

# NSW RURAL FIRE SERVICE

Annual Report 2010/11



Cover photo: Reese Toase from Kenthurst Brigade in training. Photo by Damien Ford  
Below: Darryl Pearson and Fiona Johnston, Davidson Brigade at the Region East Exercise, April 2011.  
Photo by Ben Shepherd



# nsw rural fire service

## our vision

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

## our mission

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.

## our values

- Mutual respect
- Adaptability and resourcefulness
- One team, many players, one purpose
- Integrity and trust
- Support, friendship, camaraderie
- Community and environment
- Knowledge and learning

## our customers

- The people of NSW
- Our members

## our stakeholders

- The people of NSW
- The Minister for Police and Emergency Services
- The Government of NSW
- The insurance industry
- Local Government
- Other emergency services
- Other government agencies

The Hon Michael Gallacher MLC  
Minister for Police and Emergency Services  
Level 33  
Governor Macquarie Tower  
1 Farrer Place  
SYDNEY NSW 2000



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 2011.

The year has been one where our members have again shown exceptional commitment and versatility, attending more than 18,000 incidents. These included bush and grass fires, structure fires, motor vehicle accidents, search and rescues and flood and storm damage.

Our work included deployments to significant flood and storm events, not only assisting the NSW State Emergency Service across NSW, but also providing assistance in Victoria and Queensland.

We also saw continued improvement and enhancement in our efforts to prepare the community for fire. This included an increase in the number of NSW RFS mitigation crew members which assist volunteer brigades with hazard reduction activities, the establishment of new Rapid Aerial Response Teams

and continued work to protect some of our most vulnerable community members as part of the Assist Infirm, Disabled and Elderly Residents program. In addition, the NSW RFS continued the successful *Prepare. Act. Survive.* bush fire public awareness campaign.

The year has been one of significant achievement for the NSW RFS.

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

Yours sincerely

Shane Fitzsimmons, AFSM  
Commissioner



# contents

|                                     |            |
|-------------------------------------|------------|
| <b>Commissioner's Report</b>        | <b>4</b>   |
| <b>NSW RFS at a glance</b>          | <b>6</b>   |
| <b>Management and governance</b>    | <b>8</b>   |
| <b>Principal officers</b>           | <b>10</b>  |
| <b>Office locations</b>             | <b>14</b>  |
| <b>Review of the Reporting Year</b> | <b>17</b>  |
| Operational Services                | 18         |
| Regional Services                   | 30         |
| Infrastructure Services             | 38         |
| Membership and Strategic Services   | 42         |
| Executive Services                  | 56         |
| Emergency Management NSW            | 66         |
| <b>Our Performance</b>              | <b>69</b>  |
| <b>Financial Statements</b>         | <b>81</b>  |
| <b>Appendices</b>                   | <b>117</b> |
| Glossary                            |            |
| Index                               |            |

# commissioner's report

The 2010/11 bush fire season was characterised by one of the most significant La Nina events in history, bringing widespread rainfall across much of Eastern Australia. While these conditions brought respite from the bush fire season, our members were still busy attending more than 18,000 incidents over the year.

One of the most significant operational events was the devastating Queensland floods of January 2011. During this period, the NSW RFS deployed aviation resources, vehicles and personnel to assist with both the emergency and recovery responses. This included the dispatch of aircraft and personnel to the Lockyer Valley which assisted with many dramatic rescues of people trapped in floodwaters. In Brisbane, crews were deployed to assist with the extensive clean-up effort.

Our work in flood-affected areas was not limited to Queensland however, with widespread events in NSW and Victoria also seeing a commitment from NSW RFS personnel and resources, assisting crews from the State Emergency Service. During this time, some of our own members were affected by flooding in their local areas.

Despite the lull in fire activity due to these conditions, during the reporting period there were considerable enhancements to our capabilities and a substantial effort in engaging with the community to ensure people are prepared for the inevitable return of fire conditions.

We continued to build on the experience of the 2009 Black Saturday bush fires and the 2009 Victorian Bushfires Royal Commission. NSW established a formal working group, with significant involvement from the NSW RFS, to respond to the Commission's Final Report and ensure our State learned the lessons from this tragic event.

In November 2010 the NSW response to the Royal Commission was announced with a Bush Fire Protection Package of \$106.9 million to be shared across the NSW RFS, National Parks and Wildlife Service and Forests NSW.



As part of the response, we enhanced the NSW RFS State Mitigation Crews by employing 80 more mitigation crew members, who assist volunteer brigades and vulnerable community members.

The NSW response to the Royal Commission also included new initiatives such as the establishment of Rapid Aerial Response Teams which can be strategically positioned on days of increased fire danger to provide an aggressive initial attack on fires burning in remote or inaccessible areas. Photographic identification cards for all volunteer members was another initiative, as was the establishment of a Vulnerable Communities Unit.

To assist with delivering these important initiatives, three Customer Support Centres were established in Coffs Harbour, Batemans Bay and Glendenning.

The biggest ever commitment to our communication capabilities was launched. This four-year upgrade of radio and pager networks will ensure our members have access to state-of-the-art equipment, allowing them to safely and effectively fulfil their role.

Our focus on preparing and engaging with the community continued. This included the extensive *Prepare. Act. Survive.* public awareness campaign which had measurable success in improving the community's understanding of Fire Danger Ratings, Alert Levels and Bush Fire Survival Plans. A newly designed Bush Fire Survival Plan, a key tool for community education and preparation, was also released.

Another key initiative in enhancing our level of engagement with the community was the establishment of the NSW RFS Community Fire Unit program, leveraging off the program run by Fire and Rescue NSW. During the period, 73 NSW RFS units were rolled out, providing volunteer brigades with another way to involve the community in the prevention and mitigation of bush fires.

While the wet conditions across NSW proved difficult for many hazard reduction activities, it is testament to the commitment of our members and the investment in new initiatives that there was an increase in the number of properties protected. During the period, 279,071 properties were protected through community protection works across NSW.

More than 6,000 kilometres of control lines were prepared by our mitigation works crews, enabling our volunteer brigades to concentrate on burning activities when suitable conditions returned. In addition, more than 700 properties were protected under the Assist Infirm Disabled and Elderly Residents program.

During the reporting period, we celebrated the critical role that women play in our Service. On International Women's Day 2011 we marked the commitment of our female members through the release of a booklet entitled: *Making A Difference – Women in the NSW Rural Fire Service.* The NSW RFS has one of the highest percentages of women of Australian emergency services, however, there is still more work to do.

The Service formalised its engagement with young members with the establishment of the Young Members Group. This leadership group for members under 25 provides valuable input in the decision making processes in the Service.

During the year 2010/11 there was a considerable commitment to our people and resources including more than 3,500 new bush firefighters trained, and in excess of 210 new and refurbished tankers were allocated for use by volunteer brigades.

The year has been a significant one for the NSW RFS and it is due to the ongoing commitment and dedication of our members and key stakeholders.

I would like to acknowledge the strong support of the NSW State Government and welcome our Minister, the Hon Michael Gallacher MLC to the role of Minister for Police and Emergency Services.

It is also important to acknowledge the NSW Rural Fire Service Association for its ongoing commitment to State-wide consultation and representation of members. The Association provides support for major events and other initiatives including the Volunteer to Career program and various forums and exercises. It is also provides valuable representation of volunteers and salaried staff through our Consultative Committees.

Most importantly, I would like to thank our men and women across the State who have again demonstrated steadfast dedication and commitment to their roles, displayed through the wide variety of events we've experienced this year. We also recognise employers and family members, whose support is critical.

The contribution of every one of our members is something the NSW community can be rightly proud of.



Shane Fitzsimmons, AFSM  
NSW Rural Fire Service Commissioner

# nsw rfs at a glance

|  | 10/11  | 09/10  | 08/09  | 07/08  |
|--|--------|--------|--------|--------|
| Total funding from NSW State Government              | \$257M | \$216M | \$211M | \$198M |
| <b>Our people</b>                                    |        |        |        |        |
| Volunteers   | 70,448 | 70,552 | 70,701 | 70,159 |
| Salaried support and administration                  | 920    | 822    | 752    | 710    |
| <i>For more information see Appendix I, page 124</i> |        |        |        |        |
| <b>Our jurisdictions</b>                             |        |        |        |        |
| Brigades   | 2,039  | 2,051  | 2,065  | 2,058  |
| Rural Fire Districts                                 | 126    | 126    | 126    | 126    |
| <b>Our organisation</b>                              |        |        |        |        |
| Headquarters   | 1      | 1      | 1      | 1      |
| Regional Offices                                     | 4      | 4      | 4      | 4      |
| District Offices (including Teams and Zones)*        | 49**   | 50     |        |        |

\* This figure shows the current number of District offices across the State. Please note that last year we made a change to the way this was reported. Previously the figure included Zones and Teams only and did not include the Stand Alone District offices.

\*\*In 2010/11 the Wollondilly and Wingecarribee offices merged to become the Southern Highlands Team.

## Number of incidents attended

|                                  |               |               |               |               |
|----------------------------------|---------------|---------------|---------------|---------------|
| Bush fires                       | 1,897         | 3,446         | 2,522         | 2,271         |
| Grass fires                      | 2,316         | 2,549         | 2,689         | 2,157         |
| Building fires                   | 846           | 927           | 939           | 1,051         |
| Vehicle fires                    | 1,462         | 1,475         | 1,532         | 1,395         |
| Motor vehicle accidents          | 4,016         | 3,544         | 3,684         | 3,538         |
| False alarms                     | 2,201         | 2,028         | 2,227         | 1,956         |
| Other*                           | 2,499         | 6,177         | 5,881         | 5,201         |
| Controlled burns                 | 1,095         |               |               |               |
| Smoke scare                      | 864           |               |               |               |
| Refuse fires                     | 788           |               |               |               |
| Oil spills                       | 461           |               |               |               |
| Assist other agencies            | 265           |               |               |               |
| Flood                            | 120           |               |               |               |
| <b>Total Number of Incidents</b> | <b>18,830</b> | <b>20,146</b> | <b>19,474</b> | <b>17,569</b> |

\* This year the 'Other' category has been expanded to include more detail about incidents attended.

## Tankers

|  |         |         |         |         |
|--|---------|---------|---------|---------|
| Numbers of new and refurbished tankers to be allocated to brigades | 216     | 205     | 209     | 259     |
| Funding provided for tankers                                       | \$31.2M | \$30.5M | \$31.7M | \$35.5M |

## Buildings

|  |         |          |          |          |
|--|---------|----------|----------|----------|
| Funding provided for newly built and upgrades to Fire Control Centres and Brigade Stations | \$14.9M | \$16.35M | \$16.80M | \$17.56M |
|--|---------|----------|----------|----------|

## Total number of radios in use

|        |        |        |        |        |
|--------|--------|--------|--------|--------|
| Radios | 21,762 | 21,981 | 23,937 | 18,996 |
|--------|--------|--------|--------|--------|

## Total number of vehicles

|   |              |              |              |              |
|---|--------------|--------------|--------------|--------------|
| Tankers                                     | 4,131        | 4,028        | 4,093        | 4,017        |
| Pumpers                                     | 61           | 58           | 49           | 54           |
| Personnel Transport and Command Vehicles    | 710          | 681          | 651          | 658          |
| Bulk water carriers                         | 55           | 60           | 55           | 57           |
| Tanker trailers                             | 1,446        | 1,707        | 1,763        | 1,899        |
| Cargo, top trucks, various trailers         | 405          | 304          | 313          | 281          |
| Communications vehicles and trailers        | 43           | 44           | 41           | 38           |
| Catering vehicles and trailers              | 76           | 71           | 72           | 66           |
| Marine craft                                | 26           | 24           | 22           | 21           |
| Slip on trailers and miscellaneous vehicles | 499          | 553          | 570          | 614          |
| <b>Total</b>                                | <b>7,452</b> | <b>7,530</b> | <b>7,629</b> | <b>7,705</b> |



# nsw rfs at a glance

key facts: 2010/11

\$257M

funding

70,448

volunteers

216

new and refurbished tankers allocated

3,503

number of new bush firefighters trained this year

18,830

number of incidents attended

# management and governance

The NSW Rural Fire Service (NSW RFS) is the lead combat agency for bush fires in NSW. Working closely with other agencies we respond to a range of emergencies including structure fires, motor vehicle accidents 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 an emergency. The Service aims to reduce the likelihood and consequence of fires occurring. This involves comprehensive risk management programs to reduce bush fire hazards, reduce fire ignitions and development regulations for bush fire prone areas.

For over 100 years we have been a significant part of the history and landscape of NSW. Our organisation is made up of more than 70,000 volunteers operating in over 2,000 brigades, supported by nearly 800 staff.

## 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* in the reporting period 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.

## 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*. 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 Service's senior managers and a profile of each of these principal officers can be seen pages 10-13.

## Corporate Executive Group

The Corporate Executive Group (CEG) comprises the Executive and senior managers of the Service and representatives of the NSW Rural Fire Service Association. 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 N.

## Governance Committees

Three bodies are empowered by legislation to govern the operations of the NSW Rural Fire Service, they are: the Rural Fire Service Advisory Council, the Bush Fire Coordinating Committee and the 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 N.

## Bush Fire Coordinating Committee

The Bush Fire Coordinating 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 (BFMC) 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.

During the reporting period the following plans submitted by BFMCs were approved in accordance with Section 52 of the *Rural Fires Act (1997)*:

- Operations Coordination Plans 68
- Bush Fire Risk Management Plans 21

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

## 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 boundaries; the minimisation of duplication and the maximisation of compatibility between the NSW RFS and Fire and Rescue NSW.

The Committee is chaired alternately by the Commissioners of Fire and Rescue NSW and the NSW RFS.

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

### **Audit and Risk Committee**

The Audit and Risk Committee provides independent assistance to the NSW RFS Commissioner by overseeing and monitoring governance, risk and control frameworks of the NSW RFS and its external accountability requirements.

The Committee is chaired by an independent member and advises the Commissioner on a range of matters including: assessing and monitoring the effectiveness and timeliness of the internal audit function within the Service; legislative compliance with particular reference to the *Public Finance and Audit Act 1983*; monitoring processes that ensure legislative compliance; the financial statements and financial reporting of the Service; assessing the performance of the Service's financial and operational management; and all aspects of the Service's internal audit function.

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

### **Bush Fire Arson Taskforce**

The Bush Fire Arson Taskforce (BFAT) evolved as a result of issues arising from the 2009 Black Saturday Fires in Victoria and the subsequent Federal Attorney General's Workshop on the prevention of arson.

Membership comprises of NSW RFS, NSW Police Force, Fire and Rescue NSW, National Parks and Wildlife Service and Juvenile Justice. The primary role of the BFAT is to reduce the incidence and impact of arson and deliberately lit bush fires throughout NSW by:

- Ensuring there is a flow of information between agencies pertaining to arson and deliberately lit bush fires
- Utilising a joint and uniform approach to investigation, training and research that is relevant to each agency
- Developing Prevention Programs designed to reduce the incidence of

- arson and deliberately lit bush fires at the local, regional and State level
- Developing strategies to assist in the apprehension of those responsible for arson and deliberately lit bush fires
- Facilitating networking and a collaborative response to the multi-faceted aspects of arson and deliberately lit bush fires

### **Consultative and Stakeholder Committees**

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

#### **Rural Fire Service 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 for advice on the NSW RFS operations and management. The Committees that met in the reporting period are: Community Engagement, Membership Services, Regional Services, Infrastructure Services and Operational Services.

#### **NSW Rural Fire Service and 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. Its members consider and report upon issues referred to it by the Minister.

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

#### **Stakeholder liaison and collaboration**

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

- Australasian Fire and Emergency Authorities Council and its various committees
- Association of Environment Education (NSW)

- Border Liaison Committees
- Bushfire 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 Officers' Group
- Fire Protection Association
- GRN Joint Management Board – Department of Commerce
- Museum Education Officers' Group
- National Aerial Firefighting Centre
- NSW Health Disaster Management Committee
- Public Sector Occupational Health and Safety Group
- Standards Australia – various committees
- State Emergency Management Committee
- State Rescue Board

### **Governance and Ethical Standards**

The Service remains committed to the highest level of ethical behaviour and satisfactory conduct being displayed at all times by its members. All day-to-day activities of the Service are supported by the Service's Code of Conduct and Ethics which applies to volunteer and salaried members alike. There were no changes to the Code during the reporting period.

The Service's Professional Standards Unit also provides advice, education, training and mentoring relating to fraud prevention and corruption prevention issues. It is designed to ensure the community's ongoing trust in the NSW RFS by maintaining the highest standards of ethical behaviour among our members.

principal officers





**NSW RFS Commissioner**  
Commissioner  
Shane Fitzsimmons, AFSM

Commissioner Shane Fitzsimmons was appointed Commissioner of the NSW Rural Fire Service in September 2007. Prior to taking on the role of Commissioner he was Executive Director Operations and Regional Management.

Commissioner Fitzsimmons has been a member of the Service since 1984 when he joined the Duffys Forest Brigade and where he remained for ten years, at various times holding the positions of Captain and Deputy Group Captain.

In 1994 he was appointed Regional Planning Officer in Central East Region, eventually progressing to the position of Regional Coordinator before being appointed State Operations Officer.

In 1998 Commissioner Fitzsimmons was appointed Assistant Commissioner Operations.

Commissioner Fitzsimmons has represented the Service at international meetings in the United States, Singapore and Malaysia.

He was awarded the Australian Fire Service Medal in 2001.

**Director Operational Services**  
Deputy Commissioner  
Rob Rogers, AFSM

Deputy Commissioner Rob Rogers joined the NSW Rural Fire Service 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 Operational Services.

In July 2008 Deputy Commissioner Rogers was appointed Director Operational Services which brought together the two service delivery areas of Community Safety and Operations into a single cohesive team. In the reporting period, he was appointed to the rank of Deputy Commissioner.

In 2004, he was awarded the Australian Fire Service Medal.



### Director Executive Services Richard Lyons

Mr 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 his appointment to the Service in August 2008, he held the position of Director, Office for Emergency Services for 13 years.

Mr Lyons holds tertiary qualifications in Science and Law and has responsibility for managing the Directorate of Executive Services.

### Director Regional Services Assistant Commissioner Dominic Lane, AFSM

Assistant Commissioner Lane is a longstanding member of the Service having joined the Milbrulong Bush Fire Brigade in 1984.

Assistant Commissioner Lane was appointed to the position of Director Regional Services in May 2007. His career in bush fire management began in 1993 when he was appointed as Deputy Fire Control Officer for the Lockhart Shire Council. He was later Fire Control Officer for the Wakool and Balranald Shire Councils and Wollongong City Council. In 2004 Assistant Commissioner Lane accepted the position of Regional Manager, Region West.

Assistant Commissioner Lane was awarded the Australian Fire Service Medal in 2004.



## Director Membership and Strategic Services Bronwyn Jones

Ms Bronwyn Jones joined the NSW Rural Fire Service in November 2008 in the new role of Director, Membership Services following the Service's Head Office realignment in 2008. Prior to joining the Service, Ms Jones had extensive senior level experience in strategic planning and reporting, human resource management and project delivery in various public sector agencies, including the Premier's Department and IAB Services. Ms Jones also held senior staff roles in local government from 2004 to 2007. Her initial appointment at Wagga Wagga City Council was as Director, Strategic Development in October 2004 and her role was expanded in June 2006 to Director, Strategic and Community Services. Ms Jones became Director, Membership and Strategic Services from 1 March 2010.

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 Studies) degree, both from the University of NSW.

## Director Infrastructure Services Assistant Commissioner Keith Harrap, AFSM

Assistant Commissioner Harrap joined the Service as a member of Ku-ring-gai Brigade in 1968 and has held various positions ranging from volunteer to Assistant Commissioner. He was appointed as Deputy Fire Control Officer for Hornsby/Ku-ring-gai in 1988 and then as Fire Control Officer in 1993.

From 2001 to 2004 Assistant Commissioner Harrap held consecutively the positions of Staff Officer and Acting Executive Director Operations Support. He was appointed to the position of Executive Director, Corporate Communications in 2004, appointed Executive Director, Operational Support in 2006 and appointed as Director Infrastructure Services in 2008.

Assistant Commissioner Harrap was elected to the position of Vice President (Salaried Officers) of the Rural Fire Service Association in 1994 and held that position until 1997.

He is a member of the International Association of Fire Chiefs (IAFC) and a past Director of the International Association of Wildland Fire. He is also an international representative on the IAFC Wildland Fire Policy Committee. Assistant Commissioner Harrap was awarded the Australian Fire Service Medal in 1999.

# office locations

## Headquarters

15 Carter Street  
Lidcombe  
NSW 2127  
Tel 02 8741 5555  
Fax 02 8741 5550

## Region North

Level 4 State Office Block  
Victoria Street  
Grafton  
NSW 2460  
Tel 02 6643 2512  
Fax 02 6643 2515

## Region South

7-9 Kylie Crescent  
Batemans Bay  
NSW 2536  
Tel 02 4475 1300  
Fax 02 4472 4401

## Region East

Level 2 Quad 1  
8 Parkview Drive  
Sydney Olympic Park  
NSW 2127  
Tel 02 8741 5493  
Fax 02 8741 5500

## Region West

3/21 Lovell Street  
Young  
NSW 2594  
Tel 02 6382 5677  
Fax 02 6382 1731

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





Copacabana Brigade members, Glen Beasley and Ashley Burton practice forcible entry on cars. Photo by Leigh Pilkington



# review of the reporting year

|                                   |    |
|-----------------------------------|----|
| Operational Services              | 18 |
| Regional Services                 | 30 |
| Infrastructure Services           | 38 |
| Membership and Strategic Services | 42 |
| Executive Services                | 56 |
| Emergency Management NSW          | 66 |

# operational services

State Operations assists in the coordination of public warnings across NSW. Here State Operations personnel, including Group Manager Response and Coordination Chief Superintendent Steve Yorke (centre), receive an Emergency Warning call from an Incident Controller during a training exercise.



# operational services

The Operational Services Directorate encompasses both prevention and response to bush fire. An important role of the Operational Services Directorate is coordination of response to fires in the landscape. It also focuses on mitigating the risk of fire through hazard reduction and engaging the community to be prepared.

In the reporting period a new Group was established within the Operational Services Directorate and a new Group Manager was appointed for Operational and Mitigation Support Services. The Directorate now consists of:

- Coordinated Risk Management
- Community Resilience
- Response and Coordination
- Operational and Mitigation Support Services
- Customer Service and Support

## **Coordinated Risk Management**

*Coordinated Risk Management incorporates Bush Fire Coordinating Committee Support, Community Planning, Mitigation Grants Management, environmental services, operational business systems and performance reporting for Operational Services.*

In 2010/11, Bush Fire Management Committees were progressively revising their Bush Fire Risk Management Plans, with 63 having submitted draft plans for Bush Fire Coordinating Committee approval during the reporting period.

A total of 14,206 strategic fire trails were registered by Bush Fire Management Committees, with a total length of more than 50,974 kilometres recorded by the end of the reporting period.

The NSW RFS was pivotal in the coordination of bush fire research at the Wollongong University's Centre for Environmental Risk Management of Bush Fires. In 2010/11, research at the Centre focussed on fuel and fire

behaviour changes that may occur with climate change. The NSW RFS also reported to the State Emergency Management Committee's Climate Change Working Group on climate change research and adaptation techniques in relation to land use planning processes and potential impacts on emergency management agencies and local government.

In 2010/11, the provision of information, training and the professional development of staff, councils and the community on the Bush Fire Environmental Assessment Code continued. During the reporting period, 2,310 Bush Fire Hazard Reduction Certificates were issued by the Service. In addition, 13 Review of Environmental Factors were finalised during the year.

The Hotspots program, which combines biodiversity concerns with fire management knowledge, delivered 45 property management plans during the reporting period.

A number of mitigation grant funding programs, including a Commonwealth/ State program were managed to support land managers, local councils and NSW RFS brigades achieve critical hazard reduction works and upgrade strategic fire trails. A significant enhancement in mitigation grant funding was provided in 2010/11 which has provided funds for 1,245 hazard reduction and fire trail activities across the State.

The coordination of hazard reduction reporting requiring the integration and analysis of different data sets from land management agencies and local councils to enable reporting for the Bush Fire Coordinating Committee and Section 74 reporting required under the *Rural Fires Act 1997* continued over the reporting period.

# operational services

*The 2009 Black Saturday Bush Fires in Victoria were Australia's worst ever natural disaster. Following these tragic events, NSW responded with the introduction of new Bush Fire Danger Ratings, Alert Levels and the establishment of Neighbourhood Safer Places.*

*During 2010/11, the NSW RFS continued to learn from and build on the lessons from the fires.*

*In July 2010, the Victorian Bushfires Royal Commission handed down its final report, consisting of 67 recommendations. While many related specifically to Victoria, a formal working group, including leadership from the NSW RFS, was established to review the recommendations and their implications for NSW.*

*As a result, a Bush Fire Protection Package was announced in November 2010, worth \$106.9 million to be shared across the NSW RFS, National Parks and Wildlife Service and Forests NSW.*

*As part of the Package, the NSW RFS enhanced its State Mitigation Support Services by employing a further 80 mitigation crew members, taking the total number to 140. These crews play an important role in preparing areas for hazard reduction activities*

*by volunteer brigades, through works such as preparing control lines.*

*The crews also carry out works under the Assist Infirm Disabled and Elderly Residents program, which assist some of our most vulnerable community members.*

*Another part of the Package involved the establishment of Rapid Aerial Response Teams, which can be strategically positioned on days of increased fire danger to provide an aggressive initial attack on fires, particularly in remote or inaccessible areas.*

*Photographic identification cards for members was another key element of the Package. During 2010/11 equipment was provided for the printing of cards which can easily identify members during fire events.*

*A Vulnerable Communities Unit was also established to identify at risk communities and develop improved ways of protecting them.*

*The NSW RFS also continued to work on improving the community's understanding of Fire Danger Ratings, Alert Levels and the Bush Fire Survival Plan through the Prepare. Act. Survive. public awareness campaign.*



State Mitigation Crew personnel clearing fire trails through bush in the Mount Tomah area in the Blue Mountains.  
Photo by Glenn Woods

## operational services

*Many NSW RFS brigades are showing great initiative and zeal in building the resilience of their communities.*

*A Women's Fire Awareness Program held at the Canyonleigh Brigade, near Bowral, met with success in the reporting period.*

*The local brigade has been hosting the one-day workshop for the past eight years.*

*"This course has made me aware of how real and scary situations can be," said one participant, "It has shown me how to prepare my house, property and myself to survive if a fire comes through."*



# operational services

*The training day is designed for women who are at home alone or with children while their partners work out of the area. While this group was identified as one of the groups at higher risk in the community, it was also acknowledged that women are generally the custodians of their family's safety and will often take responsibility for change within a family.*

*The program, is now being duplicated by many NSW RFS brigades around the State with great success.*

*Community Engagement activities at the Kenthurst Brigade in Sydney has also met with success in the reporting period.*

*The brigade made a focussed effort to offer Community Safety Workshops to educate local residents and fully prepare them to defend their own communities in the case of a bush fire.*

*The brigade members have noticed a direct correlation between training local residents to safely defend their own properties and the recruitment of those residents into the Service. They now have hundreds of landowners who are well prepared to resist summer's fires and fifteen new Bush Firefighter-trained recruits with more waiting to start.*

## Community Resilience

### Development Assessment and Planning

The Service worked to improve bush fire safety through the assessment of new developments for compliance with Planning for Bush Fire Protection and through policy development, training and influencing legislation and regulation related to planning, design and construction in bush fire prone areas.

A number of changes to development assessment and planning occurred in 2010/11:

- Latest edition of the Building Code of Australia adopted in NSW
- AS3959 Construction of buildings in bush fire prone areas (amended) came into effect
- Changes to the State Environmental Planning Policy (Exempt and Complying Development Codes) 2008
- Changes to the 79BA and 100B process
- Recognition of qualified consultants under the Fire Protection Association Australia's Bushfire Planning and Design accreditation scheme, and
- Development of the Best Practice Guide for Bush Fire Protection.

During the reporting period a total of 7,368 assessments were undertaken. The table shows the breakdown of assessments completed by the Service over the period. Ten Bush Fire Prone Land Maps were also recertified.

| Type of Development           | #Assessed    |
|-------------------------------|--------------|
| Complying Development Part 3A | 10           |
| Planning Instruments          | 55           |
| S.100B                        | 59           |
| S.79BA                        | 1,881        |
| S.79C                         | 5,245        |
| SEPP Infrastructure 2007      | 73           |
| SEPP Infrastructure 2007      | 45           |
| <b>TOTAL</b>                  | <b>7,368</b> |

## Community Engagement

In 2011, the NSW RFS held the 15th Australasian Community Engagement and Fire Awareness Conference featuring speakers on social media, community engagement and communications. In addition, 32 Roadshows were held around the State to increase communication and information sharing within the Service.

In the reporting period there was an increased emphasis on creating tools and resources to support community engagement within the Service. The Bush Fire Survival Plan was rewritten with added elements and simplified language. Eleven new simplified fact sheets were published on topics such as Fire Safety for Your Pets, Fire Danger Ratings and Grass Fires. Other tools developed included key message cards, magnetic posters and Fire Danger Rating white boards.

2010/11 saw the development of a blog, a Community Engagement Twitter account and the Community Engagement Facebook page in order to share ideas with Community Engagement practitioners across the State. Additionally, a key focus has been to upskill those that deliver community engagement. See more about Community Engagement on the previous page.

## Response and Coordination State Operations

*State Operations is responsible for the management of and support for major incidents.*

In the reporting period, four Total Fire Bans were facilitated. No Section 44 Bush Fire Emergencies were declared during the year and no significant losses were attributed to bush fire. Firefighting personnel were deployed within NSW and to Queensland and Victoria, however, to assist with flood related activities. Read more about the NSW RFS flood activities on page 28.

# operational services

## **Fire Investigation**

The Fire Investigation Unit conducted a Wildfire Investigation course adding 12 Authorised Wildfire Investigators to the bank of 156 qualified investigators bringing the total to 168. During 2010/11 Authorised Wildfire Investigators formally investigated 529 fires, with the cause determined for a total of 74 percent.

| Type of Fire     | Total      |
|------------------|------------|
| Structure fires  | 195        |
| Vehicle fires    | 13         |
| Vegetation fires | 321        |
| <b>TOTAL</b>     | <b>529</b> |

The majority of the investigations were conducted in collaboration with NSW Police Force which resulted in several charges being laid.

During the reporting period the Unit had a NSW Police Officer seconded to it which greatly enhanced the relationship between NSW Police Force and the Service. The NSW RFS also placed an Intelligence Analyst with the NSW Police Arson Team. Both of these positions have assisted both agencies to address serial arson-related issues across the State.

## **Aviation and Specialist Equipment**

In 2010/11 the State Air Desk tasked and managed aircraft to assist flood and rescue activities in both NSW and Queensland. Aircraft on contract to the Service were deployed to flood activities for more than 100 continuous days. Aerial management was also provided to control locust plagues across the State. In total for 2010/11, 377 aircraft and fuel support tasks were coordinated through the State Air Desk across all emergency aerial support activities.

During the period, the NSW RFS had 24 aviation contracts in place to support fire and emergency management across the State. An additional fixed wing fire bomber was placed on dedicated contract in the west of the State in recognition of the increased grass fuel loads and potential fire activity. There were 77 aircraft companies registered on the Call When Needed Approved Operator List with both rotary and fixed wing aircraft available for tactical and transport deployment.

Two additional Portable Airbase Command Units were built to support aerial operations in remote locations, increasing the number of units to four.

There was an extensive aviation support training program throughout the reporting period. More than 360 members trained across aerial and ground support functions including Air Base Operators, Aviation Radio Operators, Air Observers and Air Attack Supervisors.

## **Incident Response and Jurisdiction**

The Incident Response and Jurisdiction Unit assists with Boundary and Mutual Aid Agreement (MAA) reviews with Fire and Rescue NSW (FRNSW) in accordance with the Memorandum of Understanding (MoU) between the two services. The Unit also provides (via the Operational Customer Service Centre – OCSC), 24 hour support for all NSW RFS brigades State-wide. The team of Officers based in the OCSC process and manage all operational information, statistics and data received from all NSW RFS Districts.

The OCSC also manages incoming incident reports as provided by the Service's brigades and updates FireZone accordingly, as well as processing all aviation requests from the NSW RFS State Air Desk.

# operational services

A pivotal role performed by the officers based within the OCSC is receiving and responding to public enquiries via the Bush Fire Information Line (BFIL). Officers provide critical incident information and offer preparation and safety advice relevant to the caller's circumstances. The OCSC is also responsible for the notification of Critical Incident Support Services on behalf of the Districts.

At the end of the reporting period, all Boundary and MAAs were current in the FRNSW computer-aided dispatch (FireCAD) system with 33,794 records updated in the reporting period.

The Unit assisted with the implementation of the new MoU and Fire Service Delivery Provisions framework.

The Unit participated in a number of project groups including the FRNSW FireCAD Upgrade, the FRNSW Bush Fire Steering Committee, the NSW RFS Computer Aided Dispatch – Incident Response and Operational Management System programs, the NSW RFS Mid North Coast Call Receipt and Dispatch Trial and the NSW RFS Village II project.

## **Counter Terrorism**

In 2010/11 a NSW RFS Liaison Officer was seconded to the NSW Police Force Counter Terrorism and Special Tactics Command, Capability Support Unit. In this role, the Liaison Officer assisted with planning, development and management of NSW RFS resources and capabilities to support the management of incidents related to terrorism and other major incidents in NSW.

## **Operational and Mitigation Support Services**

*Operational and Mitigation Support Services (OMSS) is a decentralised group that supports volunteers and brigades through hazard reduction preparation; the delivery of the Assist Infirm, Disabled and Elderly Residents (AIDER) program; the coordination of Remote Area Firefighting Teams (RAFT); and Rapid Aerial Response Teams (RART) programs and the provision of operational support through base camp deployment and management of the Heavy Plant register.*

## **State Mitigation Support Services**

State Mitigation Support Services (SMSS) crews are responsible for:

- the preparation of control lines for hazard reduction burns by volunteer brigades
- creation and maintenance of Asset Protection Zones (APZ)
- assistance with managing Strategic Fire Advantage Zones (SFAZ)
- AIDER program works
- hazard reduction burning assistance
- logistical support during operations

In 2010/11, funding for the temporary recruitment of an additional 80 mitigation personnel saw the number of Mitigation Crews working across the State increase from 13 to 30. New crews were established in Lismore, Coffs Harbour, Tamworth, Dubbo, Taree, Cessnock, Sydney, Mudgee, Wingecarribee, Oberon, Nowra, Mogo and Cooma. These crews undertook a total of 1,314 works. Of these, 596 were mitigation works with a total of 6,054 kilometres of bush fire hazard vegetation managed. Under the AIDER program crews completed 718 jobs.

## **Hazard management**

In 2002, legislation was introduced to enable individuals to lodge a Bush Fire Hazard Complaint (BFHC) with local councils where they perceived a hazard to exist adjoining or adjacent to their property. In 2009, this legislation was amended to place the responsibility for BFHCs exclusively with the NSW RFS Commissioner. Since then, the Service has experienced a yearly average of 3,210 BFHCs. Of those, approximately 55 percent are deemed to be a hazard. For 2010/11 the total BFHCs received was 3,091. (See Appendix C)

## **Fire Trail Register**

In 2008/09 the Service developed a Fire Trail Register program to enable local NSW RFS Districts and other agencies to spatially register designated fire trails. Now in its third year, as at 30 June 2011, 15,408 individual trails have been mapped with a total length of 52,680 kilometres.

## **Heavy Plant**

The NSW RFS manages a heavy plant register and program for equipment such as bulldozers, bulk water tankers and graders for use during fires and mitigation works. In 2010/11, 910 items of plant were registered and it is expected the register will continue to expand. In 2010/11 there were 21 requests from 15 Districts for Heavy Plant through the register for Class 1 and 2 fires.

## operational services

In the reporting period the NSW RFS trained 360 personnel in aviation-related firefighting skills including 53 people from external agencies.

The Aviation Unit conducted a series of Aviation Training and Assessment events which included participation from other firefighting agencies in NSW as well as specialists and pilots from ACT, Queensland and South Australia.

A highlight of these training events was the development of inter-agency and inter-State relationships. Sharing resources and expertise and an agreed approach to training has been an asset to all the agencies involved. Common competencies and training has meant that any specialist or instructor from any agency can fill a role when required in an emergency.

Training in 2010/11 has enhanced the capacity of the Service to support all emergency operations in Australia and overseas.



# operational services

Air Attack Supervisors Course in Taree. National Parks and Wildlife Service trainee Air Attack Supervisor, Glen Barkley talks with NSW RFS volunteer Air Attack Supervisor, Grahame Chevalley. Photo courtesy of Sam Crothers



# operational services

*It was one of the wettest starts to summer in decades. Throughout December 2010 and January 2011 there were floods across the three States and throughout the emergency the NSW RFS worked alongside State Emergency Service (SES) and other agencies.*

*In the first two weeks of December 2010, several hundred NSW RFS personnel provided assistance to flood affected communities across the State. By the 13 December the SES had received thousands of requests for assistance and nearly 150 flood rescues had been conducted.*

*The NSW RFS also assisted in the Public Information and Inquiry Call Centre (PIIC) which was established to answer flood enquiries at the NSW Police Force Centre in Surry Hills on 2 December. Over the following 10 days the Centre processed 14,778 calls.*

*But it was in January that the flood emergency grew more serious. NSW RFS members were rostered at the PIIC day and night answering about 80 calls per hour throughout the day. The NSW RFS continued to provide assistance to the SES right across northern NSW including the Far North Coast, Northern Rivers, Clarence Valley, Northern Tablelands, Mid North Coast, Lower North Coast and Namoi Gwydir. The State Air Desk deployed up to 17 aircraft a day across northern NSW and Queensland.*

*While flooding in NSW had kept emergency services busy, the disaster in Queensland had been escalating.*

*By 10 January the Queensland floods had killed eight people – it had become clear that Queensland was in the grip of one of the most devastating floods in recent years.*

*The NSW Government deployed extra fire and rescue service workers, hydrologists and helicopters to Queensland to assist. A NSW RFS helicopter was sent to Toowoomba on 10 January and rescued at least seven people stranded on roof tops on its first day of operation. A second helicopter was requested on 11 January and was immediately deployed to Queensland that afternoon.*

*Captain Kendall Thompson of the NSW RFS Kootingal Brigade, was later named winner of the 2011 International Benjamin Franklin Fire Service Award for Valour for his efforts at this time. As the ‘down the wire crewman’ Kendall assisted in helicopter rescues risking his own life again and again. Over a 48 hour period he was personally responsible for the rescue of 45 people stranded and trapped in flood waters. Kendall and the crew of two Strike Teams of five appliances and a total of 53 personnel returned from Queensland on 20 January.*

*In the same period in Victoria, a number of NSW RFS crews were working in areas such as Echuca which have experienced record flood levels. Crews were deployed from the Mid Murray Zone to assist with sandbagging in the township. Concerns about flooding in Victoria continued with sandbagging and mopping up operations in place until mid-February 2011.*

## **Remote Area Firefighting Teams and Rapid Aerial Response Teams**

The NSW RFS uses Remote Area Firefighting Teams (RAFT) to access fires in remote locations that are difficult for brigades to access. RAFT personnel are specialist volunteer firefighters who work in rugged, isolated areas. In response to the findings of the 2009 Victorian Bushfires Royal Commission Final Report, the Rapid Aerial Response Teams (RART) was established across the State. This has increased the Service's ability to immediately respond to bush fires on days of increased fire risk.

