

# NSW RURAL FIRE SERVICE

Annual Report 2011/12

NSW RURAL FIRE SERVICE ANNUAL REPORT 2011/12



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*'The men and women on the  
frontline – our volunteers  
– have once again shown  
incredible dedication,  
commitment and versatility.'*

*Commissioner Shane Fitzsimmons, AFSM*



Firefighter Steve Skinner, Valley Heights Brigade travelled to Region West to assist with the Roadside Vegetation Program on the Barrier Highway. Photo by Robyn Favelle

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

Dear Minister

I have pleasure in submitting to you for presentation to Parliament the Annual Report of the NSW Rural Fire Service (NSW RFS) for the year ended 30 June 2012.

Goal 28 of the State Government's *NSW 2021: A Plan to Make NSW Number One*, was a solid focus for the NSW RFS in 2011/12.

This goal is to ensure NSW is ready to deal with major emergencies and natural disasters, defend against suburban and bushland fires, increase community resilience to the impact of fires through prevention and preparedness activities and to increase hazard reduction across NSW. Full reports on these areas appear in the following pages.

In the reporting period, the NSW RFS declared three days of Total Fire

Bans and three Section 44 Bush Fire Emergencies with one Emergency Alert being issued during the Cliff Drive fire in the Blue Mountains in October 2011.

Community resilience was enhanced with several new initiatives including Community Protection Plans and the Roadside Vegetation Program. The ongoing preparation and protection programs such as Hotspots, Neighbourhood Safer Places, AIDER (Assist Infirm, Disabled and Elderly Residents) and the Mitigation Crews all continued with tangible success.

The *Prepare. Act. Survive.* bush fire and grass fire public awareness campaigns were conducted and a new campaign for the upcoming three years is being developed.

Hazard reduction activity was a focus in the reporting period and despite unfavourable weather conditions including flooding and heavy rainfall, the NSW RFS and partner agencies were able to achieve 82.2 percent of planned hazard reduction activities.

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

Yours sincerely



Shane Fitzsimmons, AFSM  
Commissioner



# commissioner's report

*In an emergency, some of the most important work happens well before the first signs of smoke, or the first truck or crew starts rolling.*

*Prevention and preparation is a critical part of what we do in the NSW Rural Fire Service and across the year, the Service has not only continued, but strengthened its efforts in these areas. There are examples right across the length and breadth of this State, involving volunteers and staff.*

Despite the 2011/12 bush fire season being the culmination of the two wettest consecutive years on record, the NSW RFS and partner agencies were able to achieve 82.2 percent of planned hazard reduction activities. This achievement is quite strong, given the incredibly wet conditions across much of the State.

The Service's Mitigation Crews were able support brigades and volunteers by undertaking more than 2,000 separate jobs across the State, including the preparation of nearly 7,500 kilometres of fire trails and control lines.

There was again a solid commitment from councils with the Service's Roadside Vegetation Program, which resulted in 6,429 kilometres of vegetation treated alongside highways and other roads. These areas have historically been where many fires have started due to high traffic volumes. The management of the fuel in these areas provides improved protection to people, properties and valuable farming land.

Another important program has been the development and piloting of Community Protection Plans. These have been established as part of the ongoing response to the 2009 Victorian Bushfires Royal Commission, with successful pilot programs in a range of locations ranging from open grassland to isolated bushland and higher density urban areas. Volunteers in particular have been instrumental in delivering this program to local communities.

Throughout the season, the Service strengthened its *Prepare. Act. Survive.* public awareness campaign, supplementing the existing campaign on bush fires with one specifically targeting the increased risk of grass fires. This campaign was directed at high risk areas, particularly those in rural and regional locations, and had considerable success in raising public awareness.

Of course, the Service's focus was not only on prevention and preparation but also on the many and varied incidents we saw across the State.

The most notable of these was the extensive assistance the NSW RFS provided to the State Emergency Service (SES) during some of the worst flooding the State has ever experienced.

Flooding across the north of the State between December 2011 and February 2012 and further flooding across the south-western parts of the State in February and March 2012 saw 2,258 Service members deployed.



The assistance extended to aviation support, with more than 700 deployments made during these flood emergencies. The Service also provided base camps for emergency personnel and community members who had been evacuated from flooded areas.

In October 2011, the NSW RFS also provided support to the SES following damaging storms in the Blue Mountains, which had significant impact on homes and transport infrastructure.

Despite the ongoing wet weather, the season was not devoid of bush fire activity with three Section 44 declarations. This included two in the Blue Mountains where small but fast moving fires quickly impacted on properties. The other, in the far west, was the result of extensive lightning activity which generated a large number of fires.

Across the year, it was encouraging to see so many of our volunteers get involved in our consultative processes. Importantly, these processes ensure volunteer members have a real say in the ongoing development and management of their Service.

The Service's ongoing Consultative Committees, held in conjunction with the Rural Fire Service Association, play a role in discussing key strategic matters for the organisation.

Perhaps the largest effort in this area has been the rollout of regional forums

for volunteers in 32 locations across the State. These have given volunteer members an opportunity to raise questions or concerns, while also giving members of the NSW RFS Executive a chance to better understand the varied issues seen by brigades and explain some of the Service's initiatives and changes.

It has also been encouraging to see so many members embracing some of our programs aimed at retaining and increasing volunteers, ranging from our Flexible Membership Model and the development of the Leadership Capability Framework, to the ongoing Secondary School Cadet program which has again gone from strength to strength. These are all important projects which can assist in strengthening the organisation well into the future.

These are of course just some of the highlights and there are many more which are outlined throughout this Annual Report. Naturally, the year has not been without its challenges and there will no doubt be more in the future, however the Service has responded to these in an agile and considered way.

I would like to express my sincere thanks to everyone who has played a role in these projects, programs and initiatives across the year.

In particular I would like to thank the NSW RFS Executive for their leadership in what has been a challenging year.

Of particular note, thank you to Assistant Commissioner Keith Harrap, Director Infrastructure Services, who retired following a long and distinguished career as both a volunteer and salaried member.

I would also like to express my gratitude to the Hon. Michael Gallacher MLC, the Minister for Police and Emergency Services, as well as Mr Les Tree, the Chief Executive Officer of the Ministry for Police and Emergency Services and the staff for their assistance over the year.

Thanks must also go to the salaried staff of the Service, particularly for their ongoing focus on ensuring our volunteers have the support, equipment and expertise required to deliver frontline services.

Of course the biggest thanks must go to the men and women on the frontline – our volunteers – who have once again shown incredible dedication, commitment and versatility.

While it has been a season dominated by rain and floods, it is inevitable that fire conditions will return. The ongoing efforts of volunteers in preparing communities and responding to a range of emergency incidents is something the Service and in fact the entire community is rightly proud of.



Shane Fitzsimmons, AFSM  
Commissioner

# nsw rural fire service

## our vision

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

## our mission

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

## our values

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

## our customers

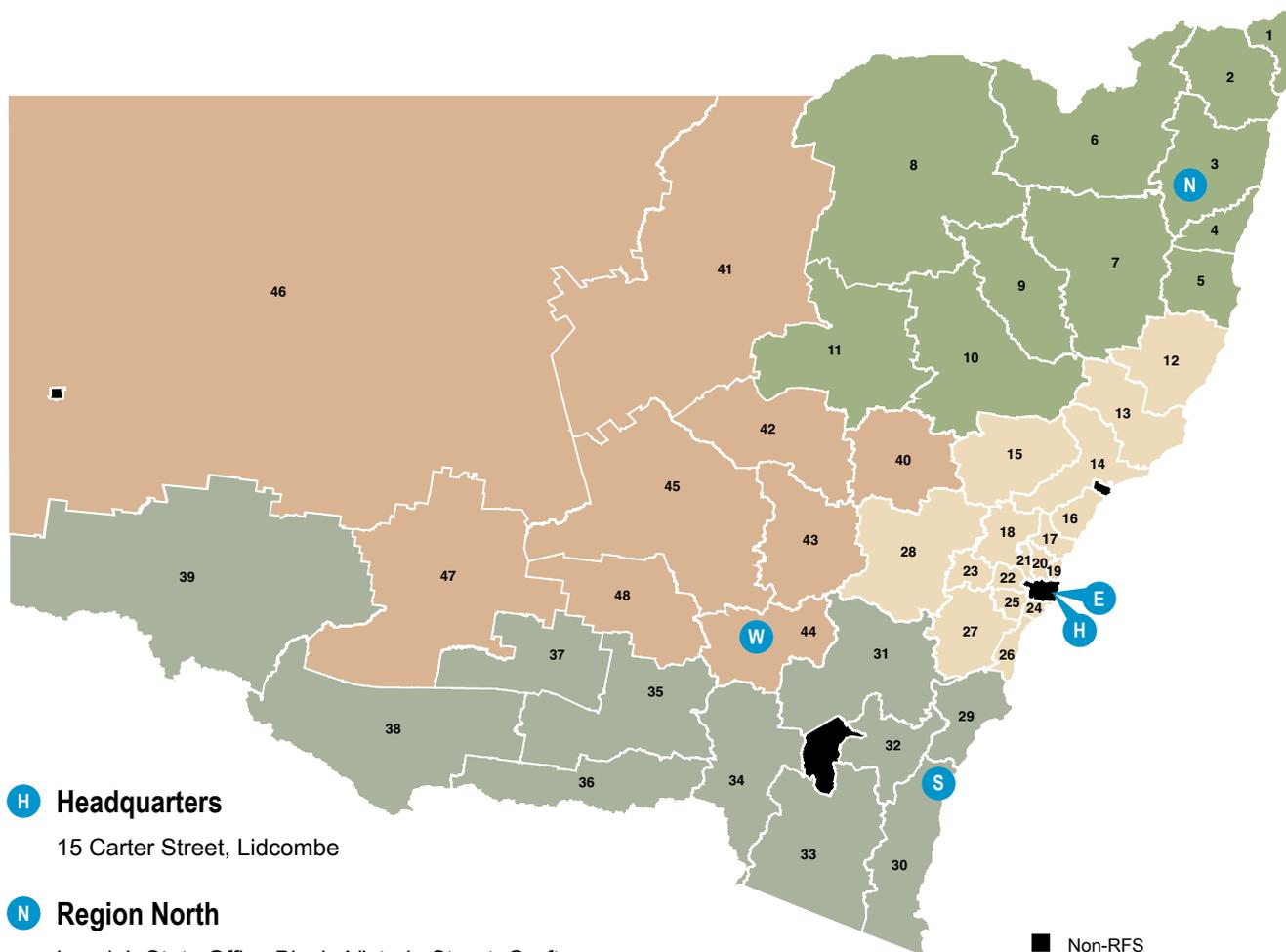
- The people of New South Wales
- Our members

## our stakeholders

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



# nsw rfs districts 2011/12



**H Headquarters**

15 Carter Street, Lidcombe

**N Region North**

Level 4, State Office Block, Victoria Street, Grafton

**S Region South**

7-9 Kylie Crescent, Batemans Bay

**E Region East**

Level 2, Quad 1, 8 Parkview Drive, Sydney Olympic Park

**W Region West**

3/21 Lovell Street, Young

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

	11/12	10/11	09/10
<b>District Offices</b> (including Teams and Zones)	48*	49	50
Brigades	2,036	2,039	2,051

## Region North

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

## Region East

<b>KEY</b>	<b>12. Mid Coast</b> Greater Taree Hastings	<b>16. The Lakes</b> Lake Macquarie Wyong	<b>22. Cumberland</b> Blacktown Fairfield Penrith	<b>27. Southern Highlands</b> Wingecarribee Wollondilly
	<b>13. Gloucester / Great Lakes</b> Gloucester Great Lakes	<b>17. Gosford</b>	<b>23. Blue Mountains</b>	<b>28. Chifley / Lithgow</b> Bathurst Regional Lithgow Oberon
	<b>14. Lower Hunter</b> Cessnock Dungog Maitland Port Stephens	<b>19. Warringah / Pittwater</b> Pittwater Warringah	<b>24. Sutherland</b>	
	<b>15. Hunter Valley</b> Muswellbrook Singleton	<b>20. Hornsby / Ku-ring-gai</b> Hornsby Ku-ring-gai	<b>25. Macarthur</b> Camden Campbelltown Liverpool	
		<b>21. The Hills</b>	<b>26. Illawarra</b> Kiama Shellharbour Wollongong	

## Region South

<b>KEY</b>	<b>29. Shoalhaven</b>	<b>33. Monaro</b> Bombala Cooma-Monaro Snowy River	<b>36. Southern Border</b> Albury Berrigan Corowa Greater Hume	<b>38. Mid Murray</b> Conargo Deniliquin Jerilderie Murray Wakool
	<b>30. Far South Coast</b> Bega Valley Eurobodalla	<b>34. Riverina Highlands</b> Gundagai Tumbarumba Tumut	<b>37. MIA</b> Griffith Leeton Murrumbidgee Narrandera	<b>39. Lower Western</b> Balranald Wentworth
	<b>31. Southern Tablelands</b> Goulburn Mulwaree Upper Lachlan Yass Valley	<b>35. Riverina</b> Coolamon Junee Lockhart Urana Wagga Wagga		
	<b>32. Lake George</b> Palerang Queanbeyan City			

## Region West

<b>KEY</b>	<b>40. Cudgegong</b> Mid Western	<b>43. Canobolas</b> Blayney Cabonne Cowra Orange	<b>45. Mid Lachlan Valley</b> Forbes Lachlan Parkes Weddin	<b>47. Mid West</b> Carrathool Hay
	<b>41. North West</b> Bogan Coonamble Walgett Warren	<b>44. South West Slopes</b> Boorowa Cootamundra Harden Young	<b>46. Far West</b> Bourke Brewarrina Central Darling Cobar Unincorporated NSW	<b>48. Bland Temora</b> Bland Temora

\* Where a District is a team or zone the LGAs are listed beneath.

# total of volunteers 70,246



*region north 13,850 volunteers*

*region south 20,476 volunteers*

*region east 20,397 volunteers*

*region west 15,523 volunteers*

A roadside hazard reduction burn on the Barrier Highway 170km west of Cobar. This burn was part of the Roadside Vegetation Program, read more about this in the Year in Brief chapter.

## funding

Rural Firefighting Fund

11/12

\$271M

## tankers

Numbers of new and refurbished tankers to be allocated to brigades

177

## vehicles

Tankers	3,803*
Pumpers	68
Personnel Transport and Command Vehicles	726
Bulk water carriers	57
Tanker trailers	1,464
Cargo, top trucks, various trailers	426
Communications vehicles and trailers	41
Catering vehicles and trailers	77
Marine craft	28
Slip on trailers and miscellaneous vehicles	402
<b>Total Units</b>	<b>7,092</b>

\* Non-Service owned vehicles are not included in the 2011/12 figure for tankers.

## communications

Radios

21,940



## incidents – four year view

	11/12	10/11	09/10	08/09
Bush fires	2,602	1,897	3,446	2,522
Grass fires	1,552	2,316	2,549	2,689
Building fires	849	846	927	939
Vehicle fires	1,500	1,462	1,475	1,532
Motor vehicle accidents	4,211	4,016	3,544	3,684
False alarms	2,020	2,201	2,028	2,227
Controlled burns	964	1,095		
Smoke scare	685	864		
Refuse fires	592	788		
Oil spills	252	461		
Assist other agencies (except floods)	318	265		
Flood	58	120		
Other*	3,310	2,499	6,177	5,881
<b>Total Number of Incidents</b>	<b>18,913</b>	<b>18,830</b>	<b>20,146</b>	<b>19,474</b>

\* In 2010/11 and 2011/12 the 'Other' Category has been expanded to include more details about incidents attended.



Christmas never arrived for some people across Australia when a mail truck carrying presents was completely destroyed by fire in December 2011. Seventeen NSW RFS firefighters from the Tweed District attended the scene near Chinderah on the Pacific Highway. Photo by Dirk Klynsmith

# incidents in 2011/12

	North	South	East	West
Bush fires	751	544	641	666
Grass fires	306	388	659	199
Building fires	200	194	348	107
Vehicle fires	246	223	859	172
Motor vehicle accidents	839	813	2,143	416
False alarms	268	349	1,218	185
Other *	1,024	991	3,579	585
<b>Total</b>	<b>3,634</b>	<b>3,502</b>	<b>9,447</b>	<b>2,330</b>

\*(includes other, controlled burns, smoke scares, refuse fires, oil spills, assist other agencies and flood)



# planning for the future: *NSW 2021*

*NSW 2021: A Plan to Make NSW Number One was launched in September 2011. It is the NSW Government's plan to rebuild the economy, return quality services, renovate infrastructure, strengthen our local environment and communities, and restore accountability to Government over the next ten years.*

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

The NSW RFS Corporate Plan 2011-2015 has been aligned with Goal 28. Reports on the performance of the NSW RFS in 2011/12 appear in the Key Focus Area chapter.

**NSW 2021 Goal 28 is to ensure NSW is ready to deal with major emergencies and natural disasters and includes the following.**

## **28.2 Defend against suburban and bushland fires**

### **Increase community resilience to the impact of fires through prevention and preparedness activities**

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

28.2.3 Increase the number of identified Neighbourhood Safer Places

### **Increase hazard reduction across NSW**

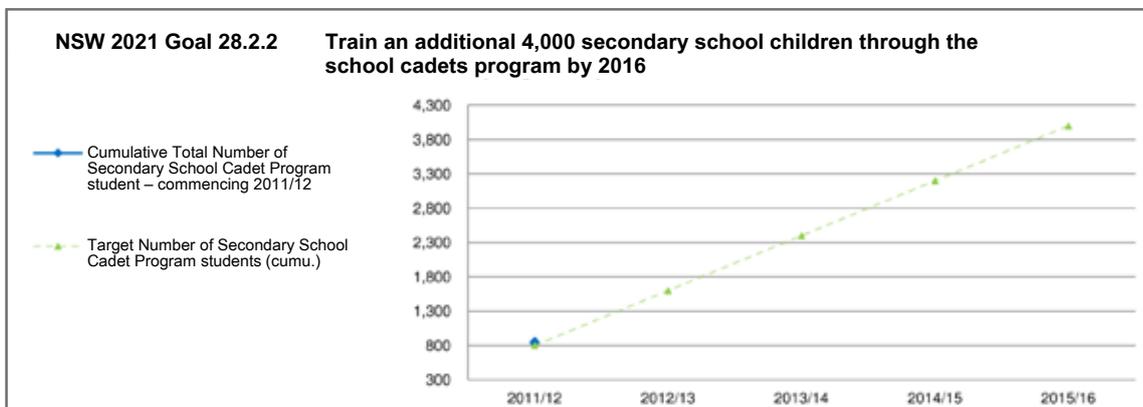
28.2.4 Increase the number of properties protected by hazard reduction works across all bush fire prone land tenures by 20,000 per year by 2016

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



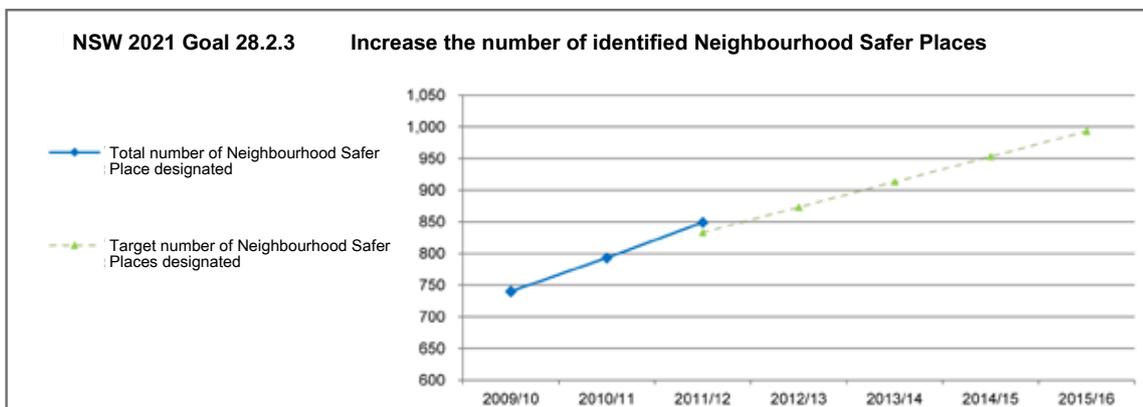
# NSW 2021, Goal 28

## NSW RFS Performance 2011/12



	2011/12	2012/13	2013/14	2014/15	2015/16
Cumulative total number of Secondary School Cadet Program students – commencing 2011/12	849				
Cumulative Target number of Secondary School Cadet Program students	800	1,600	2,400	3,200	4,000

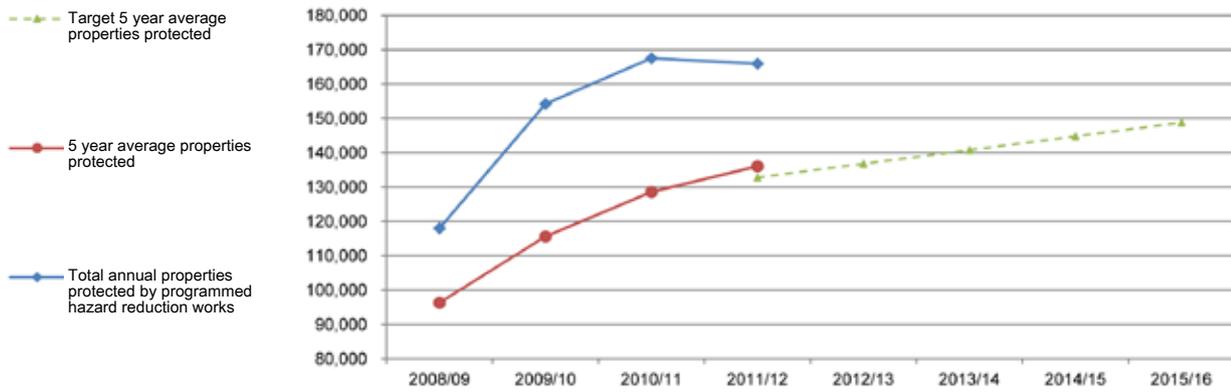
Please note that the Secondary School Cadet Program has been conducted since 2004 with around 3,500 school students participating between 2004 and the current reporting period.



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

**NSW 2021 Goal 28.2.4**

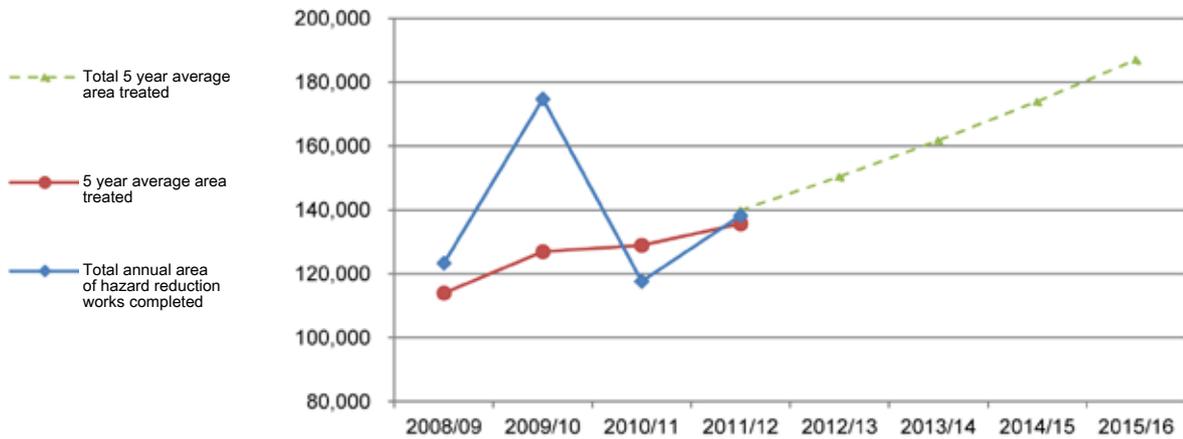
**Increase the number of properties protected by hazard reduction works across all bush fire prone land tenures by 20,000 per year by 2016.**



	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total annual properties protected by programmed hazard reduction works	118,021	154,211	167,533	165,945				
5 year average properties protected by total programmed hazard reduction works	96,313	115,612	128,593	136,063				
Target 5 year average properties protected by total programmed hazard reduction works				132,793	136,793	140,793	144,793	148,793

**NSW 2021 Goal 28.2.5**

**Increase the annual average level of the area treated by hazard reduction activities by 45% by 2016.**



	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total annual hazard reduction works completed (ha)	123,334.51	174,705.85	117,633.25	138,211.48				
5 year average total area of hazard reduction works completed (ha)	113,946	126,915	128,894	135,688				
Target 5 year average total area of hazard reduction works completed (ha)				139,900	150,435	161,762	173,943	187,041

# management and governance

**Management and governance**

**Organisational chart**

**Principal officers**

The NSW Rural Fire Service (NSW RFS) is the lead combat agency for bush fires in NSW. Working closely with other agencies we respond to a range of emergencies including structure fires, motor vehicle accidents and storms that occur within rural fire districts.

The NSW RFS is widely acknowledged as the largest volunteer fire service in the world. Members of the NSW RFS are trained to very high levels of competence to ensure they know what to do in an emergency. The Service aims to reduce the likelihood and consequence of fires occurring. This involves comprehensive risk management programs to reduce bush fire hazards, reduce fire ignitions and the development regulations for bush fire prone areas.

For over 100 years we have been a significant part of the history and landscape of NSW. Our organisation is made up of more than 70,000 volunteers operating in over 2,000 brigades, supported by around 900 staff.

### Legislation

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

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

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

### NSW RFS Commissioner

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

### NSW RFS Executive

The day to day management of the Service is carried out under the direction of the NSW RFS Executive. The Executive consists of the Service's Directors and a profile of each of these principal officers can be seen on the following pages.

► *Details appear on page 20-23.*

### Corporate Executive Group

The Corporate Executive Group (CEG) comprises the Executive and senior managers of the Service and representatives of the NSW Rural Fire Service Association. Its principal role is to consider and provide advice to the Commissioner on strategic issues affecting the Service. Details of representation and attendance at this Group are set out in Appendix L.

► *Details appear in Appendix L.*

### Governance Committees

Three bodies are empowered by legislation to assist in the operations of the NSW Rural Fire Service, they are: the Rural Fire Service Advisory Council, the Bush Fire Coordinating Committee and the Fire Services Joint Standing Committee.

### Rural Fire Service Advisory Council

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

and Service Standards. Details of representation and attendances at the Council are set out in Appendix L.

► *Details appear in Appendix L.*

### Bush Fire Coordinating Committee

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

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

The BFCC constitutes Bush Fire Management Committees (BFMC) for all rural fire districts and areas with significant risk of bush fire. It also approves operations coordination and Bush Fire Risk Management Plans that are prepared by the BFMCs.

► *Details of representation and attendance at this Committee are set out in Appendix L.*

### Fire Services Joint Standing Committee

The *Fire Services Joint Standing Committee Act 1998* provides for the establishment of the Fire Services Joint Standing Committee (FSJSC).

The major functions of the Committee are to develop and submit to the Minister strategic plans for the coordinated delivery of urban and rural fire services at the interface; to undertake periodic review of fire district boundaries; the minimisation of duplication and the maximisation of compatibility between the NSW RFS and Fire and Rescue NSW (FRNSW).

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

► *Details of representation and attendance at this Committee are set out in Appendix L.*

## Audit and Risk Committee

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

► *Details of representation and attendance at this Committee are set out in Appendix L.*

## Bush Fire Arson Taskforce

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

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

- Ensuring there is a flow of information between agencies pertaining to arson and deliberately lit bush fires
- Utilising a joint and uniform approach to investigation, training and research that is relevant to each agency
- Developing prevention programs designed to reduce the incidence of arson and deliberately lit bush fires at the local, regional and State level
- Developing strategies to assist in the apprehension of those responsible for arson and deliberately lit bush fires
- Facilitating networking and a collaborative response to the multifaceted aspects of arson and deliberately lit bush fires

## Consultative and Stakeholder Committees

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

### Rural Fire Service Consultative Committees

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

The Committees that met in the reporting period are: Community Engagement, Membership Services, Regional Services, Infrastructure Services and Operational Services.

► *Details of representation and attendance at this Committee are set out in Appendix L.*

### Local Government and Shires Associations of NSW Liaison Committee

The principal roles of the Committee are to discuss and resolve significant issues of a strategic nature that are of mutual interest to local government and the Service. Its members consider and report upon issues referred to it by the Minister.

► *Details of representation and attendance at this Committee are set out in Appendix L.*

### Stakeholder liaison and collaboration

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

- Australasian Fire and Emergency Authorities Council and its various Committees
- Association of Environment Education (NSW) Border Liaison Committees
- Bushfire Cooperative Research Centre
- District Emergency Management Committees
- District Rescue Committees

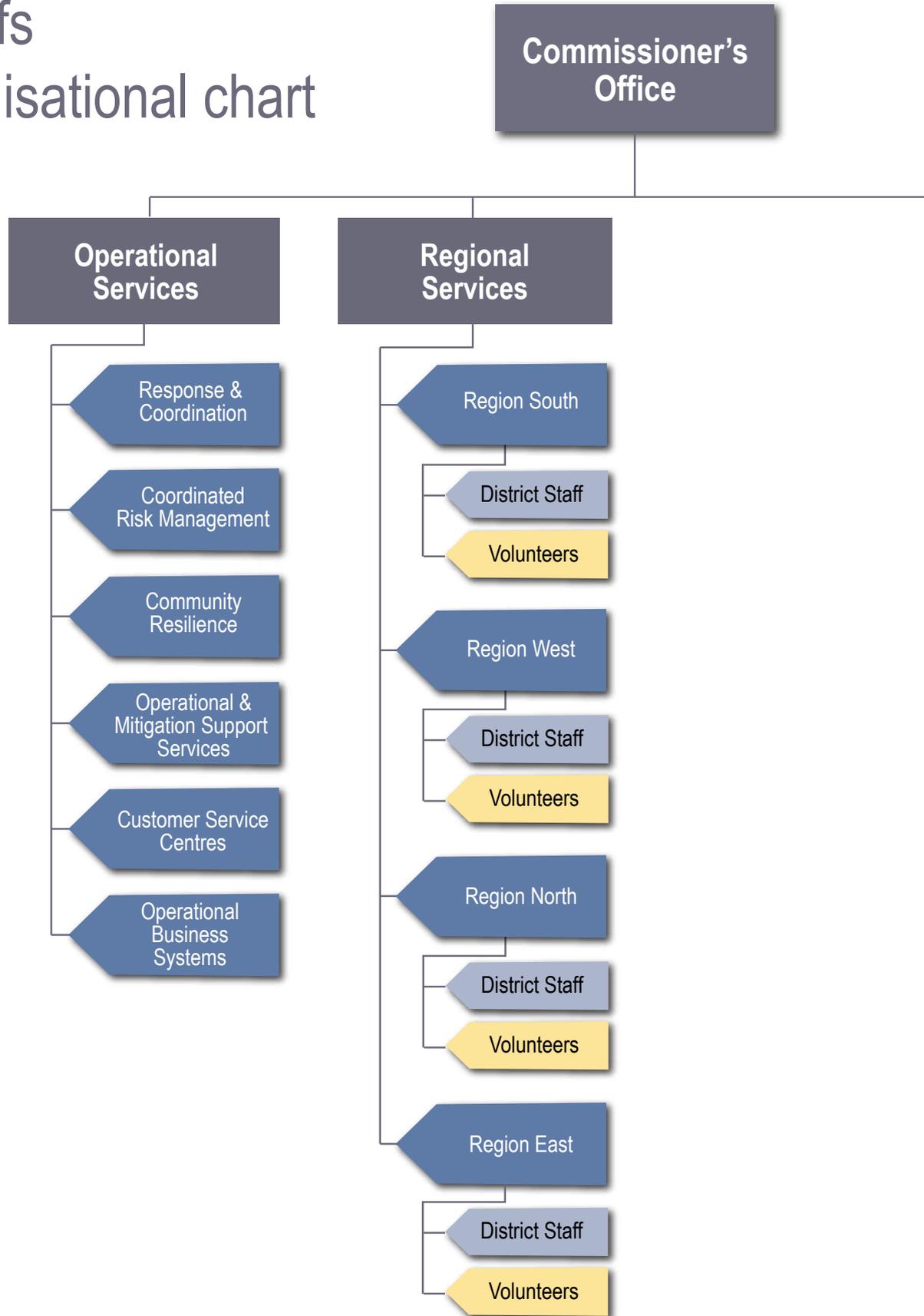
- Emergency Services Communications Working Party
- Emergency Services Industry Reference Group
- Emergency Services Personnel Support Advisory Group
- Environmental Education Officers' Group
- Fire Protection Association
- Museum Education Officers' Group
- National Aerial Firefighting Centre
- NSW Health Disaster Management Committee
- Public Sector Occupational Health and Safety Group
- Standards Australia – various committees
- State Emergency Management Committee
- State Rescue Board
- National Emergency Management Committee
- Fuel Loads Management Working Group
- The National Bushfire Arson Prevention Working Group

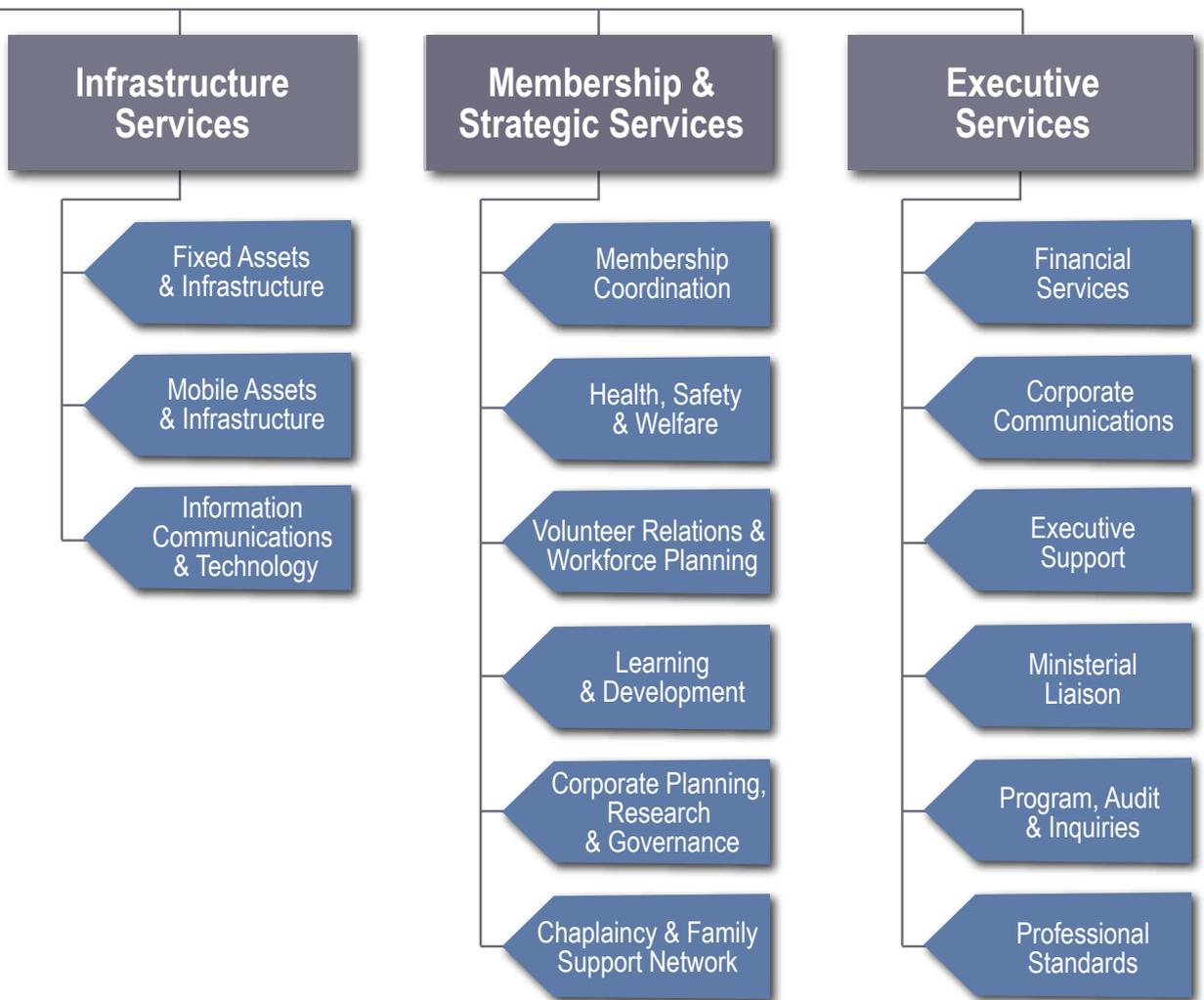
## Governance and Ethical Standards

The Service remains committed to the highest level of ethical behaviour and satisfactory conduct being displayed at all times by its members. All day-to-day activities of the Service are supported by the Service's Code of Conduct and Ethics SS 1.1.7 which applies to volunteer and salaried members alike. There were no changes to the Code during the reporting period.

