

The strength of the Service is the volunteer



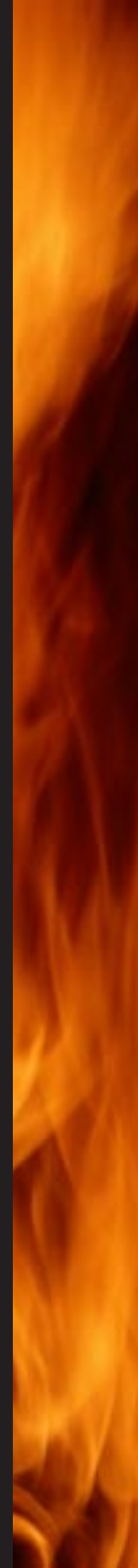
NSW RURAL FIRE SERVICE ANNUAL REPORT 2001



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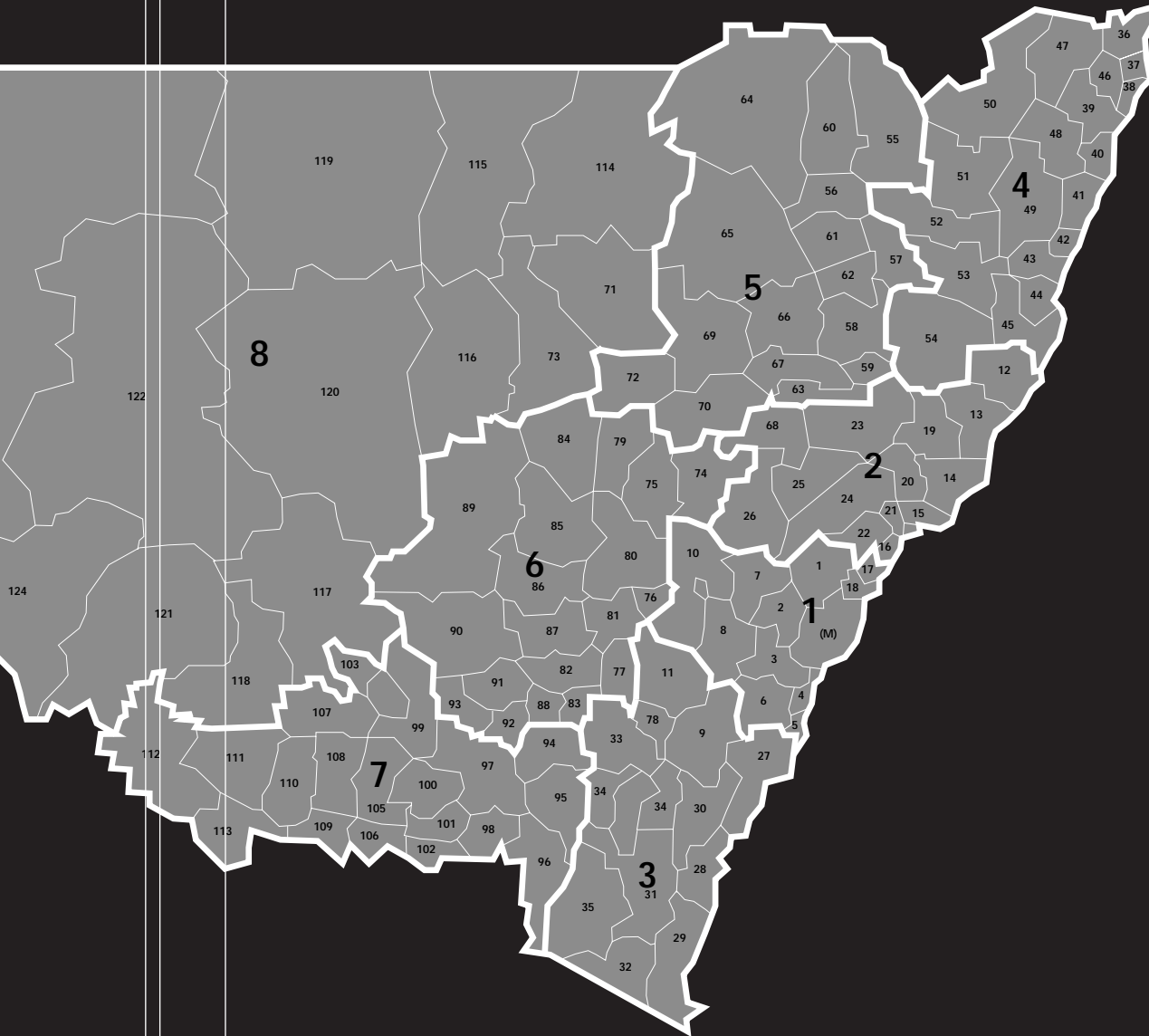
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Regions

On this map of New South Wales, local government areas are grouped into Regions. Some of the numbered subdivisions include a Shire plus the adjacent City or Municipality and may include either the whole or part of a Rural Fire District.



1 Central East Region

(M) Metropolitan - includes
 Baulkham Hills
 Blacktown
 Camden
 Campbelltown
 Fairfield
 Hornsby
 Ku-ring-gai
 Liverpool
 Penrith
 Sutherland
 Warringah/Pittwater

- 1 Hawkesbury
- 2 Blue Mountains
- 3 Wollondilly
- 4 Wollongong
- 5 Kiama + Shellharbour
- 6 Wingecarribee
- 7 Lithgow
- 8 Oberon
- 10 Evans
- 17 Wyong
- 18 Gosford Lord Howe Island

2 Hunter Region

- 12 Hastings
- 13 Greater Taree
- 14 Great Lakes
- 15 Port Stephens
- 16 Lake Macquarie
- 19 Gloucester
- 20 Dungog
- 21 Maitland
- 22 Cessnock
- 23 Scone
- 24 Singleton
- 25 Muswellbrook
- 26 Rylstone
- 68 Merriwa

3 Southern Region

- 9 Mulwaree
- 11 Crookwell
- 27 Shoalhaven
- 28 Eurobodalla
- 29 Bega Valley
- 30 Tallaganda
- 31 Cooma-Monaro
- 32 Bombala
- 33 Yass
- 34 Yarrawlumla
- Queanbeyan
- 35 Snowy River
- 78 Gunning

4 Northern Region

- 36 Tweed
- 37 Byron
- 38 Ballina
- 39 Richmond Valley
- 40 Maclean
- 42 Coffs Harbour
- 43 Bellingen
- 44 Nambucca
- 45 Kempsey
- 46 Lismore
- 47 Kyogle
- 48 Copmanhurst
- 49&41 Pristine Waters + Grafton
- 50 Tenterfield
- 51 Severn
- 52 Guyra
- 53 Armidale/Dumaresq
- 54 Walcha

5 Castlereagh Region

- 55 Inverell
- 56 Bingara
- 57 Uralla
- 58 Parry + Tamworth
- 59 Nundle
- 60 Yallaroi
- 61 Barraba
- 62 Manilla
- 63 Murrurundi
- 64 Moree Plains
- 65 Narrabri
- 66 Gunnedah
- 67 Quirindi
- 69 Coonabarabran
- 71 Coolah
- 72 Gilgandra

6 Central Region

- 74 Mudgee
- 75 Wellington
- 76 Blayney
- 77 Boorowa
- 79 Dubbo
- 80 Cabonne + Orange
- 81 Cowra
- 82 Young
- 83 Harden
- 84 Narromine
- 85 Parkes
- 86 Forbes
- 87 Weddin
- 88 Cootamundra
- 89 Lachlan
- 90 Bland
- 91 Temora
- 92 Junee
- 93 Coolamon

7 Riverina Region

- 94 Gundagai
- 94 Tumut
- 96 Tumbarumba
- 97 Wagga Wagga
- 98 Holbrook
- 99 Narrandera
- 100 Lockhart
- 101 Culcairn
- 102 Hume + Albury
- 103 Griffith
- 104 Leeton
- 105 Urana
- 106 Corowa
- 107 Murrumbidgee
- 108 Jerilderie
- 109 Berrigan
- 110 Conargo + Deniliquin
- 111 Windouran
- 112 Wakool
- 113 Murray

8 Western Region

- 114 Walgett
- 115 Brewarrina
- 116 Bogan
- 117 Carrathool
- 118 Hay
- 119 Bourke
- 120 Cobar
- 121 Balranald
- 122 Central Darling
- 123 Western Division
Unincorporated Zone
- 124 Wentworth
- 71 Coonamble
- 73 Warren



The Hon Bob Debus MP
Minister for Emergency Services
Level 25, 59-61 Goulburn Street
SYDNEY NSW 2001

Dear Minister

Pursuant to the provisions of the Annual Reports (Departments) Act, 1985, I have pleasure in presenting to you, for submission to the Parliament, the Annual Report of the New South Wales Rural Fire Service for the year ended 30 June, 2001.

Achievements in the year include:

- Completion of first stage of organisational change management program
- New RFS Award negotiated and in place
- Olympic security program completed
- Service organisational structure realigned
- Business processes realigned with Strategic Plan
- Introduction of comprehensive range of community education programs
- Establishment of Fire Investigation Unit
- Improved effectiveness of human resource management
- Accident prevention standard operating procedures introduced
- Service officers supported US agencies in forest fires emergency
- Service leadership and managerial skills enhanced through links with UWS and NSW TAFE

Other highlights are referenced throughout the Report, which I commend to you.

Yours sincerely

Phil Koperberg AM AFSM BEM
Commissioner

Commissioner's Foreword

Records show that in 1901 in the small Riverina town of Berrigan a group of local residents formally banded together to form a community group under the banner of a "bush fire brigade"...



It would no doubt be beyond the comprehension of those founders that, in forming Australia's very first bush fire brigade, they gave birth to such an essential component of the Australian way of life or that from their small group would evolve an organisation recognised as a world leader in rural fire prevention and protection.

In 2001, our Centenary Year, there is good reason to pause and consider our achievements and to honour the generations, the hundreds of thousands of volunteers, who played a role in our development.

There is little doubt that, while we have certainly changed greatly as a Service, our core motivation and values remain the same. We remain true to the original motivation that called upon each of our volunteers to help out their neighbours in their time of need. It is the spirit on which communities are built and, in our brigades, upon which lifelong friendships are founded. It is a family that in so many ways encapsulates the Australian spirit. In the year of our Centenary and the International Year of the Volunteer, it is a spirit that deserves both recognition, nurturing and celebration.

2000/2001 was a year of significant change for the Service, culminating in the transfer of over 300 district fire control staff from local government employment to direct employment by the Service on 1st July 2001. In just twelve short months, the Service was able to achieve the establishment of all the necessary management systems and infrastructure to cope with the direction and administration of these new staff, largely within our existing resources.

Program teams were established to ensure the input of district staff, volunteers and our salaried staff. Each of the more than



one hundred members of the various teams contributed to the design and implementation of a new organisational structure and supporting mechanisms that will help take the Service forward. These highly productive teams covered the full gamut of issues facing the Service and included:

- Workforce Planning and Organisational Structure Review
- Communications and Change Management
- Industrial Relations
- RFS Award Negotiating
- Strategic/Business Planning
- Zoning Program
- Information Management
- Financial Review
- Legislation, Service Standards and Policy Review
- Accommodation Review

The objective of the transfer of district management staff from the employ of local government to that of the State is to facilitate a more cohesive management approach to our principal asset, the 70,000 volunteers who comprise the NSW Rural Fire Service.

The support of local government not only in terms of assisting in the change management process but also for their ongoing support for community based volunteer brigades is readily acknowledged.

Special thanks go to the staff of the Local Government and Shires Associations and to both the President of the Shires Association, Councillor Chris Vardon, and the President of the Local Government Association, Councillor Peter Woods.

Whilst the years ahead will provide many challenges, the most significant will be to administer over one hundred Service Level Agreements with local councils which, in many cases, have devolved traditional responsibilities to the Service. We shall continue to work in close concert with local government to ensure not only the success of the new arrangements but also to provide sharp focus on the needs of Service volunteers.

Notwithstanding the need to heavily resource the change management process and deal with a normal bush fire season, the Service was able to provide some 1,300 volunteers from all over NSW to the conduct of the Olympic and Paralympic Games.

Primarily focused on venue security, as Olympic Volunteers in Policing, and in fire protection roles, Service volunteers represented the largest single agency component of the world-recognised Sydney Olympic Volunteers. Their commitment to "the best Games ever" was a key element in creating the spirit of the Games. The esprit de corps of our volunteers is simply incapable of translation into words. Day after long day they returned to their Olympic duties with a welcoming smile to all who visited the venues. Many of our volunteers brushed-off their designated "days off" or extended their stay in Sydney in an effort to keep helping out. Their commitment also continued throughout the Paralympic Games. It was indeed a great privilege to see so many of them at work; they represented the very best that the Service has to offer.

The fire season of 2000/2001 would best be described as 'fairly normal'. Certainly immediately before and during the Olympic/Paralympic Games levels of activity were high and given the potential fire threat to a small number of Olympic venues, special task forces were established to deal with any outbreaks of fire.

On the fire prevention side of the equation the Service is pleased to note that a total of 589,319 hectares of land were subjected to prescribed burning or other fuel reduction processes during the year. This constitutes an increase of 24% over the past 12 month and reflects the more favourable meteorological conditions prevailing during the period, facilitating such works. It also however, reflects a greater commitment on the part of land management agencies, fire services and the broader community, to the issue of the reduction of bush fire hazards.

Another record budget of \$90.97million enabled the Service to continue the ongoing modernisation of firefighting equipment and the provision of protective clothing for firefighters. As part of the Government's ongoing vehicle replacement commitment \$25 million in funding was allocated for the acquisition of 270 new and refurbished firefighting vehicles.

The Honourable Bob Debus, MP, Attorney General, Minister for the Environment, Minister for Emergency Services and Minister Assisting the Premier for the Arts, energetically supported and sponsored the significant progress of the Service during the year. The Service is grateful for the Minister's stewardship and for his abiding interest in the welfare of the volunteer firefighting effort.

The Service would like to place on record its appreciation to the Minister's staff, the Director and staff of the Office for Emergency Services and the NSW Rural Fire Service Association, for their ongoing support and guidance.

It is also appropriate to acknowledge the co-operation extended to the Service by a range of Government agencies particularly the National Parks and Wildlife Service, State Forests of NSW, the NSW Fire Brigades and the Bureau of Meteorology.

The salaried staff of the Service have worked tirelessly in their endeavours to maintain a dynamic and viable volunteer-based emergency service and, for those efforts, they have my gratitude.

As for the volunteer firefighters themselves, they have continued to provide outstanding community service whilst at the same time enhancing their skills and capacities through an extensive array of training programs.

Of significance has been their willingness to embrace the ongoing changes to the Service. Greater accountabilities, new technologies, occupational health and safety considerations, environmental awareness and ongoing training have placed a heavy burden on our volunteer firefighters and those who support them.

I want to particularly assure members of rural fire brigades that we will continue to focus on the provision of an environment in which their services will have an ongoing positive impact on community safety. We will strive, with the support of government, to continue the process of reform and improvement so that volunteers may feel well equipped to go about their community protection tasks as safely and as professionally as is possible and in the full knowledge that they are supported by an administration acutely aware of the challenges that confront them.

→ **Vision Statement**

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

→ **Mission Statement**

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.

→ **Financial Overview**

Expenditure for the year exceeded \$93M an increase of \$9M over the previous year.

The increase was due to the following factors:

- An increase of \$3.1M in employee related expenses \$2.6M of this increase relates to variations in employer's superannuation expenditure due principally to significant fluctuations on reserve returns and prepayments as advised by the Superannuation Administration Authority.
- An additional \$5M in expenditure from the natural disaster reserve.
- \$1M general increase in other expenditure items.

