interest Rate \$'000	Variable Interest Rate \$'000	Non- Interest Bearing \$'000	<1 year \$'000	1-5 years \$'000	> 5 years \$'000
2015								
Payables	Nil	18,751	-	-	18,751	18,751	-	-
		18,751	-	-	18,751	18,751	-	-
2014								
Payables	Nil	28,475	-	-	28,475	28,475	-	-
		28,475	-	-	28,475	28,475	-	-

Notes:

1. The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the entity can be required to pay. The tables include both interest and principal cash flows and therefore will not reconcile to statement of financial position.

(d) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Service has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Service operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the statement of financial position date. The analysis is performed on the same basis as for 2014. The analysis assumes that all other variables remain constant.

Interest rate risk

Exposure to interest rate risk arises primarily through the entity's interest bearing liabilities. The entity does not account for any fixed rate financial instruments at fair value through profit or loss or as available-for-sale. Therefore for these financial instruments, a change in interest rates would not affect profit or loss or equity. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. The entity's exposure to interest rate risk is set out below.

	Carrying Amount	-1%		1%	
	\$'000	Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
2015					
<i>Financial assets</i>					
Cash and cash equivalents	67,050	(671)	(671)	671	671
Receivables	23,133	(231)	(231)	231	231
<i>Financial liabilities</i>					
Payables	18,751	188	188	(188)	(188)
2014					
<i>Financial assets</i>					
Cash and cash equivalents	59,390	(594)	(594)	594	594
Receivables	9,936	(99)	(99)	99	99
<i>Financial liabilities</i>					
Payables	28,475	285	285	(285)	(285)

(e) Fair value compared to carrying amount

Financial instruments are generally recognised at cost. The amortised cost of financial instruments recognised in the statement of financial position approximates the fair value because of the short term nature of many of the financial instruments.

20. Superannuation – Defined Benefit Plans

(a) NSW Government Defined Benefit Superannuation Schemes

2014-15 Financial Year

The Crown Entity assumed responsibility for the closed NSW public sector superannuation schemes on 1 July 2014. The Service accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown Entity of employee benefits'. Refer Notes 1(i)(b) and 14.

2013-14 Financial Year

Fund Information

The Pooled Fund holds in trust the investments of the closed NSW public sector superannuation schemes:

- State Superannuation Scheme (SSS)
- State Authorities Superannuation Scheme (SASS)
- State Authorities Non-Contributory Superannuation Scheme (SANCS)

These schemes are all defined benefit schemes – at least a component of the final benefit is derived from a multiple of member salary and years of membership. Members receive lump sum or pension benefits on retirement, death, disablement and withdrawal.

All the schemes are closed to new members.

Description of the regulatory framework

The schemes in the Pooled Fund are established and governed by the following NSW legislation: *Superannuation Act 1916*, *State Authorities Superannuation Act 1987*, *State Authorities Non-Contributory Superannuation Scheme Act 1987*, and their associated regulations.

The Schemes in the Pooled Fund are exempt public sector superannuation schemes under the Commonwealth *Superannuation Industry (Supervision) Act 1993* (SIS). The SIS legislation treats exempt public sector superannuation funds as complying funds for concessional taxation and superannuation guarantee purposes.

Under a Heads of Government agreement, the New South Wales Government undertakes to ensure that the Pooled Fund will conform with the principles of the Commonwealth's retirement incomes policy relating to preservation, vesting and reporting to members and that members' benefits are adequately protected.

The New South Wales Government prudentially monitors and audits the Pooled Fund and the Trustee Board activities in a manner consistent with the prudential controls of the SIS legislation. These provisions are in addition to other legislative obligations on the Trustee Board and internal processes that monitor the Trustee Board's adherence to the principles of the Commonwealth's retirement incomes policy.

An actuarial investigation of the Pooled Fund is performed every three years. The last actuarial investigation was performed as at 30 June 2012.

Description of other entities responsibilities for the governance of the fund

The Fund's Trustee is responsible for the governance of the Fund. The Trustee has a legal obligation to act solely in the best interests of fund beneficiaries. The Trustee has the following roles:

- Administration of the fund and payment to the beneficiaries from fund assets when required in accordance with fund rules;
- Management and investment of the fund assets; and
- Compliance with other applicable regulations.

Description of risks

There are a number of risks to which the Fund exposes the Employer. The more significant risks relating to the defined benefits are:

- **Investment risk** – the risk that investment returns will be lower than assumed and the Employer will need to increase contributions to offset this shortfall.
- **Longevity risk** – the risk that pensioners live longer than assumed, increasing future pensions.
- **Pension indexation risk** – the risk that pensions will increase at a rate greater than assumed, increasing future pensions.
- **Salary growth risk** – the risk that wages or salaries (on which future benefit amounts for active members will be based) will rise more rapidly than assumed, increasing defined benefit amounts and thereby requiring additional employer contributions.
- **Legislative risk** – the risk is that legislative changes could be made which increase the cost of providing the defined benefits.

The defined benefit fund assets are invested with independent fund managers and have a diversified asset mix. The Fund has no significant concentration of investment risk or liquidity risk.

Description of significant events

There were no fund amendments, curtailments or settlements during the year.

- (i) Reconciliation of the net defined benefit liability / (asset)

A reconciliation of the net defined benefit liability / (asset) as at 30 June 2014 is as follows:

	SASS \$'000	SANCS \$'000	SSS \$'000	Total \$'000
Net defined benefit liability/(asset) at start of the year	2,185	178	17,358	19,721
Current service cost	408	108	319	835
Net interest on the net defined benefit liability/(asset)	76	5	653	734
Past service cost	-	-	-	-
(Gains) / losses arising from settlements	-	-	-	-
Actual return on Fund assets less interest income	(845)	(184)	(2,003)	(3,032)
Actuarial (gains)/losses arising from changes in demographic assumptions	-	-	-	-
Actuarial (gains)/losses arising from changes in financial assumptions	531	175	1,748	2,454
Actuarial (gain)/losses arising from liability experience	46	(106)	(587)	(647)
Adjustment for effect of asset ceiling	-	-	-	-
Employer contributions	(355)	(108)	(345)	(808)
Net defined benefit liability/(asset) at end of year	2,046	68	17,143	19,257

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2015

(ii) Reconciliation of the fair value of fund assets

A reconciliation of the fair value of fund assets as at 30 June 2014 is as follows:

	SASS \$'000	SANCS \$'000	SSS \$'000	Total \$'000
Fair value of Fund assets at beginning of the year	8,329	2,233	22,729	33,291
Interest income	303	81	847	1,231
Actual return on Fund assets less interest income	845	184	2,003	3,032
Employer contributions	355	108	345	808
Contributions by participants	180	-	194	374
Benefits paid	(986)	(298)	(1,267)	(2,551)
Taxes, premiums and expenses paid	20	32	8	60
Transfers in	-	-	-	-
Contributions to accumulation section	-	-	-	-
Settlements	-	-	-	-
Exchange rate changes	-	-	-	-
Fair value of Fund assets at end of the year	9,046	2,340	24,859	36,245

(iii) Reconciliation of the defined benefit obligations

A reconciliation of the fair value of fund assets as at 30 June 2014 is as follows:

	SASS \$'000	SANCS \$'000	SSS \$'000	Total \$'000
Present value of defined benefit obligations at beginning of the year	10,514	2,411	40,087	53,012
Current service costs	408	108	319	835
Interest cost	378	87	1,500	1,965
Contributions by participants	180	-	194	374
Actuarial (gains)/losses arising from changes in demographic assumptions	-	-	-	-
Actuarial (gains)/losses arising from changes in financial assumptions	531	175	1,748	2,454
Actuarial (gains)/losses arising from liability experience	46	(106)	(587)	(647)
Benefits paid	(986)	(298)	(1,267)	(2,551)
Taxes, premiums and expenses paid	20	32	8	60
Transfers in	-	-	-	-
Contributions to accumulations section	-	-	-	-
Past service cost	-	-	-	-
Settlements	-	-	-	-
Exchange rate changes	-	-	-	-
Present value of defined benefit obligations at end of the year	11,091	2,409	42,002	55,502

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2015

(iv) Reconciliation of the effect of the asset ceiling

A reconciliation of the effect of the asset ceiling as at 30 June 2014 is as follows:

	SASS \$'000	SANCS \$'000	SSS \$'000	Total \$'000
Adjustment for the effect of the asset ceiling at the beginning of the year	-	-	-	-
Change in the effect of the asset ceiling	-	-	-	-
Adjustment for the effect of the asset ceiling at the end of the year	-	-	-	-

(v) Fair value of fund assets

All Pooled Fund assets are invested by STC at arm's length through independent fund managers and assets are not separately invested for each entity and it is not possible or appropriate to disaggregate and attribute fund assets to individual entities. As such, the disclosures below relate to total assets of the Pooled Fund.

Fair value as at 30 June 2014 is as follows:

Asset category	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
Short term securities	1,572,615	880,140	-	2,452,755
Australian fixed interest	10,928	2,354,086	-	2,365,014
International fixed interest	-	880,529	-	880,529
Australian equities	11,494,549	241,423	2,664	11,738,636
International equities	8,172,677	2,780,531	121	10,953,329
Property	894,113	692,296	1,686,577	3,272,986
Alternatives	565,401	4,897,152	866,857	6,329,410
	<u>22,710,283</u>	<u>12,726,157</u>	<u>2,556,219</u>	<u>37,992,659</u>

Note: Additional to the assets disclosed above, at 30 June 2014 the Pooled Fund has provisions for receivables/(payables) estimated to be around \$2.2 billion, giving estimated assets totalling around \$40.2 billion.

The percentage invested in each asset class at the reporting date is:

	30 June 2014
Short term securities	6.5%
Australian fixed interest	6.2%
International fixed interest	2.3%
Australian equities	30.9%
International equities	28.8%
Property	8.6%
Alternatives	16.7%
Cash	-
Other	-
Total	<u>100.0%</u>

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2015

Level 1 – quoted prices in active markets for identical assets or liabilities. The assets in this level are listed shares; listed unit trusts.

Level 2 – inputs other than quoted prices observable for the asset or liability either directly or indirectly. The assets in this level are cash; notes; govern, semi-government and corporate bonds; unlisted trusts where quoted prices are available in active markets for identical assets or liabilities.

Level 3 – inputs for the asset or liability that are not based on observable market data. The assets in this level are unlisted property; unlisted shares; unlisted infrastructure; distressed debt; hedge funds.

Derivatives, including futures and options, can be used by investment managers. However, each manager's investment mandate clearly states that derivatives may only be used to facilitate efficient cash flow management or to hedge the portfolio against market movements and cannot be used for speculative purposes or gearing of the investment portfolio. As such managers make limited use of derivatives.

(vi) Fair value of the entities own financial instruments

The disclosures below relate to total assets of the Pooled Fund.

The fair value of the Pooled Fund assets include as at 30 June 2014 \$173.9m in NSW government bonds.

