

www.rfs.nsw.gov.au

© State of New South Wales through the NSW Rural Fire Service 2013

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

NSW Rural Fire Service Locked Mall Bag 17 Granville NSW 2142

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

• charge others for access to the work (other than at cost);

• include all or part of the work in advertising or a product for sale,

• modify the material; or

• use any trade mark from this publication, including the NSW Rural Fire Service crest or MyRFS logo.

Disclaimer Statement

While the material within this publication is current at the time of writing changes in circumstances after the time of publication may impact on the accuracy of the material. Individuals are responsible for ensuring they have the most current version of this publication. The information and material contained herein is general in nature and is intended for your use and information. The NSW Rural Fire Service (NSW RFS) disclaims, to the extent permitted by law, all warranties, representations or endorsements, express or implied, with regard to the material contained herein. The NSW RFS does not warrant or represent that the material contained herein is free from errors or omissions, or that it is exhaustive. Users should exercise their own skill and care with respect to its uses. You must not assume that this material will be suitable for the particular purpose that you had in mind when using it.

The NSW RFS disclaims any liability (including but not limited to liability by reason of negligence) to the users of the material for any loss, damage, cost or expense whether direct, indirect, consequential or special, incurred by, or arising by reason of, any person using or relying on the material and whether caused by reason of, any error, omission or misrepresentation in the material or otherwise. Users of the Website will be responsible for making their own assessment of the material and should verify all relevant representations, statements and information with their own professional advisers.

FRONT PAGE: Todd Gibson (Heathcote Brigade) and Steve Franks (Heathcote) in the background) at a Hazard Reduction burn in Engadine, May 2013. Photo by Sharon Quandt

Table of Contents

| Introduction | 2 |
|------------------------------|-----|
| Management and Governance | 17 |
| Summary Review of Operations | 25 |
| Key Focus Areas | 33 |
| Financial Tables | 53 |
| Appendices | 101 |
| Glossary | 143 |
| Index | 144 |



Appendices

| OPERATIO | NAL SERVICES | |
|-------------|--|--------|
| Α | Bush Fire Community Protection: Properties Protected | 102 |
| | Properties Protected by Agency | 104 |
| | Completed Hazard Reduction Works Summary by Tenure | 104 |
| | Hazard Reduction Areas Completed by Land Tenures | 105 |
| | Hazard Reduction Areas Completed By Land Tenures Versus Target | 106 |
| | Hazard Reduction Undertaken By The NSW RFS | 106 |
| | Hazard Reduction Certificates Issued | 106 |
| В | Neighbourhood Safer Places | 108 |
| INFRASTR | JCTURE SERVICES | |
| С | Waste Handling Report | 109 |
| D | Environmental Performance Score Report | 109 |
| MEMBERS | HIP AND STRATEGIC SERVICES | |
| E | Chaplaincy and Family Support Network | 110 |
| F | Counselling and Support Unit | 111 |
| G | Membership Applications, Criminal History and Child Related Activity Checks | 111 |
| | Equal Opportunity Statistics, Multicultural Plan and Disability Plan, Industrial | 112 |
| н | Relations Policy, Work, Health and Safety Report | 445 |
| I | Staff Establishment/ FTE | 115 |
| J | Reported Injuries and Registered Workers Compensation Claims 2011/12 | 115 |
| К | Executive Remuneration | 116 |
| L | Learning and Development - Training Activity | 117 |
| М | Volunteer to Career | 117 |
| Ν | Secondary School Cadet Program | 118 |
| 0 | Consultative Committees | 119 |
| Р | Research and Development | 121 |
| Q | Awards | 122 |
| EXECUTIVI | ESERVICES | |
| R | Internal Audit and Risk Management Statement | 125 |
| S | Goverment Information Public Access | 126 |
| т | Report to NSW Ombudsman | 131 |
| U | Statement of Performance of NSW RFS Commissioner and Deputy Commissioner | 132 |
| V | Committees | 134 |
| W | International Travel | 138 |
| X | Annual Report costs | 139 |
| Financial S | | |
| Y | Risk Management and Insurance | 139 |
| Z | Review of Use of Credit Cards | 139 |
| AA | Payment Performance | 140-42 |
| BB | Engagement of Consultants | 142 |
| CC | Funds granted to non-government organisations | 142 |
| Glossary | | 143 |
| Index | | 144 |

Appendix A

Bush Fire Community Protection: Properties Protected Report

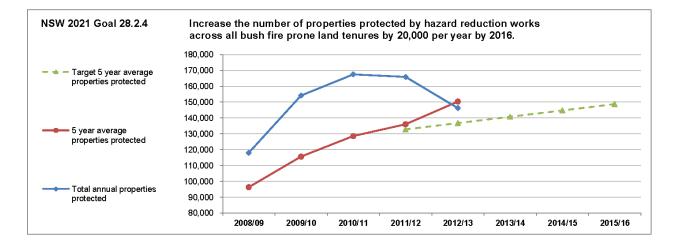
| | Number of works planned | Number of works completed | Proportion of works compled v planned | Number of properties covered by completed works | Value of properties covered by completed works |
|--|-------------------------------|---------------------------------|--|---|--|
| | # | # | % | # | \$M |
| Total bush fire protection works | 21,436 | 18,504 | 86.3% | 253,848 | \$120,559 |
| Total programmed hazard reduction works | 9,680 | 8,026 | 82.9% | 146,292 | \$64,368.50 |
| Bush fire hazard complaints | 2,618 | 2,265 | 86.5% | 3,802 | \$1,672.9 |
| Private land hazard reduction certificates | 1,152 | 1,099 | 95.4% | 2,997 | \$1,318.7 |
| Development control assessments | 4,589 | 4,158 | 90.6% | 40,673 | \$26,762.1 |
| Community education programs | 3,397 | 2,956 | 87.0% | 60,084 | \$26,437.0 |

1. The 'Total programmed hazard reduction works' data set is derived from the Bushfire Risk Information Management System (BRIMS) records as at 8 October 2013.

2. The 'Number of works planned' data set is comprised of activities with a scheduled or completed date occurring during 2012/13.

- **3.** The 'Number of works completed' data set comprises activities with a completion date occurring during 2012/13.
- **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.

NSW 2021 Goal 28.2.4



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

Properties Protected By Agency

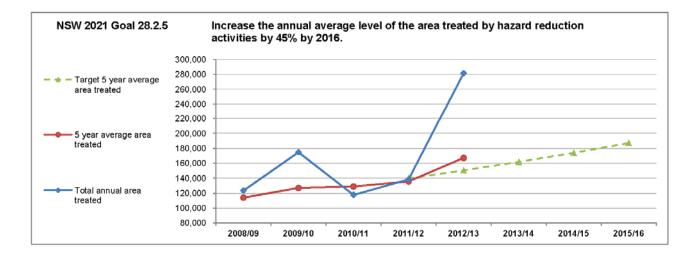
| | Target # | Number of properties protected | Completed v target (%) |
|---|----------|-----------------------------------|------------------------|
| Department of Primary Industries | 17,253 | 19,848 | 115.0% |
| Local Govt Authority | 54,081 | 59,945 | 110.8% |
| NSW National Parks and Wildlife Service | 14,493 | 17,685 | 122.0% |
| Other | 900 | 941 | 104.6% |
| Forests NSW | 1,193 | 1,504 | 126.1% |
| Fire & Rescue NSW | 3,879 | 632 | 16.3% |
| NSW Rural Fire Service | 44,994 | 45,737 | 101.7% |

Completed Hazard Reduction Works Summary by Tenure

| | Burning | Mechanical | Other | Total |
|--|------------|------------|----------|------------|
| | (ha) | (ha) | (ha) | (ha) |
| Australian Rail Track Corporation | 201.04 | 390.28 | 0.00 | 591.32 |
| Catchment Authority | 0.00 | 0.00 | 0.00 | 0.00 |
| Commonwealth | 1,317.10 | 0.06 | 0.00 | 1,317.16 |
| Dept of Primary Industries (Crown Lands) | 2,393.30 | 2,306.86 | 254.57 | 4,954.73 |
| Local Government Authority | 1,010.58 | 13,133.88 | 6,165.89 | 20,310.35 |
| NSW National Parks and Wildlife Service | 207,072.17 | 2,350.49 | 170.85 | 209,593.51 |
| Other | 7,798.03 | 1,470.81 | 256.10 | 9,524.94 |
| Private | 11,503.65 | 1,608.99 | 107.69 | 13,220.33 |
| Railcorp | 9.17 | 62.71 | 0.00 | 71.88 |
| Roads and Maritime Services | 1.16 | 437.93 | 0.73 | 439.82 |
| Forests NSW | 21,428.58 | 31.83 | 7.74 | 21,468.15 |
| Total hazard reduction areas | 252,734.78 | 21,793.84 | 6,963.57 | 281,492.19 |

NOTE: The total hazard reduction areas on land tenures exclude 57.38 hectares by grazing means.