Our Values

The corporate values that underpin all of our actions are

Our People

Volunteerism and commitment

Professionalism

In all we do

Community

Mutual assistance

Quality Customer Service

Internal and external

Continuous Improvement

Measurable improvement

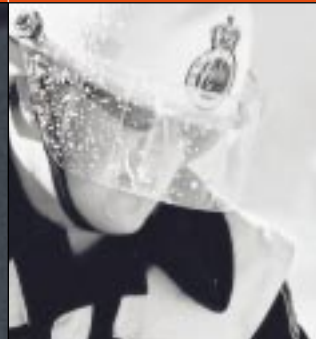
Co-operation

Working together

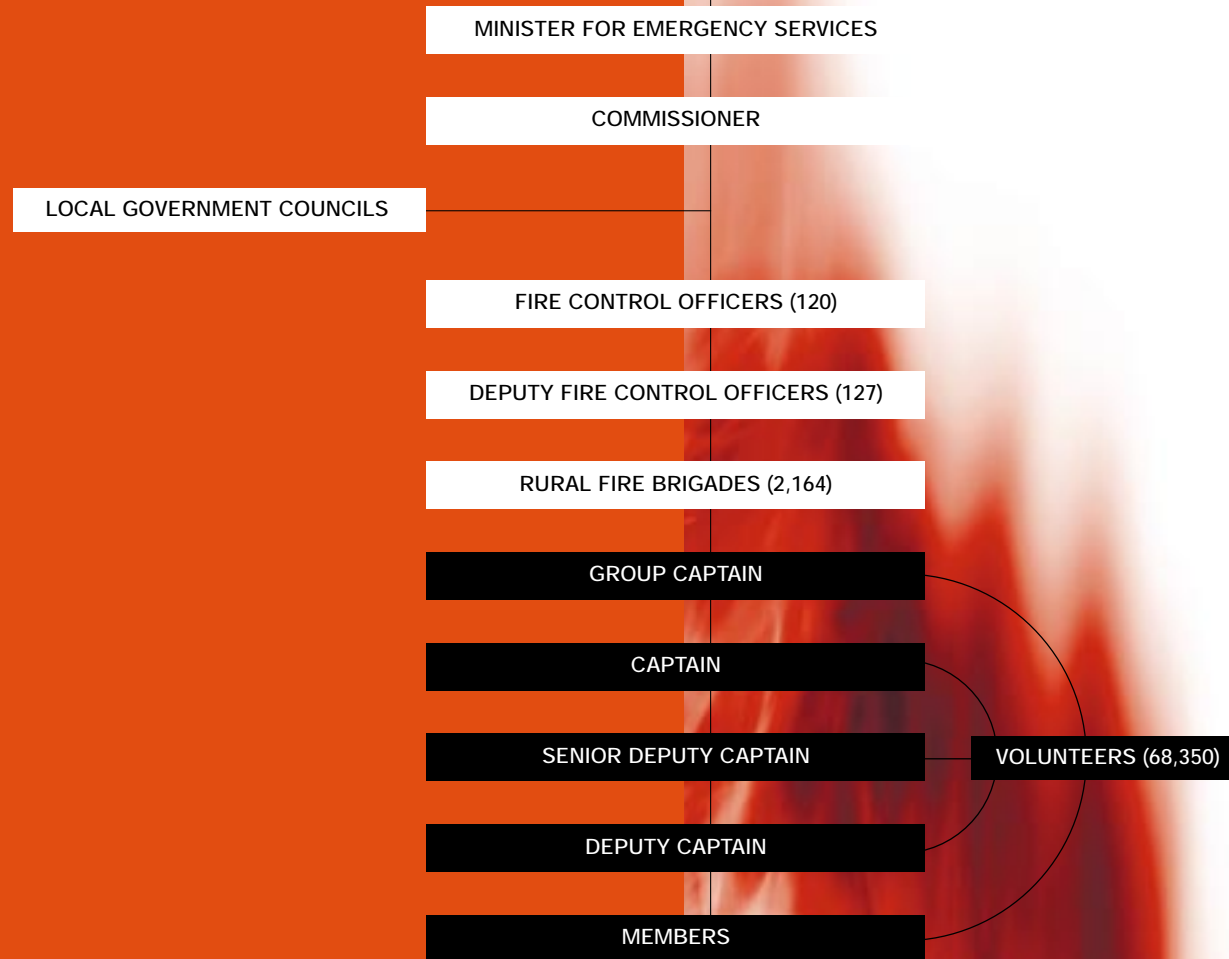
Honesty, integrity and trust

Ethical standards and behaviour

Profile



Structure and Accountability



Objectives and Achievements

Role and Functions

The fire management and fire protection responsibilities of the NSWRFSS arise from the *Rural Fires Act, 1997*.

They can be summarised as follows:

- The protection of life and property for all fire related incidents within all rural fire districts in the State;
- The safety and welfare of all volunteers;
- The provision of effective training and resources to rural fire brigades; and
- The provision of emergency assistance to other emergency service organisations.

The Service provides the Secretariat for the Bush Fire Coordinating Committee, the peak planning body for bush fire management in New South Wales. The Commissioner has an overarching coordinating role and chairs the Coordinating Committee.

Customers

The customers of the NSWRFSS are a large, diverse group. They are the general community of New South Wales who may have reasons to use or receive the Service's resources.

They include, but not exclusively, the volunteers, other agencies, the media, government departments, rural land managers and land-holders, local government, schools and all members and sections of the Service.

Organisation Chart

The functional organisation is shown in Appendix 10.

Objectives and achievements



Volunteers now
have a greater
voice in the future
direction of the
Service



OBJECTIVE

Sound Leadership & Management Practices

OUR GOAL

Better management of Rosehill warehousing complex.

WHAT WE DID

- Operations consolidated and use of space improved.

HOW WELL WE DID IT

- Improvement in inventory control and stock despatch times.
- Extra space released for storage of emergency material.

FUTURE GOALS

- To introduce direct supply from manufacturers to end users reducing demands on warehouse facility and staff.

Standardisation of records management procedures / programs across.

- Intensive training of Service staff and supplied infrastructure.

- Complied with statutory and audit requirements.

- Introduction of standardised computerised records management system statewide.

Production of community education resources for the community and Service personnel.

- NSW Board of Studies approval of school resources.
- 4 other states using RFS resources or programs.

- Audit of ordering process results in better delivery times for resources.
- Benchmarking against other Australian / NZ fire services for continuous improvement.

- Liaison with Board of Studies to continue.
- Work through AFAC to continue benchmarking.
- Produce and introduce new community programs.

Ensure equipment and appliances meet needs of Service.

- Extensive consolidation of programs research and development, and liaison with the International Standards Organisation (ISO).
- Developed specific website to enhance communication.

- Meetings of Service's Technical Committee, attendance at regional displays, and meetings with Standards Australia and ISO.
- Production of appliance manual & equipment information sheets.

- Continuous improvement to existing processes and procedures.
- Continued participation in domestic and international fora.

Effective Human Resource Management.

- All HR processes, procedures and policies reviewed and restructured to ensure optimum use of HR services.
- New RFS Award negotiated and implemented.

- Upgraded application of HRIS to provide improved service to clients.
- Performance Management System in place by June 30.
- Systems in place to facilitate transfer of district staff to RFS employment.
- Compliance with all statutory requirements.
- Award in place by 1 July 2001.

- Transfer of district staff effected on time and within budget.
- Full performance management system to be implemented.
- Professional development policy to be implemented.
- Action plan for women to be reviewed.

Accident Prevention

- Standard Operating Procedures introduced.

- Detailed examinations of human and organisational factors in accidents.
- Adaptation of airline Crew Resources Management principles to firefighting situations.

- Audits of district safety management to be introduced.

Development of Service leadership and management skills.

- New position specifically created for this function.
- Development of training modules for Fire Control staff.

- Cooperative arrangements with UWS and NSW TAFE.
- 103 modules presented; competencies in 28 modules achieved.

- Enhance skills and abilities of Learning and Development Officers.
- Introduce performance assessment against units of competence.

OBJECTIVE

Sound Leadership & Management Practices (Cont.)

OUR GOAL	WHAT WE DID	HOW WELL WE DID IT	FUTURE GOALS
Legislative support for the Service's future directions.	<ul style="list-style-type: none"> All areas of legislation requiring review identified. 	<ul style="list-style-type: none"> Recommendations for legislative change made. 	<ul style="list-style-type: none"> Further review after July 1, 2001.
Allocating resources and funding to meet risk management requirements.	<ul style="list-style-type: none"> Developed Service Level Agreements to meet Local District needs. 	<ul style="list-style-type: none"> SLAs adopted by most local councils. 	<ul style="list-style-type: none"> Review and evaluation of SLA process; and analysis of all implemented SLAs after 12 months operation.
Improve service delivery.	<ul style="list-style-type: none"> Aligned zoning models. Realigned key business processes. Service delivery model developed. 	<ul style="list-style-type: none"> Number of new zones increased. 	<ul style="list-style-type: none"> Review and evaluation; continuing promotion of zoning concept. Service delivery model to be implemented throughout Service.
Culture Change.	<ul style="list-style-type: none"> Re-aligned Corporate structure. 	<ul style="list-style-type: none"> Structure providing more effective/efficient outcomes. 	<ul style="list-style-type: none"> Ongoing review.
Strategic development and maintenance of information technology and associated areas of intellectual property communications and computer network.	<ul style="list-style-type: none"> Communications platform developed; 'Firezone' implemented across Service. 	<ul style="list-style-type: none"> Training sessions Service-wide. Manual produced. 	<ul style="list-style-type: none"> Review and enhancement of 'Firezone'. Continue training.

1

Sound Leadership & Management Practices

The Service underwent a period of significant change in both structural and cultural dynamics in the lead-up to the transfer of district fire control staff from local government to state government employment; change that would result in the Service's full-time salaried staff increasing by 301 or 287%.

At the same time core business focused on areas of:

- Continuous improvement;
- Allocation of funding and resources linked to risk management;
- Human resource management;
- Management and administration;
- Risk management compliance programs; and
- Community protection.

As mentioned last year work in these areas, both collectively and individually, underpinned the transition of the Service to one more responsive to customer needs and capable of delivering high quality, cost effective and efficient services.

Despite the extremely high demands placed on the Service and its staff at this most important stage of its development, core business was sustained, and enhanced in many areas, while, at the same time a substantial contribution was made to the security of the Sydney 2000 Olympic and Paralympic Games.

The management and leadership of the Service, and the exercise of those same skills within the Service, enabled achievement of a level and range of services beyond expectations and to the benefit of the greater community. A new staff position was created specifically to address the development of Service leadership and management skills.

In the area of Change Management substantial time and resources were deployed to continue work on various programs that collectively formed part of the structural, cultural and organisational change management process, essential for the Service to continue its development into a world-class fire and emergency service in line with the goals of the Strategic Plan. The Change Management Program was driven by the Strategic Development Division.

There was a high concentration of resources in areas that addressed key objectives in respect of industrial relations; service delivery; information technology; communications; management; resource allocation; the realignment of key business processes; the continuance of the zoning program; the introduction of a performance management system; and realignment of the Service's corporate structure. These programs could not have been successfully completed without the contribution of the many Service members – salaried and volunteers – who volunteered to be members of program teams, working parties and ad hoc groups set up to ensure that the change process ran smoothly and to timetable and budget. Of significant importance, and a key contributor to the process, was a newly designed project management system that enabled a coordination template and methodology to be tested and then applied to the entire process. That it worked is testament to the skills and dedication of a small band of people who worked tirelessly to keep the program on track and in sequence. The project management system used has deservedly been nominated for a National project management Award.

Consequently:

- a new RFS industrial Award, including the transfer of entitlements from local government to state government, was negotiated;
- Service Level Agreements with the majority of local councils were completed;
- a Service Delivery Model was developed;
- the corporate structure was realigned;
- a communications platform was developed and installed;
- 'Firezone' was installed throughout the Service;
- key business processes were realigned;
- a performance management system was developed and implemented; and
- a new payroll system and database developed for transferred district staff.

Although the specific processes and programs mentioned above were completed, the overall change process will take significantly longer – several years. During this time, at various stages, the Service will benchmark aspects of its functions and processes against world's best practice. The Organisational Change and Continuous Improvement Steering Committee will continue to hold a watching brief to maintain momentum and address any issues that might arise.

Effective Regional Management resulted in the attainment of the majority of regional objectives; it was only where there was a shortage of resources or funding that some of the less strategic objectives were not met. The proposed restructure of the regions will provide the opportunity to develop appropriate organisational structures that will provide a more cost-effective use of resources and more focused direction for the management of the new regions.

The concepts and benefits to councils of zoning were promoted at a series of statewide workshops. The adoption of a zone-based structure would enable numbers of local government districts to amalgamate their fire management and operations responsibilities. It remains crucial to the development and implementation of common service standards and standard operating procedures and enables the most cost-effective use of local resources.

Improved disability access has been provided at Rosehill.

Information Technology

Activity for the year focused on four main areas:

- the provision of efficient service, support and development;
- compliance with Government requirements;
- the development of computer-based communication systems; and
- the effective use of information technology services and equipment.

There was an unprecedented increase in service provision with visits to every regional office during the year. There was significant decrease in downtime to a total of less than one working day.

Response time for calls to the Information Technology Help Desk was maintained at six minutes.

Development projects have focused on improving service delivery to customers with by far the major project being the roll-out of the state-wide communications platform that was completed on time and within budget. One hundred and twenty-one individual sites had been connected to the system by 30 June. The sites were linked by a frame-relay connection providing common desktop applications to a computer in every fire control centre. Each centre has access to the intranet, internet, Firezone, e-mail and other corporate applications, and the provision of these facilities complies with targets set by the Government in its electronic service delivery initiative. The project will continue into next year.

Further developments in electronic service delivery will enhance the Service's ability to respond to customer needs even more effectively.

Multiculturalism

The Service, having entered into a contract with the Department of Immigration and Multicultural Affairs under the Living in Harmony initiative during the reporting period, completed a pilot program to encourage people from non-English speaking background to join the Service as volunteers.

This pilot program was in the Hornsby District (Cherrybrook Brigade) and specifically involved liaising with community workers and leaders in the Chinese community to educate and then inform the community on fire safety and volunteerism. The partnership was developed with the assistance of the Australian-Chinese Association.

The Service looks forward in the coming 12 months to its participation in the 100 Voices Assembly which will again allow the opportunity to reach a larger and more diversified audience to share stories, experiences, wisdom, discuss issues of concern and envision future plans for the Service in the commemorative Centenary Year. This initiative is in conjunction with the Premier's Department.

The Service continued its commitment to Community Relations reporting requirements.



Input from the community is essential if we are to fulfil our obligations and commitments



Women's Issues

The Service conducted its second RFS Women's Conference during the reporting period. The purpose of these conferences is to enable women of the RFS to gain further access to information, training/education and other resources that are available throughout the Service. The second conference was held in the Hunter Region, and was attended by over 50 participants and was regarded as a great success by those who attended.

The occupants of the positions of Women's Liaison Officer and the Departmental Spokeswoman resigned their positions during the reporting period. With the advent of the transfer of over 300 District staff from Local Government to State Government on 1 July 2001 the Service will take action to fill these positions soon after these new staff have come on board.

Disability Action Plan

Accommodation needs and relocation of staff has become a pressing issue for the Service, particularly at Head Office and whilst this is dealt with under the accommodation plans and strategies the Disability Action Plan is also activated to ensure that the Service is complying with its social and legal obligations. In keeping with equity protocols disability access has been continually improved at the Rosehill Head Office to ensure the appropriate access to parking, site buildings and internal amenities.

The Service will be reviewing its obligation and commitments outlined in its existing Disability Action Plan in the next reporting period.

Customer Comments

Feedback on the Service's perceived and actual performance has been invaluable in helping the Service to develop plans, policies and initiatives consistent with the community's needs and government and customer expectations. This feedback, from volunteers, salaried officers, stakeholders and members of the public is essential if we are to fulfill our obligations and commitments.

The Service maintained its commitment to the Code of Conduct with all new staff being briefed at induction and provided with a copy of the Code or electronic access to it. There were no amendments to the Code during the year.

Conclusion

Leadership and management of the Service at all levels was consistent with the objectives and performance targets of the Strategic Plan. The sheer magnitude of the task of transferring responsibilities and human resources from districts to the Service, together with the development and implementation of policies and processes placed extraordinary pressures on all levels of management. It is of major importance to recognise that fundamental to the Service's continued growth and development is the recognition and retention of the volunteer base. The volunteers now have a greater voice in the future directions of their Service.

Regular regional visits by senior management; a regular program of information workshops; better corporate communication; and regional volunteer fora were, and will continue to be designed to ensure greater volunteer participation in all aspects of the Service's activities.

It is undeniable that the Service is better positioned than ever before to meet the needs of the community and the expectations of the Government. As always, communication and transparency of processes and policies, both in theory and in application, will be essential parts of our management and leadership practices.

