The Hon Tony Kelly MP
Minister for Emergency Services
Level 34, Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000

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

Highlights of the year include
■ The most protracted fire season on record
■ Sixty-one Section 44 declarations involving 81 local government areas
■ 151 days of continuous Section 44 operations
■ Provision of interstate assistance to Victoria and the ACT
■ 461 task forces deployed over the duration of the operations
■ 53 multi-agency task forces deployed
■ 103 aircraft deployed in single day
■ Introduction of new legislation affecting hazard reduction
■ Funding increase of $7.7M over previous year
■ 2003/05 Strategic Plan developed and published
■ Funding for 235 new and refurbished firefighting vehicles.

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

Yours sincerely

Phil Koperberg AO AFSM BEM
Commissioner

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“Volunteers are our greatest asset. Their spirit, courage and determination help not only drive the Service’s initiatives but provide the rural community with the protection and safety they so deservingly need.”
There is no doubt that the review year 2002/2003 was a challenging one for the NSW Rural Fire Service, both in terms of operational performance, and the acceptance of new legislative responsibilities and accountabilities.

First and foremost, I pay tribute to the volunteer members of this Service. It is they who provide the foundation upon which the Service stands and who, unflinchingly, after year, provide an incalculable level of service to the community of NSW. Without the volunteers the Service would not exist.

To say that their efforts during this memorable firefighting campaign were extraordinary, is putting it too simply.

The drought conditions that prevailed over much of the state gave rise to a number of large and extended firefighting campaigns. Notable amongst them the Shoalhaven, Eurobodalla, Mid-North Coast and the Blue Mountains, and the Hawkesbury. These fires necessitated crews from many parts of the state having to travel long distances, be away from home and work, and suffer no small degree of discomfort and inconvenience.


Fires also burnt in the Australian Capital Territory and in Victoria. Within NSW, approximately 1.465 million hectares of land were burnt by fires that had a total perimeter of 10,340 kms and were fought by RFS personnel assisted by colleagues from Victoria, Tasmania, Queensland, South Australia and Western Australia.

In recognition of the bushfire threat to NSW, the Service received another record budget allocation of $120.731, an increase of $7.7 over the previous year. As a result, the government’s ongoing vehicle replacement commitment $27.357 was allocated for the provision of protective equipment for volunteers.

Following the Christmas 2001 bushfires the issues of development control and hazard reduction attracted considerable community interest. Subsequently, in August, 2002, the Government introduced a package of reforms to give bushland communities even greater protection from the threat of fires.

These dual reforms – to ensure bushfire management is integral to development control processes and streamline the hazard reduction environmental approvals process – will help protect life and property.

The passing of the Rural Fires and Environmental Assessment Legislation Amendment Act, 2002 brought these changes into effect, and in their passing the authority of the Commissioner of the NSW Rural Fire Service to ensure land managers carry out bushfire hazard reduction work was considerably enhanced. In addition, and amongst several other new requirements, councils are obliged to map bush fire prone lands in their areas.

Whilst these proposed legislative changes were being considered by the Parliament and won support for many a year hit New South Wales with a ferocity, intensity and unpredictability that posed never before seen levels of threat to the safety of the community and the volunteer firefighters.

Yet again a huge tally of assets and people were placed at considerable and seemingly never-ending risk. Given the great potential for damage, property losses in New South Wales were low and for this a great deal is owed by all of us to the men and women of the various firefighting agencies who, time and time again, faced not insignificant personal danger to protect life and property. Their courage and commitment is well known but has never been taken for granted. They are the living embodiment of the Service and our colleagues in other jurisdictions.

It is beyond question that, once more, aircraft proved to be an invaluable resource to the firefighters on the ground and they were used to maximum effect in firefighting operations. At the height of fire activity in one day 103 aircraft were deployed. The increasing professionalism of Service personnel in air operations reflects the levels of training and resources that have been directed to the rapidly developing aviation capacity of the Service.

Following the Federal Government’s announcement of the bushfire budget package that up to $55.6 had been allocated to assist states and territories to meet their aerial fighting needs for the 2003/04 fire season the Australasian Fire Authorities Council (AFAc) invited the aircraft industry to respond to a requirement for heavy and medium firebombing aircraft and the opportunity to improve the effectiveness of the existing fleet. Those responses have been evaluated and AFAc is negotiating contracts with various aircraft service providers.

The investment of substantial resources into the development and implementation of effective community education programs paid enormous dividends. Members of the public, especially those in rural and remote areas – are to be congratulated for the manner in which they readily accepted responsibility for preparing their homes against the threat of bushfires. Without their co-operation our property losses would have been considerably higher.

Sadly four firefighters lost their lives during the year – one during a hazard reduction operation and three as a result of natural causes while on operational duty – and our sympathies remain with their families and colleagues as they do with the families of the three civilians who also tragically lost their lives.

The co-ordination of the firefighting effort, in all its aspects, provides clear testimony to the processes and procedures that have been put in place as part of the standardisation of fire management and firefighting practices and operations adopted by Australian fire services.

Direct firefighting resources were, of course, assisted by many other New South Wales and interstate support agencies providing essential logistics and welfare support. It is timely to thank our interstate colleagues for coming to our aid during the campaign fires and to assure them that, should the occasion arise, we will reciprocate.

The State Coroner completed his investigations into a number of the 2001/2002 fires and made two recommendations of statewide significance. The first dealt with Service fire investigators using similar procedures to NSW Police to catalogue, identify and secure items of evidence. This recommendation has been implemented by the Fire Investigation Unit. The second involved the implementation of a computerised running sheet to document important decisions during Section 44 emergencies. The Service is working through the mechanics of implementing the Coroner’s recommendation.

In terms of Service management the new Strategic Plan was developed and published giving a new direction for Service policies and processes. At the same time the Service’s business planning process enabled sections, regions, zones, districts and teams to utilise a common approach to developing and implementing co-ordinated strategies and performance measures.

As the legislative and operational demands on the Service grow and the staffing levels of the Service, together with community expectations increase exponentially, it has been necessary to review the economics and functionality of the office accommodation occupied by the Service at Rosehill. After a lengthy review process it has been agreed by the Government that there would be substantial cost benefits and efficiencies in service delivery in relocating the Head Office from Rosehill to Homebush. The Service is also taking the opportunity to locate the Region East office to the new facility. The relocation is planned to occur in May 2004 and will result in staff currently housed in five separate buildings being accommodated in a single purpose-built structure.

The Service continued to restructure its local operations, to take advantage of more than 12 additional zones to provide effective resource allocation and take advantage of a more highly skilled workforce. Those Rural Fire Districts that we have yet to establish formal zones have been grouped into teams to maximise staffing availability and to cut workload.

The Honourable Bob Debus MP, the former Minister for Emergency Services, and the Honourable Tony Kelly MP, Minister for Emergency Services both provided unswerving support for the Service.

I place on record my appreciation of the staff of the Minister’s office and to the Director and staff of the Office for Emergency Services. I also acknowledge the support and contributions from the NSW Rural Fire Service Association. Without this continuing support and counsel the Service would not be in such a strong position to undertake its community safety commitments.

Many state agencies have assisted the Service during 2002/03, especially through the 2003 bushfire season. I particularly wish to acknowledge the support and co-operation extended by the other firefighting authorities – National Parks and Wildlife Service, State Forests, New South Wales Fire Brigades, the Bureau of Meteorology – as well as other agencies represented on the State Emergency Management Committee.

As always the salaried staff of the Service contributed working hours considerably beyond that which might reasonably be expected. Those efforts cannot and will not be understated. It remains this level of commitment that enables the Service to maintain its international and national standing as probably the largest cohesive volunteer based fire service in the world.
Vision Statement
To provide a world standard of excellence in the provision of a community-based fire and emergency service.

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

Financial Overview
A record budget of $M120.731 for the NSW Rural Fire Fighting Fund enabled the Service to continue the provision of upgraded firefighting equipment and the provision of protective clothing for firefighters. As part of the Government’s ongoing vehicle replacement commitment $M27.957 was allocated for the provision of 236 new and refurbished firefighting vehicles.

Sharing positive values

Our Volunteers
The living embodiment of the Service
The fire management and fire protection responsibilities of the NSWRFS arise from the Rural Fires Act, 1997.

They can be summarised as follows:
- the protection of life and property for all fire related incidents within all rural fire districts in the state;
- the safety and welfare of all volunteers;
- the provision of effective training and resources to rural fire brigades; and
- the provision of emergency assistance to other emergency service organisations.

The Service provides the Secretariat for the Bush Fire Coordinating Committee, the peak planning body for bushfire management in NSW. The Commissioner has an overarching co-ordinating role and chairs the Coordinating Committee.

The customers of the Service are a large diverse group. They are the general community of NSW who may have reasons to use or receive the Service’s resources.

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

The functional organisation chart is shown on page 30.
A day in the life of a Volunteer

Arrive at the Station to prepare for the day ahead. Time to check over the truck that has just returned from night shift on the fireground. Time for a quick clean over to remove the thick layer of dust and ash. Check all the gear to make sure it is holding up under the strain.

Briefing. A detailed review of the backburning work overnight. They achieved 12 kilometres of burning off containment lines. The weather forecast is not good for today with Total Fire Bans across the whole state. Winds are going to be strong – gusts of more than 50km/h again for the fifth day in a row. It’s going to be tough and we just aren’t sure that the lines will hold. Spotfires have been travelling well over two kilometres in these conditions.

Back into the field. The crew is tired – it has been such a long campaign. We started on Task Forces in the north of the state in August. It’s now January and we are just grateful that we have understanding employers – they have been wonderfully supportive and we reckon they are as important in this firefighting effort as we are.

Just finished some breakfast before we head down the trails. Our catering volunteers have put on a good spread. Need some energy food for the day ahead.

Been patrolling and mopping up some of the containment lines before the weather worsens. Hopefully if we blacken out the lines deep enough we won’t get as many spotovers.