NSW 2021 Goal 28.2.5



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

NOTE: All measurements are in hectares.

| Completed HR Area by method | | | | | Completed | |
|---|-----------|------------|------------|----------|------------|-----------------|
| Land tenure | Target | Burning | Mechanical | Other | Total | v target (%) |
| Australian Rail Track Corporation | 235.0 | 201.04 | 390.28 | 0.00 | 591.32 | 251.6% |
| Catchment Authority | 349.7 | 0.00 | 0.00 | 0.00 | 0.00 | 0.0% |
| Commonwealth | 109.6 | 1,317.10 | 0.06 | 0.00 | 1,317.16 | 1201.8% |
| Dept of Primary Industries (Crown Lands) | 2,238.7 | 2,393.30 | 2,306.86 | 254.57 | 4,954.73 | 221.3% |
| Local Government Authority | 10,052.4 | 1,010.58 | 13,133.88 | 6,165.89 | 20,310.35 | 202.0% |
| NSW National Parks and Wildlife Service | 108,578.7 | 207,072.17 | 2,350.49 | 170.85 | 209,593.51 | 193.0% |
| Other | 2,198.8 | 7,798.03 | 1,470.81 | 256.10 | 9,524.94 | 433.2% |
| Private | 8,964.1 | 11,503.65 | 1,608.99 | 107.69 | 13,220.33 | 147.5% |
| Railcorp | 194.7 | 9.17 | 62.71 | 0.00 | 71.88 | 36.9% |
| Roads and Maritime Services | 508.1 | 1.16 | 437.93 | 0.73 | 439.82 | 86.6% |
| Forests NSW | 17,004.7 | 21,428.58 | 31.83 | 7.74 | 21,468.15 | 126.2% |

Hazard Reduction Areas Completed By Land Tenures versus Target

Hazard Reduction Undertaken By the NSW RFS

While not a land management agency, members of the Service contribute significantly to hazard reduction activities in support of land management agencies and private property owners. During the reporting year, the NSW RFS undertook 1,938 hazard reduction works comprising approximately 26,408 hectares of hazard reduction work protecting a total number of 45,737 assets with a value of \$20.1 billion (based on median insurance house and contents value in Sydney 2004 - McAneney K. J. 2005).

Hazard Reduction Certificates Issued

| Certificate issuing agency | Number Issued | % of total |
|--|---------------|------------|
| Dept of Primary Industries (Crown Lands) | 246 | 7.52% |
| Local Government Authority | 767 | 23.46% |
| NSW National Parks and Wildlife Service | 333 | 10.18% |
| NSW Rural Fire Service | 1,902 | 58.17% |
| Other | 22 | 0.67% |
| Total | 3,270 | 100% |

Hazard Complaints Received

| Land tenure | Complaints received | % of total |
|--|---------------------|------------|
| Private land | 1,545 | 67.41% |
| Council land | 533 | 23.25% |
| State Government land | 183 | 7.98% |
| Commonwealth land | 4 | 0.17% |
| Australian Rail Track Corporation land | 2 | 0.09% |
| To be determined | 25 | 1.09% |
| Total | 2,292 | 100% |

Inspections, Formal Notices and Enforcement Works

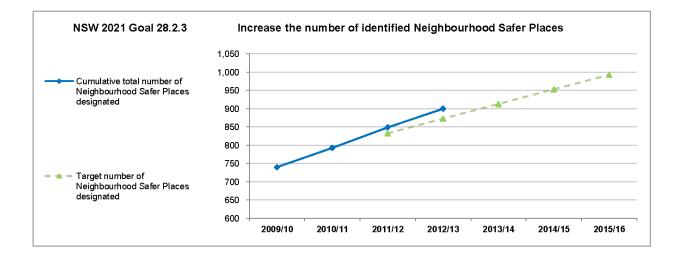
| Number of hazard complaints inspections undertaken | Number of formal notices issued under Section 66 of the Act | Enforcement works undertaken under Section 70 of the Act |
|--|---|--|
| 2,625 | 192 | 12 |

Permits Issued Under The Rural Fires Act 1997

| Permits issued by | Number Issued | % of total |
|------------------------|---------------|------------|
| Fire & Rescue NSW | 310 | 1.69% |
| NSW Rural Fire Service | 18,035 | 98.31% |
| Total | 18,345 | 100% |

Appendix 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 | 900 | | | |
| Target number of Neighbourhood Safer Places Designated | | | 833 | 873 | 913 | 953 | 993 |

Appendix C

Waste Handling Report: July 2012–June 2013

The NSW Rural Fire 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.

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

- > 4,630 kg paper waste
- > 1,870 kg co-mingled (glass bottles, aluminium cans, PET)
- > 7,510 kg cardboard
- > 100 percent of all used toner cartridges
- > 100 percent of obsolete computers; and
- > computer monitors through the recycled through Reconnect Program

Appendix D

Environmental Performance Score Report

| Environmental Performance Score (All Corporate Vehicles) | | Target |
|--|-------|--------|
| EPS (All Corporate Passenger Vehicles) | 13.7 | 13.5 |
| EPS (All Corporate Light Commercial Vehicles) | 9.00 | 9 |
| | 11.35 | 11.25 |

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

Appendix E

Chaplaincy and Family Support Network

| Chaplaincy Activity | Totals - Senior Chaplain and Senior Family Support Chaplain | | | Totals - Volunteer Fire District Chaplains and Family Support Volunteers | | |
|-----------------------------------|---|--------|--------|--|--------|-------|
| | 2013 | 2012 | 2011 | 2013 | 2012 | 2011 |
| Visits to NSW RFS Headquarters | 141 | 153 | 360 | 5 | 5 | 1 |
| Visits to Fire Control Centres | 35 | 27 | 133 | 439 | 410 | 451 |
| Visits with Fire Control Officers | 28 | 18 | 45 | 230 | 210 | 175 |
| Visits to Rural Fire Brigades | 57 | 48 | 46 | 122 | 120 | 108 |
| Regional Conferences | 0 | 2 | 3 | 0 | 0 | 5 |
| State Management Conferences | 0 | 0 | 4 | 0 | 0 | 0 |
| Brigade Captains Meetings | 2 | 0 | 19 | 42 | 48 | 43 |
| Seminars & Conferences | 3 | 2 | 6 | 23 | 11 | 42 |
| Station Openings & Dedications | 15 | 7 | 8 | 12 | 10 | 11 |
| Fire Fleet Blessings & Services | 9 | 14 | 18 | 56 | 58 | 102 |
| Personal and family counselling | 58 | 45 | 74 | 352 | 368 | 310 |
| Telephone support and counselling | 221 | 209 | 308 | 284 | 296 | 222 |
| Home visits-members and family | 30 | 42 | 201 | 164 | 158 | 75 |
| Hospital visitation-members | 58 | 48 | 46 | 152 | 130 | 115 |
| Funeral Services conducted | 9 | 6 | 9 | 20 | 19 | 21 |
| Infant christenings/ dedications | 1 | 3 | 5 | 18 | 17 | 18 |
| Service weddings | 3 | 4 | 7 | 7 | 10 | 9 |
| NSW Rural Fire Service Callouts | 8 | 6 | 9 | 117 | 115 | 136 |
| NSW Fire Brigades Callouts | 0 | 1 | 1 | 2 | 2 | 4 |
| NSW Parks and Wildlife Callouts | 0 | 0 | 14 | 0 | 0 | 0 |
| Respond to actual suicides | 0 | 0 | 0 | 0 | 2 | 9 |
| Championship and Field Days | 5 | 2 | 2 | 3 | 2 | 4 |
| Critical Incident Support | 8 | 2 | 2 | 25 | 6 | 5 |
| Work Cover and other RFS meetings | 42 | 45 | 38 | 0 | 0 | 0 |
| Total kms travelled | 57,666 | 56,236 | 67,878 | 17,342 | 16,428 | 9,505 |

Appendix F

Counselling and Support Unit

| | Critical Incident Support Services (CISS) | | | Member Assistance Program (MAP) | Employee Assistance Program (EAP) | |
|------|--|-------------------------------|-------|---------------------------------------|--------------------------------------|----------|
| | # of requests | # of personnel assisted | Hours | # of new requests | Internal | External |
| 2013 | 283 | 992 | 9,445 | 351 | 107 | 26 |
| 2012 | 257 | 1,018 | 8,753 | 387 | 119 | 29 |
| 2011 | 274 | 1,214 | 6,038 | 293 | 88 | 19 |

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

Appendix G

Membership Applications, Criminal History and Child Related Activity Checks

| | 2011 | 2012 | 2013 |
|---|-------|-------|-------|
| New Member Applications | 3,259 | 3,918 | 4,503 |
| (includes junior member applications) | (373) | (303) | (317) |
| Existing Internal Member Criminal History and Child Related Activity Checks | 1,896 | 1,709 | 1,555 |
| Total | 5,155 | 5,627 | 6,058 |

Appendix H

Equal Opportunity Statistics, Multicultural and Disability Plans

| Trends in representation of EEO Groups | | | | | | | |
|--|----------------------|-------|-------|-------|--|--|--|
| EEO Group | Benchmark/ Target | 2011 | 2012 | 2013 | | | |
| Women | 50% | 33.2% | 32.4% | 33.0% | | | |
| Aboriginal People and Torres Strait Islanders | 2.6% | 1.2% | 1.3% | 1.5% | | | |
| People whose First Language Spoken as a Child was not English | 19.0% | 26.6% | 5.2% | 5.4% | | | |
| People with a Disability | N/A | 5.1% | 4.9% | 4.8% | | | |
| People with a Disability Requiring Work- Related Adjustment | 1.5% | 0.0% | 3.9% | 3.8% | | | |

| Trends in the distribution of EEO Groups | | | | | | | |
|--|----------------------|------|------|------|--|--|--|
| EEO Group | Benchmark/ Target | 2011 | 2012 | 2013 | | | |
| Women | 100 | 90 | 91 | 92 | | | |
| Aboriginal People and Torres Strait Islanders | 100 | N/A | N/A | N/A | | | |
| People whose First Language Spoken as a Child was not English | 100 | 89 | 108 | 110 | | | |
| People with a Disability | 100 | 113 | 115 | 116 | | | |
| People with a Disability Requiring Work-Related Adjustment | 100 | N/A | 115 | 118 | | | |

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

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

Equal Employment Opportunity

The NSW Rural Fire Service has a range of initiatives that promote the principles of EEO within the organisation. During 2012/13 the NSW RFS updated its Equal Opportunity policy and EEO Management Plan. The policy and plan will be subject to a consultation period in early 2013/14 with an expected released in latter part of 2013.