OBJECTIVE

Professional Incident Response to Fire and other Emergencies

OUR GOAL

WHAT WE DID

HOW WELL WE DID IT

FUTURE GOALS

Effective fire investigation capability.

- Appointed full-time Manager Fire Investigation.
- Developed programs to train fire investigation personnel.
- Developed resources for Statewide Service use.

- Programs in place for personnel training.
- Training targets established.
- Inter-Service protocols signed.

- 46 investigators to undergo training.
- Service focus group to be established.
- Service Standards and Standard Operating procedures to be developed.

Effective operational management.

- Developed comprehensive written operational management doctrine.

- Doctrine adopted.

- Develop operational exercising program.

Electronic service delivery.

- Rolled out Statewide communications platform to 121 sites.
- Computerised Asset Track databases implemented.

- Compliance with Government policy on ESD.

- Continuous improvement.

Better radio communications.

- Formed a state working party in order to review and develop appropriate doctrine
- Collation and review of relevant legislation and existing policies.
- Review and adjustment of communications equipment available within the equipment catalogue.

- Reviews initiated.
- Equipment catalogue reviewed and updated accordingly.

- Radio communication policy to be developed and promulgated.
- Equipment catalogue to be reviewed annually.

Improving RFS State Assistance Process.

- Reviewed State Assistance Plan Standard Operating Procedures.

- All State Assistance Plan Standard Operating Procedures upgraded to accommodate responsibilities and accountabilities.

- Complete review of State Assistance Plan.

Computer aided despatch.

- Computer equipment and link to NSWFB despatch system installed.

- Terminal online and operational.

- Software development to allow for the analysis of data and reporting of Service activity and performance.

OBJECTIVE

Professional Incident Response to Fire and other Emergencies (Cont.)

OUR GOAL	WHAT WE DID	HOW WELL WE DID IT	FUTURE GOALS
Better aviation management.	<ul style="list-style-type: none"> Aviation Standard Operating Procedures Manual and Aviation Assistance Plan published. Co-ordinating Committee Policy drafted Training program developed. Aviation safety program progressed. 	<ul style="list-style-type: none"> Issued to all districts and aircraft operators Issued to all districts and utilised during fire season. Agreement between relevant agencies in preparation of the Policy. Four more aviation Managers completed formal training. Contract and casual hire specifications upgraded and audits on dedicated contractors completed. 	<ul style="list-style-type: none"> Continue development of Policies, Service Standards and Procedures. Review existing doctrine. Publish Policy position. Implementation of annual training program based on needs analysis and competency maintenance. Aviation safety program be developed and implemented.
Improve operational management.	<ul style="list-style-type: none"> Manual developed. 	<ul style="list-style-type: none"> Manual distributed, including electronic templates and forms to Operational Centres of the Service, relevant state and interstate agencies. 	<ul style="list-style-type: none"> Operational Management Folder to be reviewed on an ongoing basis.
Better inter-Service liaison on 000 calls.	<ul style="list-style-type: none"> Service Level Agreement developed between Service and NSW Fire Brigades. 	<ul style="list-style-type: none"> Extensive consultations between parties. SLA approved, signed and promulgated. 	<ul style="list-style-type: none"> Familiarisation workshops to be conducted for members of both services. Monitoring system to be developed.

2

Professional Incident Response to Fire and other Emergencies

In terms of overall fire activity the year was comparatively quiet although in the north of the State there were significant fires. Volunteers from other areas were sent to the north to support and relieve local crews. In total there were 17 declarations under section 44 of the *Rural Fires Act, 1997* incorporating 107 fires and 292,836 hectares of land, of which 253,697 hectares were in the Northern Region.

Declarations included the local government areas of Great Lakes, Lake Macquarie, Campbelltown, Manilla, Uralla, Tenterfield, Walcha, Armidale, Dumaresq, Greater Taree, Pristine Waters, Guyra, Severn, Warringah, Hornsby, Cessnock, Narrandera, Singleton, Shoalhaven, Wyong, and Cobar.

Additionally there were 41 class 2 fires (larger scale multi-agency incidents) across the State impacting on 16,770 hectares of land. Thirteen of those fires were in the Northern Region and burnt 9,170 hectares.

There were twenty-eight days of Total Fire Ban declarations across the various seventeen weather districts.

State Operations and Service Support Centre

The Service's involvement in the 2000 Sydney Olympic Games and the subsequent Paralympic Games necessitated the Service's State Operations Centre to be 'operational' for the duration.

The Operations Centre was refurbished in November 2000 to facilitate a move by the Service Support Centre (SSC) (previously called the Call Centre) to the Operations Centre. This move enhanced the role of the SSC and allowed a more fluid approach to operational activities as well as the provision of a higher standard of customer service to rural fire districts.

During the year, staff of the SSC completed the input of data into the Service's new Firezone database. The data consisted of information received from 143 rural fire districts across NSW and included brigade membership details, service histories and brigade resource information.

The system of operational status reporting has been substantially improved with modifications being made to increase the level of information being captured from districts.

The Service continues to develop, review and improve standard operating procedures to ensure that optimum levels of service are provided to the Service's customers.

Paging Networks

The Service continued to assist rural fire districts to improve paging networks and many have benefited from the installation of district joint paging systems that provide greatly increased coverage. Currently there are 110 districts utilising the dedicated paging system.

Radio Communications

The Service's districts are serviced by a comprehensive communications system comprising the Government Radio Network (GRN)(where available), private mobile radio (PMR) networks, UHF strategic networks and VHF fireground radios. All main radios used by districts and brigades contain profiles with all Service frequencies allowing radio communication between Service units no matter where their point of origin. The radios also contain the Service's repeater frequencies. A number of ambulatory channels and a number of emergency service liaison channels have also been fitted enabling radio communications with other emergency services and support agencies.

Environmental Protection

Links were maintained with the Air Quality Section of the Environment Protection Authority (EPA). Advance notice of EPA concerns regarding impending poor air quality in the Sydney Basin enabled better planning for hazard reduction burning to occur. Notwithstanding, exemptions to any curb on open burning remained available to the Service to enable hazard reduction to be undertaken.


Aviation

The implementation of better management strategies improved the ability to respond aircraft to fire and flood incidents. This included standby and response operations during the 2000 Sydney Olympic Games to minimise the impact of smoke on Olympic venues. Major airbases, staffed by volunteers, were established to support a number of operations including, on several occasions, the deployment of fixed-wing air tankers. During the period September-October all helicopter assets available in NSW, Victoria, and south Queensland were deployed and managed by State Operations and locally established aircraft units.

Draft aviation standard operating procedures were issued to all districts and aircraft operators and an aviation assistance plan was published. Additionally, the Bush Fire Coordinating Committee's policy on aviation was drafted.

Training of specialist aviation staff resulted in the establishment of another airbase group centred at Wagga Wagga and the introduction of an aviation radio procedures course.

Contracts for the supply of two medium helicopters and two fixed-wing air tankers were renewed.



Better management strategies provided a better ability to respond aircraft to fire and flood incidents



OBJECTIVE

Cost Effective Risk Management Principles, Policies and Processes

OUR GOAL	WHAT WE DID	HOW WELL WE DID IT	FUTURE GOALS
Better community education.	<ul style="list-style-type: none"> • 12 new programs workshopped at Community Education Conference. • 79 districts submitted community education strategies. • Schools program endorsed by NSW Board of Studies. 	<ul style="list-style-type: none"> • Workshops developed new programs. • 19% increase over previous year. • 80% of pilot program surveyed residents consider Community Fireguard of value. • 84% teacher evaluation sheets for Fireguard for Kids rated Program as excellent. 	<ul style="list-style-type: none"> • 4 new programs to be implemented. • Residents' surveys to continue.
Increased community awareness and responsibility.	<ul style="list-style-type: none"> • Conducted surveys and focus groups; participated in public displays; and • Undertook advertising campaigns. 	<ul style="list-style-type: none"> • In pilot program <ul style="list-style-type: none"> - 93% people welcome assistance of RFS. - 93% know what '000' is for. - 84% know what protective clothing to wear. - 77% have firebreaks prepared. - 94% know location of local fire station. • Winner "Best in Show" 2001 Sydney Royal Easter Show. 	<ul style="list-style-type: none"> • Exhibit at all major shows. • Work with NSW Police Service to ensure understanding of RFS and its role.
Improve existing bushfire risk management procedures, structures and processes.	<ul style="list-style-type: none"> • Revised Planning for Bushfire Protection publication. • Revised Standards of Fire Cover document. 	<ul style="list-style-type: none"> • Publication deferred until 2001/2002. 	<ul style="list-style-type: none"> • Roll out of 'e-format' SOFC to districts. • Research into the environmental effects of fire regimes on endangered ecological communities. • Preparation of Code of Practice for hazard reductions.
Provide training to cover all aspects of bushfire risk management.	<ul style="list-style-type: none"> • Prescribed burning course revised. • Fire weather courses held. • Developed ecology training module for Fire Control Officers. 	<ul style="list-style-type: none"> • Interagency Working Party meeting regularly. • 2 courses completed and personnel trained. • Pilot program scheduled for 2002. 	<ul style="list-style-type: none"> • Implementation of revised prescribed burning courses. • Additional Fire Weather courses to be run. • Fire ecology courses to be delivered to Fire Control staff.
Identification of community expectations in risk management planning.	<ul style="list-style-type: none"> • Procedures analysed. • Councils surveyed. 	<ul style="list-style-type: none"> • Problem areas identified. 	<ul style="list-style-type: none"> • Training and community education programs to be developed and delivered.
Accident Prevention.	<ul style="list-style-type: none"> • Familiarised members of Service with new SOPs. 	<ul style="list-style-type: none"> • 12 workshops informed members of requirements. 	<ul style="list-style-type: none"> • Principles of Crew Resource Management (CRM) to be integrated into appropriate RFS training programs.
Firefighter Training.	<ul style="list-style-type: none"> • Extensive training assessment and certification programs. • 72 training courses run. 	<ul style="list-style-type: none"> • 26,970 person hours of training at State and regional level; 282,135 person hours at local level. • 80% active firefighters (33,962) competent to BF level or higher. • 50% of brigade officers (5,090) competent to Crew Leader (CL) level or higher. 	<ul style="list-style-type: none"> • Assessor training and improved assessment services. • Increase number of instructor workshops. • Improve safety of and lessen risk to members of Service.

OBJECTIVE

Cost Effective Risk Management Principles, Policies and Processes (Cont.)

OUR GOAL

Develop risk management 'best practice'.

Safety and Welfare of volunteers and salaried staff.

WHAT WE DID

- Inter-agency working party to review Prescribed Burning Course.
- Developed ecology module for FCOs.
- Bushfire Coordinating Committee reviewed current processes for bushfire risk management planning.
- Integrated risk management principles into Accident Prevention SOPs.
- 72 training courses at State/regional level.

- Workplace assessments.

- Enhanced levels of Critical Incident Support Services (CISS).

- Develop Member Assistance Program.

- Stress Management Programs.

HOW WELL WE DID IT

- Work to be implemented in 2001/2002.
- Course scheduled for September 2001.
- State Bush Fire Plan endorsed by BFCC.
- 5 Accident Prevention Workshops.

- All sections completed.
- Manual handling risk assessments reviewed.
- Review of OH&S draft policies completed.

- Program for selection, training and recruitment introduced.

- Program of referrals and available local resources provided to members.

- Series of brochures produced.
- Trial/pilot program produced.

FUTURE GOALS

- Revise & publish 'Standards of Fire Cover' document and rollout e-format version.
- Conduct ecology awareness course.
- Publish 'Planning for Bushfire Protection'.
- Prepare Code of Practice for Hazard Reduction.
- Integrate Service GIS across all State agencies.

- Further review following instructions.
- Completion of Safety and Welfare Manual.

- Network of 100 Peer Supporters across NSW.

- Analyse and review program.

- Program to be assessed by Industry Reference Group.
- Ergonomic Assessments of vehicles/appliances, brigade stations and fire control facilities.
- Development of improved data collection, collation and analysis.

Communication - an essential component of our management philosophy



Cost Effective Risk Management Principles, Policies and Processes

Internationally, fire agencies are primarily focusing on prevention of fires rather than on suppressing them. For the Service this means that we must seize the initiative by providing appropriate levels of resources to ensure that levels of risk to the community are minimised.

During the year under review these initiatives have manifested themselves in several areas:

- community education;
- risk management planning;
- environmental protection;
- safety and welfare;
- design and supply of firefighting appliances;
- personal protective equipment for firefighters; and
- training.

Community Education

In driving the concept that communities must be prepared to take responsibility for their own protection there was a high level of commitment and resource allocation directed at local communities.

Local fire districts were encouraged to develop and implement education programs targeted at their specific communities. Subsequently, seventy-nine districts submitted local community education strategies, an increase of nineteen per cent over the previous year. The Fourth Community Education Conference held at Dubbo attended by 284 volunteer and salaried delegates workshopped and endorsed twelve new programs. Ten Community Fireguard facilitator workshops trained 260 new facilitators as part of the strategy to motivate and support all levels of the Service to implement education and awareness programs. Supporting these initiatives in the schools system the NSW Board of Studies endorsed the schools program that is designed to teach students about fire, its impact on their communities and how the risk of fire can be reduced by individuals taking a degree of responsibility for their own protection.

In a major effort to heighten the community's awareness of the Service, its role and the mutual responsibility of both to prevent fires a series of focus groups, surveys, workshops and displays in the Northern Region showed that:

- 98% of respondents welcomed the assistance of the Service;
- 93% knew the meaning of 'Total Fire Ban';
- 93% knew that '000' was the emergency telephone number;
- 84% knew the appropriate clothing to wear in a bush fire;
- 77% had firebreaks prepared to protect their property;
- 80% knew when they had to apply for a fire permit; and
- 94% knew the location of their local fire station.

As recognition of the leadership and expertise of the Service in this area there are four other states currently using Service resources or programs to promote community education.

Risk Management Planning

Under a series of strategies designed to address the various issues in this significant area of the Service's, and the community's, joint responsibilities the Service examined all aspects of this topic and there were a number of important outcomes.

In looking at matters concerning planning for bush fire protection the Service contracted CSIRO to examine the current assessment methodologies for bush fire hazards and update these for use in the implementation of Australian Standard AS3959 (Building in Fire Prone Areas) and the Service's own publication 'Planning for Bushfire Protection'. The results of the research provided useful findings for the development of an application model for the Service's publication.

In another area, the Service and the University of Western Sydney obtained a Commonwealth Government grant for research into the environmental effects of fire regimes on endangered ecological communities. The communities covered by this research are Cumberland Woodlands and the use of fire in such communities is little understood. It is hoped that the research will provide answers on the suitability of certain fire regimes to promote biodiversity and the protection of human life in western Sydney where these communities occur.

Fundamental to the support of philosophies and policies of risk management is the ability to have trained Service members who not only understand them but are also competent in delivering solutions. In the development and implementation of training programs to cover all aspects of risk management courses were held in:

- Prescribed Burning;
- Ecology Awareness; and
- Fire Weather.

In addition, the Service engaged the University of Western Sydney to provide a set of learning outcomes, learning materials and a training curriculum in 'Fire and the Environment' for fire control staff. A pilot course is scheduled for September 2001, with further courses being held in 2002.

Bush Fire Management Plans

A major component of the Service's risk management strategies is the local development of Bush Fire Management Plans through the local Bush Fire Management Committees and here there has been extremely good progress during the year. All but four of the District Operational Plans have been approved. Of the 125 Bush Fire Risk Management Plans submitted, 94 were endorsed for public exhibition; a solid achievement reflecting the importance of involving local communities and agencies in the identification of local bush fire risk problems and developing strategies to address and overcome them.

Standards of Fire Cover

With a few exceptions, the first round of Standards of Fire Cover was completed. The review identified last year was carried out and subsequently a new system for determining local standards of fire cover is to be implemented.

'Mesoscale' Weather Modelling Project

In conjunction with the Bureau of Meteorology and the University of New South Wales, the Service obtained a federal 'Strategic Partners in Industry – Research and Training' grant extending over the next three years. The innovative HIREs (High REsolution) weather modelling program will determine a forecast for a very small area with greater accuracy than current large scale weather forecasting methods. The grant will enable further refinement of the model and will extend its wider economic and social benefits with more accurate prediction of smoke trajectories. Prescribed fires may then be carried out when they will have least impact on the community.