Temperature is already 36 degrees and it’s only just past midday! Winds are really starting to pick up and we are getting a bit nervous. The Captain is reiterating our safety orders – for the seventh time.

Chased down several spotfires already but we won’t be able to hold these for much longer. The wind is becoming far too strong. Just realised that we didn’t eat lunch. Too busy to think about food. Got to keep drinking water – need to keep the fluids up in this environment.

The winds are in now and it’s getting tenuous. We have been pulled back to safer areas; it’s too risky to be on the firetrails with fire behaviour this erratic. We expect that the wind will hit 70km/h now. They updated the weather forecast two hours ago and we knew it was going to be another one of those afternoons. They are about to move us into the back of some homes. We will be into property protection pretty soon I fear. The firefront is moving very quickly now and the containment lines will break as the embers are carried over. The residents are being great, doing what they can to prepare their homes, wearing all the right gear. One nice resident just brought out us a tray of cold drinks – they have no idea how much that boosts the morale to get that type of support.

It’s on now. The fire has come racing up the gully and into the back of the homes. Quite a few spotfires into the back of houses and a few homes that hadn’t cleaned the leaves from the gutters have now got some pretty singed edges! When will they learn?

The winds are up to the forecast 70km/h. We have had our backs to the wall for the last two hours – we haven’t lost a house yet which is amazing and a real testament to the crews – I am so proud to be one of them. A shed got burnt down, but all things considered that is a small price considering the fire behaviour. I have never seen fire of this intensity.

The winds have eased and the pressure has come off. The night crews are being brought to our truck to do a hot changeover. They have had their briefing and will have their work cut out for them tonight trying to re-establish those containment lines. Fire is quietening down. I don’t think most people understand how this “beast” sleeps at night.

Back home and winding down a bit. I have to go back to work tomorrow. Feel like I am letting the crew down a bit by not being able to be there for them. But being a volunteer is about balancing these things out. Next day is Saturday and I will be back on the truck again. The fight is a long way from over. If only it would rain. This drought has to break soon – we need a break soon. But we will keep going back until its done – no matter what Mother Nature throws at us. We won’t let her beat us – we are the NSW Rural Fire Service!
## Objectives and Achievements

### Energy reduction.
- Developed and introduced processes to achieve optimum cost benefits from suppliers and provide most suitable vehicles for Service use.
- Electronic fuel management system implemented to enable effective forecasting and budgeting.
- Electricity and energy efficient equipment purchased.
- Full audits of assets identifying type and location.
- Compliance with Government tendering and procurement processes. Changes in vehicle types implemented.
- No of 4WD vehicles reduced by 10%.
- Working database of fuel transaction reports introduced.
- Government’s energy reduction targets met.
- Lease agreement signed. Architects and builders appointed. Space planning completed.
- Model used by all Districts.
- New methodology applied.
- Project team formed, project scoped and research begun.
- Distribution of plan completed; placed on Service’s website.
- District business planning based on Strategic Plan.
- Development of implementation planning begun.
- Distributed to all District offices and available on Service’s website.
- Research and drafting begun.
- Review on time. New positions filled.
- Over 75% Districts either ‘teamed’ or ‘zoned’.
- Business and Impact Analysis completed.
- Information Management Governance Group met on six occasions. Issues go to Corporate Executive Group.
- System to be reviewed and enhanced.

### Asset management.
- Full audits of assets identifying type and location.
- Compliance with Government’s Waste Reduction and Purchasing policies.
- Model used by all Districts.
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### Effective motor vehicle fleet management.
- Developed new database to facilitate access, accuracy and location of all assets.
- Development of zoning model in ‘teamed’ areas.
- Incorporate system into Standards of Fire Cover program in 2004.
- Improve linkages with risk assessment and other plans.
- Implement systems audit across Service.
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- Finalise system and begin testing on selected sites.
- Continuation of leadership and reporting.

### Waste reduction.
- Compliance with Government’s Waste Reduction and Purchasing policies.
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### Effective human resource management.
- Compliance with Government’s Waste Reduction and Purchasing policies.
- Full audits of assets identifying type and location.
- Compliance with Government tendering and procurement processes. Changes in vehicle types implemented.
- No of 4WD vehicles reduced by 10%.
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### Relocation of Head Office and Region East office.
- Brigade classification system begun.
- Development of Implementation Planning begun.
- Distributed to all District offices and available on Service’s website.
- Research and drafting begun.
- Review on time. New positions filled.
- Over 75% Districts either ‘teamed’ or ‘zoned’.
- Business and Impact Analysis completed.
- Information Management Governance Group met on six occasions. Issues go to Corporate Executive Group.
- System to be reviewed and enhanced.

### Improved service delivery.
- Service Delivery Model (SDM) introduced as basis for business planning and resource allocation in Districts.
- Incorporated preparation of District budgets in SDM.
- Brigade classification system begun.

### GOAL
- Waste reduction.
- Asset management.
- Effective motor vehicle fleet management.
- Energy reduction.
- Relocation of Head Office and Region East office.
- Improved service delivery.
- Effective human resource management.

### NEXT YEAR
- Continuous improvement through identification of new and improved methods of reducing waste.
- Further refinement of asset management system.
- Undertake review of remaining fleet vehicles for suitability and cost effectiveness.
- Further 10% reduction.
- System to be reviewed and enhanced.
- Ongoing monitoring and increased consumption of ‘green’ power.
- Electronic version of SDM developed and integrated with Firezone, Bushfire Risk Information Management System (BRIMS), and Standards of Fire Cover.
- District budgets for 2003/2004 related to planned programs and actions.
- Incorporate system into Standards of Fire Cover program in 2004.
- Improve linkages with risk assessment and other plans.
- Implement systems audit across Service.
- Integrate into SDM and facilitate workshops as required.
- Development of zoning model in ‘teamed’ areas.
- Finalise system and begin testing on selected sites.
- Continuation of leadership and reporting.

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## Sound Leadership and Management Practices (continued)

<table>
<thead>
<tr>
<th>GOAL</th>
<th>WHAT WE DID</th>
<th>MEASURE</th>
<th>NEXT YEAR</th>
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| Effective human resource management (continued). | ■ Developed corporate training policies for salaried staff.  
■ Strategic Plan for Women developed. | ■ Policies adopted following consultation with Union and staff.  
■ Spokeswomen carried out range of activities as outcomes from Plan. | ■ Linkages with budget process to be enhanced.  
■ Spokeswomen’s intranet site to be developed.  
■ Women’s Forum to be held in 2004. |
| Provision of safe working environment. | ■ OH&S Project team established.  
■ Established protocols for inter-agency co-operation.  
■ Identified requirements for training in first aid.  
■ Reviewed emergency procedures. | ■ Full review consultation with stakeholders.  
■ Analysis report to local councils and Service management.  
■ Rollout plan for phase 2 developed and implemented.  
■ Training and support conducted as required.  
■ SA system linked to SDM to provide Schedule 3 attachments and generate quarterly and annual reports. | ■ Continue to review and monitor SAs. |
| Effective allocation of resources and funding. | ■ Reviewed and evaluated Service Agreements (SAs). | ■ Completed 17 projects as part of relocation program.  
■ Completed full scoping documentation and management for OH&S project. | ■ Continue to review and monitor SAs.  
■ Provide ongoing support for Service projects.  
■ Investigate new reporting format. |
| Effective project management. | ■ Provided project management services as required. | ■ Completed the design and implementation of the BRIMS program.  
■ BRIMS multi-agency application begun.  
■ Implemented standard desktop equipment program.  
■ Developed and enhanced wide area network (WAN) services.  
■ Implemented Head Office local area network (LAN) infrastructure replacement and maintenance program.  
■ Implement remote access capability for staff.  
■ Developed information management strategic plan. | ■ BRIMS to be complete by June, 2004.  
■ 100% compliance by June, 2004.  
■ Establish 2 further support centres.  
■ Relocate WAN to new Head Office.  
■ Further Citrix upgrade for all WAN users.  
■ Review plan. |
| Effective volunteer relations. | ■ Appointed Manager, Volunteer Relations.  
■ Face to face District presentations to volunteers.  
■ Produced recruitment cards.  
■ Produced volunteer information brochure.  
■ Online contact point for membership inquiries. | ■ Phase 1 implemented.  
■ Drafting begun.  
■ 81% desktops to Windows 2000 standard.  
■ Infrastructure development begun October, 2002.  
■ Established GIS unit and 6 support centres.  
■ Development of GIS database begun.  
■ Completed 2, September.  
■ Services upgraded at seven sites.  
■ Upgrade completed.  
■ 100% compliance by June, 2004.  
■ Establish 2 further support centres.  
■ Relocate WAN to new Head Office.  
■ Further Citrix upgrade for all WAN users.  
■ Review plan. |
| Effective delivery of information services. | ■ BRIMS design and implementation.  
■ BRIMS multi-agency application begun.  
■ Implemented standard desktop equipment program.  
■ Developed Geographical Information Systems (GIS) capability with state wide coverage.  
■ Assessed and enhanced wide area network (WAN) services.  
■ Implemented Head Office local area network (LAN) infrastructure replacement and maintenance program.  
■ Implement remote access capability for staff.  
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■ Review plan. |
Sound Leadership and Management Practices (continued)

General
Through the development of a range of new policies, procedures and databases the Service continued to move inexorably towards a position where a full performance based management and administrative culture is part of our day-to-day workplace philosophy. The Service-wide adoption of the Service Delivery Model (SDM) integrated with the Firezone database, the Bushfire Risk Information Management System (BRIXMIS) and the Standards of Fire Cover facilitated a significant improvement in service delivery to our customers. At the same time the implementation of a Performance Management Planning and Review System (PMPRS) for Head and Regional office staff ensured that individual performance measures were linked to the SDM and business plans.

Next year, the identification and adoption of revised and more appropriate measurable performance indicators will enable the Service to report upon its performance efficiency and effectiveness both qualitatively and quantitatively.