The NSW RFS recruitment system continues to stress EEO principles through convenor training and a thorough job analysis and development process.

The NSW RFS Next Generation Workforce Strategic Plan contains other equity and diversity strategies with a key focus on increasing the participation of women, indigenous people and people from culturally diverse backgrounds within our membership.

A key achievement for the period was the release of the Flexible Membership Model in March 2013. This initiative seeks to provide more options and greater flexibility within our volunteer membership.

Flexible training options are another key strategy that will help us attract and retain members from diverse backgrounds simply by providing a wider range of delivery modes for training in the NSW RFS.

Disability Plan

Throughout 2012/13 the NSW RFS focused on;

- Encouraging a diverse membership, including people with disabilities, through our approach to flexible membership and our EEO Policy and Management Plan.
- Providing work facilities that enable easy public access and facilitate the employment of people with disabilities.
- Providing bush fire information to the community in a range of formats and channels useable by people with disabilities, and:
- Including specific arrangements for the protection of people with disabilities from fire through land use planning and building controls on bush fire prone land.

The NSW RFS will continue its focus on delivering and building on the initiatives outlined above.

*For further work in this area see the AIDER program under the Operational Services Directorate.

Multicultural Plan

During the reporting period, the NSW RFS released its flexible membership model; a key strategy to increase diversity within the organisation's volunteer membership. Throughout the 2012/13 year the NSW RFS also:

- Reviewed the corporate plan and included a key focus area and objectives relating to diversity.
- Commenced collecting voluntary demographic and cultural data from new volunteer members to enable us to better profile the diversity of our volunteer membership.
- Included 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.
- Continued to supply a range of communication materials in other community languages as part of the Prepare Act Survive public awareness campaign.
- Monitored progress on the actions within the NSW Rural Fire Service Multicultural Plan

In the next reporting period, the NSW RFS will focus on providing our membership with information and strategies aimed at increasing diversity. This will be achieved through the development of a volunteer recruitment and retention resource which will help Rural Fire Brigades promote membership that is inclusive, diverse and reflective of the community.

Aboriginal Services

Throughout the 2012/13 reporting period, the NSW Rural Fire Service continued to monitor the actions within the Aboriginal Services Plan.

A key project for the period was the Bushfire Resilience Project for Aboriginal Communities Phase 2. This program, led by Region West, aims to increase resilience of remote Aboriginal communities to the threats posed by fire. Phase 1 of this project was completed in 2012. It undertook hazard and risk assessments to determine the preparedness levels of individual aboriginal communities from the impacts of fire and other hazards. This project (Phase 2) plans to implement many of these recommendations.

Industrial Relations Policies and Practices

During the reporting period our industrial agenda focussed internally including discussions with industrial representatives and central agencies on specific subjects such as major incident conditions, agreed absences (AAs) and the Joint Consultative Committee (JCC).

Authority was granted from the Wages Policy Taskforce to start discussions on the Major Incident clause within our Award and following consultation with the PSA we retained the provisions of our Major Incident Conditions Interim Award indefinitely.

During the period there were a couple of notable exceptions that were not in the business as usual category:

- Some minor amendments were made to our Award in that the RFS Conditions of Employment Award 2009 was subject to an IR Act 1996, Section 19 review in March 2012. Moreover the Award was updated by the IRC with involvement from RFS and PSA. The changes applied to updated salary rates, removal of redundant allowance rates, and the most notable change: the title of the Award no longer contains the year of creation. It is simply titled the Crown Employees (Rural Fire Service) Award.
- A new consultation policy and Workplace Advisory Committee (WAC) was established on 16 April 2013. The Workplace Advisory Committee (WAC) is a high level advisory committee to the Commissioner of the NSW Rural Fire Service (NSW RFS), chaired by the Deputy Commissioner. The primary role of the WAC is to critically examine employee related issues, proposals and other high level workplace and employment relations matters. The inaugural meeting was held on 14 May 2013.

Statement setting out OH&S Performance

The primary focus of the HSW Section in the reporting period was the consolidation and monitoring of strategies associated with:

- the continued transition to the new Work Health Safety Act 2011 and associated Regulation;
- the internal administration of the Workers Compensation Legislation Amendment Act 2012;
- the commencement of the NSW RFS Manual Handling Program 2012/13 and;
- the development and implementation of Health and Safety related tasks linked to the internal OHS Audit Program 2011/12.

Information about the Work, Health and Safety Risk register can be found on <u>page 45</u> and the table on Reported Injuries and Workers Compensation Claims can be found on <u>page 116</u>.

Appendix I

Staff Establishment / FTE

| Comparative figures for the past three years | 2011 | 2012 | 2013 |
|--|------|------|------|
| Full Time Equivalent Positions (FTE) | 920 | 908 | 846 |
| Permanent Position Count | 792 | 807 | 773 |
| Headcount at Census | 923 | 942 | 883 |

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

Appendix J

Reported Injuries and Registered Workers Compensation Claims 2011/12

| | Workers Compensation Reported Injuries Claims | | | | | |
|---|---|--------------------|-----------------------------|-------------------------------|------------------------------|--|
| Injury Type | Volunteer member | Salaried member | Non-NSW RFS personnel | Volunteer member claims | Salaried member claims | |
| Burns | 31 | 4 | 1 | 23 | 0 | |
| Contusion with skin intact | 50 | 16 | 3 | 20 | 7 | |
| Deafness | 1 | 0 | 0 | 1 | 0 | |
| Diseases and other non traumatic injury | 2 | 1 | 0 | 2 | 0 | |
| Dislocation | 38 | 2 | 1 | 18 | 1 | |
| Effects of weather, exposure, air pres. & other ext. causes | 0 | 3 | 0 | 0 | 1 | |
| Electrocution | 1 | 0 | 0 | 1 | 0 | |
| Eye disorders | 14 | 3 | 0 | 9 | 0 | |
| Foreign body in eye, ear, nose, resp. or digestive systems | 14 | 0 | 1 | 14 | 1 | |
| Fracture | 3 | 0 | 0 | 3 | 0 | |
| Injuries to nerves and spinal cord | 1 | 0 | 0 | 1 | 1 | |
| Internal injury of chest, abdomen and pelvis | 5 | 1 | 0 | 5 | 0 | |
| Intracranial injury | 2 | 0 | 0 | 2 | 1 | |

APPENDICES - MEMBERSHIP AND STRATEGIC SERVICES

| Reported Injuries and Registered Workers Compensation Claims (continued) | | Repor | Workers Compensation Claims | | |
|--|---------------------|--------------------|-----------------------------------|-------------------------------|------------------------------|
| Injury Type | Volunteer member | Salaried member | Non-NSW RFS personnel | Volunteer member claims | Salaried member claims |
| Open wound not involving traumatic amputation | 41 | 10 | 1 | 29 | 4 |
| Poisoning and toxic effects of substances | 79 | 33 | 1 | 55 | 8 |
| Psychological disorders | 5 | 4 | 0 | 5 | 5 |
| Sprains and strains of joints and adjacent muscles | 159 | 55 | 6 | 104 | 33 |
| Superficial injury | 45 | 20 | 0 | 14 | 0 |
| Traumatic amputation, including enucleation of eye | 11 | 2 | 1 | 12 | 2 |
| TOTAL | 502 | 154 | 15 | 318 | 64 |

* Includes Workers Compensation claims corresponding to injuries occurring in previous financial years.