(vii) Significant actuarial assumptions at the reporting date

	30 June 2014
Salary increase rate (excluding promotional increases)	
2013-14 to 2014-15	2.27% per annum
2015-16 to 2017-18	2.5% per annum
2018-19 to 2019-23	3.0% per annum
2023-24 onwards	3.5% per annum
Rate of CPI increase	2.5% per annum
Discount rate	3.57% per annum
Pensioner mortality	As per the 2012 Actuarial Investigation of the Pooled Fund

(viii) Sensitivity analysis

The Service's total defined benefit obligation at 30 June 2014 under several scenarios is presented below. The total defined benefit obligation disclosed is inclusive of the contribution tax provision which is calculated based on the asset level at 30 June 2014.

Scenarios A to F relate to sensitivity of the total defined benefit obligation to economic assumptions, and scenario G and H relate to sensitivity to demographic assumptions.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2015

	Base Case	Scenario A -1.0% discount rate	Scenario B +1.0% discount rate
Discount rate	3.57%	2.57%	4.57%
Rate of CPI increase	as above	as above	as above
Salary inflation rate	as above	as above	as above
Defined benefit obligation (\$'000)	55,502	64,299	48,441

	Base Case	Scenario C +0.5% rate of CPI increase	Scenario D -0.5% rate of CPI increase
Discount rate	as above	as above	as above
Rate of CPI increase	2.5%	3.0%	2.0%
Salary inflation rate	as above	as above	as above
Defined benefit obligation (\$'000)	55,502	58,976	52,357

	Base Case	Scenario E +0.5% salary increase rate	Scenario F -0.5% salary increase rate
Discount rate	as above	as above	as above
Rate of CPI increase	as above	as above	as above
Salary inflation rate	as above	Above rate plus 0.5% pa	Above rate less 0.5% pa
Defined benefit obligation (\$'000)	55,502	56,180	54,856

	Base Case	Scenario G +5% pensioner mortality rate	Scenario F -5% pensioner mortality rate
Defined benefit obligation (\$'000)	55,502	55,036	55,996

The defined benefit obligation has been recalculated by changing the assumptions as outlined above, whilst retaining all other assumptions.

(ix) Asset-Liability matching strategies

The Trustee monitors its asset-liability risk continuously in setting its investment strategy. It also monitors cash flows to manage liquidity requirements.

(x) Funding arrangements

Funding arrangements are reviewed at least every three years following the release of the triennial actuarial review and was last reviewed following completion of the triennial review as a 30 June 2012. Contributions rates are set after discussions between the employer, STC and NSW Treasury.

Funding positions are reviewed annually and funding arrangements may be adjusted as required after each annual review.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2015

(a) (Surplus) / Deficit

A summary of the 30 June 2014 financial position of the Fund calculated in accordance with AAS 25 *Financial Reporting by Superannuation Plans* is as follows:

	SASS	SANCS	SSS	Total
	\$'000	\$'000	\$'000	\$'000
Accrued benefits*	9,150	1,934	22,268	33,352
Net market value of fund assets	(9,046)	(2,340)	(24,859)	(36,245)
Net (surplus) / deficit	104	(406)	(2,591)	(2,893)

* There is no allowance for contribution tax provision within the Accrued Benefits figure for AAS 25. Allowance for contributions tax is made when setting the contribution rates.

(b) Contribution recommendations

Recommended contribution rates for the Service as at 30 June 2014 are:

SASS	SANCS	SSS
Multiple of member contributions	% member salary	Multiple of member contributions
1.9	2.5	1.6

(c) Economic assumptions

The economic assumptions adopted for the 2012 actuarial review of the fund are:

	30 June 2014
Weighted Average Assumptions	
Expected rate of return on fund assets backing current pension liabilities	8.3% per annum
Expected rate of return on fund assets backing other liabilities	7.3% per annum
Expected salary increase rate (excluding promotional salary increases)	2.7% per annum to 30 June 2018 then 4.0% per annum thereafter
Expected rate of CPI increase	2.5% per annum

(xi) Expected contributions

Expected employer contributions to be paid in the next reporting period are:

	SASS	SANCS	SSS	Total
	Period to	Period to	Period to	Period to
	30 June	30 June	30 June	30 June
	2015	2015	2015	2015
	\$'000	\$'000	\$'000	\$'000
Expected employer contributions	342	100	311	753

(xii) Maturity profile of defined benefit obligation

The weighted average duration of the defined benefit obligation is 14.1 years.

(b) The Local Government Superannuation Scheme

Fund Information

The Service has a number of employees who are members of the Local Government Superannuation Scheme Pool B (the Scheme) as a result of the transfer of local government employees to the Service.

The Scheme consists of three Divisions. Division B and Division C comprise of both a defined benefit component and a defined contribution component, whilst Division D is a defined benefit scheme. All divisions are closed to new members, except for members of eligible entities who can transfer their entitlements into the Scheme.

The Scheme is deemed to be a "multi-employer defined benefit plan" for the purpose of AASB 119 as:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer;
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer;
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer; and
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors set out above, each sponsoring employer is exposed to the actuarial risk associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses (to the extent that they are not borne by members). As such, there is insufficient reliable information to allow each sponsoring employer to account for its proportionate share of the defined benefit obligation, sub-group assets and costs associated with the sub-group in the same way as it would for a single employer sponsored defined benefit plan.

As a result, the Service accounts for the Scheme as a defined contribution plan.

(i) Funding arrangements

Pooled employers are required to pay standard employer contributions and additional lump sum contributions to the Scheme.

The standard employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current standard employer contribution rates, which applied to both 2014-15 and 2013-14, are:

- Division B - 1.9 times employee contributions;
- Division C - 2.5% salaries; and
- Division D - 1.64 times employee contributions.

As at 30 June 2009, the Scheme had a deficit of assets to accrued liabilities, and the trustees determined that each pooled employer would contribute an additional lump sum contribution, apportioned according to each employer's share of the accrued liabilities as at 30 June 2009. These additional lump sum contributions are used to fund the deficit of assets to accrued liabilities as at 30 June 2009.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials. The last valuation of the Scheme was performed by Mr Martin Stevenson BSc, FIA, FIAA on 20 February 2013.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2015

(ii) Liability for other entities obligations

Each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares the associated gains and losses.

However, there is no relief under the Scheme's trust deed for employers to walk away from their obligations. Under limited circumstances an employer may withdraw from the plan (ie when there are no active members and on full payment of outstanding additional contributions). There is no provision for allocation of any surplus which may be present at the date of withdrawal of the entity.

(iii) Allocation of deficit or surplus

There are no specific provisions under the Scheme's trust deed dealing with a deficit or surplus on wind up of the Scheme.

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

(iv) Expected contributions

The expected standard employer contributions for the next financial year are \$0.817m (2013-14 \$0.811m) and the expected additional lump sum contribution is \$0.377m (2013-14 \$0.377m).

(v) Deficit or surplus of the Scheme

The estimated employer reserves financial position for the pooled employers is:

	30 June 2015		30 June 2014	
	\$'000	Asset Coverage	\$'000	Asset Coverage
Assets	1,707,430		1,603,600	
Past service liabilities	1,729,460	98.7%	1,726,900	92.9%
Vested benefits	1,761,550	96.9%	1,758,200	91.2%

Note: employer reserves only. Excludes member accounts and reserves in both assets and liabilities.

The key economic long term assumptions used to calculate the present value of accrued benefits for both 2014-15 and 2013-14 are:

Investment return	7.0% per annum
Salary inflation*	4.0% per annum
Increase in CPI	2.5% per annum

* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however any adjustment to the funding program would be the same for all sponsoring employers in the pooled employers.

The Service has a contingent liability with respect to the deficit in the Scheme which it needs to continue to pay in future periods, however these payments are not recognised in the accounts as the amount cannot be reliably measured.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2015

(vi) Participation in the Scheme

The Service is estimated to represent 0.77% (2013-14 0.79%) of the Scheme at 30 June 2015 based on the Service's additional lump sum contributions per annum as a percentage of the total additional lump sum contributions for all pooled employers.

21. Events after the Reporting Period

There are no events which occurred after the reporting period which affect the financial statements.

End of audited financial statements



INDEPENDENT AUDITOR'S REPORT

Bush Fire Co-ordinating Committee

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of Bush Fire Co-ordinating Committee (the Committee), which comprise the statement of financial position as at 30 June 2015, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Committee as at 30 June 2015, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015

My opinion should be read in conjunction with the rest of this report.

The Committee's Responsibility for the Financial Statements

The members of the Committee are responsible for preparing financial statements that give a true and fair view in accordance with Australian Accounting Standards and the PF&A Act, and for such internal control as the Committee determines is necessary to enable the preparation of financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with Australian Auditing Standards. Those Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including an assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements that give a true and fair view in order to design audit procedures appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

My opinion does *not* provide assurance:

- about the future viability of the Committee
- that it carried out its activities effectively, efficiently and economically
- about the effectiveness of the internal control
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about other information which may have been hyperlinked to/from the financial statements.

Independence

In conducting my audit, I have complied with the independence requirements of the Australian Auditing Standards and other relevant ethical pronouncements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies, but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by the possibility of losing clients or income.



David Nolan
Director, Financial Audit Services

21 September 2015
SYDNEY



Please Address Correspondence to:
The Executive Officer
Bush Fire Co-ordinating Committee
NSW Rural Fire Service
Locked Mail Bag 17
GRANVILLE NSW 2142

BUSH FIRE CO-ORDINATING COMMITTEE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2015

Statement by the Chairman

Pursuant to section 41C of the Public Finance and Audit Act 1983 I state that:

- (a) The accompanying financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the applicable clauses of the Public Finance and Audit Regulation 2015 and the Treasurer's Directions;
- (b) The financial statements exhibit a true and fair view of the financial position and financial performance of the Committee for the year ended 30 June 2015; and
- (c) At the date of this statement there are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

Shane Fitzsimmons AFSM
Chairman

21 September 2015

Statement of comprehensive income for the year ended 30 June 2015

	Notes	Actual 2015 \$'000	Actual 2014 \$'000
Expenses excluding losses			
Personnel services	2	25	24
TOTAL EXPENSES EXCLUDING LOSSES		25	24
Revenue			
Grants and contributions	2	25	24
Total Revenue		25	24
Net Result		-	-
Total other comprehensive income		-	-
TOTAL COMPREHENSIVE INCOME		-	-

The accompanying notes form part of these financial statements.

Statement of financial position as at 30 June 2015

	Notes	Actual 2015 \$'000	Actual 2014 \$'000
Total Assets		-	-
Total Liabilities		-	-
Net Assets		-	-
EQUITY			
Accumulated funds		-	-
Total Equity		-	-

The accompanying notes form part of these financial statements.

Statement of changes in equity for the year ended 30 June 2015

	Notes	Actual 2015 \$'000	Actual 2014 \$'000
Balance at 1 July		-	-
Net result for the year		-	-
Total other comprehensive income		-	-
Total comprehensive income for the year		-	-
Balance at 30 June		-	-

The accompanying notes form part of these financial statements.

Statement of cash flows for the year ended 30 June 2015

	Notes	Actual 2015 \$'000	Actual 2014 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash provided / (used) from operating activities		-	-
NET CASH FLOWS FROM OPERATING ACTIVITIES		-	-
CASH FLOWS FROM INVESTING ACTIVITIES			
Net cash provided / (used) from investing		-	-
NET CASH FLOWS FROM INVESTING ACTIVITIES		-	-
CASH FLOWS FROM FINANCING ACTIVITIES			
Net cash provided / (used) from financing activities		-	-
NET CASH FLOWS FROM FINANCING ACTIVITIES		-	-
NET INCREASE / (DECREASE) IN CASH			
Opening cash and cash equivalents		-	-
CLOSING CASH AND CASH EQUIVALENTS		-	-

The accompanying notes form part of these financial statements.