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

# nsw rfs organisational chart







# principal officers



## NSW RFS Commissioner Commissioner Shane Fitzsimmons, AFSM

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

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

In 1994 he was appointed Regional Planning Officer in Central East Region, eventually progressing to the position of Regional Coordinator before being appointed State Operations Officer. In 1998 Commissioner Fitzsimmons was appointed Assistant Commissioner Operations.

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

He was awarded the Australian Fire Service Medal in 2001.

## Director Operational Services Deputy Commissioner Rob Rogers, AFSM

Deputy Commissioner Rob Rogers joined the NSW Rural Fire Service in 1979 as a volunteer member of the Belrose Brigade. In 1995, Deputy Commissioner Rogers commenced his career as a salaried officer as Deputy Fire Control Officer for the Greater Taree District. Since 2002, he has held various Executive positions responsible for Regional Management, Risk Management, Community Safety and Operational Services.

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

In July 2008 Deputy Commissioner Rogers was appointed Director Operational Services which brought together the two service delivery areas of Community Safety and Operations into a single cohesive team. In 2011 he was appointed Deputy Commissioner.

During the reporting period, Deputy Commissioner Rogers continued to provide leadership and direction to several ongoing key initiatives including: the implementation of three Customer Service Centres at Batemans Bay, Coffs Harbour and Glendenning; the refinement of Rapid Area Response Teams to increase the response capability of the Service; and the continued enhancement of Remote Area Firefighting Teams to ensure consistency of equipment, training and practice across the State.



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

Assistant Commissioner Dominic Lane is a longstanding member of the Service having joined the Milbrulong Bush Fire Brigade in 1984 just after leaving school.

Assistant Commissioner Lane was appointed to the position of Director, Regional Services in October 2008. In this reporting period Assistant Commissioner Lane oversaw the final phases of the District and Regional Realignment Project including the alignment the District positions into the functional areas of Membership, Infrastructure and Operations.

Assistant Commissioner Lane travelled throughout the State to attend 32 Regional Forums from Glenn Innes to Coonabarabran to Bourke and Deniliquin. More than 1,000 volunteers were consulted during the latter half of the reporting period and the project is continuing into the next year.

Assistant Commissioner Lane chaired of the newly established Regional Services Consultative Committee which oversaw several organisational-wide initiatives such as NSW RFS Rank Review and District Support Brigade Review.

He was awarded the Australian Fire Service Medal in 2004.



**Director Infrastructure Services**  
Assistant Commissioner  
Keith Harrap, AFSM

Assistant Commissioner Keith Harrap joined the Service as a member of Ku-ring-gai Brigade in 1968 and has held various positions ranging from volunteer to Assistant Commissioner.

He was appointed as Deputy Fire Control Officer for Hornsby/Ku-ring-gai in 1988 and then as Fire Control Officer in 1993. Assistant Commissioner Harrap was elected to the position of Vice President (Salaried Officers) of the Rural Fire Service Association in 1994 and held that position until 1997.

He was awarded the Australian Fire Service Medal in 1999.

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

Assistant Commissioner Harrap was a long standing member of the International Association of Fire Chiefs (IAFC) and a past Director of the International Association of Wildland Fire and was also an international representative on the IAFC Wildland Fire Policy Committee.

Following 44 years of commitment to the Service, Assistant Commissioner Harrap retired in July 2012.



## Director Membership and Strategic Services

Bronwyn Jones

Ms Bronwyn Jones was appointed to the position of Director, Membership and Strategic Services in August 2010. Her employment with the Service commenced in November 2008 when she was recruited in the new role of Director, Membership Services following the realignment of the Headquarters structure in that year.

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

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



## Director Executive Services

Richard Lyons

Mr Richard Lyons has been employed in the NSW Public Sector since 1979.

Over his career he has principally worked in policy-related areas in the Health and Attorney General's Departments, the Ministry of Police and, prior to his appointment to the Service in August 2008, he held the position of Director, Office for Emergency Services for the 13 years.

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

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**Key Focus Areas, Milestones and Targets**

**Protect People, Property and the Environment**

**Lead Coordinated Bush Firefighting and Prevention in NSW**

**Enhance Community Resilience**

**Value and Support our Members**

**Build Organisational Capability and Sustainability**

**Foster Partnerships**

key focus  
areas

The Corporate Plan sets key focus areas, a number of four-year targets and annual milestones which are updated for each planning year.

# key focus areas

## for the nsw rfs 2011/12

Protect People, Property and the Environment

Lead Coordinated Bush Firefighting and Prevention in NSW

Enhance Community Resilience

Value and Support our Members

Build Organisational Capability and Sustainability

Foster Partnerships

## 2011/12 milestones

- M1** Roles and classifications of membership defined
- M2** Leadership capability framework developed
- M3** Increased hazard reduction completed with more effective reporting
- M4** Review and evaluation of roles and responsibilities in brigades completed
- M5** Community Protection Plans piloted and implementation schedule developed
- M6** New methodology for hazard reduction endorsed
- M7** All Bush Fire Management Committees have a valid Bush Fire Risk Management Plan
- M8** Schools classified according to bush fire risk and pilot program for treatments developed
- M9** Mid North Coast Computer Aided Dispatch system (CAD) piloted and evaluated
- M10** Advertising campaign on grasslands completed
- M12** New opportunities for corporate partnerships identified
- M13** New three year public awareness campaign developed
- M14** Fleet classification policy and fleet management strategy developed and agreed
- M15** Station / Fire Control Centre works program developed
- M16** Update of ICT Strategic Plan completed
- M17** Actions for all critical and high risks in the Organisational Risk Register are implemented

## 2015 targets

The NSW RFS Corporate Plan 2011-2015 is aligned with Goal 28 of NSW 2021: A Plan to Make NSW Number One through the first four 2015 targets listed below.

- 1** Number of properties protected by hazard reduction works increased by 20,000 per year (NSW 2021)
- 2** Annual average level of area treated by hazard reduction activities increased by 45% (NSW 2021)
- 3** 200 more Neighbourhood Safer Places created in bush fire prone areas (NSW 2021)
- 4** Additional 4,000 secondary school students trained through the School Cadets Program (NSW 2021)
- 5** Computer Aided Dispatch system implemented
- 6** Fire behaviour analysis capability developed State-wide
- 7** Risk assessment of all schools in bush fire prone areas in NSW
- 8** Business requirements developed for the replacement of the Bush Fire Risk Management System (BRIMS)
- 9** Next Generation Workforce Strategic Plan implemented
- 10** Organisational Risk Management framework integrated across the NSW RFS
- 11** Communities in bush fire prone areas are more prepared and aware as a result of targeted and coordinated public awareness campaigns
- 12** State, national and international partnerships developed to enhance shared fire management expertise and resources
- 13** Consolidated SAP solution to manage fleet and equipment implemented
- 14** Radio and pager network upgrades completed
- 15** Station/Fire Control Centre works plan implemented in line with local needs and funding provided by government
- 16** Learning and Development frameworks aligned with flexible membership
- 17** Research framework and utilisation strategy implemented



## Protect People, Property and the Environment

*The NSW RFS protects lives, property and the environment in a proactive and ecologically sustainable manner. Included in this Key Focus Area for 2011/12 were hazard reduction targets and mitigation programs, management of bush fire hazard complaints, fire investigation and analysis, development of aviation capabilities, implementation of State Rapid Aerial Response Teams (RART) and continuous improvement of operational procedures.*

### **Milestones for 2011/12**

- M3 Increased hazard reduction completed with more effective reporting*
- M6 New methodology for hazard reduction endorsed*



TOP: Smith Creek West hazard reduction within the Ku-ring-gai Chase National Park in Sydney. Photo by Bernie O'Rourke  
ABOVE: A hazard reduction burn at the Region North Exercise March 2011. Photo by Ben Shepherd

## Hazard reduction targets and mitigation programs

The adverse weather conditions over the past two years including widespread flooding, have significantly reduced the opportunity for NSW RFS members to conduct hazard reductions. Despite this, substantial work has been completed around the State to manage and reduce bush fire hazards.

In the reporting period Mitigation Crews were established in Lismore, Coffs Harbour, Tamworth, Wyallda, Dubbo, Taree, Cessnock, Sydney, Mudgee, Wingecarribee, Oberon, Nowra, Mogo, Bega, Cooma, Wagga Wagga and Orange. These crews undertook a total of 2,178 works. Of these, 1,013 were mitigation works, 1,165 AIDER works and a total of 7,487 kilometres of bush fire hazard vegetation was managed.

A number of mitigation grant funding programs were delivered to support land managers, local councils and NSW RFS brigades to achieve critical hazard reduction works and the upgrading of strategic fire trails. In total, 896 hazard reduction activities and 139 fire trail activities were undertaken in the reporting period.

## Hazard Reduction Performance Reporting

The coordination of hazard reduction reporting requires the integration and analysis of data from land management agencies and local councils. This enables reporting for the *NSW 2021: A Plan to Make NSW Number One*, Bush Fire Coordinating Committee and Section 74 reporting requirements under the *Rural Fires Act 1997*.

The Bush Fire Community Protection Report and the Hazard Reduction Undertaken by the NSW RFS Report appear as Appendix A.

► *Details appear in Appendix A.*

The Roadside Vegetation Program was a hazard reduction initiative in the reporting period.

► *A full explanation of appears in the Year in Brief chapter.*

## Reporting on Goal 28 from NSW 2021

The NSW RFS has responsibilities under Goal 28 in *NSW 2021* and three out of four of the targets are related to protecting people property and the environment. These are:

28.2.3 Increase the number of identified Neighbourhood Safer Places

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

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

A full report on the Service's performance in relation to these targets appears in Appendix A and pages 13-14.

► *Details appear in Appendix A.*

## Management of bush fire hazard complaints

Another important aspect of identifying and reducing risk to the community is the hazard reduction complaints process. In 2011/12, 1,943 bush fire hazard complaints were received and investigated with 55 percent of these deemed to be a hazard, requiring treatment from the land owner/occupier.

► *A report on hazard reduction complaints appears in Appendix A.*

## Fire investigation and analysis

The NSW RFS formally investigated 483 fires during the reporting year. This included 110 structural fires, 10 motor vehicle fires and 363 vegetation fires. Of the 483 formal investigations, 75 percent had the cause of the fire determined.

There is more information about the activity of the Fire Investigation Unit on the following page.

## Development of aviation capabilities

The Aviation Section provided an extensive aviation training and recertification program for aviation specialist functions during the reporting period. Personnel from NSW and interstate fire and emergency service agencies participated in the aviation training opportunities. Many of these people were actively deployed to fire and flood operations in the 2011/12 fire season.

The State Air Desk was operational for 173 days supporting aviation operations across NSW and facilitated the tasking of 567 aircraft and fuel trucks to fire and emergency incidents across the reporting period. Over a million litres of aviation fuel was used over the season.

A total of 740 aviation deployments were made during the flood emergencies between November 2011 and March 2012.

## Implementation of State Rapid Aerial Response Teams (RART)

A report on the activity of the Rapid Aerial Response Team in the reporting period appears in the Year in Brief chapter.

► *Details appear in Year in Brief.*



## Lead Coordinated Bush Firefighting and Prevention in NSW

*The NSW RFS drives effective multi-agency risk planning prevention strategies and response arrangements. This Key Focus Area covers the lead role of the NSW RFS in the Bush Fire Coordinating Committee's (BFCC) responsibility to coordinate all State firefighting operations and agencies involved in bush fire prevention, suppression and mitigation, and the role of local Bush Fire Management Committees (BFMC) in developing risk management and operational coordination plans.*

### **Milestones for 2011/12**

*M7 All Bush Fire Management Committees have a valid Bush Fire Risk Management Plan*



TOP: A fast moving grassfire in Emmaville, near Glen Innes on Easter Sunday 2012. Photo by Stephen Prichard  
ABOVE: State Operations plays a critical role under coordinated firefighting arrangements, including the dissemination of warnings to fire affected communities. Photo by Anthony Clark

## Overview of the 2011/12 fire season

In the reporting period, the NSW RFS declared three Total Fire Bans and three Section 44 Bush Fire Emergencies with one Emergency Alert telephone warning messages being issued during the Cliff Drive fire in the Blue Mountains in October 2011.

The Blue Mountains Local Government Area declared a Section 44 Bush Fire Emergency at 1100hrs on 20 September 2011. It was revoked at 1800hrs on 23 September 2011.

The Cobar, Central Darling and Unincorporated Areas in Region West declared a Section 44 Emergency at 0600hrs on 28 September 2011. It was revoked the following day at 1400hrs.

The Blue Mountains Local Government Area declared a Bush Fire Emergency at 1545hrs on 24 October 2011 and it was revoked the next day at 1830hrs.

► *Details appear in Year in Brief.*

## Bush Fire Risk Management Planning

The NSW RFS Operational Services Directorate coordinates and provides support for the Bush Fire Management Committees (BFMCs) across NSW. BFMCs provide a forum for local cooperative and coordinated bush fire management and include landholders, land managers, fire authorities and community organisations. BFMCs are responsible for preparing, coordinating, reviewing and monitoring the Plan of Operations and Bush Fire Risk Management Plan for their area. The Bush Fire Risk Management Plans set future mitigation, hazard reduction and community engagement priorities across the State. They are major contributors to reducing bush fire risk to communities.

## Incident Controller Major Incidents program

The new Incident Controller Major Incidents (ICMI) training program was introduced in the reporting period. This course provides Incident Controllers with the skills and attributes required to manage large scale and

challenging bush fires. The ICMI training program included 24 NSW RFS staff members as well as three participants from National Parks and Wildlife Service, three from Fire and Rescue NSW and one participant from the Country Fire Service (SA).

Skills gained in the ICMI training program are of a very high standard and all participants have many years experience in Incident Management Team roles. Assessment for the first ICMI training will take place in the next reporting period.

## Fire Investigation and Arson Prevention

The Fire Investigation Unit, through participation on the Bush Fire Arson Task Force, helped establish an additional five District Arson Prevention Working Parties in the reporting period. The Unit also began work on the introduction of an electronic arson trend analysis system in partnership with other agencies. This project will improve the sharing of information between stakeholder agencies responsible for mitigating and investigating arson-related fires.

The NSW RFS also participated in the National Bushfire Arson Prevention Working Group. The working group is made up of senior police and fire agency representatives from each State/Territory and significantly contributed to the National Strategy for the Prevention of Bushfire Arson. This strategy aims to ensure there is a national and collaborative approach to combating bush fire arson and was endorsed by the Standing Council of Police and Emergency Management in July 2011.

In Region East, fire investigators participated in joint training with the NSW Police Force Arson Squad and Forensic Services Group. During the year the Region's 50 structural and wildfire investigators carried out 234 investigations leading to several arrests.

## Border Liaison

The Regional Offices continued to maintain and build relationships in their

local communities by working closely with other emergency service agencies, and relevant stakeholder and interest groups.

Region North successfully hosted the first Cross Border Incident Management Exercise conducted by the Queensland/ NSW Border Liaison Committee at Kyogle in October 2011.

Region South participated in a number of Border Liaison meetings with their Victorian counterparts including the Eastern Cross Border Committee and the Upper Murray Cross Border Committee. Arrangements regarding Victoria's interim alert messaging were established for those areas adjoining the Victorian border in the case where bush, grassfires and scrub fires that may impact. These new measures implemented in December 2011.

To enhance cooperation between agencies, Region South Group Officers hosted a forum which included participation from the Country Fire Authority (Vic), Country Fire Service (SA) and ACT Rural Fire Service. The forum allowed senior volunteers to discuss Command Control, Fire Analysis and State Mitigation Support Services as well as participate in Communications and Fatigue Management Workshops.

A successful Incident Management Exercise was conducted in Region South which included representatives from ACT Fire Service, National Parks and State Forests. The Exercise provided an opportunity to refresh the skills of the Region's experienced Incident Management Team personnel and to test the functionality of the Fire Control Centre during emergency situations.

## Roadside Vegetation Program

An initiative to reduce fire hazard along strategic roads leading into and around villages across NSW was conducted in 2011/12.

► *A report appears in the Year in Brief chapter.*



## Enhance Community Resilience

*The NSW RFS ensures the people of NSW are resilient and well-equipped to withstand the impact of bush fire and its consequences. Initiatives in this Key Focus Area addressed the delivery of bush fire alerts and warnings, public awareness campaigns, community engagement to increase bush fire preparedness, and planning for bush fire protection in the built environment. Specific programs included new Community Protection Plans incorporating Neighbourhood Safer Places, and the Assist Infirm Disabled and Elderly Residents (AIDER) program.*

### Milestones for 2012

- M5 Community Protection Plans piloted and implementation schedule developed*
- M10 Advertising campaign on grasslands completed*
- M12 New three year public awareness campaign developed*



TOP: Community Protection Plans include community meetings and information sharing such as this one in Guerilla Bay. Photo by Simon May

ABOVE: The NSW RFS grass fire awareness campaign was focussed on rural and regional areas. This one was in the Cooma Monara area. Photo by Brydie O'Connor

## Community Protection Plans

It has been a successful first year for the Community Protection Plan (CPP) project. CPPs were launched in NSW in response to some of the recommendations of the 2009 Victorian Bushfires Royal Commission and provide a standard approach to community level bush fire planning throughout NSW.

CPPs are a tactical bush fire plan that incorporates a range of aspects relevant to bush fire risk management into a single document that is specific to a community. CPPs provide the public, land managers and fire authorities with easy to understand information on the:

- Bush fire threat to a community
- Current and proposed risk treatment works
- Access and egress issues
- 'At-risk' (schools, hospitals, nursing homes, childcare centres) and hazardous (petrol stations, treatment plants) facilities
- Available treatment strategies

In the reporting period, CPPs were successfully piloted in Terrey Hills, Guerilla Bay, Tingha and Cumnock. The communities involved in the pilot studies responded well to the approach and in some cases, up to 40 percent of the population attended the community meetings.



The CPP pilot studies have resulted in tangible improvements to the bush fire protection currently in place for these communities. In addition, the CPPs have provided for better hazard reduction planning and, even more importantly, has contributed to improved community preparedness.

In the reporting period the development of CPPs also commenced for Woombah, Durrumbidgee, Mount Wilson, North Arm Cove, Dalgety, Bungonia, Lake Wonboyn and Wollembi.

To assist local district staff, eight CPP officers and a team leader have been appointed to work across NSW from the Customer Service Centres in Coffs Harbour, Glendenning and Batemans Bay. CPP officers assess communities and provide residents and the local NSW RFS with advice and resources to build the CPP. They also assist residents in preparing their individual Bush Fire Survival Plans.

Due to the success of the first year of the Community Protection Plan project, an implementation schedule has been developed for the next two years.

Early in the next reporting period, the CPP concept will be referred to the Bush Fire Coordinating Committee for its consideration and integration into the current risk planning framework.

## Delivery of bush fire alerts and warnings

One Emergency Alert was issued during the Cliff Drive fire in the Blue Mountains in October 2011.

## Public awareness campaign

The Corporate Communications group delivered two major public awareness campaigns in the reporting period.

The Prepare.Act.Survive. grass fire awareness campaign was successful in raising community awareness about the dangers of grass fires, specifically

targeting rural and regional areas. A separate campaign targeting bush fires was carried out State-wide.

This was the final year of the three-year campaign introduced following the 2009 Black Saturday bush fires in Victoria. A new public awareness campaign for the following three years was developed in the reporting period.

## Community engagement to increase bush fire preparedness

Increasing support for community engagement within brigades was a focus for the Community Engagement Unit in the reporting period.

Social media has continued to be a major asset in keeping members informed of new ideas and for sharing what other brigades are doing.

Users of the Community Engagers Facebook page have increased in the period. A bi-monthly newsletter to members and a quarterly newsletter to residents around NSW were also achievements.

## Community Engagement Toolkit

The reporting period saw the launch of the Community Engagement Toolkit in conjunction with the Community Engagement Strategy. The Toolkit contains:

- Community Engagement Strategy
- Tips for planning Community Engagement Activities
- Tools to help conduct Community Engagement

The toolkit is designed for staff and volunteers and provides practical advice and tools for engaging communities.

In the reporting period, several other new resources designed for the general public were also released, completing the Bush Fire Safety factsheet series and targeting tourism and recreation. Copies of these can be found on the NSW RFS website: [www.rfs.nsw.gov.au](http://www.rfs.nsw.gov.au).

# key focus area

## Training volunteers and staff in community engagement

In the reporting period the Community Engagement Unit was responsible for coordinating 44 courses involving more than 500 community engagement staff and volunteers. These courses qualify members to hold community meetings, work with local communities to be better prepared against bush fire damage and assist families to complete a Bush Fire Survival Plan.

### Community Safety Assistant

367 participants attended 35 courses presented at: Clarence Valley, Blue Mountains, Hawkesbury, Hornsby, Warringah, Wollondilly, Wyong, Glen Innes, Lake George, Hastings, Corowa, Moree Plains, Tweed, Campbelltown, Coffs Harbour, Yass Valley, Cumberland, Chifley, Vacy, Clarence Town and Port Stephens.

### Community Safety Facilitator

117 participants attended seven courses presented at: Orange, Wagga Wagga, Penrith, Grafton, Illawarra and Yass Valley.

### Community Liaison Officer

29 participants attended two courses presented at: Cessnock and Yass Valley.

## NSW RFS Open Day

The NSW RFS State-wide 2011 Open Day was held on Saturday 24 September 2011, with 354 brigades from four regions across the State participating. Many brigades incorporated some great community engagement initiatives, which improved their ability to share bush fire safety messages with their community as well as further increase exposure of the NSW RFS.

## 16th Australian Community Engagement and Fire Awareness Conference

The 16th Australian Community Engagement and Fire Awareness Conference was held in early June 2012 in Wollongong with the theme Fire Up Engagement. A total of 360 NSW RFS members and 60 representatives from other agencies attended. Other agencies included the Country Fire Authority Victoria, Tasmania Fire Service, ACT RFS, Fire and Rescue NSW and the NSW State Emergency Service.

The key note speaker was Celeste Geer, Director and Producer of 'Then the Wind Changed', a documentary about her personal experience of the 2009 Black Saturday bush fires in Victoria. Significantly, there was a record number of NSW RFS members speaking at the conference about their own community engagement experiences and initiatives. Particular highlights of the conference were the launch of 'No Plan Dan' and a new range of Australian cartoon characters to help communicate fire messages.

## Planning for bush fire protection in the built environment

A review of Planning for Bush Fire Protection (2006) began in the reporting period including 33 submissions from stakeholders. The Community Resilience Unit also worked with the Fire Protection Association of Australia on their certification scheme to provide for greater transparency and accountability of bush fire consultants.

During the reporting period a total of 5,009 assessments were undertaken. The table following shows the breakdown of assessments completed by the Service over the period.

Type of development	Assessed
Complying Development	42
Part 3A	40
Planning Instruments	185
Integrated development	1,906
Infill development	2,779
General advice (79C matters)	28
SEPP Infrastructure	28
<b>TOTAL</b>	<b>5,009</b>

The Department of Planning and the NSW RFS have been working closely on a strategy to reduce the number of unnecessary development assessment referrals received from local government, under government planning reforms. This is to ensure that the NSW RFS concentrates its efforts on larger subdivisions and vulnerable communities.

## Assist Infirm Disabled and Elderly Residents (AIDER)

This is a one-off free service, supporting vulnerable residents to live more safely and confidently in their home on bush fire prone land. In this period 1,165 jobs were completed including clearing gutters, thinning vegetation, removing leaf and tree debris, trimming branches, mowing and slashing long grass around residential homes.

## Neighbourhood Safer Places

A Neighbourhood Safer Place (NSP) is a place of last resort for people to gather during the passage of a bush fire. It is typically a building or open space which is signposted within the community to provide a higher level of protection from the immediate threat of fire.

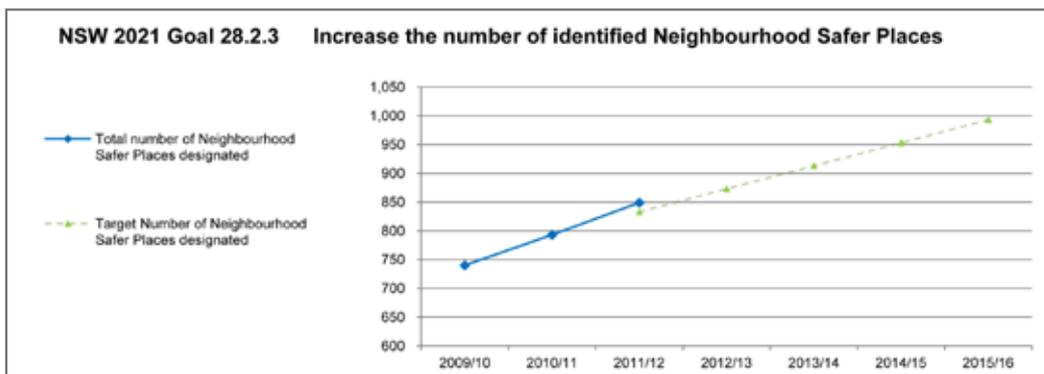


The Killcare/Wagstaffe Open Day activities in 2011 on the banks of the beautiful Hardys Bay. Photo by Terry Wilson

In line with the *NSW 2021* there has been an increase of 56 NSPs this financial year, leading to a total of 849 now established in 118 Local Government Areas across the State.

Annual audits and inspections were also undertaken to identify potential new sites and to ensure that standards for the design and placement of NSPs were upheld. A full list of the NSPs

already identified can be found on the NSW RFS website.



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



## Value and Support our Members

*The NSW RFS fosters a safe working culture, actively promotes a diverse, flexible and adaptive membership; and values and appropriately recognises the contribution of our members, staff and volunteers. This Key Focus Area contains programs such as the development of workforce metrics, the Flexible Membership Model and the District Support Brigade Review which strengthen the NSW RFS workforce.*

### **Milestones for 2012**

- M1 Roles and classifications of membership defined*
- M2 Leadership capability framework developed*
- M4 Review and evaluation of roles and responsibilities in brigades completed*



TOP: Valley Heights Brigade opened their new station in the reporting period and Commissioner Fitzsimmons attended. Photo by Brad Bridger  
 ABOVE: The 10th Volunteer Memorial Service was held in October 2011 at Mrs Macquarie's Chair in Sydney.

## Flexible Membership and Equal Employment Opportunity

The NSW RFS has a range of initiatives to promote the principles of Equal Employment Opportunity (EEO) in the workplace.

A key initiative is the Flexible Membership Model. Flexible membership is a concept that provides an overview of how our membership might look into the future. It provides more options and greater flexibility for our membership, with a key focus on diversity. In 2011/12 extensive consultation took place around a draft Flexible Membership Model for the NSW RFS.

The Next Generation Workforce Strategic Plan contains other key equity and diversity strategies for the NSW RFS. This plan has established targets in regard to workforce diversity, particularly in relation to female, indigenous and culturally diverse members. The Next Generation Workforce Strategic Plan also focuses on flexible training options that will help NSW RFS attract and retain members from diverse backgrounds simply by providing different ways to teach and communicate with our membership.

The NSW RFS Multicultural, Disability and Aboriginal Services Strategy's are all important initiatives that have been developed to engender an environment that is reflective of the wider community of NSW. From an employment perspective, the NSW RFS recruitment system continues to stress EEO principles through convenor training and a thorough job analysis and development process. The NSW RFS also has an EEO Policy and an EEO Management Plan.

In the next reporting period, the NSW RFS will review its EEO Policy and Management Plan and combine all diversity plans into a more holistic 'Equity and Diversity' strategy for the organisation. More on Equal Employment Opportunity can be found in the Membership and Strategic Services chapter.

► *Details appear in Review of the Reporting Year.*

## Emergency Services SAP Human Resources Project Overview

A joint agency initiative commenced on 1 July 2010 which involved the 'on-boarding' of the emergency services agencies, NSW RFS, State Emergency Service and the Ministry for Police and Emergency Services (MPES) onto the pre-existing NSW Fire and Rescue SAP system.

Although the SAP HR project involved all agencies it was of particular importance to the NSW RFS as it involved the transfer from Firezone of all volunteer records, both personal and training/qualification related data. The SAP HR Project was divided into two phases:

1. The successful implementation of NSW RFS employee payroll and human resource records as well as the introduction of Electronic Self Service (ESS) which was also to incorporate Management Self Service (MSS)
2. The transfer of volunteer personal (Volunteer Management – VM) and qualifications (Learning Solutions On-line – LSO) to SAP as well as enhancements to the ESS function

There were significant challenges during this period in order to achieve these deadlines. The 'go-live' date for phase two of SAP HR (VM and LSO) was initially scheduled for early April 2012. Due to the extensive involvement of many NSW RFS personnel in supporting the SES in the major flood operations in many parts of NSW, it went live in the first week of June 2012. The delayed go-live date was successfully achieved and SAP HR was operating for all identified areas for the NSW RFS from this date. Further enhancements to the ESS functionality will be phased in during the next reporting year.

## Transitioning to the new harmonised work health and safety laws and workers compensation changes

There were two significant changes to health and safety and workers compensation legislation in NSW in the reporting period. Firstly, the *OHS Act 2000* and *OHS Regulation 2001* were repealed and replaced with the *Work Health and Safety (WHS) Act 2011* and *WHS Regulation 2011* which commenced 1 January 2012. Secondly, the NSW Government introduced changes to workers compensation laws via the *Workers Compensation Legislation Amendment Act 2012*. The Service has supported members through these changes with information and advice, as well as improvements to the Health and Safety Management System. Further information on this area appears in the Membership and Strategic Services chapter.

► *Details appear in Review of the Reporting Year.*

## e-Learning

Several online learning programs were introduced in 2011/12. This included the Safety Induction and Volunteer Induction. In addition, staff members also have access to Staff Induction and Organisational Risk Management Awareness training. A large number of NSW RFS members have undertaken these programs. The delivery of online and blended learning in a flexible manner will be a growing field of training and assessment in the NSW RFS.

## District Support Brigade Review

Foundational work for the District Support Brigade Review was the focus in the reporting period. A discussion paper was drafted and released by the Regional Services Consultative Committee for comments and feedback. The feedback was published and will influence the future direction of the Review.



## Build Organisational Capability and Sustainability

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

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

### **Milestones for 2012**

- M2 Leadership capability framework developed*
- M9 Mid North Coast Computer Aided Dispatch system (CAD) piloted and evaluated*
- M13 Fleet classification policy and fleet management strategy developed and agreed*
- M14 Station / Fire Control Centre works program developed*
- M15 Update of ICT Strategic Plan completed*
- M16 Actions for all critical and high risks in the organisational risk register are implemented*



TOP: The Deniliquin Brigade station is one of the first standard design stations to be completed. The station was completed in November 2011. Assistant Commissioner Dominic Lane (centre) presented Deniliquin Brigade members with Long Service medals including (L-R) Trevor David, Laurie Coonan (Brigade President), Alyce Harding (who received the medal on behalf of her late husband Ron), Julian Bassett, Andrew Brain, Wayne Fitzpatrick, David Donaldson and Murray Druit. State Member for Murray Darling, John Williams and Deniliquin Mayor Brian Mitsch and brigade member Lachlan Graham also attended the ceremony. Photo courtesy of Deniliquin Pastoral Times. ABOVE: Perthville Brigade in action at the Region East Exercise. Photo by Ben Shepherd

## Leadership Capability Framework

In the reporting period a draft Leadership Capability Framework was developed. This framework provides the architecture on positioning the development of leadership training in technical, regulatory and human interaction subjects against the various roles and levels of the NSW RFS. It provides a leadership model for both salaried and volunteer positions.

## Computer Aided Dispatch pilot

The Mid North Coast Call Receipt and Dispatch Trial commenced in August 2011 and continued throughout the reporting period. The aim of the trial was to test communication and dispatch protocols for a 24/7 centralised dispatch process using the Operational Customer Service Centre (OCSC) at Headquarters in Lidcombe. The trial was deemed successful but demonstrated that State-wide implementation would prove challenging due to the unique environment that NSW RFS operates in.

## Fleet classification strategy

The Infrastructure Services Directorate is responsible for the Service's firefighting and corporate fleet. Further details on fleet management appear in the Infrastructure Services Directorate report.

► *Details appear in Review of the Reporting Year.*

## Fire Control Centre Works Program

In the reporting period, \$3.5 million was allocated for newly built and refurbished buildings throughout the State. State-of-the-art Fire Control Centres (FCCs) were constructed at West Wyalong and Northern Rivers. Further planning continues for the new FCCs at Singleton and the Lower Hunter Team at Maitland which is approaching tender release stage. Construction of a new Standard FCC at Bombala has commenced and this FCC will be completed this coming year. The new Standard FCCs will continue to bring a

new level of capability and service for the management of bush fire and other emergency incidents within these areas.

► *Details about the Northern Rivers Fire Control Centre appear in the Year in Brief chapter.*

## ICT Strategic Plan completed

The strategy and activity of the ICT Unit appears in the Infrastructure Services Directorate report.

► *Details appear in Review of the Reporting Year.*

## Organisational Risk Register

The focus in the reporting year was on continuing Organisational Risk Management integration throughout business units. Actions to address all risks rated 'critical' and 'high' were incorporated into business plans and three 'high' rated risks were evaluated at a lower risk level as a result of the implementation of risk treatments.

In recognition of its achievements the NSW RFS was named runner-up in the Enterprise Risk Management category of the NSW Government Treasury Managed Fund (TMF) Risk Management Awards in September 2011.

A full report on this area appears in the Membership and Strategic Services Directorate report.

## Tanker Replacement Program

During the reporting period, Infrastructure Services managed the Tanker Replacement Program and handed over 177 new and refurbished tankers to the NSW RFS Brigades across NSW.