Appendix K

Executive Remuneration: SES Level 5 and Above

| Position | SES Level | Total Annual Remuneration |
|--------------------------------|-----------|------------------------------|
| Commissioner Shane Fitzsimmons | 6 | \$328,650 |
| Deputy Commissioner Rob Rogers | 5 | \$292,450 |

Executive Remuneration: Gender Balance

| NSW RFS | | 2013 | | 2012 | | 2011 |
|---------|---|------|---|------|---|------|
| Gender | М | F | М | F | М | F |
| SES 6 | 1 | - | 1 | - | 1 | - |
| SES 5 | 1 | - | 1 | - | 1 | - |
| SES 4 | - | 1 | - | 1 | - | 1 |
| SES 3 | 2 | - | 3 | - | 3 | - |
| SES 2 | 1 | - | - | - | - | - |
| TOTAL | 5 | 1 | 5 | 1 | 5 | 1 |

Appendix L

Learning and Development - Training Activity

| Volunteers and their qualifications | 2013 | 2012 | 2011 |
|-------------------------------------|------|------|------|
| Bush Firefighters | 2100 | 2421 | 3503 |
| Village Firefighters | 547 | 647 | 929 |
| Advanced Firefighters | 404 | 497 | 622 |
| Crew Leaders | 548 | 500 | 1140 |
| Group Leaders | 43 | 62 | 61 |
| First Aid | 1794 | 1761 | 1957 |
| Breathing Apparatus | 524 | 202 | 239 |
| Chain Saw Operators 3&4 | 710 | 592 | 574 |
| Rural Fire Drivers | 417 | 377 | 458 |
| NSW RFS Instructors | 317 | 346 | 148 |
| NSW RFS Training Facilitators | - | - | 26 |
| NSW RFS Training Coordinators | 89 | 120 | 59 |
| NSW RFS Assessors | 113 | 129 | 87 |
| Assessor Advocates | 10 | 80 | 19 |

1. Figures generated by SAP LSO database only cover qualifications generated by electronic databases within each reporting year

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

3. Figures are inclusive of newly certified and recertified members

4. Training facilitators were deleted from 2011/12 due to change to TAA qualification

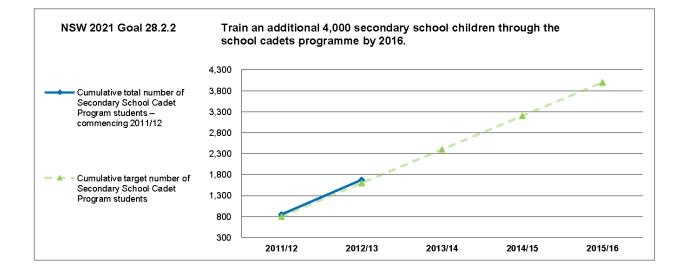
Appendix M

Volunteer to Career

Approximately 72 percent of members currently employed with the NSW RFS are drawn from the Service's volunteer membership. Volunteer members are encouraged to pursue a career in the Service. The RFSA is a valued partner of the RFS in conducting the Volunteer to Career Program (V2C) which are held over a weekend. This is the sixth year that this successful program has been run. In the reporting period V2C programs were held in two locations; Coffs Harbour in July and Regentville in August of 2012. To date 450 volunteer members have attended the program with 21 percent of attendees having gained some form of employment with the NSW RFS, across a range of employment types.

Appendix N

Secondary School Cadet Program



| | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|--|---------|------------------------|---------|---------|---------|
| Cumulative total number – commencing 2011/12 | 840 | 1,667 <i>(827)</i> | | | |
| Cumulative target number of Secondary School Cadet Program students | 800 | 1,600 | 2,400 | 3,200 | 4,000 |

Appendix O

Attendance at Consultative Committees

| Regional Services Consultative Committee* | | | | |
|--|------------|------------------------|--|--|
| Name | Attendance | No. Eligible to Attend | | |
| Assistant Commissioner Dominic Lane, AFSM (Chair 2012) | 1 | 1 | | |
| Assistant Commissioner Bruce McDonald, AFSM (Chair 2013) | 1 | 1 | | |
| Brian McDonough (Deputy Chair) | 2 | 2 | | |
| Bert Brand | 1 | 2 | | |
| Ian Stewart, AFSM | 0 | 2 | | |
| Steve Robinson | 1 | 2 | | |
| Paul Whiteley, AFSM | 1 | 2 | | |
| Michael Brett | 1 | 2 | | |
| Vic Walker | 2 | 2 | | |
| Jason Heffernan | 1 | 2 | | |
| Christopher Williams | 2 | 2 | | |

*This committee amalgamated with the Operational Services Consultative Committee May 2013 due to the organisational realignment at that time.

| Infrastructure Services Consultative Committee | | | | |
|--|------------|------------------------|--|--|
| Name | Attendance | No. Eligible to Attend | | |
| Assistant Commissioner Dominic Lane, AFSM (Chair Oct 2012) | 1 | 1 | | |
| Chief Superintendent John Parnaby (Chair March 2013) | 1 | 1 | | |
| Assistant Commissioner Bruce McDonald, AFSM | 1 | 1 | | |
| (Chair June 2013) | | | | |
| David Hoadley, AFSM (Deputy Chair) | 3 | 3 | | |
| Errol Hockley | 3 | 3 | | |
| Mark Ross | 3 | 3 | | |
| Troy Dowley | 3 | 3 | | |
| Steve Jones | 3 | 3 | | |
| Steve Smith | 3 | 3 | | |
| Ron Bridge | 3 | 3 | | |
| Geoff Andrew | 2 | 3 | | |
| John Fitzgerald, AFSM | 3 | 3 | | |

APPENDICES - MEMBERSHIP AND STRATEGIC SERVICES

| Membership Services Consultative Committee | | | | |
|--|------------|------------------------|--|--|
| Name | Attendance | No. Eligible to Attend | | |
| Bronwyn Jones (Chair) | 3 | 3 | | |
| Ken Middleton (Deputy Chair) | 3 | 3 | | |
| Steve Mepham | 3 | 3 | | |
| William Bean | 3 | 3 | | |
| Glen Wall | 3 | 3 | | |
| Peter Mooney | 3 | 3 | | |
| Nicole Vidler | 2 | 3 | | |
| Sean McArdle | 2 | 3 | | |
| Len Carter, AFSM< | 3 | 3 | | |
| Captain Tom Nolles, AFSM | 3 | 3 | | |

| Community Engagement Consultative Committee | | | | |
|---|------------|------------------------|--|--|
| Name | Attendance | No. Eligible to Attend | | |
| Richard Lyons (Chair) | 3 | 3 | | |
| Marcia LeBusque (Deputy Chair) | 3 | 3 | | |
| Neil Thompson | 3 | 3 | | |
| Helen Riedl | 2 | 3 | | |
| Gary Walker | 1 | 3 | | |
| Garry Barrett | 3 | 3 | | |
| Zofie Lahodny-Gesco | 3 | 3 | | |
| David Donaldson | 3 | 3 | | |
| David Stimson | 3 | 3 | | |
| Victoria Williams | 3 | 3 | | |

APPENDICES - MEMBERSHIP AND STRATEGIC SERVICES

| Operational Services Consultative Committee | | | | |
|--|------------|------------------------|--|--|
| Name | Attendance | No. Eligible to Attend | | |
| Deputy Commissioner Rob Rogers, AFSM (Chair) | 2 | 3 | | |
| Stephen Raymond (Deputy Chair) | 0 | 3 | | |
| Wayne Halliday | 2 | 3 | | |
| Chris Powell, AFSM | 3 | 3 | | |
| Jim Smith, AFSM | 3 | 3 | | |
| Mark Mulheron | 2 | 3 | | |
| Angela Daly | 2 | 3 | | |
| Brendon Ede | 3 | 3 | | |
| Don Carter, AFSM | 1 | 3 | | |
| Geoff Ryan | 2 | 3 | | |

Appendix P

Research and Development

Bush Fire Cooperative Research Centre (CRC)

| Year | Cash Contribution | In-kind Contribution* | Additional Bush Fire CRC Research Contribution |
|------|-------------------|-----------------------|--|
| 2011 | \$310,000 | 311,422 | |
| 2012 | \$322,000 | 413,958 | |
| 2013 | \$334,000 | 575,260 | \$150,000** |

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

** In addition to the above - \$150,000 to the Bushfire CRC for the commissioned research into the January 2013 Fires in NSW - 'Community Understanding and awareness of bushfire safety – January 2013 bushfires'.

Research undertaken by Monash University looked at the health of Australian firefighters. As a member of the Australasian Fire and Emergency Service Authorities Council (AFAC), the NSW RFS participated in the study and provided a payment of \$91,500 (plus GST) in 2012/13.

With regard to the new Bushfire and Natural Hazards CRC (BNHCRC) there was a jurisdictional commitment of \$50,000 to support the implementation of the BNHCRC up to 30 June 2013. This amount was split amongst the agencies with the NSW RFS contributing \$12,500 of the share.