1. Summary of Significant Accounting Policies

(a) Reporting Entity

The Bush Fire Co-ordinating Committee is a corporation constituted under section 46 of the *Rural Fires Act 1997*. The Committee is the peak planning body for bush fire management in New South Wales.

The Committee is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating activities.

The financial statements for the period ended 30 June 2015 have been authorised for issue by the Bush Fire Co-ordinating Committee on 21 September 2015.

(b) Basis of Preparation

The Committee's financial statements are general purpose financial statements which have been prepared in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations); and
- the requirements of the *Public Finance and Audit Act 1983* and Regulation.

Financial statement items are prepared in accordance with the historical cost convention.

Judgements, key assumptions and estimations management has made are disclosed in the relevant notes to the financial statements.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

(c) Statement of Compliance

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

(d) Income Recognition

Income is measured at the fair value of the consideration or contribution received or receivable. Revenue (in the form of a grant from the NSW Rural Fire Service) is recognised as income when the Committee gains control over the assets comprising the grant / contribution.

(e) Administrative Support

The NSW Rural Fire Service provides miscellaneous goods and services as administrative support to the Committee at no charge. The value of this minor administrative support is not material.

(f) Personnel Services

Committee members are engaged and remunerated by the NSW Rural Fire Service and their services are provided to the Committee for a fee, which includes a component for relevant on-costs.

(g) Equity and Reserves

The Committee does not hold its own insurance coverage as it does not have any employees, hold any assets or have any potential liability exposure.

BUSH FIRE CO-ORDINATING COMMITTEE

Notes to the financial statements for the year ended 30 June 2015

(h) Comparative Information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

(i) New Australian Accounting Standards issued but not effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise. At the reporting date there are a number of new Accounting Standards that have not been applied and are not yet effective. The initial application of these standards will have no known material impact on the financial performance or position.

	2015 \$'000	2014 \$'000
2. Revenue and Expenses		
Revenue		
Grants from the NSW Rural Fire Service	25	24
	<u>25</u>	<u>24</u>
Expenses		
Personnel services provided by the NSW Rural Fire Service	25	24
	<u>25</u>	<u>24</u>

3. Contingent Assets and Contingent Liabilities

As at 30 June 2015 the Committee had no contingent assets or contingent liabilities (Nil in 2013-14).

4. Financial Instruments

The Committee does not hold any financial instruments.

5. Events after the Reporting Period

There are no events which occurred after the reporting period which affect the financial statements.

End of audited financial statements

Appendices

1 Operations

1.1	Bush fire community protection: properties protected	112
	Properties protected by agency	114
	Completed hazard reduction works summary by tenure	114
	Hazard reduction areas completed by land tenures versus target	116
	Hazard reduction undertaken by the NSW RFS	116
	Hazard reduction certificates issued	117
	Hazard complaints received	117
	Inspections, formal notices and enforcement works	117
	Permits issued under <i>Rural Fires Act 1997</i>	117
1.2	Neighbourhood Safer Places	118

2 Infrastructure Services

2.1	Waste handling report	119
2.2	Environmental performance score report	119
2.3	Digital information security attestation statement	120

3 Membership and Strategic Services

3.1	Salaried and volunteers members	121
3.2	Executive remuneration gender balance	121
3.3	Membership Applications	122
3.4	Equal Opportunity Statistics and Volunteer to Career	122-3
3.5	Public Interest Disclosures	124
3.6	Reported injuries and registered workers compensation claims 2014/15	125
3.7	Learning and Development - Training activity	126
3.8	Counselling and Support Unit	126
3.9	Chaplaincy and Family Support Network	127
3.10	Bushfire and Natural Hazards Cooperative Research Centre	128
3.11	Consultative committees	128
3.12	Awards	132
3.13	Secondary School Cadet Program	136

4 Executive Services

4.1	Internal Audit and Risk Management Statement	137
4.2	Government Information Public Access	138
4.3	Committees	144
4.4	International travel	148
4.5	Annual Report costs	149
<i>Financial Services</i>		
4.6	Risk management and insurance	150
4.7	Review of use of credit cards	150
4.8	Payment performance	151-2
4.9	Engagement of consultants	153
4.10	Funds granted to non-government organisations	153

Appendix 1.1

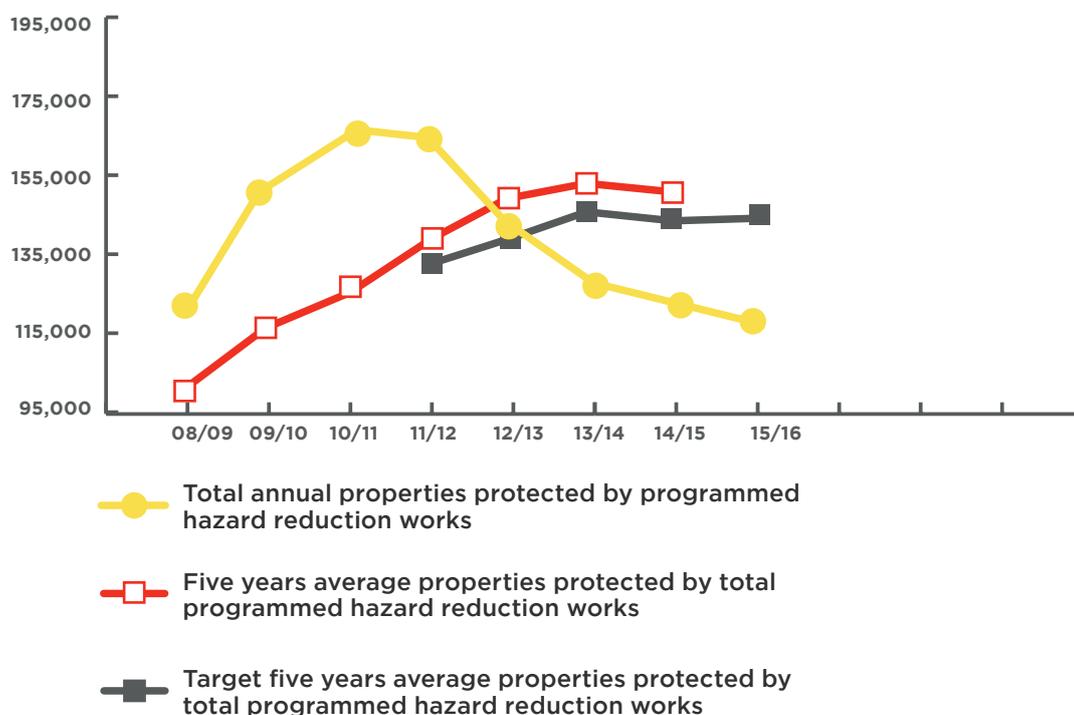
BUSH FIRE COMMUNITY PROTECTION: PROPERTIES PROTECTED REPORT

Location	Number of works planned	Number of works completed	Proportion of works completed v planned %	Number of properties covered by completed works	Value of properties covered by completed works \$M
Total bush fire protection works	20,577	17,341	84.3%	229,796	\$111,558.0
Total programmed hazard reduction works	9,604	7,360	76.6%	116,977	\$51,469.9
Bush fire hazard complaints	2,145	1,962	91.5%	2,846	\$1,252.2
Private land hazard reduction certificates	683	638	93.4%	1,127	\$495.9
Development control assessments	5,192	4,668	89.9%	52,855	\$33,704.4
Community education programs	2,953	2,713	91.9%	55,991	\$24,636.0

1. The 'Total programmed hazard reduction works' data set is derived from the Bush fire Risk Information Management System (BRIMS) records as at 17 August 2015.
2. The 'Number of works planned' data set is comprised of activities with a scheduled or completed date occurring during 2014/15.
3. The 'Number of works completed' data set comprises activities with a completion date occurring during 2014/15.
4. The 'Value of properties covered by completed works' uses a standard property value of \$440,000 per property which was sourced from a published paper (McAneney K.J. 2005).
5. The planned works for hazard complaints comprise the complaints received in this reporting period and the carryovers.
6. The planned works for DAs comprise the DAs received in this reporting period and the carryovers.

Goal 28.2.4

Increase the number of properties protected by hazard reduction works across all bush fire prone land tenures by 20,000 per year by 2016



NUMBER OF PROPERTIES PROTECTED BY HAZARD REDUCTION WORKS

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total annual properties protected by programmed hazard reduction works	118,021	154,211	167,533	165,945	146,292	124,414	116,977	
Five years average properties protected by total programmed hazard reduction works	96,313	115,612	128,593	136,063	150,400	151,679	144,232	
Target five years average properties protected by total programmed hazard reduction works				132,793	136,793	140,793	144,793	148,793

PROPERTIES PROTECTED: BY AGENCY

	Target	Number of properties protected	Completed v target (%)
Department of Primary Industries	18,320	24,027	131.2%
Local Govt Authority	57,185	40,294	70.5%
NSW National Parks and Wildlife Service	15,399	17,887	116.2%
Other	921	1,524	165.5%
Forests Corporation NSW	1,263	74	5.9%
Fire & Rescue NSW	4,106	2,374	57.8%
NSW RFS	47,599	30,797	64.7%

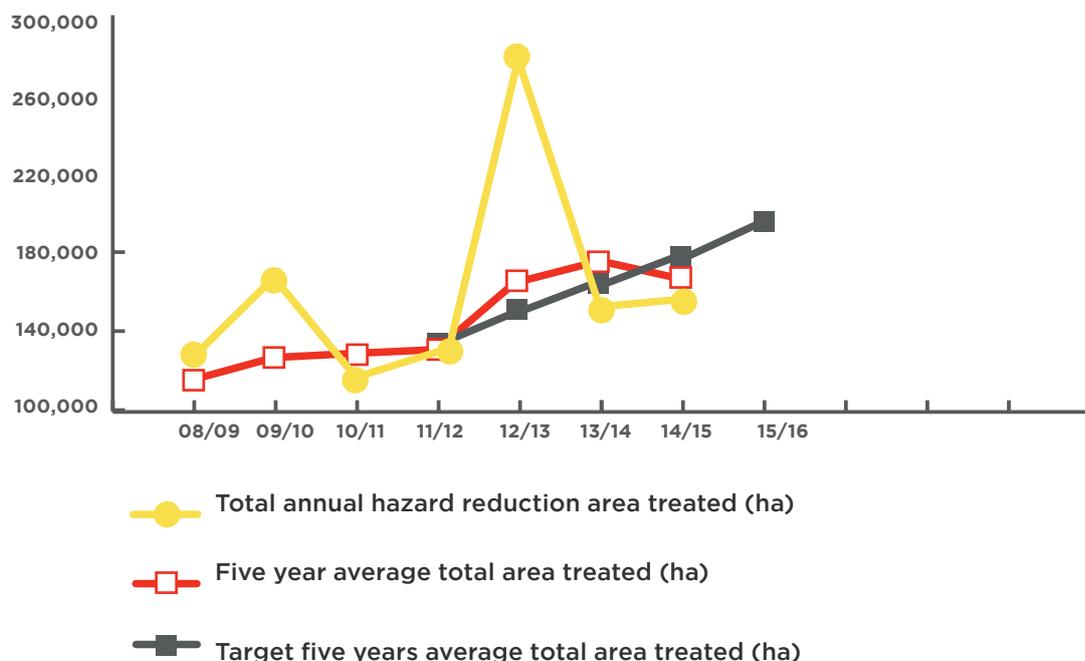
COMPLETED HAZARD REDUCTION WORKS SUMMARY BY TENURE

	Burning (ha)	Mechanical (ha)	Other (ha)	Total (ha)
Australian Rail Track Corporation	163.30	12.91	0.00	176.21
Catchment Authority	116.66	0.00	0.00	116.66
Commonwealth	465.58	143.63	183.37	792.58
Dept of Primary Industries (Crown Lands)	1,412.59	2,246.78	110.74	3,770.11
Local Government Authority	427.55	11,488.93	3,791.00	15,707.48
NSW National Parks and Wildlife Service	114,342.70	1,826.23	81.57	116,250.50
Other	3,285.35	805.79	1.34	4,092.48
Private	8,628.30	284.04	23.40	8,935.74
Railcorp	0.00	62.21	0.00	62.21
Roads and Maritime Services	0.00	88.61	0.00	88.61
Forests Corporation NSW	2,069.78	86.47	8.61	2,164.86
Total hazard reduction areas	130,911.81	17,045.60	4,200.03	152,157.44