The Service continued its financial support to Project Vesta, a joint research program between CSIRO and the West Australian Department of Conservation and Land Management to investigate the behaviour and spread of high intensity forest fires. The research found that the presently used McArthur Fire Danger Meter – used to predict fire behaviour – under-predicts the potential rate of spread over most fire danger indices.

Bush Fire Coordinating Committee

The Planning Services Section continued to provide support to the Bush Fire Coordinating Committee and its three standing committees.

Protective Clothing and Other Equipment

Once again the Service retained its pre-eminent position in the areas of personal protective clothing for volunteer firefighters and the design of fire appliances. The Service represents Australia at meetings of the International Standards Organisation, a situation that continues to reflect the high credibility and esteem in which the Service's expertise is held.

During the year funding \$25 million funding was allocated for the purchase of 270 new and refurbished tankers and in excess of \$19 million was spent on the provision of other firefighting equipment. Extensive consultation was undertaken with end users to ensure that the equipment and appliances supplied met the needs of our customers and the needs of the Service. Research continued with CSIRO into fire appliance spray protection systems and a new appliance inspection system was implemented to ensure that appliances were delivered to brigades in a fully operational condition.

The Service will continue its allocation of funds and resources to areas of firefighter safety and, through the continued application of efficient risk management and assessment practices, will provide its volunteers firefighters with the best protection possible. The priority given by the Government and the Service to providing volunteers with the best protective clothing, firefighting vehicles and other equipment continues to reflect the commitment to safety and effective risk management.

Research and development continued into a range of other related issues.



New welfare programs for volunteer and salaried members of the Service



Safety and Welfare

Serious Accident Reduction Project

Accident prevention standard operating procedures were introduced covering a range of topics including hazard, near miss and accident reporting systems; accident investigation; local safety improvement systems; safety management audits; and a register of firefighter accidents.

Imminent changes to NSW health, safety and welfare legislation identified the need for a review of the Service's safety and welfare plan and this was begun.

The position of Coordinator for Welfare Services will be filled early next year with responsibility for the management of all welfare programs for volunteer and salaried members of the Service.

Critical Incident Support Services (CISS)

The CISS program continued to provide educational fora and critical incident support to all Service members involved in an operational incident. Selection training and recruitment of additional Peer Supporters began and it is anticipated that a network of one hundred Supporters will be established across the State by the end of next year.

Employee Assistance Program

The Program continued to provide an internal counselling and referral service available to all staff and their immediate families in relation to work and non-work related matters.

Member Assistance Program

The Service has recognised that volunteers may be affected by situations not directly relating to their operational involvement and, in these cases, a program of referrals and local resources availability was made available to members on an informal basis. The program will be reviewed next year.

Chaplaincy

The Chaplaincy Service was fully supported throughout the year and there were regular quarterly meetings for the exchange of non-urgent information. With the support of volunteer Associate Chaplains the Chaplaincy Program focused on three main areas of ministry, that of physical, cognitive and spiritual development. The Chaplaincy continually provided a service on a 24-hour/7 day week basis.

Following a commitment by the Premier in 1999, the Senior Chaplain, assisted by other Service chaplains, conducted a service of dedication at the memorial to all volunteer members of emergency services who lost their lives protecting the community.

Chaplaincy activity for the year is detailed in Appendix 7.

OBJECTIVE

A continuous learning culture recognising the value of all Service members

OUR GOAL

Accident Prevention.

WHAT WE DID

- Produced 'Firefighter Safety Digest'.
- Local safety improvement system introduced.

HOW WELL WE DID IT

- Feedback very positive.
- Focus groups of RFS members assisted in development of SOPs.
- Complied with WorkCover HazPak approach.

FUTURE GOALS

- Service Firefighter Safety Committee to be formed.
- Hazard, near misses and accident reporting systems to be promoted as essential components of State-wide program.

A continuous learning culture recognising the value of all Service Members

The Service supports individual ambition, a wish for professional self improvement, and the need for clear career development. The Service has recognised these needs in the Strategic Plan as part of its human resource and training initiatives.

Cooperative relationships were developed with the University of Western Sydney and NSW TAFE for the development of Service leadership and managerial skills. To reflect the commitment of the Service in this area a new position was created specifically to address the development of these skills. Fire Control staff participated in 103 modules of leadership and management training and of these modules participants were assessed and certified as competent in twenty-eight.

The Service has 42,408 active firefighters of whom 33,962 (80%) are competent to Bush Firefighter (BF) level or above. The Service has 681 Group Officers, while 729 existing and prospective Group Officers are certified competent to Group Leader (GL) level. The Service has 10,136 brigade officers of whom 5,090 (50%) are competent to Crew Leader (CL) or above. Underpinning this significant training achievement are 1,406 instructors and 314 assessors.

The average number of sick days taken by staff also fell considerably from 3.73 last year to this year's 3.59.

The Service's investment in its people is reaping substantial rewards as the professional and academic qualifications of salaried staff and the volunteers are reflected in better performance, contribution to Service objectives, and personal and professional job satisfaction.



The Service supports individual ambition



OBJECTIVE

Providing competitive income earning services to meet customer needs

OUR GOAL	WHAT WE DID	HOW WELL WE DID IT	FUTURE GOALS
National Learning Programs.	<ul style="list-style-type: none"> On behalf of AFAC, developed learning manuals for private sector. Income offsets cost of Training Services involvement. 	-	-
Market development.	<ul style="list-style-type: none"> Income of \$114,330. Business opportunities identified in Malaysia, Indonesia, Croatia and China. Potential markets identified. Strategic alliances developed. 	<ul style="list-style-type: none"> Alliances formed with World Bank, AusAID, Asia Development Bank, other non-government organisations and the private sector. 	<ul style="list-style-type: none"> Continued Growth.
Involvement of volunteers.	<ul style="list-style-type: none"> Volunteers provided practical demonstrations for visiting foreign delegations. 	<ul style="list-style-type: none"> Feedback from visitors on performance of volunteers excellent. 	<ul style="list-style-type: none"> Continued volunteer involvement.
Benchmarking.	<ul style="list-style-type: none"> Evaluated RFS and foreign procedures, practices and training. 	<ul style="list-style-type: none"> Data to be used to improve RFS incident management and training of senior officers. Agencies adopted some RFS procedures. 	<ul style="list-style-type: none"> Benchmarking and performance measures to be further developed and refined.

Providing competitive income earning services to meet customer needs

For the review period business development initiatives continued to grow but at a rate slower than last year. Nevertheless, several international projects were initiated and investigations begun into other potential opportunities. Projects were undertaken in USA, Malaysia, Indonesia, Croatia and China. Potential areas of opportunity included Bhutan, China, Indonesia and South Korea.

Visits were undertaken to investigate markets in Bhutan, Malaysia and China. The Service hosted visits by delegations from those countries and the feedback received has been useful in all respects. For those visits, and also a visit by a South Korean delegation, volunteers were extensively involved in providing demonstrations and background information.

Strategic partnerships were developed with the World Bank, AusAid, the Asian Development Bank and others and, as a consequence, several new projects have been identified including an environmental rehabilitation project in China and a design study mission in Papua New Guinea.

AusAid funded a major ASEAN project in West Kalimantan, the agency Agriculture Fisheries and Forestry Australia (AFFA) funded a study tour of forest fire management in China, and the World Bank funded a project review mission in Croatia.

Fourteen Service members participated in market entry activities and implementation projects in USA, Indonesia, Croatia, China and Malaysia.

On behalf of the Australasian Fire Authorities Council the Service developed a comprehensive series of nationally recognised learning manuals for fire and emergency training in general industry. Commercial income for their development was used to ensure that the work did not impact the core functions of the Training Services section and provided supplementary income for the section's normal activities.

Corporate Executive Group

Phil joined the Service in 1967 as a volunteer in the Blue Mountains and progressed through the ranks to become Fire Control Officer in 1970, a position he held until 1982. He was then appointed Emergency Services Policy Analyst to the then Minister for Police and Emergency Services before being appointed Chairman of the Bush Fire Council of NSW and Executive Officer of the Bush Fires Branch of the Minister's office in 1985.

In 1989 he was appointed Director-General of the Department of Bush Fire Services and, in 1993 he was appointed Commissioner of Bush Fire Services. In January 1994 he was appointed overall Emergency Controller for major bush fires that were burning in eastern New South Wales and, in September 1997, following the proclamation of the *Rural Fires Act, 1997*, he was appointed Commissioner and Chief Executive Officer of the New South Wales Rural Fire Service.

Phil is Chair of the NSW Rural Fire Service Advisory Council, Bush Fire Coordinating Committee and the State Rescue Board.

He was awarded the British Empire Medal in 1978, made a Member of the Order of Australia in 1994, and awarded the Australian Fire Service Medal in 1995.

Ross joined the NSW Rural Fire Service in 1994 following over 30 years of service in forestry in New South Wales. His involvement with rural fire management exceeds 40 years.

His initial appointment was as Manager of Planning and Research and followed a period of secondment to the Service from the Forestry Commission to assist with preparation for coronial inquiries arising from the 1994 fires. He has served at a number of field locations in the State.

He transferred to the Fire Management section of the Forestry Commission in 1983 and was one of the inaugural team members developing the basic training and crew leader modules.

Ross has extensive international fire experience and has provided fire management advice to major international agencies in Europe, Asia and South-East Asia. He has also been involved extensively with fire management in North America.

Mark has 16 years' Service experience at all levels from firefighter to Assistant Commissioner.

His role covers a wide portfolio including the development of the Service's Strategic Plan, corporate and business plans, Service Standards, policy development, performance management systems, inter-agency liaison, legislative review, information management and coordination, and organisational structure.

Mark has held various positions. He was a member of the review sub-committee of the Fire Services Joint Standing Committee; a State Council member of the NSW Rural Fire Service Association; a member of the State Executive of that Association; and a member of the Bush Fire Coordinating Committee. Mark has represented the Service on international projects in Malaysia, Indonesia and China.

Prior to joining the Service Mark was employed in the consulting engineering industry.

Tony joined the Service in January 1999 as Assistant Commissioner Operations Support. In this role he is responsible for the Service's firefighter support program including engineering and technical services, public affairs, community education, firefighter health and safety, research and development, and training.

Prior to this, he was employed as a forester by the NSW Forestry Commission, with extensive experience in forest and land management across NSW in native eucalypt forest, rainforest, exotic pine and eucalypt plantations in Tumut, Grafton and Eden. He was involved in practical fire management for over thirty years and then was responsible for the Commission's statewide fire policies and strategies. He was the Commission's representative on the State Bush Fire Coordinating Committee and Bush Fire Council and has been an Appointee under Section 44 of the Rural Fires Act, 1997.

Shane has been a member of the Service since 1984 when he joined the Duffy's Forest Brigade where he remained a member for ten years and held the positions of Captain and Deputy Group Captain. He was an active participant in district training, especially in areas of CABA, 4WD and Chainsaw.

In 1994 Shane was appointed Regional Planning Officer in Central East Region and eventually progressed to the position of Acting Regional Co-ordinator before joining the Rosehill staff as State Operations Officer. In 1998 Shane was appointed Assistant Commissioner Operations.

In addition to the responsibilities of the Operations Division, Shane is Chair of the Review and Policy Sub-Committee of the Fire Services Joint Standing Committee.

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

COMMISSIONER
Phil Koperberg AM AFSM BEM

ASSISTANT COMMISSIONER
REGIONAL MANAGEMENT & PLANNING
Ross Smith

ASSISTANT COMMISSIONER
STRATEGIC DEVELOPMENT
Mark Crossweller

ASSISTANT COMMISSIONER
OPERATIONS SUPPORT
Tony Howe

ASSISTANT COMMISSIONER
OPERATIONS
Shane Fitzsimmons, AFSM



Trevor entered the NSW Public Service in 1966. In 1979 he was appointed Secretary of the Bush Fire Council which, at the time, was a branch of the Department of Services. He later transferred to the Office of the Minister for Police and Emergency Services as a result of a number of State government administrative changes. Following the establishment of the Department of Bush Fire Services as a separate Government department Trevor was appointed Assistant Commissioner Corporate Services and more recently Director Corporate Services, responsible for the finance, administration and human resource functions of Head Office.

In 1995, under the Australian System of Honours and Awards, he was awarded the Public Service Medal for outstanding service.

Peter has been employed in the New South Wales Public Service since 1969 with the majority of positions held by him being associated with financial budgeting and monitoring.

Prior to joining the NSW Rural Fire Service in 1988 in the position of Accountant, Peter spent 19 years in the Department of Health and 1 year in the Department of Lands. He is currently Manager, Financial Services, with responsibility for the financial and accounting functions of the Service.

John joined the NSW Rural Fire Service as Senior Media Officer in October 1999. He has been an active volunteer of Warringah Pittwater Headquarters Rural Fire Brigade since 1995. He currently holds the position of Deputy Captain in that Brigade.

John served on the State Executive of the NSW Rural Fire Service Association from 1998-1999 and has been Chairperson of the Warringah/Pittwater Branch of the Association since 1998. He also served as a Councillor on Pittwater Council between 1992-1995, including terms as Deputy Mayor and Chair of the Warringah/Pittwater Joint Bushfire Committee.

Prior to joining the NSW Rural Fire Service he ran his own media consultancy for several years. This followed a background in the Human Resources industry in both a public relations capacity and as head of Economic Research for one of Australia's largest human resource consultancies.

John authored regular columns for major New South Wales and Victorian newspapers focussing on employment issues.

Don has been a volunteer firefighter in the Service since 1976 when he joined Winmalee Brigade and currently holds the rank of Group Captain. He played a key role in the formation of the NSW Rural Fire Service Association of which he was elected President in 1998.

A Chartered Accountant by profession, Don is the managing partner of a firm of Chartered Accountants practising in Springwood in the Blue Mountains.

Don is a director (and former Chair) of a local corporate charity, which operates a flower farm, work crews, a workshop, and provides accommodation services for the disabled. He is a past Secretary and Treasurer of the Springwood Chamber of Commerce.

Don has significant firefighting experience and has also been involved at other natural disaster incidents.

He was awarded the National Medal in 1993.

Born in Springwood, Terry fought his first bush fires in 1957 and 1959 in the Blue Mountains before moving on to join the NSW Police Force, as cadet, in 1960.

After leaving the Force Terry was a farmer and grazier until 1980.

He was Fire Control Officer for Dubbo City Council in 1981 and became the first full-time FCO west of the Divide. Terry was a Section 17 Appointee in 1984 fires in Dubbo and, during the Nyngan floods, he coordinated the operations of 180 Dubbo volunteer bushfire fighters where they took part in sandbagging, evacuation and later recovery operations. Terry was also Deputy SES Local Controller during the Dubbo floods.

Terry was appointed Fire Control Officer for Eurobodalla Council in 1992.

Member of State Executive of the former Fire Control Officers' Association from 1985, and Secretary from 1989 until the Association's absorption into the Rural Fire Service Association (RFS). Secretary (Salaried Officers) (1999-2000) and Vice-President (Salaried Officers) (1999 to present).

Terry was awarded the Australian Fire Service Medal in 1997.

DIRECTOR, CORPORATE SERVICES
Trevor Anderson, PSM



MANAGER, FINANCIAL SERVICES
Peter Hennessy



SENIOR MEDIA OFFICER
John Winter



PRESIDENT, NSW RURAL FIRE SERVICE ASSOCIATION
Don Luscombe



VICE PRESIDENT (SALARIED OFFICERS) NSW RURAL FIRE SERVICE ASSOCIATION
Superintendent Terry Toll AFSM JP



Head and Regional Office Locations and Access

The Service maintains eight regional offices throughout the State each staffed by a Regional Co-ordinator, Deputy Regional Co-ordinator, Regional Planning Officer and a Regional Assistant. There is also a training facility based at Goulburn.

Regions are based on local government boundaries, office hours are from 0845-1700, and regional details are as indicated.