## **Base Camps and Logistical Support**

Base camps are used to accommodate firefighters close to the fire line, reduce travel time, fatigue and the reliance on existing infrastructure. OMSS provides assistance with base camp infrastructure and set up for Section 44 Bush Fire Declarations and other natural disasters where remote living facilities are required. During 2010/11 there were 23 base camp equipment deployments for training and Regional exercises.

## **Operational and Mitigation Support Services achievements for 2010/11**

| Works                               | Measured Achievement                     |
|-------------------------------------|--|
| Mitigation                          | 596 jobs                                 |
| Managed bush fire hazard vegetation | 6,054kms                                 |
| AIDER                               | 718 jobs                                 |
| Bush Fire Hazard Complaints         | 3,091 received                           |
| Fire Trail Register                 | 15,408 trails mapped, totalling 52,680km |
| Heavy Plant Register                | Addition of 910 plant items, 21 requests |
| Base Camps                          | 23 deployments                           |

## **Customer Service and Support**

The Customer Service and Support Group and the three Customer Service Centres at Coffs Harbour, Glendenning and Batemans Bay were established to implement elements of the NSW response to the 2009 Victorian Bushfires Royal Commission Final Report and recent planning reforms.

The Customer Service Centres provide advice to Bush Fire Management Committees, assist in vulnerable community programs, identify opportunities under the Assist Informed, Disabled and Elderly Residents (AIDER) program, deliver training as required and assist with Reviews of Environmental Factors.

During the reporting period, the Service focussed on the creation of a Community Protection Planning framework to link the current landscape scale Bush Fire Risk Management Plans to more detailed community specific planning. It also put an emphasis on protecting vulnerable members of the community, identifying, constructing, maintaining and signage for new and existing Neighbourhood Safer Places, and accelerating the Hotspots Program to assist rural landholders and land managers to collectively participate in fire management planning.

The Customer Service Centres work in conjunction with District and Regional staff to address these changes to the Service's role and function.

They also implement planning reforms that have occurred over recent years in conjunction with the Development Application and Planning Unit. This work will continue into the next reporting period.

# regional services overview

The Regional Services Directorate is responsible for the administration and management of more than 480 staff across 50 Districts and four Regional offices across the State.

Working closely with the regional staff, the Directorate oversees the allocations and annual budgets for District and Regional offices including infrastructure enhancement programs to improve and standardise operational capability.

The Directorate develops policies and procedures, monitors asset distribution and management, oversees brigade and personnel management, interagency and local government relations, service agreements, professional development and issues management of day-to-day operations to ensure consistent service delivery across the NSW RFS.

## Community Fire Units

NSW RFS Community Fire Units (CFU) have been set up to support rural fire brigades in their role of prevention and mitigation of bush fires.

Community Fire Units comprise either a trailer or cabinet with firefighting equipment and a group of existing or new brigade members who operate the trailer in the case of an emergency. Each CFU has a designated area of operation which is defined by the local brigade and usually consists of a street, cul-de-sac, village or subdivision. In the event of a fire, while fire crews focus on the moving fire front, CFU members can use their trailer or cabinet equipment to focus on extinguishing spot fires or mopping up after a fire front has passed. In quiet times, the CFU members can also offer bush fire education in their local area.

The aim is to establish 120 CFUs within rural fire brigades across the State and during 2010/11 73 CFUs have been successfully set up and work will continue throughout 2011/12 setting up the other 47.

## Aligning Districts and Regions to NSW RFS functions

Regional Services established the District and Regional Realignment Committee (DRRC) in 2010 to provide recommendations to the Director Regional Services, and ultimately the Commissioner, about the proposed realignment of functions within the Regions and Districts to more closely align them with NSW RFS functions. This has also been an opportunity for the Directorate to migrate Regional and District staff onto the revised Public Sector Position Descriptions under the Capability Framework initiative.

Matcham-Holgate Brigade at a pre-season hazard reduction burn at Pearl Beach on the NSW Central Coast. Photo by Rolf Poole



# regional services overview

The first phases of the project were completed in 2010/11 including the development of new format Position Descriptions which comply with the NSW Public Sector Capability Framework and the migration of current District and Regional staff across to the new format. Work has now commenced and will continue during 2011/12 on the next generation workforce planning phase with the establishment of the Next Generation DRRC Steering Committee and four Regional Sub-committees undertaking State-wide staff consultation.

## **Defibrillators in every truck**

This reporting period has also seen all NSW RFS trucks and many brigades and offices fitted with the life-saving Automated External Defibrillators (AED).

Five and a half thousand AEDs are being distributed across the State and in the reporting period more than 5,000 were issued to Regions and Districts. Every brigade in the State has at least one of the machines.

The AED machine can be attached to a person who is suffering sudden cardiac arrest, or heart attack, and will deliver an electric shock to the heart. The Unit guides users through each step and is therefore easy for the lay person to use. The machines will help not only members of the community, but also NSW RFS members who often work in remote locations some distance away from help.

## **Identification cards**

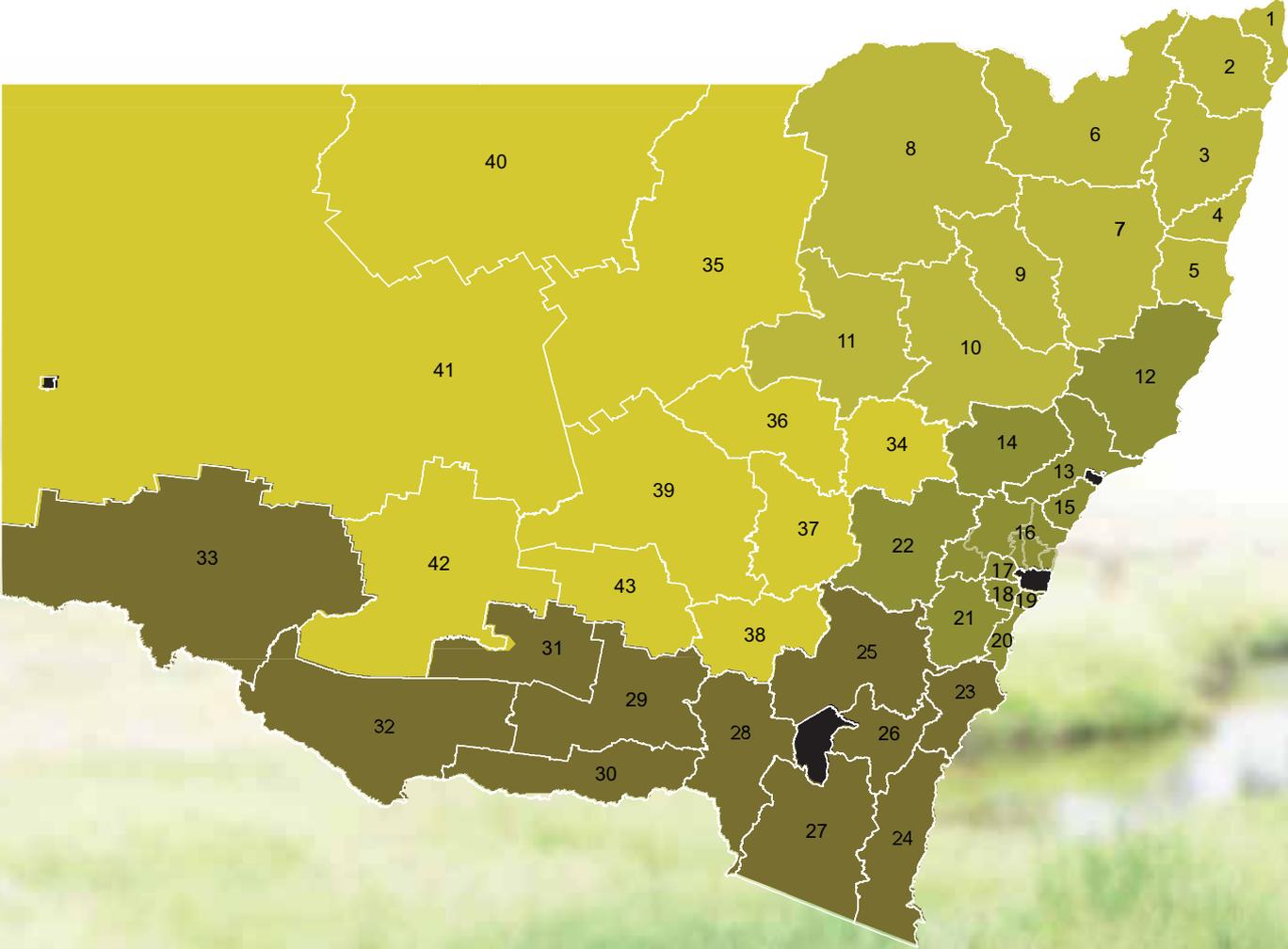
The NSW RFS recognises the need for its members to be able to officially identify themselves and is committed to providing photo identification cards. This initiative bolsters our current policies and procedures and aligns with the 2009 Victorian Bushfires Royal Commission recommendation that all Country Fire Authority volunteers be issued with an identification card or similar to facilitate their passage through roadblocks established during wildfires.

The recommendation, along with a NSW State Government grant, provided the impetus for the NSW RFS to implement a similar program. This initiative is underway and photo identification cards are now being produced. The identification cards include member name, Firezone number, membership location and member photograph. The cards have embedded holographic technology to enhance security and minimise tampering.

During 2010/11, 74 printers with 70,000 cards and printing ribbons along with cameras, backdrops, and software capable of producing photographic identification cards were procured ready for distribution to district offices. Training will commence in early 2011/12 for District staff in preparation for providing volunteers with their cards.



# regional services



## region north

- KEY**
- |   |   |   |  |
|---|---|---|--|
| 1. Far North Coast Team<br>Ballina<br>Byron<br>Tweed            | 4. Mid North Coast Team<br>Bellingen<br>Coffs Harbour                       | 7. New England Zone<br>Armidale Dumaresq<br>Guyra<br>Uralla<br>Walcha | 10. Liverpool Range Zone<br>Gunnedah<br>Liverpool Plains<br>Upper Hunter |
| 2. Northern Rivers Team<br>Kyogle<br>Lismore<br>Richmond Valley | 5. Lower North Coast Zone<br>Nambucca<br>Kempsey                            | 8. Namoi/Gwydir Team<br>Moree Plains<br>Narrabri<br>Gwydir            | 11. Castlereagh Zone<br>Warrumbungle<br>Gilgandra                        |
| 3. (Stand Alone District)<br>Clarence Valley                    | 6. Northern Tablelands Team<br>Inverell<br>Glen Innes Severn<br>Tenterfield | 9. (Stand Alone District)<br>Tamworth                                 |  |

## region east

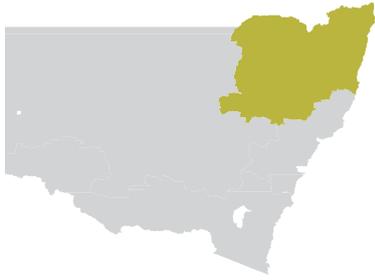
- KEY**
- |  |   |   |   |           |
|--|---|---|---|-----------|
| 12. Manning Team<br>Gloucester<br>Greater Taree<br>Great Lakes<br>Hastings | 15. The Lakes Team<br>Lake Macquarie<br>Wyong   | 17. Cumberland Zone<br>Blacktown<br>Fairfield<br>Penrith  | 20. Illawarra Zone<br>Kiama<br>Shellharbour<br>Wollongong   | ■ Non-RFS |
| 13. Lower Hunter Team<br>Dungog<br>Port Stephens<br>Cessnock<br>Maitland   | 16. (Stand Alone Districts)<br>Gosford<br>The Hills<br>Hawkesbury<br>Blue Mountains<br>Hornsby/Ku-ring-gai<br>Warringah/Pittwater | 18. Macarthur Zone<br>Campbelltown<br>Camden<br>Liverpool | 21. Southern Highlands Team<br>Wollondilly<br>Wingecarribee |           |
| 14. Hunter Valley Team<br>Muswellbrook<br>Singleton                        |   | 19. (Stand Alone District)<br>Sutherland                  | 22. Chifley Team<br>Bathurst Regional<br>Oberon<br>Lithgow  |           |

## region south

- KEY**
- |   |  |  |  |           |
|---|--|--|--|-----------|
| 23. (Stand Alone District)<br>Shoalhaven  | 27. Monaro Team<br>Bombala<br>Cooma-Monaro<br>Snowy River                  | 30. Southern Border Team<br>Albury<br>Greater Hume<br>Corowa<br>Berrigan | 32. Mid Murray Zone<br>Conargo<br>Deniliquin<br>Jerilderie<br>Murray<br>Wakool | ■ Non-RFS |
| 24. Far South Coast Team<br>Bega Valley<br>Eurobodalla                            | 28. Riverina Highlands Zone<br>Gundagai<br>Tumbarumba<br>Tumut             | 31. MIA Zone<br>Murrumbidgee<br>Griffith<br>Leeton<br>Narrandera         | 33. Lower Western Zone<br>Wentworth<br>Balranald                               |           |
| 25. Southern Tablelands Zone<br>Yass Valley<br>Goulburn Mulwaree<br>Upper Lachlan | 29. Riverina Zone<br>Urana<br>Lockhart<br>Wagga Wagga<br>Coolamon<br>Junee |  |  |           |
| 26. Lake George Zone<br>Queanbeyan City<br>Palerang                               |  |  |  |           |

## region west

- KEY**
- |  |   |  |  |           |
|--|---|--|--|-----------|
| 34. (Cudjiegong District)<br>Mid Western Regional              | 37. Canobolas Zone<br>Blayney<br>Orange<br>Cabonne<br>Cowra             | 39. Mid Lachlan Valley Team<br>Parkes<br>Forbes<br>Weddin<br>Lachlan | 41. Far West Team<br>Unincorporated NSW<br>Central Darling<br>Cobar<br>Broken Hill (Non RFS) | ■ Non-RFS |
| 35. North West Zone<br>Walgett<br>Coonamble<br>Warren<br>Bogan | 38. South West Slopes Zone<br>Boorowa<br>Harden<br>Cootamundra<br>Young | 40. Barwon Darling Zone<br>Brewarrina<br>Bourke                      | 42. Mid West Team<br>Hay<br>Carrathool   |           |
| 36. Orana Team<br>Narromine<br>Wellington<br>Dubbo             |   |  | 43. Bland Temora Zone<br>Bland<br>Temora   |           |



## region north

### Season overview

Region North experienced limited fire activity during the 2010/11 fire season both in terms of local and inter-regional support operations.

The Region did make a significant contribution and commitment of resources to assist State Emergency Service (SES) through the major flood events that affected northern NSW and south east Queensland late in 2010 and early 2011. Two NSW RFS Region North Strike Teams were deployed to Brisbane to provide assistance in the massive cleanup and recovery operations across the city.

### Hazard reduction and mitigation

A continued strong focus on fire mitigation and hazard reduction has seen the Region achieve significant hazard reduction outcomes across the majority of districts for the second consecutive year. These results were achieved within the constraints of a predominately La Nina weather pattern with its associated high rainfall.

State Mitigation Support Services resources and capabilities were significantly enhanced in the Region. Mitigation crews have now been established in Coffs Harbour, Wialda, Lismore and Tamworth with a total of 130 mitigation works jobs undertaken during 2010/11.

Draft Plans for all Bush Fire Management Committee areas in the Region have been completed with nine Bush Fire Risk Management Plans formally approved. The remaining three drafts are undergoing the final stages of approval. These plans will be major

contributors to reducing bush fire risk to communities over the next five years.

In 2010/11 a Regional Community Engagement Forum was held in Tamworth attended by staff and more than 50 volunteers. Major field day exhibits at Casino's Primex and Gunnedah's AgQuip rural expos were well attended with volunteer and staff community engagement facilitators interacting directly with thousands of members of the rural sector community.

### Fire Investigation

There was a marked increase in formal fire investigations, with a total of 110 investigations undertaken with cause and origin determined. Six new Fire Investigators were accredited in the reporting period.

### Recognition of members

The dedication of Region North members was recognised with a total of 433 Long Service Medals, 11 National Medals and seven National Medal Clasps presented. Region North also featured in this year's Saint Florian's Day awards presentation. Three individual volunteers were awarded Commissioner's Commendation for Service: John Oliver, Goolmangar Brigade, Adrian De Hoon, Woodburn Brigade and Alan Bier, North West Zone and Bogan District. Five Unit Citations for Service were presented to the following brigades and units: Woodburn Brigade, Gilgandra Brigade, Lightning Ridge Headquarters Brigade, Southampton Brigade and the Organising Committee for the Annual Region North Exercise.

### Regional training

The Region North Annual Exercise held at Glen Innes was very successful and productive. The 2010/11 scenarios incorporated a number of external

agency activities and included a counter terrorism awareness session for the first time. Four hundred and fifty volunteers with 55 appliances attended including two crews from Queensland Fire and Rescue.

In the reporting period a Group Officer forum was held and two Fire Investigation Forums were very well attended at Coffs Harbour (August 2010) and Armidale (September 2010). A Volunteer to Career forum was held in Coffs Harbour in August 2010 with 19 participants.

This year's Incident Management Workshop and Exercise was conducted in August 2010 at Coffs Harbour Fire Control Centre with inter-agency participation from Fire and Rescue NSW, NSW National Parks and Wildlife Service and Forests NSW.

### New infrastructure

A number of major Fire Control Centre (FCC) extension and enhancement projects were completed within the Region. Extension of the FCC facilities at Armidale as well as major refurbishment and extensions to the Kempsey and Macksville Centres were completed in 2010/11. The Northern Rivers Fire Control Centre project commenced in 2010/11 and will be completed during 2011/12.

In addition to FCC Projects, 10 new Rural Fire Brigade Stations were constructed and 14 Brigade Station extension or enhancement projects were completed in the reporting period.



## region east

### Season overview

The unusually high levels of rainfall impacted Region East, resulting in limited fire activity across the Region. Storm damage events in the Illawarra, Blue Mountains and Taree, necessitated a regional response with a number of strike teams assisting over much of the early part of 2011. The Region also provided resources for an out-of-area contingent to assist Region West in the clean up in the Orana North West floods.

The unprecedented growth of forest and grass land fuels is expected to make the 2011/12 fire season hazardous and the Region is making significant inroads on hazard reduction works to prepare for the season ahead.

### Hazard reduction and Mitigation

Even though the Region was hampered by unseasonably high rainfall weather conditions a significant number of hazard reduction activities were successfully conducted across the Region providing protection to the broader community.

The Region hosted 1557 Community Engagement activities during the reporting period. These activities incorporated Youth Activities including School visits, fireguard for Kids programs, Youth Groups and Cadets; Adult programs including Street Firewise, Firewise Alert, Street walks and Community meetings; and Awareness programs including Fetes, Expos, Open Days, Static Displays and other special events.

The number of reported hazard complaints fell by approximately 18% across the Region compared to the previous year.

### Fire Investigation

Three very successful Fire Investigation Exercises were held, in conjunction with the NSW Police Force, providing NSW RFS Fire Investigators with further skills and knowledge in drug lab investigating and specialist scene photography.

### Recognition of members

The Region hosted 71 events during the reporting period. These events included Medal presentations with approximately 1,200 members presented with awards for service.

Region East was well represented in the list of those receiving Australian Fire Service Medals (AFSM) this year including: Group Captain Kenneth Chalker, Pheasants Nest, Doreen Peters, Hartley Brigade, Captain Leonard Best, Middle Dural Brigade, Jeffrey Cree, Davidson Brigade, Group Captain Norman Carter, Curricabark Brigade and Group Captain Grahame Fothergill, Illawarra Zone.

Two sisters from the Tarana Brigade were also recognised for their 71 years of Service to NSW RFS receiving the Commissioner's Certificate of Commendation. Muriel Stevens and Grace Fletcher began their association with the Service in 1938 and have been willingly providing meals for the firefighters throughout. They are still active and valued members of their brigade.

### Regional training

During the year the Region hosted a successful Volunteer to Career forum at the Illawarra Fire Control Centre with approximately 40 participants.

The region increased the number of membership approvals by approximately 14 percent over the same period in the previous reporting period.

An exciting and stimulating Regional Exercise was conducted in late May at the Cataract Scout Camp with the theme of: *a learning experience*.

The exercise was a residential event with members accommodated in a base camp.

A wide variety of activities were conducted including fire investigation, defibrillator training, navigation events, asbestos training, gas fire training and a pumping activity. The activities included the opportunity for members to work with the Police Rescue and Bomb Disposal Unit and the Department of Environment and Conservation. The exercise also included cadet events.

In the reporting period one Incident Management Workshop and two Incident Management Exercises were conducted at Hornsby and Wingecarribee Fire Control Centres with inter-agency participation from Fire and Rescue NSW, National Parks and Wildlife Service and the Fire and Emergency Services Authority of Western Australia (FESA). Two Senior Officers from FESA participated in the event, performing principal roles, which provided enhanced operational capacity during major fire and multi-agency Incidents between NSW fire land management agencies and our interstate counterparts.

### New infrastructure

During the reporting period there were eight new brigade stations opened and 22 brigade station upgrades were completed.

Region East has continued to monitor and improve the mobile and fixed assets across the Region and a number of prototype vehicles were developed including catering vehicles and bulk water carriers.



## region south

### Season overview

Region South experienced above average rainfall over the 2010/11 season resulting in a relatively quiet fire season. A number of Local Government Areas experienced major flooding and storm damage and extensive support was provided for these events both at the local level as well as the deployment of out-of-area brigades.

Shoalhaven District Manager Superintendent Ian Stewart was deployed to Perth during major fires in Western Australia in February 2011. Superintendent Stewart was Liaison Officer for the NSW RFS and took the opportunity to observe incident management systems. He later submitted a report to the NSW RFS Executive identifying a number of issues for the NSW RFS to consider, as well as making some recommendations relative to both current NSW legislation and public information packages.

During the year a number of members from across Region South participated in the Service's Botswana Fire Management Program.

### Hazard reduction and mitigation

Hazard Reduction activities continued to be a high priority although affected by adverse weather conditions. Works crews assisted with a number of hazard reductions throughout the Region and more works crews are expected to be active within the Region in coming months.

Regional staff focussed on developing better tools to support Community Engagement practitioners, with emphasis on the importance of the Bush Fire Risk Management Plans and the *Prepare. Act. Survive.* public awareness campaign.

All Bush Fire Risk Management Plans for the Region are now complete with several currently being reviewed to incorporate changes in local communities during the past few years. There has been increased engagement with local communities as a result of this process.

Community Engagement activities throughout the Region were supported by the purchase of a 'Smokehouse' which is used to show children the practical methods of keeping out of toxic smoke by staying low and crawling quickly from a burning building. This has had a great deal of use during the year and has proved to be very popular at public functions.

The NSW RFS Cadet program has been very well supported, with active Cadet Groups at Bombala High School, Crookwell High School, Goulburn Girl Guides, Gundagai High School, Jindabyne Central School, McAuley Catholic School (Tumut), Tumut High School, Yass High School and St. Georges Basin Junior Brigade.

### Regional training and consultation

The Region continued its ongoing operational preparedness program this year and completed an Incident Management Workshop (IMW) and Incident Management Exercise (IMX) at Wagga Wagga Fire Control Centre.

This year's Regional Exercise was held in the Riverina area with neighbouring areas invited to attend. This provided an opportunity for volunteers in the western parts of Region South and Region West to participate. The exercise was held at Camp Kurrajong, Wagga Wagga with approximately 85 members in attendance.

The Region's eighth Group Officers forum was held at Albury, with 65 Group Officers in attendance. Region South hosted the NSW RFS Wildfire Investigation

Course which was attended by NSW RFS investigators, and for the first year two officers from the NSW Police Arson Team.

### Fire investigation expert at Mogo

NSW Police in conjunction with FRNSW hosted Dr John DeHaan to present a seven day residential Structural Fire Investigation workshop at the NSW RFS facility in Mogo. Dr DeHaan is considered to be one of the foremost experts in fire investigation in the world and is the author of Kirks Fire Investigation. This workshop was attended by representatives of NSW RFS, Fire and Rescue NSW, Police Forensic Services Group ACT Fire Brigade and Australian Federal Police Forensics.

The Region also hosted a Local Government Forum at Wagga Wagga. The Forum provided an opportunity for Councils to discuss issues of concern with the NSW RFS Commissioner Shane Fitzsimmons and other Regional staff.

### New infrastructure

This reporting period saw the Sod Turning Ceremony for the construction of the new Fire Control Centre at Bombala. The new and improved facility will assist in the management of emergencies in the Bombala Local Government Area. Planning for the new Murrumbidgee Irrigation Area Fire Control Centre is progressing with construction expected to commence late 2011.

There were 17 new brigade stations opened in the reporting period and a further six stations were upgraded.

### Regional appointments

Chief Superintendent Ken Hall, formerly Regional Operations Manager was appointed as the Regional Manager South in December 2010.



## region west

### Season overview

The North West and Far Western areas of the Region received substantial rainfall between November 2010 and January 2011 and some areas even recorded the highest rainfall for that period on record.

The Orana Team along with the North West Zone supported a protracted flood response effort by the State Emergency Service (SES). With many of the local volunteers themselves affected by the flooding and constant rain, assistance was sought from Region East crews. We would like to thank Cumberland, Hawkesbury and Blue Mountains crews who assisted at Dubbo, Narromine and Warren. Flooding assistance was also provided in South Western Slopes Zone, Canobolas and Barwon Darling Zone to the SES.

### Hazard reduction and mitigation

The prolific growth of grass in the western areas of NSW has shifted the focus to mitigation and prevention in these areas. Reconnaissance flights covering 3,140 nautical miles (5,653km) were commissioned to calculate the extent of grass growth across the Western Plain areas. The evidence spoke very clearly, the widespread rainfall had created a significant bush fire risk across the whole of the Region.

Cluster meetings involving two or three neighbouring Districts were held throughout the Region to discuss best strategies for the upcoming fire season. Isolated villages were individually inspected for hazards and strategies were put in place to protect these vulnerable communities. Hazard reduction works including slashing, triterring and spraying were carried out in order to create Asset Protection Zones. One thousand eight hundred Hazard Complaints were issued which was a significant increase from 639 the previous year.

Another hazard mitigation initiative in the reporting period was a roadside spraying burning program. Strategically placed roads were sprayed and once cured were burnt creating Strategic Fire Advantage Zones (SFAZs).

Meetings were also held with the Roads and Traffic Authority and Essential Energy to identify areas on their land tenure where SFAZs could be established. Powerline easements were identified as ideal areas to create SFAZs and a project was initiated in the Barwon Darling area to reduce fuel levels under the powerlines. This strategy may also prevent powerline ignitions.

State Mitigation Crews have continued to help Districts throughout Region West. The increasing demand for this assistance has seen the establishment of permanent work crews in Dubbo and Mudgee.

The Bush Fire Risk Management planning process has been progressing with 11 out of the 13 plans completed in the new format.

The annual Region West Community Engagement Forum was held at Mudgee including training in presentation skills and ways to engage the community. On the second day delegates had the opportunity to test their new skills on the public and visited properties in the Cooks Gap area north of Mudgee which is classed as an extreme risk for the coming fire season.

Cadet programs were run at Kandos and Parkes. This year the Parkes cadets travelled to NSW RFS Headquarters for their medal presentation and combined this with a tour to the Fire Museum at Penrith.

### Regional training and consultation

Region West placed a strong focus on delivering the new NSW RFS Asbestos Awareness Workshop which explains the risks associated with asbestos during and after a structure fire.

The format of the Incident Management Workshop and Exercise was changed this year to provide a better opportunity for participants to practice incident management roles at the workshop. A series of Brigade Officer workshops were held across the far western areas of the State to motivate volunteers in these areas following the drought.

### Regional infrastructure

Brigades without tankers have been given priority for tanker delivery and in the reporting period the North West Team took delivery of 16 appliances.

The Cowra Air Base facility was upgraded with the installation of a Hatz/GAAM Mk253 pump to support fixed wing bombing operations. This new pumping arrangement means the Air Base can now provide 250,000L of static water supply, 45,000L of retardant capacity, a retardant mixing capability and an air base communications room.

The Bland Fire Control Centre, located at West Wyalong, was close to completion at the end of the reporting period, 14 brigade stations were built and several extensions were completed.

### Recognition of members

At the Annual All Staff Conference in July 2010 well known and highly respected, long term employee and volunteer, Gordon Hill was presented with a Long Service Medal 2nd Clasp. In June 2011 Supt David Hoadley, Manager Canobolas Zone, received an AFSM for services and dedication to the Service.

Frogmore Brigade of the South West Slopes Zone celebrated 100 years of service to their community this year. Phillip Baer from Frogmore Brigade received the 2010 South Coast/Southern Inland NSW Volunteer of the Year Award for his outstanding contribution to the community.

# infrastructure services

The Infrastructure Services Directorate ensures a State-wide and well planned approach to the management of assets owned and operated by the Service including:

- Fixed Assets and Infrastructure
- Information Communications and Technology
- Infrastructure Projects
- Mobile Assets and Infrastructure

## Fixed Assets and Infrastructure

*Fixed Assets combines infrastructure planning, standard design policy, Total Asset Management and the leasing and management of the two major facilities of Headquarters at Lidcombe and Operational and Mitigation Support Services at Glendenning.*

The reporting period saw planning continue for five new Fire Control Centres at Bulga, Griffith, Louth Park, Bombala and Casino. These new Fire Control Centres bring a significantly improved service to their local communities. Construction for these will begin in the 2011/12 financial year. The Fire Control Centre at West Wyalong was nearing completion as at 30 June 2011.

A warehouse facility at Glendenning to house Operational and Mitigation Support Services was opened. The new facility includes office space for 70 staff and substantial warehouse space for the management and storage of equipment.

Key business continuity systems and infrastructure at Headquarters in Lidcombe were upgraded in the reporting period. These upgrades included new powerboards and upgraded Security Access and CCTV Systems. The installation of new Power Monitoring Meters will enable a better understanding of power use in the building.

## Waste reduction

The Service is committed to reducing the amount of waste to landfill and improving procurement procedures to ensure Government's initiatives in this area are achieved. A waste audit was conducted to determine the effectiveness of the waste minimisation and recycling strategies currently in place. Data was also compiled on the amount of paper recycled and office equipment wastes, including toner cartridges and printer ribbons.

As a result an awareness campaign for staff on the benefits of waste separation and recycling has been planned.



# infrastructure services

Paper avoidance strategies were introduced in the reporting period 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 included:

- 3,840kg of paper waste
- 653kg of co-mingled containers (eg: glass bottles, aluminium cans, PET)
- 2,965kg of cardboard
- 100 percent of all used toner cartridges
- 100 percent of obsolete computers and computer monitors recycled through the Reconnect Program

## Information Communications and Technology

*Information Communications and Technology (ICT) provides planning, advice, management and implementation of all communications technology for the NSW RFS.*

A modern, supportable system that can scale to accommodate the high volume of the NSW RFS financial and personnel information has been implemented. ICT has partnered with the SAP project team to implement this solution under a shared services model. The solution is hosted by Fire & Rescue NSW.

A state-of-the-art video conferencing solution has been installed within the Service. The capability allows one-to-one or many-to-many sessions and can also be used to share computer screens with the other parties. This capability means, where appropriate, that members are no longer required to travel vast distances to have face-to-face meetings.

The NSW RFS iPhone application *Fires Near Me* was launched in the reporting period. The application provides information on current incidents across NSW being attended by the NSW RFS and other agencies.

ICT also implemented a system to provide current, consistent, coherent and correct information to the call centre operators, when discussing bush fire matters with the general public.

## Infrastructure Projects

*The Infrastructure Projects Unit facilitates a range of projects associated with the management of the Service's infrastructure, as well as projects designed to assist and improve service delivery.*

During the year the Unit rolled out a scoping project for one of the largest programs ever undertaken by the NSW RFS. The Computer Aided Dispatch Scoping Project was launched on behalf of the Operational Services Directorate. The Unit undertook the planning and development of a trial of computer aided dispatch in the Mid-North Coast Team.

Kieran Clark and Michael Duncan at regular brigade truck maintenance at the Kenthurst Brigade.  
Photo by Damien Ford



# infrastructure services

*NSW RFS members are spread across the State of NSW including 49 District offices and more than 2,000 brigades. The decentralised nature of the Service presents a unique challenge to high quality and regular communication.*

*In July and August 2010 a state-of-the-art video conferencing solution was installed to help mitigate the tyranny of distance. All kinds of meetings can be conducted via a video link including one-to-one video 'phone' calls as well as entire rooms of participants linked up on video. In the reporting period 50 sites across NSW from Narrabri to Bega were fitted up with full video conferencing facilities.*

*Already the video conferencing solution has been used to make Regional Team meetings more effective and inclusive. It can also be used to share computer screens with other parties. This facility has proved invaluable when conducting operationally orientated meetings such as training in commonly used computer applications for regional offices.*

An internal analysis and review of the processes and practices operating within the Engineering Services Unit was also conducted by the Unit. A suggested Strategic Asset Management Framework was developed which will inform the future direction for strategic asset management for the NSW RFS based on both NSW Treasury requirements and best practice.

## **Mobile Assets and Infrastructure**

### **Communication Systems**

*The Communications Systems Unit maintains a network of more than 500 radio and paging transmitters, more than 21,500 radio devices and a similar number of pager devices. The team of technical support officers work closely with managers to continually improve the NSW RFS communications infrastructure.*

As part of the NSW Government response to the 2009 Victorian Bushfires Royal Commission funding was approved to commence Stage One of a four-stage State-wide Radio and Paging infrastructure upgrade. In the reporting period, significant effort has gone into determining the most appropriate technology with an Expression of Interest released to radio systems providers, test networks installed with a technology choice of P25 radio with IP linking as a result. Communications Audit & Compliance Officers, along with a dedicated project team, have commenced the audit, planning and preparation for this technology change with the implementation commencing in the next reporting period.

# infrastructure services

In the reporting period 2010/11, 10 PABX systems were replaced with standardised telephony systems. Six District Paging networks were upgraded while computer hardware replacements occurred at 12 locations.

Radio network planning in support of the upcoming CAD (Computer Aided Dispatch) trial saw the procurement and installation of equipment enabling the Mid North Coast District to communicate with Headquarters via radio and paging.

## **Engineering Services**

*Engineering Services provides expertise in the development of specifications, design, selection and evaluation of fire equipment.*

During the reporting year, a new centrally managed insurance arrangement for mobile assets under the NSW RFS Red Fleet program was implemented. This was achieved in collaboration with the Local Government and Shires Associations and addressed an identified gap in the ability to insure our vehicles. This policy will take effect from 1 July 2011.

The NSW RFS negotiated agreement with the State Contracts Control Board for a variation of the State Government's disposal requirements in relation to Four Wheel Drive (4WD) vehicles. This enables the transfer, to partner Councils, of NSW RFS owned operationally marked 4WD vehicles and it is intended to enable a cost effective upgrade of the Group Officer Fleet subject to local funding determinations.

The Tanker Replacement Program saw 216 new and refurbished tankers handed over to the NSW RFS brigades.

The Service's engineers worked alongside the Operational and Mitigation Support Services to modify vehicle design and deliver an appropriate vehicle for the specialised work purposes of those teams. Engineering Services also partnered with two Districts in the development of a medium-sized logistics support vehicle which will be a standard into the future. An assessment and design of a medium-sized catering vehicle was also undertaken and is currently under construction.

In consultation with the Rural Fire Service Association, the Service initiated a review of the Cat 9 light firefighting appliance. Across NSW, 471 Cat 9 vehicles are used for a variety of purposes and the intent was to seek user feedback into any future vehicle development for this category. Overwhelmingly, 91 percent of respondents saw a need for the retention of the Cat 9 appliance or similar. Valuable information was gathered from the users and this information will be utilised in future development and design.

In addition the Unit ensured that all Service firefighting vehicles were properly identified by using RTA approved Bush Fire plates and were registered on the Red Fleet Management System.

Fleet Services sought compliance with the State Government Green Fleet emissions index currently set at 10.5/20. The current score for the Service's corporate fleet is 10.55/20.

# membership and strategic services

The Membership and Strategic Services Directorate comprises:

- Membership Services
- Health Safety and Welfare
- Chaplaincy and Family Support
- Volunteer Relations and Workforce Planning
- Learning and Development Systems
- Corporate Planning, Research and Governance Group

## **Membership Services**

### **Membership Coordination**

*The Membership Coordination Unit develops and maintains membership related functions for both volunteers and salaried members, including the registration of volunteer membership applications, criminal history checks and provides a range of employment related functions.*

Throughout the reporting period the Unit prepared for a migration to a new human resources and payroll database. Extensive analysis of existing business processes was undertaken by the Unit in collaboration with the Financial Services Unit.

From July 2010 a total of 5,155 membership applications were received and assessed by the Unit, with 3,259 of these applications received from new members. The balance of 1,896 applications processed included staff criminal records checks, existing volunteer members who applied for transfer/rejoin/dual/triple membership and those who underwent a child-related activities check. Additionally, 373 Junior Membership applications were processed.

### **Volunteer to Career**

The Service actively encourages volunteers to pursue a career in the Service by partnering with the Rural Fire Service Association to conduct the Volunteer to Career Program (V2C). Approximately 67 percent of the members who are currently employed with the NSW RFS are drawn from the Service's volunteer membership.

The V2C program runs over a weekend and is designed to familiarise volunteer members with the sorts of jobs available, the entry qualifications required, how people are selected for jobs, how to apply and what the job interview process involves. This is the fourth year that this successful program has been run and to date 25 percent of V2C attendees have gained some form of employment with the NSW RFS, be it a traineeship, casual, temporary or permanent employment.

In the reporting period V2C programs were held in four locations, Illawarra and Dubbo in August, Coffs Harbour in September 2010 and Yass in June 2011. To date 367 volunteer members have attended the program.

### **Health Safety and Welfare**

The Health, Safety and Welfare Unit provided corporate health checks at the 2010 Dubbo State Championships with a total of 239 health checks undertaken.

The Health, Safety and Welfare Unit coordinated training and instruction on the use of Cardiopulmonary Resuscitation (CPR) and AED equipment at the Region East Exercise in April 2011.

The NSW RFS Employees Health, Safety and Welfare Consultative Committee met quarterly in the reporting period. The committee comprises of employee and employer representatives from Headquarters in Lidcombe, Regions and Districts.

# membership and strategic services

Safety Alert Bulletins are issued when important safety issues are identified. During the reporting period a number of alerts were issued relating to revised manufacturer's instructions, product recalls and electrical risks for firefighters. The Safety Alert Bulletins were distributed to NSW RFS members through the Intranet and MyRFS.

During the reporting period the HSW Unit contributed to the induction program for the State Mitigation Support Services (SMSS) staff across the State. This included information on all NSW RFS Policy, Standards and Standard Operating Procedures and instruction on the correct and safe use of all machinery and protective equipment.

## **Counselling and Support Critical Incident Support Services**

*This Critical Incident Support Services program is available to all members of the NSW RFS on a 24 hour, seven days per week basis. Every aspect of the work involved is strictly confidential and assistance is provided through Peer Support and trauma specialist interventions.*

In the reporting period, advanced training for Peer Support members was undertaken and included Trauma Resilience: Toward a new paradigm of Stress Injury Prevention and Treatment and Systematic Trauma: Theory, Research and Treatment Implications. Specialised training was completed in Addictive Behaviour and Decision Making and Bullying, Respect and Culture.