NOTE: The total hazard reduction area on land tenure exclude 195.85 hectares by grazing means.

Goal 28.2.5

Increase the annual average level of area treated by hazard reduction activities by 45 percent by 2016



AVERAGE LEVEL OF THE AREA TREATED BY HAZARD REDUCTION

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total annual hazard reduction area completed (ha)	123,334.51	174,705.85	117,633.25	138,211.48	281,492.19	157,222.46	152,157.44	
Five year average total area of hazard reduction work completed (ha)	113,946	126,915	128,894	135,688	167,075	173,853	169,343	
Target five years average total area of hazard reduction works completed (ha)				139,900	150,435	161,762	173,943	187,041

NOTE: All measurements are in hectares.

HAZARD REDUCTION AREAS COMPLETED: BY LAND TENURES VERSUS TARGET

Land tenure	Target	Completed HR Area by method				Completed v target(%)
		Burning	Mechanical	Other	Total	
Australian Rail Track Corporation	271.7	163.30	12.91	0.00	176.21	64.9%
Catchment Authority	404.4	116.66	0.00	0.00	116.66	28.8%
Commonwealth	126.7	465.58	143.63	183.37	792.58	625.6%
Dept of Primary Industries (Crown Lands)	2,588.6	1,412.59	2,246.78	110.74	3,770.11	145.6%
Local Government Authority	11,623.3	427.55	11,488.93	3,791.00	15,707.48	135.1%
NSW National Parks and Wildlife Service	125,546.4	114,342.70	1,826.23	81.57	116,250.50	92.6%
Other	2,542.40	3,285.35	805.79	1.34	4,092.48	161.0%
Private	10,365.0	8,628.30	284.04	23.40	8,935.74	86.2%
Railcorp	225.1	0.00	62.21	0.00	62.21	27.6%
Roads and Maritime Services	587.5	0.00	88.61	0.00	88.61	15.1%
Forests NSW	19,662.1	2,069.78	86.47	8.61	2,164.86	11.0%

Hazard Reduction Undertaken By the NSW RFS

While not a land management agency, members of the Service contribute significantly to hazard reduction activities in support of land management agencies and private property owners. During the reporting year, the NSW RFS undertook 1,711 hazard reduction works comprising approximately 25,957 hectares of hazard reduction work protecting a total number of 30,797 assets with a value of \$13.6 billion (based on median insurance house and contents value in Sydney 2004 - McAneney K. J . 2005).

HAZARD REDUCTION CERTIFICATES ISSUED

Certificate issuing agency	Number Issued	% of total
Dept of Primary Industries (Crown Lands)	353	14.26%
Local Government Authority	599	24.20%
NSW National Parks and Wildlife Service	343	13.86%
NSW RFS	1,154	46.63%
Other	26	1.05%
Total	2,475	100%

HAZARD COMPLAINTS RECEIVED

Land tenure	Complaints received	% of total
Private land	1,155	62.20%
Council land	522	28.11%
State Government land	160	8.62%
Commonwealth land	-	0.00%
Australian Rail Track Corporation land	4	0.22%
To be determined	16	0.86%
Total	1,857	100%

INSPECTIONS, FORMAL NOTICES AND ENFORCEMENT WORKS

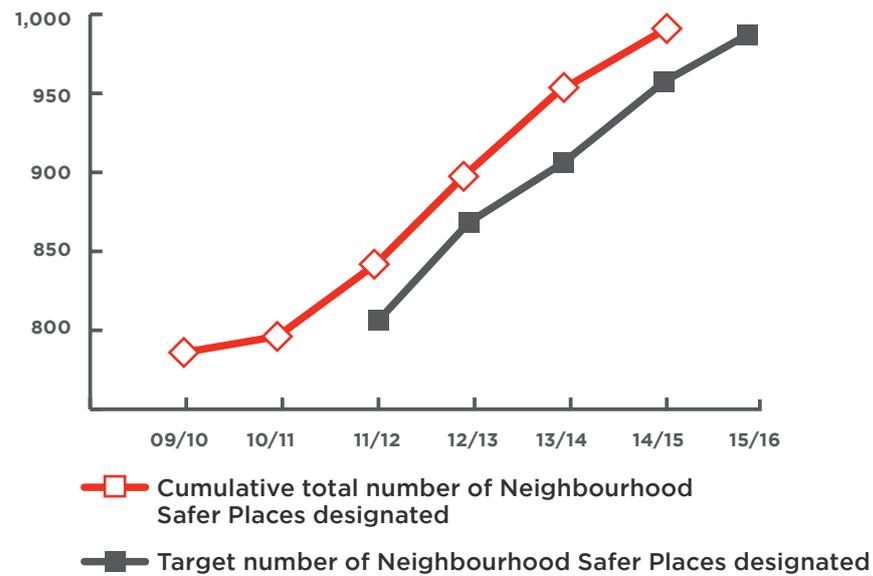
Number of hazard complaints inspections undertaken	Number of formal notices issued under Section 66 of the Act	Enforcement works undertaken under Section 70 of the Act
2,279	132	24

PERMITS ISSUED UNDER THE *RURAL FIRES ACT 1997*

Permits issued by	Number Issued	% of total
Fire & Rescue NSW	451	1.77%
NSW RFS	25,091	98.23%
Total	25,542	100%

Appendix 1.2

Neighbourhood Safer Places



NEIGHBOURHOOD SAFER PLACES

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Cumulative total number of Neighbourhood Safer Places designated	740	793	849	900	959	983	
Target number of Neighbourhood Safer Places designated			833	873	913	953	993

Appendix 2.1

Waste handling report

The NSW RFS continues to be committed to reducing the amount of waste to landfill and improving procurement procedures to ensure the Government's targets in this area are achieved.

The NSW RFS increased recycling over the previous reporting period by 5%.

Data was compiled on the amount of paper recycled and office equipment wastes, including toner cartridges and printer ribbons. Paper avoidance strategies continue through the extensive use of email, computer generated forms and the internet as well as double-sided printing and photocopying of documents.

Recycling at the NSW RFS Headquarters in Lidcombe based on the office waste stream assessment included:

- 3,890 kg paper waste
- 1,040 kg co-mingled (glass bottles, aluminium cans, PET)
- 9,830 kg cardboard
- 100 percent of all used toner cartridges
- 100 percent of obsolete computers and computer monitors

Appendix 2.2

Environmental Score Performance Report

	Score
EPS (All Corporate Passenger Vehicles)	14.1
EPS (All Corporate Light Commercial Vehicles)	9.5

The figures are based on Corporately marked vehicles; no operationally marked vehicles have been included in this report.

Appendix 2.3

Digital information security annual attestation statement 2014/15

NSW RFS is in the process of implementing the NSW Government Digital information security policy (DISP) as per the directive of the NSW Government (refer to memorandum M2012-15). This is underpinned by updating its current ISMS to align with the requirements of the latest version of the ISO 27001 standard, ISO 27001:2013.

Information security is important to NSW RFS and a risk based approach has been taken to implement security controls. An independent third party review of ISMS was carried out for assessing compliance to the ISO 27001:2013 standard. As a result, actions to align the current ISMS to the ISO 27001:2013 standard were identified.

I, Commissioner Shane Fitzsimmons, am of the opinion that NSW RFS had an Information Security Management System (ISMS) in place during the financial year being reported on consistent with the Core Requirements set out in the Digital Information Security Policy for the NSW Public Sector.

I, Commissioner Shane Fitzsimmons, am of the opinion that the security controls in place to mitigate identified risks to the digital information and digital information systems of NSW RFS are adequate for the foreseeable future.

I, Commissioner Shane Fitzsimmons, am of the opinion that there are no other Public Sector Agencies, or parts thereof, under the control of NSW RFS with a risk profile sufficient to warrant an independent Information Security Management System.

NSW RFS is implementing a Record management system (TRIM) in compliance with the NSW Government information classification guidelines and continues to incorporate the changes into systems and business processes.



Shane Fitzsimmons, AFSM
NSW RFS Commissioner

APPENDICES - MEMBERSHIP AND STRATEGIC SERVICES

Appendix 3.1

Salaried and volunteer members

	2015	2014	2013
Full Time Equivalent Positions (FTE)	824	822	846
Permanent Position Count	804	781	773
Headcount at Census	849	858	883
Volunteer members	74,516	73,746	71,976

The Public Service Commission collects workforce profile data from Public Sector Agencies

Appendix 3.2

Executive Remuneration

Senior Executives Band	2015			2014		
	Female	Male	Average Remuneration	Female	Male	Average Remuneration
Band 4 (430,451 - 497,300)	0	0	-	0	0	-
Band 3 (305,401 - 430,450)	0	1	397,720	0	1	336,850
Band 2 (242,801 - 305,400)	1	4	265,031	1	2	273,633
Band 1 (170,250 - 242,800)	2	11	190,102	1	15	178,302
Totals	3	16		2	18	
	19			20		

4.67% of NSW RFS employee related expenditure in 2014 relates to senior executives

4.87 % of NSW RFS employee related expenditure in 2015 relates to senior executives

Appendix 3.3

Membership applications

As 30 June 2015

	2014/15	2013/14	2012/13
New member applications	4,558	6,408	4,503
(includes junior member applications)	(298)	(410)	(317)

Appendix 3.4

Equal opportunity

Trends in representation of EEO Groups				
EEO Group	Benchmark/Target	2015	2014	2013
Women	50%	34.2%	34.4%	33.0%
Aboriginal People and Torres Strait Islanders	2.6%	1.2%	1.3%	1.5%
People whose First Language Spoken as a Child was not English	19.0%	5.2%	5.6%	5.4%
People with a Disability	N/A	5.1%	5.0%	4.8%
People with a Disability Requiring Work-Related Adjustment	1.5%	3.1%	3.4%	3.8%

Equal opportunity (cont.)