► *Details appear in Review of the Reporting Year.*

## SAP Human Resources Project

The Emergency Services SAP Human Resource project is reported on in full on the previous page.

► *Details appear in Key Focus Area chapter.*

## Planning and reporting

In 2011/12, the Service implemented an enhanced corporate planning and reporting framework. The new framework includes a four year Corporate Plan, which focuses on six Key Focus Areas, supported by corporate objectives, strategies, milestone and targets. In the reporting period, business planning, risk management and key reporting requirements have been integrated and quarterly reporting has been implemented.

## Enhancement of shared functionality

In 2011/12, a project was implemented to improve ICON and share its functionality with the ACT Rural Fire Service (ACT RFS).

Enhancements included an increased accuracy of incident locations in the system through improvements in geo-spatial technology. It also incorporated the addition of hazard reduction events for situational awareness information to NSW RFS staff and community when smoke is in the air. The sharing of NSW RFS functionality with the ACT was implemented to better manage bush fire incidents across jurisdictional boundaries. The benefits of this are an improved visibility to the community of bush fire incidents in both jurisdictions and improved incident management coordination by NSW RFS and ACT RFS staff through the use of a common system.

## Radio and pager networks

This project continued in the reporting period and details appear in the Infrastructure Services Directorate report.

► *Details appear in Review of the Reporting Year.*



## Foster Partnerships

*The NSW RFS leverages new and existing partnerships to influence the national agenda in relation to emergency services and develops mutually beneficial local, national and international strategic alliances to raise and strengthen the NSW RFS profile.*

*Programs under this Key Focus Area include the Botswana Fire Management Program and local partnership initiatives such as the Secondary School Cadet Programs conducted in conjunction with NSW high schools and the Hotspots Fire Project.*

### Milestones for 2012

*M11 New opportunities for corporate partnerships identified*



TOP: Hotspots workshops were held in 16 locations across NSW. Photo by Brodie Rafferty

ABOVE: The Botswana Fire Management Program completed its third successful year in 2011/12. Photo courtesy of Russell Perry

## International initiatives

### Botswana Fire Management Program

The Botswana Fire Management Program is funded by AusAid to assist bush fire prone Botswana to develop a coordinated firefighting model, similar to the NSW RFS.

Since the program began three years ago, more than 70 NSW RFS members, including over 45 volunteers, have been deployed to successfully train firefighters, identify suitable firefighting equipment and establish a coordinated firefighting model in bush fire prone Botswana.

In 2011/12 the program finished the third year of its five-year commitment. There were three deployments to Botswana in the reporting period with ten staff and ten volunteers participating. The program takes advantage of the professionalism and expertise of Service members in a range of fields as well as giving NSW RFS members the valuable experience of working in a different culture and landscape.

### Links to Asia

In the reporting period, a Memorandum of Understanding was signed between the Service and the Asia Disaster Preparedness Centre (ADPC). Since its inception in 1986, ADPC has been recognised as the major independent centre in the region for promoting disaster awareness and the development of local capabilities to foster institutionalised disaster management and mitigation policies.

## Local initiatives

### Secondary School Cadet Program

The NSW RFS Secondary School Cadet Program presents Year Nine and Ten secondary school students with an opportunity to learn about NSW RFS ideals and values as well as undertake age-appropriate training that is incorporated into the school program.

The Secondary School Cadet Program continued its success throughout the 2011/12 period. Approximately 850 students participated in 56 programs across NSW schools; an increase in programs from the previous year. The Secondary School Cadet Program is a priority action in the NSW Government's *NSW 2021*.

To read more about the Cadet of the Year for 2012, Phillip Brunsdon from Tumut High School, see the Year in Brief chapter.

► *Details appear in the Year in Brief chapter.*

### Top national award for Hotspots

In the reporting period, the NSW RFS won a major national award for the Hotspots Project.

The 2011 Australian Safer Communities Award in the Education, Training and Research section is an award that recognises innovative practices that help build safer, stronger and more disaster resilient communities that are better prepared to manage emergency situations.

The Hotspots Project has been in operation for seven years and is designed to equip landholders and land managers with the necessary skills and knowledge to manage fire on their own land.

The NSW RFS works closely with the NSW Farmers Association and Nature Conservation Council to make sure the Hotspots project is helping to protect communities while maintaining the unique biodiversity of the Australian landscape.

The Hotspots Project consists of a number of workshops aimed at improving landholders' understanding of fire and shows them the steps they can take to manage their risk. The Project also focuses on environmental sustainability and is supported by the Nature Conservation Council.

Hotspots workshops have been conducted in nearly 50 locations around NSW including 17 in the reporting period. The locations of the Hotspots workshops in 2011/12 were: Hunter Valley, Shoalhaven, Coffs Harbour, Lithgow, Canobolas Zone, Eurobodalla, Lakes Team, Lake George Zone and Greater Taree. Approximately 460 landholders were engaged in these workshops.



Locations of Hotspots workshops held in 2011/12

The Customer Service Centres also delivered workshops at Corindi, Dundurrabin, Wolgan, Mount White, Clifton Grove, Mongarlowe and Duea River Valley with a total of 197 landholders involved.

# year in brief

State-wide projects

Region North activity

Region South activity

Region East activity

Region West activity

## Roadside Vegetation Program

*The Roadside Vegetation Program (RVP) was a State-wide initiative coordinated by the Regional Services Directorate and implemented through the Regions and Districts in liaison with local councils.*

Part of the Roadside Vegetation program, this roadside burn was on the Barrier Highway, about 170km west of Cobar. Photo by Robyn Favelle

The focus of the RVP was on clearing strategic roads leading into and around isolated villages. The burning, mechanical clearing and spraying along major strategic roads built Asset Protection Zones and Strategic Fire Advantage Zones around the village, protecting them from bush or grass fire.

Areas where roadsides had dried out and were left with a large bulk of dry matter were identified by the local councils and NSW RFS Districts as the focus of the RVP.

Across NSW, 36 councils were involved and nearly 10,000 hectares and 6,429.25 kilometres of roadside were treated in the reporting period. More than half of this work was done in Region West, with Region South also

quite busy. The burning, mechanical clearing and spraying along major strategic roads was completed with the assistance of the State Mitigation Support Services as well as out-of-area volunteers.

The majority of the planned works were completed in the reporting period, which was remarkable given the wet weather conditions that were experienced throughout the year.

The RVP was one of a number of additional measures taken by the Service to prepare for the 2012/13 bush fire danger period and was made possible by an extra allocation from the Rural Fire Fighting Fund for this purpose.



# year in brief

## Regional Forums



Volunteers meeting with Assistant Commissioner Dominic Lane at the Dubbo Regional Forum. Photo courtesy of The Daily Liberal

*Consulting with volunteers in face-to-face meetings was a focus for Regional Services Directorate in 2011/12.*

The Regional Forums was a project initiated by Commissioner Shane Fitzsimmons where members of the Executive travelled around NSW to meet with volunteers. The aim of the project is to ensure that volunteers were well informed about current updates and changes in the NSW RFS.

Between March and July 2012, Assistant Commissioner Dominic Lane travelled the State attending 32 Regional Forums from Glen Innes to Coonabarabran to Bourke and south to Deniliquin.

More than 1,000 volunteers were part of the consultation in the reporting period and the project is continuing into the next year.

The topics covered in the Regional Forums included the upcoming bush fire season, NSW RFS budget and finances, hazard reduction, State Mitigation Support Services, Deductible Gift Recipient status, the Brigade Constitution Review, Harmonisation of WHS Legislation, District and Regional Realignment, Radio Enhancement, Red Fleet Policy, MyRFS/SAP – Volunteer Management, the Rank Review, District Support Brigade Review and Flexible Membership. There was also time for general discussion.

Assistant Commissioner Dominic Lane was enthusiastic about the Forums.

“The Regional Forums provide an ideal opportunity for volunteers to hear directly from the NSW RFS Executive

on the important issues,” he said. “They are also the opportunity for volunteers to give feedback, raise questions and provide input into key operational issues.”

“Every area in the State has different areas of focus depending on local weather conditions, topography, and the sort of fire emergencies they attend most,” he said, “So each of the Regional Forums was also unique to the needs of the volunteers in that area.”

The topic most commonly raised among volunteers was the upcoming 2012/13 fire season and the threat of grass fires.

“Our volunteers are our most important resource,” he said, “consultation with them in a face-to-face environment has proved to be very valuable for the Executive and, I believe, for the volunteers.”

## Protocol Officers and Pipes and Drums Band

*The Protocol Team forms part of the public face of the NSW RFS and along with the Pipes and Drums Band, contributes to the standing and reputation of the NSW RFS.*

A new State Protocol Officer, two new Deputy State Protocol Officers and 15 new members of the Protocol Team have been appointed in the reporting period. Protocol Team tasks include assisting Regional and District staff with Service recognition medal ceremonies, facilities openings, tanker handovers, civic functions as well as coming together for major NSW RFS commitments such as the State Championships, Volunteers Memorial Service and the annual St Florian's Day ceremony at NSW RFS Headquarters

in Lidcombe. Dressed in formal uniform tunics, they add an extra level of respect and dignity at Service funerals and commemorative functions.

State Protocol Officer (SPO), Bill Duncan is the newly appointed head of the team along with two new deputies, Deputy State Protocol Officers (DSPO) Mark Unwin and Chris Palmer. Due to their fresh recruiting and training efforts in the reporting period, 15 new members have joined the State Protocol team bringing the State-wide total to 27. Of the three key positions who have been appointed in the reporting period, the SPO and the two DSPOs, two of these are volunteers and one is a staff member.

"It is important that our Service extends its high performing and long-serving members sincere and honourable recognition for their achievements and generous contribution to the safety and welfare of their fellow citizens," Bill Duncan said, "Our Protocol team can help do that."

Since the inception of the State Protocol Officer role in 1994, the NSW RFS has

had three Protocol Officers, Chief Supt Brian Pickford, Supt Bruce Tory and Supt Richard Petch. Each has contributed to the standing and reputation of the NSW RFS in their own way. The SPO is an honorary position and office holders are appointed for a period of three years.

The SPO is the NSW RFS representative on the State Protocol Committee and is required to work with other agencies in coordinating and harmonising protocols between agencies. The position works very closely with the chaplains of the NSW RFS, particularly the Senior Chaplains and liaises with the Coordinator Counselling and Support Unit regularly.

"I am very keen to include more members from regional NSW in the team," said Bill Duncan, "throughout 2011/12 I have travelled around NSW to meet interested volunteers and provide training."

In the reporting period Regional squads have been formed in Regentville, Queanbeyan, Orange and the Clarence Valley.

Protocol team in action at the Valley Heights Brigade opening in March 2012



# year in brief

## Rapid Aerial Response and Remote Area Firefighting Teams

*The Service's capacity to respond immediately to bush fires in remote areas was dramatically increased in the reporting period*

2011/12 achievements include the first Rapid Aerial Response Team (RART) deployment, training of nearly 200 volunteers and the formation of the Remote Area Fire Firefighting and Specialised Operations Section (RAFSO Section).

The first successful RART deployment took place on 20 September 2011. A RART team composed of RAFT volunteers from Blue Mountains and the Hawkesbury was deployed to the Colo area of the Hawkesbury District. The teams located and contained a

fire north of Wheelbarrow Ridge Road, Green Swamp. Using dry firefighting techniques they quickly contained the perimeter of the fire, while overhead the helicopter undertook bucketing operations. The crew was extracted from the site by helicopter once the fire was contained. Hawkesbury District deployed local crews the next day to continue working on hot spots of the fire.

Throughout the fire season two dedicated medium winch capable helicopters were on standby and apart from this deployment in the Hawkesbury, they were also redeployed to assist in flood operations when needed from November to March 2012.

The newly formed RAFSO Section coordinated training in Remote Firefighting for 52 volunteers giving NSW RFS a capability of 148 trained Remote Area Firefighters. This total includes 134 Helicopter Winch Certified Remote Area Firefighters. A further 33

Remote Area Firefighters undertook Helicopter Winch Skills training and 101 volunteers were recertified in Helicopter Winch Skills training.

To better assist, support and recognise the contribution of RAFT firefighters the Section formed the Remote Area Firefighting Teams Focus Group. The group is tasked with enhancing the capability, understanding and utilisation of Remote Area Firefighting Teams throughout NSW.

A Joint Operational Protocol for Remote Area Firefighting has been developed between the NSW RFS and the National Parks and Wildlife Service. The protocol was endorsed by both organisations in the reporting period, and consolidates the operating guidelines for remote fires in NSW.

The reporting period has seen an increase in the use, interest and training levels of this scarce specialist resource.

Group Captain Craig Burley assessing RAFT and RART crews in the Helicopter Winching Skills course in Camden August 2011. Photo by Chris Ryder





Photo by Rebel Talbert

## Base Camps

*In the reporting period four simultaneous Base Camps were established in flood-affected south western NSW along with two Base Camps in support of NSW Police operations on the Mid North Coast.*

In a first for the NSW RFS, a Base Camp was established for an external agency. On 10 December 2011 the NSW Police Force requested accommodation for up to 120 specialist police on the Mid North coast of NSW, as part of an operation to apprehend a criminal. The Base Camp was established by Operational and Mitigation Support Services (OMSS) within 24 hours and NSW RFS volunteers provided catering until the close of the incident on 30 January 2012. A Base Camp which functioned as a commander's room and briefing room for the same operation was established at Gloucester Fire Control Centre from 23 December until 25 March 2012.

In early March the first request for a Base Camp in response to the floods in the south west of NSW was received. The State Emergency Operations Centre requested a joint emergency services Base Camp for the township of Barellan on 9 March, 2012. The Base Camp was established within 24 hours with the capacity to accommodate 130 emergency services personnel. It operated from 9-21 March.

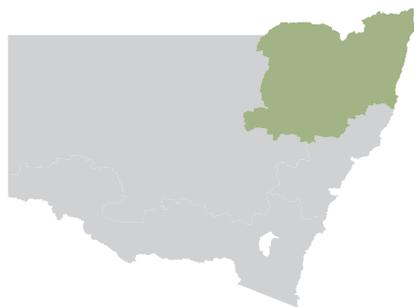
The second Base Camp was another first for the NSW RFS. A civilian Base Camp or Temporary Accommodation Centre (TAC) which was established

on 13 March at the Sports Oval in Coleambally. The centre was established for 100 evacuees from the Murrumbidgee River township of Darlington Point, who had been isolated on the southern side of the river from Griffith. The centre operated until 19 March when river levels had receded enough to allow residents to return home.

The next day, on 14 March the State Emergency Operations Centre requested a TAC at Deniliquin to house up to 500 evacuees from the township of Hay as a result flooding in the Murrumbidgee River. A TAC at the Deniliquin Showground was operational within 24 hours of the request. This was also the first time in NSW that the Major Evacuation Centre Policy had been utilised under the direction of the State Emergency Operations Controller which operated for 13 days and was the largest temporary accommodation centre established in NSW history.

On 15 March the final request for a Base Camp was received for a joint emergency services Base Camp at Hay. The Base Camp at the Hay Showground accommodated 100 emergency service personnel, was operational within 48 hours and operated until 26 March 2012.

# region north



## Key Facts

Volunteers	13,850
	Male 10,945
	Female 2,905
Incidents in 2011/12	3,634
Vehicles	1,975
NSW RFS Districts	11
NSW RFS Brigades	526
Square kilometres	152,495
Population	634,314
Landscape types	
<i>Coastal scrub, forested hills and flat cropping and grazing in the west</i>	

## Season Overview

Region North experienced limited fire activity during the 2011/12 fire season both in terms of local and out-of-area operations. The Region did make a significant contribution and commitment of resources to assist NSW SES through the major flood events that affected northern and north western NSW late in 2011 and early 2012. Volunteers, Incident Management personnel, Strike Teams and Aviation Support personnel were deployed to the various locations affected by the flood emergencies. The township of Moree and its surrounding villages were devastated in November and again in February as floodwaters inundated the area and isolated thousands of residents. NSW RFS crews worked tirelessly to assist NSW SES crews and the affected residents.

During late December 2011 to mid January 2012, Region North volunteers and staff were deployed to provide logistical support to a Police Search Operation that centred around the New England Village of Nowendoc. Operational and Mitigation Support Services established the base camps and members from New England and Tamworth provided catering and base camp accommodation support. The operation was one of the largest search operations ever conducted in NSW. As the operation continued crews from across Region North and Region East supplemented the NSW RFS deployments.

## Significant hazard reductions

A continued strong focus through all levels of the organisation on fire mitigation and hazard reduction has seen the Region achieve significant hazard reduction outcomes for the third consecutive year. This effort was

supported by work from the State Mitigation Support Services (SMSS), and across the Region the number of hazard reduction jobs completed was more than double the achievements of 2010/11.

A full report of hazard reductions, development applications, hazard reduction certificates and hazard reduction complaints appears in Appendix A.

► *Details appear in the Appendices.*

Across the Region over 17,400km of fire trails have now been registered and classified. The Bush Fire Risk Management Planning program has continued to progress with all draft plans finally approved during the course of 2011/12. The Bush Fire Risk Management Plans set future mitigation, hazard reduction and community engagement priorities across the Region and will be major contributors to reducing bush fire risk to communities over the next five years.

## Regional Training

The Annual Region North Exercise held at Glen Innes continued to be very successful and productive delivering scenario based activities to enhance the skills and capabilities of the Region's volunteers and staff. A number of scenario's drew on the expertise of external agencies, which included counter terrorism, electrical safety, leadership, LPG safety, first aid and search for missing persons.

Four hundred and twenty eight volunteers with 52 Appliances took part in the 12 training scenarios that were designed to teach and refresh crew members and crew leaders in all aspects of dealing with fire related incidents.



A Senior Volunteer Forum was held in Armidale in August 2011 with 62 attendees.

To enhance the skills of local staff in preparing Bush Fire Hazard Reduction Certificates, processing Hazard Complaints and undertaking Development Assessment, the Region hosted introductory and advanced field assessment workshops.

The annual Incident Management Workshop was conducted in July 2011 at Coffs Harbour Fire Control Centre with inter-agency participation from FRNSW, NSW National Parks & Wildlife Service and Forestry NSW. The exercise ensures the continued provision of high standard coordinated operational capability during major fire and multi-agency incidents involving NSW fire and land management agencies and interstate counterparts.

## Community engagement

The 2011/12 Regional Community Engagement Forum was held in Tamworth. Attended by volunteers and staff, the forum provided highly interactive sessions dealing with many topics including targeting engagement efforts to our most vulnerable communities, practical sessions on one to one interaction, and promotion strategies for the recently introduced banner phrase 'Prepare. Act. Survive'.

Major field day exhibits at Casino's Primex and Gunnedah's AgQuip rural expos were well attended with once again NSW RFS maintaining the opportunity to be an exhibitor. These major rural expos continue to provide volunteer and staff community engagement facilitators the opportunity to interact directly with thousands of members of the rural sector community.

## Our members

Region North Volunteer and Staff dedication was duly recognised through a number of medal and award ceremonies held in Districts across the region throughout the year. A total of 532 awards, totalling thousands of year's service to the community of NSW, were presented to members.

Awards presented to Region North members included NSW RFS Commissioner's Commendations, NSW RFS Long Service Medals, National Medals and the Australian Fire Service Medal (AFSM). The most notable awards presented in Region North included the Commissioner's Award for Valour, presented to Tamworth District volunteer Kendall Thompson for his role in a number of life saving rescues during the Queensland floods in early 2011. See more details on the next page.

► *Details appear in the Year in Brief.*

The AFSM was awarded to Group Captain Geoffrey (Boots) Towner for his many years of dedicated service to the Clarence Valley communities and to Superintendent Michael Brooks for his many years of dedicated service to the Namoi Gwydir area.

## Building capacity in the region

The Northern Rivers Fire Control Centre project that commenced in 2010/11 was completed during 2011/12. The \$3.7 million Fire Control Centre now houses the Northern Rivers Zone consolidating the Richmond Valley, Lismore and Kyogle Districts.

► *Details appear in the Year in Brief.*

In addition to the Northern Rivers FCC Project, 59 other property related projects were completed across the Region during the 2011/12 period.

During 2011/12 25 new appliances, four second-hand appliances and a range of support vehicles were handed over to brigades in the Region. Improved server capacity was rolled out across the region in the FCC locations of Coonabarabran, Narrabri, Moree, Inverell and Tamworth ensuring increased IT capacity and reliability.

Region North continued to maintain and build relationships throughout communities both through emergency service agencies and other relevant stakeholder and interest groups including the following:

- District Liaison Committees monitoring Council Service Agreement arrangements and performance
- Bush Fire Management Committees contributing to cross agency coordination and cooperation
- Queensland / NSW Border Liaison Committee enhancing interstate operational coordination
- District and Local Emergency Management Committees maintaining local agency relationships

The first Cross Border Incident Management Exercise conducted by the Queensland / NSW Border Liaison Committee was held at Kyogle in October 2011.



# region north

## Annual Regional Exercise



*The annual Region North Exercise has been a real success story for the Region. 2011/12 was its 11th year and 428 volunteers and staff attended the Exercise in March. This year scenarios involving external agencies provided new skills including counter terrorism, electrical safety, leadership, LPG safety, First Aid and search for missing persons.*



## Moree Floods Trifecta

Flood events across northern and western NSW caused havoc in the reporting period and Region North was busy assisting the State Emergency Service throughout.

Moree had three major flood events in November, December and February. The town of just over 8,000 people suffered the first flood in November 2011 and more severe flooding in December when the Mehi River peaked at 10.2 metres. Severe flooding returned again in February 2012 when the town experienced over 300mm of rain in four days leading to the evacuation of over 2,000 people.

Narrabri and Gunnedah were also affected by severe flooding causing significant damage to property and public infrastructure.

The NSW RFS played an important role in supporting NSW State Emergency Service (NSW SES) volunteers and other agencies such as the Department of Primary Industries. At the height of the flooding events, the NSW RFS had close to 100 members deployed on any one day, assisting affected residents with transport, medical transfers, evacuation and food deliveries.

The NSW RFS support also included extensive deployment of aviation resources, with up to 40 aircraft in use at any one time. The Service provided airbase operations and important communication and logistical support across the affected areas, such as at Moree Airport.

When the floodwaters started to recede, volunteers assisted with the recovery efforts with crews working with residents and other emergency services to hose out homes, clean public areas and remove debris.

## A centre of excellence for Northern Rivers

A major achievement in Region North for the reporting period was the completion of the Northern Rivers Fire Control Centre Complex located at Casino Airport.

It is the largest Emergency Management facility in the Far North Coast's history and combines three NSW RFS Districts – Lismore, Kyogle and Richmond Valley. The state-of-the-art building also houses the Yorklea and the Northern Rivers Support Brigades.

Planning for the new \$3.7 million facility began in 2008 and was made possible through a partnership between the NSW RFS, State Government, Richmond Valley, Lismore and Kyogle Councils.

The Fire Control Complex has been designed to act as a hub for major emergency operations; boasting 18 vehicle bays, workshop facilities, training rooms and equipment stores. The brigades also have an industrial kitchen,



The new Northern Rivers Fire Control Centre Complex seen from the air. Photo by Steve Nixon

storage for six trucks, a dry store and access to meeting rooms on site.

The Fire Control Centre is located at the Casino Airport making it easier to send firefighting aircraft to rapidly developing bush fires in the area.

Multiple organisations such as the police, paramedics and Fire and Rescue NSW will use this resource for training purposes which will strengthen coordination between local emergency management agencies.

## Award for Valour goes to Kootingal volunteer

Tamworth District volunteer firefighter, Captain Kendall Thompson, who rescued over 40 people in the Queensland floods of January 2011, was presented with the Commissioner's Award for Valour at the 2012 St Florian's Day Awards on 4 May 2012.

This is only the third time that the NSW RFS has presented this award.

In January 2011, the aircrew of Helitak 220, sent by the NSW RFS to support rescue efforts in the devastating Queensland floods, conducted rescue operations over a two-day period in the Lockyer Valley in what could only be described as atrocious conditions.

Captain Thompson of Kootingal Brigade was deployed on a rescue helicopter as the down-the-wire crewman (person at the end of the winch below the helicopter). He was repeatedly inserted into the water, onto roof tops or onto floating cars. He was left to prepare and secure victims, call the aircraft in and either winch or hover-load people into

the helicopter for transport to safer ground.

Over these two harrowing days, the helicopter crew, with Captain Thompson down-the-wire, rescued an elderly couple and their family dog trapped inside a house that had been swept downstream, a family trapped on top of their car, and many people rescued from rooftops, clinging to trees and just holding on in raging floodwaters.

Kris Larkin, Winch Operator/ Air crewman with the helicopter crew that day said that many people, "would have perished if not for his efforts. In the eyes of myself, my colleagues and associated rescue staff on site he has earned admiration and respect to himself and the organisation that he represents."

Kendall Thompson has received a number of other awards for his courage including the 2011 International Benjamin Franklin Fire Service Award for Valor.



# region south



## Key Facts

Volunteers	20,476
	Male 16,336
	Female 4,140
Incidents in 2011/12	3,502
Vehicles	1,714
NSW RFS Districts	11
NSW RFS Brigades	532
Square kilometres	169,060
Population	551,061
Landscape types	Native and plantation forests, coastal heathlands, alpine forests, flat and rolling grasslands

## Season Overview

Region South experienced above average rainfall over the 2011/12 season, resulting in a relatively quiet fire season. While no major fire emergencies were recorded throughout the year, a number of Local Government Areas experienced major flooding and storm damage. Extensive support was provided for these events both at the local level as well as the deployment of out-of-area brigades in the south west of the region including Tumut, Wagga and Griffith and surrounding areas. The Region deployed 15 Incident Management Team (IMT) specialist personnel to assist the NSW SES in flood preparations, evacuation and recovery. See the following pages for more details about this deployment. A number of aviation specialists were also deployed to Bourke, Lightning Ridge, Wagga Wagga and Griffith to manage the aviation resources in support of the floods.

Across the Region, Community Safety staff were involved with a wide range of activities including development application assessments, community engagement activities, issuing

fire permits and hazard reduction certificates, as well as dealing with hazard complaints. There was strong involvement with the development of Bush Fire Risk Management Plans and Community Protection Plans in areas of high risk.

## Reducing hazard

Hazard reduction activities continued to have a high priority during the reporting period, although affected by adverse weather conditions. Strategic works have been a priority, particular in areas with known fire paths. A full report of hazard reductions, development applications, hazard reduction certificates and hazard reduction complaints appears in Appendix A.

► *Details appear in the Appendices.*

## Fire management training

Region South had five members completing the Incident Controller Major Incidents (ICMI) development program which qualifies participants to manage large scale incidents anywhere in NSW. Participants in the course have many years experience in IMT roles and have been identified as being the most appropriate to take on this higher qualification.

At the same time the region continues to build on its local incident management capacity with with extensive training



involving around one hundred members throughout the reporting period.

## **Community Resilience**

Pilots for Community Protection Plans were commenced in three local government areas, and a further seventeen plans have been prioritised for the coming year.

Bush Fire Risk Management Plans throughout the Region are currently being reviewed to incorporate changes in local communities during the past few years, resulting in increased community engagement and focus on strategic hazard mitigation programs.

Regional staff focused on developing better tools to support Community Engagement practitioners, with emphasis on the importance of the Bush Fire Risk Management Plans and the Prepare.Act.Survive. message. Staff attended six meetings of District Community Engagement Committees during the year.

A successful Incident Management Exercise (IMX) was conducted at Shoalhaven Fire Control Centre which included representatives from a number of external agencies. The exercise provided an opportunity to refresh the skills of the Region's experienced IMT personnel and to test the functionality of the Fire Control Centre during emergency situations.

## **Our members**

On Australia Day 2012, Group Captains Paul Gleeson and Christopher Powell were awarded the Australian Fire Service Medal for outstanding contributions to the organisation and people of NSW. Firefighter Paul Simpson of Shoalhaven District and Derryl Baine of Mid Murray Zone were worthy recipients of the Commissioner's Commendation for Bravery. Fifteen members from Region South were also awarded the National Medal for Service in recognition of their ongoing and committed service and 544 members received Long Service Medals.

The Secondary School Cadet Program has been very well supported this year with active programs being held Bombala High, Crookwell High, McAuley Catholic School (Tumut), Wade High (Griffith), Batemans Bay High, Mulwaree High, Braidwood Central, Karabar High (Queanbeyan) and Crookwell Rural Fire Brigade. Cadet of the Year for 2012 was Phillip Brunson from Tumut High School. See the following page for more details.

The Region's ninth Group Officer's forum was held at Wentworth, with 55 Group Officers in attendance. To enhance the cooperation between bordering agencies, a number of Group Officers representing the Country Fire

Authority (Vic), Country Fire Service (SA) and ACT Rural Fire Service attended the forum. The forum allowed senior volunteers to further engage in the Service's operational processes and management systems.

The Region hosted a number of Local Government forums, providing an opportunity for councils to discuss issues of concern with the Commissioner and Regional staff.

The Service is assisting Snowy Hydro Ltd with a training needs analysis for each of their Emergency Response Teams which are responsible for first response to incidents involving Snowy Hydro assets. Training programs are being developed to meet the identified needs and assistance in the delivery of the training is also being provided.

## **Organisational Capability**

2011/12 saw the completion of the new four bay station at Deniliquin as well as the commencement of the new Murrumbidgee Irrigation Area (MIA) Fire Control Centre that is due to be completed in 2012/13.





## 2011 Cadet of the Year, Phillip Brunson

On Wednesday 16 May 2012, during National Volunteers Week, Phillip Brunson, a Year 9 student from Tumut High School was presented with the 2011 Secondary School Cadet of the Year Award. The Award was presented by The Hon. Michael Gallacher, MLC, Minister for Police and Emergency Services and Commissioner Shane Fitzsimmons, AFSM in a ceremony at NSW Parliament House.

The Cadet of the Year Award was established in 2009 within the NSW RFS and NSW State Emergency Service to acknowledge the efforts of a young person in each of the respective

cadet programs. The award is designed to promote learning, leadership and the values of volunteering and community service.

During 2011, around 800 students participated in the program. Phillip was selected for the Award because of his high degree of leadership and teamwork; determination in completing all tasks; and for being an outstanding representative of his school and community. Phillip also displayed a high level of personal growth throughout his participation in the program.

Phillip is an exceptional young man and is always first to get involved in

community activities. In addition to his participation in the Secondary School Cadet Program, Phillip has been Captain of the Tumut Cadets for more than 12 months and led his team at the Australian Fire Cadet Championships in 2011.

Phillip suffers from Cerebral Palsy, although he has not once allowed his disability to deter him. As a result of his determination and hard work Phillip has risen to be an outstanding star in the Secondary Schools Cadet Program. Phillip embodies the true spirit of the NSW RFS and volunteerism.

## Flooding Brings out the Team Spirit

Exceptionally heavy rainfall across most of the State broke records in many areas especially across the south east. A persistent rain band began on the 27 February and over the next week most of inland southeast Australia recorded accumulated rain totals of more than 100mm.

Due to the heavy rain in NSW and earlier floodwaters making their way down from Queensland, the Murrumbidgee River in Wagga Wagga rose to levels not seen since 1974. The rising floodwaters tested the river's levee which had a recorded peak of 10.7m in 1974. After much waiting and watching the river eventually peaked at 10.56m. Almost 8,000 people living or working in the Wagga Wagga CBD were evacuated in anticipation of the levee being breached.

Mercifully, the flood peak was within centimetres of the breach mark. The NSW RFS deployed over 200 personnel to Wagga Wagga to assist the NSW SES. The deployment included local and out-of-area crews who worked alongside the NSW SES and other emergency services to door-knock, evacuate residents and sandbag.

### South West Floods – Key Facts

*2,258 volunteer deployments, many for up to four days per deployment*

*Public Information Centre – 235 volunteer deployments handled over 14,000 calls for assistance*

*Volunteers doorknocked thousands of homes and businesses*

*Base camps established and maintained for over 700 evacuees and 310 volunteers, providing over 15,000 meals*

*740 aviation deployments each for multiple tasks*

*The State Operations Centre was activated for 16 days*

In Gundagai, NSW RFS volunteers assisted the NSW SES to fill more than 800 sandbags to help protect the town against the rising Murrumbidgee River.

In communities like Barellan and The Rock, NSW RFS crews were involved in helping locals with the extensive cleanup, hosing out homes, schools and

businesses. In the township of Yenda, crews hosed out mud, pumped out water and removed ruined furniture from more than 300 homes alone.

It was a similar story in the major town centre of Forbes where a predicted flood peak of 10.65m was expected to cause major inundation. As a result, major flood evacuation orders were issued to almost 1,000 residents. NSW RFS Cat 1 tankers were transformed into a much needed temporary public transport service. For three days hundreds of shop owners, nurses, police, teachers and students were shuttled through floodwaters to and from the Forbes CBD.

Inspector David Curry from Bland Temora Zone said he was impressed at the NSW RFS volunteers and the way they conducted themselves, "they are always willing to help out in any crisis. I am proud to be involved in such a great organisation."

Garry Cooper Team Liaison Officer, Far South Coast Team, said the effort by crews was incredible. "Crews gave up work commitments and cut into holiday time to help out those in need in what was a fantastic team effort."



Llandillo Brigade member Bill Melton and Group Captain Grahame Fothergill, AFSM from Illawarra keeping up morale in Yenda while crews put in the heavy work of cleaning up after the floods. Photo by NSW RFS Media Services

# region east



## Key Facts:

Volunteers	20,397
	Male 15,267
	Female 5,130
Incidents in 2011/12	9,447
Vehicles	1,679
NSW RFS Districts	17
NSW RFS Brigades	546
Square kilometres	55,874
Population	3,294,981
Landscape types	Urban interface, coastal heathlands, mountains and rolling farm and grasslands.

## Season Overview

The Region experienced a wet fire season, with only two Section 44 bush fire emergencies declared during the reporting period. Members managed 9,447 incidents, with a total of 29 strike team deployments to combat both fire and flood. The Region's 50 structural and wildfire Fire Investigators carried out 234 formal investigations leading to several arrests.

Despite the unseasonably high rainfall weather conditions, effective planning and preparation allowed for NSW RFS volunteers and staff to undertake burning and mechanical hazard reduction works.

A full report of hazard reductions, development applications, hazard reduction certificates and hazard reduction complaints appears in Appendix A.