Three team members attended the International Critical Incident Stress Foundation's (ICISF) 11th World Congress on Stress, Trauma and Coping in Baltimore, USA. The knowledge and experience gained has ensured that the emphasis, direction and provision of crisis and early intervention services remains in keeping with world best practice.

## **Member Assistance Program**

*The Service continues to recognise the need to support our volunteer members who may be affected by a situation not directly relating to their operational involvement. In these cases, an information and referral program is available, which helps members and their families locate an appropriate practitioner within their geographical location if possible.*

In the reporting period links with the Centre for Rural and Remote Mental Health continued and included the delivery of a range of seminars throughout NSW. Participation at the Rural Fire Service Association's Family Days enabled NSW RFS members and their families to receive information about a range of services to assist people experiencing poor or acute mental health.

The program continues to be integrated with the Chaplaincy and Family Support initiatives allowing for appropriate clinical advice and services to be offered. Spot reviews indicated that the provision of such a program was perceived as highly valuable.

## **Employee Assistance Program**

*This counselling service, available to employees and their families, is provided through a dual mechanism of internal provision and an external contracted agency of qualified psychologists and practitioners, specialising in this aspect of support.*

In the reporting period, a critique of the referral mechanisms to the external provider was reviewed to ensure a smooth and effective engagement of services takes place. The number of clinicians available throughout NSW has remained steady and the use of telephone counselling remains a valuable tool to assist people in remote localities.

Customer satisfaction surveys undertaken by the provider indicate a healthy satisfaction with services offered and a clear willingness to use the service again if the need arose.

## **Support offered by the Counselling and Support Unit**

|  | 2010 /11 | 2009 /10 | 2008 /09 |
|--|----------|----------|----------|
| CISS number of requests                | 274      | 319      | 281      |
| CISS number of personnel assisted      | 1,214    | 2,366    | 2,116    |
| Member Assistance Program              | 293      | 326      | 302      |
| Employee Assistance Program – internal | 88       | 148      | 93       |
| Employee Assistance Program – external | 19       | 31       | 33       |

NB: These figures do not account for pre-incident information and education sessions provided throughout the year. The number of hours relating to CISS does not account for training and supervision of CISS personnel.

## **Chaplaincy and Family Support**

*The NSW RFS Chaplaincy is a unique ministry that is made up from various denominations and has been on active duty for more than 15 years.*

During the reporting period two chaplains have been inducted into the NSW RFS and seven have relinquished their roles. Our network consists of a Senior Chaplain, Assistant Senior Chaplain, Senior Family Support Chaplain, Assistant Family Support Chaplain and 48 Volunteer District Chaplains and Family Support Volunteers.

# membership and strategic services

*Our much-loved Senior Chaplains, Majors Ron and Carol Anderson of the Salvation Army, announced their retirement in 2010/11.*

*Ron and Carol have been with the NSW RFS since January 1997, providing more than 15 years of selfless care and support to NSW RFS members and their families.*

*Their involvement with the NSW RFS started in 1994 during the dramatic fires in Sutherland Shire in southern Sydney when they were in charge of the Salvation Army Emergency Services as well as serving as volunteer NSW RFS chaplains. Having already distinguished themselves Ron and Carol were appointed full-time as NSW RFS Senior Chaplains in 1997.*

*Before coming to the NSW RFS the Andersons had a long and prominent period of service with The Salvation Army. They had spent 15 years as Chaplains with the NSW Police Force and previous to that had dedicated many years to working with children on the street.*

*Since 1997 Ron and Carol have truly played an integral role in supporting the members and families of the NSW RFS. Together Ron and Carol formalised the Chaplaincy and Family Support Unit which now includes 63 volunteer chaplains around the State. They have travelled extensively around NSW and have clocked up an incredible one million kilometres of car travel.*

*They have truly become part of the family for many NSW RFS members being the celebrants at life's important milestones including christenings, weddings and funerals. In fact Ron and Carol have been the celebrants at 230 weddings and 468 funerals in their time with the Service.*

*"You have been an integral part of our fire service lives," wrote Jaime Marquez from Casula Brigade, "as well as playing a key role in our personal lives for many years now and your absence will be felt deeply by us all."*

*"I recall with great fondness the many happy moments that we have shared. You have officiated at our marriages and at our children's christenings. I am forever grateful that you have been there for all the trials we have faced individually and as a brigade. ....I would like to say that you are not just retiring as the Chaplain of the NSW RFS but also as a member of the Casula Fire Brigade and the numerous other brigades with which you have shared your great faith and compassion over the years."*

*It has been Ron and Carol's rich and extensive skills in helping people during troubled or difficult times that has left its mark on the NSW RFS. Their period of service included the counsel to friends and family affected by the 17 Line of Duty Deaths that have occurred during their ministry.*

*They were also there during the 1997 murders of two Bega school girls, the 1998 Wingello bush fires where one member was killed and five were seriously injured, the 2001 Christmas fires, the 2003 ACT fires, as well as the 2009 Black Saturday bush fires in Victoria.*

*Ron and Carol are both recipients of the Inspirational Australian's of the Year Award (2001), the Commissioner's Commendation for Service Medal, and the ACT Emergency Medal (2003), the Rural Fire Service Long Service Medal and the Australian Fire Service Medal.*

*"Our gratitude to Ron and Carol is hard to measure, said Commissioner Shane Fitzsimmons, "Probably no one person really knows just how much time and support they have given to the Service and to the people of NSW over their ministry.*

*All we can say is that they will be sadly missed and very fondly remembered.*

*Ron and Carol Anderson are inspirational human beings and we thank them for their contribution to the NSW RFS."*



# membership and strategic services

The Chaplaincy Service travelled a total of 87,600 kilometres during the year to carry out its ministrations. The launch of Fire Awareness Week saw a total of 19 brigade and Blessings of the Fire Fleet. The Family Support Service continues with its visitation and contacts with brigade families in their homes.

The Bi-annual Chaplaincy Conference conducted in August 2010 was attended by 42 chaplains studying the Red Cross Introduction Course and the Disaster Recovery Training Program, to equip NSW RFS Chaplains with a better understanding when working alongside these agencies within disaster recovery situations.

The Salvation Army appointed Assistant Senior Chaplains from January 2011 to facilitate a smooth handover with the pending retirement of the Senior Chaplain and Senior Family Support Chaplain, Ron and Carol Anderson, who have served in this role for the past 15 years. During the handover period the Assistant Senior Chaplains have travelled extensively throughout NSW visiting many NSW RFS centres and brigade members as they undertake this new role in preparation for their leadership of the Chaplaincy Service from 30 September 2011.

Full details of the activities of the Chaplaincy and Family Support Network are included in the Appendix B.

## **Volunteer Relations and Workforce Planning**

*Volunteer Relations and Workforce Planning is responsible for managing workforce plans for the NSW RFS, developing and managing position descriptions, membership engagement and recruitment activities as well as ongoing research relating to volunteering.*

Throughout the reporting period, the team has assisted Regional Services in the migration of all Region and District positions to the NSW Government Capability Framework and will continue to work towards implementing the Framework organisationally into 2011/12. Community and District profiling has also been a focus of Volunteer Relations and Workforce Planning this year. Research is being conducted with a view to rolling out a community profile document for each District in the second part of 2011.

In 2010, the NSW RFS released a draft Flexible Membership Model for comment. The proposed Model has a particular focus on recruitment and retention, flexible and varied pathways of involvement, diversity and recognition of roles. More than 45 responses were received and these will all be considered when the document is formalised in 2011/12.

The Volunteer Relations and Workforce Planning team also worked in conjunction with the Learning and Development team to produce the content for the online Volunteer Induction program.

The Service continued to support the secondment of a NSW RFS officer to the Volunteering Unit within Communities NSW.

During the reporting period, the Volunteer Relations and Workforce Planning Team issued a total of 6,400 National Parks and Wildlife Service Annual All-Parks passes to NSW RFS volunteers.

# membership and strategic services

## **Aboriginal Services**

During National Reconciliation Week (27 May - 3 June 2011) the NSW RFS launched its first Aboriginal Services Strategy. The strategy was developed to support the NSW RFS commitment to making a contribution towards strengthening Aboriginal communities through participation and positive interaction with the NSW RFS. Through the Aboriginal Services Strategy the NSW RFS aims to:

- Improve and protect the safety of Aboriginal communities
- Increase member awareness and understanding of Aboriginal culture and experiences from both a historical and contemporary perspective

- Collaborate with Aboriginal communities to strengthen community capacity
- Improve membership outcomes for Aboriginal people.

During the reporting period, five NSW RFS members participated in the Traditional Knowledge Revival Pathways – Traditional Aboriginal Fire Management Workshop. This workshop focussed on Indigenous fire management practices and included demonstrations on planning and implementing traditional ecological burns to assist in contemporary management issues such as conservation and feral flora and fauna management.

The NSW RFS also participated in Aboriginal community and assistance days at Grafton, Tweed Heads and Lismore. The events, organised by the Department of Premier and Cabinet, provide valuable information to Aboriginal communities and people.

In September 2010, the Murrin Bridge Aboriginal community participated in the Community Fire Units pilot program. Following the success of the Murrin Bridge project, other Aboriginal communities will be included in the program in 2011/12.

During 2010, the NSW RFS was successful in obtaining funds under the National Resilience Disaster Program to undertake risk assessments for Discrete Aboriginal Communities in NSW. The project will commence in August 2011.

Aboriginal Elder Tommy George with NSW RFS member Jamie Bertram and NSW RFS Aboriginal Liaison Officer Terry Hill at the Traditional Aboriginal Fire Management Workshop held on Cape York Peninsula. Photo courtesy of Lana Andrews



# membership and strategic services

*In March 2010, the Membership Service Consultative Committee endorsed the establishment of an advisory group for young members of the NSW RFS. The intention was to actively show respect for the opinions and ideas of NSW RFS young members – those up to 25 years old.*

*The Young Members Group is a forum consulting with our young members in order to develop better planning strategies for future retention and attraction. The Group consists of a cohesive team of young NSW RFS volunteers with equal representations from across the regions and an equal balance of men and women.*

*Applications to form the inaugural Young Members Group were invited and around 20 applicants attended a leadership workshop in October 2010. The workshop*

*focused on developing effective communication and leadership skills, identifying limiting beliefs and other exercises to increase resilience. Practical exercises such as how to be an effective committee member, how to develop a charter and how to identify and deal with complex issues were also included. At the end of the workshop, the nine members of the Young Members Group were identified.*

*Elise Tasker from Illawong Brigade was appointed Chair and Jason Conn from Comobella Brigade was appointed Deputy Chair. The other members of the group are: Petia Gear, Dumaresq, Stephanie Nadalini,*

*Gulgong, Tiffany Outridge, Mooney Mooney, Shane Hole, Shoalhaven Heads, Lawrence Knight, Jamberoo, Patrick Mooney, Condobolin and Christian Yanni from Copacabana.*

*Since their establishment and their first official meeting in December 2010, the Young Members Group has achieved a significant amount of*



## membership and strategic services

*work. They have developed their own charter, a communications strategy and held a two-day forum for other young members of the NSW RFS between the ages of 18-25 years.*

*This forum was particularly important, in that it provided a setting for young members to discuss and workshop issues relevant to their NSW RFS*

*membership and to provide feedback to the organisation on these issues. The forum also provided an opportunity for the Young Members Group to report their findings to senior managers and volunteers at the Service's Leadership Forum.*

*Into 2011/12 the Group will establish a work plan focusing on implementing the findings from the Young Members Forum and will continue to advise on issues that affect young members in the NSW RFS.*



The Young Members Group at the inaugural Young Members Forum in Bathurst April 2011. (L-R) Tiffany Outridge, (Mooney Mooney); Lawrence Knight, (Jamberoo); Stephanie Nadalini, (Gulgong); Shane Hole (Shoalhaven Heads); Christian Yanni (Copacabana); Elise Tasker (Illawong), Chair and Jason Conn (Comobella), Deputy Chair. Photo by Jacqueline Murphy

# membership and strategic services

## **Youth Development**

The Secondary School Cadet Program continued its success throughout the year. More than 800 students participated in the program during the period with a total of 50 programs being held across 46 NSW schools.

During National Volunteers Week in May 2011 the Honourable Michael Gallacher, MLC, Minister for Police and Emergency Services, announced James Petty from Gundagai High School as the 2010 NSW RFS Cadet of the Year at a presentation at Parliament House. This annual award is presented to a Secondary School Cadet program participant who displayed outstanding leadership, initiative and team work skills as well as an understanding and commitment to volunteering. James is also an NSW RFS volunteer with the Tumblong Brigade. James was selected for his high degree of leadership and teamwork and his personal growth and skills development throughout the program.

In March of 2010 the NSW RFS endorsed the establishment of a Young Members Group. The Group was appointed in October 2010 with the purpose of providing a conduit between the younger members of the NSW RFS and the broader membership. For more information regarding the Young Members Group please see previous pages.

In August 2010, the Service supported the attendance of 34 young members at the Young People in Emergency Services Forum at Luna Park, Sydney. The forum, coordinated by Communities NSW was designed to harvest input from young volunteers on how to recruit and retain young people as emergency service volunteers and how organisations might better target this age group.

## **Trainees and apprentices**

The NSW RFS works with a number of Government Training Organisations to employ a range of trainees and apprentices to ensure there is an entry level pathway for people to enter our workforce.

In the reporting period the NSW RFS had 15 trainees/apprentices across the State working in a range of study fields such as Business, Administration, Frontline Management and Mechanical apprenticeships.

## **Learning and Development Systems**

*The Learning and Development (L&D) Systems Unit has the overall responsibility for the manner in which all training, assessment and associated activities are conducted in the NSW RFS. The Unit provides training pathways from recruitment through to senior levels.*

In the reporting period an external review by IAB Services was conducted to review the resourcing, organisational structure, role and responsibilities of the Unit. Recommendations were made to increase the Unit's capacity and ability to support the implementation of flexible membership. As a result of the review the positions within the Unit have been revised and a number of the positions have been clearly identified as educational and instructional design positions and as e-learning related positions. A change in the name of the Unit from Learning and Development Systems to Learning and Development was proposed in the review and subsequently adopted. The new structure will be implemented from July 2011.

The review also recommended the development of a Service-wide learning and development framework and work has commenced in the development of this framework.

# membership and strategic services

The Key Qualifications issued during the reporting period are outlined in the table below.

Training and assessment strategies were reviewed to support the move to flexible membership. Programs were clustered into training pathways to allow members to more easily map the training pathway related to their area of interest.

The implementation of three online learning programs was a major initiative completed by the Unit during the reporting period. Online Inductions were introduced for the following areas:

- Safety Induction: designed for all members in conjunction with the Health, Safety and Welfare Unit
- Volunteer Induction: designed for all new volunteer member in conjunction with the Volunteer Relations and Workforce Planning Unit

- Staff Induction: designed for new salaried members in conjunction with the Membership Coordination Unit.

These programs are being made available to members through the Service's intranet and the MyRFS Volunteer web site. It is anticipated that the number of online programs will grow in the future, evolving into a more blended approach with online theory components combined with practical face-to-face components.

During the reporting period the Unit launched a pilot program for Section 44 Level 3 Incident Controllers. The Incident Control: Major Incident (ICMI) program stems from the findings of the 2009 Victorian Bushfires Royal Commission. Ten people took part in the pilot including representatives from NSW RFS as well as Office of Environment and Heritage, NSW National Parks and Wildlife Service and Country Fire Authority, South Australia.

## **Professional Development Committee**

During the reporting period the Professional Development Committee (PDC) funded a wide range of staff professional development programs.

The PDC catered for both individual development through the funding of places in relevant and meaningful programs as well as funding programs to develop staff collectively to enhance the organisation across the board.

In 2010/11, 104 salaried members benefited from PDC funding. Examples of programs funded by the PDC included:

- Traditional Aboriginal Fire Managements Workshop
- *Government Information (Public Access) Act* Workshop
- Advance Diploma and Diploma of Management

## **Training Activity**

|                                      | 2010/11       | 2009/10 | 2008/09 |
|--------------------------------------|---------------|---------|---------|
| <b>Bush Firefighters</b>             | <b>3,503*</b> | 3,762   | 3,598   |
| <b>Village Firefighters</b>          | <b>929</b>    | 1,049   | 826     |
| <b>Advanced Firefighters</b>         | <b>622</b>    | 850     | 743     |
| <b>Crew Leaders (Supervision)</b>    | <b>201**</b>  | 211     | 310     |
| <b>Group Leaders</b>                 | <b>61</b>     | 75      | 108     |
| <b>First Aid</b>                     | <b>1,957</b>  | 2,043   | 999     |
| <b>Breathing Apparatus</b>           | <b>239</b>    | 170     | 190     |
| <b>Chain Saw Operators</b>           | <b>574***</b> | 614     | 740     |
| <b>Rural Fire Drivers</b>            | <b>458</b>    | 470     | 431     |
| <b>NSW RFS Instructors</b>           | <b>148</b>    | 145     | 187     |
| <b>NSW RFS Training Facilitators</b> | <b>26</b>     | 14      | 18      |
| <b>NSW RFS Training Coordinators</b> | <b>59</b>     | 31      | 41      |
| <b>NSW RFS Assessors</b>             | <b>87</b>     | 53      | 64      |
| <b>Assessor Advocates</b>            | <b>19</b>     | 14      | 37      |

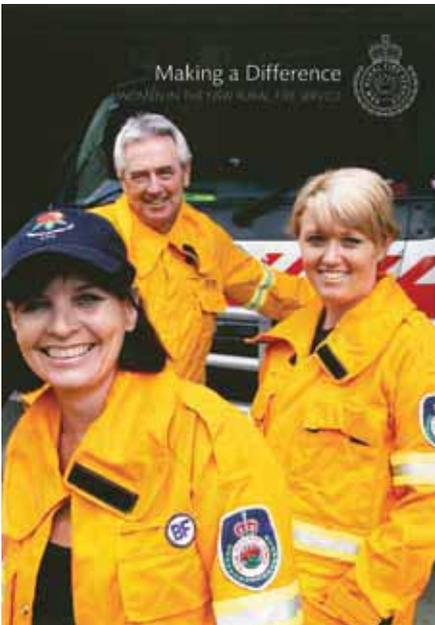
\*Bush Firefighter certifications include BF Support (BFS) and BF Grasslands (BFG)

\*\*Crew leader certifications include all crew leaders. Wildfire (CLW) Village (CLV) Supervision (CLS) Grasslands (CLG) and Catering Crew Leader (CCL)

\*\*\*Chain Saw Operator certifications include Trim and cross cut felled trees (TFT) Tree falling intermediate (TFI) and Tree falling fireline (TFF)

# membership and strategic services

*The contribution of women to the NSW RFS was celebrated in 2010/11 with the publication of a booklet titled Making a Difference: Women in the NSW Rural Fire Service. The booklet was launched by the Commissioner Shane Fitzsimmons on International Woman's Day, 8 March 2011 – the Day's centenary celebration.*



*The aim of Making A Difference: Women In The NSW Rural Fire Service is to showcase the role of women in the NSW RFS and to show the Service's unique history and culture.*

*The booklet provides practical information and advice on being a member of the NSW RFS. It also offers assistance to organisational leaders on how to encourage more women to consider the opportunities available to them in the Service.*

*The first step in creating the booklet was talking to a wide range of female members. The loud and clear message from these initial discussions was that women in the NSW RFS are proud of their achievements and proud to be part of an organisation devoted to helping the community. Our members also indicated that they wanted a resource which would:*

- celebrate the positive contributions of our female members as well as pave the way for future improvements in gender diversity*
- showcase the experiences and achievements of women in the NSW RFS*
- be relevant to all members, not just women*

*A suggestion for the title and main theme of the resource also arose from these conversations. When asked why they had joined the NSW RFS many women spoke about wanting to make a difference to their communities, and doing something different in their own lives. The booklet Making a Difference: Women in the NSW Rural Fire Service was a response to their needs.*

- Participation in the National Emergency Management Training Officers Conference (NEMTOC) held in Brisbane
- Graduate Certificate in Applied Management
- Graduate Diploma in GIS and Remote Sensing.

In the reporting year the Professional Development Committee endorsed that the Springboard: Women's Development Program run by the Institute of Public Administration Australia NSW (IPAA), would be offered in alternate years to female members. This program was funded by the Service's Professional Development Committee in 2010 with 17 women participating and it is anticipated that it will be funded again in 2012.

## **Corporate Planning, Research and Governance**

During 2010/11 the functions of the Corporate Planning, Research and Governance Group were realigned from four small work units into two broader work units namely:

- Corporate Risk Management, Policy and Governance
- Corporate Planning, Research and Knowledge Management

The Corporate Planning, Research and Governance Group manages corporate and business planning, corporate research and knowledge management, performance reporting, enterprise risk and business continuity planning/management, legislative/standards compliance, and policy. A number of function-specific reviews (including legislative compliance, policy and the NSW RFS Library) are planned for 2011/12 to ensure functional alignment with the Group's strategic direction.

# membership and strategic services

During the realignment, the Group continued to support internal stakeholders and external agencies in relation to data management and reporting, corporate reporting and project-specific statistical requirements.

## ***Corporate Risk Management, Policy and Governance***

During the reporting period, the Service further developed its Organisational Risk Management model. The NSW RFS Audit and Risk Committee has congratulated the NSW RFS for this work in relation to its alignment with best practice expectations and standards. Also during the reporting

period, work continued on ensuring that corporate and business planning and organisational risk management were integrated throughout business units.

Business continuity management and planning has continued to advance during the reporting period, with Business Continuity Plans (BCP) progressively being implemented for all business units and Districts in the NSW RFS. An updated Business Impact Assessment was conducted to ensure the currency of identified critical functions and work commenced on developing and embedding a Business Continuity strategy across the

Service. Work has also commenced on leveraging the existing NSW RFS Incident Management Process to allow for the successful integration of the management of a BCP event. The BCM Standard (5050:2010) has been used as a guideline during this process.

## ***Corporate Planning, Research and Knowledge Management***

Key projects in 2010/11 included the development of a new corporate planning and reporting framework and the development of the Corporate Plan 2011-2015. The Group also revised key policies and standard

Tania Marelic and Kelly White at the Leadership Forum in Bathurst April 2011.  
Photo by Jacqueline Murphy



# membership and strategic services

operating procedures relating to corporate and business planning, organisational performance reporting and staff professional development planning. Business planning processes and tools were standardised for the 2011/12 business planning cycle and a new intranet site was developed to provide guidance and assistance for planning coordinators.

During the reporting period, the focus of the Group was on embedding the new Corporate Planning, Research and Knowledge Management team. The focus of 2011/2012 will be on reviewing current levels of research participation and utilisation and building more effective and practically-applied research and knowledge management frameworks.

## ***Enterprise Risk Management***

The NSW RFS is committed to implementing enterprise-wide risk management to suitably address opportunities and threats. The aim is to maintain and improve performance and achievement of identified objectives through the minimisation and management of risk and opportunities.

The NSW RFS Executive along with the Audit and Risk Committee oversee risk management activity for the NSW RFS.

For risk management to be effective across the Service, the approach needs to be consistent, standardised and integrated with activities in all areas relevant to risk. The NSW RFS business planning, resourcing and budgeting system uses the International Standard ISO 31000: 2009 Risk Management as its generic framework to integrate a number of existing systems to perform certain functions within ISO31000.

Business Continuity Management (BCM) was initiated in early 2009 as outlined earlier in this report. The first phases to establish a governance and capability framework to enable the implementation of BCM, followed by the development of Business Continuity Plans (BCPs) for the NSW RFS 12 most critical business functions, have been completed. Subsequent projects to develop and implement BCPs across remaining functions have been developed. The NSW RFS overall approach to BCM is aligned with Standards Australia's AS/NZS 5050: 2010.

## **Committees and Key Policies**

The Membership and Strategic Services Directorate is responsible for a number of committees and key NSW RFS policies.

### ***Joint Consultative Committee***

The Joint Consultative Committee consisting of NSW RFS management and Public Service Association representatives met regularly during the reporting period to discuss various workplace and industrial issues.

### ***Equal Employment Opportunity***

The NSW RFS has a number of initiatives to eliminate discrimination in employment and promote equal employment opportunity (EEO). For example, the NSW RFS recruitment system stresses EEO principles, and through selection panel training and appropriate design of position descriptions, ensures that people are not discriminated against during recruitment. A further strategy is the requirement of mixed gender selection panels. The NSW RFS also has a Multicultural Plan, a Disability Action Plan and an Aboriginal Services Strategy all of which support the principles of equal employment opportunity.

Please see Appendix H for further statistical information relating to EEO in the NSW RFS.

# membership and strategic services

## **Encouraging Women**

The booklet titled *Making a Difference – Women in the NSW Rural Fire Service* was published and more on this can be seen on the previous page. A copy of the resource is available on our website.

In the reporting year the Professional Development Committee endorsed that the Springboard: Women's Development Program run by the Institute of Public Administration Australia NSW (IPAA), would be offered in alternate years to female members. This program was funded by the Service's Professional Development Committee in 2010 with 17 women participating and it is anticipated that it will be funded again in 2012.

## **Disability Action Plan**

The NSW RFS is committed to providing improved employment opportunities, community participation and protection against bush fires for persons with disabilities. The Service's Disability Action Plan seeks to:

- Provide work facilities that enable easy public access and facilitate the employment of people with disabilities
- Include the encouragement of a diverse membership, including people with disabilities, through its flexible membership model
- Encourage the participation of representatives of people with disabilities in its management committees and forums
- Provide bush fire information to the community in a range of formats and channels useable by people with disabilities, and;
- Include specific arrangements for the protection of people with disabilities from fire in its operational plans, procedures and training.

In the next reporting period the NSW RFS will review the current Disability Action Plan so that it complements the NSW Government's Employability and Ready, Willing and Able programs while still maintaining a service delivery focus in regard to community participation and protection against bush fires for persons with disabilities.

## **Multicultural Plan**

In the reporting period the NSW RFS endorsed its first Multicultural Plan. The plan sought to recognise the culturally and linguistically diverse environment in which the NSW RFS operates. The NSW RFS Multicultural Plan is based on the Community Relations Commission Multicultural Planning Framework and includes:

- Multicultural policy goals are integrated into the NSW RFS corporate plan and other relevant publications
- Key outcomes within the plan are implemented and monitored
- Our programs and publications are culturally sensitive and inclusive
- Key information is provided to the membership about diversity
- The NSW RFS liaises with key cultural groups in the planning and development of relevant programs and is represented at key inter-agency forums
- Cultural and diversity awareness training is provided for members.

## **Occupational Health and Safety**

The health and safety of all members is the highest priority for this organisation and the NSW RFS has a number of mechanisms in place for a safe and healthy workplace.

In the reporting period, workplace assessments were undertaken and specialised equipment provided for staff who have identified a risk, have experienced discomfort or as part of a return to work program. The NSW RFS provided First Aid equipment and trained First Aid officers in staff areas to respond to any workplace incidents. As part of our work-life balance approach to working conditions, staff are encouraged to take a minimum of two weeks leave each year. Safety Alerts are issued to all members on topical matters such as changes to equipment or manufacturer's instructions, recalls of equipment, reminders of handling techniques and procedures. The NSW RFS was not subject to any prosecutions under the *Occupational Health and Safety Act 2000* during this reporting period.

# executive services

The Executive Services Directorate provides key corporate and executive support functions in the administration of the NSW RFS.

Those functions include:

- Financial Services
- Program Audit and Inquiries
- Ministerial Liaison
- Professional Standards
- Corporate Communications including Media Services and
- Executive Support.

During the reporting period the functions of the Corporate Program Office and Audit Inquiries and Legal were rationalised under the new Group Manager Program Audit and Inquiries.

## Financial Services

*The Financial Services Unit prepares and monitors the budgets for the NSW RFS and in particular the Rural Fire Fighting Fund. The Unit also provides procurement services for the organisation and coordinates the awarding of major contracts.*

In 2010/11 the NSW RFS had an operating surplus of \$14.3 million compared to last year's operating deficit of \$15.1 million. The change in the result from 2009/10 is largely attributable to the inclusion of 2009/10 Fire Service Levy contributions that were received from local government council and insurance company contributors in advance of the contribution period in the 2008/09 financial year.

Total expenses reduced slightly by \$8.6 million to \$307.5 million from last financial year's actual of \$316.1 million. This was made up of a major decrease in grants and subsidies paid out, offset by an increase in employee related and other operating expenses as detailed below:

- a decrease in grants and subsidies paid of \$32.3 million including a reduction of \$68 million in Natural Disaster Emergency Fund payments made due to a quieter fire season offset by an increase in grants made to councils for firefighting activities and equipment, grants for fire mitigation works and volunteer rescue units.

| Comparative Financial Results  | 2006-07     | 2007-08     | 2008-09     | 2009-10       | 2010-11     |
|--------------------------------|-------------|-------------|-------------|---------------|-------------|
|                                | \$m         | \$m         | \$m         | \$m           | \$m         |
| <b>Income Statement</b>        |             |             |             |               |             |
| Total expenses                 | 253.3       | 223.3       | 247.2       | 316.1         | 307.5       |
| Total revenue                  | 222.7       | 193.0       | 226.8       | 254.3         | 243.3       |
| Total gains/(losses)           | (0.2)       | 0.1         | 0.1         | 0.3           | 0.2         |
| <i>Net Cost of Services</i>    | 30.8        | 30.2        | 20.4        | 61.5          | 64.0        |
| Government Contributions       | 32.1        | 36.8        | 40.8        | 46.4          | 77.7        |
| <b>Surplus/(Deficit)</b>       | <b>1.3</b>  | <b>6.6</b>  | <b>20.5</b> | <b>(15.1)</b> | <b>13.7</b> |
| Capital Expenditure            | 7.7         | 6.5         | 7.7         | 9.2           | 10.3        |
| <b>Financial Position</b>      |             |             |             |               |             |
| Current Assets                 | 17.0        | 29.3        | 49.5        | 34.2          | 44.9        |
| Non-Current Assets             | 16.6        | 15.4        | 15.0        | 16.0          | 17.1        |
| <i>Total Assets</i>            | 33.6        | 44.7        | 64.5        | 50.2          | 62.0        |
| Current Liabilities            | 21.9        | 26.1        | 25.5        | 26.7          | 36.9        |
| Non-Current Liabilities        | 0.2         | 0.4         | 8.8         | 10.9          | 9.9         |
| <i>Total Liabilities</i>       | 22.1        | 26.6        | 34.2        | 37.6          | 46.8        |
| <b>Net assets/total equity</b> | <b>11.5</b> | <b>18.1</b> | <b>30.3</b> | <b>12.6</b>   | <b>15.2</b> |

# executive services

- an increase in employee related expenses of \$12.5 million resulting from a four percent award increase from July 2010, a funding enhancement in response to the 2009 Victorian Bushfires Royal Commission recommendations for an additional eighty work crew positions to undertake preparatory hazard reduction work ahead of controlled burns and assessment and payment of fringe benefit tax for the first time for 2010/11 and the three prior financial years as part of a voluntary disclosure to the Australian Taxation Office
- an increase in other operating expenses of \$9.2 million with the major items being travel costs and purchase of equipment for the new hazard reduction work crews engaged, purchase of computer equipment and running the *Prepare. Act. Survive.* public awareness advertising campaign

Total revenue, excluding government contributions, decreased by \$11 million to \$243.3 million from last financial year's actual of \$254.3 million. The decrease was made up of:

- a decrease in Natural Disaster funding received of \$68.5 million;
- an increase in local government and insurance company contributions of \$49.3 million; and
- an increase of \$5.4 million in other revenue with the major item being grants received from Maritime NSW for support of Marine Rescue NSW.

Capital expenditure for 2010/11 totalled \$10.3 million comprising:

- computer equipment acquisitions of \$0.5 million;
- plant and equipment acquisitions (including motor vehicles) of \$9.6 million; and
- office fitouts of \$0.2 million.

## **Procurement Services**

A major project for the Unit during the year was the implementation of the procurement, inventory and payroll modules of the SAP system for the Service. The implementation of the procurement and inventory modules was completed in October 2010. When combined with the Finance module implemented in June 2010, the three SAP modules allowed for the decommissioning of 10 separate IT systems into a single integrated solution. Some of the key benefits realised include better reporting across all modules, a drill-down capability to source documents from budget reports, online goods receipting and better inventory management at the District level and State-wide.

The SAP Project is a collaborative project between NSW RFS, Fire and Rescue NSW (FRNSW), State Emergency Service (SES) and the Ministry of Police and Emergency Services. The SAP system is being implemented across the four organisations from a single instance of SAP hosted by FRNSW. This has led to major savings in licensing and implementation costs and has facilitated the streamlining of business processes across each agency.

Procurement Services coordinated the awarding of the following contract agreements during the year:

- NSW RFS Identification Card
- Heavy plant register
- Cat 1 and 11 Firefighting tankers
- Mixing and delivery of retardants, gels and foams to Service leased aircraft (finalised in September 2010).

Over the past two years the Service has been working with the FRNSW and the Australasian Fire and Emergency Services Authority Council (AFAC) to develop a collaborative approach to the procurement of commonly used standard firefighting equipment. Throughout the reporting period NSW RFS and FRNSW have worked together to produce specifications for nozzles, ladders and hoses. These specifications are now in use allowing both agencies to jointly tender for these items.

This will not only improve the efficiencies between fire agencies it also reduces procurement overheads, generates economies of scale and improves cooperation between agencies.

## **Program Audit and Inquiries**

### **Corporate Program Office**

*The Corporate Program Office (CPO) oversees the project management framework for the NSW RFS.*

*The framework enhances the selection and management of projects delivered in the Service and is based on NSW Government requirements, project management best practice and industry standards.*

In 2010/11 the CPO provided guidance and support to project teams in the delivery of 30 projects, managed support tools and templates, coordinated reporting and provided project assurance services.

The CPO coordinated six meetings of the Project Control Group, the peak oversight body of the NSW RFS project portfolio. The Group was responsible for monitoring the progress of a portfolio valued at more than \$22 million and containing projects in the following categories: building construction, organisational development, software procurement, telecommunications infrastructure and legislative compliance.

# executive services

In December 2010 the Project Management Policy was reviewed and was re-issued as the Project, Program and Portfolio Management Policy, putting a greater emphasis on the need for coordinated management of the project portfolio.

## **Audit, Inquiries and Legal**

*The role of the Audit, Inquiries and Legal Unit is twofold. Firstly, the Unit manages the obligations to comply with NSW Treasury Internal Audit and Risk Management Policy on behalf of the NSW RFS. This involves coordinating the Internal Audit Program, supporting the NSW RFS Audit and Risk Committee, and coordinating performance audits for bush fire trail maintenance and Bush Fire Risk Management Plans. Secondly, the Unit coordinates NSW RFS involvement in various inquiries and legal matters as well as providing support to staff and volunteers involved in such matters.*

During the reporting year the Unit coordinated the completion of five audits from the Internal Audit Program and commenced a further two audits which will be completed in 2011/12. Final audit reports for two Bush Fire Risk Management Plans were also provided, as well as a Fire Trail Maintenance Audit Report on 20 fire trails across NSW which received funding from the Bushfire Mitigation Program. The Unit coordinated NSW RFS involvement in coronial inquiries into a 2007 bush fire in the Crowdy Bay National Park and an explosion and fire at Drayton's Winery in 2008. The Unit also coordinated the NSW RFS response to various ongoing civil matters relating to past bush fire events.

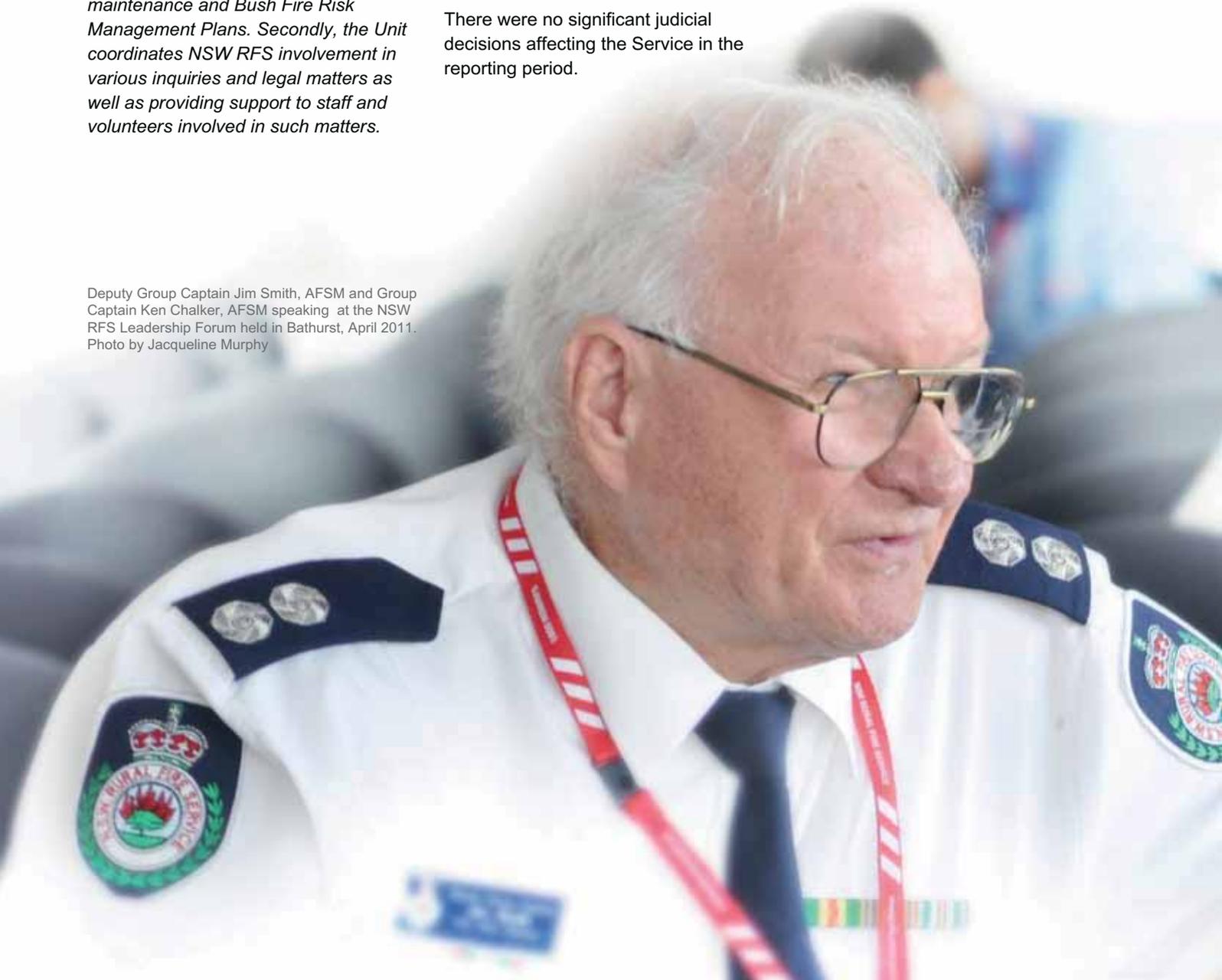
There were no significant judicial decisions affecting the Service in the reporting period.