Trends in distribution of EEO Groups				
EEO Group	Benchmark/ Target	2015	2014	2013
Women	100	90	91	92
Aboriginal People and Torres Strait Islanders	100	N/A	N/A	N/A
People whose First Language Spoken as a Child was not English	100	107	106	110
People with a Disability	100	109	113	116
People with a Disability Requiring Work-Related Adjustment	100	114	116	118

Note 1: A Distribution Index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels.

Note 2: The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.

Volunteer to Career

Approximately 72 percent of members currently employed with the NSW RFS are drawn from the Service’s volunteer membership. Volunteer members are encouraged to pursue a career in the Service. The RFSA is a valued partner of the RFS in conducting the Volunteer to Career Program (V2C). This is the eighth year this successful program has been run, the 2014/15 program was held over the weekend of 2 May 2015. To date 540 volunteer members have attended the program.

Appendix 3.5

Public Interest Disclosures

Statistical data for reporting in accordance with the *Public Interest Disclosures Act 1994* and Public Interest Disclosures Regulation 2011.

	Made by public officials performing their day to day functions	Under statutory or other legal obligation	All other PIDs
Number of public officials who made PIDs directly	0	1	2
Number of PIDs received	0	2	3
<i>Of PIDs received, number primarily about:</i>			
Corrupt Conduct	0	1	3
Maladministration	0	1	0
Serious and Substantial waste	0	0	0
Government Information Contravention	0	0	0
Local Government pecuniary interest contravention	0	0	0

Number of PIDs finalised (since 1 January 2012) 9

Additional Information	Response
Does NSW RFS have an internal reporting policy?	Yes. Service Standard 1.1.30 Public Interest Disclosures in the NSW RFS
Has head of agency taken actions to meet staff awareness obligations?	Yes. Training provided, publication of information on Intranet site and access to Service Standards

Appendix 3.6**Reported Injuries and Registered Workers Compensation Claims 2014/15**

Injury Type	Reported Injuries			Workers Compensation Claims	
	Volunteer Member	Salaried Member	Non RFS Personnel	Volunteer Member	Salaried Member
Breathing difficulties	9	1	0	0	0
Burns	13	4	0	3	0
Contusion with skin intact	41	6	0	4	0
Dislocation	3	0	0	3	0
Foreign body in eye, ear, nose, respiratory or digestive systems	13	7	0	6	1
Fracture	21	2	2	21	1
Head injury	13	4	1	4	2
Heart attack / chest pains	5	0	1	5	0
Heat stress / heat stroke	28	3	0	14	0
Injuries to nerves and spinal cord	4	2	0	1	0
Internal injury of chest, abdomen and pelvis	16	3	0	2	3
Laceration / abrasion	67	24	1	16	15
Other muscle stress	30	7	0	6	3
Poisoning and toxic effects of substances	55	29	1	11	2
Psychological disorders	10	3	0	10	3
Smoke inhalation	24	0	2	16	0
Sprains and strains of joints and adjacent muscles	105	50	2	61	18
Superficial injury	14	1	0	14	5
TOTAL	471	146	10	197	53
GRAND TOTAL			627		250

NOTE: - There were no prosecutions under the *Work Health and Safety Act 2011* in the reporting period.

Appendix 3.7

Learning and Development - NSW RFS Training activity

Volunteers and their qualifications	2015	2014	2013
Bush Firefighters	3,176	3,319	2,100
Village Firefighters	860	652	547
Advanced Firefighters	591	628	404
Crew Leaders	333	245*	548
Group Leaders	55	40	43
First Aid	2,266	1,839	1,794
Breathing Apparatus	646	561	524
Chain Saw Operators	789	798	710
Rural Fire Drivers	602	565	417
NSW RFS Instructors	134	114	317
NSW RFS Training Coordinators	58	41	89
NSW RFS Assessors	118	91	113
Assessor Advocates	6	23	10

*Crew Leaders are members attaining CLS (pre-requisite for CLS is to hold CLV & CLW)

Figures generated by SAP LSO database only cover qualifications generated by electronic databases within each reporting year. Figures are inclusive of newly certified and recertified members

Appendix 3.8

Counselling and Support Unit

	Critical Incident Support Services (CISS)		Member Assistance Program (MAP)		Employee Assistance Program (EAP)	
	# of requests	# of personnel assisted	Hours	# of new requests	Internal	External
2015	273	786	8,522	347	92	26
2014	259	617	8,203	308	89	22
2013	283	992	9,445	351	107	26

NOTE: These figures do not account for pre-incident information and education sessions provided throughout the reporting year.

Appendix 3.9

Chaplaincy and Family Support network activity

Chaplaincy Activity	Totals - Senior Chaplain and Senior Family Support Chaplain			Totals - Volunteer Fire District Chaplains and Family Support volunteers		
	2015	2014	2013	2015	2014	2013
Visits to NSW RFS Headquarters	155	160	141	0	2	5
Visits to Fire Control Centres	19	38	35	435	455	439
Visits with Fire Control Officers	17	31	28	215	225	230
Visits to Rural Fire Brigades	38	45	57	148	140	122
Regional Conferences	0	0	0	0	0	0
State Management Conferences	0	0	0	0	0	0
Brigade Captains Meetings	0	0	2	36	38	42
Seminars & Conferences	4	3	3	23	0	23
Station Openings & Dedications	4	3	15	8	5	12
Fire Fleet Blessings & Services	11	9	9	48	54	56
Personal & Family Counselling	78	84	58	364	372	352
Telephone Support & Counselling	210	255	221	320	295	284
Home Visits-Members & Family	35	27	30	175	182	164
Hospital Visitation-Members	40	62	58	169	165	152
Funeral Services Conducted	7	11	9	9	8	20
Infant Christenings/ Dedications	0	1	1	4	6	18
Service Weddings	5	4	3	6	4	7
NSW RFS callouts	9	8	8	136	130	117
FRNSW callouts	0	0	0	0	0	2
NSW Parks and Wildlife Service Callouts	0	0	0	0	0	0
Respond to suicide	0	0	0	0	1	0
Championship & Field Days	5	6	5	2	2	3
Critical Incident Support	30	35	8	19	28	25
Work Cover and other NSW RFS Meetings	51	49	42	0	0	0
Total kms travelled	53,021	50,764	57,666	18,660	22,515	17,342

Appendix 3.10

Bushfire Natural Hazard Cooperative Research Centre (BNHCRC)

Year	Cash Contribution	In-kind Contribution*	Additional Bush Fire CRC Research Contribution
2013	\$334,000	\$575,260	\$150,000*
2014	\$334,000	\$562,912	\$250,000**
2015	\$370,000	\$457,008	N/A

The in-kind contribution is based on a schedule of predetermined values for various levels of contribution towards Bushfire and Natural Hazards CRC outcomes or research utilisation. It also includes a component of actual costs incurred by the NSW RFS towards achieving these outcomes, such as travel expenses to attend conferences.

*For the commissioned research into the January 2013 Fires in NSW - 'Community Understanding and Awareness of Bush fire Safety - January 2013 bush fires'.

**For the commissioned research into the October 2013 Fires in NSW.

Appendix 3.11

Consultative Committees

The Rural Fire Service Association (RFSA) is a state-wide non-partisan member association and a valued partner of the NSW RFS. The NSW RFS Commissioner relies on a number of consultative committees, comprising RFSA representatives and senior staff of the Service, for advice on the NSW RFS operations and management.

The Committees that met in the reporting period were: Community Engagement, Membership Services (including the Young Members Group, a sub-group of the Membership Services Consultative Committee), Infrastructure Services and Operations. Details of representation and attendance at this Committee are set out as follows.

APPENDICES - MEMBERSHIP AND STRATEGIC SERVICES

Consultative Committees (cont.)

COMMUNITY ENGAGEMENT CONSULTATIVE COMMITTEE

Name	Attendance	No. Eligible to Attend
Stephen O'Malley (Chair July 2014-June 2015)	2	2
Marcia LeBusque (Deputy Chair)	1	2
Neil Thompson	2	2
Helen Riedl	1	2
Victoria Williams	2	2
Glenn O'Rourke	2	2
Jayne Leary	2	2
Bruce (Jamie) Bertram	2	2
Barry Kennedy	2	2
Donna Brotherson	2	2

*Tim Arnott also attended a meeting as an observer.

INFRASTRUCTURE SERVICES CONSULTATIVE COMMITTEE

Name	Attendance	No. Eligible to Attend
Assistant Commissioner Bruce McDonald, AFSM (Chair)	2	2
Brian McDonough (Deputy Chair)	2	2
Mark Ross	2	2
Troy Dowley	2	2
Steve Jones	2	2
Steve Smith	1	2
Pat Bradley	2	2
Sally Smith	1	2
Jim Smith, AFSM	1	2
Tom Nolles, AFSM	2	2

*John Fitzgerald, AFSM also attended the two meetings as a RFSA Representative

MEMBERSHIP SERVICES CONSULTATIVE COMMITTEE

Name	Attendance	No. Eligible to Attend
Bronwyn Jones (Chair)	2	2
Ken Middleton (Deputy Chair)	2	2
Steve Mepham	0	2
Glenn Wall	2	2
Peter Mooney	2	2
Sean McArdle, AFSM	1	2
David Doblinger	2	2
Helen Carlos	2	2
Peter Burfitt	2	2
Robyn Martyn	2	2

*Scott Campbell also attended the two meetings as a RFSA Representative.

YOUNG MEMBERS GROUP SUB-COMMITTEE

Name	Attendance	No. Eligible to Attend
Stephanie Huysmans (Chair)	2	2
Jason Conn	2	2
Megan Goddard	1	2
Jackson Meaney	1	2
Nathan Barnden	2	2
Renee Smith (Deputy Chair 2015)	2	2
James Kirk	1	2
Hannah Wells	2	2
Alex Naylor Deputy Chair (2014)	0	2
Jamie Laws	0	2
Nathan Inwood *	1	2
Jayden Nichols *	1	2
Christopher Syme *	1	2
Brooke Bevan *	1	2
Narelle Koteff (Ex Officio)	1	2
Jane Hollier (RFSA Representative)	2	2
Tracey McNamara (Secretariat)	2	2
Kristine Wendtman (A/Ex Officio / VRWP Representative)	2	2

*Members appointed in March 2015

APPENDICES - MEMBERSHIP AND STRATEGIC SERVICES

Consultative Committees (cont.)