► *Details appear in the Appendices.*

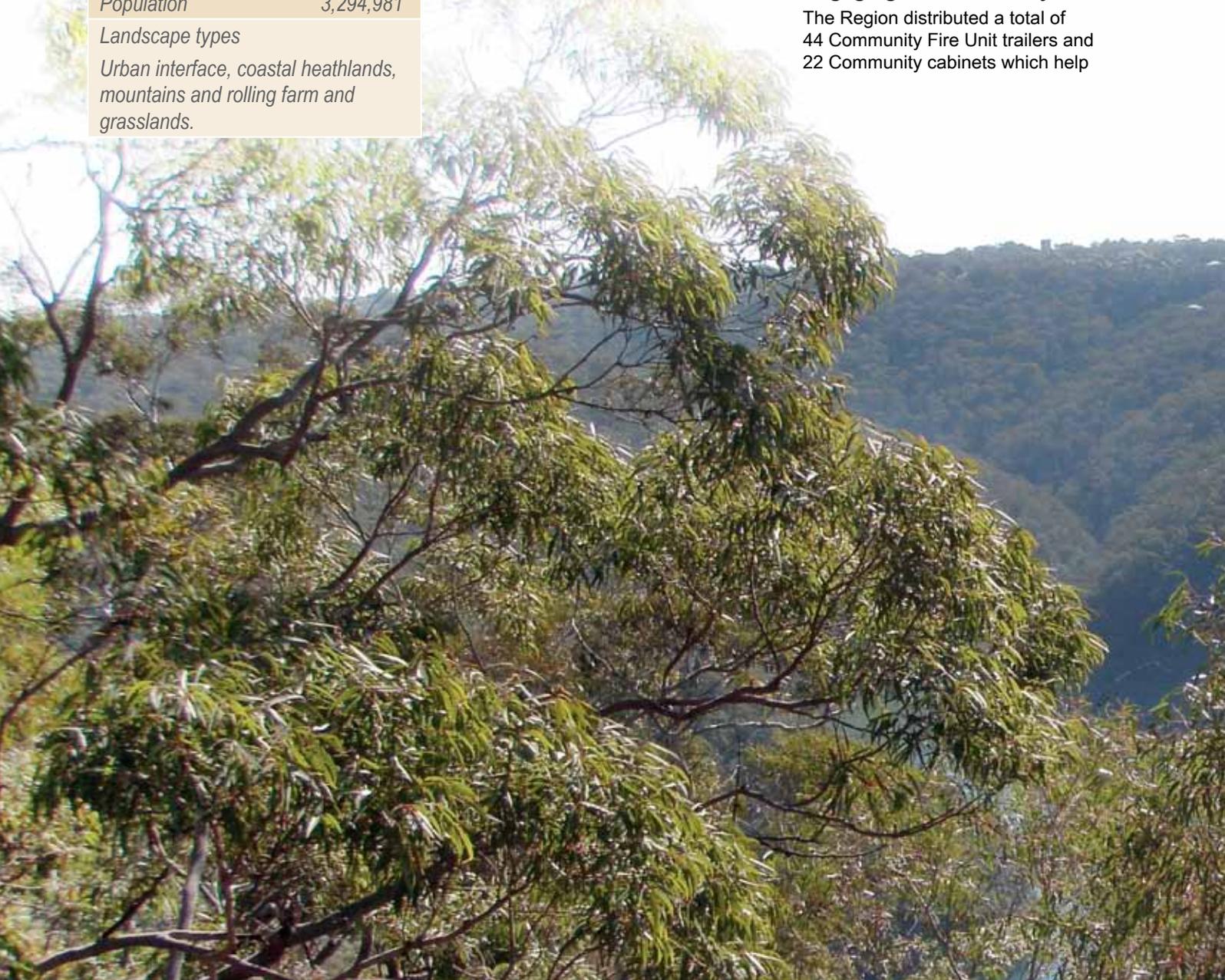
As a result of a quality review, enhanced Hazard Reduction Certificate and Complaints processes were implemented. Four additional Region East staff gained their Certificate Issuing Officer accreditation allowing them to issue Hazard Reduction Certificates (environmental approvals) to private landowners wishing to undertake hazard reduction clearing on their properties.

Region East assisted Regions South, North and West with significant flood activity and deployed 169 members to operate within the Police Incident Information Centre over a period of two months.

Members of Region East were also involved in Operation Dirkin, supporting the NSW Police Force in the apprehension of a fugitive. The operation saw the deployment of a significant number of volunteers and staff from across Region East.

## Engaging the community

The Region distributed a total of 44 Community Fire Unit trailers and 22 Community cabinets which help



community members protect their own and their neighbour properties in the event of a major fire.

Region East volunteers and staff undertook 1,636 activities designed to enhance the resilience of the community, including street meetings, cadet programs, static displays at shows, Firewise groups, Open Days and door knocks. Sixty volunteer members met and shared their experiences of successfully engaging the community at the 2012 Region East Community Engagement Forum held in the Blue Mountains.

A further 177 volunteers and staff from across the Region developed their skills and knowledge of how to engage the community on fire safety by attending the 2012 Australian Community Engagement & Fire Awareness conference held in Wollongong.

Locations within Baulkham Hills, Warringah-Pittwater and Blue Mountains participated in the pilot project producing community protection plans, with the outcomes of the pilot set to be rolled out across the State over the coming years.

## Our members

The Region hosted 63 events during the reporting period. These events included medal presentations with approximately 1,037 members presented with awards for service.

Region East was well represented in the list of those receiving Australian Fire Service Medals (AFSM) this year including: Group Captain, Jeffrey Bower, Mid Coast; Deputy Captain, Russell Deaves, The Lakes; Deputy Group Captain, Bruce Walton, The Hills; Captain, Donald Langdon, The Hills; Group Captain, William Lea, Hornsby/Ku-ring-gai; Volunteer, Geoffrey Olsen, Hunter; and Superintendent David Phillips, Gloucester/Great Lakes.

The inaugural Courage Under Fire saw three young members from Region East, descendents of fallen firefighters, make the trek to Kokoda in May 2012. The project was led by volunteers and staff from within Region East and the three young members were: Kristian White, Sutherland District; Ben Nolan, Illawarra Zone; and Ivan Moses, Far North Coast.

Another successful Regional Exercise was held at Cataract Scout Park at Appin which included a counter terrorism awareness session delivered by the NSW Police Counter Terrorism group.

The Lakes Team hosted this year's Cadet Championships held at Myuna Bay in October 2011 with 30 teams participating from across Australia and New Zealand.

Several exercises were held this year with Region East staff assisting Police with their Counter Terrorism Training, including a major exercise within Sydney Olympic Park.

The Region's Fire investigators participated in joint training with the NSW Police Force Arson Squad & Forensic Services Group. The training enhanced the investigators' knowledge, skills and experience across a broad range of investigative techniques and strategies.





Along with the opening of the station several Long Service Medals were presented. Here Tony Wilkes from the Linden Brigade proudly sports his NSW RFS Long Service Medal, First and Second Clasp for 32 years of service to the NSW RFS. (L-R): Roza Sage, Local State Member of NSW (Blue Mountains), Louise Markus, Local Federal Member for Macquarie, Terry Wilkes, Linden Rural Fire Brigade, First Aid Officer, Councillor Howard McCallum (Past) Councillor Fiona Creed (Past) and NSW RFS RFS Commissioner Shane Fitzsimmons. Photo by Brad Bridger

## New Valley Heights station open for business

The new Valley Heights Brigade Station in the beautiful Blue Mountains was officially opened on 31 March, 2012 by Commissioner Shane Fitzsimmons and other dignitaries. The new station was built at a cost of over \$750,000.

The new station, situated in a prominent position on the Great Western Highway, provides the station with a higher profile and will help build community awareness about the Brigade.

Currently the station is mainly for the use of the Valley Heights Brigade but it will also have an added benefit

with brigades from across the Blue Mountains using it from time to time for meetings and training activities. The new Station will also be used by other groups for community-based activities.

Commissioner Fitzsimmons formally opened the station and also unveiled a new mobile field kitchen. He said that the Blue Mountains region should be proud of their new Station in what is widely recognised as having some of the most bush fire prone land in the world.

"Our volunteers here in the Mountains are up against some of the most

challenging terrain and conditions in the world," he said, "and the Service is proud to support these dedicated members."

The official opening was attended by over 300 people and featured the Service Pipes and Drums Band, while the State Protocol Team coordinated all the formalities including conducting a flag-raising ceremony.

Several Long Service Medals were also presented on the day to volunteers from the Blue Mountains area.

## Cadet Championships 2012

The nation's youngest fire service volunteers had the opportunity to put their firefighting skills to the test in the reporting period at the third Australian National Fire Cadet Championships.

Co-hosted by the Service and the Rural Fire Service Association the Championships were held in Region East at the Myuna Bay Sport and Recreation Centre.

The Championships held in early October 2011 were an outstanding success with a record 30 participating teams from across Australia and New Zealand. Established in 2007, the Championships are held every two years and are designed to bring together cadets from across the

country to have fun, participate in friendly competition and promote the values of emergency service volunteering.

The nine competition events test the skills, initiative and safety procedures of the cadets. Teams competed in the portable pump relay, tanker and ladder, station response drill, and knapsack relay among others. Also introduced in 2011 were a range of non-competitive activities which were all well received.

Two NSW RFS teams jointly took out first place in the Championships – Oakville Cadets and South West Cadets, closely followed by Western Australian team Serpentine Jarrahdale Sierra.



The action at the capital National Fire Cadet Championship. Photo by Anthony Clark

## 2012 NSW RFS Courage Under Fire – RFSA Kokoda Trek



Kokoda trek participants David Patton, Ivan Moses, Kristian White and Ben Nolan. Photo by Paul Sweeney/Jason Heffernan

A project focussed on supporting the descendants of fallen firefighters was launched in the reporting period.

Under the leadership of Chief Superintendent John Parnaby, a team of volunteers and staff from within Region East initiated the 'Courage Under Fire' project to honour those NSW RFS members who had given their lives while on duty.

Young people who are the children or grandchildren of those fallen firefighters are taken on the Kokoda Trek as a way to help them experience and understand the values at the core of NSW RFS: courage, endurance, mateship and sacrifice.

The inaugural NSW RFS Courage Under Fire – RFSA Kokoda Trek was held in April 2012. The RFSA was the major partner for the project.

Three young members who participated in the inaugural Trek were from Region East: Kristian White, Sutherland District; Ben Nolan, Illawarra Zone and Ivan Moses, Far North Coast. A total of four staff and eight volunteers participated in the first year and plans are in place to repeat the initiative in 2013.

# region west



## Key Facts:

Volunteers	15,523
	Male 12,856
	Female 2,667
Incidents in 2011/12	2,330
Vehicles	1,467
NSW RFS Districts	9
NSW RFS Brigades	561
Square kilometres	422,600
Population	273,041
Landscape types	
<i>Region West covers more than 62 percent of the State. It is mostly open grasslands with cropping and grazing. The tablelands country around Mudgee and Orange is heavily timbered.</i>	

## Season overview

Once again above average rainfall across the Region has added to the grass fire threat. A second body of dry fuel has now formed on top of the previous year's growth. This increase in fuel loading will increase the intensity of grass fires if the summer turns dry as predicted by the Bureau of Meteorology.

Region West Brigades responded to 2,330 incidents during the reporting period with around one third of those being bush and grass fires. 4,407 crew were deployed from Region West throughout the year utilising 1,525 appliances, 97 items of heavy plant with 26 aircraft being tasked.

There was one S44 bush fire emergency declared within the Region for the 2011/12 fire season in the Cobar/Central Darling LGA's and the Unincorporated Area. During the S44 in excess of 11,000 hectares in western NSW was impacted. Sixty personnel and 17 items of heavy plant were tasked to control the numerous fires in these areas that were ignited by lightning strikes.

Region West crews also assisted the Country Fire Service (SA) to combat and contain a 95,000 hectare fire at Quinyambie.

Region West crews and staff assisted the NSW SES in flood relief operations from 4 February - 25 March 2012. The Region had a total of 752 staff and volunteers involved in response teams.

Seventy fire investigations were carried out in Region West in the reporting period.

## Hazard management

Hazard Reduction in the reporting period has been focused around isolated villages with the installation of Asset Protection Zones and Strategic Fire Advantage Zones. This was achieved through funding from the Roadside Vegetation Program that saw mechanical/spraying/burning along strategic roads leading in and around villages. Burning along major strategic roads was completed in all Districts with the assistance of the State Mitigation Support Services in the preparation of control lines along fences and infrastructure.

The majority of the works were completed, which was remarkable with the wet weather conditions that were experienced.



A full report of hazard reductions, development applications, hazard reduction certificates and hazard reduction complaints appears in Appendix A.

► *Details appear in the Appendices.*

## Community resilience

Community Protection Plans were initiated after recommendations of the 2009 Victorian Bushfires Royal Commission. In the reporting period the CPP were a priority with ten new communities targetted. A pilot plan was run at the village of Cumnock, which included two community consultation forums. The plan is almost completed identifying new protection measures and treatments.

A working committee of Region West staff and Customer Service Centre staff are developing the map based plan for grasslands that will be rolled out to other grassland districts.

## Our members

In the reporting period, a total 437 Long Service Medals, three National Medals and two National Medal Clasps, totalling thousands of year's service to the community of NSW, were presented to members.

Region West volunteers from the Goodooga Brigade were recipients

of a Commissioner's Certificate of Commendation for the assistance that they provided to their local community.

## Building capability

2011/12 saw the completion of the Region's third standard design Fire Control Centre for Bland Temora Zone, located at West Wyalong. Region West also delivered the first standard design brigade station to be built in the State, a Category 3B for the Nashdale-Canobolas Brigade.

A volunteer and brigade workforce plan was developed and will be piloted by a number of Region West brigades in 2012/13. This workforce plan includes strategies to assist with brigade level recruitment, succession planning, flexible training and community engagement.

Region West is utilising an on-line internet based learning system to better enable remotely located and busy members to undertake the theory components of mainstream training. The system currently hosts Bush Firefighter, Crew Leader and Group Leader courses with the recent addition of First Aid Application. This system, was developed by a senior Region West volunteer and allows members to complete all course theory components prior to attending a practical skills application session and practical assessment.

A focus in Region West for the reporting period has been local District radio communications teams. Two regional coordinated communication courses were held to increase the number of members qualified to work within a communications team.

## Partnering with Aboriginal communities

Region West formed a partnership with the Lachlan Catchment Management Authority to redevelop traditional burning amongst Aboriginal communities. Sixteen Aboriginal members were trained in Bush Firefighter with a further ten to be trained in the future. The NSW RFS has assisted with training in burning techniques and have completed burns in the Canobolas Zone National Parks.

The Bush Fire Resilience for Aboriginal Communities project was a feature of the reporting period. This project, funded by the Ministry of Police and Emergency Services, involved a project team completing bush fire and structure fire risk assessments in 32 Aboriginal communities throughout NSW. Read more about this project on the next page.

► *Details appear in the Year in Brief.*



## Bush Fire Resilience for Aboriginal Communities project

In some remote Aboriginal communities, the risk of bush fire is ever present and some communities may be particularly vulnerable. In the reporting period, the NSW RFS Region West worked with these communities to better develop bush fire survival plans and engaged the community in having a say in what decisions are made.

The Bush Fire Resilience for Aboriginal Communities project was authorised through the successful application for a grant under the Natural Disaster Resilience Program by Region North. Funding for the project has been provided by the NSW State Government and the Commonwealth Government through the NSW Ministry for Police and Emergency Services, for the 2011/2012 year.

The Project involved a NSW RFS team visiting Aboriginal communities throughout NSW and making bush fire and structure fire risk assessments. Detailed risk assessment reports were generated with priority actions to mitigate bush fire and structure fire hazards listed. Thirty four Aboriginal communities have been identified as suitable for the project and in the reporting period 25 of the 34 were visited. Twenty three of the 25 communities visited have a draft report prepared.

This project has allowed a strong partnership to develop between the NSW RFS and the State Aboriginal Lands Council. One of the aims of the project was to seek involvement and advice from the local Aboriginal community on what they see as the

hazards and the risks to their community and what they would like to see happen to lessen the risk of bush fire.

Although the project deals primarily with the risk of bush fire for each community, the project also takes into account fire in general within Aboriginal communities and addresses such issues as illegal burning and household fires.

Project Officer Superintendent Trevor Reeves said support for the project from the communities has been exceptional.

“The risk of fire is a real concern and the risk it poses to many of the communities is evident,” he said, “This report will assist many agencies and organisations in identifying areas of concern within our discrete Aboriginal communities and will hopefully lead to better informed and safer Aboriginal communities.”



A comprehensive risk assessment of the Cabbage Tree Island Aboriginal Community in cooperation with the Local Aboriginal Land Council (LALC) and local NSW RFS was part of the Bush Fire Resilience for Aboriginal Communities project. (L-R) Des Boorman (TAFE NSW), Rodney Cameron (Wardell RFB) and Marcus Ferguson (Green Team Work Supervisor, Jali LALC). Photo by Trevor Reeves

## Dry lightning strikes cause havoc

Lightning strikes in the Far West area in late September 2011 started numerous fires. With hazardous fire weather predicted a Section 44 Bush Fire Emergency was declared on 28 September 2011. The declaration applied to Cobar, Central Darling and the Unincorporated Area.

A series of lightning strikes on Tuesday 27 September around 1300hrs started fires in the Menindee and Tibooburra areas. Within the hour a passing passenger aircraft reported a new fire east of Broken Hill. NSW RFS resources and heavy plant were deployed to all the fires. By early evening several more fires were being attended in the Ivanhoe area.

Adding to the concerns, two fires on the South Australian (SA) border at Smithville Station and Quinyambie, threatened to enter NSW. NSW RFS firefighters were sent to assist the Country Fire Service (SA).

Higher temperatures, stronger winds and further storm activity were predicted for the following day. With worsening fire weather there were concerns that local



A grader working along the dog fence building containment lines on the NSW/SA border. Photo by Mark Lacy

resources would be unable to manage and suppress the existing fires plus any new fires. As a consequence a Section 44 was declared early on Wednesday 28 September.

The afternoon of 28 September, however, was marked by heavy rain and thunder storms. By early Thursday

29 September a recommendation was made to revoke the S44 Bush Fire Emergency.

In total 17 fires burned between 28 and 29 September and a total of 11,000 hectares of grasslands were affected. Around 100 firefighters were involved in the fires.

## Goodooga Brigade Award

In the reporting period, Region West volunteers from the Goodooga Brigade were recipients of a Commissioner's Certificate of Commendation for the assistance that they provided to their local community.

The following members of the Goodooga Rural Fire Brigade were presented with the Certificate of Commendation: George Jackson, Guy Darcy-Shillingworth, Jamie Cubby, Keiran Weider, Leroy Lane, Stephen Cubby, Thomas Stanton and Captain William Pokarier.

The community of Goodooga became isolated on 22 March 2010 due to flood

waters that were making their way south from Queensland.

The NSW SES placed a forward command post at the Goodooga Bowling Club with a limited number of out of area crews from the NSW SES. The Barwon Darling Zone was asked by the NSW SES to supply personnel from the Goodooga Rural Fire Brigade to assist as it was expected that the town would be isolated for up to six weeks.

The Goodooga Brigade Captain William Pokarier indicated that an eight man crew was ready for any task that the NSW SES would require of them. One of the first tasks that they were assigned was the setting up of a temporary store in the township so the community would have supplies while the township was isolated. Fourteen

tasks were assigned to the Brigade amounting to 96.5 personnel hours. These tasks included loading and unloading aircraft, pumping out the inside of the levee at Weilimorange and wetting down the airfield to minimise damage to aircraft from dust and dirt.

Not only did the Brigade complete all tasks professionally and successfully, but also provided a few BBQ dinners for the out of town NSW SES and NSW RFS members in their own time.

The level of commitment shown by the Brigade over an extended period of time dealing with the various tasks carried out was well beyond that expected of it and brought credit upon the Brigade, the Barwon Darling Zone and the NSW RFS.

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**Operational Services**  
**Regional Services**  
**Infrastructure Services**  
**Membership and Strategic Services**  
**Executive Services**

# review of the reporting year

# operational services

*The Operational Services Directorate delivers frontline services to the community and carries out a number of key functions through its decentralised arms along with districts and regions. Its core responsibilities are the preparation and prevention of and response to bush fire.*

*It also promotes important safety information to the public and manages State-wide public warnings, delivers important programs for vulnerable communities, coordinates bush fire risk management plans and hazard reduction as well as manages Development Assessment and Planning.*

*In the reporting period a new group was added: Operational Business Systems.*

*The Directorate now comprises:*

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



## *Hazard Management*

Hazard reduction encapsulates a range of activities but it is predominantly carried out by burning or mechanical/manual works. Hazard reduction used in conjunction with building design, defensible space and community engagement contributes to a comprehensive suite of strategies for hazard management.

In 2011/12 Mitigation Crews were established in Lismore, Coffs Harbour, Tamworth, Wyallda, Dubbo, Taree, Cessnock, Sydney, Mudgee, Wingecarribee, Oberon, Nowra, Mogo, Bega, Wagga Wagga, Cooma and Orange. These crews undertook a total of 2,178 works. Of these, 1,013 were mitigation works, 1,165 were AIDER jobs and there was a total of 7,487 kilometres of bush fire hazard vegetation also managed.

A number of mitigation grant funding programs, including a Commonwealth/State program were delivered to support land managers, local councils and NSW RFS brigades to achieve critical hazard reduction works and the upgrading of strategic fire trails. In total, 896 hazard reduction activities and 139 fire trail activities were undertaken in the reporting period.

Another important aspect of reducing risk to the community is the hazard reduction complaints process. In 2011/12, 1,943 bush fire hazard complaints were received and investigated with 55 percent of these deemed to be a hazard, requiring treatment from the land owner.

## *Hazard Reduction Performance Reporting*

The coordination of hazard reduction reporting requires the integration and analysis of data from land management agencies and local councils. This enables reporting for the *NSW 2021: A Plan to Make NSW Number One*, Bush Fire Coordinating Committee and Section 74 reporting requirements under the *Rural Fires Act 1997*.

In the 2011/12 reporting year, the Service's commitment to hazard reduction remained steadfast with the continuation of government funding totalling \$34.4 million. During this time, the Government also announced its desire to see a policy for significant increases in the amount of hazard reduction works carried out in the State.

► *Details of the NSW RFS performance appears in Appendix A.*

## **Protection of Vulnerable Communities**

### *Community Protection Plans*

Working with local communities the NSW RFS is helping landowners become fully prepared and resilient.

► *Details appear in the Key Focus Area chapter.*

### *Hotspots Program*

This award-winning program brings together land owners and fire authorities to consider the best way to manage land for both biodiversity and fire management.

► *Details appear in the Key Focus Area chapter.*

### *Neighbourhood Safer Places*

A Neighbourhood Safer Place (NSP) is a place of last resort for people to gather during the passage of a bush fire.

► *Details appear in the Key Focus Area chapter.*

### *Assist Infirm Disabled and Elderly Residents (AIDER)*

► *Details appear in the Key Focus Area chapter.*

### *Planning and Development Assessment*

During the reporting period a total of 5,009 assessments were undertaken.

► *Details appear in the Key Focus Area chapter.*

## *Training*

In 2011/12 Operational Mitigation Support Services trained 52 volunteer firefighters in Remote Area Firefighting, increasing the NSW RFS capability to 148 Remote Area Firefighters, 134 of which are helicopter winch certified.

2012 also saw the complete rewrite of the Community Safety Assistant (CSA) training package to align it with current NSW RFS messages and tools such as bush fire risk management plans.

An extensive counter terrorism awareness campaign was conducted for the NSW RFS by the NSW Police Force Counter Terrorism and Special Tactics Command. Over 600 volunteers and staff attended information sessions across Regions North, West and East. Additionally, Counter Terrorism exercises were conducted at Glen Innes, Molong and Berowra Waters.

During the reporting year, the NSW RFS also commenced the training of volunteers in Category 1 Urban Search & Rescue (USAR) operations with 100 firefighters across the Greater Sydney area having successfully completed training.

The Aviation Section provided an extensive aviation training and recertification program for aviation specialist functions during the reporting period. Personnel from both NSW and interstate fire and emergency service agencies participated in the aviation training opportunities. Many of these people were actively deployed to fire and flood operations throughout the season.

Four Fire Reconnaissance Train-the-Trainer workshops were conducted in 2011/12 with the aim of better equipping trainers to deliver workshops in their own areas. The Introduction to Fire Intelligence course was also developed and conducted at four locations across the State.

Furthermore, a suite of courses were developed and conducted in the State Operations Centre, in particular, the State Operations Exercise which was conducted on 18 August 2011 at NSW RFS Headquarters in Lidcombe. The Exercise simulated 11 serious bush/grass fire incidents and with an extreme Fire Danger Rating. Apart from providing skills maintenance, the Exercise was also designed to challenge the system of warnings to determine the extent to which the organisation can currently conduct 'information operations'. The Exercise resulted in some positive learnings for incorporation into operational practices and procedures.

## *Response and Coordination*

In early 2012, unprecedented rainfall led to one of the most significant flood emergencies across the State, extending across much of northern, southern and western NSW.

Significant support was provided to the NSW State Emergency Service during this time with approximately 2,260 volunteers deployed. Our contribution included response and recovery operations, aviation, planning and public liaison functions, Impact Analysis and Assessment Teams, Incident Management Teams and door knocking thousands of homes and businesses to deliver flood evacuation warnings. In addition to this, 235 volunteers were deployed to the Public Information and Inquiry Centre in Sydney, handling over 14,000 enquiries from around NSW.

To accommodate both volunteers and evacuees, base camps were established and maintained at Barellan, Hay, Coleambally and Deniliquin. Air bases were also established and managed at Moree, Lightning Ridge, Narrabri, Gunnedah, Walgett, Narrabri, Bourke, Wagga Wagga, Griffith, Urana and Deniliquin involving some 72 personnel.

During these operations the State Air Desk facilitated 740 aircraft deployments and at one time, the Service deployed 400 beds which are normally used for NSW RFS Base Camps, via RAAF Hercules to evacuation centres in Moree.

A dedicated helicopter, positioned at Walgett for the purpose of fire protection and other emergency situations allowed firefighters and emergency personnel to be transported to remote properties isolated by flood water.

Throughout the campaign, NSW RFS volunteers showed their versatility and adaptability in trying and difficult conditions. The Service received generous feedback from locals who were affected by the floods, expressing their appreciation for the professionalism and commitment shown by volunteers in assisting their communities.

► *For a review of the operational activity from around the State see the Year in Brief Chapter.*

# regional services

*The Regional Services Directorate is responsible for the administration and management of more than 440 staff across 50 districts and four regional offices across the State.*

*Regional Services provides fire protection to the community through the Rural Fire Brigades which are made up of more than 70,000 volunteers across the State. The Directorate supports brigades administratively and operationally and develops the capability of local Brigades.*



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

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

In the reporting period, the regional services Directorate focussed on the following key State-wide projects.

### *Regional Forums*

Regional Services Director, Dominic Lane travelled around NSW in the reporting period consulting face-to-face with hundreds of volunteers.

► *Details appear in the Year in Brief chapter.*

### *Roadside Vegetation Program*

A very successful program to reduce hazard on roadsides was conducted by the Regional Services Directorate.

► *Details appear in the Year in Brief chapter.*

### *Aligning Districts and Regions to NSW RFS functions*

Regional Services established the District and Regional Realignment Committee (DRRC) in 2010 to provide recommendations to the Director Regional Services, and ultimately the Commissioner, about the proposed realignment of functions within the regions and districts to more closely align them with the Headquarters functional arrangements. The project concluded in the reporting period

with the establishment of the Next Generation DRRC Steering Committee and four Regional Sub-committees to undertake State-wide staff consultation and assist in determining the shape, capacity and capability of Regional Services staff and volunteers into the future.

### *Regional Services Consultative Committee*

The reporting period also saw a considerable amount of work undertaken by the Regional Services Consultative Committee (RSCC). The RSCC was established in March 2011 under Service Standard 1.1.18 RFS Consultative Committees by the NSW RFS and the Rural Fire Service Association (RFSA) to provide advice to the NSW RFS on matters pertaining to Regional Services across Regions and Districts.

The Committee consists of both staff and volunteer members. Its primary roles include providing a forum of consultation for the development of NSW RFS initiatives, discussing and proposing solutions to significant issues in relation to the interaction between staff and volunteers at the District and Regional levels and consulting and providing advice on any high-level agency issues involving brigade management, stakeholder consultation and service delivery and support to volunteers across Districts and Regions.

During the 2011/12 financial year RSCC met on three occasions (including three scheduled meetings and three extraordinary meetings) and led major organisational reviews including the NSW RFS Rank Review and NSW RFS District Support Brigade Review.

► *Details of attendance at the Committee appear on Appendix L.*

# infrastructure services

*The Infrastructure Services Directorate facilitates a State-wide, strategic and planned approach to the management of assets owned and operated by the Service. The Directorate takes the lead in the planning, approval, acquisition, construction, maintenance and disposal of the Service's infrastructure.*

*The Infrastructure Services Directorate comprises:*

- *Fixed Assets and Infrastructure*
- *Mobile Assets and Infrastructure*
- *Fleet Services*
- *Engineering: Equipment Research and Development*
- *Engineering: Appliance Design and Construction*
- *Communications Systems*
- *Information Communications and Technology*



Following a strategic analysis of the resourcing and organisational structure of the previous Engineering Services area in this reporting year, an organisational realignment took place with a view to increasing the capacity and capability of the previous Engineering Services Unit. This saw the creation of two new dedicated areas for Equipment which include all firefighting equipment and PPE/PPC and Appliance Design and Construction which better reflects the changing demands in the area.

## **Fixed Assets and Infrastructure**

In the reporting period, \$3.5 million was spent on newly built and refurbished buildings throughout the State.

► Details appear in the **Key Focus Area** chapter.

## **Waste Reduction**

The Service continues to be committed to reducing the amount of waste to landfill and improving procurement procedures to ensure the Government's targets in this area are achieved. In the reporting period, a waste audit was conducted to determine the effectiveness of the waste minimisation and recycling strategies currently in place. Data was also compiled on the amount of paper recycled and office equipment wastes, including toner cartridges and printer ribbons. Paper avoidance strategies continue through the extensive use of email, computer generated forms and the internet as well as double-sided printing and photocopying of documents.

The NSW RFS engaged the BinTrim Program, an Office of Environment and Heritage Program, to advise on reducing waste to landfill and increasing recycling.

Recycling at the NSW RFS Headquarters in Lidcombe based on

the office waste stream assessment included:

- 4,726 kg paper waste
- 1,838 kg co-mingled (glass bottles, aluminium cans, PET)
- 100 percent of all used toner cartridges
- 100 percent of obsolete computers and computer monitors through the recycled through Reconnect Program

## **Mobile Assets and Infrastructure**

The Mobile Assets and Infrastructure now consists of four business units, Communications Systems and two aspects of the Engineering area, Appliance Design and Construction and Equipment Research and Development and Fleet Services under a single overarching governance structure.

These new functional areas will provide the Service with the capacity to keep abreast of worldwide developments and provide leadership in the areas of fire vehicle design and construction and to continue to lead Australia and the world in the level of protection provided by its firefighter protective clothing.

## **Engineering: Appliance Design and Construction**

### *Tanker Replacement Program*

During the reporting period, the Unit managed the Tanker Replacement Program and handed over 177 new and refurbished tankers to the NSW RFS Brigades across NSW. Some delays were experienced in delivery of new tankers due to two separate contracted fire body builders moving into administration. The NSW RFS worked with the builders and liquidators to facilitate the completion of those 33 affected vehicles.

A milestone was reached with finalisation of the design followed

# infrastructure services

by a process operational testing for the standard Category 13 appliance. This brings together benefits and learning from a number of previously constructed variants and consolidates specifications and drawings for a consistent appliance. This 6x4 wheel drive, automatic transmission, single cab, 11,000 litre heavy bulk water carrier tanker was built during the reporting year and now forms the Service's Standard Cat 13 Vehicle.

While significant focus has been on standardising and replacing the firefighting fleet, work during the year took place on operational support vehicles, with the development of a medium sized logistics support vehicle, and the commencement of the heavy firefighting vehicle prototype. This prototype Category 6 vehicle will be a 6x4 wheel drive, automatic, single cab, 9,000 litre with a remote controlled monitor and is expected to enter production next year. The Service's engineering team worked collaboratively with the State Mitigation Support Services (SMSS) to assess, develop and produce varied appliances for SMSS to suit their varied work arrangements.

The program of inspection and handover of new appliances from the contract builders and the inspection of second hand appliances for the second hand appliance transfer program was ongoing during the year. Review and revision for the Service Standard 5.1.4 Appliance Construction and Service Standard 5.1.6 Second Hand Appliance Transfer Program was undertaken and approved during the reporting year.

Tenders for construction of Category 1 and 11 vehicles were reviewed, released to market and awarded to vehicle builders, as part of the three year contracted build process for firefighting platforms. Specification and drawing review for Category 7 and Category 9 vehicles was undertaken in preparation

for the tender release, which will take place in August 2012.

The team continues to contribute to continuous improvement practices and has reviewed its design and drafting practices, maintains an awareness of reviewed legislation where it applies and continues its participation in accident investigation and a program of vehicle safety and mechanical audits.

## Engineering: Equipment Research and Development

Equipment Research and Development provides expertise in the development of specifications, design, selection and evaluation of fire equipment and personal protective equipment.

The Service has recently awarded contracts under the 292 Firefighting Equipment Tender which encompasses approximately 1,000 individual items of equipment, ranging from items as small and simple as a hose coupling, hoses, branches, nozzles to the complexity of a thermal imaging camera, breathing apparatus sets, cylinders etc. The estimated value of the tender is in the vicinity of \$15 million over the three year life of the tender.

The Unit also developed a new Bush Fire Helmet Specification which will improve the versatility of the basic helmet to allow it to be used in areas other than firefighting reducing the number of task specific helmets that an NSW RFS member needs to be issued with and have available. Although the specification is just the first part of an overall tender process, it is anticipated that the new specification helmet will be available in the later half of 2013.

## Communications Systems

During the reporting year, the team focussed on the two key projects in this area, being the P25 radio network upgrade and the paging systems upgrade.

State-wide Radio and Paging upgrades have progressed significantly.

Network audit, design, planning and preparation activities are now complete. Technology choices have now been determined and the first radio network is currently being commissioned. This also coincides with commencement of State-wide re-profiling efforts as State-wide spectrum plans have finally been approved by ACMA. A number of other radio networks upgrades around NSW are underway.

Significant radio tower infrastructure upgrades are underway. This includes collaborations with a number of radio towers operated by other government agencies.

The majority of NSW RFS Fire Control Centres have received and are now using their upgraded paging server platforms. The paging Simulcast technology is progressively replacing older technologies to provide a consistent and standardised paging platform across the State.

## Fleet Services

During the reporting year, Fleet Services oversaw the procurement, disposal and management of the Service's passenger fleet vehicles.

Fleet Services sought compliance with the State Government Green Fleet emissions under its Environmental Performance Score (All Corporate Vehicles) (EPS) index which is:

	NSW RFS	Target
EPS (All corporate passenger vehicles)	13.40	13.50
EPS (All corporate light commercial vehicles)	8.98	9.00
<b>Total</b>	<b>11.19</b>	<b>11.25</b>

## Information Communications & Technology

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

In the reporting period ICT embarked on a two-year program to build the capability for running all its operations from either of two geographically separated computing facilities. The project provides better redundancy and higher availability of NSW RFS information systems.

Part of this improved redundancy involves the additional redundant links which are provided via Telstra's NextG® network to the NSW RFS data centres at a Fire Control Centre level. There were several failures of the primary links to the District offices in the reporting period, however incident operations continued to be supported through these redundant NextG links.

The Unit significantly improved the mapping technology which supports NSW RFS applications, especially those used for risk and incident management (i.e. BRIMS and ICON). The state-of-the-art technology provides a better,

faster, and resilient mapping capability. The improved functionality includes:

- 3D drape of current incident activity – allows better insight into the actual location of the fire
- Improvement of technical components within MapDesk, allowing it to be shared with other NSW firefighting, mitigation and suppression agencies.