## **Records Management**

*The Records Unit is responsible for implementing a Records Management Program for the NSW RFS in accordance with the State Records Act (1998). This program incorporates the implementation of policy and procedure for records related activities and the ongoing management of State Records from creation to disposal, including both physical (paper) and digital records.*

2010/11 was a challenging year for the Records team. A number of activities were undertaken which have impacted on the processing of records or will impact on future processing, including the digitisation of all incoming

Deputy Group Captain Jim Smith, AFSM and Group Captain Ken Chalker, AFSM speaking at the NSW RFS Leadership Forum held in Bathurst, April 2011. Photo by Jacqueline Murphy



# executive services

correspondence, the development of a disposal schedule, and the development of a standard thesaurus and file classification scheme. These activities added to the workload during 2010/11 however it is expected that they will contribute to long term efficiencies for the whole organisation.

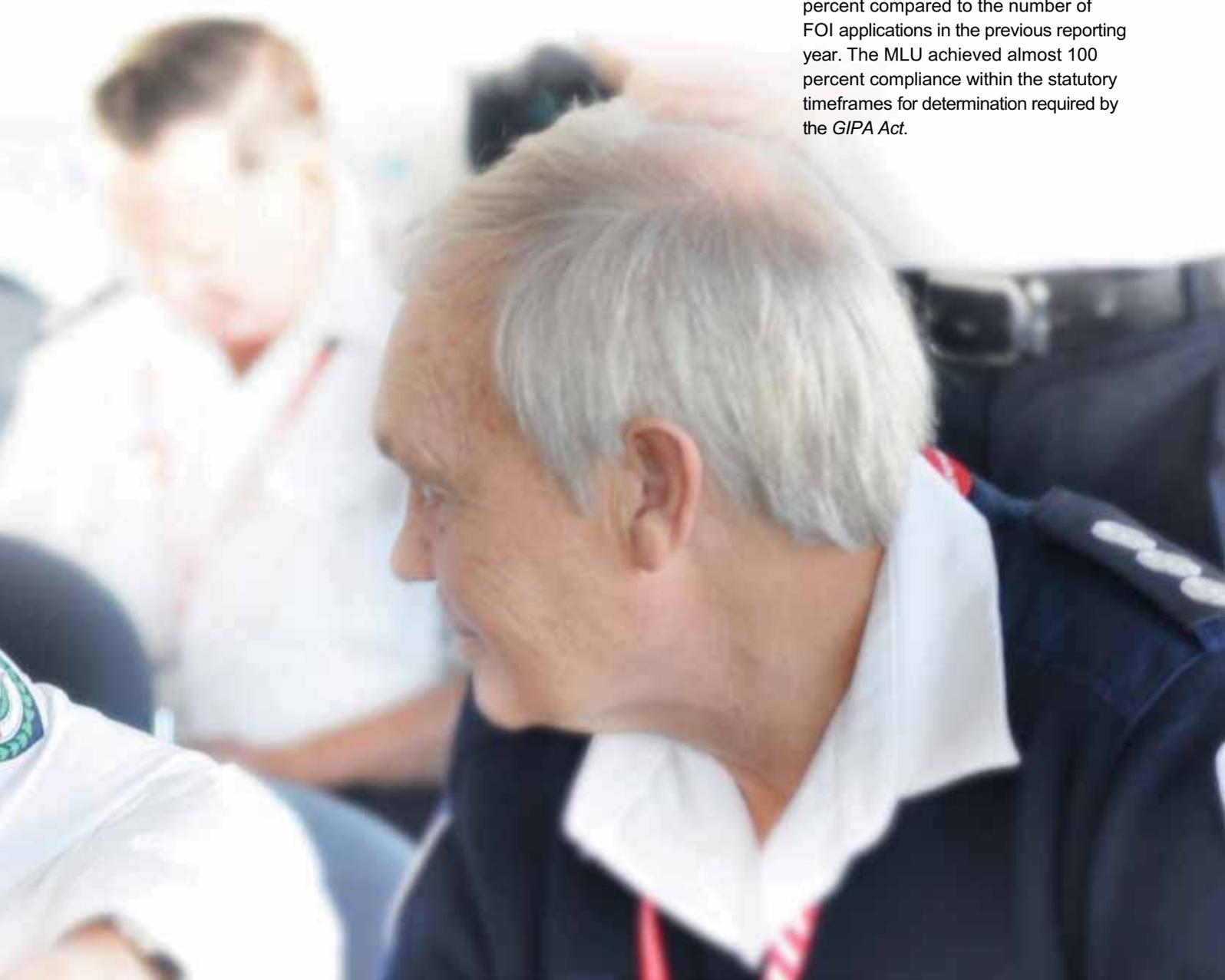
Items processed by the Records Management Unit included 43,649 mail articles posted (variation from previous year +2%), 4,739 files created (-5%), 5,267 paper documents registered (-15%), 7,825 electronic documents registered – including scanned documents (+20%), 1,385 archive boxes created (+59%).

## Ministerial Liaison

*The Ministerial Liaison Unit (MLU) ensures the provision of high quality written material to the Minister for Police and Emergency Services in response to requests for information on matters relating to the NSW RFS. The Unit prepares draft correspondence for the Minister and Commissioner including briefing notes on relevant issues including notes for the Minister's Parliamentary House Folder and for the Estimates Committee hearings.*

The MLU dealt with 275 pieces of correspondence, and processed more than 200 briefing notes and submissions in the 2010/11 reporting period.

The Unit also managed a change of processes for dealing with applications for Government information. Previously access to Government information was regulated by the *Freedom of Information Act 1989 (NSW)*. This Act was replaced by the *Government Information (Public Access) Act 2009 (NSW) (GIPA Act)* with a commencement date of 1 July 2010. The transition involved the training of MLU staff on the *GIPA Act*, the development of new templates for standard correspondence and reporting and providing information on the new regime to the agency. The MLU continues to work towards compliance with open access and proactive release of information. A total of 59 GIPA applications were received and responded to, a decrease of 25 percent compared to the number of FOI applications in the previous reporting year. The MLU achieved almost 100 percent compliance within the statutory timeframes for determination required by the *GIPA Act*.



# executive services

*The Award for Valour is awarded to recognise an act of conspicuous courage involving exceptional bravery under circumstances of great peril where there has been a clear and significant risk to life. To date there have only been two recipients of the Award for Valour, since the Internal Awards inception in 1999.*

*As part of the 2011 St Florian's Day celebrations it was announced that there had been a revision of the Internal Awards including a complete redesign of the Award for Valour, as well as the introduction of lapel pins for the Commissioner's Award for Valour, Commendation for Bravery and Commendation for Service.*

*The redesign of the Award for Valour consists of an eight pointed cross emanating from the crest of the NSW Rural Fire Service, and is an antique gold colour.*



# executive services

One decision was the subject of internal review, indicating a high degree of satisfaction with the reasons given for determination. There was also one external review finalised by the Office of the Information Commissioner (OIC), the recommendations of which were accepted by the agency and the matter determined accordingly. Four other matters are currently under review by the OIC but have not yet been finalised.

In keeping with the spirit of the *Act* and the NSW RFS commitment to transparency, the publication guide and disclosure log have been added to the NSW RFS public website, as well as the relevant forms and advice on how to access information held by the agency.

The Unit also dealt with a number of requests for information on an informal basis. Further statistics on GIPA can be seen in Appendix K.

The MLU also deals with alleged breaches of privacy under the *Privacy and Personal Information Protection Act 1998* (NSW). In the reporting period, one alleged breach was the subject of an internal review. This matter is currently before the Administrative Decisions Tribunal.

## Professional Standards

*The Professional Standards Unit (PSU) provides advice, education, training and mentoring related to fraud and corruption prevention. The Unit's activities are designed to ensure the community's ongoing trust in the NSW RFS by maintaining the highest standards of ethical behaviour by members.*

The Unit investigates complaints of unethical behaviour, misconduct and maladministration by Service members.

During the reporting period, the PSU received 43 complaints, of which, 25 were formally investigated. The Unit also provided advice and assistance to all NSW RFS Regions in relation to Professional Standards matters being investigated or reviewed at that level.

As part of its corruption prevention and education role, the PSU coordinated the Corruption Prevention for Managers training delivered by officers of the Independent Commission Against Corruption for all managers and senior staff of the NSW RFS. More than 120 members attended this training throughout the year and found it to be extremely valuable.

Sixteen NSW RFS members attended a course in Corporate Investigations through the Sydney Institute of Professional Studies in mid-2010. Following on from this training the PSU conducted a two-day workshop on Investigation Techniques for NSW RFS Staff Misconduct in March 2011. The trained staff continue to assist with internal investigations and provide professional standards advice to all members.

## Consumer Response and Complaints

The NSW RFS recognises the need for, and is committed to, providing the community with an opportunity to provide feedback on performance and to have suggestions or complaints addressed in the most appropriate manner. Preference is for resolution at the front-line wherever possible, and with an appropriate process for escalation, should the need arise.

Complaints sent to the Minister for Police and Emergency Services are received by the Ministerial Liaison Unit. These are directed to the appropriate Director for response and action.

The NSW RFS Commissioner also receives feedback and suggestions by email and letter. These are responded to directly or forwarded to the appropriate Director or business unit for action.

Complaints received through the NSW RFS website or MyRFS, the extranet for NSW RFS members, are handled in two ways. The majority of suggestions and complaints are technical and these are handled by the Online Communications Team. Other correspondence is immediately directed to the appropriate business unit.

## Executive Support

### **Corporate and International Relations**

*The Corporate and International Relations Unit develops relationships with the governments and corporations in Australia and abroad including the exploration of new business opportunities for the Service.*

During 2010/11 the Unit conducted more than 100 commercial training courses throughout NSW. All courses were conducted by nationally accredited instructors, and covered topics such as Bush Fire Awareness and Fire Extinguisher training for both the private and public sectors. Currently the Unit is assisting the development of a training course specifically targeted at the mining sector.

The Unit was also successful in obtaining funding from the Federal Government through AusAid to undertake Phase Two and Three of the Forest Fire Management Capacity Building Program in Botswana. This project to date has involved more than 33 personnel, both salaried and volunteer, in delivering Basic Firefighter, Train the Trainer and Crew Leader training to selected personnel in Botswana. This has now produced some 2,000 Basic Firefighters, 45 qualified instructors and 60 trained crew leaders. District coordination centres have been established in four districts as well as a National Fire Coordination Centre in the nation's capital of Gaborone. The program continues to be supported by all levels of government both in Australia and abroad.

## executive services

*It was late in the afternoon of 21 December 2007, following heavy rain in the Bland Temora Zone, when Group Captain Mark Hoskinson was advised that a mother and her three young children were stranded in their car on a causeway.*

*Mr Hoskinson drove to a neighbour's property in failing light and torrential rain where he swapped his utility for a tractor. The floodwaters intensified to the extent that water was penetrating the cabin. The tractor was being pushed sideways by the surging water, however Mr Hoskinson*

*persisted with the search in these dangerous conditions.*

*After some time he found the vehicle with the family still inside and water lapping at the windows and seeping under the doors. By bringing the tractor close enough to the car he rescued the entire family by bringing them out through the car windows and into the cabin of the tractor, before driving them to safety.*

*A few minutes later Mr Hoskinson received advice that two men were also stranded in their utility*

*nearby. He drove the tractor to the area and found the men trapped with water up to the windows of the vehicle. He placed a winch cable on their stranded vehicle and pulled them to safety.*

*Mr Hoskinson's actions in rescuing six people stranded in floodwater under dangerous conditions were in line with the best traditions of the NSW RFS and as such, in 2011 Group Captain Mark Hoskinson was presented with The Commissioner's Commendation for Bravery.*



# executive services

The Unit assisted in facilitating Incident Management training with the United States Forest Service in Thailand through the Asian Disaster Preparedness Centre in Bangkok.

The Unit continues to strengthen sponsorship arrangements with suppliers who contribute to events such as the State Championships, the Leadership Forum and the Australasian Fire Awareness and Community Engagement Conference. These events could not be run without the financial support of these corporate partners.

## **Events, Partnerships, Protocol and Promotions**

*The Events, Partnerships, Protocol and Promotions Unit manages all NSW RFS major events and is responsible for the NSW RFS Protocol Squad and Pipes and Drums. In December 2010 the function of organising District Events was transferred to the Office of the Commissioner.*

Three major events were held in the reporting period: 18th State Championships, Leadership Forum and the Young Members Forum.

The State Championships were held at Dubbo from 24 to 26 September 2010 bringing together more than 350 Service members to showcase their skills in a range of challenging real-life events including bush, grass and structure firefighting and motor vehicle accident response.

The Championships continue to attract strong support with more than 28 sponsors and exhibitors featured at this year's event.

The NSW RFS Leadership Forum and Trade Exhibit was held from 28 to 30 April 2011 in Bathurst.

The Forum saw more than 160 leaders, including volunteers and salaried staff, learn about Service initiatives and share ideas for the future of the organisation.

In the leadup to the event, the inaugural NSW RFS Young Members Forum was attended by approximately 60 members aged between 18 and 25. The results of consultation at the Young Members Forum was then presented to members at the Leadership Forum, providing valuable feedback and input.

There was strong external and commercial support for the Leadership Forum with 22 sponsors and exhibitors. External funding targets were exceeded and exhibition space sold out.

Executive Support worked with the Membership and Strategic Services team to coordinate and deliver this event.

## **Committees and Awards**

*The Committees and Awards Unit provides executive support to the statutory bodies established under the Rural Fires Act 1997 and Fire Services Joint Standing Committee Act 1998 and to committees established by the Minister and the Commissioner of the NSW RFS.*

On St Florian's Day 2011 – 4 May – a total of 17 awards were presented including a Commissioner's Commendation for Bravery and three Commissioner's Commendations for Service.

As part of the 2011 St Florian's Day celebrations it was announced that there had been a revision of the Internal Awards. This included a complete redesign of the Award for Valour and the introduction of lapel pins for The Commissioner's Award for Valour, Commendation for Bravery and Commendation for Service. (see previous page)

Details of all key NSW RFS Committees, including membership and attendance, are set out in Appendix N.

Full details of Internal and External Awards processed can be seen in Appendix P.

## **Corporate Communications**

### **Organisational Communications**

*Organisational Communications is responsible for the delivery of internal communications, graphic services and the publication of the quarterly magazine The Bush Fire Bulletin and Annual Report for the NSW RFS.*

Three editions of the *Bush Fire Bulletin* were published with subscriber numbers currently at 25,500 comprising brigades, district staff, emergency service agencies, schools and the general public. The environmental credentials of the *Bush Fire Bulletin* were enhanced through the use of environmentally-friendly stock. This, along with production improvements, resulted in a reduction in the cost of the publication by 19 percent.

Communication advisory services were delivered for a number of projects across the Service including the introduction of Computer Aided Dispatch, Aboriginal Services, new online learning and induction program, the volunteer Youth Forum, State Championships and the State Mitigation Support Services Unit. Support for the enhanced Bush Fire Information Line included the development of training programs and materials for the call centre staff.

Graphic design services were provided for numerous projects across the Service – both in the Regions and in Headquarters in Lidcombe. The NSW RFS Style Guide was developed as well as promotional material for the Australasian Community Engagement and Fire Awareness Conference, Community Fire Units, the Volunteer to Career program and NSW RFS Open Day.

As part of an ongoing online initiative, six podcasts were recorded and produced during the reporting period including the Commissioner's Podcast.

# executive services

*2010/11 was the second year of the major public awareness campaign Prepare. Act. Survive.*

*The focus was to raise public awareness of Fire Danger Ratings, Alert Levels, Bush Fire Survival Plans and Neighbourhood Safer Places. Television commercials were screened in Sydney, Northern NSW, Southern NSW and Mildura according to the areas experiencing the highest fire threat. There were 110 billboards and more than 3,000 radio advertisements aired; 350 of those radio advertisements were in nine different community languages such as Cantonese, Mandarin, Arabic, Greek, Vietnamese, Italian, Spanish, Filipino and Hindi.*

*Research conducted in early 2011 following the Summer campaign found 57 percent of people recalled the advertising unprompted, while 71 percent recalled it when prompted. Recognition of the term 'Prepare Act Survive' climbed to 77 percent in March 2011, compared to 47 percent at the start of the campaign. Mediacom Insight, which conducted the research, stated: 'These results should be seen as particularly strong given the lack of serious bush fire threats over the 2010/11 summer period in NSW'.*

## **Annual Report – External Costs and Availability**

The Organisational Communications team is also responsible for the production of the Annual Report. The total external costs incurred in the production of this report were \$28,000 + GST. The report is accessible on the NSW RFS website [www.rfs.nsw.gov.au](http://www.rfs.nsw.gov.au) and copies may be obtained by emailing: [organisational.communications@rfs.nsw.gov.au](mailto:organisational.communications@rfs.nsw.gov.au) or from the NSW RFS Headquarters, 15 Carter Street, Lidcombe, Sydney.

## **Media Services**

*Media Services is responsible for the coordination of media liaison across the State and the management of public liaison during bush fire incidents.*

In a bush fire season dominated by floods and storms, Media Services provided media assistance to the State Emergency Service and deployed a media officer to Brisbane during the tasking of NSW RFS members during the Queensland floods.

During the reporting period, Media Services executed a major coordinated public awareness campaign, titled *Prepare Act Survive*. This campaign, which included television, radio, print and outdoor advertising, aimed to increase the community's awareness of Fire Danger Ratings, Alert Levels, Bush Fire Survival Plans and Neighbourhood Safer Places.

Media Services also participated in a national review of bush fire messaging, introduced following the 2009 Black Saturday bush fires in Victoria. The Unit developed a new media notification system, which can assist with the dissemination of bush fire alerts and warnings to the media. In addition, 341 media personnel were trained in bush fire safety, including journalists, camera operators, photographers and production personnel, adding to the more than 3,000 media personnel who have completed the training program.

# executive services

## **Online Communications**

*Online Communications is responsible for the management of three core online communication systems including the NSW RFS website, the volunteer extranet MyRFS and the staff intranet.*

The MyRFS volunteer extranet continued to attract new users, with 17,700 members now registered to use the site. During the reporting period, the site provided more than 2.8 million page views.

The NSW RFS website attracted 980,165 visitors, which is down on the previous year and is a fair reflection of the benign bush fire season in 2010/11. More than 50,000 of the visits to the

NSW RFS website were from mobile devices, while nearly 20,000 were linked from social media sites such as Facebook and Twitter.

The internal intranet site continued to be a significant source of information for staff, with more than 1.2 million page views. One thousand four hundred and ninety one new or updated documents were loaded onto the intranet and 290,497 documents were downloaded.

Other significant outcomes for the year include the implementation of a new hosting environment for the NSW RFS website, designed to increase capacity and improve reliability of the NSW RFS website.

## **Bush Fire Information Line**

*The Bush Fire Information Line is a telephone information system using an in-house call centre and Interactive Voice Responsive service, providing information on fire updates, total fire bans, volunteering and other information.*

In the reporting period, additional infrastructure for the Bush Fire Information Line was installed at the call centre at Headquarters in Lidcombe, doubling the physical capacity of the call centre. Forty eight NSW RFS staff were trained to be call centre operators during periods of increased fire activity.

As part of the *Prepare.Act.Survive.* public awareness campaign there were 110 billboards erected around the State with a special focus on areas of highest fire threat.



# emergency management nsw

*Emergency Management NSW (EMNSW) was established in May 2009, incorporating the functions of the former Office for Emergency Services and a range of new services. In April 2011, the functions of Emergency Management NSW were transferred to the Ministry for Police and Emergency Services.*

Emergency Management NSW provided leadership in the coordination, delivery and support of NSW priorities in emergency management, through:

- Providing advice and policy coordination to the Minister
- Representing NSW in national emergency management forums
- Preparing for and managing disaster recovery operations
- Facilitating natural disaster risk reduction
- Delivering emergency management training and development
- Providing executive support to the State Emergency Management Committee and the State Rescue Board
- Providing information to the public
- Coordinating emergency management planning
- Managing the State Emergency Operations Centre
- Supporting the work of emergency services organisations
- Collecting contributions from the insurance industry and local government towards the emergency services

The Chief Executive of EMNSW was Mr Stacey Tannos ESM.

In the reporting period, the agency continued to implement its corporate and strategic plans, which were developed during the previous year.

## Key roles

EMNSW's key roles included supporting the State Emergency Recovery Controller (SERCon), State Emergency Management Committee (SEMC), State Rescue Board (SRB) and State Disaster Recovery Advisory Group (SDRAG).

The SERCon is responsible for the development of the State's disaster recovery policies, planning and arrangements. As part of its role of supporting the SERCon, EMNSW was responsible for supporting disaster recovery operations conducted by local and district authorities and for coordinating these operations when local and district resources required supplementation.

EMNSW also provided support to the SERCon by ensuring the efficient and effective management of the State Emergency Operations Centre. The Centre maintains situational awareness and activates at the request of the SEOCCon to support the management of major emergencies.

EMNSW provided policy, executive and operational support to the SEMC and its various sub-committees, along with the SRB and its sub-committees.

The State Disaster Recovery Advisory Group was established by the SERCon in August 2009 to bring together government agencies with disaster recovery responsibilities and expertise to provide advice and support on recovery planning and arrangements. This Group, with the assistance of EMNSW, drafted and supported the implementation of the NSW Recovery Plan as a supporting-plan to the State Disaster Plan.

# emergency management nsw

## Recovery Operations

During 2010/11, an eventful and widespread disaster season occurred in NSW, coinciding with significant disaster seasons in Queensland, Victoria, Tasmania and Western Australia. Throughout this period, EMNSW supported the SERCon and local recovery committees with a number of recovery operations.

Commencing 15 October 2010, the south west of NSW experienced heavy rainfall and storms over a three day period resulting in widespread flooding, inundation of properties, road and crop damage. A Natural Disaster was declared in relation to 18 Local Government Areas (LGA). A recovery coordinator and six recovery 'clusters' were formed to oversee and facilitate disaster recovery.

Between November 2010 and February 2011, communities across NSW experienced further significant rainfall and widespread flooding. Natural Disasters were declared in 64 LGAs across western NSW in November/ December 2010, 13 LGAs in north eastern NSW in December 2010/ January 2011 and 12 LGAs across southern NSW in February 2011. Three Regional Recovery Coordinators were appointed to oversee recovery operations for these disasters and to support local recovery committees.

In March 2011, a Natural Disaster was declared in relation to eight LGAs in the Illawarra South Coast area, following widespread storms and flooding. Flooding again affected the Mid-North Coast and Hunter Regions in June 2011, with 21 LGAs being declared. For these events, EMNSW and the Ministry for Police and Emergency Services provided recovery support to Local Emergency Management committees and with the activation of disaster assistance in these areas.

## Collection of Contributions

Following reforms to the Emergency Services portfolio in 2008, Emergency Management NSW was given responsibility for the centralised billing and collection of legislated contributions from the insurance industry and local government towards the emergency service agencies.

In 2010/11 these contributions were:

|                         |                 |
|-------------------------|-----------------|
| Fire & Rescue NSW       | \$508.3M        |
| NSW RFS                 | \$219.5M        |
| State Emergency Service | \$50.8M         |
| <b>TOTAL</b>            | <b>\$778.6M</b> |

## Grants

EMNSW coordinated NSW input to joint NSW and Commonwealth Government disaster resilience funding programs.

In 2010/11, the Commonwealth and NSW Governments agreed to the 2011/12 Implementation Plan under the National Partnership Agreement on Natural Disaster Resilience. Under this agreement, funding is provided to support volunteers, reduce risks from the impact of natural disasters, and increase agencies' capability to prepare for, prevent, respond to and recover from disasters.

EMNSW managed grants under the Natural Disaster Resilience Grants Scheme, Emergency Volunteer Support Scheme and State Projects Program. Under these Schemes \$10 million in State and Commonwealth funding was allocated in the 2010/11 funding year. In addition to establishing these programs, EMNSW continued to administer more than 100 projects under the previous Natural Disaster Mitigation Program.

## Training

EMNSW was a Registered Training Organisation (RTO) responsible for the development, delivery and assessment of emergency management training throughout NSW.

In 2010/11, EMNSW commenced a review of all training programs in accordance with the revised Australian Quality Training Framework and the updated Public Safety Training Package V8.1.

EMNSW also further developed new training courses in relation to enhanced recovery arrangements under the NSW State Disaster Plan.

Courses will continue to be reviewed and updated throughout 2011/12 by the Ministry for Police and Emergency Services.

Crews from across northern NSW helped out with the mop up after the floods in Queensland early January 2011. Here members of the Far North Coast Team, Peter Conroy, Tyalgum Brigade and Georgia Gilbertson, Cudgen Brigade, take a break from the muddy clean up in Brisbane. Photo by Anthony Clark



# our performance

The implementation of eight Pathway Strategies in the Strategic Plan enabled the NSW RFS, within the context of its operating environment, to more closely align its strategic targets and performance measures with State-wide priorities. Significant performance achievements are grouped under these pathways for reporting here.

**Appropriate and Tailored Risk Treatment**

**Defined and Articulated Processes**

**Clear and Defined Roles**

**Whole of Human Services Approach**

**Effective Communication**

**Evidence Based Decision Making**

**Multiple Bottom Line Performance Management**

**Branding and Marketing**

# our performance 2010/11

This section of our annual report describes our planning and performance reporting framework for the year. The performance tables presented in this section are an indicator of the achievements for the year ending 30 June 2011. A more detailed record of other achievements and business activities can be found in the chapters dedicated to each of the NSW RFS directorates.

The implementation of eight Pathway Strategies in the Strategic Plan enabled

the NSW RFS, within the context of its operating environment, to more closely align its strategic targets and performance measures with the NSW State Plan. Significant performance achievements are grouped under these pathways for reporting here.

## NSW RFS Corporate Plan

The eight Pathway Strategies also formed the basis of the NSW RFS Corporate Plan, which outlines the individual programs and targets required to measure progress

toward our strategic outcomes.

For 2010/2011, 72 individual programs were defined in the Corporate Plan with annual performance targets.

In 2010/2011, the majority (64 percent) of the 72 programs met or exceeded their targets. Twenty-four percent achieved significant progress or fell within an acceptable performance variation, and the remaining 12 percent (nine programs) were not implemented due to changes in the environment or priorities.

## 1. appropriate and tailored risk treatment

| Total Number of Programs | Met or Exceeded Target | Partially Met Target | Cancelled or postponed |
|--------------------------|------------------------|----------------------|------------------------|
| 18                       | 12                     | 6                    | 0                      |

### Objectives

- Develop a comprehensive approach to tailored community risk management.
- Determine the range and effectiveness of available risk treatments.
- In conjunction with each brigade, implement a program of risk treatments for local communities.
- Evaluate the effectiveness of the treatment in each community.

### Highlights

In 2010/11 NSW RFS continued to develop a comprehensive approach to tailored community risk management. At the end of the reporting year all programs had achieved significant progress toward targets and the majority had exceeded them. Major programs on this pathway involved hazard reduction targets to protect properties and other assets, which are also reported elsewhere in this Annual Report.

| What we said we'd do   | Our target  | Our performance in 2010/11   |
|--|---|--|
| Support the Community to undertake their fire management activities in a more ecologically sustainable manner whilst maximising community safety | 15 Hotspots Property Protection Plans commenced implementation  | 45 Fire Management Plans developed and implemented by landholders through the Hotspots training program. |
| Undertake hazard reduction (HR) planning, and maintain reporting and recording of hazard management activities                                   | All proposals for hazard reductions submitted by 31 May 2011  | 93%  |
| Conduct HR programs to protect properties and other assets   | 63,000 properties protected by completed HR works<br><br>\$27,720M property value potentially saved by completed HR works | 167,533<br><br>\$73,714M   |

# 1. appropriate and tailored risk treatment

| What we said we'd do  | Our target  | Our performance in 2010/11   |
|---|---|--|
| Coordinate the planning, appropriate location and type of fire trails in accordance with the Bush Fire Risk Management Plan and in line with Bush Fire Coordinating Committee Policy and Operations | 50% of fire trails identified, captured and recorded appropriately  | 88% of fire trails captured and recorded appropriately, well exceeding target  |
| Support the Bush Fire Coordinating Committee in the development and implementation of risk planning through the local Bush Fire Management Committee  | 100% of Bush Fire Risk Management Plans (BFRMP) reviewed within 5 year cycle<br><br>70% increase in BFRMP works programs completion date  | 94%<br><br>75.8%   |
| Inspect properties subject to Bush Fire Hazard Complaints   | 90% of bush fire hazard complaints inspected within 14 days   | 88.6%  |
| Monitor and maintain statutory requirements for local bushfire danger periods   | 100% of Bush Fire Danger Period amendment required at start and end of the fire season  | 100% of both temporary and permanent Bush Fire Danger Period amendments were completed   |
| Minimise the number of accidental, deliberate and malicious ignitions   | 80% of formally investigated bush fires with cause determined<br><br>80% of formally investigated structural fires with cause determined<br><br>5% reduction of number of permit escapes for year to date | Cause determined in 84% of formally investigated bush fires and 52% of formally investigated structural fires<br><br>Probable cause identified in 63% of fires<br><br>3 permit escapes, or less than 1%, recorded for the year |
| Ensure that competent local volunteers are nominated for membership of Incident Management Teams (IMTs) as part of Plan of Operations   | 5% increase in the number of competent local volunteers nominated for membership of IMTs  | 12% increase in the number of competent local volunteers nominated for membership of IMTs  |
| Implement Computer Aided Dispatch (CAD) in conjunction with Fire & Rescue NSW and NSW State Emergency Service   | Agency CAD requirements defined by 30 June 2011   | CAD-IRS Scoping Project Requirements complete. Development of Internal CAD-IRS Business Case commenced. Implementation of trial centralised dispatch in Mid-North Coast Team on target for 1st August 2011                     |
| Ensure there are adequate aviation resources contracted for each fire season  | 100% of required aviation contracts completed prior to the fire season  | 100% of required aviation contracts completed prior to the fire season   |

# 2. defined and articulated processes

| Total Number of Programs | Met or Exceeded Target | Partially Met Target | Cancelled or postponed |
|--------------------------|------------------------|----------------------|------------------------|
| 20                       | 11                     | 3                    | 6                      |

## Objectives

- Design, communicate and implement the way we will manage the Service.
- Review and if necessary update all of our policy documentation to ensure it is relevant, concise, readily understood, easily obtained and current.
- Implement benchmarking to learn from other organisations.
- Obtain external recognition of the effectiveness of our management systems.

## 2. defined and articulated processes

### Highlights

The 2010/11 Corporate Plan defined a large body of work under the pathway Defined and Articulated Processes, with 20 major programs spanning corporate governance and policy, engagement with research bodies, equipment and infrastructure, and management of corporate projects. A number of programs were delayed due to staff movements and changing priorities, however substantial progress was made in key areas.

In particular, the program to review planning processes and develop a new framework was completed, which will guide our planning and performance reporting for the 2011/2012 reporting year.

| What we said we'd do  | Our target  | Our performance in 2010/11  |
|---|---|---|
| Improve planning processes to ensure greater understanding throughout NSW RFS of the strategic vision and direction. Ensure clear and measurable links between strategic, corporate, risk and other plans | Review current planning process, including eSDM and develop new framework with links by 30 June 2011                                    | New Corporate Planning and Reporting Framework developed and implemented. Framework for business planning and performance management in 2011/2012 developed (including tools, policies, procedure, templates, communications, guidelines and new intranet site). This framework ensures integration with enterprise risk management |
| Review the Performance Management, Planning and Review System (PMPRS) to achieve more meaningful outcomes across the RFS including linkages to capability framework                                       | Review complete by 30 June 2011   | The PMPRS policy has been reviewed and updated. New templates have been developed and the reporting periods have been changed from quarterly to six monthly   |
| Review library function and future directions   | Conduct review by 31 Dec 2010   | A review of the library function was completed in January 2011 and initial findings implemented. This review highlighted that a more extensive reengineering of this function is required. Work on this wider project has commenced   |
| Issue appropriate Personal Protective Equipment (PPE) in accordance with relevant Service Standards   | 100%  | 100% PPE issued in accordance with fire-fighting roles as per Service Standard  |
| Manage the tanker replacement program   | Replace 210 tankers   | 216 fire tankers handed over, 80% constructed on schedule per month   |
| Implement standardised Brigade Station and Fire Control Centre (FCC) designs  | 100% of new FCCs complying with minimum design standards  | 100% of new FCCs comply with minimum design standards   |
| Implement and maintain effective levels of communications technology and infrastructure   | Wide Area Network and enterprise computing infrastructure have less than two severity 1 incidents per month for at least 10 months p.a. | No severity 1 incidents recorded. Investment in network redundancy proving to be worthwhile   |

## 3. clear and defined roles

| Total Number of Programs | Met or Exceeded Target | Partially Met Target | Cancelled or postponed |
|--------------------------|------------------------|----------------------|------------------------|
| 3                        | 1                      | 2                    | 0                      |

### Objectives

- Align our organisational structure with our defined strategies and required outcomes.
- Reinforce or develop the behaviours that are acceptable to the Service and its members.
- Determine the modes of work and job roles that meet both our operational and non-operational environments.
- Establish or clarify competence requirements and enhance personal accountability.

# 3. clear and defined roles

## Highlights

All three programs in this pathway were achieved or nearing completion at the end of the reporting period, as outlined below.

| What we said we'd do  | Our target  | Our performance in 2010/11  |
|---|---|---|
| Maintain accurate records with respect to brigade membership and their location, brigade training and associated activities   | 80% brigade records maintained accurately                               | 98% brigade records maintained accurately   |
| Ensure all brigade and group officers are appointed and authorised to enter premises in accordance with the Service Standards | 100% of appointed brigade and group officers have appropriate authority | 91.25% of appointed brigade and group officers now have appropriate authority, remainder delayed due to timing of brigade Annual General Meetings |
| Revise and update Local Government Service Agreement and Schedules  | 100% of Service Agreements current                                      | 82% of Service Agreements current. Negotiations continuing with the relevant councils to finalise agreements                                      |

# 4. whole of human services approach

| Total Number of Programs | Met or Exceeded Target | Partially Met Target | Cancelled or postponed |
|--------------------------|------------------------|----------------------|------------------------|
| 14                       | 7                      | 5                    | 2                      |

## Objectives

- Recognise the shared Service membership of both Volunteers and Salaried Staff.
- Integrate the structures and systems designed to support Service membership including recruitment, OH&S, welfare, learning and development etc.
- Implement a pastoral approach to the care of our members.
- Value and appropriately recognise the contribution of our members.

## Highlights

A new Flexible Membership model was developed in 2010/11, based on research into future NSW RFS membership needs and extensive feedback from NSW RFS members. Flexible membership is about creating a diversity of roles within the NSW RFS to attract and retain members with different interests. It is also about providing many and varied pathways of involvement and advancement, by creating a NSW RFS in which people can change their role and level of involvement as their availability, capabilities and interests change. This in turn will better reflect the profile of the community and equally value all roles.

Another significant achievement in this pathway was to review training and assessment strategies to allow more flexible training pathways. All training programs developed from now on are designed under the flexible training ethos.

| What we said we'd do   | Our target   | Our performance in 2010/11  |
|--|--|---|
| Maintain and administer an internal and external awards and recognition program by recognising significant and valuable contributions by all Service personnel | 80% of awards presented to Service volunteers annually   | 80% of awards presented to Service volunteers annually  |
|  | 5% increase of eligible service personnel considered for internal or external awards                             | 10.6% increase of eligible service personnel considered for internal or external awards                 |
|  | 30% of awards presented to salaried staff annually   | More than 30% of awards presented to salaried staff annually  |
|  | Nomination of Service members for appropriate external award programs are submitted on time and with due process | 100% of nominations for appropriate external award programs were submitted on time and with due process |

## 4. whole of human services approach

| What we said we'd do  | Our target  | Our performance in 2010/11   |
|---|---|--|
| Develop and implement a flexible service structure and membership model | Model and structure finalised and approved by 30 September 2010 | Draft model developed and circulated for consultation and feedback until November 2010. Consultation period subsequently extended until February 2011. Based on feedback, the review of the Flexible Membership Model document has commenced with a final draft to be submitted to the Executive by 31 December 2011   |
| Implement SAP HR (Human Resources) module                               | Implementation of module commenced by 1 July 2010               | Emergency Management Shared Services (SAP HR) Project, commenced on 1 July 2010 with a 2 year time frame. Phase 1 (CHRIS HR payroll conversion to SAP) achieved on target for the pay day of 7 July 2011. Phase 2 of the project will be the conversion of Firezone components to SAP inclusive of other integrated management improvements  |
| Design flexible training programs                                       | Training and assessment strategies published by 31 March 2011   | Training and assessment strategies reviewed and adjusted to allow more flexible training pathways. Unit of competency codes were updated and a review of program pathways and pre-requisites was undertaken. Strategies for the advanced programs were developed and reviewed against the Public Safety Training Package to ensure currency, and clustered to reflect flexible membership pathways. Training and assessment strategies will now be monitored and updated as new programs are introduced into flexible training |
| Design a system for workforce planning                                  | Training workshops commenced by 31 March 2011                   | Metric templates developed and implemented. Training workshops were held in Region South (5 April), Region East (7-8 April), Region North (6-7 June) and Region West (9 June)  |

## 5. effective communication

| Total Number of Programs | Met or Exceeded Target | Partially Met Target | Cancelled or postponed |
|--------------------------|------------------------|----------------------|------------------------|
| 2                        | 2                      | 0                    | 0                      |

### Objectives

- Recognise that communication is two-way and that we need to engage our members, the community and other stakeholders.
- Ensure our communications are simple, clear and consistent.
- Continue to develop a range of methods and systems to support our communication efforts.

### Highlights

Programs on this pathway aimed to develop community engagement skills and increase participation of members in community engagement activities. To achieve this outcome a number of District, Regional and State-wide community education forums, seminars and networking events were conducted, including:

## 5. effective communication

- Regional forums held in North, West and East Regions with members averaging 93% rating of above average.
- Annual Community Engagement Conference held in May 2011
- Launch of a blog and Facebook page for Community Engagement practitioners, which has greatly increased information exchange.
- 36 workshops around the State to share information update members on current practice and improve skill level.

These events were used to launch a number of new engagement tools – Fact Sheets, electronic newsletter, revised Bush Fire Survival Plan and key message cards to assist in disseminating key community safety messages.

| What we said we'd do  | Our target  | Our performance in 2010/11  |
|---|---|---|
| Ensure consultation between District staff and volunteers through brigade meetings, captains' meetings and other forums   | 80% of brigade AGM's attended by staff to date  | 86% of brigade AGM's attended by staff to date  |
| Increase participation across the Service in community engagement activities through the development of skills and knowledge exchange for both staff and volunteers | 100% completion of planned annual program of District, Regional and State-wide community education forums, seminars and networking events | 100% of the planned annual program of District, Regional and State-wide community engagement forums, seminars and networking events completed |

## 6. evidence based decision making

| Total Number of Programs | Met or Exceeded Target | Partially Met Target | Cancelled or postponed |
|--------------------------|------------------------|----------------------|------------------------|
| 1                        | 0                      | 0                    | 1                      |

### Objectives

- Ensure the data we gather meets the needs of the Service.
- Ensure data is complete, trusted and easy to access.
- Develop our competence in the analysis of data so we obtain good quality information.
- Support evidence based decision-making using reliable information.
- Improve the use of research data from external sources.

### Highlights

Much of the work in this pathway took place early in the life of the Corporate Plan and has been reported in previous years. For example, in 2009/10 significant improvements were made in the use of the Linescanner service with many more fires able to be scanned each day. The work on replacement of Firezone with a modern membership and asset enterprise ICT system is now included in Pathway 4: Whole of Human Services Approach, and Pathway 7: Multiple Bottom Line Performance Management.