To improve the efficiency and effectiveness of resource and funding allocations, the Service, in consultation with stakeholders, carried out a full review and evaluation of Service Agreements (SAs) – formerly Service Level Agreements. Reports on the outcomes of the review were submitted to all affected local councils and Service management. The program of review will continue.

The Service continued to restructure its local operations by the creation of additional zones to provide effective resource allocation and take advantage of a more highly skilled workforce.

Seventeen project teams were formed to manage various aspects of the co-relocation of the Service’s Rosehill Head Office and the Region East office to Homebush. Building works began in the latter half of the year and the project has progressed according to schedule. The relocation is due to occur in May, 2004.

Compliance with various Government policies and programs was achieved in areas of waste reduction, asset management, records management, energy reduction and use of green energy, as well as motor vehicle fleet management.

The advent of one of the worst bushfire seasons in living memory was a portent of reduced emphasis on traditional day-to-day administrative and management functions and a significant commitment of time and resources in support of firefighting operations. An inescapable consequence has been that some commitments made last year have not been fulfilled but have been carried over until next year.

Information Services and Technology
There were a number of significant improvements in service delivery across all aspects of information services.

A customer survey in March, 2003 indicated that 84% of customers responding to the survey were generally satisfied with the level of service provided by the Help Desk.

Within the Applications Development section better quality control resulted from the improvements to policy, documentation and change management processes.

The Geographical Information Systems (GIS) section established six customer support centres to enable closer liaison between the section and local customers. Section staff provide a range of GIS products and services as well as managing local and corporate GIS requirements. The section is also working closely with the Operations and Regional Management directorate to complete an Operational GIS Strategy that will cover the roles and responsibilities of the section during operational periods.

Occupational Health and Safety
The Service embraced the health and safety legislative framework introduced into New South Wales in September, 2001.

Major emphasis was placed upon the review and refinement of the risk management and consultation codes and to support this project a Health and Safety project team was established and began preliminary examination of future Service requirements and the legislative compliance audit. A number of new areas – community related activities, safe work on roads, and youth development programs – were evaluated using risk assessment applications and working protocols will be developed as work in these areas progresses.

The Service continued its participation on various WorkCover Industry Groups and during the year WorkCover launched two brochures on organisational stress specifically targeted at emergency service workers.

There were twenty-eight recorded workers’ compensation claims but there were no prosecutions under the Occupational Health and Safety Act, 2000.

Several of the commitments given in last year’s Annual Report could not be fulfilled as a consequence of a diversion of resources to support the extended firefighting operations. All workplace inspections will be completed by December, 2004 and the other outstanding initiatives will be absorbed into the business plan for the new Occupational Health and Safety Unit that will be established next year.

Ethnic Affairs
Themes surrounding ethnic affairs and equity issues were included in all publications, training programs and conference presentations by the Staff Services section during the reporting period.

Future ethnic affairs strategies proposed by the Service include:
• progression towards the benchmark of 18% of the workforce being people whose first language is not English;
• increasing the representation of those same staff as a percentage of employees in occupations where they are significantly underrepresented; and
• including accountability for specific Equal Employment Opportunities (EEO) outcomes in the performance agreements of the Senior Executive of the Service.

Action Plan for Women
Following the appointment of the Women’s Liaison Officer and five Spokeswomen across the Service a ‘Strategic Plan’ for Women was developed.

Activities to be undertaken by spokeswomen include:
• networking and consulting with women employees;
• providing information about employment and other issues;
• providing formal and informal training opportunities;
• referring women to appropriate sources of expertise;
• reporting upon their various activities and issues; and
• enhancing their own skills to better perform their roles.

Work has also begun on the development of a Spokeswomen’s intranet site to be used for the dissemination of information on the outcomes of the Strategic Plan. As an integral part of the program a Women’s Forum is proposed for 2004.

Disability Action Plan
The Disability Action Plan has been revised with a greater emphasis placed upon training staff in disability awareness issues and a focus on increasing the representation of people with a disability within the Service.

Joint Select Committee on Bushfires
In December 2002 the Cabinet officially adopted the recommendations of the Joint Select Committee on Bushfires and all agencies have been working on implementing those recommendations.

While the Service has been attempting to meet the stipulated timeframes the effects of the extremely severe bushfire season have caused some delays. Notwithstanding, of the sixty-six recommendations, thirty-eight were implemented and the remaining twenty-eight are in the process of being implemented.

A key factor in addressing the recommendations was the development of the strategic audit plan, which provides a method of assessing the performance of bush fire management committees.

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

### GOAL
- Provide effective fire investigation.

### WHAT WE DID
- Recruited and trained investigators.
- Enhanced training resources available to the Service.
- Conducted fire investigations.
- Promoted Service’s capabilities in fire investigation.
- 41 new investigators available as a resource.
- Increase in number of fire investigation kits.
- Draft training packages aligned with US and AFAC standards reviewed.
- 345 investigations conducted.
- Eight Service investigators assisted Strike Force Tronto II.
- Crime Stoppers program promoted.
- 345 investigations conducted.
- Eight Service investigators assisted Strike Force Tronto II.
- Six training sessions with NSW Police held around State to enhance understanding and role of Service.
- Service commended by NSW Coroner.
- Introduce performance audits.
- Appoint two permanent regionally based Fire Investigation Co-ordinators.
- Develop training packages in accordance with investigation units of competency in Public Safety Training Package.
- Increase number of investigators.
- Develop parameters for computer based reporting system.

### MEASURE
- 41 new investigators available as a resource.
- Increase in number of fire investigation kits.
- Draft training packages aligned with US and AFAC standards reviewed.
- 345 investigations conducted.
- Eight Service investigators assisted Strike Force Tronto II.
- Crime Stoppers program promoted.
- Six training sessions with NSW Police held around State to enhance understanding and role of Service.
- Service commended by NSW Coroner.

### NEXT YEAR
- Service to be self sufficient in aviation training by 2007.
- Involvement in AFAC aviation training development program.
- Manual to be reviewed and redrafted.
- Continue CASA meetings to resolve outstanding issues.
- Provision of State Aviation Desk for fire season.
- Continued participation in National Strategy.
- Develop Communications Strategic Plan.
- Complete business planning for Communications Section.
- Deliver communications operator training programs.
- Investigate new technologies.
- Ongoing review of Operational Management Folder and State Operations Centre procedures.
- Development and distribution of pocket books.
- Further development and review of policies, standards and procedures during 2004.
- Agreements to be completed by October, 2003 and forwarded to Fire Services Joint Standing Committee for endorsement.
- Finalise MoU and Agreement and undertake necessary training.

### Enhanced aviation management.
- Improved training program.
- Production of aviation manual.
- Enhanced industry involvement.
- Provision of aviation support to firefighting operations.
- Participation in National Aerial Firefighting Strategy.

### Effective radio communications.
- Developed range of policies and standards.
- Refinement of Operational Management Folder.
- Statewide procedures developed for range of issues.

### Effective incident management.
- Regional reviews of Memorandum of Understanding, Mutual Aid Agreement and Operational Communications Service Level Agreement between Service and NSW Fire Brigades.
- Draft Memorandum of Understanding and Local Mutual Aid Agreement developed with State Emergency Service (SES) to improve coordination of assistance to or by the SES.

### Improved inter-service liaison.
- Revised agreements 90% completed.
- Improvement in relationships at both State and local level.
Professional Incident Response to Fire and other Emergencies (continued)

General
During one of the busiest operational years on record the Service’s response not only to fires, but also to other emergencies, was exemplary. All facets of the Service’s capabilities were challenged, tested and applied in a manner that brought great credit to the volunteers, salaried staff, other agencies, and the general community who played a not insignificant role in support of the firefighting operations.

Measures of performance would serve no purpose here; there being no benchmark in modern times against which to measure the Service’s response to the fires of 2002/2003.

Nonetheless, the Service achieved new levels of service delivery in areas of fire investigation, aviation management, development of radio communications, improved inter-service liaison, and overall effectiveness in incident management.

Corporate Communications
Unprecedented demands for information were placed upon the Service’s Media Unit and the comprehensive and timely response of the unit to those demands was recognised in the form of a Premier’s Emergency Services Award. The unit operated under intense scrutiny from local, national and international media as well as from the general public. At all times, and despite fatigue and a seemingly never-ending range of challenging issues, there was a professional and seamless account of unfolding events.

In recognition of the need to provide media with appropriate reporting facilities to keep the public fully informed, while at the same time being aware of the danger of media being on or near the fireground, the Service introduced a program of training for electronic and print journalists and camera crews. Training was provided in bushfire safety and fire behaviour, and crews were able to obtain personal protective clothing of the same standard as volunteer firefighters. Consequently, representatives of the media are required to wear full personal protective clothing before being allowed in the proximity of any fire.

During the year more than 300 media representatives were trained and such was the success of the program that it will be run on a continuing basis to meet the needs of the various media organisations.

Similar training was delivered to approximately 500 NSW Police Officers.

Fire Investigation
With the incidences of arson becoming increasingly frequent the Service has invested substantial resources in the establishment of a Fire Investigation Unit (FIU) that has become very highly regarded not only by other fire services but also by the NSW Police, and the NSW Coroner who has commanded the Unit.

The FIU provides effective fire investigation into structural and bushfires and in the past year carried out 345 separate investigations. Current establishment of 68 fire investigators includes 22 who specialise in structural fire investigations (with four more qualifying next year) and eight who worked closely with the NSW Police Strike Force Tronto II investigating suspicious causes of bushfires. Next year there will be two permanent regionally based Fire Investigation Coordinators who will provide a substantial fire investigation capability within the respective regions.

Investigation skills will be developed in accordance with investigation units of competency that form part of the Public Safety training package.

The Service will continue to work with the NSW Police and make every effort to seek out the perpetrators of arson and press for the imposition of the strongest penalties available under NSW legislation.