Castlereagh Region

Area	95,875 sq kms
No of Councils	18
No of Fire Control Officers	17
No of brigades	377
No of volunteers	6,919
Regional Co-ordinator	Lance Rainey

Cnr Barwan and Bowen Streets
(PO Box 566)
NARRABRI NSW 2390
Tel 02 6792 4915 or 02 6792 4916
Fax 02 6792 3803 or 02 6792 4256

Central Region

Area	84,548 sq kms
No of Councils	20
No of Fire Control Officers	17
No of brigades	500
No of volunteers	12,000
Regional Co-ordinator	Peter Ryan

Shop 3, Lovell Place
Lovell Street
(PO Box 1342)
YOUNG NSW 2594
Tel 02 6382 5677 or 02 6382 5678
Fax 02 6382 1731

Central East Region

Area	26,700 sq kms
No of Councils	25
No of Fire Control Officers	20
No of brigades	309
No of volunteers	14,640
Regional Co-ordinator	Bruce Holz

Suite 5
235-239 High Street
PENRITH NSW 2750
Tel 02 4722 8444
Fax 02 4722 9414 or 02 4722 8588

Hunter Region

Area	39,372 sq kms
No of Councils	14
No of Fire Control Officers	14
No of brigades	248
No of volunteers	6,394
Regional Co-ordinator	Brian Pickford

Suite 1, 20 Cumberland Street
(PO Box 233)
CESSNOCK NSW 2325
Tel 02 4991 1233 or 4991 1302
Fax 02 4991 1405 or 4991 1472

Northern Region

Area	56,520 sq kms
No of Councils	19
No of Fire Control Officers	18
No of brigades	262
No of volunteers	7,567
Regional Co-ordinator	Ian Thomas

Level 4, State Office Block
Victoria Street
(PO Box 1)
GRAFTON NSW 2460
Tel 02 6643 2512 or 6643 2514
Fax 02 6643 2515 or 6643 4965

Riverina Region

Area	66,000 sq kms
No of Councils	22
No of Fire Control Officers	15
No of brigades	266
No of volunteers	8,000
Regional Co-ordinator	Mick Beltran

584 Stanley Street
(PO Box 1033)
ALBURY NSW 2640
Tel 02 6041 5384 or 6041 1446
Fax 02 6021 7092 or 6023 2011

Southern Region

Area	50,000 sq kms
No of Councils	13
No of Fire Control Officers	12
No of brigades	202
No of volunteers	8,863
Regional Co-ordinator	Barry Belt (until July, 2000)

Acting Regional Co-ordinator
Ian Dicker
(from July, 2000)

2 Crown Street
(PO Box 138)
BATEMANS BAY NSW 2536
Tel 02 4472 4165 or 4472 4129
Fax 02 4472 4126 or 4472 4401

Western Region

Area	570,000 sq kms
No of Councils	13
No of Fire Control Officers	7
No of brigades	215
No of volunteers	3,967
Regional Co-ordinator	Gordon Hill

62 Marshall Street
(PO Box 468)
COBAR NSW 2853
Tel 02 6836 1566 or 6836 1564
Fax 02 6836 1563 or 6836 4509

Goulburn Training Office

NSW Government Offices
159 Auburn Street
(PO Box 701)
GOULBURN NSW 2580
Tel 02 4822 1238 or 4822 1116
Fax 02 4821 9833

Head Office

3/175 James Ruse Drive
ROSEHILL NSW 2142
(Locked Bag 17)
GRANVILLE NSW 2142
Tel 02 9684 4411
Fax 02 9638 7956

General



**We listened.
We responded.
We informed and
We delivered.**



Statement on Standards for the Provision of Services

Service provision is in accordance with the commitments and criteria as detailed in the Strategic Plan, copies of which can be obtained free of charge from the Service's head and regional offices or by telephoning 9684 4411.

The review process for assessing levels of service performance is itself under review to ensure that it complies with the review of quality management processes being developed within the Service.

Contract and Market Testing

Policies and action plans have been developed to address issues of contracting and market testing in areas of equipment supply, training and community education.

The Commissioner and senior staff of the Service undertake a regular program of regional visits during which valuable feedback on service provision is obtained.

Overseas Visits

Various officers of the Service visited Malaysia, China, Papua New Guinea, Indonesia, and West Kalimantan on nine separate occasions to discuss, as appropriate, new business opportunities, forest fire management, a community fire management project, and improvements to a local fire service.

Two officers travelled to the United States of America to participate in suppression activities for forest fires in Montana.

The Manager, Engineering Services, in his capacity as the Australian representative on the International Standards Organisation travelled, at ISO expense, to Japan and Italy to attend meetings on firefighter protective clothing.

Guarantee of Service

The Service's customer service Vision Statement remains

"To consistently deliver to our customers the highest possible levels of service".

Underpinning the Vision is our Customer Service Commitment, which is to:

Listen

to the needs and concerns of our customers and stakeholders

Respond

to needs and concerns by finding and implementing the most cost-effective and environmentally acceptable solutions

Inform

the community to the fullest extent possible of bush fire prevention, protection and safety measures available to assist in reducing the threat of and potential losses from fire; and

Deliver

our services in a manner that ensures we provide value for money in the operations and management of a rural fire service.

The Guarantee of Service itemises measurable commitments and constant monitoring of them has enabled the Service to identify and remedy service deficiencies.

Future performance measurement will be by way of benchmarking and the pursuit of best practice as part of the process of continuous improvement.

Consumer Response

The Service continued to be well regarded by its customers and stakeholders.

The Guarantee of Service encourages the lodgement of complaints where this is considered justified and provides detailed information as to how this should be done.

Any complaints received are given priority attention and resolved at the earliest opportunity.

Annual Report – Print Run and Unit Cost

One thousand copies of this Report have been published with copies available for sale to the general public at \$15 each. The unit cost for production was \$15.



Payment Performance

A summary of the Service's payment performance for the year is as follows:

Aged analysis at the end of each quarter \$000's

Quarter	Current (i.e. within due date) \$	Less than 30 days overdue \$	Between 30 and 60 days overdue \$	Between 60 and 90 days overdue \$	More than 90 days overdue \$
September Quarter	36	-	-	-	-
December Quarter	898	111	1	-	-
March Quarter	1297	54	3	-	-
June Quarter	622	52	-	-	-

Accounts paid on time within each quarter \$000's

Quarter	Total Accounts Target %	Paid on Time Actual %	\$	Total Amount Paid \$
September Quarter	95.0	97.4	17,866	18,343
December Quarter	95.0	95.2	36,121	37,942
March Quarter	95.0	95.4	26,397	27,670
June Quarter	95.0	97.5	17,720	18,174

The Service has been able to meet targets set for payment performance increasingly by increased use of direct deposits.

There was no interest paid for late payments.

Engagement of Consultants

Eight consultants were retained during the 2000-01 financial year at a total cost of \$653,437 compared with fourteen consultants at a total cost of \$851,873 for the previous year.

Consultants engaged at a cost exceeding \$30,000 were as follows:

Incheck Systems

Computer System Development
and Implementation, Firezone, Training
\$374,896

Abbott Consulting

Management Systems Development
\$95,213

Diplomacy Management Consultants

Management Systems Development
\$101,032

Five other consultants were engaged at a total cost of \$82,296.

Sale of Property, including Land

The Rural Fire Service does not own any land or property.

Major Assets

	00/01	99/00
Computer Equipment	\$364,000	\$372,000
General Equipment	\$1,567,000	\$1,007,000

Grants to Outside Organisations

	00/01	99/00
Nature Conservation Council	\$60,000	\$40,000
Volunteer Rescue Units (through Office for Emergency Services)	\$587,000	\$575,000
Rural Fire Service Association	\$65,000	\$15,000
Total	\$712,000	\$630,000

Executive Remuneration

In the light of the recognition by the State Government that the public had the clear right to know how much senior public servants are paid and the need for more transparency in the reporting of senior executive salaries, the following information is provided:

Position	SES Level	Total Annual Remuneration
Commissioner Mr P C Koperberg	5	\$190,950.00

Audit Office – Performance Audit Review

In March 2001, the Audit Office reviewed implementation of its December 1998 Performance Report into Co-ordination of Bushfire Fighting Activities. The follow-up performance review was submitted to Parliament on 19 June 2001.

The Audit Office found that eight of the fourteen recommendations from the 1998 audit had been implemented by the Service although not all changes have taken effect.

The Audit Office also noted that the Service was implementing arrangements (e.g. the change management program) which aimed to address many of the outstanding issues raised in the original audit.

A project plan including the establishment of an Audit Committee has been approved by the Commissioner and put into effect.

The Committee has the following terms of reference:

- Review process on the implementation of the recommendations of the December 1998 Performance Audit into the NSW Rural Fire Service;
- Determine working parties to implement those recommendations that have not been implemented;
- Report on the progress of the implementation of the above recommendations within the 2000/2001 Annual Report of the NSW Rural Fire Service; and
- Ensure arrangements are in place for reporting in subsequent annual reports.

Privacy and Personal Information Act, 1998

In response to the requirements of the Privacy and Personal Information Act, 1998, the Service is now well advanced in the preparation of a Service Standard and procedures relating to the protection of private information.

A Service Standard has been developed, which specifies requirements for the handling of personal data collected in the course of non-operational activities including the personal particulars of Service members and recordings of non-operational telephone and radio calls. The Service Standard provides for a confidentiality undertaking by officers with access to personal information, including the Service's database, Firezone. Protocols and procedures for access to the Firezone database are also in place.

In addition, a new membership form has been developed which makes clear the purposes for which the information has been collected as well as how it will be managed.

The Service Standard and procedures will form the basis of the Service's Privacy Management Plan.

Financials



Budget for the
year exceeded
\$93 million





BOX 12 GPO
SYDNEY NSW 2001

INDEPENDENT AUDIT REPORT

NEW SOUTH WALES RURAL FIRE SERVICE

To Members of the New South Wales Parliament and the Commissioner

Scope

I have audited the accounts of the New South Wales Rural Fire Service for the year ended 30 June 2001. The Commissioner is responsible for the financial report consisting of the accompanying statement of financial position, statement of financial performance, statement of cash flows, program statement - expenses and revenues and summary of compliance with financial directives, together with the notes thereto, and information contained therein. My responsibility is to express an opinion on the financial report to Members of the New South Wales Parliament and the Commissioner based on my audit as required by sections 34 and 45F(1) of the *Public Finance and Audit Act 1983* (the Act). My responsibility does not extend to an assessment of the assumptions used in formulating budget figures disclosed in the financial report.

My audit has been conducted in accordance with the provisions of the Act and Australian Auditing Standards to provide reasonable assurance whether the financial report is free of material misstatement. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates.

These procedures have been undertaken to form an opinion whether, in all material respects, the financial report is presented fairly in accordance with the requirements of the Act, Accounting Standards and other mandatory professional reporting requirements, in Australia, so as to present a view which is consistent with my understanding of the Service's financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In my opinion, the financial report of the New South Wales Rural Fire Service complies with section 45E of the Act and presents fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements the financial position of the Service as at 30 June 2001 and the results of its operations and its cash flows for the year then ended.

Peter Carr
Director of Audit
(duly authorised by the Auditor-General of New South Wales
under section 45F(1A) of the Act)

SYDNEY
12 October 2001

All communications to be addressed to:

Head Office
NSW Rural Fire Service
Locked Mail Bag 17
Granville NSW 2142

Telephone: (02) 9684 4411

e-mail: firstname.lastname@bushfire.nsw.gov.au

Head Office
NSW Rural Fire Service
Unit 3, 175-179 James Ruse Drive
Rosehill NSW 2142

Facsimile: (02) 9638 7966

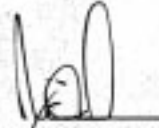


Your Ref:
Our Ref:

**NSW RURAL FIRE SERVICE
FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30 JUNE 2001**

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 Sector Dependent General Government Sector Agencies, the applicable clauses of the Public Finance and Audit (General) Regulation 1995 and the Treasurer's Directions;
- (b) The statements exhibit a true and fair view of the financial position and transactions of the Service; and
- (c) There are no circumstances which would render any of the particulars included in the financial statements to be misleading or inaccurate.


P.C. Koperberg AM, AFSM, BEM
Commissioner

Statement of Financial Position as at 30 June 2001

	NOTES	ACTUAL 2001 \$'000	BUDGET 2001 \$'000	ACTUAL 2000 \$'000
ASSETS				
Current Assets				
Cash	8	15,808	16,710	17,380
Receivables	9(a)	2,121	396	396
Other	9(b)	1,734	2,225	2,225
TOTAL CURRENT ASSETS		19,663	19,331	20,001
Non-Current Assets				
Plant and Equipment	10	1,931	3,479	1,379
Total Non-Current Assets		1,931	3,479	1,379
TOTAL ASSETS		21,594	22,810	21,380
LIABILITIES				
Current Liabilities				
Payables	11	2,909	3,248	3,248
Employee entitlements and other provisions	12	1,430	1,487	1,287
TOTAL CURRENT LIABILITIES		4,339	4,735	4,535
Non-Current Liabilities				
Employee entitlements and other provisions	13	1,464	1,768	1,518
TOTAL NON-CURRENT LIABILITIES		1,464	1,768	1,518
Total Liabilities		5,803	6,503	6,053
NET ASSETS		15,791	16,307	15,327
EQUITY				
Accumulated funds	18	15,791	16,307	15,327
TOTAL EQUITY		15,791	16,307	15,327

The accompanying notes form part of these statements.

Statement of Financial Performance for the Year Ended 30 June 2001

	NOTES	ACTUAL 2001 \$'000	BUDGET 2001 \$'000	ACTUAL 2000 \$'000
Expenses				
Operating expenses				
Employee related	2(a)	11,182	10,228	7,957
Other operating expenses	2(b)	7,203	6,200	7,047
Maintenance	2(c)	10	-	9
Depreciation and amortisation	2(d)	673	1,100	747
Grants and subsidies	2(e)	69,921	71,412	64,259
Other expenses	2(f)	4,211	3,628	4,110
TOTAL EXPENSES		93,200	92,568	84,129
Less:				
Retained Revenue				
Sale of goods and services	3(a)	96	-	144
Grants and contributions	3(b)	78,496	78,496	70,162
Other revenue	3(c)	502	545	543
TOTAL RETAINED REVENUE		79,094	79,041	70,849
Gain/(loss) on disposal of non-current assets	4	2	-	-
NET COST OF SERVICES	15(C)	14,104	13,527	13,280
Government Contributions				
Recurrent appropriation	5	14,507	14,507	13,094
Acceptance by the Crown Entity of employee entitlements and other liabilities	6	61	-	29
TOTAL GOVERNMENT CONTRIBUTIONS		14,568	14,507	13,123
SURPLUS/(DEFICIT) FOR THE YEAR FROM ORDINARY ACTIVITIES		464	980	(157)
TOTAL REVENUES, EXPENSES AND VALUATION ADJUSTMENTS RECOGNISED DIRECTLY IN EQUITY				
		-	-	-
TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH OWNERS AS OWNERS				
	18	464	980	(157)

The accompanying notes form part of these statements.

Statement of Cash Flows for the Year Ended 30 June 2001

	NOTES	ACTUAL 2001 \$'000	BUDGET 2001 \$'000	ACTUAL 2000 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(10,470)	(9,778)	(9,394)
Grants and Subsidies		(56,644)	(52,578)	(46,270)
Other		(30,305)	(28,732)	(28,450)
TOTAL PAYMENTS		(97,419)	(91,088)	(84,114)
Receipts				
Sale of goods and services		96	-	23
Grants and Contributions		65,845	67,051	59,398
GST Receipts		4,954	-	-
Other		11,668	12,060	11,440
TOTAL RECEIPTS		82,563	79,111	70,861
Cash Flows from Government				
Recurrent Appropriation		14,507	14,507	13,094
Net Cash Flows from Government		14,507	14,507	13,094
NET CASH FLOWS FROM OPERATING ACTIVITIES	15(C)	(349)	2,530	(159)
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of Plant and Equipment	15(a)	100	-	92
Purchases of Plant and Equipment	15(a)	(1,323)	(3,200)	(584)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(1,223)	(3,200)	(492)
NET INCREASE/(DECREASE) IN CASH		(1,572)	(670)	(651)
Opening cash and cash equivalents		17,380	17,501	18,031
CLOSING CASH AND CASH EQUIVALENTS	15(B)	15,808	16,831	17,380

The accompanying notes form part of these statements.