Because other pathways received greater focus in the 2010/11 Corporate Plan, this pathway consisted of one program – the development and implementation of a Management Information framework. Work on this program was postponed due to changes in funding priorities and budget allocations.

| What we said we'd do  | Our target  | Our performance in 2010/11                                     |
|---|---|--|
| Develop and implement a Management Information framework to provide an integrated process for evidence based decision making and continuous improvement | Identify and review current existing data/information and develop framework by 30 June 2011 | This project was not approved for project funding in 2010/2011 |

# 7. multiple bottom line performance management

| Total Number of Programs | Met or Exceeded Target | Partially Met Target | Cancelled or postponed |
|--------------------------|------------------------|----------------------|------------------------|
| 9                        | 6                      | 1                    | 2                      |

## Objectives

- Recognise that we need to measure our success in meeting service delivery, organisational, economic and financial, social and environmental targets.
- Establish a system to regularly monitor and report on our performance.
- Re-evaluate our priorities based on performance management outcomes.

## Highlights

A major achievement in this pathway was the introduction of the SAP Finance system and SAP Procurement and Inventory. Live operation of SAP Finance commenced on July 2010 and SAP Procurement and Inventory on October 2011. Training was rolled out State-wide with a number of follow up sessions conducted.

This project is based on a shared services model which brings together our finance, inventory and procurement systems with those of our emergency services partners following agreements reached in previous reporting years.

| What we said we'd do  | Our target  | Our performance in 2010/11   |
|---|---|--|
| Demonstrated effective and efficient environmental management according to Waste Reduction and Purchasing Policy (WRAPP), Government Energy Management Plan (GEMP) and other guidelines | 5% increase over previous reporting period in amount of materials recycled<br><br>10% increase over previous reporting period in amount of recycled materials purchased<br><br>Compliance with State Government Green Fleet emissions index | With the introduction of a new facility at Glendenning overall waste has increased, decreasing the proportion recycled. New facility at Glendenning has been provided with co-mingles Recycling Bins, Visy Cardboard Recycling Bin and Visy Recycling Paper Bins. Consultant engaged to conduct a Waste Stream assessment and compositional analysis. The Workshop will be tailored post this assessment to incorporate current waste statistics<br><br>Fleet Services sought compliance with the State Government Green Fleet emissions index currently set at 10.5/20. The current score for the Service's corporate fleet is 10.55/20 |
| Demonstrated effective and efficient environmental management within bush fire risk management planning   | 35% of Reviews of Environmental Factors (REFs) completed within 60 days<br><br>65% of BFMCs with mapped fire history under new BFRMP policy<br><br>50% BFRMP with environmental assets identified   | 50% of Reviews of Environmental Factors (REFs) were completed within 60 days<br><br>100% of BFMCs now have mapped fire history under new BFRMP policy<br><br>94.1% BFRMPs identify environmental assets  |
| Maintain the Audit and Risk Committee   | Audit and Risk Committee meets 5 times per annum  | Audit and Risk Committee met 5 times and compliance with NSW Treasury Internal Audit and Risk Management Policy achieved   |
| Manage priorities within existing budget framework  | 0% variance to total annual budget allocation   | Below 1% variance to total annual budget allocation  |
| Implement SAP Enterprise Resource Management System   | SAP Finance implemented by 1 July 2010<br>SAP Procurement and Inventory implemented by 1 Sept 2010  | Completed – live operation of SAP Finance commenced 1/7/2010 and SAP Procurement & Inventory on 11/10/2010   |

# 8. branding and marketing

| Total Number of Programs | Met or Exceeded Target | Partially Met Target | Cancelled or postponed |
|--------------------------|------------------------|----------------------|------------------------|
| 5                        | 5                      | 0                    | 0                      |

## Objectives

- Review our branding, develop and implement media campaigns and publications to provide targeted messages to community groups.
- Seek community and stakeholder views by conducting a regular program of surveys and scans.
- Promote Service initiatives through publishing, research papers and peer reviews.
- Develop partnerships with non-government organisations.

## Highlights

All programs in the Branding and Marketing pathway met or exceeded full year targets, some by significant amounts.

| What we said we'd do  | Our target  | Our performance in 2010/11  |
|---|---|---|
| Develop and implement commercial fire safety training   | 12 training courses provided to corporate organisations annually  | 78 training courses provided to corporate organisations annually  |
| Develop and implement corporate and international business opportunities for the Service and its members  | 5% increase of revenue from business opportunities annually<br><br>5 NSW RFS staff involved in international programs or knowledge and skills exchanges annually  | Networking with potential project managers and aid agencies internationally increased revenue from business opportunities by more than 5%<br><br>Contract for the development of a Recognition of Prior Learning (RPL) System for the US Bureau of Land Management completed<br><br>Increased number of NSW RFS staff involved in international programs, including 33 in the Botswana Fire Management Program. More than 2,000 Batswana trained in basic firefighting skills |
| Increase the commercial value of the Service's Brand through the provision of strategic partnering opportunities  | 5 community based programs that are conducted jointly with other government and non-government partners annually<br><br>2 Service activities attract external sponsorship annually  | Programs achieved were Australia Day celebrations 2011, Energy Australia partnership agreement with Safety Training courses conducted for NSW RFS members, National Change Clock – Change Battery program with Duracell<br><br>Service activities that attracted external sponsorship included the Leadership Forum, State Championships and Community Engagement Conference  |
| Develop appropriate policy and process for managing income from donations, sponsorship and partnerships to ensure legislative compliance and corporate transparency | Developed mechanisms for administering income generated by donations, sponsorship and partnerships by 30 June 2011<br><br>Identified and analysed existing sources and levels of income generated by donations, sponsorship and partnerships by 31 Aug 2011<br><br>Developed mechanisms for disbursing income generated by donations, sponsorship and partnerships by 31 Oct 2011 | Tracking process developed to ensure compliance and transparency for managing income<br><br>Meetings and discussions with our corporate sponsors and partners to identify and analyse existing sources and levels of income generated by donations, sponsorship and partnerships<br><br>Development and implementation of framework to disperse funds to targeted events  |
| Provide opportunity for Service members to participate in International professional development opportunities  | 1 program offered annually  | Both salaried and volunteer members participated in international conferences and programs  |

# corporate plan 2011-2015

Corporate planning and performance reporting in the NSW RFS was reviewed in 2010/11 as part of Pathway 2 – *Defined and Articulated Processes*, and consequently a new Planning Framework was developed. Under the new framework, the NSW RFS will now have a single strategic document – a four-year Corporate Plan.

The strategic direction established in the Corporate Plan will be cascaded through the organisation in the business planning process. Much of the detailed actions and initiatives that were previously included in the Corporate Plan will now reside in Directorate and sectional Business Plans.

The development of the new Framework means that this is the last annual report

against the 2012 Strategic Plan and current three-year Corporate Plan. The new Planning Framework will result in changes to our performance reporting systems and processes, which will be reflected in future annual reports.

The Corporate Plan 2011-2015 is based around six key focus areas and nine key strategies. The Corporate Plan will be updated annually with new milestones.

| Key Focus Areas and Objectives                                   |  |
|--|--|
| <b>Protect People Property and the Environment</b>               | <p><i>Objective</i></p> <p>Continue to protect lives, property and the environment in a proactive and ecologically sustainable manner</p>  |
| <b>Lead Coordinated Bush Fire Fighting and Prevention in NSW</b> | <p><i>Objective</i></p> <p>Drive effective multi-agency risk planning prevention strategies and response arrangements</p>  |
| <b>Enhance Community Resilience</b>                              | <p><i>Objective</i></p> <p>Ensure the people of NSW are resilient and well equipped to withstand the impact of bush fire and its consequences</p>  |
| <b>Value and Support Our Members</b>                             | <p><i>Objectives</i></p> <p>Foster a safe working culture</p> <p>Actively promote a diverse, flexible and adaptive membership</p> <p>Value and appropriately recognise the contribution of all our members, staff and volunteers</p>   |
| <b>Build Organisational Capability and Sustainability</b>        | <p><i>Objectives</i></p> <p>Build capable and ethical leadership at all levels of the Service</p> <p>Promote an organisational culture of reflection learning and evidence based decision making</p> <p>Build and promote good corporate governance practices and principles</p> <p>Effectively manager assets and facilities to ensure local needs are met</p>                            |
| <b>Foster Partnerships</b>                                       | <p><i>Objectives</i></p> <p>Leverage new and existing partnerships to influence the national agenda in relation to emergency services</p> <p>Develop mutually beneficial local, national and international strategic alliances to raise and strengthen the NSW RFS profile</p> <p>Engage with the commercial sector to generate business and sponsorship opportunities for the NSW RFS</p> |

# corporate plan 2011-2015

## Key Strategies

- Increase diversity through the expansion and recognition of roles
- Strengthen and develop leadership
- Invest in vulnerable communities and people at risk
- Increase public information and awareness
- Increase hazard reductions in areas most at risk
- Develop a flexible and adaptive response model to meet community expectations
- Integrate core information systems and utilise research evidence
- Improve asset and infrastructure management
- Develop new and innovative partnerships

## 2012 Milestones

Roles and classifications of membership defined

Leadership capability framework developed

Increased hazard reduction completed with more effective reporting

Review and evaluation of roles and responsibilities in brigades completed

Community protection plans piloted and implementation schedule developed

New methodology for hazard reduction endorsed

All Bush Fire Management Committees have a valid Bush Fire Risk Management Plan

Schools classified according to bush fire risk and pilot program for treatments developed

Mid North Coast Computer Aided Dispatch system (CAD) piloted and evaluated

Advertising campaign on grasslands completed

New opportunities for corporate partnerships identified

New three year public awareness campaign developed

Fleet classification policy and fleet management strategy developed and agreed

Station/ Fire Control Centre works program developed

Update to ICT Strategic Plan completed

Actions for all critical and high risks in the organisational risk register are implemented

## 2015 Targets

Computer Aided Dispatch system (CAD) implemented

Fire behaviour analysis capability developed State-wide

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

Business requirement developed for the replacement of the Bush Fire Risk Information Management Systems (BRIMS)

Next Generation Workforce Strategic Plan implemented

Organisational Risk Management framework integrated across NSW RFS

Communities in bush fire prone areas are more prepared and aware as a result of targeted and coordinated public awareness campaigns

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

Consolidated SAP solution to manage fleet and equipment implemented

Radio and pager network upgrades completed

Station/ Fire Control Centre works plan implemented in line with local needs and funding provided by Government

Learning and Development frameworks aligned with Flexible Membership Model

Research framework and utilisation strategy implemented



Region East Exercise April 2011. Photo by Caroline Rembridge

# financial statements

## **Independent Auditor's Report of the NSW RFS**

Statement by the Commissioner  
Statement of Comprehensive Income  
Statement of Financial Position  
Statement of Changes in Equity  
Statement of Cash Flows  
Service Group Statements  
Summary of compliance with  
financial directives  
Notes to the Financial Statements

## **Independent Auditor's Report of the Bush Fire Coordinating Committee**

Statement by the Chairman  
Statement of Financial Position  
Statement of Comprehensive Income  
Statement of Changes in Equity  
Statement of Cash Flow  
Notes to the Financial Statements



## 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 2011, the statement of comprehensive income, statement of changes in equity, statement of cash flows, service group statements and a summary of compliance with financial directives 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 2011 and its financial performance 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* (the PF&A Act) and the Public Finance and Audit Regulation 2010

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

#### Commissioner's Responsibility for the Financial Statements

The Commissioner is responsible for the preparation and fair presentation of the 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 the financial statements that 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 the 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 Service's preparation and fair presentation of the financial statements 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 Service's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Commissioner, 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 has carried out its activities effectively, efficiently and economically
- about the effectiveness of its 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 any 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 role by the possibility of losing clients or income.

David Nolan  
Director, Financial Audit Services

27 October 2011  
SYDNEY

## statement by commissioner

*All communications to be addressed to:*

Headquarters  
NSW Rural Fire Service  
Locked Mail Bag 17  
GRANVILLE NSW 2142

Headquarters  
NSW Rural Fire Service  
15 Carter Street  
LIDCOME NSW 2127



---

### NSW RURAL FIRE SERVICE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2011

#### Statement by 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 Budget Dependent General Government Sector Agencies, the applicable clauses of the Public Finance and Audit Regulation 2010 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 2011; 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.

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

S Fitzsimmons AFSM  
**Commissioner**

26 October 2011

## statement of comprehensive income for the year ended 30 June 2011

|   | Notes     | Actual<br>2011<br>\$'000 | Budget<br>2011<br>\$'000 | Actual<br>2010<br>\$'000 |
|---|-----------|--------------------------|--------------------------|--------------------------|
| <b>Expenses excluding losses</b>  |           |                          |                          |                          |
| Operating expenses  |           |                          |                          |                          |
| Employee related  | 2(a)      | 93,327                   | 78,231                   | 80,876                   |
| Other operating expenses  | 2(b)      | 28,832                   | 21,134                   | 19,648                   |
| Depreciation and amortisation   | 2(c)      | 4,815                    | 3,805                    | 4,469                    |
| Grants and subsidies  | 2(d)      | 171,115                  | 118,276                  | 203,370                  |
| Finance costs   | 2(e)      | -                        | -                        | 40                       |
| Other expenses  | 2(f)      | 9,381                    | 7,853                    | 7,677                    |
| <b>Total expenses excluding losses</b>                                    |           | <b>307,470</b>           | <b>229,299</b>           | <b>316,080</b>           |
| <b>Revenue</b>  |           |                          |                          |                          |
| Investment revenue  |           | -                        | 142                      | -                        |
| Sale of goods and services  | 3(a)      | 364                      | -                        | 202                      |
| Grants and contributions  | 3(b)      | 228,879                  | 188,788                  | 245,468                  |
| Other revenue   | 3(c)      | 14,035                   | 7,032                    | 8,619                    |
| <b>Total revenue</b>  |           | <b>243,278</b>           | <b>195,962</b>           | <b>254,289</b>           |
| <b>Gain on disposal</b>   | 4         | 168                      | -                        | 329                      |
| <b>Net Cost of Services</b>   | <b>18</b> | <b>64,024</b>            | <b>33,337</b>            | <b>61,462</b>            |
| <b>Government Contributions</b>   |           |                          |                          |                          |
| Recurrent appropriation   | 5         | 64,635                   | 32,622                   | 45,633                   |
| Capital appropriation   | 5         | 12,862                   | 362                      | 485                      |
| Acceptance by the Crown Entity of employee benefits and other liabilities | 6         | 242                      | -                        | 257                      |
| <b>Total Government Contributions</b>                                     |           | <b>77,739</b>            | <b>32,984</b>            | <b>46,375</b>            |
| <b>SURPLUS / (DEFICIT) FOR THE YEAR</b>                                   |           | <b>13,715</b>            | <b>(353)</b>             | <b>(15,087)</b>          |
| <b>Other comprehensive income</b>   |           |                          |                          |                          |
| Superannuation actuarial gains/ (losses)                                  |           | 576                      | -                        | (2,566)                  |
| <b>Other comprehensive income for the year</b>                            |           | <b>576</b>               | <b>-</b>                 | <b>(2,566)</b>           |
| <b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>                            |           | <b>14,291</b>            | <b>(353)</b>             | <b>(17,653)</b>          |

The accompanying notes form part of these financial statements.

## statement of financial position as at 30 June 2011

|                                      | Notes | Actual<br>2011<br>\$'000 | Budget<br>2011<br>\$'000 | Actual<br>2010<br>\$'000 |
|--------------------------------------|-------|--------------------------|--------------------------|--------------------------|
| <b>ASSETS</b>                        |       |                          |                          |                          |
| <b>Current Assets</b>                |       |                          |                          |                          |
| Cash and cash equivalents            | 8(a)  | 39,695                   | 36,623                   | 31,033                   |
| Receivables                          | 9     | 5,227                    | 2,843                    | 3,134                    |
| <b>Total Current Assets</b>          |       | <b>44,922</b>            | <b>39,466</b>            | <b>34,167</b>            |
| <b>Non-Current Assets</b>            |       |                          |                          |                          |
| Property, plant and equipment        | 10    | 16,932                   | 15,252                   | 15,666                   |
| Intangible assets                    | 11    | 157                      | 377                      | 377                      |
| <b>Total Non-Current assets</b>      |       | <b>17,089</b>            | <b>15,629</b>            | <b>16,043</b>            |
| <b>Total Assets</b>                  |       | <b>62,011</b>            | <b>55,095</b>            | <b>50,210</b>            |
| <b>LIABILITIES</b>                   |       |                          |                          |                          |
| <b>Current Liabilities</b>           |       |                          |                          |                          |
| Payables                             | 12    | 14,420                   | 4,687                    | 5,273                    |
| Provisions                           | 13    | 22,496                   | 24,002                   | 21,424                   |
| <b>Total Current Liabilities</b>     |       | <b>36,916</b>            | <b>28,689</b>            | <b>26,697</b>            |
| <b>Non-Current Liabilities</b>       |       |                          |                          |                          |
| Provisions                           | 13    | 9,919                    | 13,642                   | 10,896                   |
| <b>Total Non-Current Liabilities</b> |       | <b>9,919</b>             | <b>13,642</b>            | <b>10,896</b>            |
| <b>Total Liabilities</b>             |       | <b>46,835</b>            | <b>42,331</b>            | <b>37,593</b>            |
| <b>Net assets</b>                    |       | <b>15,176</b>            | <b>12,764</b>            | <b>12,617</b>            |
| <b>EQUITY</b>                        |       |                          |                          |                          |
| Accumulated funds                    |       | 15,176                   | 12,764                   | 12,617                   |
| <b>Total Equity</b>                  |       | <b>15,176</b>            | <b>12,764</b>            | <b>12,617</b>            |

The accompanying notes form part of these financial statements.

## statement of changes in equity for the year ended 30 June 2011

|   | Notes | Accumulated<br>Funds<br>\$'000 | Total<br>\$'000 |
|---|-------|--------------------------------|-----------------|
| <b>Balance at 1 July 2010</b>                           |       | 12,617                         | 12,617          |
| <b>Surplus / (deficit) for the Year</b>                 |       | 13,715                         | 13,175          |
| <b>Other comprehensive income:</b>                      |       |                                |                 |
| Superannuation actuarial gains/(losses)                 |       | 576                            | 576             |
| <b>Total other comprehensive income</b>                 |       | 576                            | 576             |
| <b>Total comprehensive income for the year</b>          |       | 14,291                         | 14,291          |
| Transactions with owners in their capacity as owners    |       |                                |                 |
| Increase/(decrease) in net assets from Equity transfers | 14    | (11,732)                       | (11,732)        |
| <b>Balance at 30 June 2011</b>                          |       | <b>15,176</b>                  | <b>15,176</b>   |
| <b>Balance at 1 July 2009</b>                           |       | 30,270                         | 30,270          |
| <b>Surplus / (deficit) for the Year</b>                 |       | (15,087)                       | (15,087)        |
| <b>Other comprehensive income:</b>                      |       |                                |                 |
| Superannuation actuarial gains/(losses)                 |       | (2,566)                        | (2,566)         |
| <b>Total other comprehensive income</b>                 |       | (2,566)                        | (2,566)         |
| <b>Total comprehensive income for the year</b>          |       | (17,653)                       | (17,653)        |
| <b>Balance at 30 June 2010</b>                          |       | <b>12,617</b>                  | <b>12,617</b>   |

The accompanying notes form part of these financial statements.

## statement of cash flows for the year ended 30 June 2011

|   | Notes | Actual<br>2011<br>\$'000 | Budget<br>2011<br>\$'000 | Actual<br>2010<br>\$'000 |
|---|-------|--------------------------|--------------------------|--------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                           |       |                          |                          |                          |
| <b>Payments</b>   |       |                          |                          |                          |
| Employee related  |       | (91,330)                 | (72,137)                 | (78,794)                 |
| Grants and subsidies  |       | (171,115)                | (87,609)                 | (217,361)                |
| Finance costs   |       | -                        | -                        | (40)                     |
| Other   |       | (43,151)                 | (66,642)                 | (30,156)                 |
| <b>Total Payments</b>   |       | <b>(305,596)</b>         | <b>(226,388)</b>         | <b>(326,351)</b>         |
| <b>Receipts</b>   |       |                          |                          |                          |
| Sale of goods and services  |       | 364                      | -                        | 202                      |
| Grants and contributions  |       | 228,929                  | 162,898                  | 245,011                  |
| GST Receipts  |       | 11,612                   | -                        | 14,054                   |
| Other   |       | 13,335                   | 39,855                   | 11,036                   |
| <b>Total Receipts</b>   |       | <b>254,240</b>           | <b>202,753</b>           | <b>270,303</b>           |
| <b>Cash Flows from Government</b>                                     |       |                          |                          |                          |
| Recurrent appropriation   |       | 64,635                   | 32,622                   | 45,633                   |
| Capital appropriation   |       | 12,862                   | 362                      | 485                      |
| Cash reimbursements from the Crown Entity                             |       | 242                      | -                        | 63                       |
| <b>Net Cash Flows from Government</b>                                 |       | <b>77,739</b>            | <b>32,984</b>            | <b>46,181</b>            |
| <b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>                       | 18    | <b>26,383</b>            | <b>9,349</b>             | <b>(9,867)</b>           |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                           |       |                          |                          |                          |
| Proceeds from sale of Plant and Equipment                             |       | 4,474                    | 4,980                    | 3,969                    |
| Purchases of Plant and Equipment                                      |       | (10,323)                 | (8,643)                  | (9,170)                  |
| <b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>                       |       | <b>(5,849)</b>           | <b>(3,663)</b>           | <b>(5,201)</b>           |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                           |       |                          |                          |                          |
| Proceeds from borrowings and advances                                 | 8b    | -                        | -                        | 10,000                   |
| Repayments of borrowings and advances                                 | 8b    | -                        | -                        | (10,000)                 |
| <b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>                       |       | <b>-</b>                 | <b>-</b>                 | <b>-</b>                 |
| <b>NET INCREASE / (DECREASE) IN CASH</b>                              |       | <b>20,534</b>            | <b>5,686</b>             | <b>(15,068)</b>          |
| Opening cash and cash equivalents                                     |       | 31,033                   | 30,937                   | 46,101                   |
| Cash transferred in/(out) as a result of administrative restructuring | 14    | (11,872)                 | -                        | -                        |
| <b>CLOSING CASH AND CASH EQUIVALENTS</b>                              | 8a    | <b>39,695</b>            | <b>36,623</b>            | <b>31,033</b>            |

The accompanying notes form part of these financial statements.

## service group statements

| SERVICE'S EXPENSES & INCOME                    | Service Group 1* |                | Service Group 2* |                  | Service Group 3* |                  | Service Group 4* |                 | Not Attributable |                | Total          |                 |
|--|------------------|----------------|------------------|------------------|------------------|------------------|------------------|-----------------|------------------|----------------|----------------|-----------------|
|  | 2011<br>\$'000   | 2010<br>\$'000 | 2011<br>\$'000   | 2010<br>\$'000   | 2011<br>\$'000   | 2010<br>\$'000   | 2011<br>\$'000   | 2010<br>\$'000  | 2011<br>\$'000   | 2010<br>\$'000 | 2011<br>\$'000 | 2010<br>\$'000  |
| <b>Expenses excluding losses</b>               |                  |                |                  |                  |                  |                  |                  |                 |                  |                |                |                 |
| Operating expenses                             |                  |                |                  |                  |                  |                  |                  |                 |                  |                |                |                 |
| • Employee related                             | 4,070            | 3,552          | 61,839           | 49,098           | 24,410           | 25,084           | 3,008            | 3,142           | -                | -              | 93,327         | 80,876          |
| • Other operating expenses                     | 2,201            | 1,252          | 12,836           | 7,083            | 12,761           | 9,746            | 1,034            | 1,567           | -                | -              | 28,832         | 19,648          |
| Depreciation and amortisation                  | 131              | 173            | 3,072            | 2,220            | 1,577            | 1,988            | 35               | 88              | -                | -              | 4,815          | 4,469           |
| Grants and subsidies                           | 329              | 17             | 154,394          | 189,488          | 3,675            | 6,203            | 12,717           | 7,662           | -                | -              | 171,115        | 203,370         |
| Finance costs                                  | -                | -              | -                | -                | -                | 40               | -                | -               | -                | -              | -              | 40              |
| Other expenses                                 | -                | -              | 9,381            | 7,677            | -                | -                | -                | -               | -                | -              | 9,381          | 7,677           |
| <b>Total expenses excluding losses</b>         | <b>6,731</b>     | <b>4,994</b>   | <b>241,522</b>   | <b>255,566</b>   | <b>42,423</b>    | <b>43,061</b>    | <b>16,794</b>    | <b>12,459</b>   | <b>-</b>         | <b>-</b>       | <b>307,470</b> | <b>316,080</b>  |
| <b>Revenue</b>                                 |                  |                |                  |                  |                  |                  |                  |                 |                  |                |                |                 |
| Sale of goods and services                     | -                | -              | -                | -                | 364              | 202              | -                | -               | -                | -              | 364            | 202             |
| Grants and contributions                       | -                | -              | 8,738            | 75,075           | 220,141          | 170,393          | -                | -               | -                | -              | 228,879        | 245,468         |
| Other revenue                                  | 547              | 2              | 5,428            | 686              | 2,471            | 7,568            | 5,589            | 363             | -                | -              | 14,035         | 8,619           |
| <b>Total revenue</b>                           | <b>547</b>       | <b>2</b>       | <b>14,166</b>    | <b>75,761</b>    | <b>222,976</b>   | <b>178,163</b>   | <b>5,589</b>     | <b>363</b>      | <b>-</b>         | <b>-</b>       | <b>243,278</b> | <b>254,289</b>  |
| Gain/(loss) on disposal of non-current assets  | -                | -              | -                | -                | 92               | 329              | 76               | -               | -                | -              | 168            | 329             |
| <b>Net Cost of Services</b>                    | <b>6,184</b>     | <b>4,992</b>   | <b>227,356</b>   | <b>179,805</b>   | <b>(180,645)</b> | <b>(135,431)</b> | <b>11,129</b>    | <b>12,096</b>   | <b>-</b>         | <b>-</b>       | <b>64,024</b>  | <b>61,462</b>   |
| Government contributions**                     | -                | -              | -                | -                | -                | -                | -                | -               | 77,739           | 46,375         | 77,739         | 46,375          |
| <b>SURPLUS / (DEFICIT) FOR THE YEAR</b>        | <b>(6,184)</b>   | <b>(4,992)</b> | <b>(227,356)</b> | <b>(179,805)</b> | <b>180,645</b>   | <b>135,431</b>   | <b>(11,129)</b>  | <b>(12,096)</b> | <b>77,739</b>    | <b>46,375</b>  | <b>13,715</b>  | <b>(15,087)</b> |
| <b>Other Comprehensive Income</b>              |                  |                |                  |                  |                  |                  |                  |                 |                  |                |                |                 |
| Superannuation actuarial gains/(losses)        | -                | -              | -                | -                | -                | -                | -                | -               | 576              | (2,566)        | 576            | (2,566)         |
| <b>TOTAL OTHER COMPREHENSIVE INCOME</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>        | <b>576</b>       | <b>(2,566)</b> | <b>576</b>     | <b>(2,566)</b>  |
| <b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b> | <b>(6,184)</b>   | <b>(4,992)</b> | <b>(227,356)</b> | <b>(179,805)</b> | <b>180,645</b>   | <b>135,431</b>   | <b>(11,129)</b>  | <b>(12,096)</b> | <b>78,315</b>    | <b>43,809</b>  | <b>14,291</b>  | <b>(17,653)</b> |

\* The name and purpose of each service group are summarised in Note 7.

\*\* Appropriations are made on an agency basis and not to individual service groups. Consequently, government contributions must be included in the 'Not Attributable' column.



## service group statements (cont.)

| SERVICE'S ASSETS & LIABILITIES       | Service Group 1* |                | Service Group 2* |                | Service Group 3* |                 | Service Group 4* |                | Not Attributable |                | Total          |                |
|--------------------------------------|------------------|----------------|------------------|----------------|------------------|-----------------|------------------|----------------|------------------|----------------|----------------|----------------|
|                                      | 2011<br>\$'000   | 2010<br>\$'000 | 2011<br>\$'000   | 2010<br>\$'000 | 2011<br>\$'000   | 2010<br>\$'000  | 2011<br>\$'000   | 2010<br>\$'000 | 2011<br>\$'000   | 2010<br>\$'000 | 2011<br>\$'000 | 2010<br>\$'000 |
| <b>Current Assets</b>                |                  |                |                  |                |                  |                 |                  |                |                  |                |                |                |
| Cash and cash equivalents            |                  |                |                  |                |                  |                 |                  |                |                  |                |                |                |
| Receivables                          | 311              | 1              | 1,726            | 331            | 3,190            | 2,799           | -                | 3              | 39,695           | 31,033         | 39,695         | 31,033         |
| Other                                |                  |                |                  |                |                  |                 |                  |                |                  |                |                | 3,134          |
| <b>Total current assets</b>          | <b>311</b>       | <b>1</b>       | <b>1,726</b>     | <b>331</b>     | <b>3,190</b>     | <b>2,799</b>    | <b>-</b>         | <b>3</b>       | <b>39,695</b>    | <b>31,033</b>  | <b>44,922</b>  | <b>34,167</b>  |
| <b>Non-current Assets</b>            |                  |                |                  |                |                  |                 |                  |                |                  |                |                |                |
| Plant and equipment                  | 115              | 152            | 13,174           | 9,602          | 3,643            | 5,700           | -                | 212            | -                | -              | 16,932         | 15,666         |
| Intangibles                          | -                | -              | -                | -              | 157              | 377             | -                | -              | -                | -              | 157            | 377            |
| <b>Total non-current assets</b>      | <b>115</b>       | <b>152</b>     | <b>13,174</b>    | <b>9,602</b>   | <b>3,800</b>     | <b>6,077</b>    | <b>-</b>         | <b>212</b>     | <b>-</b>         | <b>-</b>       | <b>17,089</b>  | <b>16,043</b>  |
| <b>TOTAL ASSETS</b>                  | <b>426</b>       | <b>153</b>     | <b>14,900</b>    | <b>9,933</b>   | <b>6,990</b>     | <b>8,876</b>    | <b>-</b>         | <b>215</b>     | <b>39,695</b>    | <b>31,033</b>  | <b>62,011</b>  | <b>50,210</b>  |
| <b>Current liabilities</b>           |                  |                |                  |                |                  |                 |                  |                |                  |                |                |                |
| Payables                             | 312              | 253            | 9,320            | 2,685          | 4,788            | 2,294           | -                | 41             | -                | -              | 14,420         | 5,273          |
| Provisions                           | -                | -              | -                | 3,357          | 22,496           | 17,741          | -                | 326            | -                | -              | 22,496         | 21,424         |
| <b>Total current liabilities</b>     | <b>312</b>       | <b>253</b>     | <b>9,320</b>     | <b>6,042</b>   | <b>27,284</b>    | <b>20,035</b>   | <b>-</b>         | <b>367</b>     | <b>-</b>         | <b>-</b>       | <b>36,916</b>  | <b>26,697</b>  |
| <b>Non-current liabilities</b>       |                  |                |                  |                |                  |                 |                  |                |                  |                |                |                |
| Provisions                           | -                | -              | -                | -              | 9,919            | 10,896          | -                | -              | -                | -              | 9,919          | 10,896         |
| <b>Total non-current liabilities</b> | <b>-</b>         | <b>-</b>       | <b>-</b>         | <b>-</b>       | <b>9,919</b>     | <b>10,896</b>   | <b>-</b>         | <b>-</b>       | <b>-</b>         | <b>-</b>       | <b>9,919</b>   | <b>10,896</b>  |
| <b>TOTAL LIABILITIES</b>             | <b>312</b>       | <b>253</b>     | <b>9,320</b>     | <b>6,042</b>   | <b>37,203</b>    | <b>30,931</b>   | <b>-</b>         | <b>367</b>     | <b>-</b>         | <b>-</b>       | <b>46,835</b>  | <b>37,593</b>  |
| <b>NET ASSETS</b>                    | <b>114</b>       | <b>(100)</b>   | <b>5,580</b>     | <b>3,891</b>   | <b>(30,213)</b>  | <b>(22,055)</b> | <b>-</b>         | <b>(152)</b>   | <b>39,695</b>    | <b>31,033</b>  | <b>15,176</b>  | <b>12,617</b>  |

\* The name and purpose of each service group are summarised in Note 7.

## summary of compliance with financial directives

|  | 2011                   |  |                      |  | 2010                   |  |                      |  |
|--|------------------------|--|----------------------|--|------------------------|--|----------------------|--|
|  | RECURRENT APP'N \$'000 | EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND \$'000 | CAPITAL APP'N \$'000 | EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND \$'000 | RECURRENT APP'N \$'000 | EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND \$'000 | CAPITAL APP'N \$'000 | EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND \$'000 |
| <b>ORIGINAL BUDGET APPROPRIATION / EXPENDITURE</b>                         |                        |  |                      |  |                        |  |                      |  |
| • Appropriation Act  | 64,350                 | 53,507   | 362                  | 362  | 51,165                 | 45,633   | 310                  | 310  |
|  | 64,350                 | 53,507   | 362                  | 362  | 51,165                 | 45,633   | 310                  | 310  |
| <b>OTHER APPROPRIATIONS / EXPENDITURE</b>                                  |                        |  |                      |  |                        |  |                      |  |
| • Treasurer's Advance  | 11,128                 | 11,128   | -                    | -  | -                      | -  | 175                  | 175  |
| • Section 22 Transfer  |                        |  | 12,500               | 12,500   | -                      | -  | -                    | -  |
| • Section 24 Transfer of functions out of department                       | (10,843)               | -  |                      |  |                        |  |                      |  |
| <b>Total Appropriations / Expenditure / Net Claim on Consolidated Fund</b> | 64,635                 | 64,635   | 12,862               | 12,862   | 51,165                 | 45,633   | 485                  | 485  |
| <b>Amount drawn down against Appropriation</b>                             |                        | 64,635   |                      | 12,862   |                        | 45,633   |                      | 485  |
| <b>Liability to Consolidated Fund</b>                                      |                        | -  |                      | -  |                        | -  |                      | -  |

\* The Summary of Compliance is based on the assumption that Consolidated Fund moneys are spent first (except where otherwise identified or prescribed).

# notes to the financial statements

## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### (a) Reporting Entity

The NSW Rural Fire Service is a separate reporting entity and there are no reporting entities under its control. The NSW Rural Fire Service is a NSW government department. NSW Rural Fire Service is a not-for-profit entity and it has no cash generating units. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

Up until the 3 April 2011, Emergency Management NSW was part of the NSW Rural Fire Service with responsibility to administer the *State Emergency and Rescue Act 1989*. Emergency Management NSW was not a separate reporting entity. Included within the Rural Fire Service's Consolidated Fund appropriation is funding to support the operations of Emergency Management NSW. The *Public Sector Employment and Management (Department) Order* dated 3rd April 2011 transferred Emergency Management to the Ministry for Police and Emergency Services effective from 1 April 2011. This is reflected in the financial statements for the year ended 30 June 2011.

The financial statements for the year ended 30 June 2011 have been authorised for issue by the Commissioner on 26 October 2011.

### (b) Basis of Preparation

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

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

Plant and equipment are measured at fair value. Other 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. Additional comments regarding the accounting policies for the recognition of income are discussed below.

#### (i) Parliamentary Appropriations and Contributions

Except as specified below, parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as income when the Service obtains control over the assets comprising the

appropriations / contributions. Control over appropriations and contributions are normally obtained upon the receipt of cash.

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

#### (ii) Sales 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 retained by NSW Treasury and therefore not recognised in the financial statements.

### (e) Funding – NSW Rural Fire Service

Under the *Rural Fires Act 1997* the contribution from Local Government is 11.7%, the NSW Treasurer 14.6% and the Insurance Industry 73.7%.

|                    | 2011<br>% | 2011<br>\$(M) | 2010<br>% | 2010<br>\$(M) |
|--------------------|-----------|---------------|-----------|---------------|
| Local Government   | 11.7%     | 30.1          | 11.7%     | 25.3          |
| Insurance Industry | 73.7%     | 189.5         | 73.7%     | 159.6         |
| NSW Treasurer      | 14.6%     | 37.5          | 14.6%     | 31.6          |

Contributions are recognised in accordance with AASB 1004.

### (f) Borrowing Costs

Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's Mandate to not-for-profit general government sector agencies.

### (g) 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.

### (h) 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.

## notes to the financial statements

### (i) Assets

#### (i) Acquisitions of Assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Service. 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 amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.

Where payment for an item is deferred beyond normal credit terms, its cost is the cash equivalent, i.e. the deferred payment amount is effectively discounted at an asset-specific rate.

#### (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 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 items.

#### (iv) Impairment of Plant and Equipment

As a not-for-profit entity with no cash generating units, the Service is effectively exempted from AASB 136 *Impairment of Assets* and impairment testing. This is because AASB 136 modifies the recoverable amount test to the higher of fair value less costs to sell and depreciated replacement costs. This means that, for an asset already measured at fair value, the impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

#### (v) Depreciation of 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 entity.

All materially separately identifiable components of assets are depreciated over their shorter useful life.

In accordance with AASB 116, the useful life of Plant and Equipment ranges between 3 – 20 years, Computer Equipment 3 – 4 years and Computer Software is 3 years. The Leasehold Improvements (fitout) are depreciated over the period of the lease.

#### (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 effectively retains all such risks and benefits.

Operating lease payments are charged to the surplus/deficit 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.

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.

The Service's intangible assets are amortised using the straight line method over a period of 3 years for computer software.

As a not-for-profit entity with no cash generating units, the Service is effectively exempted from impairment testing.

### (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 firefighting equipment purchased for the State Mitigation Support Service which is recorded on the Service's asset register.

### (x) Loans and receivables

Loans and Receivables 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 recognized in the surplus/(deficit) for the year when impaired, derecognized 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. An allowance for impairment is established when there is objective evidence that the Service will not be able to collect all amounts due.

## notes to the financial statements

### (j) Liabilities

#### (i) Payables

These amounts represent liabilities for goods and services provided to the service and other amounts including interest. Payables are recognised initially at fair value, usually based on the transaction cost or face value. 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

Liabilities for salaries and wages (including non-monetary benefits), annual leave and paid sick leave that are due to be settled within 12 months after the end of the period in which the employees render the service are recognised and measured in respect of employees' services up to the reporting date at undiscounted amounts based on the amounts expected to be paid when the liabilities are settled.

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.

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

The amount of annual leave not expected to be taken within 12 months is not discounted, however the effect of this would not be material.

##### b) Long Service Leave and Superannuation

The Service recognises liabilities for long service leave for all employees, except for those of the Emergency Management NSW. The liability in relation to the Emergency Management NSW is assumed by the Crown Entity, and the Service accounts for the liability as having been extinguished resulting in the amount assumed being shown as part of the nonmonetary revenue item described as "Acceptance by the Crown Entity of Employee Benefits and other Liabilities.

Long service leave is based on an actuarial review in accordance with AASB119 *Employee Benefits*. This is based on the application of certain factors to employees with 5 or more years of service using current rates of pay. The split between current and non-current liabilities has been calculated in accordance with AASB 101 Presentation of Financial Statements. The long service liability for employees who have reached the service period that allows them to take leave in service is treated as current.