Appendix Q

Awards

Internal Awards

| Internal Bravery and Service Awards | Volunteer members | Salaried members | Total |
|--|----------------------|---------------------|-------|
| Commissioner's Award for Valour | Nil | Nil | Nil |
| Commissioner's Commendation for Bravery | Nil | Nil | Nil |
| Commissioner's Commendation for Service | 10 | 3 | 13 |
| Group Captain Craig Bardney and Group Captain Colin Smeeth, Myall Park Rural Fire Brigade and Wyangan Rural Fire Brigade, MIA Zone, Region South | | | |
| Firefighter Vernon Dunning, Cooma Rural Fire Brigade, Monaro, Region South | | | |
| Group Captain Leslie Fowler, Central Warren Rural Fire Brigade, North West Zone, Region West | | | |
| Deputy Captain Raymond Hehir, Murrumbateman Rural Fire Brigade, Southern Tablelands Zone, Region South | | | |
| Captain Leslie Irvin, Barellan Rural Fire Brigade, MIA Zone, Region South | | | |
| Assistant Commissioner Dominic Lane, AFSM, (former) Director, Regional and Infrastructure Services | | | |
| Firefighter Judith Moore, Eurobodalla Fire Control Support, Far South Coast, Region South | | | |
| Senior Deputy Captain Helen Riedl, Malua Bay Rural Fire Brigade, Far South Coast, Region South | | | |
| Deputy Commissioner Rob Rogers, AFSM, Director Operational Services | | | |
| Captain Brian Schloeffel, Burrabadine Rural Fire Brigade, Orana, Region West | | | |
| Rebel Talbert, Group Manager, Operational and Mitigation Support Services | | | |
| Firefighter Malcolm Weir, Gerringong Rural Fire Brigade, Illawarra, Region East | | | |
| Commissioner's Certificate of Commendation (Unit) | 7 | 1 | 8 |
| Bland Temora Zone Volunteers and Staff, Region West | | | |
| Gloucester/Great Lakes Team Volunteers and Staff, Region East | | | |
| Hazelbrook Rural Fire Brigade, Blue Mountains, Region East | | | |
| Lake Albert Bush Fire Brigade, Wagga Wagga, Riverina Zone, Region South | | | |
| Macarthur Remote Area Firefighting Team (RAFT) Brigade, Macarthur Zone, Region East | | | |
| MIA Zone Volunteers and Staff, Region South | | | |

APPENDICES - MEMBERSHIP AND STRATEGIC SERVICES

| NSW RFS Courage Under Fire, RFSA Kokoda Trek Initiative Riverina Zone Volunteers and Staff | | | |
|---|-----|-----|-----|
| Commissioner's Certificate of Commendation (individual) | Nil | 1 | 1 |
| Sharon Saunders, Coordinator, Audit, Inquiries and Legal, Executive Services | | | |
| Commissioner's Unit Citation for Bravery | Nil | Nil | Nil |
| Commissioner's Unit Citation for Service | 3 | Nil | 3 |
| Eurobodalla Training Centre Support Group, Far South Coast, Region South | | | |
| Moree Rural Fire Brigade, Namoi Gwydir, Region North | | | |
| Narrabri Headquarters Rural Fire Brigade, Namoi Gwydir, Region North | | | |
| Totals | 20 | 5 | 25 |

| Long Service Medals | Volunteer members | Salaried members | Totals |
|--------------------------|----------------------|---------------------|--------|
| 10 yr Long Service Medal | 596 | 22 | 618 |
| 20 yr Long Service Medal | 297 | 13 | 310 |
| 30 yr Long Service Medal | 228 | 5 | 233 |
| 40 yr Long Service Medal | 153 | 4 | 157 |
| 50 yr Long Service Medal | 87 | | 87 |
| 60 yr Long Service Medal | 41 | | 41 |
| 70 yr Long Service Medal | 2 | | 2 |
| Totals | 1,404 | 44 | 1,448 |

External Awards

| Australian Fire Service Medal | Volunteer members | Salaried members | Totals |
|---|----------------------|---------------------|--------|
| Australia Day | 6 | 1 | 7 |
| Group Captain Lindsay Ronald Henley, Bland FCC, Region West | | | |
| Group Captain Barrie John Hewitt, Cudgegong FCC, Region West | | | |
| Captain Tom Nolles, Canobolas Support Brigade, Region West | | | |
| Superintendent Ian Charles Stewart, Shoalhaven District, Region South | | | |
| Group Captain Errol James Smith, Singleton FCC, Region East | | | |
| Group Captain James Patrick (Pat) Smith, Lockhart RFB, Region South | | | |
| Deputy Group Captain Barry Tindall, Port Stephens FCC, Region East | | | |
| Queen's Birthday | 4 | 2 | 6 |
| Group Captain Gary Kadwell, Crookwell, Southern Tablelands Zone, Region South | | | |
| Group Captain Elizabeth (Liz) Ferris, Devils Pinch, Region North | | | |
| Deputy Captain Keith Robinson, Bulli Rural Fire Brigade, Region East | | | |
| Captain Ronald Headon, Hay Headquarters, Mid West Team, Region West | | | |
| Superintendent Christopher (Chris) Favelle, Far West Team, Region West | | | |
| Superintendent Arthur Sharp, Canobolas Zone, Region West | | | |
| Totals | 10 | 3 | 13 |

| National Medal/Clasps | Volunteer members | Salaried members | Totals |
|-----------------------|----------------------|---------------------|--------|
| Medals | 75 | 1 | 76 |
| Clasps | 70 | 2 | 72 |
| Totals | 145 | 3 | 148 |

Appendix R

Internal Audit and Risk Management Statement

All communications to be addressed to: Headquarters NSW Rural Fire Service Locked Bag 17 GRANVILLE NSW 2142

Telephone: (02) 8741 5555

Headquarters NSW Rural Fire Service 15 Carter Street LIDCOMBE NSW 2141

Facsimile: (02) 8741 5550 e-mail: shane.fitzsimmons@rfs.nsw.gov.au@rfs.nsw.gov.au



Your Ref: Our Ref: PRO/0275

August 29th 2013

Internal Audit and Risk Management Statement for the 2012-2013 Financial Year for the NSW Rural Fire Service

I, Shane Fitzsimmons, am of the opinion that the NSW Rural Fire Service has internal audit and risk management processes in operation that are, 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, appointed for a 4 year term commencing October 2009, ending October 2013
- Dr Dale Cooper, Independent Member, appointed for a 4 year term commencing January 2010, ending January 2014
- Mr Richard Lyons, Non-independent Member, (Director Executive Services, NSW Rural Fire Service), appointed October 2009 until June 2014.

These processes provide a level of assurance that enables the senior management of the 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 NSW Rural Fire Service

- Rural Fire Service Advisory Council
- Bush Fire Co-ordinating Committee

Appendix S

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 is withdrawn |
| Media | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Members of Parliament | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Private sector business | 8 | 23 | 2 | 7 | 0 | 0 | 0 | 2 |
| Not for profit organisations or community groups | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Members of the public (application by legal representative) | 0 | 11 | 0 | 2 | 0 | 0 | 0 | 0 |
| Members of the public (Other) | 3 | 8 | 0 | 0 | 0 | 0 | 0 | 0 |

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 is withdrawn |
| Personal information applications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Access applications (other than personal | 12 | 43 | 2 | 9 | 0 | 0 | 0 | 2 |
| Access applications that are partly personal information | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Government Information (Public Access) Regulation 2009 (cont)

| Table C: Invalid applications | | | | |
|--|------------------------|--|--|--|
| Reason for invalidity | Number of applications | | | |
| Application does not comply with formal requirements (section 41 of the Act) | 5 | | | |
| Application is for excluded information of the agency(section 43 of the Act) | 0 | | | |
| Application contravenes restraint order (section 110 of the Act) | 0 | | | |
| Total number of invalid applications received | 5 | | | |
| Invalid applications that subsequently became valid applications | 3 | | | |

Government Information (Public Access) Regulation 2009 (cont)

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed inSchedule 1 of the 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 |

Government Information (Public Access) Regulation 2009 (cont)

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

| | Number of occasions when application not successful |
|--|---|
| Responsible and effective government | 2 |
| Law enforcement and security | 1 |
| Individual rights, judicial processes and natural justice | 43 |
| Business interests of agencies and other persons | 0 |
| Environment, culture, economy and general matters | 0 |
| Secrecy provisions | 0 |
| Exempt documents under interstate Freedom of Information legislation | 0 |

| Table F: Timelines | | |
|---|------------------------|--|
| | Number of applications | |
| Decided within the statutory timeframe (20 plus any extensions) | 67 | |
| Decided after 35 days (by agreement with applicant) | 0 | |
| Not decided within time (deemed refusal) | 3 | |
| Total | 70 | |

Note: 72 valid or subsequently valid applications received in total and 2 withdrawn

| Table G: Number of applications r | eviewed under Pa | art 5 of the Act (by | v type of review ar | nd outcome) |
|--|------------------|----------------------|---------------------|-------------|
| | Decision varied | Decision upheld | Decision pending | Total |
| Internal review | 0 | 0 | 0 | 0 |
| OIC review | 0 | 0 | 0 | 0 |
| Internal review following recommendation under section 93 of the Act | 0 | 0 | 0 | 0 |
| Review by ADT | | | | 0 |
| Total | 0 | 0 | 0 | 0 |

| Table H: Applications for review under Part 5 of the Act (by type of applicant) | |
|---|---|
| | Number of applications for review |
| Applications by access applicants | 0 |
| Applications by persons to whom information the subject of the access application relates (see section 54 of the Act) | 0 |

| Statistics required by Clause 7 of the Government Information (Public Access) Regulation | on 2009 |
|---|---------|
| Total number of access applications received by the agency during the reporting year (including withdrawn application but not including invalid applications) | 72 |
| 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 |

| Reviews pending from last reporting period finalised in 2011/12 | | | | |
|--|--------------------|--------------------|--|--|
| | Decision varied | Decision upheld | | |
| Internal review | 0 | 0 | | |
| OIC review | 0 | 0 | | |
| Internal review following recommendation under section 93 of the Act | 0 | 0 | | |
| Review by ADT | 0 | 0 | | |

Appendix T

Report to NSW Ombudsman

Statistical Data on all Public Interest Disclosures During the Reporting period 1 January 2013-30 June 2013

Report submitted to the NSW Ombudsman's Office On-line Reporting Tool in accordance with the *Public Interest Disclosures Act 1994* and Public Interest Disclosures Regulation 2011.

| Statistical Information: | Total |
|---|--|
| 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 2013) that have been finalised in this reporting period; | |
| Additional Data | Response |
| Does NSW RFS have an internal reporting policy? | Yes |
| Has head of agency taken actions to meet staff awareness obligations? | Yes – training, publication of information on intranet sites and access to Service Standards |

Appendix U

Statement of Performance of NSW RFS Commissioner

| Name | Shane Alan Fitzsimmons, AFSM (appointed September 2007) |
|--------------|---|
| POSITION | NSW Rural Fire Service Commissioner |
| SES LEVEL | 6 |
| REMUNERATION | \$328,650 |

The 2012/13 bush fire season will be remembered as one of the most challenging in recent times. The peak of the season was in January, when we saw temperature records broken, the first Catastrophic fire danger ratings, and an unprecedented demand for information about fire activity.