State Operations
The State Operations Centre is responsible for the co-ordination, dissemination and display of operational intelligence for fire and emergency incidents across New South Wales and provides operational, logistics and resource support to Rural Fire Districts. During the year the Centre was responsible for the overall co-ordination and management of 61 Section 44 Declarations involving 81 local government areas, for an unprecedented 151 continuous days, encompassing approximately 459 fires. This fire activity resulted in approximately 1.5 million hectares of land, of all types, being burnt. The Service deployed 485 Task Forces over this period and at the height of the fires, in one day, 53 multi-agency task forces were organised.

This year, for the first time, organised Incident Management Team and Task Force assistance – approximately 1,100 personnel – was provided to the ACT and Victoria.

The Centre is a focal point for senior personnel from other fire authorities as well as liaison staff from Police, Ambulance, State Emergency Service, Bureau of Meteorology, Department of Defence, infrastructure (Department of Public Works and Services, Water and Electricity authorities) and welfare providers (Salvation Army and Department of Community Services). The receipt, deployment and overall management of resources from inter-state firefighting and support agencies from Queensland, South Australia, Tasmania, Victoria and Western Australia was also co-ordinated by the Centre.

Communications
State Paging Networks
The Service continued to develop paging systems across the State. In line with ‘whole of government’ strategies and to provide optimum service levels to the community, the Service is developing a co-operative approach to these call-out systems by providing the State Emergency Service (SES) with capacity and transmission in various areas.

Local agreements with the SES will be formalised next year.

Radio Communications
The Service’s operational districts and zones are serviced by a three-tiered communications system delivering strategic, tactical and sub-tactical communications using a comprehensive hybrid of Government Radio Network (GRN) and UHF for strategic communications, UHF and GRN at a tactical level, and UHF CB and VHF HF Band at a sub-tactical level for fireground communications between fire appliances and personnel.

This balance of systems also provides a number of liaison channels enabling Service, NSW Fire Brigades, SES and Ambulance personnel to operate on a single common channel where required.

Service Support Centre
Located within State Operations, the Centre provided a 24/7 operation to the Service and the wider community.

Aviation
Fixed-wing and rotary aircraft were deployed in support of ground-based firefighting throughout the long fire season. This support included tactical firebombing, reconnaissance and crew transport.

In excess of 24,960 tactical flying hours of operation were flown by helicopters with 5,426 hours flown by fixed-wing aircraft. There were 9,813 tasking hours of air operations reflecting the number of aircraft tasked on a daily basis.

Environmental Protection
The Service maintained regular and ongoing contact with the Air Quality Section of the Environmental Protection Authority and consequently was able to maintain a close watch on air quality issues throughout the Greater Sydney Basin. This enabled the Service to plan and carry out hazard reductions with minimal adverse impact on air quality.
## Objectives and Achievements

### Communities

- Efficient supply of tankers.
- Role of Service and responsibility of community.
- Develop risk management ‘best practice’.
- Community awareness.

### Cost Effective Risk Management Principles, Policies and Processes

<table>
<thead>
<tr>
<th>GOAL</th>
<th>WHAT WE DID</th>
<th>MEASURE</th>
<th>NEXT YEAR</th>
</tr>
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</table>
| Community education programs for specific communities. | - Bush Fire Wise program developed.  
- Extension of Fire Safe Towns and Fire Safe Farms programs.  
- Ninety-seven per cent of districts submitted community education strategies.  
- Extension of schools program resources for K-6 science.  
- Cinema advertising.  
- Promotion of library services.  
- Education stand at Royal Easter Show.  
- Implementation of first version of SDM completed.  
- Standards of Fire Cover and District Community Education strategy incorporated into SDM.  
- Continued improvement of Standards of Fire Cover.  
- Assisted local councils in production of bush fire prone land maps.  
- New inspection system and quality control program implemented to ensure delivery of tankers to agreed timeframes.  
- Conducted 34 audit inspections of replacement program tankers.  
- Research into bushfire fighting goggles, personal protective clothing, structural gloves and helmets.  
- Reimbursement of refurbished tankers.  
- Provide current information/data.  
- Extensive research with CSIRO into fire appliance spray protection systems.  
- Developed interim application of Safe Food Handling Standards.  
- Developed system of Criminal Name Index (CNI) searches for all new Service members.  
- Reviewed Service Agreement Assets Module.  
- Creation of OH&S committees in Head and Regional offices begun.  
- Health and Safety Project team established to identify future requirements and legal compliance.  
- Reviewed emergency procedures and first aid resource requirement.  
- Launched State-wide.  
- Fire Safe Towns to two more districts and Farms to seven more districts.  
- Increase of 6%.  
- Endorsed by NSW Board of Studies.  
- Continuation in metropolitan and country centres.  
- 81% increase in library inquiries.  
- 39% increase in loans of books and videos.  
- Awarded second prize in category.  
- District business planning based on risk management approach.  
- Risk management considerations included in planning and actions.  
- Second version developed and deployed.  
- Maps 80% completed.  
- Reduction in number fault notifications.  
- Handed over 168 new tankers.  
- Provided inspections and reports for entire 2002/2003 replacement program.  
- All current personal protective clothing upgraded to comply with Australian and international standards.  
- 80 refurbished tankers processed.  
- Updated website.  
- Completed second stage testing at Mogo facility.  
- Results warrant final stage testing.  
- Service Standard completed and implemented.  
- MoU with NSW Police.  
- Interim system developed.  
- Draft service standard and guidelines developed.  
- Review completed on time.  
- Committees established in Regions East and North.  
- Future requirements identified.  
- Preliminary compliance audit completed.  
- Procedures endorsed and training in procedures and first aid begun.  
- Community education strategic planning incorporated in e-SDM programs.  
- Development of library site on Intranet and Internet.  
- Closer linkages with e-SDM and prevention/mitigation activities to be developed.  
- Districts to implement software program by end of September, 2002.  
- Validation of outcomes to commence.  
- Ongoing support.  
- Continue on-time delivery of tankers.  
- Continue audit inspections.  
- Further research into pumps, fire blankets, breathing apparatus, personal protective clothing, hoses, nozzles and foams. Ongoing development of standards.  
- Upgrade minimum construction standards for refurbished tankers.  
- Continue updating website through liaison with web designers and acting on feedback from customers.  
- Continue research and testing.  
- Develop food handling procedures and training documentation.  
- CNI processes to be introduced.  
- Training and communications strategies and training documentation to be developed and implemented.  
- Ongoing review.  
- Establishment of all other committees.  
- Provision of OH&S training for committee members.  
- Identify resource requirements.  
- Full compliance audit.  
- All staff to be trained in emergency procedures. First aid training to be completed.  |
Cost Effective Risk Management Principles, Policies and Processes (continued)

General
Apart from all facets of operational firefighting, the Service’s main focus during the year has been on educating the community on bushfire prevention and the various ways and means by which the community can take responsibility for its own protection.

In this context, the development of the Bush FireWise program and the extensions of the Fire Safe Towns and Fire Safe Farms programs have enabled the Service to promote community safety messages to a wider audience than in the past. In support of these central initiatives, 97% of rural fire districts submitted their own community education strategies. Such is the importance of these local programs that, in future, community education strategic planning will be incorporated into the electronic Service Delivery Models (e-SDM) used by Districts in their business planning processes. It was rewarding and important for the community when the NSW Board of Studies endorsed the extension of schools program resources for K-6 science students and in so doing provided bushfire prevention education to a younger demographic.

The use of cinema advertising in metropolitan and country areas widened the reach of the community awareness messages. The increasing importance of and necessity to apply the principles of risk management to all aspects of the Service’s activities has been recognised by a commitment to develop ‘best practice’ policies and processes. Consequently all District business planning follows a clearly defined risk management approach and the e-SDM will enable linkages with Australian and international standards.

The Service entered into a Memorandum of Understanding with the NSW Police and developed a system of Criminal Name Index (CNI) searches for new Service members – volunteers and salaried staff.

Risk management principles were also applied to areas of occupational health and safety and a Health and Safety Project Team was established to identify future obligations and legal compliance expectations. A full compliance audit of the Service’s OH&S practices will be carried out next year.

New Legislative Arrangements for Hazard Reduction

Following the Christmas 2001 bushfires the issues of development control and hazard reduction attracted considerable community interest. Subsequently, in August, 2002 the Government introduced a package of reforms to give bushland communities even greater protection from the threat of bushfires.

These dual reforms – to ensure bushfire management is integral to development control processes and streamline the hazard reduction environmental approvals process – will help protect life and property.

The passing of the Rural Fires and Environmental Assessment Legislation Amendment Act, 2002 brought the changes into effect and in their passing the authority of the Service’s Commissioner to ensure land managers carry out bushfire hazard reduction works was considerably enhanced. In addition, and among several other new requirements, councils are obliged to map bush fire prone lands in their areas and to use this information to assist with the determination of Development Applications.

The Act also amended the Rural Fires Act, 1997 and various environmental assessment laws to make it clear that emergency firefighting activities are not subject to various planning and licensing requirements.

The Service also oversees and manages complaints about hazard reduction, providing members of the public with a facility to register concerns about bushfire hazards.

During the year under review the total number of complaints dealt with by Head Office was 2038, and 1,156 were dealt with by Districts. It is likely that the number of complaints will rise substantially following the private lands hazard complaints process being conferred upon local government with effect from 3 July, 2003.

Of the complaints received, 42.4% were about council managed lands, 30% concerned private lands, 26.8% concerned state agency lands, and 0.6% concerned Commonwealth lands.

The new legislation also requires the Commissioner to conduct performance audits of the implementation of Bush Fire risk management plans with details of the number and results of those audits to be included in the Service’s annual report.

In the reporting year five bush fire risk management plan performance audits were conducted under section 62A(1) of the Act. These related to Gosford, Hawkesbury, Shoalhaven, Sutherland and Wingecarribee.