The value of long service leave for employees within one year of unconditionally qualified service is also classified as a current liability. The value of long service leave for all other employees is treated as non-current.

The superannuation expense for the financial year is determined by using the current service cost plus the movement in the employer liability. Actuarial gains and losses on defined benefits superannuation plans are recognised in other comprehensive income in the year in which they occur.

#### (k) Equity and reserves

Accumulated funds include all current and prior period retained funds.

#### (l) Budgeted amounts

The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, s 21A, s 24 and/or s 26 of the *Public Finance and Audit Act 1983*. Section 24 of the *Act* required the transfer of the budget for Emergency Management NSW for the full 12 months from 1 July 2010 to the Ministry of Police and Emergency Services.

The budgeted amounts in the statement of comprehensive income and the statement of cash flow are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the statement of financial position, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts i.e. per the audited financial statements (rather than carried forward estimates).

#### (m) Centralised billing and collecting services (Ministry for Police and Emergency 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, the Fire and Rescue NSW and the State Emergency Service.

#### (n) 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.

#### (o) Allocation of items to groups in the Service Group Statements

In the Service Group Statement, the Service's expenditure is dissected into four groups: Community Safety; Operations; Operational and Administrative Support; and Emergency Management NSW. The purpose and description for each group is outlined in Note 7 to the financial statements.

#### (p) New Australian Accounting Standards issued but not effective

At the reporting date, a number of Accounting Standards adopted by the AASB had been issued but are not yet operative and have not been early adopted. The initial application of these standards will have no material impact on the financial performance or position.

## notes to the financial statements

### q) *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 agencies and 'equity appropriations' (refer Note 1(d)(i)) 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 agency recognises the asset at the transferor's carrying amount. Where the transferor is prohibited from recognising internally generated intangibles, the agency does not recognise that asset.

## notes to the financial statements

### 2. Expenses Excluding Losses

|   | 2011<br>\$'000 | 2010<br>\$'000 |
|---|----------------|----------------|
| <b>(a) Employee related expenses</b>            |                |                |
| Salaries and wages (including recreation leave) | 76,251         | 69,827         |
| Superannuation – defined benefit plans*         | 1,603          | 1,446          |
| Superannuation – defined contribution plans*    | 5,172          | 4,745          |
| Long service leave                              | 1,276          | 116            |
| Workers' compensation insurance                 | 474            | 631            |
| Payroll tax                                     | 4,783          | 4,111          |
| Fringe benefit tax                              | 3,768          | -              |
|   | <b>93,327</b>  | <b>80,876</b>  |

\* Refer Note 21. Superannuation actuarial gain of \$0.6 million in 2010/2011 (\$2.6m loss in 2009/2010) is recognised as other comprehensive income.

|   | 2011<br>\$'000 | 2010<br>\$'000 |
|---|----------------|----------------|
| <b>(b) Other operating expenses include the following :</b> |                |                |
| Auditor's remuneration                                      |                |                |
| - audit of financial statements                             | 110            | 95             |
| Operating lease rental expense                              |                |                |
| - minimum lease payments                                    | 3,179          | 3,218          |
| Maintenance*  | 360            | 799            |
| Travel  | 2,738          | 1,335          |
| Telephones  | 1,161          | 1,149          |
| Fees for Service  | 5,771          | 4,925          |
| Printing and stationery                                     | 1,162          | 897            |
| Consumables   | 482            | 255            |
| Vehicle operation   | 741            | 674            |
| All outgoings – Buildings                                   | 1,127          | 538            |
| Staff Training  | 1,012          | 483            |
| Legal Fees  | 329            | 321            |
| Rescue and Emergency Training                               | 148            | 309            |
| Electricity   | 374            | 323            |
| Advertising   | 1,870          | 145            |
| Audit Fees Internal   | 354            | 151            |
| Computer Software   | 1,172          | 1,677          |
| Equipment General   | 2,847          | 533            |
| Equipment Computer  | 2,005          | 373            |
| Other Expenses  | 1,890          | 1,448          |
|   | <b>28,832</b>  | <b>19,648</b>  |

|  | 2011<br>\$'000 | 2010<br>\$'000 |
|--|----------------|----------------|
| <b>*Reconciliation – Total Maintenance</b>   |                |                |
| Maintenance Expense – contracted labour and other (non-employee related), as above | 360            | 799            |
| Employee related maintenance included in Note 2(a)                                 | -              | -              |
| <b>Total Maintenance included in Note2(a)+2(b)</b>                                 | <b>360</b>     | <b>799</b>     |

## notes to the financial statements

### 2. Expenses Excluding Losses (cont.)

|  | 2011<br>\$'000 | 2010<br>\$'000 |
|--|----------------|----------------|
| <b>(c) Depreciation and amortisation expense</b> |                |                |
| <b>Depreciation</b>                              |                |                |
| Computer equipment                               | 752            | 536            |
| Plant and equipment                              | 3,350          | 3,105          |
| Leasehold Improvements                           | 493            | 477            |
|  | <b>4,595</b>   | <b>4,118</b>   |
| <b>Amortisation</b>                              |                |                |
| Intangibles                                      | 220            | 351            |
|  | <b>4,815</b>   | <b>4,469</b>   |

|   | 2011<br>\$'000 | 2010<br>\$'000 |
|---|----------------|----------------|
| <b>(d) Grants and subsidies</b>   |                |                |
| Natural Disaster Mitigation Program   | 5,669          | 8,549          |
| Volunteer Rescue Units  | 7,027          | 1,470          |
| Fire Mitigation Works   | 12,040         | 7,207          |
| Payments for Council costs associated with Rural Fire Fighting activities and equipment | 128,703        | 100,369        |
| Emergency Fund – Natural Disasters  | 17,676         | 85,668         |
| Other   | -              | 107            |
|   | <b>171,115</b> | <b>203,370</b> |

|                                   | 2011<br>\$'000 | 2010<br>\$'000 |
|-----------------------------------|----------------|----------------|
| <b>(e) Finance costs</b>          |                |                |
| Interest on short-term borrowings | -              | 40             |
|                                   | -              | <b>40</b>      |

|  | 2011<br>\$'000 | 2010<br>\$'000 |
|--|----------------|----------------|
| <b>(f) Other expenses</b>                  |                |                |
| Workers' compensation insurance-volunteers | 3,000          | 2,726          |
| Public liability and other insurance       | 3,503          | 3,130          |
| Aerial support                             | 2,878          | 1,821          |
|  | <b>9,381</b>   | <b>7,677</b>   |

### 3. Revenue

|                                       | 2011<br>\$'000 | 2010<br>\$'000 |
|---------------------------------------|----------------|----------------|
| <b>(a) Sale of goods and services</b> |                |                |
| Rendering of services                 | 364            | 202            |
|                                       | <b>364</b>     | <b>202</b>     |

## notes to the financial statements

### 3. Revenue (cont.)

|  | 2011<br>\$'000 | 2010<br>\$'000 |
|--|----------------|----------------|
| <b>(b) Grants and contributions</b>            |                |                |
| Insurance Company Contributions                | 189,779        | 146,660        |
| Local Government Contributions                 | 29,719         | 23,508         |
| *Natural Disaster Relief Contributions         | 5,937          | 74,390         |
| Other Commonwealth and State Government Grants | 3,444          | 910            |
|  | <b>228,879</b> | <b>245,468</b> |

\* Natural Disasters Relief Contributions included above consist of emergencies declared under Section 44 of the *Rural Fires Act* exceeding the claims threshold of \$240,000.

|  | 2011<br>\$'000 | 2010<br>\$'000 |
|--|----------------|----------------|
| <b>(c) Other revenue</b>                     |                |                |
| Sale of equipment                            | 1,132          | 496            |
| Comcover-protection Commonwealth property    | 545            | 514            |
| Business Development-Overseas Training       | 351            | 254            |
| Section 44 –Interstate Assistance            | 313            | 296            |
| Aviation – Use of contract by other agencies | 3,931          | 4,243          |
| Emergency Management NSW – Maritime Funding  | 5,425          | -              |
| TMF Hindsight Premium Payments               | 304            | -              |
| Other  | 2,034          | 2,816          |
|  | <b>14,035</b>  | <b>8,619</b>   |

In accordance with Section 119(4)(b) of the *Rural Fires Act*, distribution of proceeds from the sale by Councils of fire fighting equipment between the Service and the Councils is in the same proportion to each body's contribution to the purchase of equipment as shown above. The Service's share of such proceeds totalled \$1,132,502 in 2010/2011, (\$496,343 in 2009/10).

### 4. Gain / (Loss) on Disposal

|  | 2011<br>\$'000 | 2010<br>\$'000 |
|--|----------------|----------------|
| Gain / (Loss) on disposal of Plant and Equipment |                |                |
| Proceeds from disposal                           | 4,474          | 3,969          |
| Written down value of assets disposed            | (4,306)        | (3,640)        |
|  | <b>168</b>     | <b>329</b>     |

### 5. Appropriations

|  | 2011<br>\$'000 | 2010<br>\$'000 |
|--|----------------|----------------|
| <b>Recurrent appropriations</b>  |                |                |
| Total recurrent draw-downs from NSW Treasury (per Summary of Compliance) | 64,635         | 45,633         |
|  | <b>64,635</b>  | <b>45,633</b>  |
| Comprising:  |                |                |
| Recurrent appropriations (per Statement of Comprehensive Income)         | <b>64,635</b>  | <b>45,633</b>  |

|  | 2011<br>\$'000 | 2010<br>\$'000 |
|--|----------------|----------------|
| <b>Capital appropriations</b>  |                |                |
| Total capital draw-downs from NSW Treasury (per Summary of Compliance) | 12,862         | 485            |
|  | <b>12,862</b>  | <b>485</b>     |
| Comprising:  |                |                |
| Capital appropriations (per Statement of Comprehensive Income)         | <b>12,862</b>  | <b>485</b>     |

## notes to the financial statements

### 6. Acceptance by the Crown Entity of Employee Benefits and Other Liabilities

The following expenses have been assumed by the Crown Entity

|                    | 2011<br>\$'000 | 2010<br>\$'000 |
|--------------------|----------------|----------------|
| Long service leave | 242            | 257            |
|                    | <b>242</b>     | <b>257</b>     |

Also refer to Note 1(j) (ii) (b)

### 7. Service Groups of the Service

- (a) **Service Group 1** Community Safety
- Objectives: The protection of the Community through measures that enhance community awareness of and participation in fire risk reduction while reducing environmental impact on the incident management activities of the Service.
- (b) **Service Group 2** Operations
- Objectives: 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
- Objectives: To perform 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.
- (d) **Service Group 4** Emergency Management NSW
- Objectives: To initiate policies and strategies for improving the delivery of emergency management services through better prevention, preparedness, response and recovery. It also has a central role in coordinating policies and initiatives put forward across the portfolio. Emergency Management NSW provides policy advice, executive and secretarial support to the State Emergency Management Committee (SEMC), and the State Rescue Board (SRB). It provides executive and operational support to the State Emergency Operations Controller and the State Emergency Recovery Controller.

### 8. Current Assets – Cash and Cash Equivalents

|                          | 2011<br>\$'000 | 2010<br>\$'000 |
|--------------------------|----------------|----------------|
| <b>(a) Cash</b>          |                |                |
| Cash at bank and on hand | 39,695         | 31,033         |
|                          | <b>39,695</b>  | <b>31,033</b>  |

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 the financial year to the Statement of Cash Flows as follows:

|  |               |               |
|--|---------------|---------------|
| Cash and cash equivalents (per Statement of Financial Position)        | 39,695        | 31,033        |
| <b>Closing cash and cash equivalents (per Statement of Cash Flows)</b> | <b>39,695</b> | <b>31,033</b> |

Refer Note 20, for details regarding credit risk and liquidity 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 \$30M.

## notes to the financial statements

### 9. Current Assets – Receivables

|   | 2011<br>\$'000 | 2010<br>\$'000 |
|---|----------------|----------------|
| Grants and Contributions                                      | 445            | 495            |
| Other Receivables   | 779            | -              |
| Less: Allowance for impairment                                | (84)           | (93)           |
|   | <b>1,140</b>   | <b>402</b>     |
| GST receivable  | 2,796          | 2,119          |
|   | <b>3,936</b>   | <b>2,521</b>   |
| Prepayments   | 1,291          | 613            |
|   | <b>5,227</b>   | <b>3,134</b>   |
| Movement in the allowance for impairment                      |                |                |
| Balance at 1 July   | 93             | -              |
| Amounts written off during the year                           | (27)           | -              |
| Amounts recovered during the year                             | -              | -              |
| Increase/(decrease) in allowance recognised in profit or loss | 18             | 93             |
| <b>Balance at 30 June</b>                                     | <b>84</b>      | <b>93</b>      |

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 20.

### 10. Non Current Assets – Property, Plant and Equipment

|                                     | Computer<br>Equipment<br>\$'000 | Plant and<br>Equipment<br>\$'000 | Leasehold<br>Improvements<br>(Fitouts)<br>\$'000 | Total<br>\$'000 |
|-------------------------------------|---------------------------------|----------------------------------|--|-----------------|
| <b>At 1 July 2010 – Fair Value</b>  |                                 |                                  |  |                 |
| Gross carrying amount               | 3,808                           | 17,694                           | 4,768  | 26,270          |
| Accumulated depreciation            | 2,293                           | 5,528                            | 2,783  | 10,604          |
| <b>Net carrying amount</b>          | <b>1,515</b>                    | <b>12,166</b>                    | <b>1,985</b>                                     | <b>15,666</b>   |
| <b>At 30 June 2011 – Fair Value</b> |                                 |                                  |  |                 |
| Gross carrying amount               | 2,818                           | 19,722                           | 4,931  | 27,471          |
| Accumulated depreciation            | 1,744                           | 5,519                            | 3,276  | 10,539          |
| <b>Net carrying amount</b>          | <b>1,074</b>                    | <b>14,203</b>                    | <b>1,655</b>                                     | <b>16,932</b>   |

#### Reconciliation

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

|   | Computer<br>Equipment<br>\$'000 | Plant and<br>Equipment<br>\$'000 | Leasehold<br>Improvements<br>(Fitouts)<br>\$'000 | Total<br>\$'000 |
|---|---------------------------------|----------------------------------|--|-----------------|
| <b>Year ended 30 June 2011</b>            |                                 |                                  |  |                 |
| Net carrying amount at start of year      | 1,515                           | 12,166                           | 1,985  | 15,666          |
| Additions                                 | 524                             | 9,633                            | 163  | 10,320          |
| Disposals                                 | 211                             | 4,248                            | -  | 4,459           |
| Depreciation expense                      | 754                             | 3,348                            | 493  | 4,595           |
| <b>Net carrying amount at end of year</b> | <b>1,074</b>                    | <b>14,203</b>                    | <b>1,655</b>                                     | <b>16,932</b>   |

## notes to the financial statements

### 10. Non Current Assets – Property, Plant and Equipment (cont.)

|                                     | Computer<br>Equipment<br>\$'000 | Plant and<br>Equipment<br>\$'000 | Leasehold<br>Improvements<br>(Fitouts)<br>\$'000 | Total<br>\$'000 |
|-------------------------------------|---------------------------------|----------------------------------|--|-----------------|
| <b>At 1 July 2009 – Fair Value</b>  |                                 |                                  |  |                 |
| Gross carrying amount               | 4,002                           | 16,363                           | 4,768  | 25,133          |
| Accumulated depreciation            | 2,983                           | 5,415                            | 2,306  | 10,704          |
| <b>Net carrying amount</b>          | <b>1,019</b>                    | <b>10,948</b>                    | <b>2,462</b>                                     | <b>14,429</b>   |
| <b>At 30 June 2010 – Fair Value</b> |                                 |                                  |  |                 |
| Gross carrying amount               | 3,808                           | 17,694                           | 4,768  | 26,270          |
| Accumulated depreciation            | 2,293                           | 5,528                            | 2,783  | 10,604          |
| <b>Net carrying amount</b>          | <b>1,515</b>                    | <b>12,166</b>                    | <b>1,985</b>                                     | <b>15,666</b>   |

### Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the previous financial year is set out below:

|   | Computer<br>Equipment<br>\$'000 | Plant and<br>Equipment<br>\$'000 | Leasehold<br>Improvements<br>(Fitouts)<br>\$'000 | Total<br>\$'000 |
|---|---------------------------------|----------------------------------|--|-----------------|
| <b>Year ended 30 June 2010</b>            |                                 |                                  |  |                 |
| Net carrying amount at start of year      | 1,019                           | 10,948                           | 2,462  | 14,429          |
| Additions                                 | 1,061                           | 7,924                            | -  | 8,985           |
| Disposals                                 | 29                              | 3,601                            | -  | 3,630           |
| Depreciation expense                      | 536                             | 3,105                            | 477  | 4,118           |
| <b>Net carrying amount at end of year</b> | <b>1,515</b>                    | <b>12,166</b>                    | <b>1,985</b>                                     | <b>15,666</b>   |

### 11. Non Current Assets – Intangible Assets

|                              | Software<br>\$'000 | Total<br>\$'000 |
|------------------------------|--------------------|-----------------|
| <b>At 1 July 2010</b>        |                    |                 |
| Cost (gross carrying amount) | 1,468              | 1,468           |
| Accumulated amortisation     | 1,091              | 1,091           |
| <b>Net carrying amount</b>   | <b>377</b>         | <b>377</b>      |
| <b>At 30 June 2011</b>       |                    |                 |
| Cost (gross carrying amount) | 1,473              | 1,473           |
| Accumulated amortisation     | 1,316              | 1,316           |
| <b>Net carrying amount</b>   | <b>157</b>         | <b>157</b>      |

|  | Software<br>\$'000 | Total<br>\$'000 |
|--|--------------------|-----------------|
| <b>Year ended 30 June 2011</b>                                       |                    |                 |
| Net carrying amount at start of year                                 | 377                | 377             |
| Additions  | -                  | -               |
| Disposals  | -                  | -               |
| Amortisation (recognised in 'depreciation and amortisation expense') | 220                | 220             |
| <b>Net carrying amount at end of year</b>                            | <b>157</b>         | <b>157</b>      |

## notes to the financial statements

### 11. Non Current Assets – Intangible Assets (cont.)

|                              | Software<br>\$'000 | Total<br>\$'000 |
|------------------------------|--------------------|-----------------|
| <b>At 1 July 2009</b>        |                    |                 |
| Cost (gross carrying amount) | 1,370              | 1,370           |
| Accumulated amortisation     | 817                | 817             |
| <b>Net carrying amount</b>   | <b>553</b>         | <b>553</b>      |
| <b>At 30 June 2010</b>       |                    |                 |
| Cost (gross carrying amount) | 1,468              | 1,468           |
| Accumulated amortisation     | 1,091              | 1,091           |
| <b>Net carrying amount</b>   | <b>377</b>         | <b>377</b>      |

|  | Software<br>\$'000 | Total<br>\$'000 |
|--|--------------------|-----------------|
| <b>Year ended 30 June 2010</b>                                       |                    |                 |
| Net carrying amount at start of year                                 | 553                | 553             |
| Additions  | 185                | 185             |
| Amortisation (recognised in 'depreciation and amortisation expense') | 351                | 351             |
| Disposals  | 10                 | 10              |
| <b>Net carrying amount at end of year</b>                            | <b>377</b>         | <b>377</b>      |

### 12. Current Liabilities – Payables

|                                      | 2011<br>\$'000 | Total<br>\$'000 |
|--------------------------------------|----------------|-----------------|
| Accrued salaries, wages and on-costs | 2,318          | 1,389           |
| Creditors                            | 12,102         | 3,815           |
| Other                                | -              | 69              |
|                                      | <b>14,420</b>  | <b>5,273</b>    |

Details regarding credit risk and liquidity risk are disclosed in Note 20.

### 13. Current/Non Current Liabilities – Provisions

|   | 2011<br>\$'000 | 2010<br>\$'000 |
|---|----------------|----------------|
| <b>Employee benefits and related on-costs</b> |                |                |
| Recreation leave                              | 8,267          | 8,477          |
| Long Service Leave                            | 14,977         | 13,701         |
| Unfunded Superannuation (refer note 20)       | 9,171          | 10,142         |
| <b>Total Provisions</b>                       | <b>32,415</b>  | <b>32,320</b>  |

In accordance with AASB 101 *Presentation of Financial Statements* liabilities are classified as current where NSW Rural Fire Service does not have an unconditional right to defer the settlement of a liability for at least twelve months after the reporting date.

|   | 2011<br>\$'000 | 2010<br>\$'000 |
|---|----------------|----------------|
| <b>Aggregate employee benefits and related on-costs</b> |                |                |
| Provisions – current                                    | 22,496         | 21,424         |
| Provisions – non current                                | 9,919          | 10,896         |
| Accrued salaries, wages and on-costs (Note 12)          | 2,318          | 1,389          |
|   | <b>34,733</b>  | <b>33,709</b>  |

## notes to the financial statements

### 13. Current/Non Current Liabilities – Provisions (cont.)

Notwithstanding this, it is estimated that the liabilities will be settled within the following periods:

|                     | Recreation leave | Long Service Leave | Unfunded Superannuation |
|---------------------|------------------|--------------------|-------------------------|
| Within 12 months    | 8,267            | 14,229             | -                       |
| More than 12 months | -                | 748                | 9,171                   |
|                     | <b>8,267</b>     | <b>14,977</b>      | <b>9,171</b>            |

### 14. Increase/(Decrease) in Net Assets from Equity Transfers

Responsibility relinquished for Service Group 4 – Emergency Management NSW

Description of the purpose of the above service group is in Note 7.

|   | 2011<br>\$'000  |
|---|-----------------|
| <b>Assets transferred to Ministry of Police and Emergency Services</b>      |                 |
| Cash and Cash Equivalents   | (11,872)        |
| Receivables   | (315)           |
| Plant and Equipment   | (112)           |
| <b>Liabilities transferred to Ministry of Police and Emergency Services</b> |                 |
| Payables  | 170             |
| Provision for employee benefits   | 397             |
| <b>Decrease in net assets from equity transfers</b>                         | <b>(11,732)</b> |

Net assets of the Emergency Management Service Group were transferred as at 31 March 2011.

### 15. Commitments for Expenditure

#### (a) Other Expenditure Commitments

Aggregate other expenditure for the acquisition of equipment contracted for at balance date and not provided for:

|                              | 2011<br>\$'000 | 2010<br>\$'000 |
|------------------------------|----------------|----------------|
| Not later than one year      | 55,933         | 57,374         |
| <b>Total (including GST)</b> | <b>55,933</b>  | <b>57,374</b>  |

Other Expenditure Commitments include input tax credits of \$710,912 in 2010/2011, (\$1,812,255 in 2009/2010), that are expected to be recoverable from the ATO.

The Service includes as commitments all outstanding amounts identified in councils' estimates for specific projects that are not at this stage completed. Whilst some of these are covered by contractual obligations and/or unfulfilled purchase orders, others relate to circumstances where contractual obligations have not been formalised.

#### (b) Operating Lease Commitments

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

|   | 2011<br>\$'000 | 2010<br>\$'000 |
|---|----------------|----------------|
| Not later than one year                           | 4,467          | 2,794          |
| Later than one year but not later than five years | 12,843         | 11,511         |
| Later than five years                             | 6,574          | 2              |
| <b>Total (including GST)</b>                      | <b>23,885</b>  | <b>14,307</b>  |

Operating lease commitments include input tax credits of \$2,171,340 in 2010/2011, (\$1,300,647 in 2009/2010), that are expected to be recoverable from the ATO.

Operating lease commitments comprise motor vehicle and premises for Head Office, Regional Offices and a warehouse at Glendenning.

## notes to the financial statements

### 16. Contingent Assets and Contingent Liabilities

At balance date the Service had minor estimated amounts of financial settlements pertaining to legal claims that were not considered material.

### 17. Budget Review

#### Net Cost of Services

The actual net cost of services was above budget by \$30.687M. The major component of this variation was the transfer of the Emergency Management NSW Service Group budget for the full 12 months of \$31.728M to the Ministry of Police and Emergency Services whilst still recognising transactions for the service group in the Service's financial statements to the end of March 2011 at a surplus of \$11.732M. The Service received supplementary funding of \$36.005M for its response to the 2009 Victorian Fires Royal Commission recommendations that isn't included in the budget for which \$28.513M was expended during the year. In addition to this, supplementation of \$18.375M was provided for various items that was fully expended and not included in the budget.

#### Current Assets

Current assets were \$5.456M above budget. The increase relates to additional cash on hand due to under expenditure of funding received for the Service's response to the 2009 Victorian Bushfires Royal Commission, there was an increase in receivables of \$2.384M.

#### Non-Current Assets

Non-current assets were higher than budget by \$1.46M due to an increase in the capital program of \$1.763M for the purchase of additional plant and equipment.

#### Current Liabilities

Current liabilities were \$8.23M higher than budget due to payables being higher than budget by \$9.733M. Payables included \$4.672M of accounts payable and accruals totalling \$7.43M.

#### Non-Current Liabilities

Non-Current Liabilities were \$3.723M lower than budget due to a reduction in superannuation liability of \$0.971M and lower than anticipated non-current long service leave provision.

#### Cash Flows

Total payments were above budget by \$79.208M due to payments associated with enhancement funding received in response to the 2009 Victorian Bushfires Royal Commission recommendations and other supplementations and the transfer out of the budget for the Emergency Management NSW Service Group.

Total receipts were \$51.487M in excess of budget due to a higher level of contributions received from the services contributors to offset budget enhancements received during the year.

### 18. Reconciliation of Cash Flows from Operating Activities to Net Cost of Services

|   | 2011<br>\$'000  | 2010<br>\$'000  |
|---|-----------------|-----------------|
| Net cash used on operating activities                                     | 26,383          | (9,867)         |
| Cash flows from/(to) Government/Appropriations                            | (77,497)        | (46,118)        |
| Acceptance by the Crown Entity of employee benefits and other liabilities | (242)           | (257)           |
| Depreciation  | (4,815)         | (4,469)         |
| Decrease/(increase) in provisions   | (492)           | (4,082)         |
| Increase/(decrease) in prepayments and other assets                       | 2,364           | (276)           |
| Decrease/(increase) in creditors  | (9,317)         | 712             |
| Superannuation actuarial loss/(gain)                                      | (576)           | 2,566           |
| Net gain/(loss) on sale of plant and equipment                            | 168             | 329             |
| Net cost of services  | <b>(64,024)</b> | <b>(61,462)</b> |

### 19. Non Cash Financing and Investment Activities

|  | 2011<br>\$'000 | 2010<br>\$'000 |
|--|----------------|----------------|
| Long service leave liability assumed by Crown Entity | 242            | 257            |
|  | <b>242</b>     | <b>257</b>     |

## notes to the financial statements

### 20. 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.

#### (a) Financial instrument categories

| Financial Assets          | Note | Category                                  | Carrying Amount <sup>3</sup><br>2011<br>\$'000 | Carrying Amount<br>2010<br>\$'000 |
|---------------------------|------|---|--|-----------------------------------|
| <b>Class:</b>             |      |   |  |                                   |
| Cash and cash equivalents | 8    | N/A                                       | 39,695   | 31,033                            |
| Receivables <sup>1</sup>  | 9    | Loans and receivables (at amortised cost) | 1,382  | 495                               |
| Financial Liabilities     | Note | Category                                  | Carrying Amount<br>2011<br>\$'000              | Carrying Amount<br>2010<br>\$'000 |
| <b>Class:</b>             |      |   |  |                                   |
| Payables <sup>2</sup>     | 12   | Financial liabilities (at amortised cost) | 14,420   | 5,273                             |

#### Notes

1. Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).
2. Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7).

The carrying amount of these financial instruments approximates their fair value.

#### (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 earned on the Services' cash is retained by 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 (2010: \$36,000; 2011: \$262,603) are not considered impaired. There are no debtors which are currently not past due or impaired whose terms have been renegotiated.

The only financial assets that are past due or impaired are 'grants and contributions and sundry debtors' in the 'receivables' category of the statement of financial position.

## notes to the financial statements

### 20. Financial Instruments (cont.)

|                             | \$'000               |  |                                    |
|-----------------------------|----------------------|--|------------------------------------|
|                             | Total <sup>1,2</sup> | Past due but not impaired <sup>1,2</sup> | Considered impaired <sup>1,2</sup> |
| <b>2011</b>                 |                      |  |                                    |
| < 3 months overdue          | 102                  | 102                                      | -                                  |
| 3 months – 6 months overdue | -                    | -  | -                                  |
| > 6 months overdue          | 84                   | -  | 84                                 |
| <b>2010</b>                 |                      |  |                                    |
| < 3 months overdue          | 369                  | 369                                      | -                                  |
| 3 months – 6 months overdue | 19                   | 19                                       | -                                  |
| > 6 months overdue          | 107                  | 14                                       | 93                                 |

#### Notes

- Each column in the table reports 'gross receivables'.
- 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 or breaches 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 Treasurer's Direction 219.01. 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. Treasurer's Direction 219.01 allows the Minister to award interest for late payment.

The table below summarises the maturity profile of the Service's liabilities together with an interest rate exposure.

#### Fixed Interest maturing and interest rate exposure of financial liabilities

|                              | Weighted interest rate | 1 Year or less | 1 year to 5 years | More than 5 years | Non interest bearing 1 year or less | Total  |
|------------------------------|------------------------|----------------|-------------------|-------------------|-------------------------------------|--------|
| <b>2011</b>                  |                        |                |                   |                   |                                     |        |
| <b>Financial liabilities</b> |                        |                |                   |                   |                                     |        |
| Trade and other payables     | -                      | -              | -                 | -                 | 14,420                              | 14,420 |
| Total financial liabilities  | -                      | -              | -                 | -                 | 14,420                              | 14,420 |
| <b>2010</b>                  |                        |                |                   |                   |                                     |        |
| <b>Financial liabilities</b> |                        |                |                   |                   |                                     |        |
| Trade and other payable      | -                      | -              | -                 | -                 | 5,273                               | 5,273  |
| Total financial liabilities  | -                      | -              | -                 | -                 | 5,273                               | 5,273  |

#### d) Market Risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below or 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 2010. The analysis assumes that all other variables remain constant.

## notes to the financial statements

### 20. Financial Instruments (cont.)

#### Interest rate risk

The Service's exposure to interest rate risk is set out below.

| \$'000                    |                 |            |            |           |           |
|---------------------------|-----------------|------------|------------|-----------|-----------|
| 2011                      | Carrying Amount | -1% Profit | -1% Equity | 1% Profit | 1% Equity |
| Financial assets          |                 |            |            |           |           |
| Cash and cash equivalents | 39,695          | (397)      | (397)      | 397       | 397       |
| 2010                      | Carrying Amount | -1% Profit | -1% Equity | 1% Profit | 1% Equity |
| Financial assets          |                 |            |            |           |           |
| Cash and cash equivalents | 31,033          | (310)      | (310)      | 310       | 310       |

### 21. Superannuation – Defined Benefit Plans

#### Funded 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); and
- Local Government Employees Superannuation Scheme.

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. All the schemes are closed to new members.

#### Reconciliation of the Present value of the Defined Benefit Obligations

A reconciliation of the present value of the defined benefit obligation for the financial year to 30 June 2011 is as follows:

|  | SASS<br>\$'000 | SANCS<br>\$'000 | SSS<br>\$'000 | TOTAL<br>\$'000 |
|--|----------------|-----------------|---------------|-----------------|
| Present value of partly funded defined benefit obligations at beginning of the year  | 9,372          | 2,372           | 27,061        | 38,805          |
| Current service cost   | 369            | 108             | 207           | 684             |
| Interest cost  | 468            | 118             | 1,380         | 1,966           |
| Contributions by fund participants   | 190            | -               | 180           | 370             |
| Actuarial (gains)/losses   | 447            | (45)            | (497)         | (95)            |
| Benefits paid  | (643)          | 55              | (474)         | (1,062)         |
| <b>Present value of partly funded defined benefit obligations at end of the year</b> | <b>10,203</b>  | <b>2,608</b>    | <b>27,857</b> | <b>40,668</b>   |

Comparative information as at 30 June 2010 as follows:

|  | SASS<br>\$'000 | SANCS<br>\$'000 | SSS<br>\$'000 | TOTAL<br>\$'000 |
|--|----------------|-----------------|---------------|-----------------|
| Present value of partly funded defined benefit obligations at beginning of the year  | 8,617          | 2,119           | 23,781        | 34,517          |
| Current service cost   | 356            | 100             | 207           | 663             |
| Interest cost  | 456            | 113             | 1,313         | 1,882           |
| Contributions by fund participants   | 173            | -               | 193           | 366             |
| Actuarial (gains)/losses   | 406            | 104             | 2,115         | 2,625           |
| Benefits paid  | (636)          | (64)            | (548)         | (1,248)         |
| <b>Present value of partly funded defined benefit obligations at end of the year</b> | <b>9,372</b>   | <b>2,372</b>    | <b>27,061</b> | <b>38,805</b>   |

## notes to the financial statements

### 21. Superannuation – Defined Benefit Plans (cont.)

#### Reconciliation of the Fair Value of Fund Assets

A reconciliation of the fair value of fund assets for the financial year to 30 June 2011 is as follows:

|   | SASS<br>\$'000 | SANCS<br>\$'000 | SSS<br>\$'000 | TOTAL<br>\$'000 |
|---|----------------|-----------------|---------------|-----------------|
| Fair value of fund assets at beginning of the year  | 8,281          | 2,029           | 18,352        | 28,662          |
| Expected return on fund assets                      | 701            | 173             | 1,560         | 2,434           |
| Actuarial gains (losses)                            | 107            | (3)             | 377           | 481             |
| Employer contributions                              | 372            | 120             | 121           | 613             |
| Contributions by Fund participants                  | 190            | -               | 180           | 370             |
| Benefits paid                                       | (643)          | 55              | (474)         | (1,062)         |
| <b>Fair value of fund assets at end of the year</b> | <b>9,008</b>   | <b>2,374</b>    | <b>20,116</b> | <b>31,498</b>   |

Comparative information as at 30 June 2010 is as follows:

|   | SASS<br>\$'000 | SANCS<br>\$'000 | SSS<br>\$'000 | TOTAL<br>\$'000 |
|---|----------------|-----------------|---------------|-----------------|
| Fair value of fund assets at beginning of the year  | 7,559          | 1,810           | 17,093        | 26,462          |
| Expected return on fund assets                      | 624            | 153             | 1,458         | 2,235           |
| Actuarial gains (losses)                            | 200            | 11              | (151)         | 60              |
| Employer contributions                              | 361            | 119             | 307           | 787             |
| Contributions by Fund participants                  | 173            | -               | 193           | 366             |
| Benefits paid                                       | (636)          | (64)            | (548)         | (1,248)         |
| <b>Fair value of fund assets at end of the year</b> | <b>8,281</b>   | <b>2,029</b>    | <b>18,352</b> | <b>28,662</b>   |

#### Reconciliation of Assets and Liabilities

A summary of assets and liabilities recognised in the Statement of Financial Position as at 30 June 2011 is as follows:

|   | SASS<br>\$'000 | SANCS<br>\$'000 | SSS<br>\$'000 | TOTAL<br>\$'000 |
|---|----------------|-----------------|---------------|-----------------|
| Present value of partly funded defined benefits obligations | 10,203         | 2,608           | 27,857        | 40,668          |
| Fair value of fund assets at end of year                    | (9,008)        | (2,373)         | (20,116)      | (31,497)        |
| Subtotal  | 1,195          | 235             | 7,741         | 9,171           |
| Net liability/(asset)                                       | 1,195          | 235             | 7,741         | 9,171           |

Comparative information as at 30 June 2010 is as follows:

|   | SASS<br>\$'000 | SANCS<br>\$'000 | SSS<br>\$'000 | TOTAL<br>\$'000 |
|---|----------------|-----------------|---------------|-----------------|
| Present value of partly funded defined benefits obligations | 9,372          | 2,372           | 27,060        | 38,804          |
| Fair value of fund assets at end of year                    | (8,281)        | (2,029)         | (18,352)      | (28,662)        |
| Subtotal  | 1,091          | 343             | 8,708         | 10,142          |
| Net liability/(asset)                                       | 1,091          | 343             | 8,708         | 10,142          |

#### Actual Return on Fund Assets

A summary of actual return on fund assets for the year ended 30 June 2011 is provided below:

|                              | SASS<br>\$'000 | SANCS<br>\$'000 | SSS<br>\$'000 | TOTAL<br>\$'000 |
|------------------------------|----------------|-----------------|---------------|-----------------|
| Actual return on plan assets | 682            | 169             | 1,542         | 2,393           |

## notes to the financial statements

### 21. Superannuation – Defined Benefit Plans (cont.)

Comparative information as at 30 June 2010 is as follows:

|                              | SASS<br>\$'000 | SANCS<br>\$'000 | SSS<br>\$'000 | TOTAL<br>\$'000 |
|------------------------------|----------------|-----------------|---------------|-----------------|
| Actual return on plan assets | (675)          | (164)           | (1,544)       | (2,383)         |

Details of valuation method and principal actuarial assumptions as at the reporting date are as follows:

#### a) Valuation Method

The Projected Unit Credit (PUC) valuation method was used to determine the present value of the defined benefit obligations and the related current service costs. This method sees each period of service as giving rise to an additional unit of benefit entitlement and measures each unit separately to build up the final obligation.

#### b) Economic Assumptions

|  | 30 June 2011 | 30 June 2010 |
|--|--------------|--------------|
| Salary increase rate (excluding promotional increases) | 3.5%         | 3.5%         |
| Rate of CPI Increase                                   | 2.5%         | 2.5%         |
| Expected return on assets                              | 8.60%        | 8.60%        |
| Discount rate  | 5.28%        | 5.17%        |

#### c) Demographic Assumptions

The demographic assumptions at 30 June 2011 are those that were used in the 2009 triennial actuarial valuation. The triennial review report is available from the NSW Treasury website.