There were a total of 26 days of total fire ban determined by the Commissioner, and 80 bush fire emergency declarations made under the *Rural Fires Act 1997*.

RFS volunteers responded to more than 23,000 incidents, including over 5,800 bush and grass fires across the State from September 2012 to March 2013.

In the Reporting period, the Commissioner oversaw the enhancement of the RAFT capability across the State, adding two new teams, and coordinating 88 RAFT deployments of its volunteer members.

During the reporting period the Commissioner oversaw the continuation of work to meet the Government's *NSW* 2021 targets to increase hazard reduction across NSW. Of the proposed works, approximately 80% were completed.

An extensive audit of Neighbourhood Safer Places (NSP) was undertaken to ensure they met the required standards. As at 30 June 2013, there were 900 designated NSPs.

Other operational achievements of the Commissioner during this reporting period include the review of *Planning for Bush Fire Protection 2006*; the development of 82 Community Protection Plans, with 38 completed; the initiation of a strategic review of the Service's 10 year aviation needs; and the continuation of the public awareness campaign during the 2012/13 fire season.

The Commissioner continues to provide strong leadership as evidenced by a continued emphasis on recruiting and retaining RFS members. During this reporting period, the final version of the Flexible Membership Model was released, and a volunteer recruitment and retention kit was developed; further the Secondary School Cadet program saw more than 800 students participating in a total of 60 programs across the State. Another important initiative was the Supportive Employer Program launched in March 2013.

Commissioner Fitzsimmons' sound management of the NSW Rural Fire Service builds and supports the Service's organisational capability and sustainability, and ensures that the Service's strong traditions of community service are maintained and fostered. Under the Commissioner's leadership, the RFS continues to increase its already recognised high level of knowledge, skills and capacity to share knowledge and resources with key partners, in the State, National and International arenas.

SIGNED Hon. Michael Gallacher, MLC

Minister for Police and Emergency Services

Appendix U

Statement of Performance of NSW RFS Deputy Commissioner

| Name | Rob Rogers, AFSM |
|--------------|---|
| POSITION | Director of Operational Services (appointed 22 August 2008) |
| RANK | Deputy Commissioner (appointed 1 February 2011) |
| SES LEVEL | 5 |
| REMUNERATION | \$292,450 |

The Deputy Commissioner was instrumental in ensuring the NSW RFS and its partner agencies were in a high state of readiness for the bush fire season, through such strategies as the delivery of Pre-Season Briefings and extensive exercising at District, Regional and State levels; the strategic placement of resources (ground / aerial); pre-emptive Section 44 appointments; and the development of triggers for the deployment of Remote Area Firefighting Teams and Rapid Aerial Response Teams.

2012/13 saw an increased level of fire activity from August 2012 to March 2013. Significant fire activity was experienced within a two week period (7-21 January 2013), with 5,142 bush and grass fires resulting in more than 650,000 hectares burnt. Deputy Commissioner Rogers provided oversight and coordination to the extensive firefighting efforts and support provided by more than 10,500 firefighters from the NSW RFS, Fire & Rescue NSW, National Parks and Wildlife Service and State Forests. He was also responsible for the oversight of emergency alert messaging and the dissemination of advice to the community including 99 emergency alert campaigns and the receipt of more than 23,600 calls to the Bush Fire Information Line.

With respect to fire prevention, suppression and mitigation management, Deputy Commissioner Rogers was responsible for the establishment and achievement of targets to increase hazard reduction across the State in alignment with the NSW 2021 Plan; the ongoing development of State Mitigation Support Services crews and the introduction of initiatives to reduce bush fire arson consistent with national priorities including the development with the Bush Fire Arson Taskforce of an electronic database to assist in the identification and tracking of arson-related incidents

In 2012/13, the Deputy Commissioner's existing portfolio of Operational Services was combined with that of Regional Services. This move streamlined policy development and service delivery. Deputy Commissioner Rogers provided excellent leadership and guidance to members of the NSW RFS throughout this time of change. Some achievements within this new portfolio included the enhancing of staff flexibility, mobility, promotion, professional development and pathways for Volunteer to Career, delivery of Group Managers Forums State-wide; and the development and progression of the Bushfire Resilience for Aboriginal Communities Program.

Deputy Commissioner Rogers has continued to provide me with sound advice and support throughout the 2012/13 reporting period, and I am therefore more than satisfied with his performance.

SIGNED Commissioner Shane Fitzsimmons, AFSM NSW RFS Commissioner

Appendix V

Committees

Rural Fire Service Advisory Council (RFSAC)

The RFSAC met on two occasions and attendance was as follows:

| | | Attendances/ Represented |
|--------------------------------------|------------------------------------|-----------------------------|
| Commissioner Shane Fitzsimmons, AFSM | Chair, NSW RFS | 2 |
| Mr Karl Sullivan | Insurance Council of Australia | - |
| Cr Allan Smith JP | NSW Local Government Association | 1 |
| Cr Ray Donald | Shires Association of NSW | 1 |
| Superintendent Stephen Raymond | NSW Rural Fire Service Association | 1 |
| Group Captain Jim Fahey | NSW Rural Fire Service Association | - |
| Group Captain William Bean | NSW Rural Fire Service Association | 1 |
| Mr Graham Brown | NSW Farmers Association | 1 |
| Mr Rob Pallin | NSW Nature Conservation Council | 2 |

The Bush Fire Co-ordinating 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 Jim Smith, AFSM | Fire & Rescue NSW | 2 |
| Dr Ross Dickson | Department of Trade & Investment, Regional Infrastructure and Services Department of Primary Industries Forests NSW | 3 |
| Mr Bob Conroy | Department of Premier and Cabinet Office of Environment and Heritage National Parks & Wildlife Service Parks & Wildlife Service | 2 |
| Cr Allan Smith JP | Local Government Association of NSW Local Government NSW | 1 |
| Cr Ray Donald | Shires Association of NSW Local Government NSW | Nil |
| Superintendent David Hoadley, AFSM | NSW Rural Fire Service Association | 4 |
| Assistant Commissioner Denis Clifford, APM JP | NSW Police Force | Nil |
| Ms Anne Reeves, OAM | Nominee of the Minister for the Environment | 4 |
| Mr Rob Pallin | Nature Conservation Council of NSW | 4 |
| Mr Graham Brown | NSW Farmers Association | 4 |
| Dr Allison Rowlands | Ministry for Police and Emergency Services, (Disaster Welfare) | 3 |
| Mr Tim Wilkinson | Department of Finance and Services Land & Property Information NSW Trade & Investment | 4 |
| Mr Andrew Lewis | NSW Trade & Investment – Energy Industry & Investment | 4 |

Fire Services Joint Standing Committee (FSJSC)

The FSJSC met on two occasions and attendances were as follows:

| | | Attendances/ |
|---|------------------------------------|--------------|
| | | Represented |
| Commissioner Greg Mullins, AFSM | Fire & Rescue NSW | 2 |
| Commissioner Shane Fitzsimmons, AFSM | NSW Rural Fire Service | 2 |
| Superintendent Darryl Dunbar | Fire & Rescue NSW | 1 |
| Mr Paul McGuiggan | Fire & Rescue NSW | 1 |
| Assistant Commissioner Stuart Midgley, AFSM | NSW Rural Fire Service | 2 |
| Mr Jim Casey | Fire Brigades Union of NSW | 1 |
| Group Captain Brian McKinlay, AFSM (ret) | NSW Rural Fire Service Association | 1 |

Local Government & Shires Associations of NSW Liaison Committee (LGLC)

The LGLC met on one occasion and attendances were as follows:

| | | Attendance/ Represented |
|--------------------------------------|-------------------------------------|----------------------------|
| Commissioner Shane Fitzsimmons, AFSM | NSW Rural Fire Service | 1 |
| Cr Ray Donald | Shires Association of NSW | 1 |
| Cr Allan Smith JP | Local Government Association of NSW | 1 |
| Cr Bruce Miller | Shires Association of NSW | 1 |
| Cr Keith Rhoades, AFSM | Local Government Association of NSW | 1 |
| Mr Richard Lyons | NSW Rural Fire Service | 1 |
| Mr Ken Middleton | NSW Rural Fire Service Association | 1 |

Corporate Executive Group (CEG)