The NSW RFS now has full live synchronisation of GIS data at over 70 sites across NSW, the only agency in NSW where staff have access locally to all of the NSW government's spatial data and imagery, updated nightly.

The new MyRFS platform provides members with access to the SAP HR interface, including personal information, training and qualifications and brigade management tools.

ICT assisted the recent SAP HR project working to integrate the SAP HR module into existing NSW RFS operational systems such as FireZone and Contacts.

# membership & strategic services

*The Membership and Strategic Services Directorate comprises:*

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



## **Membership Services Group**

### *Membership Coordination Unit*

The Membership Coordination Unit (MCU) manages the NSW RFS membership related functions for both salaried and volunteer members. This involves the induction of all new volunteer members and the provision of human resources services for salaried members. Other roles include management of sector wide human resources policies and initiatives, the suite of employee relations functions, performance management advice and assistance, case management and contract administration.

In the reporting period, a total of 5,627 volunteer membership applications were received and assessed by the MCU, with 3,918 of these applications received from new members. The balance of 1,709 applications processed included staff criminal records checks, existing volunteer members who applied for transfer/re-join/dual/triple membership and those requiring a child-related activities check. Additionally, 303 Junior Membership applications were processed.

The new Volunteer Membership Application form was launched which streamlined the application process and consolidated a number of previous forms into the one application document.

The use of SAP HR as the corporate database for management and maintenance of salaried and volunteer member information was further developed in this reporting period with additional functionalities implemented.

On 22 December 2011 the Service entered into an Interim Award for major incident conditions. The Award was made with the consent of the Public Service Association and provided certainty in the arrangements during major incidents.

### *Trainees / Apprentices*

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

In the reporting period the NSW RFS had 17 trainees / apprentices across the State working in a range of study fields such as Business, Administration, Frontline Management and Mechanical Apprenticeships.

### *Volunteer to Career*

Approximately 73 percent of members currently employed with the NSW RFS are drawn from the Service's volunteer membership. Volunteer members are encouraged to pursue a career in the Service.

The RFS is a valued partner of the NSW RFS in conducting the Volunteer to Career Program (V2C) which is held over a weekend. This is the fifth year that this successful program has been run. In the reporting period, V2C programs were held in two locations – Coffs Harbour in August and Regentville in September 2011. To date 421 volunteer members have attended the program and 21 percent of V2C attendees have gained some form of employment with the NSW RFS across a range of employment types.

## **Health, Safety and Welfare**

The Health, Safety and Welfare section provides information, advice and support on Health, Safety and Welfare to all members of the NSW RFS. Functions include health and safety system management determining legislative compliance, health and safety risk management, incident and injury management, workers compensation and return to work, counselling and member support.

# membership & strategic services

There were two significant changes to health and safety and workers compensation legislation in NSW in the reporting period. Firstly, the *OHS Act 2000* and OHS Regulation 2001 were repealed and replaced with the *Work Health and Safety (WHS) Act 2011* and WHS Regulation 2011 which commenced 1 January 2012. Secondly, the NSW Government introduced changes to workers compensation laws via the *Workers Compensation Legislation Amendment Act 2012*. The Service has supported members through these changes by:

- Updates and communications via MyRFS web pages, presentations, a fact sheet and online updates to the NSW RFS intranet
- Information and advice via phone and email
- Responses and feedback to Safe Work Australia on draft Codes of Practice (stemming from the new WHS legislation) and the Draft Australian Work Health and Safety Strategy 2012-2022
- A submission to the NSW Workers Compensation Parliamentary Inquiry
- Review of the NSW RFS Health and Safety Management System and ongoing improvements to the system.

The Service continued its participation on the RFS Workers Compensation Working Group which met on a regular basis to consider relevant issues.

During 2011/12, the Health, Safety and Welfare Unit coordinated and participated in a number of key programs and projects, to further enhance the health and safety management system and overall performance. Some of these include:

- An OHS audit conducted by an external provider during the latter part of 2011, to analyse the NSW RFS Health & Safety Management System and its implementation in the NSW RFS against the Draft Work Health & Safety (WHS) laws and Australian Standard 4801 Occupational Health and Safety Management Systems
- The establishment of a working group to assist in the transition to the new WHS laws. The working group comprised both cross Directorate and RFS representation
- Participation in internal events, forums and work groups including: Manual Handling workshops and distribution of health and safety materials, a Fatigue Management in Training presentation at the Learning and Development Forum, and NSW RFS Health & Safety Committees
- External events such as the Mid Sized Agency Forum, Australian Fire & Emergency Services Authorities Council – OHS Technical Group, WorkCover Industry Reference Group, Public Sector Rehabilitation Coordinators Network and the RFS Workers Compensation Working Group

- Commencement of the preliminary stage of a new Manual Handling Program. 'Manual Handling Tips: Tankers and Equipment' concertina pocket cards were developed in conjunction with an external health provider, the Health, Safety and Welfare Unit and several brigade members. The cards were distributed to volunteer members to assist in raising awareness and education about correct manual handling techniques. This program was initially released at Region East Exercise 2012, and supported by Manual Handling Awareness Workshops conducted by an external health provider

Detailed NSW health and safety performance reports are provided on a regular basis to the NSW RFS Corporate Executive Group and the Audit and Risk Committee.

All injury, property damage and near miss incident reports were reviewed to ensure appropriate actions were identified in order to prevent a recurrence.

The NSW RFS was not subject to any prosecutions under the *Occupational Health and Safety Act 2000* or *Work Health and Safety Act 2011* during this reporting period.

# membership & strategic services

## Counselling and Support

The Critical Incident Support Services (CISS) provides counselling and support to all members of the NSW RFS on a 24 hour, seven days per week basis. This includes peer support, trauma specialist interventions as well as the Member Assistance Program and the Employee Assistance Program.

Utilising the findings of an international consensus project to identify key features and guidelines for Peer Support programs has strengthened and increased the flexibility of CISS initiatives. The enhancement of critical incident stress management for psychological growth, and developing the workplace capacity to respond in times of critical need were significant components incorporated into the wellbeing strategies for volunteers and staff.

Recruitment of additional Peer Support members occurred to increase the team number to nearly forty personnel across the State.

In the reporting period, links were made with the Centre for Rural & Remote Mental Health and the use and promotion of beyondblue.org, the Black Dog Institute, Lifeline, and Relationships Australia has extended the scope to improving the options to gain improved

emotional and mental health wellbeing for our people.

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

## Chaplaincy and Family Support

The NSW RFS Chaplaincy is a unique ministry that is made up of various denominations and has been on active duty for more than 16 years.

The network consists of Major Ian Spall, Senior Chaplain and Major Kerry Spall, Senior Family Support Chaplain and 48 Volunteer District Chaplains and Family Support Volunteers. Following their retirement in September 2011, Majors Ron and Carol Anderson have accepted to undertake Voluntary Chaplaincy Support to the Service.

During the reporting period, five Volunteer District Chaplains / Family Support Volunteers have been inducted into the NSW RFS and five have relinquished their roles. The Chaplaincy Service travelled a total of 75,280

kilometres (Senior Chaplains 56,236km; Associate Chaplains 16,428km; and the Salvation Army vehicle 2,616km) during the year to carry out its ministrations. During the extensive flooding of NSW in the early months of 2012, Chaplains offered support to brigade members who attended flood affected areas of the State.

This year, Senior Chaplain Ian Spall accompanied the inaugural 'Courage Under Fire' Kokoda Trek.

► *Details appear in Year in Brief chapter.*

► *Full details of the activities of the Chaplaincy and Family Support Network are included in the Appendix C.*

## Volunteer Relations and Workforce Planning

Volunteer Relations and Workforce Planning is responsible for researching, developing and promoting initiatives that actively promote a diverse, flexible and adaptive membership – including youth development and aboriginal services. The team is also responsible for managing workforce plans and developing and managing position descriptions.

During the 2011/12 period, the team completed 'community profile' documents for each NSW RFS District. This document provided a demographic overview of local communities as well as a profile of local NSW RFS membership data. The purpose of the community profile is to assist Districts to conduct localised workforce planning.

In support of the community profiles and recruitment generally, the team produced a suite of resources to support brigades in their recruitment of volunteers in their local area.

### Support offered by the Counselling and Support Unit

	2011/12	2010/11	2009/10
CISS number of requests	257	274	319
CISS number of personnel assisted	1,018	1,214	2,366
Member Assistance Program	387	293	326
Employee Assistance Program – internal	119	88	148
Employee Assistance Program – external	29	19	31

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

# membership & strategic services

In January 2012, the Service rolled out the NSW Government's Capability Framework for Headquarters staff members. The Unit held a series of Capability Framework information sessions at Headquarters in Lidcombe and provided similar information to volunteers during the Volunteer to Career (V2C) programs.

## Youth Development

Volunteer Relations and Workforce Planning is responsible for the strategic direction and programs associated with youth development in the NSW RFS.

Throughout the reporting period, the Unit continued to support the NSW RFS Young Members Group. The Young Members Group was established in 2010 and is represented by all four Regions and has a mix of female and male members. In the reporting period four new members joined the Young Members Group.

The Secondary School Cadet Program continued its success throughout the 2011/12 period.

► *Details appear in the introduction.*

During 2011/12, the Volunteer Relations & Workforce Planning team organised a Youth Coordinator Course for 15 participants. The course provides the opportunity for NSW RFS members who work with young people to obtain components of Certificate IV in Youth Work.

## Aboriginal Services

In February 2012, Surf Life Saving and the NSW RFS partnered with Youth off the Streets to deliver emergency service training to young people in Narrandera and Walgett. The Youth Indigenous Program is led by Surf Life Saving and reached around 100 of the State's most disadvantaged young people. The NSW RFS Youth Development Officer, along with members of the Young Members

Group, were instrumental in delivering the fire safety component of the program.

Throughout the 2011/12 reporting period, support was provided to the Bush fire Resilience Project for Aboriginal Communities.

► *Details appear in the Year in Brief chapter.*

In July 2011, 10 NSW RFS members attended the Traditional Knowledge Revival Pathways – Traditional Aboriginal Fire Management Workshop.

## Learning and Development

The Learning and Development (L&D) Unit has the responsibility for defining the manner in which training, assessment and associated activities are regulated and managed overall within the NSW RFS. The Unit provides training pathways from recruitment to senior levels and the systems and

processes used by various units of the NSW RFS to manage their training programs.

During the reporting period two L&D Professional Development Forums were held at Charles Sturt University in Bathurst. Over 130 salaried and volunteer learning and development members attended each forum. The inaugural forum was held in July 2011. The focus was on the changes to the Australian Quality Training Framework (AQTF) and vocational education training (VET) regulatory environment as well introducing the Flexible Learning programs. The subsequent forum was held in June 2012 with the theme 'Linking People to Practice'.

In the reporting period the Service was audited by the Australian Skills Quality Authority (ASQA) in order to maintain its status as a Registered Training Organisation (RTO). The audit was completed successfully.

## Training Activity in 2011/12

Volunteers and their qualifications	11/12	10/11	09/10
Bush Firefighters	2,421	3,503	3,762
Village Firefighters	647	929	1,049
Advanced Firefighters	497	622	850
Crew Leaders <sup>1</sup>	500	1,140	211
Group Leaders	62	61	75
First Aid	1,761	1,957	2,043
Breathing Apparatus	202	239	170
Chain Saw Operators	592	574	614
Rural Fire Drivers	377	458	470
NSW RFS Instructors	346	148	145
NSW RFS Training Facilitators <sup>2</sup>	-	26	14
NSW RFS Training Coordinators	120	59	31
NSW RFS Assessors	129	87	53
Assessor Advocates	80	19	14

NB: Figures generated by SAP LSO database only cover qualifications generated by electronic databases within each reporting year and there may be a delay in the entry of some qualifications due to the system changeover (April 2012) from TRAIN to the LSO module in SAP.

1. Crew leader numbers have been adjusted to only count those with the full CL qualification rather than its individual components of CLW and CLV

2. Training facilitators were deleted from 2011/12 due to change to TAE qualification

# membership & strategic services

In the reporting period a draft Leadership Capability Framework was developed in partnership with the Corporate Planning, Research and Governance Group. This framework provided the architecture on positioning the development of leadership training in technical, regulatory and human interaction subjects against the various roles and levels of the NSW RFS providing leadership for both salaried and volunteer positions.

The delivery of online and blended learning in a flexible manner will be a growing field of training and assessment in the NSW RFS. In the reporting period, online Safety Induction, Volunteer Induction, Staff Induction and Organisational Risk Management Awareness training were introduced.

Several new training initiatives were rolled out during the reporting period including Urban Search and Rescue (USAR) Level 1 for instructors. Other significant training initiatives include an updated approach to command and control training. Three new programs were introduced in this area:

- Command / Control / Communications (CCC) course covering the communications required to conduct large firefighting operations,
- An updated Incident Management Workshop (IMW) covering the management processes of Incident Management Teams (IMTs)
- Incident Controller Major Incidents (ICMI) program covering the skills and attributes needed by Incident Controllers of large challenging bush fires.

These programs were reviewed and validated externally to ensure they had appropriate content following the 2009 Black Saturday Fires in Victoria. The external reviewer considered these programs to be most comprehensive.

Instructors are presently being trained in these programs to facilitate their roll out in the coming year.

A major achievement during the reporting period was the introduction of the Learning Solutions Online (LSO) component of the SAP HR data management system. In total, 86 members were trained in its use. This component allows for the scheduling, online nominations and management of training and assessment events as well as the management of records and qualifications in an integrated data system.

## *Professional Development Committee*

During 2011/12 the Professional Development Committee (PDC) continued to support the professional development of staff members across the Service.

Over 110 salaried members have benefited from PDC funding in the reporting period. Support ranged from short courses and workshops through to higher education programs such as:

- Advanced Diploma of Management with 16 participants conducted by the University of Ballarat
- Develop a Prescribed Burn Plan Courses held at four locations across the State
- A Fire and Environment Course

A further 100 Learning and Development Staff members participated in a program to update their trainer and assessor qualifications to the new Training and Assessment (TAA) 10 standard.

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

The Corporate Planning, Research and Governance Group plays the lead role in the development of the NSW RFS Corporate Plan and provides guidance and advice to all Directorates and

business units in their functional area planning. The Group also coordinates the administration of the RFS / RFSA Consultative Committees.

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

### *Organisational Risk Management*

The focus in the reporting year was on continuing Organisational Risk Management (ORM) integration throughout business units and the further development of skills and knowledge in risk management across the Service. Some highlights include:

- Members from over 66 locations viewed a newly developed online ORM awareness e-learning module
- Over 60 members were involved in risk assessment workshops
- Actions to address all risks rated 'critical' and 'high' were incorporated into business plans and three 'high' rated risks were evaluated at a lower risk level as a result of the implementation of risk treatments
- Addition of a review of the Organisational Risk Register and the newly developed Directorate Risk Registers was added to the annual schedule and risk register reviews were undertaken with Directors and Managers in all Directorates for the 2011-2012 year
- Integration of ORM with strategic and business planning, quarterly management reporting, project management, the work of health and safety function and internal audit functions has occurred during the reporting period.

In recognition of its achievements in ORM, the NSW RFS was named runner-up in the Enterprise Risk Management category of the NSW Government Treasury Managed Fund (TMF) Risk Management Awards in September 2011.

# membership & strategic services

## *Business Continuity Management*

Work on Business Continuity Management (BCM) continued during the reporting period with identified work units in Headquarters and most District Offices publishing a Business Continuity Plan (BCP). An overarching Business Continuity strategy was endorsed and alignment of the Business Continuity Incident Management Team roles with the existing NSW RFS Incident Management Team structure occurred.

## *Policy*

The Unit is also responsible for the NSW RFS Policy Framework. Work has continued on managing the development and implementation of new policy documents and the review of existing policy documents to ensure they remain relevant to the administration and operation of the Service.

During the reporting year, the review or development of 66 policy documents commenced, 33 of these were published, five were revoked and nine new policy documents were published.

## *Corporate Governance*

In the reporting period, the Service adopted a Legislative Compliance Register to assist with demonstrating compliance with legislative requirements. A quarterly review process was adopted beginning from the first quarter in 2011/12. This review is conducted by each Director for their area of responsibility and regular reports are provided to the Audit and Risk Committee. Included in this process is the annual endorsement of the Legislative Compliance Register by the Audit and Risk Committee.

## *Consultative Committees*

More information and attendance at the Consultative Committees can be found on page 35 and Appendix L.

## *Corporate Planning, Research and Knowledge Management*

### *Corporate Planning*

In 2011/12, the Service implemented an enhanced corporate planning and reporting framework to build on organisational planning and reporting. Some highlights of the new Framework were:

- A new four year Corporate Plan, which focuses on six Key Focus Areas, supported by corporate objectives, strategies, milestones and targets
- The introduction of Directorate Business Plans, directly supporting the Corporate Plan
- Integration of business planning, risk management and key reporting requirements
- Development and rollout of standard planning and reporting tools and templates
- Quarterly reporting of key milestones, performance indicators and initiatives

### *Research*

The NSW RFS supports research to improve the understanding of fire and its effects on the community and the environment, leading to better policies, tools, methods and training materials. The NSW RFS also participates in national research through membership of the Australasian Fire and Emergency Service Authorities Council (AFAC), and research partnerships such as the Bushfire Cooperative Research Centre (CRC).

► *Details of research activities can be found in Appendix R.*

## *Library*

The NSW RFS Library provides information services and research support to members across NSW. In 2011/12, the Library:

- Added an additional 453 new resources to the Library's core collection of fire-related information, bringing the collection to more than 9,000 print and electronic items
- Collaborated with a CSIRO research team from the National Fire Danger Rating Review and Research Project examining bush fire fatalities in NSW since 1952
- Developed a resources package supporting the new Incident Control Incident Management training, which could be accessed online by course participants

## *Committees and Key Policies*

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

### *Joint Consultative Committee*

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

### *Equal Employment Opportunity*

The NSW RFS is an equal opportunity employer and has implemented a number of strategies to eliminate discrimination in employment and promote equal employment opportunity (EEO) throughout the agency. Examples of these strategies include a focus in the reporting period on flexible training delivery methods to ensure the accessibility of learning and development opportunities to all NSW RFS members, particular emphasis

# membership & strategic services

being placed upon EEO principles throughout the recruitment and selection process and the development of appropriate position descriptions to ensure that applicants are not discriminated against during the course of recruitment.

Additionally, NSW RFS has a Multicultural Plan, a Disability Action Plan and an Aboriginal Services Strategy all of which support the principles of equal employment opportunity.

► *Further statistical data relating to EEO in the NSW RFS can be found at Appendix D.*

## *Disability Action Plan*

The NSW RFS Disability Action Plan extends beyond providing improved employment opportunities for people with a disability. The NSW RFS is committed to providing increased community participation and protection against bush fires for those with a disability. The plan focuses on:

- Providing work facilities that enable easy public access and facilitate the employment of people with disabilities
- Encouraging a diverse membership, including people with disabilities, through our approach to flexible membership
- Encouraging people with a disability to participate in management committees and forums
- Providing bush fire information to the community in a range of formats and channels useable by people with disabilities, and:
- Include specific arrangements for the protection of people with disabilities from fire in its operation plans, procedures and training.

## *Multicultural Plan*

The NSW RFS Multicultural Plan is based on the Community Relations Commission Multicultural Planning Framework. During the reporting period, the NSW RFS has made progress in the following areas:

- Reviewing the actions within the Multicultural Plan on a quarterly basis
- Including specific objectives within the NSW RFS Corporate Plan related to diversity and enhancing community resilience
- Developing community profile documents for each NSW RFS District containing key information about cultural diversity in local communities
- Including information on Translation Services in the NSW RFS Bush Fire Information Line Coordinators Manual which may be activated when fires impact areas of large numbers of known linguistically and culturally diverse groups
- Held preliminary meetings with other agencies with the view to developing education resources for linguistically and culturally diverse groups
- Produced a range of communication materials in other community languages as part of the *Prepare. Act. Survive.* public awareness campaign.

In the next reporting period, the NSW RFS will focus on providing our membership with comprehensive information and strategies aimed at increasing volunteering amongst linguistically and culturally diverse groups. The NSW RFS will also implement systems to better profile the diversity of our volunteer membership.

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

*Those functions include:*

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



## **Financial Services**

The Financial Services Unit prepares and monitors the budget for the NSW Rural Fire Service and in particular the Rural Fire Fighting Fund. The Unit also prepares regular financial reports for NSW Treasury and the Minister, ensures that costs relating to Section 44 (bush fire emergency) declarations are captured and recovered from NSW Treasury and provides efficient and timely payment to suppliers, councils and other organisations.

The Unit is also responsible for:

- the payment of salaries and wages to NSW RFS staff as well as ensuring timely preparation of business activity statements and Fringe Benefit Tax returns
- the management of procurement services for the organisation and coordinating the awarding of major contracts

The level of funding allocated to the Rural Fire Fighting Fund in 2011/12 was \$271 million, an increase of 5.5 percent over the previous year. The funding provided enabled the Service to continue:

- bush fire hazard reduction activities through a combination of work by fire mitigation works crews and by direct fire mitigation grants to land management agencies
- to upgrade the private mobile radio network to ensure volunteer firefighters have the latest and most reliable communication capabilities
- the various initiatives in response to the 2009 Victorian Bushfires Royal Commission recommendations including Hotspots, vulnerable communities, Neighbourhood Safer Places and Rapid Aerial Response Teams

The Service's capital expenditure for 2011/12 amounted to \$7.8 million and funded, among other things, a Squirrel

helicopter to primarily assist in hazard reduction operations.

The reporting period, saw the awarding of major contracts for firefighting equipment through State Contracts 292.

The NSW RFS and Fire and Rescue NSW (FRNSW) in partnership with the Australasian Fire and Emergency Services Authority Council (AFAC) and the support of the other fire agencies from around Australia and New Zealand, have for the past few years been working to achieve common specifications for firefighting and related equipment.

The majority of the contract has now been let and allows agencies from across Australia to procure firefighting equipment that meets nationally approved standards and specifications.

The Service also commenced work with other agencies in the Attorney General and Justice Cluster to review business practices and procedures so as to identify areas of commonality and ensure that where possible, procurement policy and practices can be aligned. The cluster agencies are also in the initial stages of identifying goods and services that can be procured in a more efficient and cost effective manner.

An initial Cluster tender process commenced for Operational and Corporate Uniform through a joint Total Apparel Management Contract. Agencies involved in the contract include Department of Attorney General (Office of the Sheriff), NSW Police Force, NSW RFS, FRNSW, State Emergency Service and Corrective Services NSW. The tender process will be managed by NSW Police Force who obtained accreditation from Department of Finance and Services. Other contracts commenced or awarded throughout the year include:

- Firefighting Foam, in collaboration with FRNSW

# executive services

- Radiant Heat Shields for all Firefighting Appliances for the NSW RFS
- Category 7 and 9 Medium Tankers Firefighting Appliances for the NSW RFS

## Program Audit and Inquiries

### *Corporate Program Office*

On 30 June 2012, the Corporate Program Office (CPO) completed its third full financial year of operation, continuing the work of implementing the project management framework for the NSW RFS. The CPO provided guidance and support to project teams in the delivery of 28 projects during 2011/12, managed support tools and templates, coordinated reporting and provided project assurance services.

During the reporting period the CPO coordinated five meetings of the Project Control Group, the peak oversight body of the NSW RFS project portfolio. The Group was responsible for monitoring the progress of a portfolio valued at approximately \$40 million and containing projects in the following categories: building construction, organisational development, software procurement, telecommunications infrastructure and legislative compliance. Activities of note were the roll out of SAP HR (Go Live June 2012) under arrangements with FRNSW and the ongoing upgrade of the NSW RFS radio and paging infrastructure through the Communications Upgrade Program.

### *Audit, Inquiries and Legal*

The Audit, Inquiries and Legal Unit manages the NSW RFS audit obligations under the NSW Treasury Internal Audit and Risk Management Policy. This involves coordinating the Internal Audit Program, overseeing compliance against the core requirements of the policy and supporting the NSW RFS Audit and Risk

Committee. The Unit also coordinates performance audits for bush fire trail maintenance and Bush Fire Risk Management Plans and the NSW RFS involvement in legal matters.

During 2011/12 the Audit, Inquiries and Legal Unit coordinated six audits from the NSW RFS Internal Audit Program. Those audits covered:

- Accounts Payable
- Occupational Health and Safety
- District Controls
- Management of Firefighting Operations
- Bush Fire Information Line
- Public Communications and Liaison

The audits generally found that the systems and controls currently in operation were effective, but made a number of recommendations for process and quality improvements. The implementation of those improvements is monitored closely and progress is reported to the Audit and Risk Committee on a quarterly basis. During the year 87 recommendations were implemented, 27 of which were in the high risk category.

During 2011/12 the Audit, Inquiries and Legal Unit coordinated the auditing of fire trail maintenance works funded in 2010/11 under the Federal Government Natural Disaster Resilience Program, administered by NSW RFS. The latest program of audits indicated high levels of compliance and overall good quality of works completed. A summary report of the 2011/12 bush fire trail maintenance audits was presented to the NSW RFS Audit and Risk Committee in February 2012 and indicated an overall trend of improvement.

During 2011/12 the Audit, Inquiries and Legal Unit conducted pilot audits in two local government areas to assess a new methodology for performance auditing of hazard reduction activities. A sample

of hazard reduction works completed under the Blue Mountains and the Great Lakes Bush Fire Risk Management Plans were audited for quality and completeness. Previously these audits had concentrated on documents alone rather than field work.

### *Court cases*

During the year the Unit had extensive involvement in the State's defence of the large *Warragamba Winery* case, which followed a fire that started near Mt Hall on 24 December 2001. The matter involved 15 claims and was heard over almost 90 court days from October 2011 to May 2012. Many NSW RFS members were required to give evidence and the Unit provided an officer to support witnesses on every occasion. Judgement was delivered on 26 June 2012 in favour of the State.

During the reporting year, the NSW RFS was also involved in major litigation following the bush fires that affected NSW and the ACT in January 2003. Hearings of those claims commenced in the ACT Supreme Court on 1 March 2010. Final submissions concluded on 25 November 2011. Approximately 100 claims remained at 30 June 2012 against the ACT Government and the State of NSW. The matter is awaiting judgement.

The Unit responded on behalf of the NSW RFS to requests from the Office of the NSW State Coroner, to numerous subpoena requests and to requests for information about legal processes. The Unit also managed the NSW RFS response to other civil litigation, including instructing the early settlement of several disputes.

### **Records Unit**

The reporting period saw the first stage of the Information and Recordkeeping Project which aims to improve records management across the NSW RFS.

This included a rewrite of Policy and Standard Operating Procedures, delivery of training and awareness program, a proposal for improved record management software and sentencing of old records.

After a prolonged introductory period, the processing of Development Applications has gone 100 percent digital.

## Ministerial Liaison Unit

The Ministerial Liaison Unit (MLU) ensures the provision of high quality written material to the Minister in response to requests for information on matters relating to the NSW RFS. The Unit prepares draft correspondence for the Minister and Commissioner, and briefing notes on relevant issues.

In the reporting period the MLU dealt with over 120 pieces of correspondence, and processed 240 briefing notes and submissions.

The Unit also processes applications for Government information, under the *Government Information (Public Access) Act 2009*. A total of 47 GIPA applications were received and responded to, including a number of applications transferred from other agencies. The MLU achieved 100 per cent compliance with the statutory timeframes for determination required by the *GIPA Act*. One decision was the subject of an internal review, which supported the original decision. There were no external reviews instigated by the Office of the Information Commissioner in this reporting period, indicating a high degree of satisfaction with the reasons given for determination.

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

access information held by the agency. The NSW RFS has also dealt with a number of requests for information on an informal basis.

► *Further statistics on GIPA can be seen in Appendix I.*

The MLU also deals with alleged breaches of privacy under the *Privacy and Personal Information Protection Act 1998 (NSW) (PPIPA)*. In the reporting period 2011/12, there were no reported breaches under this Act.

## Professional Standards Unit

The Professional Standards Unit (PSU) develops policy, procedures, educational programs, systems and strategic initiatives to enhance Corruption Prevention and uphold the highest standards of professional ethics within the Service.

During the reporting period, the PSU received, managed and coordinated over 81 complaint and/or conduct matters, with 14 of these being formally investigated. Of the total number of matters managed, eight required external reporting to oversight agencies under legislative compliance requirements and 27 matters involved liaison with an external agency.

As part of developing workforce capabilities, the PSU is involved in a number of training initiatives. From June-December 2011 the Unit presented sessions on the role of the PSU to 85 staff members across five locations around the State and assisted in formal Induction Training for 101 staff members.

At the commencement of 2012 the PSU developed a new competency-based Code of Conduct & Ethics training program which, thanks to the efforts of the Learning and Development Unit, will soon be part of the broader NSW RFS Learning and Development training scope. This program has now been

presented to over 120 staff members and the program will continue to be rolled out to all staff members and a tailored program for Group Officers around the State during 2012/13.

A total of 65 staff have attended Staff Members on Corruption Prevention in Procurement course during the reporting period.

The PSU has implemented new policies published for staff members on Conflicts of Interest, Gifts and Benefits, Fraud and Corruption Prevention and a new Service Standard for all Members on Public Interest Disclosures in the NSW RFS.

## Public Interest Disclosures

As part of managing Public Interest Disclosures within the NSW RFS, the Unit is also responsible for providing statistical data through external reporting to the NSW Ombudsman's Office on all Disclosures received and dealt with.

► *Full details of these can be seen at Appendix J.*

The NSW RFS has developed a Service Standard for all Members SS 1.1.30 Public Interest Disclosures in the NSW RFS which provides comprehensive information on reporting serious wrongdoing. The Service Standard includes information on all aspects of lodging a Public Interest Disclosure (PID) and the manner in which the NSW RFS will assess and investigate all PIDs.

## Consumer Response and Complaints

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

# executive services

and with an appropriate process for escalation, should the need arise.

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

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

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

## Executive Support

### *Corporate and International Relations*

The Botswana Fire Management Program finished the third of its five-year program in 2011/12. All milestones were met or exceeded.

► *Details appear in the Key Focus Area chapter.*

A Memorandum of Understanding was signed between the Service and the Asia Disaster Preparedness Centre.

► *Details appear in the Key Focus Area chapter.*

The Service hosted delegations from Korea, India and China.

During 2011/12 the Unit provided commercial training to approximately 800 personnel from both the public and private sectors. All courses were conducted by our nationally accredited instructors and predominantly covered Bush Fire Awareness and

Fire Extinguisher training. The Unit extended its training to conduct Safe Working on Roofs training to Corrective Services NSW providing them with the knowledge and skills to work safely on roofs in a variety of operations. The Unit also participated in the review and amendment to the Service Standard relating to Commercial Training – Service Standard 6.1.3 Training in the NSW RFS.

### *Committees and Awards*

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

Details of the Committee membership and attendance are set out in Appendix L. The Unit also administers the Commissioner's Internal Bravery and Service Awards as well as coordinating nominations for external awards.

During the reporting period, 2,423 Long Service Medals nominations were processed for both staff and volunteers. Also 207 National Medal/Clasp nominations were processed and 13 Australian Fire Service Medals were awarded. On St Florian's Day 2012, the Commissioner issued 19 Internal Bravery and Service Awards to members and units.

► *Full details of Internal and External Awards processed can be seen in Appendix N.*

### *Events*

The Unit managed the following major events with and for the NSW RFS. The AFAC & Bushfire CRC Conference was held in August 2011 in Sydney and involved 120 delegates and a NSW RFS Exhibition Site. The Australian

National Fire Cadet Championships, held at Myuna Bay Sport and Recreation Centre from 4-7 October 2011, were an outstanding success with a record 30 participating teams from across Australia and New Zealand. Established in 2007, the championships are held every two years and are designed to bring together cadets from across the country to have fun, participate in friendly competition and promote the values of emergency service volunteering.

Two NSW RFS teams jointly took out first place in the Championships – Oakville Cadets and South West Cadets, closely followed by Western Australian team Serpentine Jarrahdale Sierra.

► *Details appear in the Year in Brief chapter.*

The Unit managed the NSW RFS involvement in the Volunteer Memorial Annual Commemoration Service and the Big Issue Street Football Festival.

### *Sponsorships*

Ongoing and new sponsorships and partnerships were managed throughout the reporting period including the Ausgrid Energy Partnership and the McDonalds Volunteer Reward Promotion.

### *Protocols*

A new State Protocol Officer was appointed this year with two deputies. For the first time a volunteer holds the position. The Protocol Team is going through a rebuilding process with the retirement of some key personnel.

► *Details appear in the Year in Brief chapter.*

## Corporate Communications

The Corporate Communications group plays a critical role during operational periods, with responsibility for Public Liaison during incidents and the

dissemination of information to the community through channels such as the NSW RFS website, mass media, social media and local networks. This work extends to non-operational periods where the group assists with the delivery of safety and preparedness messages. The group also manages the Service's corporate communication activities including publications.

The group delivered two major public awareness campaigns during the reporting period. The *Prepare. Act. Survive.* grass fire awareness campaign was successful in raising community awareness about the dangers of grass fires, specifically targeting rural and regional areas. A separate campaign targeting bush fires was carried out State-wide. This was the final year of the three-year campaign introduced following the Victorian bush fires, with a new campaign being developed across the reporting period.

### *Media Services*

As well as providing emergency information on the two Emergency Warning bush fires of the season, the group supported the State Emergency Service during the unprecedented flood activity across the State with the deployment of 10 trained personnel to assist with public information and warnings.

Recognising the importance of accurate, timely and consistent information during major incidents, a new Public Liaison Officer training program was developed. This program provides participants with a national competency Manage Information Function at an Incident.

More than 400 media personnel were accredited under the Service's ongoing media training program, which provides media personnel such as journalists and camera operators with basic bush fire safety knowledge. In all, more than 25 separate training sessions

were provided across regional and metropolitan areas.

The Media Services Unit provided support to local media initiatives. Across the year, more than 150 separate media releases were issued highlighting the role of volunteer brigades and raising community awareness.

### *Online Communications*

As part of an ongoing initiative to enhance online communication activities, a significant re-launch of the NSW RFS website was carried out, providing an improved layout to give a high priority to emergency information and awareness activities. Scoping and development work was also conducted on MyRFS, a dedicated volunteer website.

The Service recognised the growing importance of social media as an effective communication method by developing a Service Standard and toolkit to assist members with the use of this area of communication. At the same time, the use of the Service's social media channels such as Facebook and Twitter continued to grow.

### *Organisational Communications*

The Organisational Communications Unit delivered a number of major coordinated communication projects across the year. This included the preparation of communication materials on the introduction of new taxation requirements for brigades, the NSW RFS Rank Review, new health and safety legislation and the 2011 Australian National Fire Cadet Championships.

Three editions of the *Bush Fire Bulletin* were published. To supplement this important method of communicating, and to celebrate the Bulletin's 60th anniversary in 2012, a new electronic newsletter was introduced. The eBulletin is delivered monthly and was developed

following consultation with members where 89 percent of those surveyed were in support of increasing regular communication delivered by email.

Broad ranging graphic design services were provided including NSW RFS Open Day, the 2012 Australian Community Engagement and Fire Awareness Conference and the ongoing Volunteer to Career program.