#### Historical Information

|   | SASS<br>Financial Year to<br>30 June 2011<br>\$'000 | SANCS<br>Financial Year to<br>30 June 2011<br>\$'000 | SSS<br>Financial Year to<br>30 June 2011<br>\$'000 |
|---|---|--|--|
| Present value of defined benefit Obligation | 10,203  | 2,608  | 27,857   |
| Fair value of Fund assets                   | (9,008)   | (2,373)  | (20,116)   |
| (Surplus)/Deficit in Fund                   | 1,195   | 235  | 7,741  |
| Experience adjustments – Fund Liabilities   | 447   | (45)   | (497)  |
| Experience adjustments – Fund assets        | (107)   | 3  | (377)  |

Comparative information as at 30 June 2010 is as follows:

|   | SASS<br>Financial Year to<br>30 June 2010<br>\$'000 | SANCS<br>Financial Year to<br>30 June 2010<br>\$'000 | SSS<br>Financial Year to<br>30 June 2010<br>\$'000 |
|---|---|--|--|
| Present value of defined benefit Obligation | 9,372   | 2,372  | 27,060   |
| Fair value of Fund assets                   | (8,281)   | (2,029)  | (18,352)   |
| (Surplus)/Deficit in Fund                   | 1,091   | 343  | 8,708  |
| Experience adjustments – Fund Liabilities   | 406   | 104  | 2,115  |
| Experience adjustments – Fund assets        | (200)   | (11)   | 151  |

Comparative information as at 30 June 2009 is as follows:

|   | SASS<br>Financial Year to<br>30 June 2009<br>\$'000 | SANCS<br>Financial Year to<br>30 June 2009<br>\$'000 | SSS<br>Financial Year to<br>30 June 2009<br>\$'000 |
|---|---|--|--|
| Present value of defined benefit Obligation | 8,617   | 2,119  | 23,781   |
| Fair value of Fund assets                   | (7,559)   | (1,810)  | (17,094)   |
| (Surplus)/Deficit in Fund                   | 1,058   | 309  | 6,687  |
| Experience adjustments – Fund Liabilities   | 388   | 91   | 3,998  |
| Experience adjustments – Fund assets        | 663   | 306  | 2,858  |

## notes to the financial statements

### 21. Superannuation – Defined Benefit Plans (cont.)

Comparative information as at 30 June 2008 is as follows:

|   | SASS<br>Financial Year to<br>30 June 2008<br>\$'000 | SANCS<br>Financial Year to<br>30 June 2008<br>\$'000 | SSS<br>Financial Year to<br>30 June 2008<br>\$'000 |
|---|---|--|--|
| Present value of defined benefit Obligation | 6,917   | 1,683  | 19,596   |
| Fair value of Fund assets                   | (6,762)   | (1,714)  | (19,318)   |
| (Surplus)/Deficit in Fund                   | 156   | (31)   | 278  |
| Experience adjustments – Fund Liabilities   | (240)   | (45)   | (928)  |
| Experience adjustments – Fund assets        | 809   | 261  | 3,275  |

Comparative information as at 30 June 2007 is as follows:

|   | SASS<br>Financial Year to<br>30 June 2007<br>\$'000 | SANCS<br>Financial Year to<br>30 June 2007<br>\$'000 | SSS<br>Financial Year to<br>30 June 2007<br>\$'000 |
|---|---|--|--|
| Present value of defined benefit Obligation | 6,613   | 1,646  | 19,803   |
| Fair value of Fund assets                   | (6,877)   | (1,835)  | (21,343)   |
| (Surplus)/Deficit in Fund                   | (264)   | (189)  | (1,540)  |
| Experience adjustments – Fund Liabilities   | 409   | 34   | (965)  |
| Experience adjustments – Fund assets        | (559)   | (102)  | (1,113)  |

### Expense recognised in the surplus/deficit

Components recognised in the surplus/deficit for the year ended 30 June 2011 is summarised below:

|  | SASS<br>\$'000 | SANCS<br>\$'000 | SSS<br>\$'000 | TOTAL<br>\$'000 |
|--|----------------|-----------------|---------------|-----------------|
| Current service cost                             | 369            | 108             | 207           | 684             |
| Interest cost                                    | 468            | 118             | 1,381         | 1,967           |
| Expected return on fund assets (net of expenses) | (701)          | (173)           | (1,560)       | (2,434)         |
| Actuarial losses/(gains) recognised in year      | -              | -               | -             | -               |
| Expenses/(income) recognised                     | 136            | 53              | 28            | 217             |

Comparative information as at 30 June 2010 is as follows:

|  | SASS<br>\$'000 | SANCS<br>\$'000 | SSS<br>\$'000 | TOTAL<br>\$'000 |
|--|----------------|-----------------|---------------|-----------------|
| Current service cost                             | 356            | 101             | 207           | 664             |
| Interest cost                                    | 456            | 113             | 1,313         | 1,882           |
| Expected return on fund assets (net of expenses) | (624)          | (153)           | (1,458)       | (2,235)         |
| Actuarial losses/(gains) recognised in year      | -              | -               | -             | -               |
| Expense/(income) recognised                      | 188            | 61              | 62            | 311             |

### Amounts recognised in other comprehensive income

The following has been recognised in other comprehensive income for the year ended 30 June 2011:

|                          | SASS<br>\$'000 | SANCS<br>\$'000 | SSS<br>\$'000 | TOTAL<br>\$'000 |
|--------------------------|----------------|-----------------|---------------|-----------------|
| Actuarial (gains)/losses | 340            | (42)            | (874)         | (576)           |

## notes to the financial statements

### 21. Superannuation – Defined Benefit Plans (cont.)

Comparative information as at 30 June 2010 is as follows:

|                          | SASS<br>\$'000 | SANCS<br>\$'000 | SSS<br>\$'000 | TOTAL<br>\$'000 |
|--------------------------|----------------|-----------------|---------------|-----------------|
| Actuarial (gains)/losses | 207            | 92              | 2,267         | 2,566           |

#### Fund Assets

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

|                                      | 30 June 2011 | 30 June 2010 |
|--------------------------------------|--------------|--------------|
| Australian equities                  | 33.4%        | 31.0%        |
| Overseas equities                    | 29.5%        | 26.8%        |
| Australian fixed interest securities | 5.7%         | 6.1%         |
| Overseas fixed interest securities   | 3.1%         | 4.3%         |
| Property                             | 9.9%         | 9.5%         |
| Cash                                 | 5.1%         | 9.6%         |
| Other                                | 13.3%        | 12.7%        |

#### Fair value of Fund Assets

All fund assets are invested by Superannuation Trustee Corporation at arm's length through independent fund managers.

#### Expected Rate of Return on Assets

The expected return on assets assumption is determined by weighting the expected long – term return for each asset class by the target allocation of assets to each class. The returns used for each class are net of investment tax and investment fees.

#### Expected Contributions

| Expected contributions          | SASS<br>Financial Year to<br>30 June 2011<br>\$'000 | SANCS<br>Financial Year to<br>30 June 2011<br>\$'000 | SSS<br>Financial Year to<br>30 June 2011<br>\$'000 |
|---------------------------------|---|--|--|
| Expected employer contributions | 361   | 118  | 287  |

Comparative information as at 30 June 2010 is as follows:

| Expected contributions          | SASS<br>Financial Year to<br>30 June 2010<br>\$'000 | SANCS<br>Financial Year to<br>30 June 2010<br>\$'000 | SSS<br>Financial Year to<br>30 June 2010<br>\$'000 |
|---------------------------------|---|--|--|
| Expected employer contributions | 329   | 114  | 309  |

#### Funding Arrangements for Employer Contributions

##### a) Surplus/Deficit

The following is a summary of the 30 June 2011 financial position of the Fund calculated in accordance with AAS 25 – Financial Reporting by Superannuation Plans.

|                                 | SASS<br>\$'000 | SANCS<br>\$'000 | SSS<br>\$'000 | TOTAL<br>\$'000 |
|---------------------------------|----------------|-----------------|---------------|-----------------|
| Accrued benefits                | 9,360          | 2,334           | 19,387        | 31,081          |
| Net market value of Fund assets | (9,008)        | (2,374)         | (20,116)      | (31,498)        |
| Net (surplus)/deficit           | 352            | (40)            | (729)         | (417)           |

## notes to the financial statements

### 21. Superannuation – Defined Benefit Plans (cont.)

Comparative figures as at 30 June 2010 are as follows:

|                                 | SASS<br>\$'000 | SANCS<br>\$'000 | SSS<br>\$'000 | TOTAL<br>\$'000 |
|---------------------------------|----------------|-----------------|---------------|-----------------|
| Accrued benefits                | 8,575          | 2,097           | 18,411        | 29,083          |
| Net market value of Fund assets | (8,281)        | (2,029)         | (18,352)      | (28,662)        |
| Net (surplus)/deficit           | 294            | 68              | 59            | 421             |

#### b) Contribution recommendations

Recommended contribution rates for the Service as at 30 June 2011 are:

| SASS                             | SANCS           | SSS                              |
|----------------------------------|-----------------|----------------------------------|
| multiple of member contributions | % member salary | multiple of member contributions |
| 1.90                             | 2.50            | 1.60                             |

Comparative figures as at 30 June 2010 are as follows:

| SASS                             | SANCS           | SSS                              |
|----------------------------------|-----------------|----------------------------------|
| multiple of member contributions | % member salary | multiple of member contributions |
| 1.90                             | 2.50            | 1.60                             |

#### c) Funding Method

Contribution rates are set after discussions between the employer, STC and NSW Treasury.

#### d) Economic Assumptions

The economic assumptions adopted for the 2009 actuarial review of the Fund were:

|  | 30 June 2011   | 30 June 2010   |
|--|----------------|----------------|
| <b>Weighted-Average Assumptions</b>  |                |                |
| Expected rate of return on Fund assets backing current pension liabilities | 8.3% per annum | 8.3% per annum |
| Expected rate of return on Fund assets backing other liabilities           | 7.3% per annum | 7.3% per annum |
| Expected salary increase rate  | 4.0% per annum | 4.0% per annum |
| Expected rate of CPI increase  | 2.5% per annum | 2.5% per annum |

#### Nature of asset/liability

If a surplus exists in the employer's interest in the Fund, the employer may be able to take advantage of it in the form of a reduction in the required contribution rate, depending on the advice of the Fund's actuary.

Where a deficiency exists, the employer is responsible for any difference between the employer's share of fund assets and the defined benefit obligation.

#### The Local Government Superannuation Scheme – Year ended 30 June 2011

The Local Government Superannuation Scheme – Pool B (the Scheme) is a defined benefit plan that has been deemed to be a "multi-employer fund" for purposes of AASB119. Sufficient information under AASB119 is not available to account for the Scheme as a defined benefit plan, because the assets to the Scheme are pooled together for all employers.

The amount of employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2011 was \$1,199,192.70. The last valuation of the Scheme was performed by Mr Martin Stevenson BSc, FIA, FIAA on 16th February 2010 and covers the period ended 30 June 2009. However the position is monitored annually and the actuary has estimated that as at 30th June 2011 a deficit still exists. Effective from 1 July 2009, employers are required to contribute at twice the "notional" or long term cost for a period of up to ten years in order to rectify this deficit. The share of this deficit that can be broadly attributed to the employer was estimated to be in the order of \$2,029,687 as at 30 June 2011.

### 22. After Balance Date Events

There are no events which occurred after balance date which effect 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 the Bush Fire Co-ordinating Committee (the Committee) which comprises the statement of financial position as at 30 June 2011, 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 2011, and of its financial performance 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* (the PF&A Act) and the Public Finance and Audit Regulation 2010.

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 the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the PF&A Act and for such internal control as the members of the Committee determine(s) is necessary to enable the preparation of the financial statements that 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 the 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 controls relevant to the entity's preparation and fair presentation of the financial statements 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 controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the members of the Committee, as well as evaluating the overall presentation of the financial statements.

I believe that 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 has carried out its activities effectively, efficiently and economically
- about the effectiveness of its 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 any 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 role by the possibility of losing clients or income.

David Nolan  
Director, Financial Audit Services

13 October 2011  
SYDNEY

# Bush Fire Coordinating Committee Chairman's Report



PLEASE ADDRESS CORRESPONDENCE TO:  
THE EXECUTIVE OFFICER  
TELEPHONE: 61 2 8741 5473  
BUSH FIRE COORDINATING COMMITTEE  
HEADQUARTERS  
NSW RURAL FIRE SERVICE  
LOCKED MAIL BAG 17  
GRANVILLE NSW 2142

FACSIMILE: 61 2 8741 5549

## **BUSH FIRE CO-ORDINATING COMMITTEE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2011**

### **Statement by 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 2010 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 2011; 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.

S Fitzsimmons AFSM  
**Chairman**

13 October 2011

## Bush Fire Coordinating Committee statement of financial position as at 30 June 2011

|                          | NOTES | 2011<br>\$'000 | 2010<br>\$'000 |
|--------------------------|-------|----------------|----------------|
| <b>TOTAL ASSETS</b>      |       | -              | -              |
| <b>TOTAL LIABILITIES</b> |       | -              | -              |
| <b>NET ASSETS</b>        |       | -              | -              |
| <b>EQUITY</b>            |       | -              | -              |
| Accumulated funds        |       | -              | -              |
| <b>TOTAL EQUITY</b>      |       | -              | -              |

(The accompanying notes form part of these financial statements.)

## statement of comprehensive income for the year ended 30 June 2011

|                                   | NOTES | 2011<br>\$'000 | 2010<br>\$'000 |
|-----------------------------------|-------|----------------|----------------|
| <b>REVENUE</b>                    |       |                |                |
| Grants                            | 2     | 36             | 31             |
|                                   |       | <b>36</b>      | <b>31</b>      |
| <b>EXPENDITURE</b>                |       |                |                |
| Personnel Services                | 2     | 36             | 31             |
|                                   |       | <b>36</b>      | <b>31</b>      |
| <b>SURPLUS FOR THE YEAR</b>       |       | -              | -              |
| <b>TOTAL COMPREHENSIVE INCOME</b> |       | -              | -              |

(The accompanying notes form part of these financial statements.)

## statement of changes in equity for the year ended 30 June 2011

|                               | NOTES | 2011<br>\$'000 | 2010<br>\$'000 |
|-------------------------------|-------|----------------|----------------|
| <b>EQUITY OPENING BALANCE</b> |       |                |                |
| Accumulated funds             |       | -              | -              |
| Surplus for the Year          |       | -              | -              |
| <b>EQUITY CLOSING BALANCE</b> |       | -              | -              |
| <b>ACCUMULATED FUNDS</b>      |       | -              | -              |

(The accompanying notes form part of these financial statements.)

# Bush Fire Coordinating Committee

## statement of cash flows for the year ended 30 June 2011

|  | NOTES | 2011<br>\$'000 | 2010<br>\$'000 |
|--|-------|----------------|----------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>      |       |                |                |
| Net Cash Provided/(Used) by Operating Activities |       | -              | -              |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>      |       |                |                |
| Net Cash Provided/(Used) by Investing Activities |       | -              | -              |
| Net Increase/(Decrease) in Cash Held             |       | -              | -              |
| Cash at the Beginning of the year                |       | -              | -              |
| <b>CASH AT THE END OF THE YEAR</b>               |       | -              | -              |

(The accompanying notes form part of these financial statements.)

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2010

#### 1. SUMMARY OF 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 year ended 30 June 2011 have been authorised for issue by the Bush Fire Co-ordinating Committee on 13 October 2011.

##### (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 statements items are prepared in accordance with the historical cost convention.

Judgements, key assumptions and estimations management 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 Committee's 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 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.

##### 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.

##### (f) Insurance

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 Coordinating Committee

## (g) New Australian Accounting Standards Issued but not Effective

At the reporting date, a number of Accounting Standards adopted by the AASB had been issued but are not yet operative and have not been early adopted. The initial application of these standards will have no material impact on the financial performance or position.

## (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.

## 2. REVENUE AND EXPENSES

|                                    | 2011<br>\$'000 | 2010<br>\$'000 |
|------------------------------------|----------------|----------------|
| <b>Revenue</b>                     |                |                |
| Grants from NSW Rural Fire Service | 36             | 31             |

|   | 2011<br>\$'000 | 2010<br>\$'000 |
|---|----------------|----------------|
| <b>Expenditure</b>                                    |                |                |
| Personnel services provided by NSW Rural Fire Service | 36             | 31             |

## 3. CONTINGENT ASSETS AND CONTINGENT LIABILITIES

As at 30 June 2011 the Committee had no contingent assets or contingent liabilities. (Nil in 2009-10).

## 4. FINANCIAL INSTRUMENTS

The Committee does not hold any financial instruments.

## 5. COMMITMENTS

As at 30 June 2011 the Committee had no commitments. (Nil in 2009-10).

## 6. AFTER BALANCE DATE EVENTS

There are no events subsequent to balance date which affect the financial statements.

End of audited financial statements of the Bush Fire Coordinating Committee

Eva Mooney, Currabubula Brigade at the Region North Exercise held in Glenn Innes in March 2011. Photo by Simon Clayton

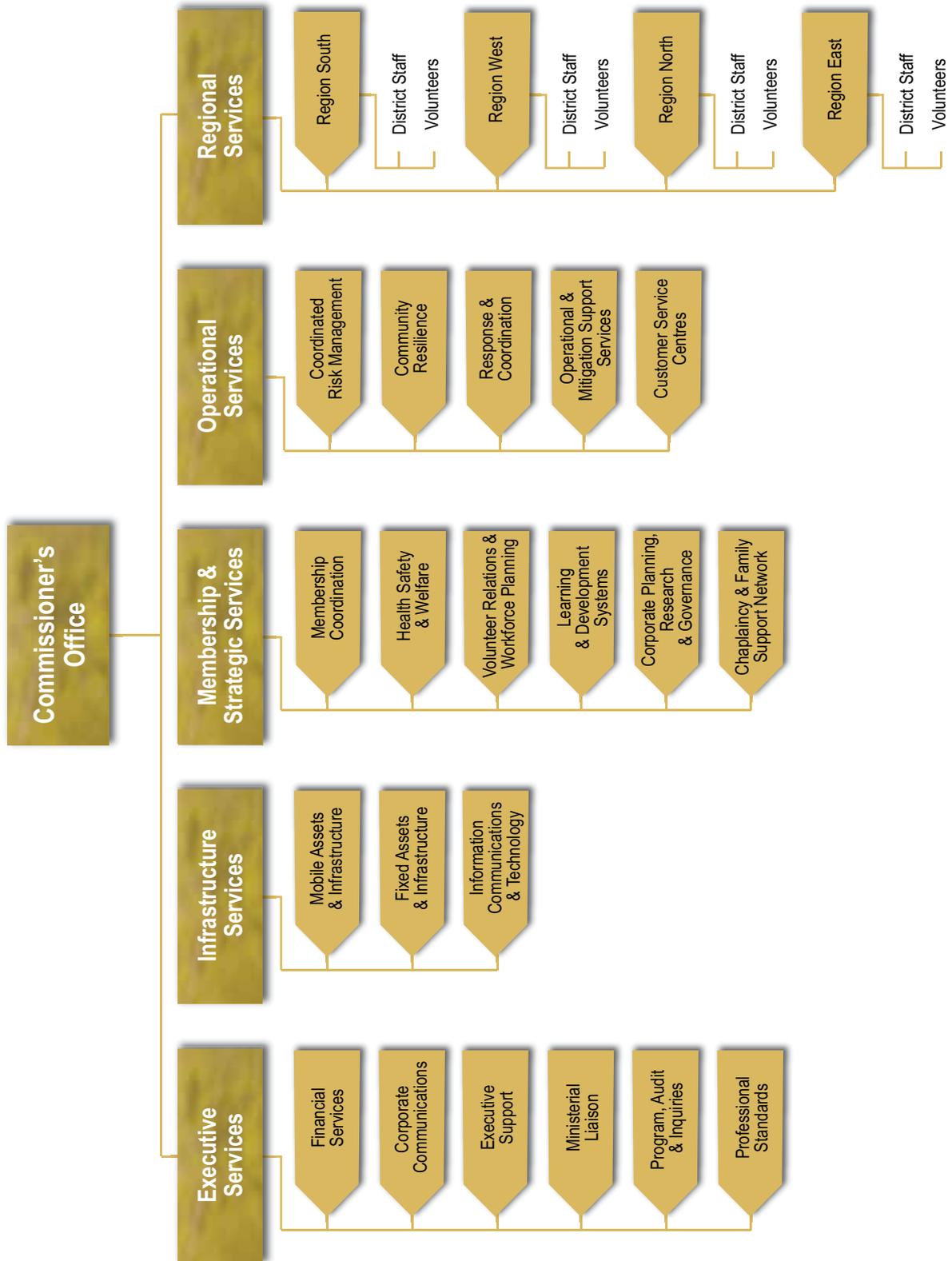


# appendices

- a NSW RFS Organisational Chart
  - b Chaplaincy and Family Support Network Activity Report
  - c Bush Fire Community Protection
    - Properties Protected
    - Completed Hazard Reduction Work – Summary by Tenure
    - Hazard Reduction Undertaken by the NSW RFS
  - d Bush Fire Risk Management Plans – Performance Audits
  - e Internal Audit and Risk Management Statement 2010/11
  - f Risk Management and Insurance
  - g Review of Credit Card Use
  - h Equal Employment Opportunity Statistics
  - i Staff Establishment
  - j Executive Remuneration: Gender Balance
  - k Government Information Public Access
  - l Payment Performance
  - m Statement of Performance of NSW RFS Commissioner
    - Statement of Performance of NSW RFS Deputy Commissioner
  - n NSW RFS Committees
  - o International Travel
  - p Internal Awards and External Awards
  - q Compensation Statistics
  - r Research and Development
  - s Engagement of Consultants
  - t Funds Granted to Non-government Community Organisations
- Glossary
- Index

# appendix A

Organisational Chart  
As 30 June 2011



# appendix B

## Chaplaincy and Family Support Network Activity Report as 30 June 2011

| Chaplaincy Activity |   | Totals – Senior Chaplains and Senior Family Support Chaplains |             |             | Totals – Volunteer Fire District Chaplains and Family Support Volunteers 2010/11 |             |             |
|---------------------|---|---|-------------|-------------|--|-------------|-------------|
|                     |   | 2010 / 2011   | 2009 / 2010 | 2008 / 2009 | 2010 / 2011  | 2009 / 2010 | 2008 / 2009 |
| 1                   | Visits to NSW RFS Headquarters                              | 360   | 327         | 156         | 1  | 11          | 9           |
| 2                   | Visits to Fire Control Centres                              | 133   | 72          | 62          | 451  | 421         | 327         |
| 3                   | Visits with Fire Control Officers                           | 45  | 51          | 49          | 175  | 367         | 121         |
| 4                   | Visits to Rural Fire Brigades                               | 46  | 64          | 76          | 108  | 153         | 128         |
| 5                   | Regional Conferences  | 3   | 2           | 1           | 5  | 3           | 2           |
| 6                   | State Management Conferences                                | 4   | 0           | 1           | 0  | 0           | 0           |
| 7                   | Brigade Captains Meetings                                   | 19  | 16          | 14          | 43   | 97          | 34          |
| 8                   | Seminars & Conferences                                      | 6   | 6           | 7           | 42   | 16          | 11          |
| 9                   | Station Openings & Dedications                              | 8   | 9           | 4           | 11   | 9           | 6           |
| 10                  | Fire Fleet Blessings & Services                             | 18  | 11          | 6           | 102  | 21          | 8           |
| 11                  | Personal & Family Counselling                               | 74  | 42          | 69          | 310  | 621         | 523         |
| 12                  | Telephone Support & Counselling                             | 308   | 242         | 325         | 222  | 397         | 346         |
| 13                  | Home Visits - Members & Family                              | 201   | 174         | 107         | 75   | 301         | 264         |
| 14                  | Hospital Visitation-Members                                 | 46  | 21          | 53          | 115  | 124         | 95          |
| 15                  | Funeral Services Conducted                                  | 9   | 9           | 12          | 21   | 32          | 21          |
| 16                  | Infant Christenings/ Dedications                            | 5   | 9           | 13          | 18   | 19          | 16          |
| 17                  | Service Weddings  | 7   | 4           | 5           | 9  | 11          | 9           |
| 18                  | Rural Fire Service Callouts                                 | 9   | 23          | 17          | 136  | 69          | 47          |
| 19                  | Police Service Callouts                                     | 6   | 3           | 2           | 3  | 7           | 5           |
| 20                  | NSW Fire Brigades Callouts                                  | 1   | 0           | 0           | 4  | 4           | 3           |
| 21                  | NSW Parks and Wildlife Callouts                             | 14  | 13          | 17          | 0  | 0           | 0           |
| 22                  | Salvo Care Line Callouts                                    | 6   | 4           | 7           | 0  | 0           | 0           |
| 23                  | Respond to Actual Suicides                                  | 0   | 1           | 0           | 9  | 2           | 2           |
| 24                  | Championship & Field Days                                   | 2   | 2           | 2           | 4  | 5           | 4           |
| 25                  | Critical Incident Support                                   | 2   | 2           | 3           | 5  | 9           | 6           |
| 26                  | Work Cover and other NSW RFS Meetings                       | 38  | 59          | 47          | 0  | 26          | 17          |
| 27                  | Total kilometres travelled                                  | 67,878  | 44,865      | 41,981      | 9,505  | 4,398       | 21,261      |
| 28                  | *Salvation Army Supplied Vehicles kilometres (two vehicles) | *10,217   | *3,396      | *3,326      |  |             |             |

NB: In 2010/11 the above tables have been altered from previous annual reports in order to more clearly show each year's chaplaincy activity, rather than the cumulative total dating back to 1997 which appeared in previous annual reports.

# appendix C

## Bush Fire Community Protection

### Properties protected report

|  | Number of works planned<br># | Number of works completed<br># | Proportion of works completed v's planned<br>% | Number of properties covered by completed works<br># | Value of properties covered by completed works<br>\$'m |
|--|------------------------------|--------------------------------|--|--|--|
| <b>TOTAL BUSH FIRE PROTECTION WORKS</b>    | <b>25,773</b>                | <b>22,001</b>                  | <b>85.4%</b>                                   | <b>279,071</b>                                       | <b>\$132,148</b>                                       |
| Total programmed hazard reduction works    | 8,902                        | 6,745                          | 75.8%  | 167,533  | \$73,714.5   |
| Bush fire hazard complaints                | 3,825                        | 3,250                          | 85.0%  | 7,006  | \$3,082.6  |
| Private land hazard reduction certificates | 2,155                        | 2,112                          | 98.0%  | 1,611  | \$708.8  |
| Development control assessments            | 8,110                        | 7,368                          | 90.9%  | 53,748   | \$33,006.2   |
| Community education programs               | 2,781                        | 2,526                          | 90.8%  | 49,173   | \$21,636.1   |

1. The 'Total programmed hazard reduction works' data set is derived from the Bushfire Risk Information Management System (BRIMS) records as at 19 Oct 2011
2. The 'Number of works planned' data set is comprised of activities with a scheduled or completed date occurring during 2010/11.
3. The 'Number of works completed' data set comprises activities with a completion date occurring during 2010/11.
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 DA's comprise the DAs received in this reporting period and the carryovers.

### Completed hazard reduction works summary by tenure

|                                    | Burning<br>(hectares) | Mechanical<br>(hectares) | Other<br>(hectares) | Total<br>(hectares) |
|------------------------------------|-----------------------|--------------------------|---------------------|---------------------|
| Australian Rail Track Corporation  | 16.96                 | 1,327.54                 | 2.57                | 1,347.07            |
| Catchment Authority                | -                     | 106.66                   | -                   | 106.66              |
| Commonwealth                       | 187.43                | 0.40                     | -                   | 187.83              |
| Crown Land                         | 908.50                | 1,256.76                 | 2,029.45            | 4,194.71            |
| Local Government                   | 396.09                | 18,336.74                | 12,840.63           | 31,573.46           |
| National Park                      | 56,059.85             | 2,030.32                 | 1.75                | 58,091.92           |
| Other                              | 1,690.18              | 390.24                   | 483.12              | 2,563.54            |
| Private                            | 4,733.79              | 2,071.56                 | 593.08              | 7,398.43            |
| RailCorp                           | 0.16                  | 127.78                   | -                   | 127.94              |
| RTA                                | 7.96                  | 1,149.87                 | -                   | 1,157.83            |
| State Forests                      | 10,857.21             | 16.85                    | 9.80                | 10,883.86           |
| <b>Total hazard reduction work</b> | <b>74,858.13</b>      | <b>26,814.72</b>         | <b>15,960.40</b>    | <b>117,633.25</b>   |

The completed hazard reduction areas on each land tenure exclude 1350.43 hectares of works by grazing means. 2010/11 was characterised by significant periods of wet weather resulting in very difficult and restricted burning windows of opportunity. 2010/11 had a 46% increase in the amount of rainfall across the State relative to the 5 year average, this resulted in a reduction of 11.5% in available days for burning compared with the 5 year average days available. The 5 year average of completed hazard reduction works achieved in this period, was therefore reduced by 8.9% due to this abnormal level of rainfall.

### 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 Rural Fire Service undertook 1,196 hazard reduction works comprising approximately 14,717.2 hectares of hazard reduction work protecting a total number of 14,379 assets with a value of \$6.33 billion (based on median insurance house and contents value in Sydney 2004 - McAneney K. J. 2005). RFS hazard reduction works were adversely affected by the significant level of wet weather outlined above. This is reflected in the reduction of hectares of work completed by RFS during the year. Whilst the wet conditions reduced the available burning opportunities, RFS crews focussed their efforts on works directly adjoining properties which is reflected in the modest increase in the total number of properties afforded protection by their works.

## appendix C

### Hazard Reduction Certificates Issued

(Streamlined environmental approval of hazard reduction – pursuant to section 100 F and G)

| Certificate issuing Agency | Number issued | % of total  |
|----------------------------|---------------|-------------|
| Department of Lands        | 246           | 7.52%       |
| Local Government Authority | 463           | 14.15%      |
| National Parks             | 258           | 7.89%       |
| Rural Fire Service         | 2,303         | 70.41%      |
| Other                      | 1             | 0.03%       |
| <b>Total</b>               | <b>3,271</b>  | <b>100%</b> |

### Hazard Complaints Received

| Land Tenure                            | Complaints Received | % of total  |
|--|---------------------|-------------|
| Private Land                           | 2485                | 80.39%      |
| Council Land                           | 323                 | 10.45%      |
| State Government Land                  | 204                 | 6.60%       |
| Commonwealth Land                      | 2                   | 0.06%       |
| Australian Rail Track Corporation Land | 10                  | 0.32%       |
| To be Determined                       | 67                  | 2.17%       |
| <b>Total</b>                           | <b>3,091</b>        | <b>100%</b> |

### Inspections, Formal Notices and Enforcement Works

| Number of hazard complaint inspections undertaken | Number of formal notices issued under Section 66 of the Act. | Enforcement works undertaken under Section 70 of the Act. |
|---|--|---|
| 3,530   | 555  | 48  |

### Permits Issued under the *Rural Fires Act 1997*

| Permits issued by: | Number issued | % of total  |
|--------------------|---------------|-------------|
| NSW Fire Brigades  | 124           | 0.67%       |
| Rural Fire Service | 18,410        | 99.33%      |
| <b>Total</b>       | <b>18,534</b> | <b>100%</b> |

## appendix D

### Bush Fire Risk Management Plans

Final audit reports for the following Bush Fire Risk Management Plans were delivered during 2010-2011:

- Illawarra Bush Fire Risk Management Plan
- Murrumbidgee Irrigation Area Bush Fire Risk Management Plan

# appendix E

## Internal Audit and Risk Management Statement 2010/11

|   |  |   |
|---|--|---|
| <i>All communications to be addressed to:</i><br>Headquarters<br>NSW Rural Fire Service<br>Locked Bag 17<br>GRANVILLE NSW 2142<br><br>Telephone: (02) 8741 5555<br>e-mail: <a href="mailto:commissioners.office@rfs.nsw.gov.au">commissioners.office@rfs.nsw.gov.au</a> | Headquarters<br>NSW Rural Fire Service<br>15 Carter Street<br>LIDCOMBE NSW 2141<br><br>Facsimile: (02) 8741 5550 |  |
|---|--|---|

---

Your Ref:  
Our Ref: PRO/0275

23 AUG 2011

**Internal Audit and Risk Management Statement for the 2010-2011 Financial Year for 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, in all material respects, 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 Audit and Risk Committee for NSW Rural Fire Service is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09-0. The Chair and Members of the Audit and Risk Committee are:

- Mr Arthur Butler - Independent Chair for a 3 year term commencing Oct 2009
- Mr Dale Cooper - Independent Member for a 3 year term commencing Jan 2010
- Mr Richard Lyons - Non Independent Member

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



Shane Fitzsimmons AFSM  
Commissioner

---

◆ Rural Fire Service Advisory Council      ◆ Bush Fire Co-ordinating Committee

# appendix F

## Risk Management and Insurance

| Total Deposit Premiums (Excluding GST) Paid | 2010/11<br>\$    | 2009/10<br>\$    | 2008/09<br>\$    | 2007/08<br>\$    |
|---|------------------|------------------|------------------|------------------|
| Workers Compensation - Salaried staff       | 497,540          | 465,200          | 405,360          | 363,150          |
| Workers Compensation - Volunteers           | 3,000,000        | 3,000,000        | 2,000,000        | 2,000,000        |
| Motor Vehicle                               | 250,690          | 255,590          | 293,680          | 316,640          |
| Public Liability                            | 3,185,020        | 2,788,750        | 2,271,670        | 1,682,720        |
| Property                                    | 36,360           | 26,930           | 29,890           | 31,920           |
| Other                                       | 38,010           | 59,260           | 93,240           | 85,890           |
| <b>Totals</b>                               | <b>7,007,620</b> | <b>6,595,730</b> | <b>5,093,840</b> | <b>4,480,320</b> |

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 Fire Fighters Compensation Fund administered by the WorkCover Authority.

During the year the NSW RFS paid a hindsight adjustment of \$0.125 million for staff workers compensation for the 2003/04 financial year. Hindsight refund adjustments were received for staff workers compensation of \$0.162 million for 2004/05 and 2005/06, and \$0.140 million for Motor Vehicle insurance for 2007/08.

# appendix G

## Review of credit card use

30 June 2011

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

There were two cases of misuse of corporate credit cards during the year. Disciplinary action was taken against the officers concerned, with one matter finalised and the other is in the process of being completed.

I certify that credit card use in the NSW Rural Fire Service has been in accordance with established NSW RFS Policy, Premier's Memoranda and Treasurer's directions.



Shane Fitzsimmons, AFSM  
NSW RFS Commissioner

# appendix H

## Equal Employment Opportunity Statistics

| EEO Group  | Benchmark / Target | Trends in the Representation of EEO Groups |       |       |
|--|--------------------|--|-------|-------|
|  |                    | Percentage of Total Staff                  |       |       |
|  |                    | 2009                                       | 2010  | 2011  |
| Women  | 50.0%              | 35.0%                                      | 35.6% | 33.2% |
| Aboriginal people and Torres Strait Islanders              | 2.6%               | 0.6%                                       | 0.9%  | 1.2%  |
| People whose first language was not English                | 19.0%              | 15.8%                                      | 26.3% | 26.6% |
| People with a disability                                   | n/a                | 6.3%                                       | 5.7%  | 5.1%  |
| People with a disability requiring work-related adjustment | 1.5%               | 0.0%                                       | 0.0%  | 0.0%  |

| EEO Group  | Benchmark | Trends in the Distribution of EEO Groups |      |      |
|--|-----------|--|------|------|
|  |           | 2009                                     | 2010 | 2011 |
| Women  | 100       | 82                                       | 83   | 90   |
| Aboriginal people and Torres Strait Islanders              | 100       | n/a                                      | n/a  | n/a  |
| People whose first language was not English                | 100       | 90                                       | 84   | 89   |
| People with a disability                                   | 100       | 106                                      | 108  | 113  |
| People with a disability requiring work-related adjustment | 100       | 0  | 0    | 0    |

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.

# appendix I

## Staff Establishment

| Comparative figures for the past three years | 2011 | 2010 | 2009 |
|--|------|------|------|
| Equivalent Full Time Positions (EFT)         | 920  | 822  | 752  |
| Permanent Position Count                     | 792  | 779  | 748  |

### NOTES:

- 1) In the reporting year, 36 staff from Emergency Management NSW were transferred to the Ministry for Police and Emergency Services. The NSW RFS previously administered the Employee Relations function for Emergency Management NSW.
- 2) Information for the above EFT figure is provided by the Workforce Profile Unit, Public Sector Workforce Branch, Department of Premier and Cabinet and is inclusive of temporary, casual and contract staff.
- 3) In the reporting year the Government announced major enhancements to the Operational and Mitigation Support Services with the creation of 80 additional mitigation crew positions as part of the State Government's Bush Fire Protection Package.

## appendix J

### Executive Remuneration: Number of Executive Positions including Gender Balance As 30 June 2011

| Gender       | 2010/11  |          | 2009/10  |          | 2008/09  |          |
|--------------|----------|----------|----------|----------|----------|----------|
|              | M        | F        | M        | F        | M        | F        |
| SES 6        | 1        | -        | 2        | -        | 2        | -        |
| SES 5        | 1        | -        | -        | -        | -        | -        |
| SES 4        | -        | 1        | 1        | -        | 2        | -        |
| SES 3        | 3        | -        | 3        | 2        | 3        | 1        |
| <b>Total</b> | <b>5</b> | <b>1</b> | <b>6</b> | <b>2</b> | <b>7</b> | <b>1</b> |

Prior to 2010/11 these figures included staff from Emergency Management NSW, now part of the Ministry of Police and Emergency Services.

## appendix K

### Government Information (Public Access) Regulation 2009 Schedule 2 – Statistical information about access applications

| 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 application | Refuse to confirm/deny whether information is held | Application withdrawn |
| Media  | 0                      | 1                      | 0                      | 0                    | 0                             | 0                               | 0  | 0                     |
| Members of Parliament  | 0                      | 0                      | 0                      | 0                    | 0                             | 1                               | 0  | 1                     |
| Private sector business  | 1                      | 8                      | 0                      | 1                    | 0                             | 0                               | 0  | 5                     |
| Not for profit organisations or community groups                   | 0                      | 1                      | 0                      | 1                    | 0                             | 0                               | 0  | 0                     |
| Members of the public (application by legal representative)        | 2                      | 8                      | 0                      | 1                    | 0                             | 0                               | 0  | 0                     |
| Members of the public (other)                                      | 8                      | 6                      | 2                      | 1                    | 0                             | 0                               | 0  | 2                     |

\* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

# appendix K

## Government Information (Public Access) Regulation 2009 (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 withdrawn |
| Personal information applications*   | 0                      | 1                      | 0                      | 0                    | 0                             | 0                               | 0  | 0                     |
| Access applications (other than personal information applications)                     | 10                     | 21                     | 2                      | 3                    | 0                             | 1                               | 0  | 8                     |
| Access applications that are partly personal information applications and partly other | 1                      | 2                      | 0                      | 1                    | 0                             | 0                               | 0  | 0                     |

\* A **personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

| Table C – Invalid applications  |                     |
|---|---------------------|
| Reason for invalidity   | No. of applications |
| Application does not comply with formal requirements (Section 41 of the Act)  | 5                   |
| 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                                 | 0                   |
| Invalid applications that subsequently became valid applications              | 2                   |

| Table D – Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the GIPA Act |                                     |
|---|-------------------------------------|
|   | Number of times consideration used* |
| Overriding secrecy laws   | 0                                   |
| Cabinet information   | 1                                   |
| Executive Council information   | 0                                   |
| Contempt  | 0                                   |
| Legal professional privilege  | 0                                   |
| Excluded information  | 0                                   |
| 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                                   |

\* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

# appendix K

## Government Information (Public Access) Regulation 2009 (cont.)

**Table E – Other public interest considerations against disclosure: matters listed in table to Section 14 of the *GIPA Act***

|  | Number of occasions when application not successful |
|--|---|
| Responsible and effective government                                 | 11  |
| Law enforcement and security   | 3   |
| Individual rights, judicial processes and natural justice            | 25  |
| Business interests of agencies and other persons                     | 3   |
| Environment, culture, economy and general matters                    | 0   |
| Secrecy provisions   | 1   |
| Exempt documents under interstate Freedom of Information legislation | 0   |

**Table F – Timeliness**

|  | Number of applications |
|--|------------------------|
| Decided within the statutory timeframe (20 days plus any extensions) | 45                     |
| Decided after 35 days (by agreement with applicant)                  | 0                      |
| Not decided within time (deemed refusal)                             | 0                      |
| <b>Total</b>   | <b>45</b>              |

**Table G – Number of applications reviewed under Part 5 of the *GIPA Act* (by type of review and outcome)**

|   | Decision varied | Decision upheld | Decision pending | Total    |
|---|-----------------|-----------------|------------------|----------|
| Internal review   | 1               | 0               | 0                | 1        |
| Review by Information Commissioner*                                     | 0               | 1               | 4                | 5        |
| Internal review following recommendation under Section 93 of <i>Act</i> | 0               | 0               | 0                | 0        |
| Review by Administrative Decisions Tribunal (ADT)                       | 0               | 0               | 0                | 0        |
| <b>Total</b>  | <b>1</b>        | <b>1</b>        | <b>4</b>         | <b>6</b> |

\* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

**Table H – Applications for review under Part 5 of the *GIPA Act* (by type of applicant)**

|   | Number of applications for review |
|---|-----------------------------------|
| Applications by access applicants   | 6                                 |
| Applications by persons to whom information the subject of access application relates (see Section 54 of the <i>Act</i> ) | 0                                 |

### 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 application but not including invalid applications.   | 56 |
| 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 <i>Act</i> . | 1  |

# appendix L

## Payment Performance

### Accounts paid on time each quarter

| YR 2010/11 | Total accounts paid on time |        |        | Total Amount Paid |
|------------|-----------------------------|--------|--------|-------------------|
| Quarter    | Target                      | Actual | \$'000 | \$'000            |
| September  | 100%                        | 95%    | 36,666 | 39,076            |
| December   | 100%                        | 98%    | 71,666 | 73,300            |
| March      | 100%                        | 97%    | 67,022 | 72,461            |
| June       | 100%                        | 98%    | 91,048 | 92,425            |

### Aged analysis at the end of each quarter 2010/11

| YR 2010/11 | Current (ie within due date) | Between 30 and 60 days overdue | Between 60 and 90 days overdue | More than 90 days overdue | Total Trade Creditors |
|------------|------------------------------|--------------------------------|--------------------------------|---------------------------|-----------------------|
| Quarter    | \$'000                       | \$'000                         | \$'000                         | \$'000                    | \$'000                |
| September  | 1,905                        | (6)                            | 12                             | 3                         | 1,914                 |
| December   | 3,889                        | -                              | -                              | 21                        | 3,910                 |
| March      | 13,324                       | 2                              | 1                              | 3                         | 13,330                |
| June       | 4,473                        | 3                              | 160                            | 36                        | 4,672                 |

### Aged analysis at the end of each quarter 2009/10

| YR 2009/10 | Current (ie within due date) | Between 30 and 60 days overdue | Between 60 and 90 days overdue | More than 90 days overdue | Total Trade Creditors |
|------------|------------------------------|--------------------------------|--------------------------------|---------------------------|-----------------------|
| Quarter    | \$'000                       | \$'000                         | \$'000                         | \$'000                    | \$'000                |
| September  | 1,159                        | 144                            | 132                            | -                         | 1,435                 |
| December   | 1,739                        | 1                              | 2                              | -                         | 1,742                 |
| March      | 1,226                        | -                              | 79                             | -                         | 1,305                 |
| June       | -                            | 4                              | -                              | -                         | 4                     |

#### Notes:

(Amounts) indicate credit notes waiting to be offset against invoices in the following month.