The CEG met on eight occasions during the reporting period and attendances were as follows:

| Name | Agency | Attendance |
|---|------------------------------------|------------|
| Commissioner Shane Fitzsimmons, AFSM | NSW Rural Fire Service | 4 |
| Deputy Commissioner Rob Rogers, AFSM | NSW Rural Fire Service | 6 |
| Mr Richard Lyons | NSW Rural Fire Service | 5 |
| Ms Bronwyn Jones | NSW Rural Fire Service | 6 |
| Assistant Commissioner Dominic Lane, AFSM | NSW Rural Fire Service | 4 |
| Assistant Commissioner Bruce McDonald, AFSM | NSW Rural Fire Service | 3 |
| Chief Superintendent John Parnaby | NSW Rural Fire Service | 8 |
| Chief Superintendent Brett Condie | NSW Rural Fire Service | 8 |
| Chief Superintendent Ken Hall | NSW Rural Fire Service | 8 |
| Mr Paul Smith | NSW Rural Fire Service | 8 |
| Superintendent Jason Heffernan | NSW Rural Fire Service | 4 |
| Group Captain Brian McKinlay, AFSM (ret) | NSW Rural Fire Service Association | 7 |
| Superintendent Stephen Raymond | NSW Rural Fire Service Association | 6 |

Audit and Risk Committee

During 2012/13 the Audit and Risk Committee met on six occasions, including twice to discuss the financial statements of the NSW RFS. Attendances were as follows:

| | Role | Attendance |
|------------------|--------------------------------------|------------|
| Mr Arthur Butler | Independent Chairman | 6 |
| Dr Dale Cooper | Independent Member | 3 |
| Mr Richard Lyons | Director Executive Services, NSW RFS | 6 |

Appendix W

International Travel - Approvals from 1 July 2012 to 30 June 2013

| Date | Country | Officer/s | Trip details |
|-----------------------------------|------------------------|---|--|
| 4-15 July 2012 | France | Steve Yorke | To participate in the AFAC and Bushfire CRC Collaborative IMT Research & Firefighters Study tour. |
| 3-17 August 2012 | Botswana | Brian Graham David Phillips Glen McCartney Alan Holley | Continuation of Phase III of the Fire Management Assistance Program. <i>Fully funded by AusAID</i> |
| 4-12 August 2012 | Botswana | Richard Lyons Phillip Koperberg | To give presentations at the National Fire Management Conference. <i>Fully funded by AusAID</i> |
| 3-23 November 2012 | Canada | Harry Vertsonis | To supervise laboratory testing of the Service's Personal Protective Clothing (PPC) at the University of Alberta. |
| 27 October to 12 November 2012 | Indonesia & China | Brian Graham | To attend workshops and meetings with the Indonesian National Agency for Disaster Management Indonesia and the Beijing Social Administration Vocational College, China. |
| 18-27 February 2013 | USA | Paul Scott Ian Spall Kerry Spall <i>Paul Sweeney</i> <i>Carolyn Noon</i> | To attend the International Critical Incident Stress Foundation (ICISF) 12th World Congress on Stress, Trauma & Coping. |
| 17-20 March 2013 | USA | Rob Rogers | To present at the International Association of Fire Chiefs Wildland Urban Conference 2013 and attend the Wildland Fire Policy Committee at same location. |
| 8-18 April 2013 | Papua New Guinea | Daven Patton David Patton Keyla Patton Robert Moses Eleanor Moses Dane McAndrew Lauren Shiel Laura Wilson Jason Conn John Parnaby Ian Spall Phil Brokett | To take part in the NSW RFS Courage under Fire RFSA Kokoda Trek. |
| 10-27 May 2013 | Botswana | Brian Graham Warwick Teasdale <i>Andrew MacDonald</i> Rob Davies | To attend Phase VI of Fire Management Assistance Program. <i>Fully funded by AusAID</i> |
| 15-24 May 2013 | Botswana | Shane Fitzsimmons Richard Lyons | To attend meetings and 2nd National Fire Conference in Botswana. <i>Fully funded by AusAID</i> |
| 28 June-15 July 2013 | Botswana | Sean McArdle Steve Prior <i>Pat Bradley</i> | Second NSW RFS deployment, Phase IV of the Botswana Fire Management Assistance Program 2013. Fully funded by AusAID |

NB: Italics indicate volunteers

Appendix X

Annual Report costs

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 \$0.

The report is accessible on the NSW RFS website <u>www.rfs.nsw.gov.au</u>.Copies may be obtained by emailing organisational.communications@rfs.nsw.gov.au or from the NSW RFS Headquarters, 15 Carter St, Lidcombe.

Appendix Y

Risk Management and Insurance

| Total Deposit Premiums | 2012/13 | 2011/12 | 2010/11 | 2009/10 |
|---------------------------------------|------------|------------|-----------|-----------|
| (Excluding GST) Paid | \$ | \$ | \$ | \$ |
| Workers Compensation – salaried staff | 1,075,260 | 790,510 | 497,540 | 465,200 |
| Workers Compensation – volunteers | 2,000,000 | 3,000,000 | 3,000,000 | 3,000,000 |
| Motor Vehicle | 3,722,780 | 3,939,380 | 250,690 | 255,590. |
| Public Liability | 3,376,260 | 3,223,740 | 3,185,020 | 2,788,750 |
| Property | 53,390 | 64,310 | 36,360 | 26,930 |
| Other | 16,410 | - | 38,010 | 59,260 |
| Totals | 10,244,100 | 11,017,940 | 7,007,620 | 6,595,730 |

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

During the reporting period the NSW RFS received an Interim Hindsight (3 year) refund adjustment of \$55,085 for Staff Workers Compensation coverage for the 2008/09 financial year and a Final Hindsight Adjustment (5 year) refund for Staff Workers Compensation of \$40,464 for 2006/07.

Appendix Z

Review of Use of Credit Cards

30 June 2013

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 the established NSW Rural Fire Service Policy, Premier's Memoranda and Treasurer's Directions. During the year two incidents of credit cards being used for purposes outside of our policies were identified. These matters were investigated and appropriate action was taken.

SIGNED: Shane Fitzsimmons, AFSM

NSW RFS Commissioner

Appendix AA

Payment Performance

Aged analysis at the end of each quarter 2012/13

| Quarter | Current (i.e. within due date) \$'000 | Less than 30 days overdue \$'000 | Between 30 and 60 days overdue \$'000 | Between 61 and 90 days overdue \$'000 | More than 90 days overdue \$'000 |
|--------------------|--|--|---|---|--|
| All suppliers | | | | | |
| September | 2,545 | 42 | 0 | 332 | 0 |
| December | 1,467 | 2,360 | 5 | 0 | 338 |
| March | 2,252 | 315 | 86 | 3 | 339 |
| June | 1,547 | 16,188 | 4 | 0 | 333 |
| Small business sup | opliers | | | | |
| September | 150 | 0 | 0 | 0 | 0 |
| December | 32 | 0 | 0 | 0 | 0 |
| March | 181 | 0 | 0 | 0 | 0 |
| June | 362 | 0 | 0 | 0 | 0 |

Accounts due or paid within each quarter 2012/13

| | Sept | Dec | Mar | Jun |
|---|--------|--------|--------|--------|
| Measure | 2012 | 2012 | 2013 | 2013 |
| All suppliers | | | | |
| Number of accounts due for payment | 5,049 | 7,657 | 8,203 | 9,115 |
| Number of accounts paid on time | 4,661 | 6,902 | 6,981 | 7,982 |
| Actual percentage of accounts paid on time (based on number of accounts) | 92.3% | 90.1% | 85.1% | 87.6% |
| Dollar amount of accounts due for payment \$'000 | 59,263 | 93,652 | 88,263 | 68,280 |
| Dollar amount of accounts paid on time \$'000 | 48,914 | 88,129 | 78,817 | 62,429 |
| Actual percentage of accounts paid on time (based on \$) | 82.5% | 94.1% | 89.3% | 91.4% |
| Number of payments for interest on overdue accounts | 0 | 0 | 0 | 0 |
| Interest paid on overdue accounts | 0 | 0 | 0 | 0 |
| Small business suppliers | | | | |
| Number of accounts due for payment to small businesses | 42 | 36 | 21 | 47 |
| Number of accounts due to small businesses paid on time | 42 | 36 | 20 | 36 |
| Actual percentage of small business accounts paid on time (based on number of accounts) | 100% | 100% | 95.2% | 76.6% |
| Dollar amount of accounts due for payment to small businesses \$'000 | 239 | 424 | 155 | 345 |
| Dollar amount of accounts due to small businesses paid on time \$'000 | 239 | 424 | 155 | 341 |
| Actual percentage of small business accounts paid on time (based on \$) | 100% | 100% | 100% | 98.8% |
| Number of payments to small business for interest on overdue accounts | 0 | 0 | 0 | 0 |
| Interest paid on overdue accounts | 0 | 0 | 0 | 0 |

NB: NSW RFS continues to inform all small business vendors of the advantages of being registered as a small business supplier.