OPERATIONS CONSULTATIVE COMMITTEE

Name	Attendance	No. Eligible to Attend
Deputy Commissioner Rob Rogers, AFSM (Chair)	2	2
David Hoadley, AFSM (Deputy Chair)*	1	2
Wayne Halliday	2	2
Brendon Ede	1	2
Geoff Ryan	2	2
Krystaal Hinds	1	2
David Stimson	2	2
Bill Clifford	2	2
Peter Arthur	1	2
Steve Robinson	2	2

*Chris Powell, AFSM represented David Hoadley, AFSM as Deputy Chair during the March 2015 meeting

Appendix 3.12

NSW RFS Internal Bravery and Service Awards

	Volunteer Members	Salaried Members	Total
Commissioner's Award for Valour	Nil	Nil	Nil
Commissioner's Commendation for Bravery	5	Nil	5
Firefighter Joshua Denney	Ingleside Brigade, Warringah Pittwater, Region East		
Captain Anthony Lord	Cobar Headquarters Brigade, Far West Team, Region West		
Deputy Captain Timothy Lord	Cobar Headquarters Brigade, Far West Team, Region West		
Firefighter Gary Sambridge	Ingleside Brigade, Warringah Pittwater, Region East		
Deputy Captain Christopher Snelson	Geandale Brigade, Far West Team, Region West		
Commissioner's Commendation for Service	14	Nil	14
Firefighter Timothy Agnew	Duffys Forest Brigade, Warringah Pittwater, Region East		
Deputy Captain Colin Brooker	Davidson Brigade, Warringah Pittwater, Region East		
Firefighter Selin Carroll	Davidson Brigade, Warringah Pittwater, Region East		
Captain Trent Dowling	Davidson Brigade, Warringah Pittwater, Region East		
Firefighter Robert Duncan	Kenthurst Brigade, The Hills, Region East		
Deputy Captain Timothy Eliot	Davidson Brigade, Warringah Pittwater, Region East		
Deputy Captain Norman Fountain	Crookwell Brigade, Southern Tablelands, Region South		
Deputy Captain Scott Lawrence	Davidson Brigade, Warringah Pittwater, Region East		
Firefighter Graeme MacGregor	Davidson Brigade, Warringah Pittwater, Region East		
Firefighter Michael McIlwraith	Davidson Brigade, Warringah Pittwater, Region East		
Deputy Group Captain Sean McLoughlin	Ingleside Brigade, Warringah Pittwater, Region East		
Firefighter Daryl Meppem	Davidson Brigade, Warringah Pittwater, Region East		
Firefighter Richard Miller	Wyong Headquarters Brigade, The Lakes, Region East		
Senior Deputy Captain Darryl Pearson	Davidson Brigade, Warringah Pittwater, Region East		

APPENDICES - MEMBERSHIP AND STRATEGIC SERVICES

	Volunteer members	Salaried members	Total
Commissioner's Certificate of Commendation (Unit)	4	0	4
Blue Mountains Rural Fire District	Region East		
Bourke Headquarters, Geandale and Nyngan Headquarters Brigades	Far West Team, Region West		
Davidson Brigade	Warringah Pittwater, Region East		
Warringah Pittwater Supporting Units	Warringah Pittwater, Region East		
Commissioner's Certificate of Commendation (individual)	2	0	2
Matthew Esson	Hornsby Rural Fire Brigade, Hornsby/Ku-ring-gai, Region East		
Stephen Price	Valley Heights Rural Fire Brigade, Blue Mountains, Region East		
Commissioner's Unit Citation for Bravery	Nil	Nil	Nil
Commissioner's Unit Citation for Service	2	1	2
Belrose 1A, Belrose 1B, Ingleside 1A, Tumbledown Dick 1 and Warringah Pittwater Headquarters 1 Rural Fire Brigades	Warringah Pittwater, Region East		
Cobar Headquarters and Geandale Rural Fire Brigades and Far West Team	Far West Team, Region West		
NSW RFS and National Parks and Wildlife Service	Remote Area Firefighting Teams		
Totals	27	1	28

NSW RFS Long Service Awards

Long Service Medals	Volunteer members	Salaried members	Totals
10 yr Long Service Medal	820	29	849
20 yr Long Service Medal	300	4	304
30 yr Long Service Medal	234	2	236
40 yr Long Service Medal	165	1	166
50 yr Long Service Medal	115	0	115
60 yr Long Service Medal	59	0	59
70 yr Long Service Medal	8	0	8
Totals	1,701	36	1,737

NSW RFS Long Service Medals Clasps

Long Service Medals	Volunteer Members	Salaried Members	Totals
20 yr	176	15	191
30 yr	56	6	62
40 yr	23	0	23
50 yr	18	0	18
60 yr	3	0	3
70 yr	0	0	0

APPENDICES - MEMBERSHIP AND STRATEGIC SERVICES

Australian Honours System

Australian Fire Service Medal

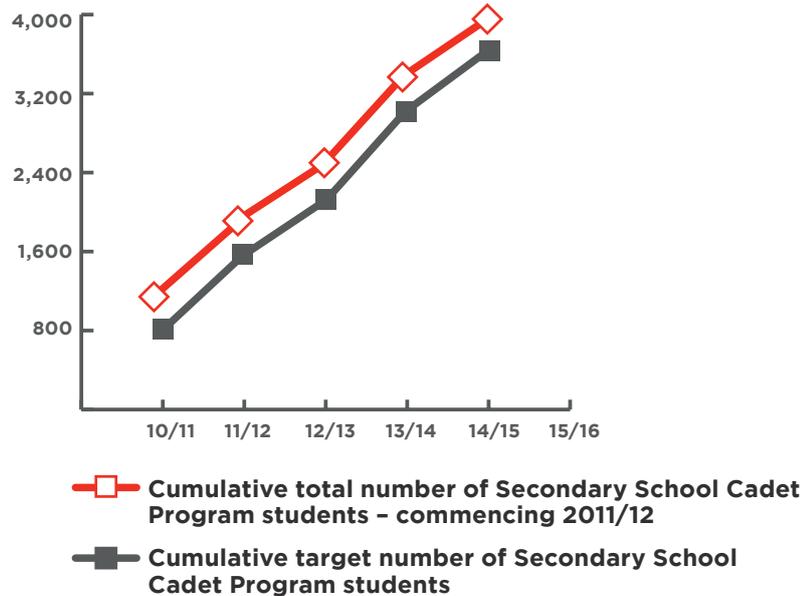
Australian Fire Service Medal	Volunteer members	Salaried members	Totals
Australia Day	5	2	7
Superintendent Kevin Charles Adams	MIA Zone Manager, Region South		
Group Captain Peter Warwick Conn	Orana, Region West		
Captain Harmen Kampman	Far South Coast, Region South		
Superintendent Jayson Anthony McKellar	Lower Hunter, Region East		
Group Captain Craig Anthony Robertson	Illawarra, Region East		
Group Captain Thomas John Sturgeon	Canoboloas, Region West		
Volunteer Ralph Frank Walker	Lower North Coast, Region South		
Queen's Birthday	6	0	6
Group Captain Edgar Patrick Bradley	New England, Region North		
Group Captain Trevor Fletcher	Far South Coast, Region South		
Volunteer Franklyn John Matters	Southern Highlands, Region East		
Deputy Captain Elaine Robinson	Cudgegong, Region West		
Group Captain Brian Francis Ryan	South West Slopes, Region West		
Volunteer Rudy Schuett	Mid North Coast, Region North		
Totals	11	2	13

National Medal/ Clasp

	Volunteer members	Salaried members	Totals
Medals	130	4	134
Clasps	159	7	166
Totals	289	11	300

Appendix 3.13

Secondary School Cadet Program



	2010/11	2011/12	2012/13	2013/14	2014/15
Cumulative total number of Secondary School Cadet Program students - commencing 2011/12	814	1,654 (840)	2,484 (827)	3,341 (860)	4,164 (823)
Cumulative target number of Secondary School Cadet Program students	800	1,600	2,400	3,200	4,000

The Secondary School Cadet Program is a goal within the NSW Governments State Plan. Goal 28.2.2 for the NSW RFS states: Enhance volunteer training programs with a particular focus on cadet training schemes.

This program has exceeded the target since measurements began in 2011.

Appendix 4.1

Internal Audit and Risk Management Statement 2014/15



NSW RURAL FIRE SERVICE



Internal Audit and Risk Management Attestation for the 2014-2015 Financial Year for the NSW Rural Fire Service

I, Shane Fitzsimmons, am of the opinion that the NSW Rural Fire Service has internal audit and risk management processes in operation that are, excluding the exceptions described below, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*.

I, Shane Fitzsimmons, am of the opinion that the internal audit and risk management processes for the NSW Rural Fire Service have not departed from the core requirements set out in Treasury Circular NSW TC 09/08.

These processes provide a level of assurance that will enable the senior management of the NSW Rural Fire Service to understand, manage and satisfactorily control risk exposures.

I, Shane Fitzsimmons, am of the opinion that the Audit and Risk Committee for the NSW Rural Fire Service is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The Chair and Members of the Audit and Risk Committee are:

- Ms Gerardine Brus, Independent Chair, appointed for a 4-year term commencing 20th March 2014, ending on 19th March 2018.
- Mr Arthur Butler, Independent Member, reappointed for a 4-year term commencing 2nd October 2014, ending on 1st October 2018.
- Mr Richard Lyons, Non-Independent Member, (Director Executive Services, NSW Rural Fire Service), reappointed 1st June 2014, resigned 3rd October 2014.
- Assistant Commissioner Bruce McDonald AFSM, Non-Independent Member, (Executive Director Infrastructure Services, NSW Rural Fire Service), appointed 4th October 2014, ending 25th June 2015.
- Mr Brad Scutella, Non-Independent Member, (Executive Director Executive Services, NSW Rural Fire Service), appointed 26th June 2015, ending 25th June 2018.

A handwritten signature in black ink, appearing to read 'Shane Fitzsimmons'.

Shane Fitzsimmons, AFSM
Commissioner

Date: 11 SEP 2015

Appendix 4.2

2014/15 Government Information (Public Access) Statistics

TABLE A: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with	Refuse to confirm/deny whether information is held	Application is withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	2	0	0	0	0	0	0
Private sector business	1	41	2	1	0	0	0	2
Not for profit organisations or community groups	2	0	0	0	0	1	0	0
Members of the public (application by legal representative)	0	6	1	1	0	0	0	0
Members of the public (Other)	5	12	2	2	0	0	0	1

2014/15 Government Information (Public Access) Statistics (cont.)

TABLE B: NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application is withdrawn
Personal information applications	0	5	2	1	0	0	0	0
Access applications (other than personal information applications)	8	59	3	4	0	1	0	3
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

2014/15 Government Information (Public Access) Statistics (cont.)

TABLE C: INVALID APPLICATIONS

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	4
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	4
Invalid applications that subsequently became valid applications	1

TABLE D: CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE: MATTERS LISTED IN SCHEDULE 1 TO THE ACT

	Number of times consideration used
Overriding secrecy laws	0
Cabinet information	1
Executive Council information	0
Contempt	0
Legal professional privilege	1
Excluded information	3
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

TABLE E: OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO SECTION 14 OF THE ACT

	Number of occasions when application not successful
Responsible and effective government	2
Law enforcement and security	0
Individual rights, judicial processes and natural justice	64
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

TABLE F: TIMELINES

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	85
Decided after 35 days (by agreement with applicant)	2
Not decided within time (deemed refusal)	3
Total	90

2014/15 Government Information (Public Access) Statistics (cont.)