The plans were evaluated on the percentage of implemented strategies compared to the percentage for the full term of the plan and, in terms of performance:

- the percentage implementation of strategies ranged from 32.5% to 44.6% with the average being 37.3%;
- the percentage range of the plans completed ranged from 35% to 65% with the average being 45.7%;
- the gap* ranged from 2.6% to 26.8%, with the average being 9.3% for all plans audited;
- The average number of strategies over the five plans was 142.2 with the spread being 100 to 267.

* The gap refers to the difference between the percentage strategies that could be implemented over the full term of a Plan (five years) and the actual percentage implemented at the time of the Audit.

Development Control

A development control short course was piloted during the year and attended by Head Office, Region and District staff as well as personnel from the NSW Fire Brigades. The course provided training relating to the assessment of development applications in bush fire prone areas particularly with regard to residential development, subdivision and development for special fire protection purposes. Arrangements have been made to conduct training within the next twelve months for all staff involved in development control.

During the year under review councils have referred 1,090 development applications which relate to bushfire prone areas and as such require the Service’s input to mitigate the bushfire risk posed to the community. Of those proposed developments the Service has identified 127 as posing significant bushfire risks and these could not be approved in their original form.

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The Hawkesbury Bush Fire Risk Management Plan implementation percentage was over three times greater than the average. This is considered anomalous due to the Hawkesbury Plan having many more strategies, nearly 86% more than average. The scope of the Hawkesbury Bush Fire Management Committee to resource such a large number of strategies is not considered viable and as such the Hawkesbury Plan may need to be revised to reconsider the strategies specified.
Cost Effective Risk Management Principles, Policies and Processes (continued)

The new controls are not designed to prevent developments. They are designed to make fire prevention and safety integral to the State’s planning laws producing fire-smart planning and building in the most bushfire prone region in the world. These new controls will introduce a uniform and consistent approach so that all bushland communities can be confident of the same level of planning rigour, removing anomalies and setting clear and consistent standards for all local councils.

Risk Management Annual Reporting

In 2002/2003 the Service moved its annual reporting period for fire mitigation activities from April-March to the financial year. Consequently upon this change there are several Districts that have not been able to provide all necessary requested data.

In 2002 the Service began work on the development of the Bushfire Risk Information Management System (BRIMS) to streamline reporting by districts, Bush Fire Management Committees and agencies. BRIMS will be progressively implemented from 1 July, 2003 and, as of 30 June, 2003, modules for permits, bush fire hazard reduction certificates and development applications have been completed.

Operations Plans

Twenty-eight Operations Plans under section 52 of the Rural Fires Act, 1997 were received from Bush Fire Management Committees and were approved by the Bush Fire Coordinating Committee. A number of other Operations Plans were under review during the reporting period but were not able to be finalised as a consequence of the redirection of resources to firefighting operations across the State. Notwithstanding, Service staff have been working continually on the production of these plans with significant emphasis being placed on the development of digital data within the Geographical Information Systems (GIS) by the Districts. The Service has initiated a review of the model Operations Plan with a new model to be released in early 2004 after full and appropriate consultations.

Bush Fire Environmental Assessment Code

The Code – Gazetted on 27 June and effective 1 July, 2003 – provides a streamlined environmental approval process for bush fire hazard reduction.

The new Code was drafted after extensive consultation with a range of stakeholder organisations, ten regional meetings with local government, and the receipt of comments from seventy councils. Twenty-eight submissions were received following public exhibition of the Code for forty-nine days.

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</tr>
<tr>
<td>2001-2002</td>
<td>286</td>
<td>2330</td>
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</tbody>
</table>

Member Assistance Program (MAP)

The Service continued to recognise the need to support volunteer members affected by situations not directly related to their operational involvement.

Comparative analysis indicates a stable utilisation of the referral service although the high level of operational activity throughout the year restricted any promotional opportunities. The Service received and processed 316 new requests during the year as opposed to 383 in the previous year.

A full review of the Program will be undertaken in 2004.

Employee Assistance Program (EAP)

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

There were 189 internal and eight external referrals during the year compared with 133 internal and 14 external referrals in the previous year.

Chaplaincy

The 2002 Chaplains’ Conference was attended by 34 Chaplains who, among other Conference activities, received a briefing on the Chaplaincy and Family Support Program, new training and resource manual.

During the year, six new Chaplains were inducted into the Service increasing the strength of the Chaplaincy Service to a Senior Chaplain, Senior Family Support Chaplain, fifty volunteer District Chaplains and seven family support volunteers.

The response to the Family Support Program has indicated a clear need to continue visiting to brigades with information material.

The Chaplaincy Service travelled 86,397 kilometres to carry out its ministries.

Full details of Chaplaincy activities are included in Appendix 1P.
### A Continuous Learning Culture Recognising the Value of all Service Members

**GOAL**
Provide training consistent with nationally recognised standards and aligned to Service needs.

**WHAT WE DID**
- Enhanced training resources available to the Service.
- The increase in the number of instructors levelled off but the number of new assessors has increased reflecting the greater emphasis being placed on Assessor development.
- Crew Leader training increased as new Crew Leader training materials came into use.

**MEASURE**
- Increased the number of fire investigation kits.

**NEXT YEAR**
- Develop training programs in accordance with competency units in Public Safety Training Package.

**General**
Overall volunteer training activity increased by 10.5%, after a 4.2% decrease last year. Staff and related training rebounded but remains below previous levels. This is normal trending and reflects, on the one hand, the increase in the number of new volunteers requiring training and, on the other hand, the numbers of trained volunteers who, after a long fire season, traditionally spend more time with their families and less attending training sessions.

### Providing Competitive Income Earning Services to Meet Customer Needs

**GOAL**
Market development.

**WHAT WE DID**
- Undertook 11 commercial projects.
- Identifying new business opportunities.
- Field demonstrations to visiting delegations.

**MEASURE**
- Reduction in net income
- Potential markets identified in nine countries.
- Nine demonstrations

**NEXT YEAR**
- 20% increase in net income
- Sign MoU with Chile and South Korea. International Tropical Timber Organisation (ITTO) projects in five countries.
- Increased levels of volunteer participation.

**General**
For the review period business development strategy was focused on new market opportunities in South America specifically in response to strong interest from Brazil and Chile. Elsewhere, particularly in China and Indonesia, previous strong market activity was adversely affected by the uncertain security positions in relation to terrorism and, to a lesser extent, the impact of the SARS virus. Travel Advisories from the Department of Foreign Affairs and Trade resulted in two initiatives in Indonesia being cancelled.

Brazil, Chile and South Korea have all indicated an interest in forming close working relationships with the Service especially in the areas of aviation, fire mapping, aerial scanning, incident command systems and protective clothing for firefighters.

The Service was approached by a US-based privately funded firefighting organisation to send volunteers to assist in firefighting operations in the US but as a consequence of difficulties experienced by the contracting company in obtaining the necessary visas the project did not proceed.

The relationship with the International Tropical Timber Organisation (ITTO) was sustained and strengthened with potential opportunities for Service involvement identified in Indonesia, Papua New Guinea, Peru, Panama, Thailand, the Philippines and Brazil.

The international program has contributed in a significant way to the professional development of those Service members who were involved.
Corporate Executive Group

COMMISSIONER

Phil Kuringberg OAM

Phil joined the NSW Rural Fire Service in April 1965. He served as a volunteer until being recommissioned as a Senior Firefighter in 1983. After a number of years in the senior executive role, Phil was appointed Commissioner for the NSW Rural Fire Service in November 1992. Prior to joining the Service, Phil was employed by the Hisense Group Limited, where he held a number of executive roles. Phil is a member of the Australian Institute of Company Directors.

Service Advisory Council

Phil is Chair of the NSW Rural Fire Service, and is a member of the Board of Directors of the NSW Rural Fire Service. He is also a member of the Board of Directors of the Australian Institute of Company Directors.

Business Advisory Council

Phil is a member of the Business Advisory Council of the NSW Rural Fire Service. He is also a member of the Board of Directors of the Australian Institute of Company Directors.

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Executive Director

Mark Crosswell

Mark Crosswell is the Executive Director of the NSW Rural Fire Service. He has been in this role since 1992. Prior to joining the Service, he was employed by News Limited, where he held a number of senior executive roles. Mark is a member of the Business Advisory Council of the NSW Rural Fire Service. He is also a member of the Board of Directors of the Australian Institute of Company Directors.

Director of Corporate Communications

John Winter

John Winter joined the NSW Rural Fire Service in 1989 as a Corporate Communications Officer. He has been in this role since 1992. Prior to joining the Service, John was employed by the Commonwealth of Australia, where he held a number of senior executive roles. John is a member of the Business Advisory Council of the NSW Rural Fire Service. He is also a member of the Board of Directors of the Australian Institute of Company Directors.

Director of Finance

Duncan Cameron

Duncan Cameron joined the NSW Rural Fire Service in 1998 as a Finance Officer. He has been in this role since 2000. Prior to joining the Service, he was employed by the Commonwealth of Australia, where he held a number of senior executive roles. Duncan is a member of the Business Advisory Council of the NSW Rural Fire Service. He is also a member of the Board of Directors of the Australian Institute of Company Directors.

Director of Planning, Research and Information

Steve Yorke

Steve Yorke joined the NSW Rural Fire Service in 1979 and has been involved in the planning, research and information functions of the Service. He has been in this role since 2000. Prior to joining the Service, Steve was employed by the Commonwealth of Australia, where he held a number of senior executive roles. Steve is a member of the Business Advisory Council of the NSW Rural Fire Service. He is also a member of the Board of Directors of the Australian Institute of Company Directors.

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Director of Finance

Duncan Cameron

Duncan Cameron joined the NSW Rural Fire Service in 1998 as a Finance Officer. He has been in this role since 2000. Prior to joining the Service, he was employed by the Commonwealth of Australia, where he held a number of senior executive roles. Duncan is a member of the Business Advisory Council of the NSW Rural Fire Service. He is also a member of the Board of Directors of the Australian Institute of Company Directors.