Appendix BB

Engagement of Consultants

During the reporting period four consultants were engaged at a total cost of \$125,753.

| Consultancies equal to or more than \$50,000 | Cost (\$) |
|--|-----------|
| Personnel and Industrial | |
| Diplomacy Management Consulting | 100,353 |
| (Industrial relations advocacy service) | |
| Consultancies less than \$50,000 | |
| Accounting General | |
| YTBN Services | 8,900 |
| (Aviation Services) | |
| T Rodgers | 14,400 |
| (White fleet review) | |
| A J Culnane Consultant | 2,100 |
| (Clinical consultant) | |
| Total Consultancies | 125,753 |

Appendix CC

Funds Granted to Non-Government Organisations

| | Program Area | 2009/10 | 2010/11 | 2011/12 | 2012/13 | Nature and purpose |
|-----------------------------------|--|-----------|------------|---------|---------|--|
| Nature Conservation Council | Operation | 105,000 | 108,255 | 111,796 | 115,485 | Annual funding to allow the Council to meet its responsibilities under the <i>Rural Fires Services Act</i> 1997. |
| Hydro Australia Pty Ltd | Operational and Administrative Support | 2,400 | 0 | 0 | 0 | Support and minor enhancement to software (Resource Allocation Planning System) |
| Volunteer Units | Emergency Management NSW | 1,470,360 | 8,418,702* | 0 | 0 | Funding support for NSW Volunteer Rescue Association, Marine Rescue NSW and various volunteer brigades and stations |
| Total | | 1,557,760 | 8,526,957 | 111,796 | 115,485 | |

*The Public Sector Employment and Management (Departments) Order 2011 issued in April 2011 abolished Emergency Management NSW and transferred its operation to the Ministry for Police and Emergency Services. The figure included in the above table reflects operations up to 31 March 2011,.

GLOSSARY

| ACMA | Australian Communications and Media Authority |
|----------|---|
| 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 |
| FCC | Fire Control Centre |
| FRNSW | Fire & 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 | www.myrfs.nsw.gov.au – volunteer extranet |
| NDRP | Natural Disaster Resilience Program |
| 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 Rural Fires Act (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 |
| - | |

INDEX

| Aboriginal Services | 41,113 | C |
|--|---------------|---|
| Access – NSW RFS Office locations | 6 | C |
| Account payments | 140-41 | C |
| AFSM (Australian Fire Service Medal) | 124 | C |
| AIDER | 41-2 | C |
| Aims and objectives | 5 | C |
| Annual Report – availability and | | C |
| external costs | 139 | C |
| Appendices | 101 | C |
| Arson prevention | 30, 38 | р |
| Asset management | 48 | C |
| Assistant Commissioners | 23 | 0 |
| Audit and Risk Committee | 19, 125,137 | C |
| Auditors reports | 54-55,93-4 | 0 |
| Aviation | 40 | 0 |
| Awards | 122-24 | S |
| Botswana Fire Management Program | 51 | C |
| Brigades, total number | 6 | C |
| Bush Fire Arson Taskforce | 30 | 0 |
| Bush Fire Co-ordinating Committee (BFCC) | 19, 93-99,135 | |
| Bush Fire Environmental Assessment | | E |
| Code | 38 | E |
| Bushfire CRC | 121 | E |
| Cadets | 43,118 | F |
| Cash flow statements | 60, 97 | E |
| CEG | 18,137 | E |
| Changes in equity statements | 59,97 | |
| Chaplaincy and Family Support | | E |
| Network | 110 | E |
| Charter see Mission | 5 | E |
| Child Related activity Checks | 111 | F |
| Code of Conduct and Ethics | 20 | F |
| Commissioner | 18,22,132 | F |
| Commissioner's Report | 3-4 | F |
| Committees | 134-37 | F |
| Communications Plan | 51 | F |
| Community Protection Plans | 38 | F |
| Complaints and suggestions, see also | | F |
| Hazard reduction complaints | 107 | F |
| Comprehensive income statements | 57,96 | F |

| Consultants | 142 |
|---|---------------|
| Consultative Committees | 19, 119-21 |
| Corporate Executive Group (CEG) | 18,137 |
| Corporate Governance framework | 29 |
| Corporate Plan | 33-50, |
| Counselling and Support Unit | 111 |
| Credit card use | 139 |
| Criminal Checks | 111 |
| Critical Incident Support Services program | 111 |
| Customers | 5 |
| Deputy Commissioner | 22,133 |
| Director Executive Services | 23 |
| Director Infrastructure Services | 23 |
| Director Membership and Strategic Services | 22 |
| Disability Action Plan | 112-3 |
| Dispatch project | 47 |
| Districts, list | 6-7 |
| Districts, total number | 6-7 |
| Donations | 48 |
| Employer recognition program | 28 |
| Enterprise Risk Management | 30 |
| Environmental Performance Score Report | 109 |
| Equal Employment Opportunity (EEO) | 112-14 |
| Ethical standards | 20 |
| | 18, 22-3,132- |
| Executive | 33 |
| Executive gender balance | 116 |
| Executive remuneration | 116 |
| Family Support see Chaplaincy and Family Support Network | 110 |
| Fatigue management | 49 |
| Financial directives: compliance with | |
| Financial position statements | 58,96 |
| Financial Services | 29 |
| Financial statements, notes to | 53-96 |
| Fire behaviour analysis | 30,50 |
| Fire season 2012/13 | 26-27 |
| Fire Services Joint Standing Committee (FSJSC) | 19,136 |

INDEX

| Fitzsimmons, Shane see Commissioner | |
|--|---------------------|
| Flexible Membership Model | 29,44-45 |
| Freedom of information see Government Information, (Public Access) Regulation 2009 | 126-30 |
| Funds granted to non-government community organisations | 142 |
| Gallacher, The Hon Michael | 2,4 |
| Gender balance | 116 |
| GIPA | 126-30 |
| Glossary | 143 |
| Goal 28 | 11-15, 103, 105,118 |
| Governance and Ethical Standards | 20 |
| Governing bodies | 18-20 |
| Government Information (Public Access)Regulation 2009 | 126-30 |
| Hazard Reduction complaints | 107 |
| Hazard reduction statistics | 14-15,28, 36- |
| | 7, 102-7 6 |
| Headquarters | 8 |
| Incidents, Four year view | |
| Incidents, region by region | 10 |
| Indigenous communities | 41, 113 |
| Industrial Relations Policies and Practices | 114 |
| Information Communications and Technology | 47 |
| Injuries | 115-6 |
| Inspections, Formal Notices and Enforcement Works | 107 |
| Insurance | 139 |
| International travel | 138 |
| Joint Consultative Committee | 114,136 |
| Jones, Bronwyn | 23 |
| Justice Shared Corporate Services | 48 |
| Key focus areas | 33-50 |
| Key strategies | 34 |
| Lane, Dominic | 23 |
| Legislation | 18 |
| Letter of submission | 2 |
| Litigation | 50 |
| | |

| Local Government & Shires Associations of NSW Liaison | |
|--|-----------|
| Committee (LGLC) | 19,136 |
| Lyons, Richard | 23 |
| Management and governance | 17 |
| McDonald, Bruce | 23 |
| Membership Applications | 111 |
| Milestones | 34 |
| Minister for Police and Emergency | - |
| Services | 2,4 |
| Mission | 5 |
| Multicultural Plans | 112-13 |
| Neighbourhood Safer Places | 13,37,108 |
| Next Generation Workforce Strategic | |
| Plan | 44-5 |
| NSW 2021 | 11-15, |
| Objectives see Aims and objectives | 5, 18 |
| Occupational Health and Safety see WHS | |
| Office hours | 6 |
| Offices | 6 |
| Ombudsman, report to | 131 |
| Organisational Chart | 21 |
| Overseas travel | 138 |
| Payment Performance | 140-41 |
| Performance and numbers of executive officers | 132-33 |
| Permits issued | 107 |
| Planning | 11 |
| Planning for bush fire protection | 37 |
| Preparation | 27-28 |
| Principal officers | 22-3 |
| Properties Protected By Agency | 104 |
| Public awareness campaign | 41 |
| Public information | 27, 28 |
| Radio and pager network upgrade | 50 |
| Radios, total | 9 |
| Rapid Aerial Response Teams (RART) | 39 |
| Recruitment and retention kit | 43-4 |
| Region East | 6,8,10,50 |
| Region North | 6,8,10,50 |
| Region South | 6,8,10,50 |
| - | , - |

INDEX

| Region West | 6,8,10,50 |
|---|------------|
| Remote Area Firefighting Teams (RAFT) | 38 |
| Research and Development | 50,121 |
| Risk management and Insurance | 139 |
| Rogers, Rob see Deputy Commissioner | 22, 133 |
| Rural Fire Service Advisory Council (RFSAC) | 18,134 |
| Rural Fire Service Association | 18,117,123 |
| SAP | 47 |
| School Bush Fire Risk Treatment Program | 38 |
| Secondary School Cadets Program | 12, 43,118 |
| Senior Executive Service | 116 |
| Service group statements | 61-2 |
| Staff establishment | 115 |
| Stakeholders | 5,19-20 |
| Statement of Performance - Commissioner, Deputy Commissioner | 132-33 |
| Structure see Organisational chart; Principal officers | 21 |
| Summary Review of Operations | 25-31 |
| Tankers | 9 |
| Targets | 35 |
| Total expenses budget | 9 |
| Training activity | 117 |
| Values | 5 |
| Vehicles | 9, 30 |
| Vision | 5 |
| Volunteers, statistics | 8,9 |
| Waste Handling Report | 109 |
| Work Health and Safety | 45,114,116 |
| Workers Compensation Statistics | 115-6 |
| Works plans | 50 |