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

The Organisational Communications team is also responsible for the production of the Annual Report. The total external costs incurred in the production of this report were \$4,000 + GST. The report is accessible on the NSW RFS website [www.rfs.nsw.gov.au](http://www.rfs.nsw.gov.au) and copies may be obtained by emailing [organisational.communications@rfs.nsw.gov.au](mailto:organisational.communications@rfs.nsw.gov.au) or from the NSW RFS Headquarters, 15 Carter St, Lidcombe, Sydney.

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

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

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

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

# financial tables

year ended

30 June 2012



## INDEPENDENT AUDITOR'S REPORT

### New South Wales Rural Fire Service

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of New South Wales Rural Fire Service (the Service), which comprise the statement of financial position as at 30 June 2012, the statement of comprehensive income, statement of changes in equity, statement of cash flows, service group statements and a summary of compliance with financial directives for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

#### Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Service as at 30 June 2012, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010

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

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

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

#### Auditor's Responsibility

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

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

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

My opinion does not provide assurance:

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

#### Independence

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

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

David Nolan  
Director, Financial Audit Services

27 September 2012  
SYDNEY

*All communications to be addressed to:*

Headquarters  
NSW Rural Fire Service  
Locked Bag 17  
GRANVILLE NSW 2142

Headquarters  
NSW Rural Fire Service  
15 Carter Street  
LIDCOMBE NSW 2141



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**NSW RURAL FIRE SERVICE  
FINANCIAL STATEMENTS FOR THE YEAR  
ENDED 30 JUNE 2012**

**Statement by Commissioner**

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

- a) The accompanying financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the Financial Reporting Code for General Government Sector Agencies, the applicable clauses of the Public Finance and Audit Regulation 2010 and the Treasurer's Directions;
- b) The financial statements exhibit a true and fair view of the financial position and financial performance of the Service for the year ended 30 June 2012; and
- c) At the date of this statement there are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

A handwritten signature in blue ink, appearing to read 'S Fitzsimmons', enclosed within a blue oval shape.

**S Fitzsimmons AFSM  
Commissioner**

25 September 2012

statement of comprehensive income for the year ended 30 June 2012

	Notes	Actual 2012 \$'000	Budget 2012 \$'000	Actual 2011 \$'000
<b>Expenses excluding losses</b>				
Operating expenses				
Employee related	2(a)	95,054	91,523	93,327
Other operating expenses	2(b)	33,996	28,546	28,832
Depreciation and amortisation	2(c)	4,332	4,764	4,815
Grants and subsidies	2(d)	138,792	152,406	171,115
Other expenses	2(e)	14,597	8,143	9,381
<b>Total expenses excluding losses</b>		<b>286,771</b>	<b>285,382</b>	<b>307,470</b>
<b>Revenue</b>				
Recurrent appropriation	3(a)	-	-	64,635
Capital appropriation	3(a)	-	-	12,862
Sale of goods and services	3(b)	170	406	364
Grants and contributions	3(c)	284,171	266,471	228,879
Acceptance by the Crown Entity of employee				
Benefits and other liabilities	3(d)	-	-	242
Other revenue	3(e)	13,062	7,753	14,035
<b>Total revenue</b>		<b>297,403</b>	<b>274,630</b>	<b>321,017</b>
<b>Gain on disposal</b>	4	214	-	168
<b>Net Result</b>		<b>10,846</b>	<b>(10,752)</b>	<b>13,715</b>
<b>Other comprehensive income</b>				
Superannuation actuarial gains/ (losses)	19(g)	(14,663)	-	576
<b>Total other comprehensive income</b>		<b>(14,663)</b>	<b>-</b>	<b>576</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>(3,817)</b>	<b>(10,752)</b>	<b>14,291</b>

The accompanying notes form part of these financial statements.

## statement of financial position as at 30 June 2012

	Notes	Actual 2012 \$'000	Budget 2012 \$'000	Actual 2011 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and cash equivalents	6(a)	58,228	30,663	39,695
Receivables	7	3,244	5,226	5,227
<b>Total Current Assets</b>		<b>61,472</b>	<b>35,889</b>	<b>44,922</b>
<b>Non-Current Assets</b>				
Property, plant and equipment	8			
-Leasehold improvements		1,336	1,820	1,655
-Plant and equipment		14,670	15,622	14,203
-Infrastructure systems		1,589	1,181	1,074
Total Property, plant and equipment		17,595	18,623	16,932
Intangible assets	9	521	-	157
<b>Total Non-Current Assets</b>		<b>18,116</b>	<b>18,623</b>	<b>17,089</b>
<b>Total Assets</b>		<b>79,588</b>	<b>54,512</b>	<b>62,011</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	10	17,977	14,420	14,420
Provisions	11	26,208	22,496	22,496
<b>Total Current Liabilities</b>		<b>44,185</b>	<b>36,916</b>	<b>36,916</b>
<b>Non-Current Liabilities</b>				
Provisions	11	24,044	9,919	9,919
<b>Total Non-Current Liabilities</b>		<b>24,044</b>	<b>9,919</b>	<b>9,919</b>
<b>Total Liabilities</b>		<b>68,229</b>	<b>46,835</b>	<b>46,835</b>
<b>Net Assets</b>		<b>11,359</b>	<b>7,677</b>	<b>15,176</b>
<b>EQUITY</b>				
Accumulated funds		11,359	7,677	15,176
<b>Total Equity</b>		<b>11,359</b>	<b>7,677</b>	<b>15,176</b>

The accompanying notes form part of these financial statements.

## statement of changes in equity for the year ended 30 June 2012

	Notes	Accumulated Funds \$'000	Total \$'000
<b>Balance at 1 July 2011</b>		15,176	15,176
<b>Net result for the year</b>		10,846	10,846
<b>Other comprehensive income:</b>			
Superannuation actuarial gains/(losses)		(14,663)	(14,663)
<b>Total other comprehensive income</b>		<b>(14,663)</b>	<b>(14,663)</b>
<b>Total comprehensive income for the year</b>		<b>(3,817)</b>	<b>(3,817)</b>
<b>Transactions with owners in their capacity as owners</b>			
Increase/(decrease) in net assets from Equity transfers	12	-	-
<b>Balance at 30 June 2012</b>		<b>11,359</b>	<b>11,359</b>
<b>Balance at 1 July 2010</b>		12,617	12,617
<b>Net result for the year</b>		13,715	13,715
<b>Other comprehensive income:</b>			
Superannuation actuarial gains/(losses)		576	576
<b>Total other comprehensive income</b>		<b>576</b>	<b>576</b>
<b>Total comprehensive income for the year</b>		<b>14,291</b>	<b>14,291</b>
<b>Transactions with owners in their capacity as owners</b>			
Increase/(decrease) in net assets from Equity transfers	12	(11,732)	(11,732)
<b>Balance at 30 June 2011</b>		<b>15,176</b>	<b>15,176</b>

The accompanying notes form part of these financial statements.

## statement of cash flows for the year ended 30 June 2012

	Notes	Actual 2012 \$'000	Budget 2012 \$'000	Actual 2011 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Employee related		(91,944)	(91,523)	(91,330)
Grants and subsidies		(138,792)	(152,406)	(171,115)
Other		(57,550)	(36,689)	(43,151)
<b>Total Payments</b>		<b>(288,286)</b>	<b>(280,618)</b>	<b>(305,596)</b>
<b>Receipts</b>				
Recurrent appropriation		-	-	64,635
Capital appropriation		-	-	12,862
Sale of goods and services		170	406	364
Grants and contributions		284,414	266,471	228,929
Cash reimbursements from the Crown Entity		-	-	242
GST Receipts		12,697	-	11,612
Other		14,684	7,753	13,335
<b>Total Receipts</b>		<b>311,965</b>	<b>274,630</b>	<b>331,979</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	16	<b>23,679</b>	<b>(5,988)</b>	<b>26,383</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from sale of Plant and Equipment		2,711	4,980	4,474
Purchases of Plant and Equipment		(7,857)	(11,278)	(10,323)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<b>(5,146)</b>	<b>(6,298)</b>	<b>(5,849)</b>
<b>NET INCREASE / (DECREASE) IN CASH</b>		<b>18,533</b>	<b>(12,286)</b>	<b>20,534</b>
Opening cash and cash equivalents		39,695	42,949	31,033
Cash transferred in/ (out) as a result of administrative restructuring	12	-	-	(11,872)
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	6(a)	<b>58,228</b>	<b>30,663</b>	<b>39,695</b>

The accompanying notes form part of these financial statements.

## supplementary financial statements service group statements for the year ended 30 June 2012

ENTITY'S EXPENSES & INCOME	Service Group 1*		Service Group 2*		Service Group 3*		Service Group 4*		Not Attributable		Total		
	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	
<b>Expenses excluding losses</b>													
Operating expenses													
• Employee related	4,734	4,070	69,471	61,839	20,849	24,410	-	3,008	-	-	95,054	93,327	
• Other operating expenses	4,430	2,201	15,508	12,836	14,058	12,761	-	1,034	-	-	33,996	28,832	
Depreciation and amortisation	57	131	3,046	3,072	1,229	1,577	-	35	-	-	4,332	4,815	
Grants and subsidies	332	329	118,806	154,394	19,654	3,675	-	12,717	-	-	138,792	171,115	
Other expenses	-	-	7,984	9,381	6,613	-	-	-	-	-	14,597	9,381	
<b>Total expenses excluding losses</b>	<b>9,553</b>	<b>6,731</b>	<b>214,815</b>	<b>241,522</b>	<b>62,403</b>	<b>42,423</b>	-	<b>16,794</b>	-	-	<b>286,771</b>	<b>307,470</b>	
<b>Revenue**</b>													
Recurrent appropriation	-	-	-	-	-	-	-	-	-	64,635	-	64,635	
Capital appropriation	-	-	-	-	-	-	-	-	-	12,862	-	12,862	
Sale of goods and services	120	-	50	-	-	364	-	-	-	-	170	364	
Grants and contributions	-	-	114,888	8,738	169,283	220,141	-	-	-	-	284,171	228,879	
Acceptance by the Crown Entity of Employee Benefits and other liabilities	-	-	-	-	-	-	-	-	-	242	-	242	
Other revenue	327	547	6,324	5,428	6,411	2,471	-	5,589	-	-	13,062	14,035	
<b>Total revenue</b>	<b>447</b>	<b>547</b>	<b>121,262</b>	<b>14,166</b>	<b>175,694</b>	<b>222,976</b>	-	<b>5,589</b>	-	<b>77,739</b>	<b>297,403</b>	<b>321,017</b>	
Gain/(loss) on disposal	3	-	187	-	24	92	-	76	-	-	214	168	
<b>NET RESULT</b>	<b>(9,103)</b>	<b>(6,184)</b>	<b>(93,366)</b>	<b>(227,356)</b>	<b>113,315</b>	<b>180,645</b>	-	<b>(11,129)</b>	-	<b>77,739</b>	<b>10,846</b>	<b>13,715</b>	
<b>Other comprehensive income</b>													
Superannuation actuarial gains/(losses)	-	-	-	-	-	-	-	-	-	(14,663)	576	(14,663)	576
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(14,663)</b>	<b>576</b>	<b>(14,663)</b>	<b>576</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(9,103)</b>	<b>(6,184)</b>	<b>(93,366)</b>	<b>(227,356)</b>	<b>113,315</b>	<b>180,645</b>	-	<b>(11,129)</b>	-	<b>78,315</b>	<b>(3,817)</b>	<b>14,291</b>	

\* The names and purposes of each service group are summarised in Note 5.

\*\* Appropriations are made on an entity basis and not to individual service groups. Consequently, appropriations must be included in the 'Not Attributable' column. Cluster grant funding is also unlikely to be attributable to individual service groups.

# Service Group 4 is only applicable in 2010-2011 financial year as Rural Fire Service does not have these responsibilities in the 2011-12 financial year.

supplementary financial statements  
service group statements for the year ended 30 June 2012 (cont.)

ENTITY'S ASSETS & LIABILITIES	Service Group 1*		Service Group 2*		Service Group 3*		Not Attributable		Total	
	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000
<b>Current Assets</b>										
Cash and cash equivalents	-	-	-	-	-	-	58,228	39,695	58,228	39,695
Receivables	-	311	1,971	1,726	1,273	3,190	-	-	3,244	5,227
<b>Total Current Assets</b>	-	<b>311</b>	<b>1,971</b>	<b>1,726</b>	<b>1,273</b>	<b>3,190</b>	<b>58,228</b>	<b>39,695</b>	<b>61,472</b>	<b>44,922</b>
<b>Non-Current Assets</b>										
Property, plant and equipment	80	115	14,228	13,174	3,287	3,643	-	-	17,595	16,932
Intangibles	-	-	-	-	521	157	-	-	521	157
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>80</b>	<b>115</b>	<b>14,228</b>	<b>13,174</b>	<b>3,808</b>	<b>3,800</b>	<b>-</b>	<b>-</b>	<b>18,116</b>	<b>17,089</b>
<b>TOTAL ASSETS</b>	<b>80</b>	<b>426</b>	<b>16,199</b>	<b>14,900</b>	<b>5,081</b>	<b>6,990</b>	<b>58,228</b>	<b>39,695</b>	<b>79,588</b>	<b>62,011</b>
<b>Current Liabilities</b>										
Payables	-	312	8,493	9,320	9,484	4,788	-	-	17,977	14,420
Provisions	-	-	-	-	26,208	22,496	-	-	26,208	22,496
Other	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets held for sale	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>312</b>	<b>8,493</b>	<b>9,320</b>	<b>35,692</b>	<b>27,284</b>	<b>-</b>	<b>-</b>	<b>44,185</b>	<b>36,916</b>
<b>Non-Current Liabilities</b>										
Borrowings	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	24,044	9,919	-	-	24,044	9,919
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,044</b>	<b>9,919</b>	<b>-</b>	<b>-</b>	<b>24,044</b>	<b>9,919</b>
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>312</b>	<b>8,493</b>	<b>9,320</b>	<b>59,736</b>	<b>37,203</b>	<b>-</b>	<b>-</b>	<b>68,229</b>	<b>46,835</b>
<b>NET ASSETS</b>	<b>80</b>	<b>114</b>	<b>7,706</b>	<b>5,580</b>	<b>(54,655)</b>	<b>(30,213)</b>	<b>58,228</b>	<b>39,695</b>	<b>11,359</b>	<b>15,176</b>

\* The names and purposes of each service group are summarised in Note 5.

## supplementary financial statements summary of compliance with financial directives

	2012				2011			
	RECURRENT APP'N \$'000	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND \$'000	CAPITAL APP'N \$'000	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND \$'000	RECURRENT APP'N \$'000	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND \$'000	CAPITAL APP'N \$'000	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND \$'000
<b>ORIGINAL BUDGET APPROPRIATION / EXPENDITURE</b>								
• Appropriation Act					64,350		53,507	362
• Additional Appropriations								
• s21A PF&AA - special appropriation								
• s24 PF&AA - transfers of functions between entities								
• s26 PF&AA - Commonwealth specific purpose payments								
					<b>64,350</b>		<b>53,507</b>	<b>362</b>
<b>OTHER APPROPRIATION / EXPENDITURE</b>								
• Treasurer's Advance					11,128		11,128	-
• Section 22 - expenditure for certain works and services								12,500
• Transfers to/from another entity (per relevant section of the Appropriation Act)					(10,843)		-	-
<b>Total Appropriations / Expenditure / Net Claim on Consolidated Fund (includes transfer payments)</b>	-	-	-	-	64,635		64,635	12,862
<b>Amount drawn down against Appropriation</b>								12,862
<b>Liability to Consolidated Fund*</b>								12,862
								-

\* In 2011 an amount relating to Emergency Management NSW was included. Under changed administrative arrangements that amount is no longer included.

# notes to the financial statements

## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### (a) Reporting Entity

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

The financial statements for the year ended 30 June 2012 have been authorised for issue by the Commissioner on 25 September 2012.

### (b) Basis of Preparation

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

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

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

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

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

### (c) Statement of Compliance

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

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

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

Contributions are recognised in accordance with AASB 1004.

### (e) Borrowing Costs

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

### (f) Insurance

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

### (g) Accounting for the Goods and Services Tax (GST)

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

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

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

### (h) Income Recognition

Income is measured at the fair value of the consideration or contribution received or receivable. In addition to the Rural Fire fighting Fund, other grants and contributions are received from the Commonwealth and State Governments. Additional comments regarding the accounting policies for the recognition of income are discussed below.

#### (i) Parliamentary Appropriations and Contributions

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

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

During June 2011 the Appropriation (Supply and Budget Variations) Bill 2011 was released which identifies the Department of Attorney General and Justice (DAGJ) as a principal agency under which funding appropriations are to be managed for all agencies in the Justice cluster, of which, RFS is part of.

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

The Rural Fire Service receives annual funding payments from DAGJ (as principal agency for the Justice cluster) which are paid pursuant to the Appropriation (Supply and Budget) Bill 2011.

#### (ii) Sale of goods

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

## notes to the financial statements

### (iii) *Rendering of Services*

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

### (iv) *Investment Revenue*

Interest revenue is retained by NSW Treasury and therefore not recognised in the financial statements.

### (i) *Assets*

#### (i) *Acquisitions of Assets*

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Service. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

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

Fair value is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.

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

#### (ii) *Capitalisation Thresholds*

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

#### (iii) *Revaluation of Plant and Equipment*

The Service does not revalue assets because the carrying value approximates fair value. The plant and equipment of the Service consists primarily of motor vehicles and ICT equipment items.

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

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

#### (v) *Depreciation of Plant and Equipment*

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

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

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

Asset Category	Useful Life
Computer Equipment	Between 3-4 years
Computer Software	3 years
Leasehold Improvements	Period of the Lease
Plant and Equipment	Between 3-20 years

#### (vi) *Maintenance*

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

#### (vii) *Leased Assets*

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

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

There are no finance lease arrangements.

#### (viii) *Intangible Assets*

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

The useful lives of intangible assets are assessed as finite.

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

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

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

#### (ix) *Rural Fire Fighting Equipment*

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

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

## notes to the financial statements

### (x) *Loans and Receivables*

Loans and Receivables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest rate method, less an allowance for impairment of receivables. Any changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process. Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial. An allowance for impairment is established when there is objective evidence that the Service will not be able to collect all amounts due.

### (j) *Liabilities*

#### (i) *Payables*

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

#### (ii) *Employee Benefits and other Provisions*

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

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

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

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

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

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

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

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 12/06) to employees with five or more years of service, using current rates of pay.

These factors were determined based on an actuarial review to approximate present value.

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

### (k) *Equity and Reserves*

Accumulated funds include all current and prior period retained funds.

### (l) *Equity Transfers*

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

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

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

### (m) *Budgeted Amounts*

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period, as adjusted for section 24 of the PFAA where there has been a transfer of functions between departments. Other amendments made to the budget are not reflected in the budgeted amounts.

### (n) *Centralised Billing and Collecting Services (Ministry for Police and Emergency Services)*

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

## notes to the financial statements

### (o) *Comparative Information*

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

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

The following Accounting Standards are being early adopted this financial year:

- AASB 101 Presentation of Financial Statements
- AASB 107 Cash Flow Statements
- AASB 116 Property, Plant and Equipment – Refer TPP 07-1
- AASB 136 Impairment of Assets – Refer TPP 07-1
- AASB 138 Intangible Assets

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

- AASB 9 and AASB 2010-7 regarding financial instruments
- AASB 13 and AASB 2011-8 regarding fair value measurement
- AASB 119 Employee Benefits – Refer NSW TC 11/04
- AASB 2011-10 and AASB 2011-11 regarding employee benefits
- AASB 1053 and AASB 2010-2 regarding differential reporting

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

## notes to the financial statements

### 2. Expenses Excluding Losses

	2012 \$'000	2011 \$'000
<b>(a) Employee related expenses</b>		
Salaries and wages (including recreation leave)	80,250	76,251
Superannuation – defined benefit plans*	1,132	1,603
Superannuation – defined contribution plans*	5,696	5,172
Long service leave	2,195	1,276
Workers' compensation insurance	790	474
Payroll tax	4,705	4,783
Fringe benefit tax	286	3,768
	<b>95,054</b>	<b>93,327</b>

\* Refer Note 19. Superannuation actuarial loss of \$14.663m in 2011/2012 (\$0.576m gain in 2010/2011) is recognised as Other comprehensive income.

	2012 \$'000	2011 \$'000
<b>(b) Other operating expenses include the following:</b>		
Auditor's remuneration		
- audit of financial statements	120	110
Operating lease rental expense		
- minimum lease payments	4,118	3,179
Maintenance *	195	360
Travel	2,897	2,738
Telephones	1,575	1,161
Fees for service	3,643	5,771
Contractors	3,283	-
Printing and stationery	642	1,162
Consumables	369	482
Vehicle operation	3,100	741
All outgoings – Buildings	1,242	1,127
Staff Training	877	1,012
Legal Fees	550	329
Rescue and Emergency Training	-	148
Electricity	464	374
Advertising	1,692	1,870
Audit Fees Internal	534	354
Computer Software	889	1,172
Equipment General	1,248	2,847
Equipment Computer	2,110	2,005
Other Expenses	4,448	1,890
	<b>33,996</b>	<b>28,832</b>

	2012 \$'000	2011 \$'000
<b>*Reconciliation – Total Maintenance</b>		
Maintenance expense – contracted labour and other (non-employee related), as above	195	360
Employee related maintenance included in Note 2(a)	-	-
<b>Total Maintenance included in Note 2(a) + 2(b)</b>	<b>195</b>	<b>360</b>

## notes to the financial statements

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

	2012 \$'000	2011 \$'000
<b>(c) Depreciation and amortisation expense</b>		
<b>Depreciation</b>		
Computer equipment	446	752
Plant and equipment	3,241	3,350
Leasehold improvements	534	493
	<b>4,221</b>	<b>4,595</b>
<b>Amortisation</b>		
Intangibles	111	220
	<b>4,332</b>	<b>4,815</b>

	2012 \$'000	2011 \$'000
<b>(d) Grants and subsidies</b>		
Natural Disaster Mitigation Program	-	5,669
Volunteer Rescue Units	-	7,027
Fire Mitigation Works	6,507	12,040
Payments for Council costs associated with Rural Fire Fighting activities and equipment	109,519	128,703
Emergency Fund – Natural Disasters	20,677	17,676
Other	2,089	-
	<b>138,792</b>	<b>171,115</b>

	2012 \$'000	2011 \$'000
<b>(e) Other expenses</b>		
Workers' compensation insurance-volunteers	3,000	3,000
Public liability and other insurance	7,227	3,503
Aerial support	4,370	2,878
	<b>14,597</b>	<b>9,381</b>

### 3. Revenue

	2012 \$'000	2011 \$'000
<b>(a) Appropriations</b>		
<b>Recurrent appropriations</b>		
Total recurrent draw-downs from NSW Treasury (per Summary of Compliance)	-	64,635
	-	<b>64,635</b>
Comprising:		
Recurrent appropriations (per Statement of Comprehensive Income)	-	<b>64,635</b>

	2012 \$'000	2011 \$'000
<b>Capital appropriations</b>		
Total capital draw-downs from NSW Treasury (per Summary of Compliance)	-	12,862
	-	<b>12,862</b>
Comprising:		
Capital appropriations (per Statement of Comprehensive Income)	-	<b>12,862</b>

## notes to the financial statements

### 3. Revenue (cont.)

	2012 \$'000	2011 \$'000
<b>(b) Sale of goods and services</b>		
Rendering of services	170	364
	<b>170</b>	<b>364</b>

	2012 \$'000	2011 \$'000
<b>(c) Grants and contributions</b>		
Insurance Company Contributions	213,808	189,779
Local Government Contributions	31,795	29,719
Natural Disaster Relief Contributions*	11,221	5,937
Other Commonwealth and State Government Grants	1,926	3,444
Department of Attorney General Justice Grants:		
Recurrent Grant	25,378	-
Capital Grant	43	-
	<b>284,171</b>	<b>228,879</b>

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

	2012 \$'000	2011 \$'000
<b>(d) Acceptance by the Crown Entity of Employee Benefits and Other Liabilities</b>		
The following expenses have been assumed by the Crown Entity		
Long service leave	-	242
	<b>-</b>	<b>242</b>

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

	2012 \$'000	2011 \$'000
<b>(e) Other revenue</b>		
Sale of equipment	1,128	1,132
Comcover-protection Commonwealth property	516	545
Business Development-Overseas Training	272	351
Section 44 – Interstate Assistance	235	313
Aviation – Use of contract by other agencies	4,155	3,931
TMF Hindsight Premium Payments	156	304
Workers Compensation Receipts	863	287
Insurance Claims Proceeds	719	-
Development Applications	431	377
Other	4,587	6,795
	<b>13,062</b>	<b>14,035</b>

In accordance with Section 119(4)(b) of the Rural Fires Act, distribution of proceeds from the sale by Councils of fire fighting equipment between the Service and the Councils is in the same proportion to each body's contribution to the purchase of equipment as shown above. The Service's share of such proceeds totalled \$1,127,700 in 2011/12, (\$1,132,502 in 2010/11).

## notes to the financial statements

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

	2012 \$'000	2011 \$'000
Gain/(Loss) on disposal of Plant and Equipment		
Proceeds from disposal	2,711	4,474
Written down value of assets disposed	(2,497)	(4,306)
	<b>214</b>	<b>168</b>

### 5. Service Groups of the Entity

- (a) **Service Group 1**      Community Safety
- Purpose:                      The protection of the Community through measures that enhance community awareness of and participation in fire risk reduction while reducing environmental impact on the NSW Rural Fire Services incident management activities.
- (b) **Service Group 2**      Emergency Bush Fire Response Operations
- Purpose:                      To cover the rapid and effective emergency response to incidents in bushfire prone areas to minimise injury and loss to the community.
- (c) **Service Group 3**      Operational and Administrative Support
- Purpose:                      Covers the management and administrative support functions of the Service including financial, human resource and operational support, fire fighting fleet maintenance and the strategy and policy development roles.
- (d) **Service Group 4**      Emergency Management NSW
- Purpose:                      This service group initiates policies and strategies for improving the delivery of emergency management services through better prevention, preparedness, response and recovery. It also has a central role in coordinating policies and initiatives put forward across the portfolio. Emergency Management NSW provides policy advice, executive and secretarial support to the State Emergency Management Committee (SEMC), and the State Rescue Board (SRB). It provides executive and operational support to the State Emergency Operations Controller and the State Emergency Recovery Controller. This Service Group is only applicable in the 2010-2011 financial year as Rural Fire Service does not have these responsibilities in the 2011-12 financial year.

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

	2012 \$'000	2011 \$'000
<b>(a) Cash</b>		
Cash at bank and on hand	58,228	39,695
	<b>58,228</b>	<b>39,695</b>

For the purpose of the Statement of Cash Flows, cash and cash equivalents include cash at bank, cash on hand, short-term deposits and bank overdraft.

Cash and cash equivalent assets recognised in the Statement of Financial Position are reconciled at the end of the financial year to the Statement of Cash Flows as follows:

Cash and cash equivalents (per Statement of Financial Position)	58,228	39,695
<b>Closing cash and cash equivalents (per Statement of Cash Flows)</b>	<b>58,228</b>	<b>39,695</b>

Refer Note 18, for details regarding credit risk and liquidity risk arising from financial instruments.

#### (b) Financing facilities available

The Service has a financing facility still required and available through NSW Treasury Corporation to facilitate cash flow until Statutory Contributions are received. During the year there were no borrowings. The Service has NSW Treasury approval to borrow a maximum of \$30m.

## notes to the financial statements

### 7. Current Assets – Receivables

	2012 \$'000	2011 \$'000
Fees for Service	202	445
Other Receivables	4	779
Less: Allowance for impairment	(19)	(84)
	<b>187</b>	<b>1,140</b>
GST receivable	1,971	2,796
	<b>2,158</b>	<b>3,936</b>
Prepayments	1,086	1,291
	<b>3,244</b>	<b>5,227</b>
Movement in the allowance for impairment		
Balance at 1 July	84	93
Amounts written off during the year	(84)	(27)
Amounts recovered during the year	-	-
Increase/(decrease) in allowance recognised in profit or loss	19	18
<b>Balance at 30 June</b>	<b>19</b>	<b>84</b>

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 18.

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

	Infrastructure Systems \$'000	Plant and Equipment \$'000	Leasehold Improvements (Fitouts) \$'000	Total \$'000
<b>At 1 July 2011 – Fair Value</b>				
Gross carrying amount	2,818	19,722	4,931	27,471
Accumulated depreciation	(1,744)	(5,519)	(3,276)	(10,539)
<b>Net carrying amount</b>	<b>1,074</b>	<b>14,203</b>	<b>1,655</b>	<b>16,932</b>
<b>At 30 June 2012 – Fair Value</b>				
Gross carrying amount	3,920	21,666	5,146	30,732
Accumulated depreciation	(2,331)	(6,996)	(3,810)	(13,137)
<b>Net carrying amount</b>	<b>1,589</b>	<b>14,670</b>	<b>1,336</b>	<b>17,595</b>

#### Reconciliation

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

	Infrastructure Systems \$'000	Plant and Equipment \$'000	Leasehold Improvements (Fitouts) \$'000	Total \$'000
<b>Year ended 30 June 2012</b>				
Net carrying amount at start of year	1,074	14,203	1,655	16,932
Additions	962	6,187	216	7,365
Disposals	(1)	(2,591)	-	(2,592)
Depreciation expense	(446)	(3,240)	(535)	(4,221)
Prior year adjustment	-	111	-	111
<b>Net carrying amount at end of year</b>	<b>1,589</b>	<b>14,670</b>	<b>1,336</b>	<b>17,595</b>

## notes to the financial statements

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

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

### Reconciliation

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

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

### 9. Non Current Assets – Intangible Assets

	Software \$'000	Total \$'000
<b>At 1 July 2011</b>		
Cost (gross carrying amount)	1,473	1,473
Accumulated amortisation	(1,316)	(1,316)
<b>Net carrying amount</b>	<b>157</b>	<b>157</b>
<b>At 30 June 2012</b>		
Cost (gross carrying amount)	1,926	1,926
Accumulated amortisation	(1,405)	(1,405)
<b>Net carrying amount</b>	<b>521</b>	<b>521</b>

	Software \$'000	Total \$'000
<b>Year ended 30 June 2012</b>		
Net carrying amount at start of year	157	157
Additions	481	481
Disposals	(6)	(6)
Amortisation (recognised in 'depreciation and amortisation expense')	(111)	(111)
<b>Net carrying amount at end of year</b>	<b>521</b>	<b>521</b>

## notes to the financial statements

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

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

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

### 10. Current Liabilities – Payables

	2012 \$'000	2011 \$'000
Accrued salaries, wages and on-costs	2,253	2,318
Creditors	15,724	12,102
	<b>17,977</b>	<b>14,420</b>

Details regarding credit risk, liquidity risk, and market risk, including a maturity analysis of the above payables are disclosed in Note 18.

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

	2012 \$'000	2011 \$'000
<b>Employee benefits and related on-costs</b>		
Recreation leave	9,837	8,267
Long Service Leave	17,172	14,977
Unfunded Superannuation (refer note 19)	23,155	9,171
Provisions for Fringe Benefits Tax	88	-
<b>Total Provisions</b>	<b>50,252</b>	<b>32,415</b>

	2012 \$'000	2011 \$'000
<b>Aggregate employee benefits and related on-costs</b>		
Provisions – current	26,208	22,496
Provisions – non current	24,044	9,919
Accrued salaries, wages and on-costs (Note 10)	2,253	2,318
	<b>52,505</b>	<b>34,733</b>

## notes to the financial statements

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

Responsibility relinquished for Service Group 4 – Emergency Management NSW

	2012 \$'000	2011 \$'000
<b>Assets transferred to Ministry of Police and Emergency Services</b>		
Cash and Cash Equivalents	-	(11,872)
Receivables	-	(315)
Plant and Equipment	-	(112)
<b>Liabilities transferred to Ministry of Police and Emergency Services</b>		
Payables	-	170
Provision for employee benefits	-	397
<b>Decrease in net assets from equity transfers</b>	<b>-</b>	<b>(11,732)</b>

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

### 13. Commitments for Expenditure

#### Operating Lease Commitments

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

	2012 \$'000	2011 \$'000
Not later than one year	5,137	4,467
Later than one year but not later than five years	11,372	12,843
Later than five years	3,603	6,574
<b>Total (including GST)</b>	<b>20,212</b>	<b>23,885</b>

Operating lease commitments include input tax credits of \$1,828,364 in 2011/12, (\$2,171,340 in 2010/11), that are expected to be recoverable from the ATO.

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

### 14. Contingent Assets and Contingent Liabilities

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

### 15. Budget Review

#### Net result

The actual net result was higher than budget by \$21.598m, mainly due to an increase in the Rural Fire Fighting Fund (\$8.346m), deferred expenditure on the Radio Upgrade Project (\$4.000m) and unexpended Fire Mitigation Works due to poor weather (\$7.419m).

Additional operating costs were incurred in responding to natural disasters throughout the year. These were offset by additional grants from natural disaster relief of \$11.221m.

#### Current Assets

Current assets were \$25.583m above budget. There was an increase in cash higher than budget by \$27.565m. The decrease in receivables is lower than budget by \$1.982m.

#### Non-Current Assets

Non-current assets were lower than budget by \$0.507m, mainly due to decrease in the disposal of plant and equipment and deferment in the acquisition in motor vehicles.

#### Current Liabilities

Current liabilities were \$7.269m higher than budget due to payables being higher than budget by \$3.557m, and provisions higher than budget by \$3.712m.

## notes to the financial statements

### Non-Current Liabilities

Non-Current Liabilities were \$14.125m higher than budget, due to the higher provision made for the employee benefit plan, impacted by the fund assets' performance losses.

### Cash Flows

Total payments were higher than budget by \$7.668m, mainly due to other costs being higher than budget by \$20.861m, and grant and subsidies paid were lower than budget by \$13.614m.

Total receipts were \$37.335m higher of budget, mainly due to a higher level of contributions from the services contributors received during the year and an increase in the Rural Fire Fighting Fund.

### 16. Reconciliation of Cash Flows from Operating Activities to Net Result

	2012 \$'000	2011 \$'000
Net cash used on operating activities	23,679	26,383
Depreciation	(4,332)	(4,815)
Decrease/(increase) in provisions	(17,837)	(492)
Increase/(decrease) in prepayments and other assets	(1,983)	2,364
Decrease/(increase) in creditors	(3,558)	(9,317)
Superannuation actuarial loss/(gain)	14,663	(576)
Net gain/(loss) on sale of plant and equipment	214	168
<b>Net result</b>	<b>10,846</b>	<b>13,715</b>

### 17. Non Cash Financing and Investment Activities

	2012 \$'000	2011 \$'000
Long service leave liability assumed by Crown Entity	-	242
	-	<b>242</b>

# notes to the financial statements

## 18. Financial Instruments

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

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

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

### (a) Financial instrument categories

Financial Assets	Note	Category	Carrying Amount 2012 \$'000	Carrying Amount 2011 \$'000
<b>Class:</b>				
Cash and cash equivalents	6a	N/A	58,228	39,695
Receivables <sup>1</sup>	7	Loans and receivables (at amortised cost)	206	1,382
Financial Liabilities	Note	Category	Carrying Amount 2012 \$'000	Carrying Amount 2011 \$'000
<b>Class:</b>				
Payables <sup>2</sup>	10	Financial liabilities (at amortised cost)	17,677	14,420

#### Notes

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

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

### (b) Credit Risk

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

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

#### Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest earned on the Services' cash is retained by NSW Treasury.