Program Statement-Expenses and Revenues for the Year Ended 30 June 2001

SERVICE'S EXPENSES & REVENUES	PROGRAM 1*		PROGRAM 2*		PROGRAM 3*		PROGRAM 4*		NOT ATTRIBUTABLE		TOTAL	
	2001 \$'000	2000 \$'000	2001 \$'000	2000 \$'000	2001 \$'000	2000 \$'000	2001 \$'000	2000 \$'000	2001 \$'000	2000 \$'000	2001 \$'000	2000 \$'000
Expenses												
Operating expenses												
Employee related	9,317	6,416	437	320	412	347	1,016	874	-	-	11,182	7,957
Other operating expenses	5,147	4,654	492	472	1,022	1,202	542	719	-	-	7,203	7,047
Maintenance	-	-	-	-	-	-	10	9	-	-	10	9
Depreciation and amortisation	673	725	-	-	-	-	-	22	-	-	673	747
Grants and subsidies	69,203	63,591	27	93	112	-	579	575	-	-	69,921	64,259
Other expenses	4,211	4,110	-	-	-	-	-	-	-	-	4,211	4,110
Total Expenses	88,551	79,496	956	885	1,546	1,549	2,147	2,199	-	-	93,200	84,129
Retained Revenues												
Sale of goods and services	96	137	-	7	-	-	-	-	-	-	96	144
Grants and contributions	78,241	69,862	-	-	-	-	255	300	-	-	78,496	70,162
Other revenue	422	543	-	-	-	-	80	-	-	-	502	543
Total Retained Revenue	78,759	70,542	-	7	-	-	335	300	-	-	79,094	70,849
Gain/(loss) on disposal of non-current assets	2	-	-	-	-	-	-	-	-	-	2	-
NET COST OF SERVICES	9,790	8,954	956	878	1,546	1,549	1,812	1,899	-	-	14,104	13,280
Government contributions**	-	-	-	-	-	-	-	-	14,568	13,123	14,568	13,123
NET EXPENDITURE (REVENUE) FOR THE YEAR	9,790	8,954	956	878	1,546	1,549	1,812	1,899	(14,568)	(13,123)	464	(157)

* The name and purpose of each program is summarised in Note 7

** Appropriations are made on an agency basis and not to individual programmes. Consequently, government contributions have been included in the "Not Attributable" Column.

Summary of Compliance with Financial Directives

	2001				2000			
	RECURRENT APP'N \$'000	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND \$'000	CAPITAL APP'N \$'000	EXPENDITURE/ NET CLAIM ON CON FUND \$'000	RECURRENT APP'N \$'000	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND \$'000	CAPITAL APP'N \$'000	EXPENDITURE/ NET CLAIM ON CON FUND \$'000
ORIGINAL BUDGET APPROPRIATION/EXPENDITURE								
Appropriation Act	14,507	14,507	-	-	13,094	13,094	-	-
	14,507	14,507	-	-	13,094	13,094	-	-
OTHER APPROPRIATIONS/ EXPENDITURE								
Total Appropriations/Expenditure/Net Claim on Consolidated Fund (includes transfer payments)	14,507	14,507	-	-	13,094	13,094	-	-
Amount drawn down against Appropriation		14,507				13,094		
Liability to Consolidated Fund	-	-	-	-	-	-	-	-

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

1. Summary of significant Accounting Policies

(a) Reporting Entity

The NSW Rural Fire Service, as a reporting entity, comprises all the entities under its control.

The reporting entity is consolidated as part of the NSW Total State Sector and as part of the NSW Public Accounts.

(b) Basis of Accounting

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

- applicable Australian Accounting Standards;
- other authoritative pronouncement of the Australian Accounting Standards Board (AASB);
- Urgent Issues Group (UIG) Consensus Views;
- the requirements of the Public Finance and Audit Act and Regulations;
- the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer under section 9(2)(n) of the Act.

Where there are inconsistencies between the above requirements, the legislative provisions have prevailed.

In the absence of a specific Accounting Standard, other authoritative pronouncement of the AASB or UIG Consensus View the hierarchy of other pronouncements as outlined in AAS 6 "Accounting Policies" is considered.

The financial statements are prepared in accordance with the historical cost convention.

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

(c) Revenue Recognition

Revenue is recognised when the Service has control of the good or right to receive, it is probable that the economic benefits will flow to the Service and the amount of revenue can be measured reliably. Additional comments regarding the accounting policies for the recognition of revenue are discussed below.

(i) *Parliamentary Appropriations and Contributions from Other Bodies.*

Parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as revenues when the service obtains control over the assets comprising the appropriations/contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash.

An exception to the above is when appropriations are unspent at year-end. In this case, the authority to spend the money lapses and generally the unspent amount must be repaid to the Consolidated Fund in the following financial year. As a result, unspent appropriations are accounted for as liabilities rather than revenue.

(ii) *Sale of Goods and Services*

Revenue from the sale of goods and services comprises revenue from the provision of products or services, ie. user charges. User charges are recognised as revenue when the service obtains control of the assets that result from them.

(d) Employee Entitlements

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

Liabilities for wages and salaries, annual leave and vesting sick leave are recognised and measured as the amount unpaid at the reporting date at current pay rates in respect of employees' services up to that date.

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 entitlements accrued in the future.

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

(ii) *Long Service Leave*

The Service recognises the liability for long service leave for all employees, except for those of the Office for Emergency Services. The liability in relation to the Office for Emergency Services 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 non-monetary revenue item described as "Acceptance by the Crown Entity of Employee Entitlements and other Liabilities".

Long service leave is measured on a nominal basis. The nominal method is based on the remuneration rates at year end for all employees with five or more years of service. It is considered that this measurement technique produces results not materially different from the estimate determined by using the present value basis of measurement.

(iii) *Superannuation*

The Superannuation liabilities are assumed by the Service as required by Treasury. The Superannuation Schemes relating to the employees of the NSW Rural Fire Service are: the State Super Scheme; the State Authorities Superannuation Scheme; the State Authorities Non-Contributory Superannuation Scheme (Basic Benefits Scheme) - these funds are now closed to new entrants; the First State Super Scheme and the Public Sector Executives Superannuation Scheme. Details of the reserves, assessed liabilities, overfunding and provisions are shown in note 23.

(e) Insurance

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 experience.

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

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

- 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.
- receivables and payables are stated with the amount of GST included.

(g) 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 determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

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

Fair value means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

(h) Plant and Equipment

Plant and equipment costing \$5,000 and above individually are capitalised. In addition and in accordance with Service policy some assets costing less than \$5,000 and forming part of a network are capitalised.

(i) Depreciation of Non-Current Physical Assets

Depreciation is provided for on a straight line basis against 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. General equipment is depreciated at the rate of 20%, computer equipment at 33.3% per annum.

(j) Maintenance and Repairs

The costs of maintenance are charged as expenses as incurred, except as they relate to the replacement of a component of an asset, in which case the costs are capitalised and depreciated.

(k) Leased Assets

Operating lease payments are charged to the Statement of Financial Performance in the periods in which they are incurred. There are no finance lease arrangements.

(l) 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.

(m) Funding - NSW Rural Fire Service

Contributions under the Rural Fires Act 1997 are received as follows:

		2001 \$(MIL)	2000 \$(MIL)
Local Government	12.3%	11.2	9.9
Insurance Industry	73.7%	67.0	59.3
Treasury	14.0%	12.7	11.2

Contributions are recognised when invoices are raised.

(n) Receivables

Receivables are recognised and carried at the original invoice amount less a provision for any uncollectable debts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off as incurred.

(o) Payables

These amounts represent liabilities for goods and services provided to the service.

(p) Reclassification of financial information

As a result of applying AAS 1 "Statement of Financial Performance" and AAS 36 "Statement of Financial Position", the format of the Statement of Financial Performance (previously referred to as the Operating Statement) and the Statement of Financial Position has been amended. As a result of applying these Accounting Standards, a number of comparative amounts were represented or reclassified to ensure comparability with the current reporting period.

(q) 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.

The budgeted amounts in the Statement of Financial Performance and the Statement of Cash Flows 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).

Financial Statements

2. Expenses

	2001 \$'000	2000 \$'000
(a) Employee related expenses comprise the following specific items:		
Salaries and wages (including Recreation Leave)	8,699	7,936
Superannuation	1,744	(816)
Long service leave	126	252
Workers' Compensation Insurance	55	62
Payroll tax	558	523
	11,182	7,957
(b) Other operating expenses		
Auditor's remuneration - audit or review of the financial reports	61	68
Operating lease rental expense - minimum lease payments	950	907
Travel	789	783
Telephones	788	685
Fees for Service	658	619
Printing and Stationery	752	935
Consumables	602	693
Vehicle Operation	481	607
All Outgoings – Buildings	208	192
Other Expenses	1,914	1,558
	7,203	7,047
(c) Maintenance		
Repairs and maintenance	10	9
	10	9

	2001 \$'000	2000 \$'000
(d) Depreciation and amortisation expense		
Depreciation		
Computer Equipment	266	285
Other property, plant and equipment	407	349
Fitouts	-	113
	673	747
AMORTISATION	-	-
	673	747
(e) Grants and Subsidies		
Volunteer Rescue Units	579	575
Trust Expenditure	-	136
Regional Fire Associations	686	693
Payments for Council costs associated with Rural Fire Fighting activities and equipment	61,814	61,553
Emergency Fund – Natural Disasters	6,014	1,247
Other	828	55
	69,921	64,259
(f) Other Expenses		
Workers' Compensation Insurance	2,626	2,654
Public Liability and other Insurance	522	361
Aerial support	1,063	1,095
	4,211	4,110

Financial Statements

3. Revenues

	2001 \$'000	2000 \$'000
(a) Sale of goods and services		
Rendering of service	96	144
	96	144
(b) Grants and contributions		
New South Wales Fire Brigades	255	225
Insurance Company Contributions	67,051	59,265
Local Government Contributions	11,190	9,891
Natural Disaster Welfare Relief*	-	781
	78,496	70,162
(c) Other revenue		
Sale of Equipment	237	192
Other	265	351
	502	543

* Natural Disasters Welfare Relief is restricted to emergencies that are declared under Section 44 of the Rural Fires Act.

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 \$236,966 (\$191,601 in 1999/00)

4. Gain / (Loss) on disposal of non-current assets

	2001 \$'000	2000 \$'000
Motor Vehicles	2	-
	2	-

[refer note 15(a)]

5. Appropriation

	2001 \$'000	2000 \$'000
Recurrent Appropriations		
Total drawdowns from Treasury (per Summary of Compliance)	14,507	13,094
	14,507	13,094
Comprising:		
Recurrent appropriations (per Statement of Financial Performance)		
TOTAL	14,507	13,094

Financial Statements

6. Acceptance by the Crown Entity Employee Entitlements and other Liabilities

The following liabilities and/or expenses have been assumed by the Crown Entity

	2001 \$'000	2000 \$'000
Long service leave	61	29
	61	29

Also refer to Note 1(d) (ii)

7. Programs / Activities of the Service

- (a) **Program 1** Funding and administration of Rural Firefighting Services
- Objectives: To promote effective rural firefighting services within the State, including the co-ordination of bush firefighting and prevention activities.
- (b) **Program 2** Training of Volunteer Bush Fire Fighters
- Objectives: To facilitate and promote the training of bush fire fighters.
- (c) **Program 3** Public Education and Information Services
- Objectives: To promote community awareness of bush fire issues and generally educate the community in bush fire prevention, protection and safety.
- (d) **Program 4** Planning and Co-ordination of Rescue Services and Emergency Management
- Objectives: To ensure the provision of comprehensive, balanced and coordinated rescue services and emergency management throughout New South Wales.

8. Current Assets/Cash

	2001 \$'000	2000 \$'000
Cash at bank and on hand	15,808	17,380
	15,808	17,380

9. Current Assets-Recievables

	2001 \$'000	2000 \$'000
(a) Grants and contributions*	1,443	108
Less: Provision for doubtful debts	20	20
	1,42	3 88
Other	698	308
	2,121	396
(b) Prepaid superannuation contributions (refer note 23)	1,611	2,215
Other Prepayments	123	10
	1,734	2,225

*The exact situation with HIH Insurance Ltd is not known until such time as the premium return for the financial year ended 30 June 2001 is received. The situation does not appear to be of concern taking into account the fact that 75% of the HIH Insurance Ltd levy has been received. The company went into liquidation two-thirds the way through the year and the levies are based on estimated premiums. The 75% of levies received is likely to cover the company's total commitment for the financial year.

Financial Statements

10. Non-Current Assets - Plant and Equipment

Reconciliations

Reconciliations of the carrying amounts of each class of plant and equipment at the beginning and end of the current and previous financial year are set out below.

	COMPUTER EQUIPMENT \$'000	GENERAL PLANT & EQUIPMENT \$'000	FITOUTS \$'000	TOTAL \$'000
2001				
Carrying amount at start of year	372	1,007	-	1,379
Additions	258	1,065	-	1,323
Disposals	-	98	-	98
Depreciation expense	266	407	-	673
CARRYING AMOUNT AT END OF YEAR	364	1,567	-	1,931
2000				
Carrying amount at start of year	419	1,102	113	1,634
Additions	245	339	-	584
Disposals	7	85	-	92
Depreciation expense	285	349	113	747
CARRYING AMOUNT AT END OF YEAR	372	1,007	-	1,379

Financial Statements

10. Non-Current Assets - Plant and Equipment (continued)

	2001 \$'000	2000 \$'000
Computer Equipment		
At Cost	1,250	992
Accumulated Depreciation at Cost	886	620
CARRYING VALUE	364	372
Plant and Equipment		
At Cost	2,779	1,867
Accumulated Depreciation at Cost	1,212	860
CARRYING VALUE	1,567	1,007
Fitouts		
At Cost	641	641
Accumulated Depreciation at Cost	641	641
CARRYING VALUE	-	-

Summary of fully depreciated assets still in use:

DESCRIPTION OF ASSET	AT COST \$'000	NUMBER OF ASSETS
Photocopying Equipment	93	11
Computers	476	143
Laptop Computers	76	18
Telephone System	7	1
Other	922	13
TOTAL	1,574	186

11. Current Liabilities - Payables

	2001 \$'000	2000 \$'000
Employee related	46	21
Other operating expenses	671	456
Grants and Subsidies	2,188	2,771
Other Expenses	4	-
	2,909	3,248

12. Current Liabilities - Employee Entitlements and other Provisions

	2001 \$'000	2000 \$'000
Recreation leave Provision	1,229	1,130
Accrued salaries and wages	201	157
	1,430	1,287

13. Non-Current Liabilities - Employee Entitlements and other Provisions

	2001 \$'000	2000 \$'000
Long Service Leave	1,464	1,518
	1,464	1,518

14. Commitments for Expenditure

	2001 \$'000	2000 \$'000
(a) Other Expenditure Commitments		
Aggregate other expenditure for the acquisition of equipment contracted for at balance date and not provided for:		
Not later than one year (including GST)	18,079	17,990

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

Not later than one year	830	899
Later than one year but not later than five years	282	1,005
Later than 5 years	-	-
TOTAL (INCLUDING GST)	1,112	1,904

15. Note to Cash Flow Statement

	2001 \$'000	2000 \$'000
(a) Plant and Equipment		
Additions at cost - Cash Paid	1,323	584
Disposal of Plant and Equipment		
Cost	153	432
Less:		
Accumulated depreciation	55	340
Book Value	98	92
Gain on sale	2	-
CASH RECEIVED	100	92

(b) Cash and Cash Equivalents

For the purpose of the statement of cash flows, the Service considers cash to include cash on hand and at bank. Cash, \$15,807,827 (\$17,380,297 in 1999/00) at the end of the reporting period as shown in the statement of cash flows is reconciled in note 8 to the related items in the statement of financial position.

(c) Reconciliation of Cash Flows From Operating Activities to Net Cost of Services

Net cash used on operating activities	349	159
Cash Flows from Government/ Appropriations	14,507	13,094
Acceptance by the Crown Entity of employee entitlements and other liabilities	61	29
Depreciation	673	747
Provision for doubtful debts	-	-
Decrease/(increase) in provisions	89	382
Increase/(decrease) in prepayments and other assets	(1,234)	(1,250)
Increase/(decrease) in creditors	(339)	119
Net loss/(gain) on sale of plant and equipment	(2)	-
NET COST OF SERVICES	(14,104)	(13,280)

Financial Statements

16. Non-Cash Financing

	2001 \$'000	2000 \$'000
Long Service Leave Liability assumed by Crown entity	61	29
	61	29

17. Financial Instruments

Financial instruments give rise to positions that are a financial asset of either the Rural Fire Service or its counterparty and a financial liability (or equity instrument) of the other party. For the Rural Fire Service these include cash at bank, receivables and creditors.