TABLE G: NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)

	Decision varied	Decision upheld	Decision pending	Total
Internal review	0	3	0	3
OIC review	0	0	0	0
Internal review following recommendation under section 93 of the Act	0	0	0	0
Review by NCAT	1			1
Total	1	3	0	4

TABLE H: APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE OF APPLICANT)

	Number of applications for review
Applications by access applicants	3
Applications by persons to whom information the subject of the access application relates (see section 54 of the Act)	0

TABLE I: APPLICATIONS TRANSFERRED TO OTHER AGENCIES UNDER DIVISION 2 OF PART 4 OF THE ACT (BY TYPE OF TRANSFER)

	Number of applications transferred
Agency-initiated transfers	6
Applicant-initiated transfers	0

APPENDICES - EXECUTIVE SERVICES

STATISTICS REQUIRED BY CLAUSE 7 OF THE GOVERNMENT INFORMATION (PUBLIC ACCESS) REGULATION 2009

Total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)	90
Total number of access applications received by the agency during the reporting year that the agency refused, either wholly or partly because the application was for the disclosure of information referred to in Schedule 1 to the Act.	4

Appendix 4.3

Committees

RURAL FIRE SERVICE ADVISORY COUNCIL (RFSAC)

The RFSAC met on two occasions during the reporting period and attendance was as follows:

Name	Organisation	Attendance/ Represented
Commissioner Shane Fitzsimmons, AFSM	NSW RFS	1/1
Cr Keith Rhoades, AFSM	Local Government NSW	1
Cr Chris Manchester	Local Government NSW	2
Mr John Parker	NSW Rural Fire Service Association	1
Mr Warren Cree	NSW Rural Fire Service Association	2
Superintendent David Hoadley, AFSM	NSW Rural Fire Service Association	2
Mr Rob Pallin	Nature Conservation Council of NSW	2
Mr Graham Brown	NSW Farmers Association	1
Mr Karl Sullivan	Insurance Council of Australia	0/2

AUDIT AND RISK COMMITTEE (ARC)

The ARC met on seven occasions during the reporting period and attendance was as follows:

Name	Role	Attendance
Ms Gerardine Brus	Independent Chair	7
Mr Arthur Butler	Independent Member	7
Mr Richard Lyons	Member, Director Executive Services NSW RFS	3
Mr Bruce McDonald	A/Member, Acting Executive Director Infrastructure Services, NSW RFS	3
Mr Brad Scutella	Member, Executive Director Executive Services, NSW RFS	1

NOTE: Together Mr Lyons, Assistant Commissioner McDonald and Mr Scutella represented the NSW RFS on the Committee throughout the period.

APPENDICES - EXECUTIVE SERVICES

BUSH FIRE CO-ORDINATING COMMITTEE (BFCC)

The BFCC met on four occasions during the reporting period and attendance was as follows:

Name	Organisation	Attendance/ Represented
Commissioner Shane Fitzsimmons, AFSM	NSW RFS	3/1
Deputy Commissioner Jim Hamilton, AFSM	Fire and Rescue NSW	3/1
Dr Ross Dickson	Forestry Corporation NSW	3/1
Ms Naomi Stephens	National Parks & Wildlife Service	1/3
Cr Keith Rhoades AFSM	Local Government NSW	2
Cr Chris Manchester	Local Government NSW	2/1
Superintendent David Hoadley, AFSM	NSW Rural Fire Service Association	4
Assistant Commissioner Alan Clarke, APM	NSW Police Force	3/1
Mr Bob Conroy	Nominee of Minister for the Environment	0
Mr Rob Pallin	Nature Conservation Council of NSW	3
Mr Graham Brown	NSW Farmers Association	3
Dr Allison Rowlands	Ministry for Police and Emergency Services	2/1
Mr Tim Wilkinson	NSW Trade & Investment	4
Mr Simon Oliver	NSW Trade & Investment	3

FIRE SERVICES JOINT STANDING COMMITTEE (FSJSC)

The FSJSC met on two occasions during the reporting period and attendance was as follows:

Name	Organisation	Attendance/ Represented
Commissioner Greg Mullins, AFSM	Fire and Rescue NSW	1/1
Commissioner Shane Fitzsimmons, AFSM	NSW RFS	1/1
Chief Superintendent Paul McGuiggan	Fire and Rescue NSW	1
Assistant Commissioner Stuart Midgley, AFSM	NSW RFS	2
Mr Jim Casey	Fire Brigade Employees' Union of NSW	0
Mr Brian McKinlay, AFSM	NSW Rural Fire Service Association	1
Mr Alan Holley	NSW Rural Fire Service Association	1

LOCAL GOVERNMENT LIAISON COMMITTEE (LGLC)

The LGLC met on two occasions during the reporting period and attendance was as follows:

Name	Organisation	Attendance/ Represented
Commissioner Shane Fitzsimmons, AFSM	NSW RFS	0
Deputy Commissioner Rob Rogers, AFSM	NSW RFS	2
Mr Stephen O'Malley	NSW RFS	2
Cr Keith Rhoades, AFSM	Local Government NSW	2
Cr Chris Manchester	Local Government NSW	2
Mr Chris Powell	NSW Rural Fire Service Association	2
Mr Shaun McBride	Local Government NSW	1
Ms Liz Gemes	Local Government NSW	2

APPENDICES - EXECUTIVE SERVICES

CORPORATE EXECUTIVE GROUP (CEG)

The CEG met on eight occasions during the reporting period and attendance was as follows:

Name	Organisation	Attendance
Commissioner Shane Fitzsimmons, AFSM	NSW RFS	6
Deputy Commissioner Rob Rogers, AFSM	NSW RFS	7
Mr Richard Lyons	NSW RFS	2
Mr Brad Scutella	NSW RFS	2
Ms Bronwyn Jones	NSW RFS	6
Assistant Commissioner Bruce McDonald, AFSM	NSW RFS	8
Mr Stephen O'Malley	NSW RFS	6
Assistant Commissioner Jason Heffernan	NSW RFS	7
Chief Superintendent Brett Condie	NSW RFS	8
Chief Superintendent Ken Hall	NSW RFS	8
Mr Paul Smith	NSW RFS	8
Superintendent David Jones	NSW RFS	1
Mr Tim Arnott	NSW Rural Fire Service Association	6
Superintendent David Hoadley, AFSM	NSW Rural Fire Service Association	3
Mr Ken Middleton	NSW Rural Fire Service Association	4
Mr Bernard Cox	NSW Rural Fire Service Association	1
Assistant Commissioner Stuart Midgley, AFSM	NSW RFS	4
Assistant Commissioner Steve Yorke, AFSM	NSW RFS	4
Mr Matthew Smith	NSW RFS	5

Appendix 4.4

International Travel

Overseas visits undertaken by officers and employees from 1 July 2014 to 30 June 2015

Date	Country	Officer/s	Trip details
2 - 5 September 2014	New Zealand	50 NSW RFS members	Participate in 2014 Conference of Australasian Fire and Emergency Service Authorities Council (AFAC) - costs shared with RFS.
2 - 4 September 2014	New Zealand	Rob Rogers, Richard Lyons	Participate in AFAC Conference 2014.
2 - 4 September 2014	New Zealand	David Hoadley, Michael Brett, Jane Hollier	Participate in AFAC Conference 2014.
8 -13 September 2014	Singapore	Rob Rogers, Brian Graham	Participate in Fire Safety Asia Conference and Fire Chiefs Asia Association General Conference
12 - 26 September 2014	Saudi Arabia	Brian Graham	Deliver training under auspices of Asian Disaster Preparedness Centre
14-26 November 2014	Thailand	Brian Graham	Deliver training under auspices of Asian Disaster Preparedness Training Centre
November 2014 - June 2015	Botswana	Various (13 during Phase V)	Deliver training, Phase V of Botswana Fire Management Assistance Program
28 Nov - 15 Dec 2014	Botswana	Russell Taylor, Steve Prior and Alan Holley	Deployment 1, Phase V of Botswana Fire Management Assistance Program
20 - 24 April 2015	USA	Tony Jarrett	Joint Wildland Fire Safety Summit and Human Dimensions of Wildland Fire Conference - Boise, Idaho
12 - 28 February 2015	Saudi Arabia	Brian Graham	Attend training being facilitated by the Asian Disaster Preparedness Centre in Riyadh, Saudi Arabia.
18 - 27 March 2015	USA	Commissioner Shane Fitzsimmons, AFSM	To speak at and participate in the IAFC Wildland Urban Interface Conference
February - July 2015	Botswana	NSW RFS personnel (13 staff, 10 volunteers)	Undertake Phase V of the Botswana Fire Management Assistance Program
February -July 2015	Botswana	NSW RFS personnel as above plus one more	Botswana deployment extended by one week, plus additional officer Barnes
1-7 March 2015	USA	Keith Mackay	Attend Heli Expo in Orlando, Florida.

APPENDICES - EXECUTIVE SERVICES

Date	Country	Officer/s	Trip details
February 2015	Lord Howe Island	Stuart Robb	Attend local Emergency Management Committee meeting
February 2015	Lord Howe Island	Brett Hagan	Conduct Helicopter Winch Training
8-20 May 2015	USA	Ian Spall, Kerry Spall and one CISS officer, Greg Fisher	Attend ICIS Foundation 13th World Congress on Stress, Trauma & Coping
18-24 April 2015	USA	Lisa Edmonds	Attend International Wildland Fire Safety Summit and 4th Human Dimensions of Wildland Fire Conference
20-24 April 2015	USA	Glenn O'Rourke	Attend and present at Wildland Fire Safety Summit and Conference - Boise, Idaho
22-31 May 2015	Botswana	Commissioner	Attend meetings and present at 4th National Fire Management Conference
4-7 May 2015	Malaysia	Brian Graham	Attend and participate, International Fire Conference and Exhibition

Appendix 4.5

Annual Report costs

The Organisational Communications team is responsible for the production of the Annual Report. The total external costs incurred in the production of this report were \$0.

The report is accessible on the NSW RFS website www.rfs.nsw.gov.au

Copies may be obtained by emailing: organisational.communications@rfs.nsw.gov.au or from the NSW RFS

Headquarters, 15 Carter St, Lidcombe.

Appendix 4.6

Risk Management and Insurance

Total deposit premiums (excluding GST) paid	2014/15 \$	2013/14 \$	2012/13 \$	2011/12 \$
Workers compensation - salaried staff	680,117	758,513	1,075,260	790,510
Workers compensation - volunteers	2,000,000	2,000,000	2,000,000	3,000,000
Motor vehicle	3,361,510	4,981,140	3,722,780	3,939,380
Public liability	3,073,780	3,457,420	3,376,260	3,223,740
Property	48,610	36,010	53,390	64,310
Other	13,150	11,370	16,410	-
Totals	9,177,167	11,244,453	10,244,100	11,017,940

Insurance coverage is provided by the NSW Treasury Managed Fund for all areas except for workers compensation coverage for volunteers. NSW RFS volunteers are covered by the Bush Firefighters Compensation Fund administered by the WorkCover Authority.

Appendix 4.7

Review Use of Credit Cards

30 June 2015

Corporate credit cards are available to approved staff of the NSW RFS upon the approval of the Chief Financial Officer or delegate.

NSW RFS corporate and purchasing credit cards are used for approved business related expenditure.

Credit card transactions by cardholders are reviewed by officers within the NSW RFS and any irregularities are reported to management.

I certify that credit card use in the NSW RFS has been in accordance with the established NSW RFS policy, Premier's Memoranda and Treasurer's Directions.