#### Receivables – trade debtors

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts which are known to be uncollectible are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on 30 day terms.

The Service is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due (2012: \$149,496; 2011: \$259,002) and less than 6 months past due (2012: \$17,400; 2011: \$102,000) are not considered impaired. Together, these represent 82% of the total trade debtors.

The only financial assets that are past due or impaired are 'sales of goods and services' in the 'receivables' category of the statement of financial position.

## notes to the financial statements

### 18. Financial Instruments (cont.)

	\$'000	\$'000	\$'000
	Total <sup>1,2</sup>	Past due but not impaired <sup>1,2</sup>	Considered impaired <sup>1,2</sup>
<b>2012</b>			
< 3 months overdue	150	1	-
3 months – 6 months overdue	17	17	-
> 6 months overdue	35	35	-
<b>2011</b>			
< 3 months overdue	102	102	-
3 months – 6 months overdue	-	-	-
> 6 months overdue	84	-	84

#### Notes

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

#### (c) Liquidity risk

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

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

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Head of an authority (or a person appointed by the Head of an authority) may automatically pay the supplier simple interest. The rate of interest applied during the year was 12.37% (2011: 12.92%).

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

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

	Weighted interest rate	1 year or less	1 year to 5 years	More than 5 years	Non-interest bearing 1 year or less	Total
<b>2012</b>						
<b>Financial liabilities</b>						
Trade and other payables	-	-	-	-	17,977	17,977
Total financial liabilities	-	-	-	-	17,977	17,977
<b>2011</b>						
<b>Financial liabilities</b>						
Trade and other payables	-	-	-	-	14,420	14,420
Total financial liabilities	-	-	-	-	14,420	14,420

#### d) Market Risk

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

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Service operates and the time frame for the assessment (i.e. until the end of the next annual reporting period).

The sensitivity analysis is based on risk exposures in existence at the statement of financial position date. The analysis is performed on the same basis as for 2011. The analysis assumes that all other variables remain constant.

## notes to the financial statements

### 18. Financial Instruments (cont.)

#### (e) Interest rate risk

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

\$'000					
2012	Carrying Amount	-1% Profit	-1% Equity	1% Profit	1% Equity
Financial assets					
Cash and cash equivalents	58,228	(582)	(582)	582	582
2011	Carrying Amount	-1% Profit	-1% Equity	1% Profit	1% Equity
Financial assets					
Cash and cash equivalents	39,695	(397)	(397)	397	397

### 19. Superannuation – Defined Benefit Plans

#### Funded Information

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

- State Superannuation Scheme (SSS);
- State Authorities Superannuation Scheme (SASS);
- State Authorities Non Contributory Superannuation Scheme (SANCS); and
- Local Government Employees Superannuation Scheme.

These schemes are all defined benefit schemes – at least a component of the final benefit is derived from a multiple of member salary and years of membership. All the schemes are closed to new members.

#### (a) Reconciliation of the Present value of the Defined Benefit Obligations

A reconciliation of the present value of the defined benefit obligation for the financial year to 30 June 2012 is as follows:

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Present value of partly funded defined benefit obligations at beginning of the year	10,203	2,608	27,857	40,668
Current service cost	389	120	198	707
Interest cost	523	132	1,450	2,105
Contributions by fund participants	204	0	213	417
Actuarial (gains)/losses	960	288	10,544	11,792
Benefits paid	(1,627)	(481)	(853)	(2,961)
<b>Present value of partly funded defined benefit obligations at end of the year</b>	<b>10,652</b>	<b>2,667</b>	<b>39,409</b>	<b>52,728</b>

Comparative information as at 30 June 2011 as follows:

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

## notes to the financial statements

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

#### (b) Reconciliation of the Fair Value of Fund Assets

A reconciliation of the fair value of fund assets for the financial year to 30 June 2012 is as follows:

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Fair value of fund assets at beginning of the year	9,008	2,374	20,116	31,498
Expected return on fund assets	764	200	1,711	2,675
Actuarial gains (losses)	(917)	(202)	(1,753)	(2,872)
Employer contributions	374	108	334	816
Contributions by Fund participants	205	0	213	418
Benefits paid	(1,627)	(481)	(853)	(2,961)
<b>Fair value of fund assets at end of the year</b>	<b>7,807</b>	<b>1,999</b>	<b>19,768</b>	<b>29,574</b>

Comparative information as at 30 June 2011 is as follows:

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

#### (c) Reconciliation of Assets and Liabilities

A summary of assets and liabilities recognised in the Statement of Financial Position as at 30 June 2012 is as follows:

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Present value of partly funded defined benefits obligations	10,652	2,667	39,409	52,728
Fair value of fund assets at end of year	(7,807)	(1,998)	(19,768)	(29,573)
Subtotal	2,845	669	19,641	23,155
Net liability/(asset)	2,845	669	19,641	23,155

Comparative information as at 30 June 2011 is as follows:

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

#### (d) Actual Return on Fund Assets

A summary of actual return on fund assets for the year ended 30 June 2012 is provided below:

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Actual return on plan assets	(13,226)	(1,929)	52,629	37,474

Comparative information as at 30 June 2011 is as follows:

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

## notes to the financial statements

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

Details of valuation method and principal actuarial assumptions as at the reporting date are as follows:

#### (i) Valuation Method

The Projected Unit Credit (PUC) valuation method was used to determine the present value of the defined benefit obligations and the related current service costs. This method sees each period of service as giving rise to an additional unit of benefit entitlement and measures each unit separately to build up the final obligation.

#### (ii) Economic Assumptions

	30 June 2012	30 June 2011
Salary increase rate (excluding promotional increases)	2.50%	3.50%
Rate of CPI Increase	2.50%	2.50%
Expected return on assets	8.60%	8.60%
Discount rate	3.06%	5.28%

#### (iii) Demographic Assumptions

The demographic assumptions at 30 June 2012 are those that were used in the 2009 triennial actuarial valuation, plus an additional allowance for staff reductions consistent with the Labour Expense Cap advised in the 2012-13 Budget. The triennial review report is available from the NSW Treasury website.

#### (e) Historical Information

	SASS Financial Year 30 June 2012 \$'000	SANCS Financial Year 30 June 2012 \$'000	SSS Financial Year 30 June 2012 \$'000
Present value of defined benefit Obligation	10,652	2,667	39,409
Fair value of Fund assets	(7,807)	(1,998)	(19,768)
(Surplus)/Deficit in Fund	2,846	669	19,641
Experience adjustments – Fund Liabilities	960	288	10,544
Experience adjustments – Fund assets	917	202	1,753

Comparative information as at 30 June 2011 is as follows:

	SASS Financial Year 30 June 2011 \$'000	SANCS Financial Year 30 June 2011 \$'000	SSS Financial Year 30 June 2011 \$'000
Present value of defined benefit Obligation	10,203	2,608	27,857
Fair value of Fund assets	(9,008)	(2,373)	(20,116)
(Surplus)/Deficit in Fund	1,195	235	7,741
Experience adjustments – Fund Liabilities	447	(45)	(497)
Experience adjustments – Fund assets	(107)	3	(377)

Comparative information as at 30 June 2010 is as follows:

	SASS Financial Year 30 June 2010 \$'000	SANCS Financial Year 30 June 2010 \$'000	SSS Financial Year 30 June 2010 \$'000
Present value of defined benefit Obligation	9,372	2,372	27,060
Fair value of Fund assets	(8,281)	(2,029)	(18,352)
(Surplus)/Deficit in Fund	1,091	343	8,708
Experience adjustments – Fund Liabilities	406	104	2,115
Experience adjustments – Fund assets	(200)	(11)	151

## notes to the financial statements

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

Comparative information as at 30 June 2009 is as follows:

	SASS Financial Year 30 June 2009 \$'000	SANCS Financial Year 30 June 2009 \$'000	SSS Financial Year 30 June 2009 \$'000
Present value of defined benefit Obligation	8,617	2,119	23,781
Fair value of Fund assets	(7,559)	(1,810)	(17,094)
(Surplus)/Deficit in Fund	1,058	309	6,687
Experience adjustments – Fund Liabilities	388	91	3,998
Experience adjustments – Fund assets	663	306	2,858

Comparative information as at 30 June 2008 is as follows:

	SASS Financial Year 30 June 2008 \$'000	SANCS Financial Year 30 June 2008 \$'000	SSS Financial Year 30 June 2008 \$'000
Present value of defined benefit Obligation	6,917	1,683	19,596
Fair value of Fund assets	(6,762)	(1,714)	(19,318)
(Surplus)/Deficit in Fund	156	(31)	278
Experience adjustments – Fund Liabilities	(240)	(45)	(928)
Experience adjustments – Fund assets	809	261	3,275

#### (f) Expense recognised in the surplus/deficit

Components recognised in the surplus/deficit for the year ended 30 June 2012 is summarised below:

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Current service cost	389	120	198	707
Interest cost	522	132	1,450	2,104
Expected return on fund assets (net of expenses)	(764)	(200)	(1,710)	(2,674)
Actuarial losses/(gains) recognised in year	-	-	-	-
Expenses/(income) recognised	147	52	(62)	137

Comparative information as at 30 June 2011 is as follows:

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Current service cost	369	108	207	684
Interest cost	468	118	1,381	1,967
Expected return on fund assets (net of expenses)	(701)	(173)	(1,560)	(2,434)
Actuarial losses/(gains) recognised in year	-	-	-	-
Expense/(income) recognised	136	53	28	217

#### (g) Amounts recognised in other comprehensive income

The following has been recognised in other comprehensive income for the year ended 30 June 2012:

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Actuarial (gains)/losses	1,877	490	12,296	14,663

## notes to the financial statements

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

Comparative information as at 30 June 2011 is as follows:

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Actuarial (gains)/losses	340	(42)	(874)	(576)

#### (h) Fund Assets

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

	30 June 2012	30 June 2011
Australian equities	28.0%	33.4%
Overseas equities	23.7%	29.5%
Australian fixed interest securities	4.9%	5.7%
Overseas fixed interest securities	2.4%	3.1%
Property	8.6%	9.9%
Cash	19.5%	5.1%
Other	12.9%	13.3%

#### Fair value of Fund Assets

All fund assets are invested by Superannuation Trustee Corporation at arm's length through independent fund managers.

#### Expected Rate of Return on Assets

The expected return on assets assumption is determined by weighting the expected long – term return for each asset class by the target allocation of assets to each class. The returns used for each class are net of investment tax and investment fees.

#### Expected Contributions

Expected contributions	SASS Financial Year to 30 June 2012 \$'000	SANCS Financial Year to 30 June 2012 \$'000	SSS Financial Year to 30 June 2012 \$'000
Expected employer contributions	388	124	340

Comparative information as at 30 June 2011 is as follows:

Expected contributions	SASS Financial Year to 30 June 2011 \$'000	SANCS Financial Year to 30 June 2011 \$'000	SSS Financial Year to 30 June 2011 \$'000
Expected employer contributions	361	118	287

#### (i) Funding Arrangements for Employer Contributions

##### i) Surplus/Deficit

The following is a summary of the 30 June 2012 financial position of the Fund calculated in accordance with AAS 25 – Financial Reporting by Superannuation Plans.

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Accrued benefits	8,990	2,185	20,564	31,739
Net market value of Fund assets	(7,807)	(1,998)	(19,768)	(29,573)
Net (surplus)/deficit	1,183	187	796	2,166

## notes to the financial statements

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

Comparative figures as at 30 June 2011 are as follows:

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Accrued benefits	9,360	2,334	19,387	31,081
Net market value of Fund assets	(9,008)	(2,374)	(20,116)	(31,498)
Net (surplus)/deficit	352	(40)	(729)	(417)

#### ii) Contribution recommendations

Recommended contribution rates for the Service as at 30 June 2012 are:

SASS	SANCS	SSS
multiple of member contributions	% member salary	multiple of member contributions
1.90	2.50	1.60

Comparative figures as at 30 June 2011 are as follows:

SASS	SANCS	SSS
multiple of member contributions	% member salary	multiple of member contributions
1.90	2.50	1.60

#### iii) Funding Method

Contribution rates are set after discussions between the employer, STC and NSW Treasury.

#### iv) Economic Assumptions

The economic assumptions adopted for the 2009 actuarial review of the Fund were:

	30 June 2012	30 June 2011
<b>Weighted-Average Assumptions</b>		
Expected rate of return on Fund assets backing current pension liabilities	8.3% per annum	8.3% per annum
Expected rate of return on Fund assets backing other liabilities	7.3% per annum	7.3% per annum
Expected salary increase rate	4.0% per annum	4.0% per annum
Expected rate of CPI increase	2.5% per annum	2.5% per annum

#### Nature of asset/liability

If a surplus exists in the employer's interest in the Fund, the employer may be able to take advantage of it in the form of a reduction in the required contribution rate, depending on the advice of the Fund's actuary.

Where a deficiency exists, the employer is responsible for any difference between the employer's share of fund assets and the defined benefit obligation.

#### The Local Government Superannuation Scheme – Year ended 30 June 2012

The Local Government Superannuation Scheme – Pool B (the Scheme) is a defined benefit plan that has been deemed to be a "multi-employer fund" for purposes of AASB119. Sufficient information under AASB119 is not available to account for the Scheme as a defined benefit plan, because the assets to the Scheme are pooled together for all employers.

The amount of employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2012 was \$955,073 (2011: \$1,199,173). The last valuation of the Scheme was performed by Mr Martin Stevenson BSc, FIA, FIAA on 16th February 2010 and covers the period ended 30 June 2009. However the position is monitored annually and the actuary has estimated that as at 30th June 2012 a deficit still exists. Effective from 1 July 2009, employers are required to contribute additional contributions to assist in extinguishing this deficit. The amount of additional contribution advised above is \$376,780.

The share of this deficit that can be broadly attributed to the employer was estimated to be in the order of \$2,678,012 as at 30 June 2012 (2011: \$2,029,687).

#### 20. After Balance Date Events

There are no events which occurred after balance date which effect the financial statements.

End of audited financial statements



## INDEPENDENT AUDITOR'S REPORT

### Bush Fire Co-ordinating Committee

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of Bush Fire Co-ordinating Committee (the Committee), which comprise the statement of financial position as at 30 June 2012, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

#### Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Committee as at 30 June 2012, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010.

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

#### The Committee's Responsibility for the Financial Statements

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

#### Auditor's Responsibility

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

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

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

My opinion does not provide assurance:

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

#### Independence

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

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

David Nolan  
Director, Financial Audit Services

20 September 2012  
SYDNEY

bush fire co-ordinating committee  
chairman's report



**Please Address Correspondence to:**

The Executive Officer  
Bush Fire Co-ordinating Committee  
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NSW Rural Fire Service  
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**GRANVILLE NSW 2142**

**Telephone:** 02 8741 5473  
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**Bush Fire Co-ordinating Committee  
Financial Statements for the Year Ended 30 June 2012**

**Statement by Chairman**

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

- a) The accompanying financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the applicable clauses of the Public Finance and Audit Regulation 2010 and the Treasurer's Directions;
- b) The financial statements exhibit a true and fair view of the financial position and financial performance of the Service for the year ended 30 June 2012; and
- c) At the date of this statement there are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

S Fitzsimmons AFSM  
Chairman

18 September 2012

bush fire co-ordinating committee  
statement of financial position as at 30 June 2012

	NOTES	2012 \$'000	2011 \$'000
<b>TOTAL ASSETS</b>		-	-
<b>TOTAL LIABILITIES</b>		-	-
<b>NET ASSETS</b>		-	-
<b>EQUITY</b>			
Accumulated funds		-	-
<b>TOTAL EQUITY</b>		-	-

(The accompanying notes form part of these financial statements.)

statement of comprehensive income for the year ended 30 June 2012

	NOTES	2012 \$'000	2011 \$'000
<b>REVENUE</b>			
Grants	2	34	36
		<b>34</b>	<b>36</b>
<b>EXPENDITURE</b>			
Personnel Services	2	34	36
		<b>34</b>	<b>36</b>
<b>SURPLUS FOR THE YEAR</b>		-	-
<b>TOTAL COMPREHENSIVE INCOME</b>		-	-

(The accompanying notes form part of these financial statements.)

statement of changes in equity for the year ended 30 June 2012

	NOTES	2012 \$'000	2011 \$'000
<b>EQUITY OPENING BALANCE</b>			
Accumulated funds		-	-
Surplus for the Year		-	-
<b>EQUITY CLOSING BALANCE</b>		-	-
<b>ACCUMULATED FUNDS</b>		-	-

(The accompanying notes form part of these financial statements.)

# bush fire co-ordinating committee

## statement of cash flows for the year ended 30 June 2012

	NOTES	2012 \$'000	2011 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Net Cash Provided/(Used) by Operating Activities		-	-
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Net Cash Provided/(Used) by Investing Activities		-	-
Net Increase/(Decrease) in Cash Held		-	-
Cash at the Beginning of the year		-	-
<b>CASH AT THE END OF THE YEAR</b>		-	-

(The accompanying notes form part of these financial statements.)

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

#### 1. SUMMARY OF ACCOUNTING POLICIES

##### (a) Reporting Entity

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

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

The financial statements for the year ended 30 June 2012 have been authorised for issue by the Bush Fire Co-ordinating Committee on 13 September 2012.

##### (b) Basis of Preparation

The Committee's financial statements are general purpose financial statements which have been prepared in accordance with applicable Australian Accounting Standards (which include Australian Accounting Interpretations) and the requirements of the Public Finance and Audit Act, 1983 and Regulation.

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

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

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

##### (c) Statement of Compliance

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

##### (d) Income Recognition

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

##### (e) Administrative Support

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

##### Personnel Services

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

##### (f) Insurance

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

## bush fire co-ordinating committee

### (g) New Australian Accounting Standards Issued but not Effective

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

### (h) Comparative information

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

## 2. REVENUE AND EXPENSES

	2012 \$'000	2011 \$'000
<b>Revenue</b>		
Grants from NSW Rural Fire Service	34	36

	2012 \$'000	2011 \$'000
<b>Expenditure</b>		
Personnel services provided by NSW Rural Fire Service	34	36

## 3. CONTINGENT ASSETS AND CONTINGENT LIABILITIES

As at 30 June 2012 the Committee had no contingent assets or contingent liabilities. (Nil in 2010-11).

## 4. FINANCIAL INSTRUMENTS

The Committee does not hold any financial instruments.

## 5. AFTER BALANCE DATE EVENTS

There are no events subsequent to balance date which affect the financial statements.

**End of audited financial statements of the Bush Fire Co-ordinating Committee.**

# appendices

## A to T

- A Bush Fire Community Protection Properties Protected Completed Hazard Reduction Undertaken by the NSW RFS
  - B Bush Fire Risk Management Plans
  - C Chaplaincy and Family Support Network activity report
  - D Equal Opportunity Statistics
  - E Staff Establishment
  - F NSW RFS Volunteer and Staff Worker's Compensation Statistics 2011/12
  - G Executive Remuneration
  - H Internal Audit and Risk Management Statement
  - I Government Information Public Access
  - J NSW RFS Report to NSW Ombudsman
  - K Statement of Performance of NSW RFS Commissioner
  - L Committees
  - M International Travel
  - N Internal Awards and External Awards
  - O Risk Management and Insurance
  - P Review of Use of Credit Cards
  - Q Payment Performance
  - R Research and Development
  - S Engagement of Consultants
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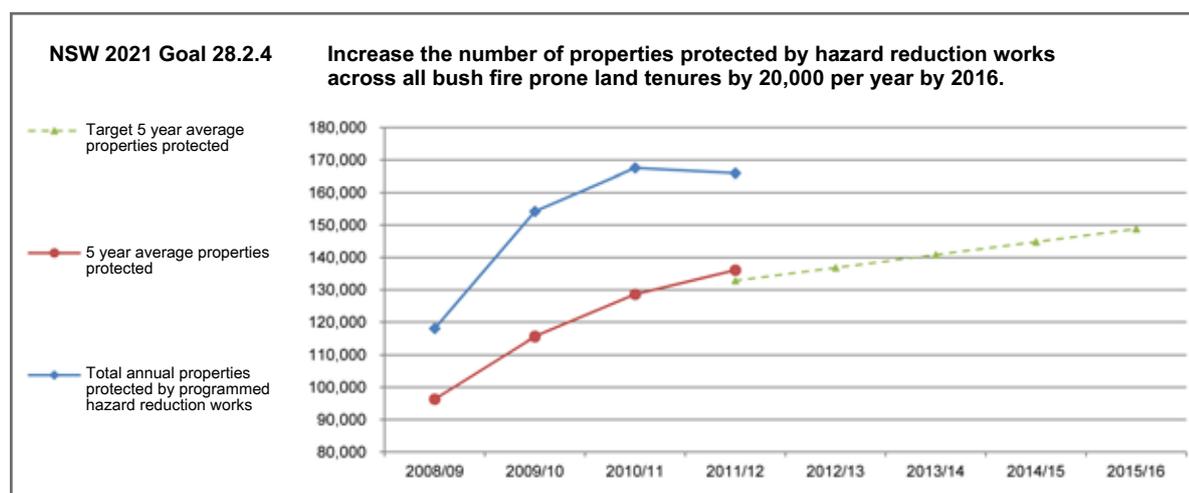
# appendix A

## Bush Fire Community Protection

### Properties protected report

	Number of works planned #	Number of works completed #	Proportion of works completed v's planned #	Number of properties covered by completed works #	Value of properties covered by completed works \$'m1
<b>Total bush fire protection works</b>	<b>23,767</b>	<b>20,584</b>	<b>86.6%</b>	<b>276,050</b>	<b>\$131,556</b>
Total programmed hazard reduction works	11,044	9,079	82.2%	165,945	\$73,015.8
Bush fire hazard complaints	2,586	2,116	81.8%	3,916	\$1,723.0
Private land hazard reduction certificate	1,430	1,385	96.9%	1,679	\$738.8
Development control assessments	5,456	5,009	91.8%	45,408	\$30,073.1
Community education programs	3,251	2,995	92.1%	59,102	\$26,004.9

1. The 'Total programmed hazard reduction works' data set is derived from the Bushfire Risk Information Management System (BRIMS) records as at 2 Oct 2012.
2. The 'Number of works planned' data set is comprised of activities with a scheduled or completed date occurring during 2011/12.
3. The 'Number of works completed' data set comprises activities with a completion date occurring during 2011/12.
4. The 'Value of properties covered by completed works' uses a standard property value of \$440,000 per property which was sourced from a published paper (McAneney K.J. 2005).
5. The planned works for hazard complaints comprise the complaints received in this reporting period and the carryovers.
6. The planned works for DA's comprise the DAs received in this reporting period and the carryovers.



	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total annual properties protected by programmed hazard reduction works	118,021	154,211	167,533	165,945				
5 year average properties protected by total programmed hazard reduction works	96,313	115,612	128,593	136,063				
Target 5 year average properties protected by total programmed hazard reduction works				132,793	136,793	140,793	144,793	148,793

### Properties protected by agency table

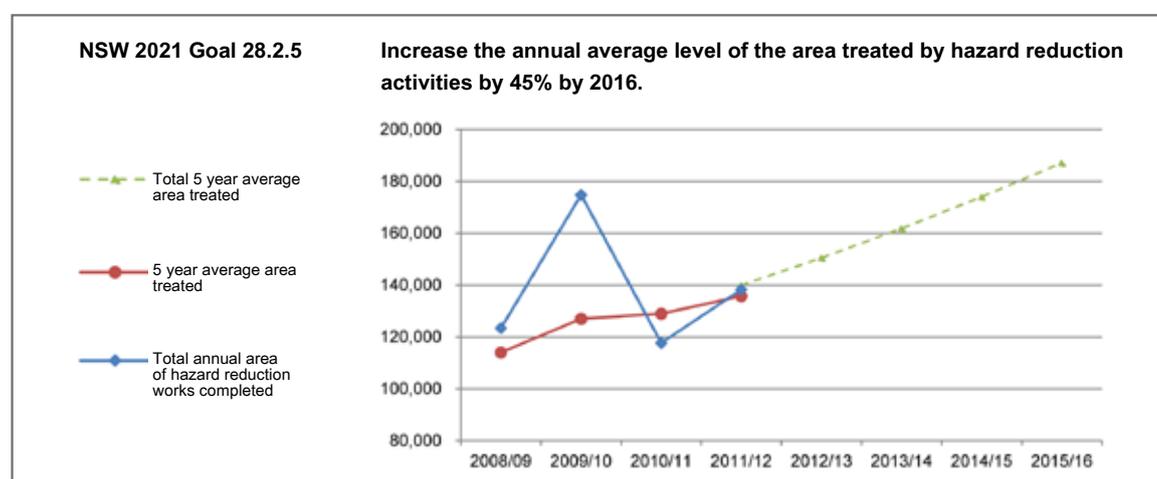
	Target (#)	Number of properties protected	Completed vs target (%)
Department of Primary Industries	28,543	18,596	65.2%
Local Government Authority	46,383	72,021	155.3%
NSW National Parks & Wildlife Service	12,853	16,294	126.8%
Other	777	3,892	500.9%
Forests NSW	1,158	6,337	547.2%
Fire and Rescure NSW	3,766	498	13.2%
NSW Rural Fire Service	45,952	48,307	105.1%

# appendix A

## Completed hazard reduction works summary by tenure

	Burning (hectares)	Mechanical (hectares)	Other (hectares)	Total (hectares)
Australian Rail Track Corporation	122.79	1,025.67	12.52	1,160.98
Catchment Authority	294.12	51.49	0.69	346.30
Commonwealth	591.93	0.35	0.00	592.28
Department of Primary Industries (Crown Lands)	3,432.17	3,646.13	1,598.31	8,676.61
Local Government Authority	3,553.66	22,512.39	8,690.47	34,756.52
NSW National Parks & Wildlife Service	47,553.10	2,065.39	172.54	49,791.03
Other	6,623.79	2,087.24	606.27	9,317.30
Private	8,033.23	1,640.96	27.48	9,701.67
RailCorp	23.50	162.93	1.01	187.44
Roads & Maritime Services	0.00	985.78	2,993.02	3,978.80
Forests NSW	19,656.21	28.23	18.11	19,702.55
<b>Total hazard reduction work</b>	<b>89,884.50</b>	<b>34,206.56</b>	<b>14,120.42</b>	<b>138,211.48</b>

The completed hazard reduction areas on each land tenure exclude 3403.75 hectares of works by grazing means.



	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total annual hazard reduction works completed (ha)	123,334.51	174,705.85	117,633.25	138,211.48				
5 year average total area of hazard reduction works completed (ha)	113,946	126,915	128,894	135,688				
Target 5 year average total area of hazard reduction works completed (ha)				139,900	150,435	161,762	173,943	187,041

## Hazard Reduction Areas (ha) Completed by Land Tenures

Land Tenure	Target (hectares)	Completed HR Area (ha) by Method				Completed vs Target (%)
		Burning	Mechanical	Other	Total	
Australian Rail Track Corporation	219	122.79	1,025.67	12.52	1,160.98	530.1%
Catchment Authority	325	294.12	51.49	0.69	346.30	106.6%
Commonwealth	102	591.93	0.35	0.00	592.28	580.7%
Department of Primary Industries (Crown Lands)	2,082	3,432.17	3,646.13	1,598.31	8,676.61	416.7%
Local Government Authority	9,349	3,553.66	22,512.39	8,690.47	34,756.52	371.8%
NSW National Parks & Wildlife Service	100,975	47,553.10	2,065.39	172.54	49,791.03	49.3%
Other	2,045	6,623.79	2,087.24	606.27	9,317.30	455.6%
Private	8,336	8,033.23	1,640.96	27.48	9,701.67	116.4%
RailCorp	181	23.50	162.93	1.01	187.44	103.6%
Roads & Maritime Services	473	0.00	985.78	2,993.02	3,978.80	841.2%
Forests NSW	15,814	19,656.21	28.23	18.11	19,702.55	124.6%

## Hazard Reduction Undertaken by the NSW RFS

While not a land management agency, members of the Service contribute significantly to hazard reduction activities in support land management agencies and private property owners. During the reporting year, the Rural Fire Service undertook 2,292 hazard reduction works comprising approximately 28,748 hectares of hazard reduction work protecting a total number of 48,307 assets with a value of \$21.3 billion (based on median insurance house and contents value in Sydney 2004 – McAneney K. J 2005).

## Hazard Reduction Certificates Issued

(Streamlined environmental approval of hazard reduction – pursuant to section 100 F and G)

Certificate Issuing Agency	Number Issued	% of total
Department of Primary Industries (Crown Lands)	232	7.24%
Local Government Authority	685	21.37%
NSW National Parks & Wildlife Service	359	11.20%
NSW Rural Fire Service	1,929	60.17%
Other	1	0.03%
<b>Total</b>	<b>3,206</b>	<b>100%</b>

## Hazard Complaints Received

Land Tenure	Complaints Received	% of total
Private Land	1,375	70.77%
Council Land	403	20.74%
State Government Land	132	6.79%
Commonwealth Land	-	0.00%
Australian Rail Track Corporation Land	5	0.26%
To be Determined	28	1.44%
<b>Total</b>	<b>1,943</b>	<b>100%</b>

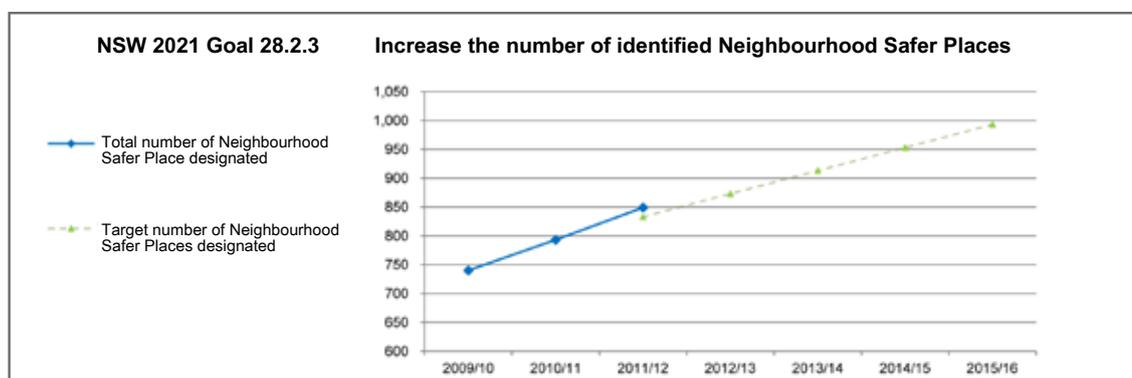
## Inspections, Formal Notices and Enforcement Works

Land Tenure	Complaints Received	% of total
Number of hazard complaints inspections undertaken	Number of formal notices issued under Section 66 of the Act	Enforcement works undertaken under Section 70 of the Act
<b>2,449</b>	<b>215</b>	<b>33</b>

## Permits Issued under the Rural Fires Act 1997

Permits Issued By	Number Issued	% of total
Fire and Rescue NSW	8	0.04%
Rural Fire Service	19,128	99.96%
<b>Total</b>	<b>19,136</b>	<b>100%</b>

## Neighbourhood Safer Places



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

# appendix B

## Bush Fire Risk Management Plans

Piloting of hazard reduction performance audits occurred in 2011/12 for:

- Blue Mountains Bush Fire Risk Management Plan
- Great Lakes Bush Fire Risk Management Plan

# appendix C

## Chaplaincy and Family Support Network

### Activity Report as 30 June 2011

Chaplaincy Activity		Totals – Senior Chaplains and Senior Family Support Chaplains			Totals – Volunteer Fire District Chaplains and Family Support Volunteers 2011/12		
		2012	2011	2010	2012	2011	2010
1	Visits to NSW RFS Headquarters	153	360	327	156	1	11
2	Visits to Fire Control Centres	27	133	72	62	451	421
3	Visits with Fire Control Officers	18	45	51	49	175	367
4	Visits to Rural Fire Brigades	48	46	64	76	108	153
5	Regional Conferences	2	3	2	1	5	3
6	State Management Conferences	0	4	0	1	0	0
7	Brigade Captains Meetings	0	19	16	14	43	97
8	Seminars & Conferences	2	6	6	7	42	16
9	Station Openings & Dedications	7	8	9	4	11	9
10	Fire Fleet Blessings & Services	14	18	11	6	102	21
11	Personal & Family Counselling	45	74	42	69	310	621
12	Telephone Support & Counselling	209	308	242	325	222	397
13	Home Visits – Members & Family	42	201	174	107	75	301
14	Hospital Visitation-Members	48	46	21	53	115	124
15	Funeral Services Conducted	6	9	9	12	21	32
16	Infant Christenings/ Dedications	3	5	9	13	18	19
17	Service Weddings	4	7	4	5	9	11
18	Rural Fire Service Callouts	6	9	23	17	136	69
19	Police Service Callouts	na	6	3	2	3	7
20	NSW Fire Brigades Callouts	1	1	0	0	4	4
21	NSW Parks and Wildlife Callouts	0	14	13	17	0	0
22	Salvo Care Line Callouts	na	6	4	7	0	0
23	Respond to Actual Suicides	0	0	1	0	9	2
24	Championship & Field Days	2	2	2	2	4	5
25	Critical Incident Support	2	2	2	3	5	9
26	Work Cover and other NSW RFS Meetings	45	38	59	47	0	26
27	Total kilometres travelled	56,236	67,878	44,865	16,428	9,505	4,398
28	*Salvation Army Supplied Vehicles kilometres (two vehicles)	*2,616	*10,217	*3,396			

NB: In 2011/12 the above tables have been altered from previous annual reports in order to more clearly show each year's chaplaincy activity, rather than the cumulative total dating back to 1997 which appeared in previous annual reports.

# appendix D

## Equal Opportunity Statistics

EEO Group	Benchmark / Target	Trends in the Representation of EEO Groups		
		Percentage of Total Staff		
		2010	2011	2012
Women	50.0%	35.6%	33.2%	32.4%
Aboriginal People and Torres Strait Islanders	2.6%	0.9%	1.2%	1.3%
People whose first language was not English	19.0%	26.3%	26.6%	5.2%*
People with a disability	N/A	5.7%	5.1%	4.9%
People with a disability requiring work-related adjustment	1.5%	0.0%	0.0%	3.9%

EEO Group	Benchmark	Trends in the Distribution of EEO Groups		
		2010	2011	2012
Women	100	83	90	91
Aboriginal People and Torres Strait Islanders	100	n/a	n/a	n/a
People whose first language was not English	100	84	89	108
People with a disability	100	108	113	115
People with a disability requiring work-related adjustment	100	0	0	115

\*Electronic Self-Service (ESS) was introduced in the reporting year, giving staff members access to update their personal information. Dramatic changes from 2011 to 2012 can be attributed to this.