In accordance with AAS 33 "Presentation and Disclosure of Financial Instruments" information is disclosed below, in respect of the credit risk and interest rate risk of financial instruments. All such amounts are carried in the accounts at net fair value unless otherwise stated. The specific accounting policy in respect of each class of such financial instruments is stated hereunder.

Classes of instruments recorded at cost comprise:

- cash
- receivables
- creditors and accruals

Cash

Cash comprises cash on hand and bank balances within the Treasury Banking System.

Receivables

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off. A provision for doubtful debts is raised when some doubt as to collection exists. The credit risk is the carrying amount (net of any provision for doubtful debts). No interest is earned on the trade debtors. The carrying amount approximates net fair value. Sales are made on 30 day terms. Under S106 of the Rural Fires Act 1997 a ten percent surcharge is levied if contributions from Insurance Companies and Councils are not received within 60 days of assessment unless the Minister otherwise determines.

Creditors and Accruals

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 Minister did not apply any such interest rate during the year.

18. Equity - Accumulated Funds

	2001 \$'000	2000 \$'000
Accumulated Surplus at 1 July	15,327	15,484
Changes in Equity- Other than Transactions with owners as owners Surplus (Deficit) for the year	464	(157)
ACCUMULATED SURPLUS AT 30 JUNE	15,791	15,327

There were no Transactions with owners as owners.

19. Contingent Asset

The total commitments for expenditure in Note 14 includes input tax credits of \$730,775 (\$492,000 in 1999/00) that are expected to be recoverable from ATO.

20. Contingent Liability

At balance date contingent liabilities totalled \$ NIL (\$40,000 in 1999/00)

21. Consultancies

Consultancy fees paid for the year totalled \$653,437 (\$853,002 in 1999/00).

Financial Statements

22. Budget Review

Net Cost of Services

The actual net cost of services exceeded budget by \$0.577M. This variation relates primarily to a charge of \$0.6M to employee related expenses, resulting from a decrease in the prepaid superannuation from last year, which was not anticipated.

Assets and Liabilities

Current Assets were \$0.332M in excess of budget due to collections from both the Insurance Industry and Local Government being below expectation (\$1.336M) and prepayments being lower than anticipated (\$0.491M). As a result of these variations Cash at Bank was \$0.902M below budget.

Non-Current Assets were \$1.548M below budget due to delays in finalisation of the purchase of a fixed-wing aircraft.

Total liabilities were below budget by \$0.700M principally and as a result of a decrease in accounts payable.

Cash Flows

Net Cash Flows from operating activities was \$2.879M unfavorable to budget, primarily because of the fact that receipts from the Insurance Industry and Local Government were lower than anticipated. Salaries and Wages expenditure also contributed to this variation.

23. Superannuation

The assessed liability for the NSW Rural Fire Service at 30 June 2001 and funds held in reserve accounts at the Superannuation Administration Authority of New South Wales (including accrued interest) and prepaid superannuation were:

Calculation of the 30 June 2001 superannuation position uses actuarial assumptions revised from assumptions used in the previous year. This change has created significant movement in the accrued superannuation liability. Thus, the superannuation funding position as at 30 June 2001 has changed significantly from 30 June 2000.

The amount of prepaid superannuation has been reduced by \$603,000. Due to the nature of the accounts and the continued unpredictability of the calculations from year to year.

	ACCRUED LIABILITY		RESERVE ACCOUNT		NET/LIABILITY (PRE-PAID CONTRIBUTIONS)	
	2001 \$'000	2000 \$'000	2001 \$'000	2000 \$'000	2001 \$'000	2000 \$'000
SASS	1,260	973	1,815	1,631	(555)	(658)
SANCCS	716	614	1,039	976	(323)	(362)
SSS	7,182	6,414	7,915	7,609	(733)	(1,195)
	9,158	8,001	10,769	10,216	(1,611)	(2,215)

The liability for the State Superannuation Scheme has been determined by the Government Actuary as at 30 June 2001. The assumptions are as follows:

	2001/02 %	2002/03 %	2003/04 %
Rate of investment return	7.0	7.0	7.0
Rate of salary increase	3.0	6.5	4.0
Rate of increase in CPI	2.5	2.5	2.5

24. Material Assistance provided by other Persons and Bodies

The Service received no material assistance from other persons or bodies.

End of Audited Financial Statements.

Appendices



**172 new tankers
delivered to brigades**



APPENDIX 1

Fuel Management Reports

REGION	HAZARD REDUCTION (ha)	TRAIL WORK (km)	LINEAL FEATURE (km)
Castlereagh	66106	1379.5	5873
Central	39823	1046	7458
Central East	6712	1839	1460
Hunter	27788	1540	9139
Northern	148273	3157	1253
Riverina	107316	5133	5002
Southern	19475	695	683
Western	173826	1701	3953
TOTAL	589319	16490.5	34821



APPENDIX 2

Equal Opportunity Statistics

Equal Employment Opportunity Statistics 1999/00

GRADING	TOTAL STAFF	WOMEN	%	NESB*	%
Below CO 1-2	0	0	0	0	0
CO1/2 /GS	9	5	56	1	11
A&C GDS 1-2	29	24	83	3	10
A&C GDS 3-5	33	17	52	3	9
A&C GDS 6-9	38	11	29	1	3
A&C GDS 10-12	29	4	14	0	0
Above G 12	6	0	0	1	17
TOTAL	144	61	42	9	6

* NESB = Non-English Speaking Background.

Equal Employment Opportunity Statistics 2000/01

GRADING	TOTAL STAFF	WOMEN	%	NESB*	%
Below CO 1-2	0	0	0	0	0
CO1/2 /GS	12	8	67	0	0
A&C GDS 1-2	37	31	84	6	16
A&C GDS 3-5	20	14	70	4	20
A&C GDS 6-9	59	15	25	0	0
A&C GDS 10-12	27	2	7	0	0
Above G 12	6	0	0	1	17
TOTAL	161	70	43	11	7

* NESB = Non-English Speaking Background

Representation and Recruitment of Aboriginal Employees and Employees with Physical Disability

1999/00	TOTAL STAFF	ABORIGINAL EMPLOYEES	PWPD
Total Employees	144	0	1
Recruited in Year	1	0	1

2000/01

Total Employees	161	0	1
Recruited in Year	18	0	1

APPENDIX 3

Freedom of Information Statistics

New Requests received and processed	3
Requests granted in full and processed	0

Cost of and fees received for requests processed

ASSESSED COSTS

FEES RECEIVED

NIL	NIL
-----	-----

There were no reviews or appeals finalised during the period.



APPENDIX 4

Circulars issued

CIRC #	DATE	SUBJECT
29/00	11.07.00	NSW Rural Fire Service Radio Frequencies
30/00	11.07.00	Draft Aviation Assistance Plan
31/00	11.07.00	Risk Management & Brigade Station Security
32/00	11.07.00	Report of Focus Group into Using "CRM"
33/00	12.7.00	Precis of Traffic Legislation in NSW Relating to Emergency Fire Vehicles on Urgent Duty
34/00	17.7.00	OPERATIONAL PLANNING – Co-operative Firefighting with New South Wales Fire Brigades
35/00	2.8.00	Endorsement of Specialist Instructors/Assessors
36/00	2.8.00	Principles of Assessment
37/00	2.8.00	Training Video – Electrical Hazard Awareness for Emergency Service Personnel
38/00	2.8.00	Discrimination and Equal Opportunity and Training Activities
39/00	11.8.00	OPERATIONAL MANAGEMENT – Operational Management Task Group
40/00	11.8.00	OPERATIONAL MANAGEMENT – Glossary of Terms – Wildfires
41/00	11.8.00	Interim Standard Operating Procedures (SOPs) for Prescribed Burning
42/00	17.8.00	Draft Firefighter Accident Prevention SOPs (all) for review, trial & comment
43/00	18.8.00	Interim Standard Operating Procedures (SOPs) for Prescribed Burning – Amendment
44/00	28.8.00	Firefighter Safety Digest
45/00	15.9.00	Call for Expressions of Interest – Fire Investigation Focus Group
46/00	4.10.00	Fire Blankets
47/00	4.10.00	New Appliance / Vehicle Category Details
48/00	17.10.00	NSW Rural Fire Fighting Fund 2000-2001 Allocations
49/00	24.10.00	Recall Notice – Defensive Jackets (Elliott Aust P/L)
50/00	15.11.00	Pump Operation Plates
51/00	22.11.00	Section B&C Payments
52/00	22.11.00	Crew Leader SOP8 Accreditation
53/00	22.11.00	Final comment on Draft Crew Leader Grasslands
54/00	24.11.00	Report of Focus Group on Fire Investigation. For Information Only
55/00	24.11.00	Certification of Support Personnel
56/00	24.11.00	Lagging of Fire Tankers
57/00	24.11.00	Communications Procedures Training Aids – CD ROM and Handbook
578/00	13.12.00	Equipment, Tankers and Other Appliances
59/00	13.12.00	Fault Reporting System

CIRC #	DATE	SUBJECT
60/00	13.12.00	Group Leader Assessment
61/00	18.12.00	Updating of Instructor Database
62/00	21.12.00	Updating of 2001 Training Register Information
63/00	29.12.00	NSW RFS Annual Report 1999/2000
1/01	04.01.01	2000 Circulars
2/01	09.01.01	B&C Payments
3/01	05.01.01	2001/2002 Estimates – New South Wales Rural Fire Fighting Fund
4/01	11.01.01	NSW Rural Fire Fighting Fund – Purchase Local Items 2000/2001
5/01	19.01.01	2001 Accident Prevention & Fireground/Comms SOPs Workshops
6/01	31.1.01	Transfer of District Staff
7/01	14.2.01	Faulty Zipper Assembly – Structural Firefighting Boot
8/01	2.3.01	NSW Rural Fire Service Vehicle Radio Callsigns
9/01	2.3.01	Diesel & Alternative Fuels Grants Scheme
10/01	8.3.01	National Alignment of RFS Industry Assessor & Training Co-ordinator Qualifications
11/01	8.3.01	Changes in Training Standards
12/01	8.3.01	Hot Fire Training in Enclosed Spaces
13/01	8.3.01	Safety Equipment Funding Fire Blankets & Tanker Lagging
14/01	23.3.01	Progress with Firefighter Accident Prevention SOPs
15/01	23.3.01	Firefighter Safety Digest – Volume Two
16/01	3.4.01	Recall Notice – Folding Spanner Equipment Catalogue Item Number 690040
17/01	3.4.01	Recall Notice – Flash Hoods, Cant Tear 'Em Products Equipment Catalogue Item 112970
18/01	10.4.01	Rural Fire Service First Aid Handbook Currency
19/01	24.4.01	Issue of National Fire Qualifications
20/01	24.4.01	2001 Training Services Information Booklet
21/01	24.4.01	Operational Communications Service Level Agreement
22/01	24.4.01	Management Conference
23/01	1.5.01	2001 Training Register Now Available
24/01	1.5.01	Changes to the Management of Tanker Production
25/01	24.5.01	Arranging Ceremonies and Special Events
26/01	6.6.01	Recognising National Modules Gained Through Other Providers
27/01	6.6.01	District Staff Changeover as at 1 July 2001
28/01	21.6.01	Replacement of Telstra ERS7 response systems
29/01	28.6.01	Service Standard 5.1.5 – Protective Clothing
30/01	28.6.01	Fire Suppression near High Voltage Transmission Lines

APPENDIX 5

Total Allocations to Councils

CASTLEREAGH		\$	CENTRAL		\$	CENTRAL EAST		\$	HUNTER		\$
Barraba	\$117,732.18		Bland	\$658,681.72		Baulkham Hills	\$1,332,837.23		Cessnock	\$1,302,398.91	
Bingara	\$187,168.74		Blayney	\$648,415.32		Blacktown City	\$607,526.26		Dungog	\$841,077.51	
Coolah	\$338,030.45		Boorowa	\$344,070.01		Blue Mountains	\$1,830,983.06		Gloucester	\$585,795.82	
Coonabarabran	\$516,400.03		Cabonne	\$740,453.09		Camden	\$570,579.18		Great Lakes	\$977,436.12	
Gilgandra	\$546,444.27		Coolamon	\$564,676.39		Campbelltown	\$861,286.39		Greater Taree	\$1,089,147.61	
Gunnedah	\$399,771.93		Cootamundra	\$409,512.35		Evans	\$753,901.01		Hastings	\$1,174,835.66	
Inverell	\$520,150.11		Cowra	\$550,908.50		Fairfield	\$67,049.67		Lake Macquarie	\$1,751,602.15	
Manilla	\$78,721.01		Dubbo City	\$894,289.70		Gosford	\$1,235,068.61		Maitland	\$591,751.69	
Moree Plains	\$858,272.12		Forbes	\$468,715.72		Lithgow	\$961,505.42		Merriwa	\$562,608.35	
Murrurundi	\$391,644.66		Harden	\$409,842.75		Hawkesbury	\$1,335,058.88		Muswellbrook	\$560,043.29	
Narrabri	\$854,303.95		Junee	\$530,404.68		Hornsby	\$1,371,997.91		Port Stephens	\$1,044,038.97	
Nundle	\$283,536.82		Lachlan	\$649,508.93		Kiama	\$466,874.70		Rylstone	\$367,720.36	
Parry	\$449,827.62		Mudgee	\$915,404.09		Ku-ring-Gai	\$103,856.54		Scone	\$421,628.22	
Quirindi	\$209,860.54		Narromine	\$493,789.15		Liverpool	\$734,256.01		Singleton	\$1,036,764.61	
Tamworth	\$346,729.15		Orange	\$415,151.63		Lord Howe Island	\$23,468.19		REGION TOTAL	\$12,306,849.27	
Uralla	\$270,270.14		Parkes	\$599,724.60		Oberon	\$422,093.79				
Yallaroi	\$254,569.47		Temora	\$546,310.92		Penrith	\$985,092.18				
REGION TOTAL	\$6,623,433.19		Weddin	\$493,988.46		Shellharbour	\$436,840.61				
			Wellington	\$1,221,612.50		Sutherland	\$1,186,917.25				
			Young	\$486,591.36		Warringah	\$1,786,793.75				
			REGION TOTAL	\$12,042,051.87		Wingecarribee	\$1,179,788.96				
						Wollondilly	\$1,418,626.17				
						Wollongong	\$1,531,852.97				
						Wyong	\$1,348,692.91				
						REGION TOTAL	\$22,552,947.65				

Allocations to Councils 2000/2001 continued

NORTHERN		\$	RIVERINA		\$	SOUTHERN		\$	WESTERN		\$
Armidale/Dumaresq	\$517,149.90		Albury City	\$73,187.34		Bega	\$1,047,362.13		Balranald	\$550,033.41	
Ballina	\$261,147.99		Berrigan	\$312,962.17		Bombala	\$422,780.23		Bogan	\$386,580.48	
Bellingen	\$1,371,352.88		Conargo	\$240,510.09		Cooma-Monaro	\$962,173.82		Bourke	\$405,422.21	
Byron	\$525,774.53		Corowa	\$400,535.26		Crookwell	\$998,683.61		Brewarrina	\$284,716.90	
Coffs Harbour City	\$1,005,950.13		Culcairn	\$352,844.08		Eurobodalla	\$1,340,927.44		Carrathool	\$435,262.28	
Copmanhurst	\$588,399.45		Deniliquin	\$89,678.96		Gunning	\$842,645.98		Central Darling	\$416,532.24	
Guyra	\$481,980.71		Griffith	\$532,847.99		Mulwaree	\$1,027,520.44		Cobar	\$565,075.47	
Kempsey	\$754,544.03		Gundagai	\$304,746.69		Queanbeyan	\$250,635.42		Coonamble	\$177,694.86	
Kyogle	\$548,896.73		Holbrook	\$499,480.00		Shoalhaven	\$1,775,230.34		Hay	\$489,172.78	
Lismore	\$669,406.08		Hume	\$539,963.36		Snowy River	\$752,891.20		Walgett	\$476,737.53	
Maclean	\$649,875.56		Jerilderie	\$383,163.52		Tallaganda	\$543,843.84		Warren	\$215,783.43	
Nambucca	\$515,473.12		Leeton	\$379,579.39		Yarrowlumla	\$1,074,520.56		Wentworth	\$660,948.14	
Pristine Waters	\$1,212,174.97		Lockhart	\$353,299.15		Yass	\$1,137,532.54				
Richmond Valley	\$652,945.40		Murray	\$469,358.91					REGION TOTAL	\$5,063,959.73	
Severn	\$480,056.61		Murrumbidgee	\$293,766.55		REGION TOTAL	\$12,176,747.55				
Tenterfield	\$389,867.47		Narrandera	\$483,692.19							
Tweed	\$733,407.94		Tumbarumba	\$489,807.24							
Walcha	\$399,234.16		Tumut	\$431,434.39							
REGION TOTAL	\$11,757,637.66		Urana	\$316,940.05							
			Wagga Wagga	\$960,832.40							
			Wakool	\$413,485.20							
			Windouran	\$132,258.15							
			REGION TOTAL	\$8,454,373.08							

APPENDIX 6

Current Publications

Bush fire danger season / Total fire ban

Barbecues & campfires

Tree selection for fire-prone areas

Trees & fire resistance

Regeneration & care of fire-damaged trees

LP gas safety

Bush fire readiness checklist

Home fire safety checklist

Bush fire preparedness. Your family, your pets

Industrial & commercial fire prevention ...