SIGNED: Shane Fitzsimmons, AFSM
NSW RFS Commissioner

Appendix 4.8

Payment Performance

AGED ANALYSIS AT THE END OF EACH QUARTER 2014/15

Quarter	Current (i.e. within due date)\$'000	Less than 30 days overdue \$'000	Between 30 and 60 days overdue \$'000	Between 61 and 90 days overdue \$'000	More than 90 days overdue \$'000
All suppliers					
September	3,227	1,200	150	122	97
December	278	1,265	1,605	183	291
March	573	2,115	50	188	1,294
June	595	8,424	290	68	422
Small business suppliers					
September	0	0	0	0	0
December	0	0	0	0	0
March	0	0	0	0	0
June	0	0	0	0	0

Payment Performance (cont.)

ACCOUNTS DUE OR PAID WITHIN EACH QUARTER 2014/15

Measure	Sept 2014	Dec 2014	March 2015	June 2015
All suppliers				
Number of accounts due for payment	6,255	6,143	6,284	6,410
Number of accounts paid on time	5,728	4,363	4,987	5,623
Actual percentage of accounts paid on time (based on number of accounts)	91.6%	71.0%	79.4%	87.7%
Dollar amount of accounts due for payment \$'000	70,308	74,191	55,987	44,567
Dollar amount of accounts paid on time \$'000	60,301	58,152	48,526	39,174
Actual percentage of accounts paid on time (based on \$)	85.8%	78.4%	86.7%	87.9%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts	0	0	0	0
Small business suppliers				
Number of accounts due for payment to small business	0	0	8	5
Number of accounts due to small businesses paid on time	0	0	8	5
Actual percentage of small business accounts paid on time (based on number of accounts)	0	0	100%	100%
Dollar amount of accounts due for payment to small businesses \$'000	0	0	151	18
Dollar amount of accounts due to small businesses paid on time \$'000	0	0	151	18
Actual percentage of small business accounts paid on time (based on \$)	0	0	100%	100%
Number of payments to small business for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts	0	0	0	0

Appendix 4.9

Engagement of consultants

During the reporting period three consultants were engaged at a total cost of \$319,930.

Consultancies equal to or more than \$50,000	Cost (\$)
Personnel and industrial	
Diplomacy Management Consulting (industrial relations advice and advocacy service)	214,310
Mercer Consulting (Australia) Pty Ltd (review of NSW RFS Senior Executive structure)	99,500
Consultancies less than \$50,000	Cost (\$)
Accounting general	
DAB Services (review of high level policy matter)	6,120
Total consultancies	319,930

Appendix 4.10

Funds granted to non-government organisations

	Program area	2011/12	2012/13	2013/14	2014/15	Nature and purpose
Nature Conservation Council	Operations	111,796	115,485	118,372	121,331	Annual funding to allow the Council to meet its responsibilities under the <i>Rural Fires Act 1997</i> .
Total		111,796	115,485	118,372	121,331	

Glossary

AFAC	Australasian Fire and Emergency Services Authorities Council
AFSM	Australian Fire Service Medal
AIDER	Assist Infirm, Disabled and Elderly Residents
BFCC	Bush Fire Co-ordinating Committee
BFHC	Bush Fire Hazard Complaint
BFIL	Bush Fire Information Line
BFMC	Bush Fire Management Committee
BNHCRC	Bushfire and Natural Hazards Cooperative Research Centre
BRIMS	Bush Fire Risk Information Management System
CEG	Corporate Executive Group
CFU	Community Fire Unit
CISS	Critical Incident Support Services
CPP	Community Protection Plan
CRC	Cooperative Research Centre
EAM SAP	Enterprise Asset Management project
EEO	Equal Employment Opportunities
FBA	Fire Behaviour Analysis
FCC	Fire Control Centre
FRNSW	Fire & Rescue NSW
FSJSC	Fire Services Joint Standing Committee
GIPA	Government Information (Public Access)
GIS	Geographic Information System
<i>GSE Act</i>	<i>Government Sector Employment Act</i>
ICON	Incident Control On Line
IMT	Incident Management Team
LGA	Local Government Area
MAA	Mutual Aid Agreement

MIC	Major Incident Coordination
MICC	Major Incident Coordination Centre
MLU	Ministerial Liaison Unit
MoU	Memorandum of Understanding
MyRFS	www.myrfs.nsw.gov.au (volunteer extranet)
NGWSP	Next Generation Workforce Strategic Plan
NPWS	National Parks and Wildlife Service (NSW)
NSP	Neighbourhood Safer Places
NSW RFS	NSW Rural Fire Service
NSW SES	NSW State Emergency Service
PSU	Professional Standards Unit
RAFT	Remote Area Firefighting Team
RART	Rapid Aerial Response Team
RFSANZ	NSW Rural Fire Service Association
RFSAC	Rural Fire Service Advisory Council
s44	s44 Section 44 of the <i>Rural Fires Act 1997</i> (declaration of major fire emergency)
SOC	State Operations Centre
SOE	Standard Operating Environment
SOP	Standard Operating Procedure
SWS	Static Water Supply
V2C	Volunteer to Career program

Index

Aboriginal Services	37,43,122	Credit card use	150
Access - NSW RFS Office locations	10	Critical Incident Support Services	126
Account payments	151	Customers	8
AFSM (Australian Fire Service Medal)	135	Deputy Commissioner	28
Aims and objectives	8	Director Executive Services	29
Annual Report - costs	149	Director Infrastructure Services	29
Appendices	110-153	Director Membership & Strategic Services	29
Arson prevention	22,35	Disability plan	42
Asset management (SAP)	38	Districts, list	10
Assistant Commissioners	29-30	Districts, total number	10
Audit and Risk Committee	24,144	Elliot, the Hon. David	5,23
Auditors reports	60,103	Environmental Performance Score	119
Aviation	32	Equal Employment Opportunity	122-3
Awards	132	Ethical standards	25-6
Brigades, total number	12	Executive	23,28-30
Bush Fire Co-ordinating Committee	23,50,145	Executive remuneration	121
Bush Fire Resilient Schools Program	36	Family Support, see Chaplaincy and Family Support Network	
Bushfire and Natural Hazards CRC	43, 128	Financial position statements	64,106
Cadets	17,52,136	Financial services	43
Cash flow statements	66,107	Financial statements, notes to	69-102,108-9
CEG	23,147	Fire behaviour analysis	34
Changes in equity statements	65, 107	Fire season 2014/5	32
Chaplaincy & Family Support Network	127	Fire Services Joint Standing C'ttee	24, 146
Charter see Mission	8	Fitzsimmons, Shane see Commissioner	
Code of Conduct and Ethics	25-6,55-6	Funds granted to non-government community organisations	153
Commissioner	23,28	GIPA	138
Commissioner's Report	6-7	Glossary	152
Committees	23-4, 144	Goal 28	5,16-20
Community Protection Plans	36,51	Governance and ethical standards	25
Complaints and suggestions, see also Hazard reduction complaints		Governing bodies	23-4
Comprehensive income statements	63,106	Government Information (Public Access) Regulation 2009	138
Consultants	153	GSE Act 2013	40
Consultative committees	128	Hazard reduction complaints	117
Corporate Executive Group, see CEG		Hazard reduction statistics	112-7
Corporate Governance framework	22-6	Headquarters	10
Corporate Plan	45-58		
Counselling and Support Unit	126		

Index

Incidents, four year view	15	Rogers, Rob see Deputy Commissioner	28
Incidents, region by region	15	Rural Fire Service Advisory Council	23, 144
Industrial relations policies & practices	41	Rural Fire Service Association	23-4
Information Communications & Technology	39	SAP	38
Injuries	125	Scutella, Brad	29
Inspections, formal notices and enforcement works	117	Secondary School Cadets Program, see Cadets	
Insurance	150	Service group statements	67-8
International travel	148	Salaried and volunteer members	121
Jones, Bronwyn	29	Stakeholders	8
Key focus areas	45-58	Structure see Organisational chart;	
Legislation	22	Principal officers	28-30
Letter of submission	5	Summary Review of Operations	31-44
Local Government NSW Liaison Committee	24, 146	Tankers	14
Lyons, Richard	29	Total expenses budget	14
Management and governance	21-32	Values	8
McDonald, Bruce	29	Vehicles	14
Membership Applications	122	Vision	8
Minister for Emergency Services	5,23	Volunteers, statistics	12-13, 121
Mission	8	Waste Handling Report	119
Multicultural Plans	42	Work Health and Safety	39,41
Neighbourhood Safer Places	18,36,49,118	Workers compensation statistics	125
NSW 2021	16		
Objectives see Aims and objectives			
Occupational Health and Safety see WHS			
Office hours	10		
Offices	10		
Organisational Chart	27		
Payment performance	151-2		
Permits issued	117		
Principal officers	28-30		
Properties protected by agency	114		
Public information	34		
Research and Development	37, 128		
Risk management and insurance	150		

© State of New South Wales through the NSW Rural Fire Service 2015

The NSW Rural Fire Service (NSW RFS) encourages the availability, dissemination and exchange of public information. You may copy, distribute, display, download and otherwise freely deal with this material for personal, in-house or non-commercial use, on the condition that you include the copyright notice © State of New South Wales through the NSW Rural Fire Service [plus year of creation or first publication] on all such uses. In the event that you wish to copy, distribute, display, download, store, or use this material for a purpose other than personal, in-house or non-commercial use, you must obtain permission from the NSW RFS by writing to the following address:

Commissioner
NSW Rural Fire Service
Locked Mail Bag 17
Granville NSW 2142

You must also obtain permission from the NSW RFS if you wish to:

- charge others for access to the work (other than at cost);
- include all or part of the work in advertising or a product for sale;
- modify the material; or
- use any trade mark from this publication, including the NSW Rural Fire Service crest or MyRFS logo.

Disclaimer Statement

While the material within this publication is current at the time of writing changes in circumstances after the time of publication may impact on the accuracy of the material. Individuals are responsible for ensuring they have the most current version of this publication.

The information and material contained herein is general in nature and is intended for your use and information. The NSW Rural Fire Service (NSW RFS) disclaims, to the extent permitted by law, all warranties, representations or endorsements, express or implied, with

regard to the material contained herein. The NSW RFS does not warrant or represent that the material contained herein is free from errors or omissions, or that it is exhaustive. Users should exercise their own skill and care with respect to its uses. You must not assume that this material will be suitable for the particular purpose that you had in mind when using it.

The NSW RFS disclaims any liability (including but not limited to liability by reason of negligence) to the users of the material for any loss, damage, cost or expense whether direct, indirect, consequential or special, incurred by, or arising by reason of, any person using or relying on the material and whether caused by reason of, any error, omission or misrepresentation in the material or otherwise. Users of the

Website will be responsible for making their own assessment of the material and should verify all relevant representations, statements and information with their own professional advisers.

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

NSW RURAL FIRE SERVICE

Postal address

NSW Rural Fire Service
Locked Bag 17
GRANVILLE NSW 2142

Street address

NSW Rural Fire Service
15 Carter Street
LIDCOMBE NSW 2141

T (02) 8741 5555

F (02) 8741 5550

www.rfs.nsw.gov.au