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

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

# appendix E

## Staff Establishment

Comparative figures for the past three years	2012	2011	2010
Equivalent Full Time Positions (EFT)	908	920	822
Permanent Position Count	807	792	779
Headcount at Census*	942	923	855

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

\*Headcount at Census has not previously been reported prior to this financial year

# appendix F

## NSW RFS Volunteer and Staff Worker's Compensation Statistics 2011/12

Injuries Reported 2010/11*	Reported Injuries		Workers Compensation Claims		
	Volunteer Member	Salaried Member	Non-RFS Personnel	Volunteer Member Claims	Salaried Member Claims
Burns	20	1	0	5	0
Contusion with skin intact	20	7	0	11	5
Deafness	0	0	0	0	0
Diseases and other non traumatic injury	1	1	0	0	0
Dislocation	2	0	0	2	0
Effects of weather, exposure, air pres. & other ext. causes	17	4	0	5	1
Electrocution	0	0	0	0	0
Eye disorders	0	0	0	0	0
Foreign body in eye, ear, nose, resp. or digest. Systems	8	4	0	4	3
Fracture	10	3	0	10	3
Injuries to nerves and spinal cord	0	0	0	0	0
Internal injury of chest, abdomen and pelvis	2	0	1	2	0
Intracranial injury	1	0	0	0	0
Open wound not involving traumatic amputation	56	34	0	11	7
Poisoning and toxic effects of substances	40	32	0	13	3
Psychological disorders	2	3	0	3*	4*
Sprains and strains of joints and adjacent muscles	110	70	1	59	40
Superficial injury	44	13	1	7	6
Traumatic amputation, including enucleation of eye	0	0	1	0	0
<b>Total</b>	<b>333</b>	<b>172</b>	<b>4</b>	<b>132</b>	<b>72</b>

\* Includes Workers Compensation claims corresponding to injuries occurring in previous financial years.

# appendix G

## Executive Remuneration: SES Level 5 and Above

	SES Level	2012
NSW RFS Commissioner, Shane Fitzsimmons	6	\$320,650
NSW RFS Deputy Commissioner, Rob Rogers	5	\$276,538

## Executive Remuneration: Gender Balance

Gender	2012		2011		2010	
	M	F	M	F	M	F
SES 6	1	0	1	0	2	0
SES 5	1	0	1	0	0	0
SES 4	0	1	0	1	1	0
SES 3	3	0	3	0	3	2
<b>Total</b>	<b>5</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>6</b>	<b>2</b>

Prior to 2011/12 these figures included staff from Emergency Management NSW, now part of the Ministry of Police and Emergency Services.

# appendix H

## Internal Audit and Risk Management Statement 2011/12

All communications to be addressed to:

Headquarters  
NSW Rural Fire Service  
Locked Bag 17  
GRANVILLE NSW 2142

Telephone: (02) 8741 5555  
e-mail: [commissioners.office@rfs.nsw.gov.au](mailto:commissioners.office@rfs.nsw.gov.au)

Headquarters  
NSW Rural Fire Service  
15 Carter Street  
LIDCOMBE NSW 2141

Facsimile: (02) 8741 5550



Your Ref:

Our Ref: PRO/0275

27 AUG 2012

### Internal Audit and Risk Management Statement for the 2011-2012 Financial Year for NSW Rural Fire Service

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

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

- Mr Arthur Butler - Independent Chair for a 3 year term commencing October 2009, ending October 2012
- Mr Dale Cooper - Independent Member for a 3 year term commencing January 2010, ending January 2013
- Mr Richard Lyons - Non Independent Member

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

As required by the policy, I have submitted an Attestation Statement outlining compliance with the policy to Treasury on behalf of the Treasurer.

Shane Fitzsimmons AFSM  
**Commissioner**

◆ Rural Fire Service Advisory Council

◆ Bush Fire Co-ordinating Committee

# appendix I

## Government Information (Public Access) Regulation 2009

### Schedule 2 – Statistical information about access applications

**Table A – Number of applications by type of applicant and outcome\***

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	2	15	1	1	1	0	0	3
Not for profit organisations or community groups	0	1	0	0	0	0	0	0
Members of the public (application by legal representative)	0	7	0	2	0	0	0	1
Members of the public (other)	0	6	0	1	0	0	1	3

\* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

# appendix I

## Government Information (Public Access) Regulation 2009 (cont.)

Table B – Number of applications by type of application and outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	2	26	1	4	1	0	1	7
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	1

\* A **personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C – Invalid applications	
Reason for invalidity	No. of applications
Application does not comply with formal requirements (Section 41 of the Act)	3
Application is for excluded information of the agency (Section 43 of the Act)	0
Application contravenes restraint order (Section 110 of the Act)	0
Total number of invalid applications received	3
Invalid applications that subsequently became valid applications	3

Table D – Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the GIPA Act	
	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

\* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

# appendix I

## Government Information (Public Access) Regulation 2009 (cont.)

**Table E – Other public interest considerations against disclosure: matters listed in table to Section 14 of the GIPA Act**

	Number of occasions when application not successful
Responsible and effective government	4
Law enforcement and security	2
Individual rights, judicial processes and natural justice	27
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

**Table F – Timeliness**

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	37
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
<b>Total</b>	<b>37</b>

**Table G – Number of applications reviewed under Part 5 of the GIPA Act (by type of review and outcome)**

	Decision varied	Decision upheld	Decision pending	Total
Internal review	0	1	0	1
Review by Information Commissioner*	0	0	0	0
Internal review following recommendation under Section 93 of Act	0	0	0	0
Review by Administrative Decisions Tribunal (ADT)	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

**Table H – Applications for review under Part 5 of the GIPA Act (by type of applicant)**

	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see Section 54 of the Act)	0

### Statistics required by Clause 7 of the Government Information (Public Access) Regulation 2009

Total number of access applications received by the agency during the reporting year (including withdrawn application but not including invalid applications.	47
Total number of access applications received by the agency during the reporting year that the agency refused, either wholly or partly because the application was for the disclosure of information referred to in Schedule 1 to the Act.	0

# appendix J

NSW Rural Fire Service Report to NSW Ombudsman –  
Statistical Data on all Public Interest Disclosures During the Reporting Period  
1st January 2012 – 30 June 2012.

Submitted to the NSW Ombudsman's Office On-line Reporting Tool on 1.7.12 in accordance with the Public Interest Disclosures Act 1994 and Public Interest Disclosures Regulation 2011.

## Nil Return for this reporting period.

No: of Public Officials who made Public Interest Disclosures to the NSW RFS;	0
No: of Public Interest Disclosures received by NSW RFS;	0
Of all Public Interest Disclosures received how many were about:	
Corrupt Conduct	0
Maladministration	0
Serious and Substantial Waste	0
Government Information Contravention	0
Local Government pecuniary interest contravention	0
No: of Public Interest Disclosures (received since 1 Jan 2012 ) that have been finalised in this reporting period;	0
<b>Total:</b>	<b>0</b>

# appendix K

## Senior Executive Service

### Statement of Performance NSW Rural Fire Service Commissioner

Shane Fitzsimmons, AFSM

NAME	Shane Alan Fitzsimmons, AFSM (appointed September 2007)
POSITION	NSW Rural Fire Service Commissioner
SES LEVEL	6
REMUNERATION	\$320,650 per annum

The 2011/12 bush fire season saw a slightly increased level of fire activity compared to the previous fire season, with three bush fire emergency declarations made under Section 44 of the Rural Fires Act – two in the Blue Mountains LGA (September and October), and one in the Cobar, Central Darling and Unincorporated Area LGAs (also September)

NSW RFS volunteers responded to 18,913 incidents, including more than 4,000 bush and grass fires across the State during that period. Significantly, this included assisting once more with major response flood operations, with more than 2,258 volunteers assisting the State Emergency Service.

During the reporting period the Commissioner oversaw the continued implementation of measures based on the recommendations arising from the 2009 Victorian Bushfires Royal Commission, including the extension of the seasonal works crews program and public awareness campaigns.

In 2011/12, the Commissioner strived to ensure the targets set for hazard reduction in the Government's 2021 Plan were met, including increasing the number of properties protected by hazard reduction works.

In addition, the Neighbourhood Safer Places program was further extended with an increase of 58 NSPs in this reporting period, bringing the total to 851 NSPs in 115 Local Government Areas as at 30 June 2012.

A pilot program of Community Protection Planning was introduced in four areas across the state (Terrey Hills, Guerilla Bay, Tingha and Cumnock). The plans developed under this program are tactical in nature and focus on specific communities, covering such issues as access and egress, vulnerable members of the community and available protection options.

The Hotspots program continued to bring together land owners and fire authorities to consider the best way to manage land for both biodiversity and fire management. This program won first place in the National Award for Australian Safer communities in the Education, Training and Research section.

Training of volunteers in Category 1 Urban Search and Rescue commenced this reporting year, and an extensive counter terrorism awareness course was delivered to over 600 volunteers and staff in sessions across the State.

A number of achievements are notable in the area of Infrastructure, such as the finalisation of the design for the Cat 13 firefighting tanker, the development of a medium-sized logistics support vehicle, and a new bush fire helmet specification. In addition the Commissioner oversaw two critical key projects being the Radio network upgrade and the paging systems upgrade.

The Commissioner negotiated and entered into an Interim Award for major incident conditions, and oversaw the continued expansion of the use of SAP HR as the corporate database and the introduction of the Learning Solutions Online component.

More than 770 students participated in 56 Secondary School Cadet programs, an increase in the number of programs held in the previous year. This program is a priority action in the NSW Government's 2021 Plan.

The NSW RFS continues to be recognised on an International level, most noteworthy being its involvement in the award winning Botswana Fire Management Program. This program, funded by AusAid, commenced three years ago, and has been highly successful in establishing fire management capability in Botswana. Twenty NSW RFS members, including ten volunteers, were deployed to Botswana in the reporting period.

Commissioner Fitzsimmons sits on a number of high level committees, including those of the Australasian Fire and Emergency Service Authorities Council, National Aerial Firefighting Centre, and the Bushfire Cooperative Research Centre. These committees are instrumental in shaping nationally consistent policy positions on critical aspects of fire management, fostering an integrated approach to emergency service operations and related business management.

Commissioner Fitzsimmons' continued sound management of the NSW Rural Fire Service maintains and fosters the Service's strong traditions of community service. Through programs and initiatives introduced or expanded under the leadership of the Commissioner, the NSW RFS volunteer-based fire service is marked by its high level of knowledge, skills and capacity, and to share knowledge and resources with its partners, on the State, National and International levels.

SIGNED: Hon. Michael Gallacher, MLC

Minister for Police and Emergency Services

Minister for Hunter

# appendix K

## Senior Executive Service

### *Statement of Performance NSW Rural Fire Service Deputy Commissioner*

*Rob Rogers, AFSM*

NAME: Rob Rogers  
POSITION: Director Operational Services (Appointed 22 August 2008)  
RANK: Deputy Commissioner (Appointed 1 February 2011)  
SES LEVEL: 5  
REMUNERATION: \$276,538 per annum

During the reporting period, Deputy Commissioner Rogers provided leadership and direction to the Operational Services Directorate ensuring Service members, both volunteer and salaried, were enabled to prevent, suppress and mitigate fires across the State.

The Deputy Commissioner was instrumental in ensuring the Service was in a high state of readiness to support other agencies, such as the NSW State Emergency Service; Fire & Rescue NSW and the NSW Police Force. Incidents associated with widespread flooding were common throughout the summer of 2012 and Deputy Commissioner Rogers oversaw the significant operational support provided by around 2,258 NSW RFS members with respect to flood response and evacuation activities; the establishment of ten airbases; and the creation of base camps for civilian evacuees and NSW RFS members, at Barellan, Hay, Coleambally and Deniliquin in the State's south west.

Consistent with his extensive experience, Deputy Commissioner Rogers also provided direction and leadership in the development and implementation of a range of community safety policies, strategies and programs to reduce risks associated with bush fires and to educate the community. Many of these programs were presented to the Australasian Education and Fire Awareness Conference in June 2012.

In 2011/12 the Deputy Commissioner coordinated the establishment and continued improvement of Rapid Aerial Response Teams (RART) to increase the capability of the Service to immediately respond to bush fires. On days of increased fire risk, such as during periods of lightning activity, Remote Area Firefighting Teams (RAFT) volunteers with winch certification remain on standby for RART deployment by dedicated aircraft.

Deputy Commissioner Rogers also provided sound direction to ensure the continued success of the Service's Mitigation Crews through activities such as hazard reduction preparatory works; the Assist Infirm Disabled Elderly Residents program; as well as operational and logistical support.

Being Chair of the Bush Fire Arson Taskforce, Deputy Commissioner Rogers continued to address serial bush fire arson-related issues across the State by enhancing the relationship between the NSW RFS and the NSW Police Force. The Service's Intelligence Analyst continues to work within the NSW Police Force Arson Team. In the reporting period the majority of fire investigations were conducted in collaboration with NSW Police Force, and resulted in several charges being laid.

Deputy Commissioner Rogers has continued to provide me with sound and practical advice and support throughout the 2011/2012 reporting period, and I am therefore more than satisfied with his performance.

SIGNED: Commissioner Shane Fitzsimmons, AFSM

NSW RFS Commissioner

# appendix L

## NSW RFS Committees

### Rural Fire Service Advisory Council (RFSAC)

The BFCC met on one occasion and attendances were as follows:

		Attendances / Represented
Commissioner Shane Fitzsimmons, AFSM	Chair, NSW RFS	1
Mr Karl Sullivan	Insurance Council of Australia	1
Cr Allan Smith JP	NSW Local Government Association	-
Cr Ray Donald	Shires Association of NSW	-
Superintendent Stephen Raymond	NSW Rural Fire Service Association Inc	-/1
Group Captain Jim Fahey	NSW Rural Fire Service Association Inc	-
Group Captain William Bean	NSW Rural Fire Service Association Inc	1
Mr Graham Brown	NSW Farmers Association	1
Mr Rob Pallin	Nature Conservation Council of NSW	1

### The Bush Fire Coordinating Committee (BFCC)

The BFCC met on four occasions and attendances were as follows:

		Attendances / Represented
Commissioner Shane Fitzsimmons, AFSM	NSW Rural Fire Service	4
Deputy Commissioner John Benson, AFSM	Fire and Rescue NSW	1/3
Dr Ross Dickson	Department of Trade, and Investment, Regional Infrastructure and Services	3/1
Mr Bob Conroy	Department of Premier and Cabinet, Office of Environment and Heritage	3/1
Cr Allan Smith JP	Local Government Association of NSW	2/2
Cr Bruce Miller (to September 2012)	Shires Association of NSW	-
Cr Ray Donald (from September 2012)	Shires Association of NSW	1/1
Superintendent David Hoadley, AFSM	NSW Rural Fire Service Association inc	3/1
Assistant Commissioner Denis Clifford, APM, JP	NSW Police Force	1/3
Ms Anne Reeves, OAM	Nominee of the Minister for the Environment	4
Mr Rob Pallin	Nature Conservation Council of NSW	4

		Attendances / Represented
Mr Graham Brown	NSW Farmers Association	3
Ms Wendy Graham (to February 2012)	Ministry for Police and Emergency Services, Disaster Welfare	2
Dr Allison Rowlands (from February 2012)	Ministry for Police and Emergency Services, Disaster Welfare	1
Mr Tim Wilkinson	Department of Finance and Services (Land and Property Management Authority)	5

\* The change from Ms Graham to Dr Rowlands was advised but as at 30 June 2012 the formal appointment has not been finalised.

### Fire Services Joint Standing Committee (FSJSC)

The FSJSC met on three occasions and attendances were as follows:

		Attendances / Represented
Commissioner Greg Mullins, AFSM	Fire and Rescue NSW	2/1
Commissioner Shane Fitzsimmons, AFSM	NSW Rural Fire Service	2/1
Superintendent Darryl Dunbar	Fire and Rescue NSW	3
Chief Superintendent Stuart Midgley, AFSM	NSW Rural Fire Service	3
Mr Jim Casey	NSW Fire Brigade Employees' Union	2/1
Group Captain Brian McKinlay, AFSM	NSW Rural Fire Service Association Inc	3

### Local Government & Shires Associations of NSW Liaison Committee (LGLC)

The LGLC met on three occasions and attendances were as follows:

		Attendances
Commissioner Shane Fitzsimmons, AFSM	NSW Rural Fire Service	2/1
Cr Bruce Miller	Shires Association of NSW	3
Cr Allan Smith, JP	Local Government Association of NSW	3
Cr Ray Donald	Shires Association of NSW	3
Cr Keith Rhoades, AFSM	Local Government Association of NSW	3
Mr Richard Lyons	NSW Rural Fire Service	2/1
Deputy Captain Ken Middleton	NSW Rural Fire Service Association	3

# appendix L

## NSW RFS Committees (cont.)

### Corporate Executive Group (CEG)

The CEG met on eight occasions during the year and attendances were as follows:

		Attendances / Represented
Commissioner Shane Fitzsimmons, AFSM	NSW Rural Fire Service	7
Deputy Commissioner Rob Rogers, AFSM	NSW Rural Fire Service	6
Mr Richard Lyons	NSW Rural Fire Service	8
Ms Bronwyn Jones	NSW Rural Fire Service	7/1
Assistant Commissioner Keith Harrap, AFSM	NSW Rural Fire Service	6
Assistant Commissioner Dominic Lane, AFSM	NSW Rural Fire Service	8
Mr Paul Smith	NSW Rural Fire Service	8
Chief Superintendent Brett Condie	NSW Rural Fire Service	8
Chief Superintendent John Parnaby	NSW Rural Fire Service	8
Chief Superintendent Ken Hall (from 1 January 2011)	NSW Rural Fire Service	8
Group Captain Brian McKinlay, AFSM	NSW Rural Fire Service Association Inc	7
Superintendent Stephen Raymond	NSW Rural Fire Service Association Inc	6

### Audit and Risk Committee

The Audit and Risk Committee met on eight occasions. Attendances were as follows:

	Role	Attendance
Mr Arthur Butler	Independent Chairman	8
Dr Dale Cooper	Independent Member	6
Mr Richard Lyons	Director Executive Services NSW RFS	8

### Regional Services Consultative Committee

Name	Attendance	No. Eligible to Attend
Dominic Lane (Chair)	3	3
Ken Middleton(Deputy Chair)*	2	2
Brian McDonough (Deputy Chair)**	1	1
<i>Bert Brand</i>	2	3
<i>Christopher Williams</i>	1	1
<i>Don Luscombe</i>	0	2
<i>Ian Stewart</i>	2	3
<i>Jason Heffernan</i>	1	1
<i>Michael Brett</i>	2	3
<i>Nick Helyer</i>	2	2
<i>Paul Whitelely</i>	3	3
<i>Peter McKechnie</i>	1	2
<i>Steve Robinson</i>	1	1
<i>Vic Walker</i>	3	3

\*Deputy Chair from July - October 2011.

\*\*Deputy Chair from first meeting in March 2012.

### Community Engagement Committee

Name	Attendance	No. Eligible to Attend
Rob Rogers (Chair)	3	3
Marcia LeBusque (Deputy Chair)	3	3
Allison Williams	1	2
<i>David Donaldson</i>	1	1
<i>David Stimson</i>	3	3
<i>Diane Bennett</i>	1	2
<i>Garry Barrett</i>	3	3
<i>Gary Walker</i>	1	1
<i>Geoff Selwood</i>	0	2
<i>Helen Riedl</i>	1	1
<i>Lemmi Breidis</i>	1	2
<i>Neil Thompson</i>	1	1
<i>Scott Keelan</i>	1	2
<i>Victoria Williams</i>	1	1
<i>Zofie Lahodny -Gesco</i>	3	3

# appendix L

## NSW RFS Committees (cont.)

### Infrastructure Services Consultative Committee

Name	Attendance	No. Eligible to Attend
Keith Harrap (Chair)*	1	2
Bruce McDonald (Chair)**	1	1
Steve Raymond(Deputy Chair)***	1	2
David Hoadley(Deputy Chair)****	1	1
David Donaldson	2	2
Errol Hockley	1	1
Geoff Andrew	3	3
John Fitzgerald	3	3
Mark Ross	1	1
Ron Bridge	3	3
Steve Jones	3	3
Steve Smith	1	3
Tony Jarrett	2	2
Troy Dowley	3	3

\*Chair from July - October 2011.

\*\*Chair from first meeting in March 2012.

\*\*\*Deputy Chair from July - October 2011.

\*\*\*\*Deputy Chair from first meeting in March 2012.

### Membership Services Consultative Committee

Name	Attendance	No. Eligible to Attend
Bronwyn Jones (Chair)	3	3
Tim Arnott (Deputy Chair)*	0	2
Ken Middleton (Deputy Chair)**	1	1
Glenn Wall	3	3
Gregg Miller	2	2
Len Carter	3	3
Nicole Vidler	1	1
Peter Burfitt	2	2
Peter Mooney	3	3
Sean McArdle	2	3
Steve Mepham	1	1
Tom Nolles	3	3
William Bean	3	3

\*Deputy Chair from July - October 2011 however was represented by observers, Jane Hollier and Brian McKinlay during the two meetings.

\*\*Deputy Chair from first meeting in March 2012.

### Operational Services Consultative Committee

Name	Attendance	No. Eligible to Attend
Rob Rogers (Chair)	3	3
David Hoadley (Deputy Chair)*	2	2
Stephen Raymond (Deputy Chair)**	0	1
Angela Daly	1	1
Brendon Ede	1	1
Brett Bowden	1	2
Chris Powell	3	3
Don Carter	2	3
Geoff Ryan	3	3
Jim Smith	3	3
Mark Mulheron	2	3
Mark Murphy	1	2
Russell Perry	1	2
Wayne Halliday	1	1

\*Deputy Chair from July - October 2011.

\*\*Deputy Chair from first meeting in March 2012 however was represented by Tim Arnott as an observer.

# appendix M

## International Travel

Date	Country	Officer/s	Trip details
16-26 July 2011	USA	Keith Harrap	Present final report on NSW RFS contract work, re Recognition of Prior Learning
22 July-8 August 2011	Botswana	Patrick Quick <i>Allan Holley</i>	To participate in fire management program provided by NSW RFS. Fully funded by AusAid.
31 July-6 August 2011	Thailand	Brian Graham	To attend workshop to develop Memorandum of Understanding
16-27 August 2011	USA	Rob Rogers	To attend International Association of Fire Chiefs Committee meeting
21-29 August 2011	USA	Keith Harrap <i>Kendall Thompson</i> <i>Leah Ekman</i>	To attend presentation ceremony for Benjamin Franklin Fire Service Award for Valour and conference
22 October-4 November 2011	USA	Tim Carroll	To attend Backyards and Beyond Confernece and Firewise workshops. Funded by RFSA/personal
5-13 November 2011	Russia	Stuart Midgley	APEC Study Course on Wildfire Management
January-June 2012: 27 January-12 February 9-24 March 13-29 April 18 May-3 June 22 June-8 July	Botswana	Brian Graham <i>Alan Holley</i> Paul McGrath Frank Overton <i>Warwick Teasdale</i> Mark Murphy <i>Bill Elder</i> Allyn Purkiss <i>Garry Bashford</i> Steve Prior <i>Pat Bradley</i> Bryan Daly Danny Busch Michael Gray <i>Fiona Stalgis</i> Dave Phillips <i>Sandra Huer</i> <i>Jeff Compton</i> <i>Greg Mason</i> <i>Jocelyn Strutt</i>	Participate in Phase Three of Botswana Fire Management Program. Funded by AusAid. Five deployments were undertaken between January and June 2012, as identified within a pre-determined, agreed and approved deployment schedule for Phase Three of the program. The group included ten staff and ten volunteers.

# appendix M

## International Travel

Date	Country	Officer/s	Trip details
8-18 April 2012	Papua New Guinea	John Parnaby <i>Kristian White</i> <i>Ben Nolan</i> <i>Ivan Moses</i> <i>Sandra Huer</i> Phil Brokett <i>Michael Webber</i> <i>David Patton</i> <i>Kevin Poole</i> Corey Philip Ian Spall <i>Jason Conn</i>	Participate in the inaugural Courage Under Fire – RFSA Kokoda Trek. Thirty three percent of funding was provided through sponsorship and donations with the RFSA being the major partner. Fifty eight percent of funding was from individuals paying their own way. The group included eight volunteers and four staff.
14-28 April 2012	USA	Bruce McDonald <i>Ralph Walker</i>	NSW Rural Fire Service Officer to participate in US Wildland Personal Protective Clothing Project. Volunteer participation funded by RFSA.

NOTE: italics refer to NSW RFS volunteers who have travelled overseas in the reporting period

# appendix N

## NSW RFS Awards

### Internal Awards

Internal Bravery and Service Awards	Volunteers	Salaried Staff	Total
<b>Commissioner's Award for Valour</b> Captain Kendall Thompson, Kootingal/Moonbi Rural Fire Brigade, Tamworth District, Region North	1	Nil	1
<b>Commissioner's Commendation For Bravery</b> Group Captain Derryl Bain, Blighty Rural Fire Brigade, Mid Murray Zone, Region South Firefighter Paul Simpson, Huskisson Rural Fire Brigade, Shoalhaven District, Region South	2	Nil	2
<b>Commissioner's Commendation For Service</b> Captain Leon de Brabander, Inverell Rural Fire Brigade, Northern Tablelands Team, Region North Firefighter William John Gabriel, Wentworth Falls Rural Fire Brigade, Blue Mountains District, Region East Deputy Captain Joshua Robb, Fire Fighter Petia Gear, Dumaresq Rural Fire Brigade, New England Zone, Region North Senior Deputy Captain Alan Kerslake, Alpine/Aylmerton Rural Fire Brigade, Wingecarribee District, Region East	5	Nil	5
<b>Commissioner's Certificate of Commendation (Unit)</b> Coonamble Headquarters Rural Fire Brigade, North West Zone, Region West Warren Central Rural Fire Brigade, North West Zone, Region West Goodooga Rural Fire Brigade, Barwon Darling Zone, Region West	3	Nil	3
<b>Commissioner's Certificate of Commendation (Individual)</b> Senior Deputy Captain Stephen Bishop, Dumaresq Rural Fire Brigade, New England Zone, Region North Peter Carter, Supervisor Learning & Development, Head Office Superintendent Steven Mephram, New England Zone, Region North Captain Neil Thompson, Fire Fighter Wayne O'Brien, Lawrence Rural Fire Brigade, Clarence Valley District, Region North	3	2	5
<b>Commissioner's Unit Citation for Service</b> Boggabilla Rural Fire Brigade, Namoi/Gwydir Team, Region North Dumaresq Rural Fire Brigade, Devils Pinch Rural Fire Brigade New England Zone, Region North	3	Nil	3
<b>Totals</b>	<b>17</b>	<b>2</b>	<b>19</b>

Long Service Medals	Volunteers	Salaried Staff	Totals
10 yr Long Service Medal	945	39	984
20 yr Long Service Medal	547	24	571
30 yr Long Service Medal	389	10	399
40 yr Long Service Medal	257	6	263
50 yr Long Service Medal	145	Nil	145
60 yr Long Service Medal	59	Nil	59
70 yr Long Service Medal	2	Nil	2
<b>Totals</b>	<b>2,344</b>	<b>79</b>	<b>2,423</b>

# appendix N

## NSW RFS Awards (cont.)

### External Awards

Australian Fire Service Medal	Volunteers	Salaried Staff	Totals
<b>Australia Day</b> Bruce Walton, President, North Rocks RFB, Region East Jeffrey Bower, Vice President, Rainbow Flat RFB, Region East Russell Deaves, Deputy Captain, Wyee RFB, Region East Paul Gleeson, Group Captain, Cunjarong Point RFB, Region South Christopher Powell, Group Captain, Palerang FCD, Region South Geoffrey Towner, Group Captain, Brooms Head RFB, Region East	6	Nil	6
<b>Queen's Birthday</b> John Mackenzie Secretary/Treasurer, Eumungerie RFB, Region West Alan Anderson Firefighter, Arthurville RFB, Region West William Lea, Group Captain, Ku-ring-gai FCC, Region East David Phillips, Manager, Gloucester/Great Lakes Team, Region East Michael Brooks, Manager, Namoi/Gwydir Team, Region North Geoffrey Olsen, Fire fighter, Dungog RFB, Region East Donald Langdon, Captain, Rouse Hill RFB, Region East	5	2	7
<b>Totals</b>	<b>11</b>	<b>2</b>	<b>13</b>

National Medal/Clasps	Volunteers	Salaried Staff	Totals
Medals	105	12	117
Clasps	79	11	90
<b>Totals</b>	<b>184</b>	<b>23</b>	<b>207</b>

# appendix O

## Risk Management and Insurance

Total Deposit Premiums (Excluding GST) Paid	2011/12 \$	2010/11 \$	2009/10 \$	2008/09 \$
Workers Compensation – Salaried staff	790,510	497,540	465,200	405,360
Workers Compensation – Volunteers	3,000,000	3,000,000	3,000,000	2,000,000
Motor Vehicle	3,939,380	250,690	255,590	293,680
Public Liability	3,223,740	3,185,020	2,788,750	2,271,670
Property	64,310	36,360	26,930	29,890
Other	-	38,010	59,260	93,240
<b>Totals</b>	<b>11,017,940</b>	<b>7,007,620</b>	<b>6,595,730</b>	<b>5,093,840</b>

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

During the reporting period the NSW RFS paid a Hindsight (3-year) adjustment of \$0.056 million for Staff Workers Compensation coverage for the 2007/2008 financial year. Hindsight (5-year) refund adjustments were received for Staff Workers Compensation of \$0.067 million for 2005/06, and \$0.097 million for Motor Vehicle insurance for 2008/09.

# appendix P

## Review of credit card use

30 June 2012

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

NSW Rural Fire Service corporate and purchasing credit cards are used for approved business related expenditure.

Credit Card transactions by cardholders are reviewed by officers within the NSW Rural Fire Service and any irregularities are reported to management.

I certify that credit card use in the NSW Rural Fire Service has been in accordance with established NSW Rural Fire Service Policy, Premier's Memoranda and Treasurer's Directions. There were no instances of fraudulent use of credit cards during the reporting period.



Shane Fitzsimmons, AFSM  
NSW RFS Commissioner

# appendix Q

## Payment Performance

### Accounts paid on time each quarter

YR 2011/12	Total accounts paid on time			Total Amount Paid
Quarter	Target	Actual	\$'000	\$'000
September	100%	85%	64,153	73,241
December	100%	93%	53,897	63,377
March	100%	99%	41,686	49,240
June	100%	100%	29,190	33,639

### Aged analysis at the end of each quarter 2011/12

YR 2011/12	Current (ie within due date)	Between 30 and 60 days overdue	Between 60 and 90 days overdue	More than 90 days overdue	Total Trade Creditors
Quarter	\$'000	\$'000	\$'000	\$'000	\$'000
September	1,043	16	206	(38)	1,227
December	2,758	187	7	24	2,976
March	5,031	60	4	2	5,097
June	4,224	(1)	0	0	4,223

### Aged analysis at the end of each quarter 2010/11

YR 2010/11	Current (ie within due date)	Between 30 and 60 days overdue	Between 60 and 90 days overdue	More than 90 days overdue	Total Trade Creditors
Quarter	\$'000	\$'000	\$'000	\$'000	\$'000
September	1,905	(6)	12	3	1,914
December	3,889	0	0	21	3,910
March	13,324	2	1	3	13,330
June	4,473	3	160	36	4,672

#### Notes:

(Amounts) indicate credit notes waiting to be offset against invoices in the following month.

Time for payment of accounts showed an improved performance over the year, based on the proportion of current creditors at month end compared to total trade creditors owed.

There have been no instances leading to payments of interest on overdue accounts under Clause 18 of the Public Finance and Audit Regulation 2000 and Treasurer's Direction TD 219.01.

# appendix R

## Research and Development

### Bush Fire Cooperative Research Centre

Year	Cash Contribution	In-kind Contribution
2011/12	\$322,000	\$518,000

### University of Wollongong, Centre for Environmental Risk Management and Bush Fires

Year	Cash Contribution	In-kind Contribution
2011/12	\$330,000	\$55,000

# appendix S

## Engagement of Consultants

During the reporting period three consultants were engaged at a total cost of \$124,870.

	Cost (\$)
<i>Consultancies equal to or more than \$50,000</i>	
Personnel and Industrial	
Diplomacy Management Consulting (Industrial relations advocacy service)	107,102
<i>Consultancies less than \$50,000</i>	
Accounting General	
YTBN Services (Aviation assessments – three engagements)	15,568
R.P & D.A Grdusiak Pty Ltd (One Consultative & risk assessment of IX35)	2,200
<b>Total Consultancies</b>	<b>124,870</b>

# appendix T

## Funds granted to non-government community organisations

	Program Area	2008/09	2009/10	2010/11	2010/12	Nature and purpose
Nature Conservation Council	Operations	105,500	105,000	108,255	111,796	Annual funding to allow the Council to meet its responsibilities under the <i>Rural Fires Service Act 1997</i> .
Hydro Australia Pty Ltd	Operational and Administrative Support	0	2,400	0	0	Support and minor enhancement to software (RAPS – Resource Allocation Planning System).
Volunteer Units	EMNSW	1,442,000	1,470,360	8,418,702*	0	Funding support for NSW Volunteer Rescue Association, Marine Rescue NSW and various volunteer brigades and stations
<b>Total</b>		<b>1,557,500</b>	<b>1,557,760</b>	<b>8,526,957</b>	<b>111,796</b>	

\* The Public Sector Employment and Management (Departments) Order 2011 issued in April 2011 abolished Emergency Management, and transferred its operation to the Ministry for Police and Emergency Services. The figure included in above table reflects operations up to 31 March 2011.

# glossary

AED	Automated External Defibrillators
AFAC	Australasian Fire and Emergency Services Authorities Council
AIDER	Assist Infirm, Disabled and Elderly Residents
BFCC	Bush Fire Coordinating Committee
BFHC	Bush Fire Hazard Complaint
BFIL	Bush Fire Information Line
BFMC	Bush Fire Management Committee
BFRMP	Bush Fire Risk Management Plan
BRIMS	Bushfire Risk Information Management System
CEG	Corporate Executive Group
CFU	Community Fire Unit
CISS	Critical Incident Support Services
CRC	Cooperative Research Centre
EEO	Equal Employment Opportunities
FIRS	Fire Incident Reporting System
FRNSW	Fire and Rescue NSW (formerly NSW Fire Brigades)
FSJSC	Fire Services Joint Standing Committee
GIPA	Government Information (Public Access)
GIS	Geographic Information System
ICON	Incident Control On Line
ICS	Incident Control System
LGA	Local Government Area
MAA	Mutual Aid Agreement
MIC	Major Incident Coordination
MICC	Major Incident Coordination Centre
MLU	Ministerial Liaison Unit
MoU	Memorandum of Understanding
MyRFS	<a href="http://www.myrfs.nsw.gov.au">www.myrfs.nsw.gov.au</a> – volunteer extranet
NPWS	National Parks and Wildlife Service (NSW)
NSW RFS	NSW Rural Fire Service
NSW SES	NSW State Emergency Service
RAFT	Remote Area Firefighting Team
RART	Rapid Aerial Response Team
RFSA	NSW Rural Fire Service Association
RFSAC	Rural Fire Service Advisory Council
RMS	Resource Management System
S44	Section 44 of the <i>Rural Fires Act</i> (declaration of major fire emergency)
SOC	State Operations Centre
SOE	Standard Operating Environment
SOP	Standard Operating Procedure
SWS	Static Water Supply
V2C	Volunteer to Career

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FRONT COVER PHOTO:

Part of the Roadside Vegetation Program, this roadside burn was on the Barrier Highway, about 170km west of Cobar. The volunteer in the photo was one of the Region East (Firefighter Steve Skinner, Valley Heights Brigade) crew who came out to assist the local brigades. It was a very successful burn. Photo by Robyn Favelle



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ISSN 1446-5205