Director of Planning, Research and Information

Steve Yorke

Steve Yorke joined the NSW Rural Fire Service in 1979 and has been involved in the planning, research and information functions of the Service. He has been in this role since 2000. Prior to joining the Service, Steve was employed by the Commonwealth of Australia, where he held a number of senior executive roles. Steve is a member of the Business Advisory Council of the NSW Rural Fire Service. He is also a member of the Board of Directors of the Australian Institute of Company Directors.
Statement on Standards for the Provision of Services

Service provision is in accordance with the commitments and criteria as detailed in the Strategic Plan copies of which can be obtained free of charge from the Service’s website, Head and Regional offices or by telephoning 02 9684 4411. The process for assessing levels of Service performance is being reviewed to ensure that it complies with the Service’s quality management requirements.

Contract and Market Testing

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

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

Overseas Visits

Details of overseas visits by Service staff are set out in Appendix ‘O’.

Guarantee of Service

The Service’s customer service Vision Statement remains: ‘To consistently deliver to our customers the highest possible levels of service.’

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

Listen
to the needs of our customers and stakeholders

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

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

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

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

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

Consumer Response

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

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

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

Annual Report – External Costs and Availability

The total external costs incurred in the production of this Report were $26,792. The Report is accessible on the Service’s website www.rfs.nsw.gov.au and copies can be obtained from the Service’s Head Office at Rosehill.

Engagement of Consultants

Eight consultants were retained during the year at a total cost of $732,303.

Consultancies equal to or more than $30,000 were as follows:

<table>
<thead>
<tr>
<th>Personnel and Industrial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diplomacy Management Consultants</td>
</tr>
<tr>
<td>(Industrial relations advocacy service)</td>
</tr>
<tr>
<td>G C Macgregor Associates</td>
</tr>
<tr>
<td>(Policy documentation and inter-agency liaison for Bushfire Risk Information Management System)</td>
</tr>
</tbody>
</table>

Information Technology

| Mazanor (Information technology support) | $33,196 |
| Aspect Consulting (Intranet and general support) | $53,185 |
| Incheck Systems (Development of Bushfire Risk Information Management System) | $249,820 |
| Lagen Spatial (GIS) (GIS support for Section 44 emergencies) | $258,702 |

Total Consultancies more than $30,000 | $717,679

Consultancies less than $30,000:

<table>
<thead>
<tr>
<th>Personnel and Industrial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Technology</td>
</tr>
<tr>
<td>Total Consultancies less than $30,000</td>
</tr>
</tbody>
</table>

Total All Consultancies | $732,303

Comparative figures for all consultancies for the two previous years were 2001/02 $840,592 and 2000/2001 $653,437.

Payment Performance

A summary of the Service’s payment performance for the year under review and the previous two years is set out in Appendix ‘O’.

The Service has increasingly been able to meet targets set for payment performance by greater use of direct bank deposits. There was no interest paid for late payments.

Sale of Property, including Land

The Service does not own any property or land.

Grants to Outside Organisations

| Nature Conservation Council | $60,000 | $65,000 | $70,000 |
| Volunteer Rescue Units (State Rural Board) | $587,000 | $600,000 | $848,000 |
| Rural Fire Service Association | $65,000 | $38,164 | $61,869 |

Total | $712,000 | $703,164 | $979,869

Executive Remuneration

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

Privacy and Personal Information

In response to the requirements of the Privacy and Personal Information Act, 1998, the Service has developed a Service Standard that specifies requirements for the handling of personal data collected in the course of non-operational activities. This includes the personal particulars of Service members and recordings of non-operational telephone and radio calls.

The Service Standard provides for a confidentiality protocol and procedures for access to the “Firezone” database. Protocols and procedures for access to the “Firezone” database are also in place.
NSW Rural Fire Service on the move

Ordinary people ... Extraordinary spirit
By virtue of its size, geography and demographics, the Service delivers a range of services supporting the protection of life, property and the environment. The Service has been established under Section 13 of the Rural Fire Service Act, 1997. Functions of the Service include the prevention of fires and the protection of property, life, and the environment. The Region experiences a diverse range of ecosystems, including native and plantation forests, grassland, coastal heath to mountainous dry sclerophyll, and varying landscapes. Major rivers are the Riverina, Lachlan, Murray and Darling. Transport routes include the Great Southern Rail line. The most significant challenges in the Region are the number of transport related incidents and the increasing number of fire risks in the major industrial, commercial and residential zones.

The Region provides protection to 98% of Region East Districts, 70% of Region North Districts, 50% of Region South Districts and 100% of Region West Districts. The Region takes in the South Coast, Southern Tablelands, the Riverina (including areas such as the Bega Valley, the Snowy River, the Riverina in Autumn), the South West, the Great Southern (including areas of rainforest), the Tweed Coast as well as the large inland cities of Ballina, Grafton, Lismore, Tweed Heads and the western areas of the Riverina. It controls most of the NSW/Victoria border, surrounds the ACT and the Riverina. The Region experiences the highest summer rainfall. The topography and major vegetation includes areas such as the Bega Valley, the Snowy River and the western areas of the Riverina. The most significant challenges in the Region are the number of transport related incidents and the increasing number of fire risks in the major industrial, commercial and residential zones.

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Head Office
3/175 James Ruse Drive
ROSEHILL NSW 2142
Tel 02 9684 4411
Fax 02 9638 7956

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

Region North
Level 4
State Office Block
Victoria Street
GRAFTON NSW 2460
Tel 02 6643 2512 or
02 6643 2514
Fax 02 6643 2515 or
02 6643 4965

Region South
7-9 Kylie Crescent
BATEMANS BAY NSW 2536
Tel 02 4472 4615 or
02 4472 4129
Fax 02 4472 4126 or
02 4472 4401

Region West
Shop 3, Lovell Place
Lovell Street
YOUNG NSW 2594
Tel 02 6382 5677 or
02 6382 5678
Fax 02 6382 1731

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

Volunteers our most valuable asset
INDEPENDENT AUDIT REPORT
NEW SOUTH WALES RURAL FIRE SERVICE

To Members of the New South Wales Parliament

Audit Opinion

In my opinion, the financial report of the New South Wales Rural Fire Service:

(a) presents fairly the New South Wales Rural Fire Service’s financial position as at 30 June 2003 and its financial performance and cash flows for the year ended on that date, in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia, and

(b) complies with section 45E of the Public Finance and Audit Act 1983 (the Act).

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

The Commissioner

The financial report is the responsibility of the Commissioner of the New South Wales Rural Fire Service. It consists of the statement of financial position, the statement of financial performance, the statement of cash flows, the program statement - expenses and revenues, the summary of compliance with financial directives and the accompanying notes.

The Auditor’s Role and the Audit Scope

As required by the Act, I carried out an independent audit to enable me to express an opinion on the financial report. My audit provides reasonable assurance to members of the New South Wales Parliament that the financial report is free of material misstatement.

My audit accorded with Australian Auditing and Assurance Standards and statutory requirements, and I:

• evaluated the accounting policies and significant accounting estimates used by the Commissioner in preparing the financial report, and

• examined a sample of the evidence that supports the amounts and other disclosures in the financial report.

An audit does not guarantee that every amount and disclosure in the financial report is error free. The terms “reasonable assurance” and “material” recognise that an audit does not examine all evidence and transactions. However, the audit procedures used should identify errors or omissions significant enough to adversely affect decisions made by users of the financial report or indicate that the Commissioner had failed in his reporting obligations.

My opinion does not provide assurance:
• about the future viability of the New South Wales Rural Fire Service,
• that the New South Wales Rural Fire Service has carried out its activities effectively, efficiently and economically,
• about the effectiveness of its internal controls, or
• on the assumptions used in formulating the budget figures disclosed in the financial report.

Audit Independence

The Audit Office complies with all applicable independence requirements of Australian professional ethical pronouncements. The Act further promotes independence by:

• providing that only Parliament, and not the executive government, can remove an Auditor-General, and

• 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 are not compromised in their role by the possibility of losing clients or income.

D A Jones
Director of Audit

SYDNEY
20 October 2003
Dear Mr. Kopenberg,

STATUTORY AUDIT REPORT
For the year ended 30 June 2003
NEW SOUTH WALES RURAL FIRE SERVICE

I have audited the accounts of the New South Wales Rural Fire Service required by the Public Finance and Audit Act 1983 (the Act). This Statutory Audit Report outlines the results of my audit for the year ended 30 June 2003, including details of any significant matters that were found during the audit. The Act requires that I send this report to the Minister and to the Treasurer.

This report is not the Independent Audit Report, which expresses my opinion on the New South Wales Rural Fire Service's annual financial report. The Independent Audit Report, together with the New South Wales Rural Fire Service's annual financial report, is attached.

Audit Result

I expressed an unqualified opinion on the New South Wales Rural Fire Service's annual financial report and have not identified any significant matters since I wrote to you on 18 October 2002. My audit is continuous and I may therefore identify new significant matters before the Auditor-General next reports to Parliament on the agency's audit. If this occurs, I will write to you immediately.

Auditor-General's Report to Parliament

Comment on the Service's operations will appear in the Auditor-General's Report to Parliament, which should be tabled during December. I will send a draft of this report to you for comment before it is tabled in Parliament.

Scope of the Audit

As advised in the Engagement Letter, my audit procedures are targeted specifically towards forming an opinion on the New South Wales Rural Fire Service's financial report. This includes testing whether your agency has complied with key legislation that may materially impact on the financial report. The results of the audit are reported in this context.

Each year, the Audit Office also selects various 'non-key' legislative requirements, government policies and practices (e.g. Premier's Circulars) and tests whether your agency has complied with them. This year, I examined:

- Requirements of the SES Guidelines.
- Requirements with the Premier's Department document "Guidelines for the engagement and use of Consultants".

The results of my review were satisfactory.

Acknowledgment

I thank the New South Wales Rural Fire Service's staff for their courtesy and assistance.