Time for payment of accounts showed a consistent performance over the year.

There have been no instances leading to payments of interest on overdue accounts under Clause 18 of the Public Finance and Audit Regulation 2000 and Treasurer's Direction TD 219.01.

# appendix M

## Senior Executive Service

The following performance reports have been prepared with regard to the officers' agreed performance criteria.

### Statement of Performance NSW RFS Commissioner

#### Shane Fitzsimmons, AFSM

NAME Shane Alan Fitzsimmons AFSM (Appointed September 2007)  
POSITION NSW Rural Fire Service Commissioner  
SES LEVEL 6  
REMUNERATION: \$312,850

The 2010/11 bush fire season proved to be one of the most benign bush fire seasons in many years. Only five days of Total Fire Ban were determined by the Commissioner, and there were no bush fire emergency declarations made under the *Rural Fires Act*.

Nevertheless throughout 2010/11 NSW Rural Fire Service volunteers responded to a total of almost 19,000 incidents, including over 4,000 bush and grass fires across the State. This included assisting with major response flood operations across three States. Interstate deployments included 55 personnel to the Queensland floods and 109 to those in Victoria.

During the reporting period the Commissioner oversaw the implementation of further measures arising from the recommendations of the 2009 Victorian Bush Fire Royal Commission, including the extension of the seasonal work crews program and public awareness campaigns. In addition, funding was provided to manage and maintain Neighbourhood Safer Places. As at 30 June 2011, 793 Neighbourhood Safer Places have been identified and established in 111 Local Government Areas.

Operational initiatives introduced by the Commissioner during this reporting period include the establishment of Rapid Aerial Response Teams, the upgrade of radio and pager networks, and the inclusion of around 5,000 defibrillators in NSW Rural Fire Service tankers and brigades across the State.

The Commissioner continues to provide strong leadership as evidenced by a continued emphasis on recruiting and retaining NSW Rural Fire Service members. During this reporting period, a 'Next Generation Workforce Strategic Plan' has been developed, which includes a Flexible Membership Model designed to attract and retain a wider variety and greater number of members, to better reflect the community's profile and to equally value all roles within the NSW Rural Fire Service. To complement this, a Young Members Group has been established as well as continued work with the Volunteer to Career and School Cadet programs.

The Secondary School Cadet program started in 2005 with five schools. Since its introduction, over 185 programs have been held, with more than 3,000 students participating. In the 2010 school year, more than 670 students participated in a total of 43 programs across 41 schools.

Commissioner Fitzsimmons' sound management of the NSW RFS will ensure that the Service's strong traditions of community service are maintained and fostered and that the NSW RFS continues to increase its already recognised high level of knowledge, skills and capacity to share knowledge and resources with its partners on the State, National and International levels.

SIGNED: The Hon Michael Gallacher, MLC

# appendix M

## Senior Executive Service (cont.)

### Statement of Performance Director Operational Services

#### Deputy Commissioner Rob Rogers, AFSM

NAME Rob Rogers  
POSITION Director Operational Services (Appointed August 2008)  
RANK Deputy Commissioner (Appointed February 2011)  
SES LEVEL 5  
REMUNERATION: \$259,793

In 2010/11 Deputy Commissioner Rob Rogers continued to lead the Operational Service's Directorate ensuring that staff and volunteers were enabled to prevent, suppress and mitigate fires across the State. Deputy Commissioner Rogers directed the development and implementation of Community Safety policies, strategies and programs to reduce risks and educate the community, and managed the provision of official warnings to the community where there is a threat to life.

Furthermore, with the La Nina weather event the focus of emergency services during the reporting period, Deputy Commissioner Rogers continued to ensure the provision of operational response and support in the protection of life and property during major storms and floods, with a particular focus on recovery assistance.

Additionally in the reporting period, Deputy Commissioner Rogers led the creation of three Customer Service Centres in Glendenning (in Western Sydney), Coffs Harbour and Batemans Bay. Staff relocated to these Centres will deliver services in the area of development control, Neighbourhood Safer Places, community protection planning and the Hotspots program to key regional locations.

In 2010/11 the Deputy Commissioner led the establishment of Rapid Aerial Response Teams (RART) to increase the capability of the Service to immediately respond to bush fires. On days of increased fire risk, such as during periods of lightning activity, Remote Area Firefighting Teams (RAFT) volunteers with winch certification will be on standby for deployment by dedicated aircraft.

Deputy Commissioner Rogers also worked to address serial arson-related issues across the State by enhancing the relationship between the NSW Rural Fire Service and the NSW Police Force. This saw the NSW Rural Fire Service placement of an Intelligence Analyst within the NSW Police Arson Team and secondment of a NSW Police Officer to the NSW Rural Fire Service Fire Investigation Unit. In 2010/11, the majority of fire investigations were conducted in collaboration with NSW Police Force, and resulted in several charges being laid. Additionally Deputy Commissioner Rogers also chaired the Bush Fire Arson Taskforce.

As Commissioner of the NSW Rural Fire Service, I am satisfied with the performance of Deputy Commissioner Rogers throughout the 2010/11 period. During the reporting period, the Deputy Commissioner provided leadership and direction on several key initiatives relating to the implementation of the NSW response to the 2009 Victorian Bushfires Royal Commission Report.

SIGNED: Shane Fitzsimmons AFSM, NSW RFS Commissioner

# appendix N

## NSW RFS Committees

### Rural Fire Service Advisory Council (RFSAC)

The RFSAC met on two occasions and attendances were as follows:

|                                      |  | Attendances |
|--------------------------------------|--|-------------|
| Commissioner Shane Fitzsimmons, AFSM | Chair, NSW RFS                         | 2           |
| Mr Karl Sullivan                     | Insurance Council of Australia         | 1           |
| Cr Allan Smith JP                    | NSW Local Government Association       | 2           |
| Cr Bruce Miller                      | Shires Association of NSW              | 1           |
| Superintendent Stephen Raymond       | NSW Rural Fire Service Association Inc | 2           |
| Group Captain Jim Fahey              | NSW Rural Fire Service Association Inc | 1           |
| Group Captain William Bean           | NSW Rural Fire Service Association Inc | 1           |
| Mr Graham Brown                      | NSW Farmers Association                | 1           |
| Mr Rob Pallin                        | Nature Conservation Council of NSW     | 0           |

### The Bush Fire Coordinating Committee (BFCC)

The BFCC met on five occasions and attendances were as follows:

|  |   | Attendances / Represented |
|--|---|---------------------------|
| Commissioner Shane Fitzsimmons, AFSM           | NSW Rural Fire Service  | 5                         |
| Deputy Commissioner John Benson, AFSM          | Fire and Rescue NSW   | 4/1                       |
| Dr Ross Dickson                                | Department of Trade, and Investment, Regional Infrastructure and Services | 3/2                       |
| Mr Bob Conroy                                  | Department of Premier and Cabinet, Office of Environment and Heritage     | 4/1                       |
| Cr Allan Smith JP                              | Local Government Association of NSW                                       | 4                         |
| Cr Bruce Miller                                | Shires Association of NSW   | 2                         |
| Superintendent David Hoadley, AFSM             | NSW Rural Fire Service Association inc                                    | 5                         |
| Assistant Commissioner Denis Clifford, APM, JP | NSW Police Force  | -/5                       |
| Ms Anne Reeves, OAM                            | Nominee of the Minister for the Environment                               | 5                         |
| Mr Rob Pallin                                  | Nature Conservation Council of NSW  | 3/2                       |
| Mr Graham Brown                                | NSW Farmers Association   | 4/1                       |

### Attendances / Represented

|  |   |     |
|--|---|-----|
| Ms Helen Freeland (to 30 September 2010) | Department of Human Services  | -/1 |
| Ms Wendy Graham (from 1 October 2010)    | Ministry for Police and Emergency Services, Disaster Welfare                | 1   |
| Mr Tim Wilkinson                         | Department of Finance and Services (Land and Property Management Authority) | 5   |

NOTE: An amendment to the *Rural Fires Act 1997* effective 7 December 2010 provided for an additional Member of the BFCC to represent the Energy Sector. Mr Andrew Lewis was nominated but as at 30 June 2011 his formal appointment has not been finalised.

### Fire Services Joint Standing Committee (FSJSC)

The FSJSC met on four occasions and attendances were as follows:

|   |  | Attendances / Represented |
|---|--|---------------------------|
| Commissioner Shane Fitzsimmons, AFSM      | NSW Rural Fire Service                 | 4                         |
| Commissioner Greg Mullins, AFSM           | Fire and Rescue NSW                    | 3/1                       |
| Superintendent Darryl Dunbar              | Fire and Rescue NSW                    | 4                         |
| Chief Superintendent Stuart Midgley, AFSM | NSW Rural Fire Service                 | 4                         |
| Mr Jim Casey                              | NSW Fire Brigade Employees' Union      | 4                         |
| Group Captain Brian McKinlay, AFSM        | NSW Rural Fire Service Association Inc | 3/1                       |

### NSW Rural Fire Service and Local Government Liaison Committee (LGLC)

The LGLC met on three occasions and attendances were as follows:

|                                      |                                     | Attendances |
|--------------------------------------|-------------------------------------|-------------|
| Commissioner Shane Fitzsimmons, AFSM | NSW Rural Fire Service              | 3           |
| Cr Bruce Miller                      | Shires Association of NSW           | 2           |
| Cr Allan Smith, JP                   | Local Government Association of NSW | 3           |
| Cr Ray Donald                        | Shires Association of NSW           | 3           |
| Cr Adam Searle                       | Local Government Association of NSW | 1           |
| Mr Richard Lyons                     | NSW Rural Fire Service              | 3           |
| Deputy Captain Ken Middleton         | NSW Rural Fire Service Association  | 3           |

# appendix N

## NSW RFS Committees (cont.)

### Corporate Executive Group (CEG)

The CEG met on seven occasions during the year and attendances were as follows:

|   |  | Attendances / Represented |
|---|--|---------------------------|
| Commissioner Shane Fitzsimmons, AFSM                | NSW Rural Fire Service                 | 7                         |
| Deputy Commissioner Rob Rogers, AFSM                | NSW Rural Fire Service                 | 5/2                       |
| Mr Richard Lyons                                    | NSW Rural Fire Service                 | 6/1                       |
| Ms Bronwyn Jones                                    | NSW Rural Fire Service                 | 5/2                       |
| Assistant Commissioner Keith Harrap, AFSM           | NSW Rural Fire Service                 | 3/2                       |
| Assistant Commissioner Dominic Lane, AFSM           | NSW Rural Fire Service                 | 5                         |
| Mr Paul Smith                                       | NSW Rural Fire Service                 | 7                         |
| Chief Superintendent Brett Condie                   | NSW Rural Fire Service                 | 6/1                       |
| Chief Superintendent John Parnaby                   | NSW Rural Fire Service                 | 7                         |
| Mr Jeff Lucas (to 31 December 2010)                 | NSW Rural Fire Service                 | 3                         |
| Chief Superintendent Ken Hall (from 1 January 2011) | NSW Rural Fire Service                 | 3/1                       |
| Mr John Gregor                                      | NSW Rural Fire Service                 | 6                         |
| Group Captain Brian McKinlay, AFSM                  | NSW Rural Fire Service Association Inc | 6/1                       |
| Superintendent Stephen Raymond                      | NSW Rural Fire Service Association Inc | 5/2                       |

### Audit and Risk Committee

The Audit and Risk Committee met on six occasions, including twice to discuss the financial statements of the NSW RFS. Attendances were as follows:

|                  | Role                                | Attendance |
|------------------|-------------------------------------|------------|
| Mr Arthur Butler | Independent Chairman                | 6          |
| Dr Dale Cooper   | Independent Member                  | 6          |
| Mr Richard Lyons | Director Executive Services NSW RFS | 5          |

# appendix O

## International Travel

| Date                        | Country                  | Officer/s   | Trip details  |
|-----------------------------|--------------------------|---|---|
| 20 August-13 September 2010 | Botswana                 | Geoff Parish  | Second and Third Phase of Fire Management Assistance Program. Fully funded by AusAID.   |
| 25 September-5 October 2010 | USA                      | Brett Storey  | To take up Recognition of Prior Learning Project (RPL) Contract on behalf of International Association of Fire Chiefs(IAFC).  |
| 27-29 September 2010        | Thailand                 | Bryan Daley   | To provide training to a World Vision workshop. Funded by World Vision.   |
| 13-24 November 2010         | USA                      | Keith Harrap<br>Brett Storey  | To present (with IAFC) to senior officers of FEMA and meeting with IAFC and BLM officers re next phases of RPL program.<br>13-24 November, 2010<br>17 - 23 November, 2010 |
| 22-28 November 2010         | Thailand                 | Brian Graham  | To present a paper and assist as facilitator at Incident Control Systems Training Course.   |
| 1-10 December 2010          | Botswana                 | Russell Taylor<br>Danny Busch   | To investigate recent fires, determine suitable area to conduct pilot project and take part in discussions with government ministers. Fully funded by AusAid.             |
| January-June 2011           | Botswana                 | Roman Rybak<br>Steve Prior<br>David Phillips<br>Bryan Daly<br>Danny Busch<br>Sean McArdle<br>John McGrath<br>Michael Gray<br>Brian Graham | To participate in fire management program provided by NSW RFS. Fully funded by AusAid.  |
| 20 January-31 January 2011  | Japan                    | Patrick Schell  | Study tour by Planning Officer. All cost being met by Japan-ASEAN Integration Fund. Incidental expenses paid by NSW RFS.  |
| 17 February-4 March 2011    | USA                      | Paul Scott<br>Gordon Hill<br>Helen Fenning  | To attend International Critical Incident Stress Foundation 11th World Congress.  |
| 14-21 March 2011            | Botswana                 | Richard Lyons<br>Brian Graham   | To participate in high level and sensitive discussions with senior government officials on co-funding arrangements and legislation.                                       |
| 25 March-3 April 2011       | USA                      | Keith Harrap<br>Rob Rogers  | To attend Wildland Urban Interface Conference in Nevada.  |
| 26 March-19 April 2011      | USA                      | Brett Storey  | To undertake final stage of Recognition of Prior Learning Program. Contract on behalf of International Association of Fire Chiefs (IAFC).                                 |
| 4-15 May 2011               | Botswana<br>South Africa | Brian Graham  | Review Fire Management Assistance Program and South Africa to attend 5th International Wildland Fire Conference.  |

# appendix P

## NSW RFS Awards

### Internal Awards

| Internal Bravery and Service Awards   | Volunteers | Salaried Staff | Total |
|---|------------|----------------|-------|
| <b>Medal for Valour</b>   | Nil        | Nil            | Nil   |
| <b>The Commissioner's Commendation For Bravery</b><br>Group Captain Mark Hoskinson, Bland Temora Zone, Region West*   | 1          | Nil            | 1     |
| <b>The Commissioner's Commendation For Service</b><br>Firefighter Christopher Smith, The Lakes Team, Region East<br>Firefighter Colin Irwin, The Lakes Team, Region East<br>Group Officer Phillip William Baer, South West Slopes Zone, Region West   | 3          | Nil            | 3     |
| <b>The Commissioner's Certificate of Commendation (Unit)</b><br>Woodburn Rural Fire Brigade, Northern Rivers, Region North<br>Gilgandra Rural Fire Brigade, Castlereagh Zone, Region North<br>The Hornsby/Ku-Ring-Gai District Training Team, Region East*<br>Organising Committee, Annual Region North Exercise, Region North<br>Lightning Ridge Headquarters Brigade, North West Zone and Bogan District, Region North<br>Southampton Rural Fire Brigade Crew, Clarence Valley District, Region North   | 6          | Nil            | 6     |
| <b>The Commissioner's Certificate of Commendation (Individual)</b><br>Bernie Brompton, Region East<br>Velma Walker, Shoalhaven District, Region South<br>Muriel Stevens, Tarana Rural Fire Brigade, Lithgow, Region East<br>Grace Fletcher, Tarana Rural Fire Brigade, Lithgow, Region East<br>Deputy Group Captain John Oliver, Goolmangar Rural Fire Brigade, Northern Rivers Team, Region North<br>Deputy Group Captain Adrian De Hoon, Woodburn Rural Fire Brigade, Northern Rivers Team, Region North<br>Group Captain Alan Bier, North West Zone and Bogan District, Region North | 6          | 1              | 7     |
| <b>Totals</b>   | 16 (94.1%) | 1 (5.9%)       | 17    |

| Long Service Medals     | Volunteers    | Salaried Staff | Totals |
|-------------------------|---------------|----------------|--------|
| 10yr Long Service Medal | 1,356         | 57             | 1,413  |
| 20yr Long Service Medal | 696           | 41             | 737    |
| 30yr Long Service Medal | 384           | 22             | 406    |
| 40yr Long Service Medal | 227           | 8              | 235    |
| 50yr Long Service Medal | 119           | 1              | 120    |
| 60yr Long Service Medal | 107           | Nil            | 107    |
| 70yr Long Service Medal | 7             | Nil            | 7      |
| <b>Totals</b>           | 2,896 (95.7%) | 129 (4.3%)     | 3,025  |

# appendix P

## NSW RFS Awards (cont.)

### External Awards

| Australian Fire Service Medal   | Volunteers | Salaried Staff | Totals |
|---|------------|----------------|--------|
| <b>Australia Day</b>  | 6          | 1              | 7      |
| Group Captain Kenneth Chalker, Pheasants Nest Rural Fire Brigade, Region East                         |            |                |        |
| Group Captain Bruce Noble, Canobolas Zone, Region West  |            |                |        |
| Major Carol Anderson, Headquarters, Lidcombe  |            |                |        |
| Senior Deputy Captain Douglas Pearce, Mt Wagra Rural Fire Brigade, Southern Border Team, Region South |            |                |        |
| Doreen Peters, Hartley District Rural Fire Brigade, Lithgow District, Region East                     |            |                |        |
| Captain Leonard Best, Middle Dural Rural Fire Brigade, The Hills District, Region East                |            |                |        |
| Ch Supt Bruce McDonald, Mobile Assets and Infrastructure, Headquarters                                |            |                |        |
| <b>Queen's Birthday</b>   | 5          | 1              | 6      |
| Captain Judee Bryant, Durras South Rural Fire Brigade, Region South                                   |            |                |        |
| Firefighter Jeffrey Cree, Davidson Rural Fire Brigade, Region East                                    |            |                |        |
| Group Captain Norman Carter, Curricabark Rural Fire Brigade, Region East                              |            |                |        |
| President Roy Stacy, Hanwood Rural Fire Brigade, Region South   |            |                |        |
| Supt David Hoadley, Canobolas Zone, Region West   |            |                |        |
| Group Captain Grahame Fothergill, Illawarra Zone, Region East   |            |                |        |
| <b>Totals</b>   | 11 (84.6%) | 2 (15.4%)      | 13     |

| National Medal/Clasps | Volunteers  | Salaried Staff | Totals |
|-----------------------|-------------|----------------|--------|
| Medals                | 108         | 14             | 122    |
| Clasps                | 81          | 6              | 87     |
| <b>Totals</b>         | 189 (90.4%) | 20 (9.6%)      | 209    |

## appendix Q

### NSW RFS Volunteer and Staff Worker's Compensation Statistics 2010/11

| Injuries Reported 2010/11*                                  | Number of injuries – volunteer members | Number of injuries – salaried members |
|---|--|---------------------------------------|
| Burns   | 5                                      | 0                                     |
| Contusion with skin intact                                  | 13                                     | 1                                     |
| Deafness  | 0                                      | 0                                     |
| Diseases and other non traumatic injury                     | 0                                      | 2                                     |
| Dislocation   | 2                                      | 1                                     |
| Effects of weather, exposure, air pres. & other ext. causes | 6                                      | 0                                     |
| Electrocution   | 0                                      | 0                                     |
| Eye disorders   | 3                                      | 0                                     |
| Foreign body in eye, ear, nose, resp. or digest. Systems    | 4                                      | 2                                     |
| Fracture  | 11                                     | 2                                     |
| Injuries to nerves and spinal cord                          | 0                                      | 0                                     |
| Internal injury of chest, abdomen and pelvis                | 0                                      | 0                                     |
| Cranial injury  | 2                                      | 0                                     |
| Open wound not involving traumatic amputation               | 14                                     | 10                                    |
| Poisoning and toxic effects of substances                   | 10                                     | 11                                    |
| Psychological disorders                                     | 3                                      | 6                                     |
| Sprains and strains of joints and adjacent muscles          | 52                                     | 15                                    |
| Superficial injury  | 2                                      | 0                                     |
| Unable to ascertain injury                                  | 3                                      | 1                                     |
| Fatality  | 1                                      | 0                                     |
| <b>Total</b>  | <b>131</b>                             | <b>51</b>                             |

\*Grouped according to National Standard Injury descriptors

## appendix R

### Research and Development

#### Bush Fire Cooperative Research Centre

| Year    | Cash Contribution | In-kind Contribution |
|---------|-------------------|----------------------|
| 2010/11 | \$310,000         | \$311,422            |

#### University of Wollongong, Centre for Environmental Risk Management and Bush Fires

| Year    | Cash Contribution | In-kind Contribution |
|---------|-------------------|----------------------|
| 2010/11 | \$330,000         | \$36,750             |

## appendix S

### Engagement of Consultants

During the reporting period one consultant (within the Department of Premier and Cabinet's definition) was engaged at a total cost of \$11,932.

|   | Cost (\$)     |
|---|---------------|
| <i>Consultancies equal to or more than \$50,000</i> |               |
|   | Nil           |
| <i>Consultancies less than \$50,000</i>             |               |
| Communications                                      | 11,932        |
| <b>Total Consultancies</b>                          | <b>11,932</b> |

## appendix T

### Funds granted to non-government community organisations

|                             | Program Area                           | 2008/09          | 2009/10          | 2010/11          | Nature and purpose  |
|-----------------------------|--|------------------|------------------|------------------|---|
| Nature Conservation Council | Operations                             | 105,500          | 105,000          | 108,255          | Annual funding to allow the Council to meet its responsibilities under the <i>Rural Fires Service Act</i> .         |
| Hydro Australia Pty Ltd     | Operational and Administrative Support | 0                | 2,400            | 0                | Support and minor enhancement to software (RAPS – Resource Allocation Planning System).                             |
| Volunteer Units             | EMNSW                                  | 1,442,000        | 1,470,360        | 8,418,702*       | Funding support for NSW Volunteer Rescue Association, Marine Rescue NSW and various volunteer brigades and stations |
| <b>Total</b>                |  | <b>1,557,500</b> | <b>1,557,760</b> | <b>8,526,957</b> |   |

\* The Public Sector Employment and Management (Departments) Order 2011 issued in April 2011 abolished Emergency Management, and transferred its operation to the Ministry for Police and Emergency Services. The figure included in above table reflects operations up to 31 March 2011.

## appendix U

### Response to Significant Issue Raised by the Auditor-General

The Auditor-General's Statutory Audit Report for the year ended 30 June 2011 for the NSW Rural Fire Service identified the significant matter below.

The initial financial statements submitted to the Auditor-General required adjustments for disclosures to ensure it complied with Australian Accounting Standards. Working papers supporting the financial statements were not always of a standard that provided sufficient audit evidence to support disclosures made in the statement especially in relation to adjustments and work performed as part of year end procedures. These issues resulted in cost overruns and difficulties in meeting reporting deadlines.

Management should review the misstatements identified by audit in the financial statements it prepares and determine why its financial statement preparation procedure did not identify the issues raised and determine what improvement to procedures is required.

#### Management Response

The NSW RFS Management agrees that some disclosures in the initial financial statements submitted for audit and supporting working papers were not of the same standard submitted to the Audit Office in prior years.

The financial statement preparation and audit process was complicated by the delayed internal budget process, accounting issues around the transfer of Emergency Management NSW to the Ministry of Police and Emergency Services and competing priorities associated with preparations for the State Budget.

NSW RFS Management will carefully review the misstatements identified by audit and adjust its year end accounting processes to minimise these in the future.

The structure of the Financial Services Branch is also being realigned to ensure to that an appropriate level of experienced senior accounting staff are available to support the year end reporting process.

# glossary

|         |   |
|---------|---|
| AED     | Automated External Defibrillators   |
| AFAC    | Australasian Fire and Emergency Services Authorities Council                        |
| AIDER   | Assist Infirm, Disabled and Elderly Residents                                       |
| BFCC    | Bush Fire Coordinating Committee  |
| BFHC    | Bush Fire Hazard Complaint  |
| BFIL    | Bush Fire Information Line  |
| BFMC    | Bush Fire Management Committee  |
| BFRMP   | Bush Fire Risk Management Plan  |
| BRIMS   | Bushfire Risk Information Management System   |
| CEG     | Corporate Executive Group   |
| CFU     | Community Fire Unit   |
| CISS    | Critical Incident Support Services  |
| CRC     | Cooperative Research Centre   |
| EEO     | Equal Employment Opportunities  |
| FIRS    | Fire Incident Reporting System  |
| FRNSW   | Fire and Rescue NSW (formerly NSW Fire Brigades)                                    |
| FSJSC   | Fire Services Joint Standing Committee  |
| GIPA    | Government Information (Public Access)  |
| GIS     | Geographic Information System   |
| ICON    | Incident Control On Line  |
| ICS     | Incident Control System   |
| 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   | <a href="http://www.myrfs.nsw.gov.au">www.myrfs.nsw.gov.au</a> – volunteer extranet |
| NPWS    | National Parks and Wildlife Service (NSW)   |
| NSW RFS | NSW Rural Fire Service  |
| RAFT    | Remote Area Firefighting Team   |
| RART    | Rapid Aerial Response Team  |
| RFSA    | NSW Rural Fire Service Association  |
| RFSAC   | Rural Fire Service Advisory Council   |
| RMS     | Resource Management System  |
| S44     | Section 44 of the <i>Rural Fires Act</i> (declaration of major fire emergency)      |
| SES     | NSW State Emergency Service   |
| SOC     | State Operations Centre   |
| SOE     | Standard Operating Environment  |
| SOP     | Standard Operating Procedure  |
| SWS     | Static Water Supply   |
| V2C     | Volunteer to Career   |

# index

|   |                                       |   |   |
|---|---------------------------------------|---|---|
| Aboriginal Services                                 | 47, 124                               | Community Resilience  | 23  |
| Access – NSW RFS Office locations                   | 14                                    | Complaints and suggestions                                      | 61  |
| Account payment                                     | 128                                   |   | <i>see also</i> Hazard reduction complaints |
| AFSM (Australian Fire Service Medal)                | 135                                   | Comprehensive income statements                                 | 84, 112 (BFCC)                              |
| After Balance Date Events                           | 110                                   | Consultants   | 137   |
| Aims and objectives                                 | 1                                     | Corporate Communications  | 63  |
| Aligning Districts and Regions to NSW RFS functions | 30-1                                  | Corporate Executive Group (CEG)                                 | 8, 132                                      |
| Anderson, Majors Ron and Carol                      | 44-6                                  | Corporate Plan  | 69-80                                       |
| Annual Report – availability and external costs     | 64                                    | Corporate Planning, Research and Governance Group               | 52-5  |
| Appendices  | 117-37                                | Corporate Program Office  | 57  |
| Apprentices   | 50                                    | Counselling and Support Unit                                    | 43  |
| Assistant Commissioners                             | 12-3                                  | Counter Terrorism   | 25  |
| Audit, Inquiries and Legal Unit                     | 58                                    | Credit card use   | 123   |
| Audit and Risk Committee                            | 9, 52, 54, 58, 76, 102, 122, 132, 135 | Critical Incident Support Services program                      | 43  |
| Australian Fire Service Medal recipients            | 135                                   | Customer Service and Support Group                              | 29  |
| Aviation equipment and events                       | 24, 26                                | Customers/consumers   | 1, 61                                       |
| Awards  | 60, 62-3, 134-5                       |   |   |
|   |                                       | Defibrillators  | 31  |
| Base camps and logistical support                   | 29                                    | Deputy Commissioner   | 11  |
| Bush Fire Community Protection                      | 120                                   | Development Assessment and Planning                             | 23  |
| Bush Fire Coordinating Committee (BFCC)             | 8, 19, 71, 110-114, 131               | Disability Action Plan  | 55  |
| Financial statements                                | 81-115                                |   |   |
| Bush Fire Information Line                          | 25, 63, 65                            | Emergency Management NSW  | 66-7  |
| Bush Fire Risk Management Plans                     | 8, 19, 29, 34, 36, 58, 71, 121        | Employee Assistance Program                                     | 43  |
|   |                                       | Engineering Services  | 41  |
| Canyonleigh Rural Fire Brigade                      | 22                                    | Equal employment opportunity (EEO)                              | 54-5, 124                                   |
| Cash flow statements                                | 86, 114 (BFCC)                        | Ethical standards   | 9   |
| Changes in equity statements                        | 85, 113 (BFCC)                        | Executive   | 8, 10-13, 129-30, 132                       |
| Chaplaincy and Family Support Network               | 44-5, 46, 119                         | Executive Services  | 12, 56-65                                   |
| Charter <i>see</i> Mission                          |                                       |   |   |
| Code of Conduct and Ethics                          | 9                                     | Family Support <i>see</i> Chaplaincy and Family Support Network |   |
| Collection of legislated contributions (EMNSW)      | 67                                    | Financial directives: compliance with                           | 89  |
| Commissioner  | 8, 11, 129                            | Financial position statements                                   | 85, 113 (BFCC)                              |
| Commissioner's Report                               | 4-5                                   | Financial Services  | 56-7  |
| Statement of Performance                            | 129                                   | Financial statements  | 81-115                                      |
| Commissioner's Commendation for Bravery             | 62-3, 134                             | notes to  | 90-110, 114-115 (BFCC)                      |
| Committees  | 8-9, 54, 63, 131-2                    | Fire Investigation Unit   | 24, 34, 35, 36, 130                         |
| Communications Systems Unit                         | 40                                    | Fire Services Joint Standing Committee (FSJSC)                  | 8, 131                                      |
| Community Fire Units (CFU)                          | 12, 30                                |   |   |
| Community Relations Commission                      | 55                                    |   |   |

# index

|   |  |   |                                 |
|---|--|---|---------------------------------|
| Fire Trail Register program   | 25                                       | Local Government & Shires Associations of<br>NSW Liaison Committee (LGLC) | 9, 131                          |
| Fitzsimmons, Shane <i>see</i> Commissioner  |  | Lyons, Richard  | 12                              |
| Flood assistance  | 4, 6, 24, 28, 34, 35, 36, 37, 64, 67, 68 | Management and governance   | 8–9, 17–67                      |
| Freedom of information <i>see</i> Government Information (Public Access)<br>Regulation 2009 |  | Media Services  | 64                              |
| Funds granted to non-government community organisations                                     | 137                                      | Member Assistance Program   | 43                              |
| Gallacher, The Hon Michael  | 2  | Membership and Strategic Services   | 13, 42–55                       |
| Gender balance  | 124, 125                                 | Membership Coordination Unit  | 42                              |
| Governance <i>see</i> Management and governance   |  | Membership Services   | 42–3                            |
| Government Information (Public Access)<br>Regulation 2009                                   | 59-61, 125-7                             | Minister for Police and Emergency Services                                | 2                               |
| Harrap, Keith   | 13                                       | Ministerial liaison   | 59, 61                          |
| Hazard management   | 25, 70, 120-1                            | Mission   | 1                               |
| Hazard Reduction complaints   | 29, 35, 37, 71, 120-1                    | Mitigation works  | 4-5, 19-20, 25, 29, 34-7, 120-1 |
| Health, Safety and Welfare Unit   | 42–3                                     | Mobile assets   | 40–1                            |
| Heavy Plant Register  | 25                                       | Multicultural Plan  | 55                              |
| Human resources   | 42                                       | NSW Rural Fire Service and Local Government<br>Liaison Committee          | 9                               |
| Identification cards  | 4, 20, 31                                | Objectives <i>see</i> Aims and objectives                                 |                                 |
| Incident Response and Jurisdiction Unit   | 24–5                                     | Occupational health and safety  | 55                              |
| Information Communications and Technology   | 39                                       | Offices   | 14                              |
| Infrastructure Projects Unit  | 39–40                                    | Online Communications   | 65                              |
| Infrastructure Services   | 13, 38–41                                | Operational and Mitigation Support Services (OMSS)                        | 25, 29                          |
| Inspections, Formal Notices and Enforcement Works   | 121                                      | Operational Services  | 11, 18–29                       |
| Insurance   | 41, 90, 93-4, 123                        | Organisational Chart  | 118                             |
| Joint Consultative Committee  | 54                                       | Overseas travel   | 133                             |
| Jones, Bronwyn  | 13                                       | Performance and numbers of executive officers                             | 125, 129-30                     |
| Knowledge management  | 53                                       | Permits issued  | 121                             |
| Lane, Dominic   | 12                                       | Planning and Performance Cycle  | 79                              |
| Learning and Development Systems  | 50–1                                     | Planning Framework  | 78–9                            |
| Legal change – judicial decisions   | 58                                       | Principal officers  | 10–3                            |
| Legislated contributions (EMNSW)  | 67                                       | Privacy   | 61                              |
| Legislation   | 8  | Procurement Services  | 57                              |
| Letter of submission  | 2  | Professional Development Committee (PDC)                                  | 51                              |
|   |  | Program Audit and Inquiries Unit  | 57–9                            |

# index

|  |  |   |               |
|--|--|---|---------------|
| Rapid Aerial Response Teams (RART)                           | 29                                       | State Operations  | 23            |
| Region East  | 14, 33, 35                               | Statements of performance                                     | 129-30        |
| Region North   | 14, 33-4                                 | Statistics at a glance  | 6-7           |
| Region South   | 14, 33, 36                               | Strategic Plan  | 69-79         |
| Region West  | 14, 33, 37                               | Structure <i>see</i> Organisational chart; Principal officers |               |
| Regional Services  | 12, 30-7                                 |   |               |
| Remote Area Firefighting Teams (RAFT)                        | 29                                       | Training activity   | 6-7, 50-1, 67 |
| Research and Development                                     | 52-3, 137                                | Travel overseas   | 133           |
| Response and coordination                                    | 23-5                                     |   |               |
| Response to significant issues raised by the Auditor-General | 137                                      | Values  | 1             |
| Response to the Victorian Bushfires Royal Commission         | 4, 20, 29, 32, 40, 51, 57, 101, 129, 130 | Victorian Bushfires Royal Commission                          | 20            |
| Review of operations   | 17-67                                    | Vision  | 1             |
| Risk management  | 19, 52-4, 122-3                          | Volunteer Relations and Workforce Planning                    | 46-7, 50      |
| Rogers, Rob <i>see</i> Deputy Commissioner                   | 11, 130                                  |   |               |
| Rural Fire Service Advisory Council (RFSAC)                  | 8, 131                                   | Waste reduction   | 38-9          |
| Rural Fire Service Association                               | 9  | Women   | 22, 52, 54-55 |
| <i>Rural Fires Act 1997</i>                                  | 8  | Women's Fire Awareness Program                                | 22            |
|  |  | Workers Compensation Statistics                               | 139           |
|  |  | Workforce planning  | 46-7, 50      |
| Senior Executive Service                                     | 125, 129-30                              |   |               |
| Service group statements                                     | 87-8                                     | Young Members Group   | 48-49, 50     |
| Stakeholders   | 1, 9                                     |   |               |
| State Mitigation Support Services (SMSS)                     | 4-5, 20, 25, 29, 34, 37, 43, 63, 91      |   |               |

NSW RURAL FIRE SERVICE  
 15 Carter Steet, Lidcombe, NSW 2141.  
 Locked Bag 17, Granville NSW 2142.  
 Corporate Communications  
 phone: 8741 5555  
 email: organisational.communications@rfs.nsw.gov.au  
 www.rfs.nsw.gov.au

© State of New South Wales through the NSW RURAL FIRE SERVICE 2011

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 2011 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:

NSW RFS Commissioner, NSW RURAL FIRE SERVICE, Locked Bag 17, Granville NSW, Australia 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 trademark from this publication, including the NSW RURAL FIRE SERVICE crest, MyRFS logo or the Firewise logo.

#### DISCLAIMER STATEMENT

While the material within this NSW Rural Fire Service Annual Report 2010/11 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 NSW RFS 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.



**NSW RURAL FIRE SERVICE**

**head office** 15 Carter Street, Lidcombe NSW 2141

**mail** Locked Bag 17, Granville NSW 2142

**phone** 02 8741 5555 **fax** 02 8741 5433

**[www.rfs.nsw.gov.au](http://www.rfs.nsw.gov.au)**

**PREPARE. ACT. SURVIVE.** | BUSH FIRE INFORMATION LINE 1800 NSW RFS

ISSN 1446-5205