After the fire guide

Equipment & machinery use in bush fire prone areas

Holiday fire safety

Personal safety equipment

Hazard reduction

Preschoolers & fire safety

What is Community Fireguard?

Publications & educational resources

Fires in pine forests

Vehicles: How they can both protect and cause...

First aid during bush fires

Why flammable liquids need careful handling...

Additional fire protection for your home

The effects of weather on bush fires

Controlling bush fires

Survival flow chart

Before you light that fire

Bush Fire Operations, Planning ...

Bush Fire Risk Mgmt Planning

A guide to the Rural Fires Act 1997

What does that mean? Terms used by RFS

Incident Control Systems

Bush Fire Puzzle Book

Smokey's Activity Book

Smokey's Home - Story Book

Bush Fire Protection - Urban areas

Bush Fire Protection - Rural properties

The Burning Question

Fire! The Australian Experience

Brochure - Join your Local RF Brigade

FireScience Workbook 1

50 Years of Fire Booklet

A State Ablaze

Latest Bush Fire Bulletin

APPENDIX 7

Chaplaincy Activity Report

Chaplaincy and Family Support Network Activity Report - June 30, 2001

CHAPLAINCY ACTIVITY	TOTALS CARRIED FORWARD JANUARY 1997 - JUNE 30, 2000	SENIOR CHAPLAIN & FAMILY SUPPORT CHAPLAIN	51 VOLUNTEER FIRE DISTRICT CHAPLAINS	TOTALS JUNE 30, 2001
Visits to Rosehill Headquarters	486	131	9	626
Visits to Fire Control Centres	646	117	179	942
Visits with Fire Control Officers	743	231	91	1065
Visits to Rural Fire Brigades	470	101	167	738
Regional FCOs Conferences	20	4	0	24
State FCO Management Conference	5	0	0	5
Brigade Captains Meetings	92	13	54	159
Seminars & Conferences	61	14	18	93
Station Openings & Dedications	69	4	9	82
Fire Fleet Blessings & Services	77	11	14	102
Personal & Family Counselling	1111	32	196	1339
Telephone Support & Counselling	592	107	41	740
Home Visits-Members & Family	639	127	76	842
Hospital Visitation-Members	536	46	49	631
Funeral Services Conducted	117	11	13	141
Infant Christenings/ Dedications	38	8	11	57
Service Weddings	51	9	15	75
Rural Fire Service Callouts	432	47	69	548
Police Service Callouts	41	1	2	44
NSW Fire Brigades Callouts	35	0	3	38
NSW Parks and Wildlife Callouts	13	26	0	39
Salvo Care Line Callouts	39	17	0	56
Respond to Actual Suicides	18	2	4	24
Championship & Field Days	35	3	8	46
Critical Incident Support	38	2	6	46
Work Cover and other meetings	31	1	6	38
TOTAL KILOMETRES TRAVELLED	259247	55492	18487	333226



STATEMENT OF PERFORMANCE OF THE COMMISSIONER

Throughout the year Commissioner Koperberg continued to exercise strong and consistent leadership as he managed organisational changes which resulted in a stronger, better trained and better equipped Rural Fire Service (RFS).

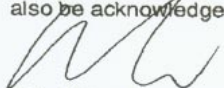
Of particular importance were the comprehensive preparations made for the transfer of district fire control staff from Local Councils to the Department of the Rural Fire Service. This important initiative will streamline the responsibilities of fire control staff and make them directly accountable to the Commissioner.

A number of other important initiatives were achieved in the course of the year. They include:

- the development of rural fire district service agreements between the Commissioner and Local Councils for the delivery of appropriate levels of fire protection for local communities.
- the negotiation and introduction of a new RFS Industrial Award.
- the restructure of the head office and regional offices.
- the establishment of a Fire Investigation Unit.
- the expansion of community education programs
- the successful participation of the Service in the running of the 2000 Sydney Olympic and paralympic Games.

Commissioner Koperberg's leadership has been fundamental to the Service's ongoing achievement of its mission and to the welfare of the volunteers.

His continuing role in chairing the State Rescue Board, which ensures the maintenance of efficient and effective rescue services throughout the State, must also be acknowledged.


Bob Debus
Minister for Emergency Services.

Committees

Rural Fire Service Advisory Council

The Rural Fire Service Advisory Council (RFSAC) met on five occasions during the year.

Commissioner Phil Koperberg AM AFSM BEM
(Chair)

Councillor M Banasik
(resigned 3 March, 2001)

Councillor K Gallen
(appointed April, 2001)

Councillor R Panton

Mr B Scanlon
(appointed August, 2000)

Superintendent T Toll AFSM
(appointed August, 2000)

Mr A Holding

Mr R Pallin

Mr H Mangelsdorf

RFSAC has responsibilities that cover:

- Advising and reporting to the Minister and Commissioner on any matter relating to the administration of rural fire services under the *Rural Fires Act, 1997*;
- Advising the Commissioner on public education programs relating to rural fire matters and on the training of rural firefighters;
- Advising the Commissioner on the issue of Service Standards; and
- Such other functions as may be conferred or imposed upon it by or under the *Rural Fires Act, 1997*.

RFSAC may give advice and make reports whether or not the advice or reports were requested.

Bush Fire Coordinating Committee

The Bush Fire Coordinating Committee (BFCC) met on four occasions during the year.

Commissioner Phil Koperberg AM AFSM BEM
(Chair)

Assistant Commissioner G Mullins
(NSW Fire Brigades) (appointed August, 2000)

Mr D Ridley

Mr B Conroy

Councillor M Banasik
(resigned March, 2001)

Councillor K Gallen

Councillor R Panton

Superintendent S Midgley AFSM

Assistant Commissioner R Adams
(NSW Police Service)

Ms A Reeves

Mr R Pallin

Mr H Mangelsdorf

Mr P Olney

Mr A Tennie

The BFCC is responsible for planning in relation to fire prevention and coordinated bush firefighting as well as for advising the Commissioner on bush fire prevention, mitigation and coordinated bush fire suppression. The Committee has such other functions as are conferred or imposed upon it by or under the *Rural Fires Act, 1997*. In carrying out any function that affects the environment the Committee must have regard to the principles of ecologically sustained development described in section 6(2) of the *Protection of the Environment Administration Act, 1991*.

Additionally the Committee must report to the Minister on any matter referred by the Minister and may report on any matter relating to the prevention and suppression of bush fires, whether referred to it or not. Further, the Committee may enter into arrangements with the Minister for Land and Water Conservation or any public authority with respect to the reduction of bush fire hazards.

Fire Services Joint Standing Committee

The *Fire Services Joint Standing Committee Act, 1998* provides legislative support for the work of this Committee.

The Committee's work of coordinating the activities of the fire services was supported by the Service's representatives Commissioner P Koperberg AM AFSM BEM and Superintendent S Midgley AFSM. Mr D Luscombe represented the NSW Rural Fire Service Association.

Corporate Executive Group

The Corporate Executive Group, the Service's senior policy making committee, met on eight occasions in 2000/2001.

Commissioner Phil Koperberg

AM AFSM BEM

Ross Smith

Assistant Commissioner Regional Management and Planning

Tony Howe

Assistant Commissioner Operations Support

Shane Fitzsimmons AFSM

Assistant Commissioner Operations

Mark Croweller

Assistant Commissioner Strategic Development

Trevor Anderson PSM

Director Corporate Services

John Winter

Senior Media Officer

Peter Hennessy

Manager, Financial Services

Don Luscombe

President, NSW Rural Fire Service Association

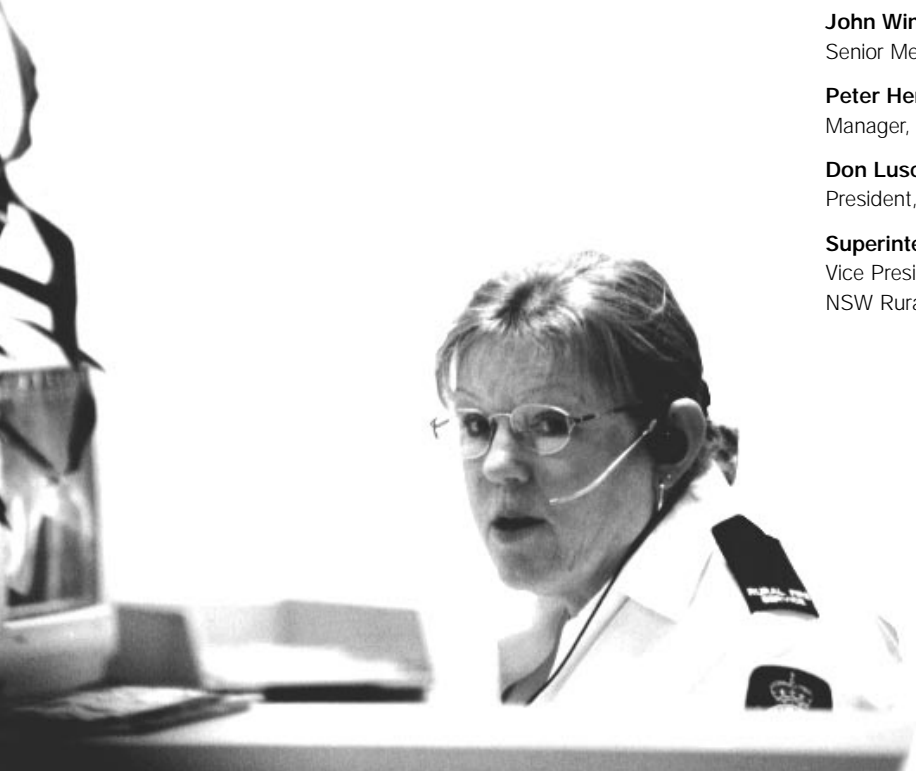
Superintendent Terry Toll AFSM

Vice President (Salaried Officers)
NSW Rural Fire Service Association

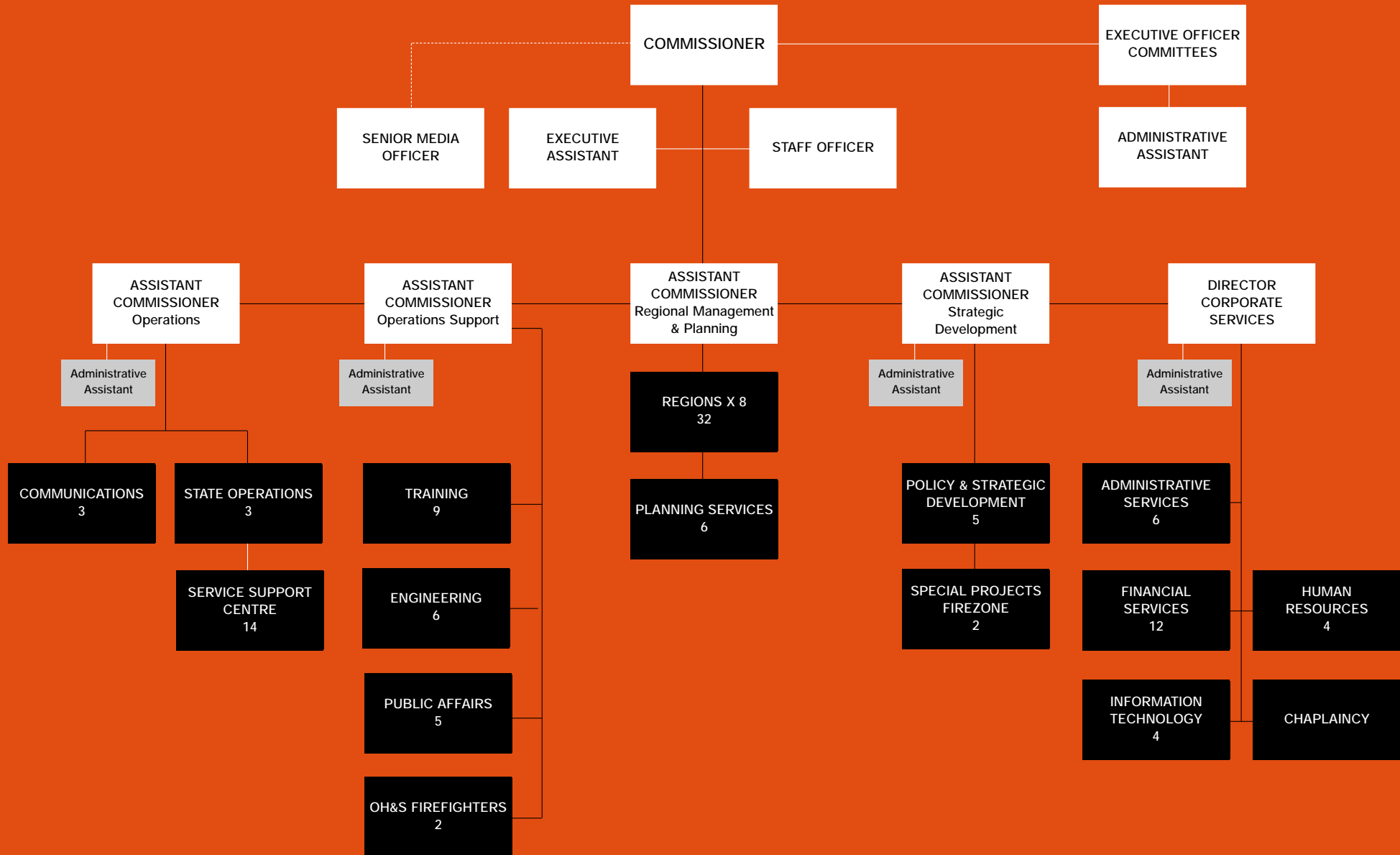
Other

The Service is represented on a number of external organisations by various staff members. Representatives sit on:

- Australasian Fire Authorities Council and its strategy groups, working parties and sub-committees;
- Fire Protection Association, Australia;
- Fire Awareness Week Committee (NSW);
- Emergency Services Communications Working Party;
- Standards Australia – various committees;
- State Emergency Management Committee;
- State Rescue Board;
- District Emergency Management Committees;
- District Rescue Committees;
- Environmental Education Officers' Group;
- Association for Environmental Education (NSW);
- Museum Education Officers' Group (NSW);
- GRN Joint Management Board – Department of Public Works and Services;
- Border Liaison Committees;
- Roadside Environment Committee (NSW);
- Fire Services Joint Standing Committee;
- NSW Health Disaster Management Committee;
- Public Sector Occupational Health and Safety Group;
- Emergency Services Industry Reference Group; and
- Emergency Services Personnel Support Advisory Group.



Head Office NSW Rural Fire Service - Organisational Chart



APPENDIX 11

Risk Management and Insurance

The NSW Rural Fire Service is a member of the NSW Treasury Managed Fund that provides all the insurance requirements for most public sector agencies in this State. Total Deposit premiums paid to the Treasury Managed Fund (with comparisons from the last two financial years) are set out below.

COVERAGE	1998/1999	1999/2000	2000/2001
Workers Compensation	60,890	75,471	69,399
Motor Vehicle	29,636	37,366	38,013
Public Liability	307,794	307,259	527,324
Property	11,982	11,083	11,000
Other	3,832	3,410	4,370
TOTALS	414,134	434,609	650,106

APPENDIX 12

Human Resources

	1998/1999		1999/2000		2000/2001	
	APPROX	ACTUAL	APPROX	ACTUAL	APPROX	ACTUAL
Comparative Figures for the Past Three Years (Equivalent Full-time Positions)	141	141	144	144	161	161



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