Yours sincerely,

David Jones
Director of Audit

cc: The Hon A B Kelly MLC, Minister for Emergency Services
    The Hon M R Egan MLC, Treasurer
NSW RURAL FIRE SERVICE
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2003

Statement by Commissioner

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

(a) The accompanying financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act, 1983, the Financial Reporting Code for Budget Dependent General Government Sector Agencies, the applicable clauses of the Public Finance and Audit Regulation 2000 and the Treasurer’s Directions;

(b) The statements exhibit a true and fair view of the financial position and transactions of the Service for the year ended 30 June 2003; 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.

20 October 2003

P.C. Koperberg
Commissioner

Statement of Financial Position
as at 30 June 2003

<table>
<thead>
<tr>
<th>Notes</th>
<th>Actual 2003 $'000</th>
<th>Budget 2003 $'000</th>
<th>Actual 2002 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Assets</td>
<td>8(a)</td>
<td>25,534</td>
<td>18,047</td>
</tr>
<tr>
<td>Receivables</td>
<td>9(a)</td>
<td>14,075</td>
<td>7,248</td>
</tr>
<tr>
<td>Other</td>
<td>9(b)</td>
<td>540</td>
<td>668</td>
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<tr>
<td>Total Current Assets</td>
<td></td>
<td>40,149</td>
<td>25,963</td>
</tr>
<tr>
<td>Non-Current Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plant and Equipment</td>
<td>10</td>
<td>6,368</td>
<td>2,229</td>
</tr>
<tr>
<td>Total Non-Current Assets</td>
<td></td>
<td>6,368</td>
<td>2,229</td>
</tr>
<tr>
<td>Total Assets</td>
<td></td>
<td>46,517</td>
<td>28,192</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables</td>
<td>11</td>
<td>22,185</td>
<td>8,916</td>
</tr>
<tr>
<td>Provisions</td>
<td>12</td>
<td>4,956</td>
<td>3,816</td>
</tr>
<tr>
<td>Total Current Liabilities</td>
<td></td>
<td>27,141</td>
<td>12,732</td>
</tr>
<tr>
<td>Non-Current Liabilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provisions</td>
<td>12</td>
<td>4,991</td>
<td>4,949</td>
</tr>
<tr>
<td>Total Non-Current Liabilities</td>
<td></td>
<td>4,991</td>
<td>4,949</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td></td>
<td>32,132</td>
<td>17,681</td>
</tr>
<tr>
<td>Net Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accumulated funds</td>
<td>13</td>
<td>14,385</td>
<td>10,511</td>
</tr>
<tr>
<td>Total Equity</td>
<td></td>
<td>14,385</td>
<td>10,511</td>
</tr>
</tbody>
</table>

The accompanying notes form part of these statements.
### Statement of Financial Performance

**for the year ended 30 June 2003**

<table>
<thead>
<tr>
<th>Notes</th>
<th>Actual 2003</th>
<th>Budget 2003</th>
<th>Actual 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee related</td>
<td>2(a)</td>
<td>39,321</td>
<td>37,458</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>2(b)</td>
<td>11,880</td>
<td>9,246</td>
</tr>
<tr>
<td>Maintenance</td>
<td></td>
<td>198</td>
<td>-</td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>2(c)</td>
<td>1,158</td>
<td>1,000</td>
</tr>
<tr>
<td>Grants and subsidies</td>
<td>2(d)</td>
<td>184,320</td>
<td>69,646</td>
</tr>
<tr>
<td>Borrowing costs</td>
<td>2(e)</td>
<td>51</td>
<td>-</td>
</tr>
<tr>
<td>Other expenses</td>
<td>2(f)</td>
<td>4,061</td>
<td>4,156</td>
</tr>
<tr>
<td>Total Expenses</td>
<td></td>
<td>240,989</td>
<td>121,506</td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retained Revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of goods and services</td>
<td>3(a)</td>
<td>352</td>
<td>-</td>
</tr>
<tr>
<td>Grants and contributions</td>
<td>3(b)</td>
<td>222,241</td>
<td>105,036</td>
</tr>
<tr>
<td>Other revenue</td>
<td>3(c)</td>
<td>2,146</td>
<td>1,387</td>
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<tr>
<td>Total Retained Revenue</td>
<td></td>
<td>224,739</td>
<td>106,423</td>
</tr>
<tr>
<td>Gain/(loss) on disposal of non-current assets</td>
<td>4</td>
<td>(50)</td>
<td>-</td>
</tr>
<tr>
<td>Net Cost of Services</td>
<td>17</td>
<td>16,300</td>
<td>15,083</td>
</tr>
<tr>
<td>Government Contributions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recurrent appropriation</td>
<td>5</td>
<td>18,023</td>
<td>18,023</td>
</tr>
<tr>
<td>Acceptance by the Crown Entity of employee benefits and other liabilities</td>
<td>6</td>
<td>151</td>
<td>-</td>
</tr>
<tr>
<td>Total Government Contributions</td>
<td></td>
<td>18,174</td>
<td>18,023</td>
</tr>
<tr>
<td>SURPLUS/(DEFICIT) FOR THE YEAR FROM ORDINARY ACTIVITIES</td>
<td></td>
<td>1,874</td>
<td>2,940</td>
</tr>
<tr>
<td>TOTAL REVENUES, EXPENSES AND VALUATION ADJUSTMENTS RECOGNISED DIRECTLY IN EQUITY</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH OWNERS AS OWNERS</td>
<td>13</td>
<td>1,874</td>
<td>2,940</td>
</tr>
</tbody>
</table>

The accompanying notes form part of these statements.

### Statement of Cash Flows

**for the year ended 30 June 2003**

<table>
<thead>
<tr>
<th>Notes</th>
<th>Actual 2003</th>
<th>Budget 2003</th>
<th>Actual 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>CASH FLOWS FROM OPERATING ACTIVITIES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee related</td>
<td>(34,295)</td>
<td>(36,438)</td>
<td>(25,402)</td>
</tr>
<tr>
<td>Grants and subsidies</td>
<td>(187,898)</td>
<td>(85,454)</td>
<td>(115,060)</td>
</tr>
<tr>
<td>Other</td>
<td>(17,521)</td>
<td>(33,194)</td>
<td>(35,716)</td>
</tr>
<tr>
<td>Total Payments</td>
<td>(239,714)</td>
<td>(125,086)</td>
<td>(176,186)</td>
</tr>
<tr>
<td>Receipts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of goods and services</td>
<td>352</td>
<td>-</td>
<td>120</td>
</tr>
<tr>
<td>Grants and contributions</td>
<td>105,197</td>
<td>88,979</td>
<td>84,769</td>
</tr>
<tr>
<td>GST receipts</td>
<td>14,327</td>
<td>-</td>
<td>9,413</td>
</tr>
<tr>
<td>Other</td>
<td>2,195</td>
<td>23,044</td>
<td>16,490</td>
</tr>
<tr>
<td>Total Receipts</td>
<td>122,714</td>
<td>112,023</td>
<td>110,792</td>
</tr>
<tr>
<td>Net Cash Flows from Government</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recurrent appropriation</td>
<td>18,023</td>
<td>18,023</td>
<td>17,158</td>
</tr>
<tr>
<td>Capital appropriation</td>
<td>-</td>
<td>75</td>
<td>-</td>
</tr>
<tr>
<td>Cash reimbursments from the Crown Entity</td>
<td>111,474</td>
<td>-</td>
<td>52,515</td>
</tr>
<tr>
<td>Net Cash Flows from Government</td>
<td>129,497</td>
<td>18,098</td>
<td>69,673</td>
</tr>
<tr>
<td>NET CASH FLOWS FROM OPERATING ACTIVITIES</td>
<td>17</td>
<td>11,854</td>
<td>5,036</td>
</tr>
<tr>
<td>CASH FLOWS FROM INVESTING ACTIVITIES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sale of plant and equipment</td>
<td>511</td>
<td>500</td>
<td>295</td>
</tr>
<tr>
<td>Purchases of plant and equipment</td>
<td>(5,858)</td>
<td>(6,515)</td>
<td>(1,355)</td>
</tr>
<tr>
<td>NET CASH FLOWS FROM INVESTING ACTIVITIES</td>
<td>(5,347)</td>
<td>(6,015)</td>
<td>(1,060)</td>
</tr>
<tr>
<td>NET INCREASE/(DECREASE) IN CASH</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening cash and cash equivalents</td>
<td>6,507</td>
<td>(990)</td>
<td>3,219</td>
</tr>
<tr>
<td>Closing cash and cash equivalents</td>
<td>19,027</td>
<td>19,027</td>
<td>18,806</td>
</tr>
<tr>
<td>CLOSING CASH AND CASH EQUIVALENTS</td>
<td>8</td>
<td>25,534</td>
<td>18,082</td>
</tr>
</tbody>
</table>

The accompanying notes form part of these statements.
Financial Statements

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting Entity
The NSW Rural Fire Service, as a reporting entity, comprises all the entities under its control. The reporting entity is consolidated as part of the NSW Total State Sector and as part of the NSW Public Accounts.

(b) Basis of Accounting
The Service’s financial statements are a general purpose financial report which has been prepared on an accruals basis and in accordance with:

- applicable Australian Accounting Standards;
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB);
- Urgent Issues Group (UIG) Consensus Views;
- the requirements of the Public Finance and Audit Act and Regulations; and

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

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

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

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

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

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

(ii) Sale of Goods and Services
Revenue from the sale of goods and services comprises revenue from the provision of products or services, ie user charges. User charges are recognised as revenue when the Service obtains control of the assets that result from them.

(iii) 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 costing sick leave are recognised and measured in respect of employees’ services up to the reporting date on nominal amounts based on the amounts expected to be paid when the liabilities are settled.

(b) Accrued salaries and wages-reclassification
As a result of the adoption of Accounting Standard AASB 1044 “Provisions, Contingent Liabilities and Contingent Assets”, accrued salaries and wages and on-costs has been reclassified to “payables” instead of “provisions” in the Statement of Financial Position and the related note disclosures, for the current and comparative period. On the face of the Statement of Financial Position and in the notes, reference is now made to “provisions” in place of “employee entitlements and other provisions”.

(c) Long Service Leave and Superannuation
The Service recognises liabilities for long service leave and superannuation for all employees, except for those of the Office for Emergency Services. The liability in relation to the Office for Emergency Services is assumed by the Crown Entity, and the Service accounts for the liability as having been extinguished resulting in the amount assumed being shown as the non-monetary revenue item described as “Acceptance by the Crown Entity of Employee Benefits and other Liabilities”.

The Superannuation liabilities are assumed by the Service as required by Treasury. The Superannuation Schemes relating to the employees of the NSW Rural Fire Service are:
- the state Super Scheme;
- the State Authorities Superannuation Scheme; and
- the State Authorities Non-Contributory Superannuation Scheme.

Revenue is recognised when the Service has control of the assets that result from them.

Financial Statements (cont.)

(d) Borrowing Costs
Borrowing costs are recognised as expenses in the period in which they are incurred.

(e) Insurance
The Service’s insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on past experience.

(f) Accounting for the Goods and Services Tax (GST)
Revenues expenses and assets are recognised net of the amount of GST, except:

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

(g) Acquisitions of Assets
The method of accounting is used for the initial recording of all acquisitions of assets controlled by the Service. Cost is determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

(h) Depreciation of Non-Current Physical Assets
Depreciation is provided for on a straight line basis for all depreciable assets. Depreciation is calculated on the depreciable amount of each asset as it is consumed over its useful life to the entity. Plant and Equipment and Fitout are depreciated at the rate of 20%, computer equipment at 33.3% per annum.

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

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

(k) 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.

(l) Funding - NSW Rural Fire Service
Under the Rural Fires Act 1997 the contribution from Local Government is 13.3%, Treasury 13% and the Insurance Industry 73.7%. In addition, $0.7 million was received as supplementation from Treasury.

<table>
<thead>
<tr>
<th>Financials</th>
<th>2003 ($M)</th>
<th>2002 ($M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Government</td>
<td>13.3%</td>
<td>16.1</td>
</tr>
<tr>
<td>Insurance Industry</td>
<td>73.7%</td>
<td>88.9</td>
</tr>
<tr>
<td>Treasury</td>
<td>13.0%</td>
<td>15.7</td>
</tr>
<tr>
<td>Contributions recognised when invoices are paid.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Receivables</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b) Payables</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(c) Prepayments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(d) Budgeted amounts</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Contributions are recognised when invoices are raised.

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

Other Assets
Other assets including prepayments are recognised on a cost basis.

Receivables and services provided to the service and other amounts including interest. Interest is accrued over the period it becomes due.

Budgeted amounts
The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, s 21A, s 24 and/or s 26 of the Public Finance and Audit Act 1983.

The budgeted amounts in the Statement of Financial Performance and the Statement of Cash Flows are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Statement of Financial Position it is to write off the depreciated assets in the budget schemes. As the opening balances of the budgeted amounts are based on carried forward actual amounts i.e. per the audited financial statements (as far as carried forward estimates).
## Financial Statements (cont.)

### 2. EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>2003 ($’000)</th>
<th>2002 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Employee related expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and wages (including recreation leave)</td>
<td>31,563</td>
<td>25,837</td>
</tr>
<tr>
<td>Superannuation</td>
<td>4,937</td>
<td>3,780</td>
</tr>
<tr>
<td>Long service leave</td>
<td>1,008</td>
<td>927</td>
</tr>
<tr>
<td>Workers’ compensation insurance</td>
<td>187</td>
<td>32</td>
</tr>
<tr>
<td>Payroll tax</td>
<td>1,626</td>
<td>1,514</td>
</tr>
<tr>
<td><strong>Total Employee related expenses</strong></td>
<td><strong>39,321</strong></td>
<td><strong>32,090</strong></td>
</tr>
<tr>
<td>b) Other operating expense</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Auditor’s remuneration – audit of the financial report</td>
<td>67</td>
<td>68</td>
</tr>
<tr>
<td>Operating lease rental expense – minimum lease payments</td>
<td>1,135</td>
<td>961</td>
</tr>
<tr>
<td>Travel</td>
<td>1,309</td>
<td>937</td>
</tr>
<tr>
<td>Telephones</td>
<td>966</td>
<td>619</td>
</tr>
<tr>
<td>Fees for service</td>
<td>1,021</td>
<td>362</td>
</tr>
<tr>
<td>Printing and stationery</td>
<td>1,042</td>
<td>776</td>
</tr>
<tr>
<td>Consumables</td>
<td>470</td>
<td>502</td>
</tr>
<tr>
<td>Vehicle operation</td>
<td>1,189</td>
<td>362</td>
</tr>
<tr>
<td>All outgoings – buildings</td>
<td>386</td>
<td>189</td>
</tr>
<tr>
<td>Other expenses</td>
<td>4,296</td>
<td>2,768</td>
</tr>
<tr>
<td><strong>Total Other operating expense</strong></td>
<td><strong>11,880</strong></td>
<td><strong>7,544</strong></td>
</tr>
<tr>
<td>c) Depreciation and amortisation expense</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computer equipment</td>
<td>316</td>
<td>267</td>
</tr>
<tr>
<td>Other property, plant and equipment</td>
<td>842</td>
<td>514</td>
</tr>
<tr>
<td><strong>Total depreciation</strong></td>
<td><strong>1,158</strong></td>
<td><strong>781</strong></td>
</tr>
<tr>
<td>d) Grants and subsidies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volunteer Rescue Units</td>
<td>848</td>
<td>600</td>
</tr>
<tr>
<td>Regional Fire Associations</td>
<td>771</td>
<td>395</td>
</tr>
<tr>
<td>Payments for Council costs associated with Rural Fire Fighting activities and equipment</td>
<td>60,323</td>
<td>70,146</td>
</tr>
<tr>
<td>Emergency Fund – Natural Disasters</td>
<td>121,803</td>
<td>63,830</td>
</tr>
<tr>
<td>Other</td>
<td>575</td>
<td>171</td>
</tr>
<tr>
<td><strong>Total grants and subsidies</strong></td>
<td><strong>184,320</strong></td>
<td><strong>138,142</strong></td>
</tr>
<tr>
<td>Expenditure on Natural Disasters including the 2002-03 bushfires totalling $121.803M ($117.517M in excess of budget). There was no effect on the Net Cost of Services as the surplus expenditure was reimbursed by Treasury from the Natural Disaster Fund.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e) Borrowing costs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest on short-term borrowings</td>
<td>51</td>
<td>31</td>
</tr>
<tr>
<td><strong>Total borrowing costs</strong></td>
<td><strong>51</strong></td>
<td><strong>31</strong></td>
</tr>
<tr>
<td>e) Other expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workers’ compensation insurance</td>
<td>2,000</td>
<td>2,034</td>
</tr>
<tr>
<td>Public liability and other insurance</td>
<td>742</td>
<td>544</td>
</tr>
<tr>
<td>Aerial support</td>
<td>1,319</td>
<td>769</td>
</tr>
<tr>
<td><strong>Total other expenses</strong></td>
<td><strong>4,061</strong></td>
<td><strong>3,347</strong></td>
</tr>
</tbody>
</table>

### 3. REVENUES

<table>
<thead>
<tr>
<th>Description</th>
<th>2003 ($’000)</th>
<th>2002 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Sale of goods and services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rendering of services</td>
<td>352</td>
<td>120</td>
</tr>
<tr>
<td><strong>Total sale of goods and services</strong></td>
<td><strong>352</strong></td>
<td><strong>120</strong></td>
</tr>
<tr>
<td>b) Grants and contributions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New South Wales Fire Brigades</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance Company Contributions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local Government Contributions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Natural Disaster Welfare Relief</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total grants and contributions</strong></td>
<td><strong>184,320</strong></td>
<td><strong>157,175</strong></td>
</tr>
<tr>
<td>*Natural Disaster Welfare Relief is restricted to emergencies that are declared under Section 44 of the Rural Fires Act.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) Other revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of equipment</td>
<td>165</td>
<td>165</td>
</tr>
<tr>
<td>Other</td>
<td>1,981</td>
<td>1,268</td>
</tr>
<tr>
<td><strong>Total other revenue</strong></td>
<td><strong>2,146</strong></td>
<td><strong>1,433</strong></td>
</tr>
</tbody>
</table>

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 $164,645 ($165,485 in 2001/02).

### 4. GAIN/(LOSS) ON DISPOSAL OF NON-CURRENT ASSETS

- **Plant and equipment**: (50) 19
- **Other**: (50) 19

### 5. APPROPRIATIONS

**Recurrent Appropriations**

Total recurrent drawdowns from Treasury (per Summary of Compliance)

<table>
<thead>
<tr>
<th>2003 ($’000)</th>
<th>2002 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>18,023</td>
<td>17,158</td>
</tr>
</tbody>
</table>

Comprising:

- Recurrent appropriations (per Statement of Financial Performance)
  
<table>
<thead>
<tr>
<th>2003 ($’000)</th>
<th>2002 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>18,023</td>
<td>17,158</td>
</tr>
</tbody>
</table>

### 6. ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE BENEFITS AND OTHER LIABILITIES

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

- **Long service leave**: 151 33
- Also refer to Note 1(d) (iii)
7. PROGRAMS/ACTIVITIES OF THE SERVICE

(a) Program 1 Funding and administration of Rural Firefighting Services
Objectives: To promote effective rural firefighting services within the State, including the co-ordination of bush fire fighting and prevention activities.

(b) Program 2 Training of Volunteer Bush Fire Fighters
Objectives: To facilitate and promote the training of bush fire fighters.

(c) Program 3 Public Education and Information Services
Objectives: To promote community awareness of bush fire issues and generally educate the community in bush fire prevention, protection and safety.

(d) Program 4 Planning and Co-ordination of Rescue Services and Emergency Management
Objectives: To ensure the provision of comprehensive, balanced and co-ordinated rescue services and emergency management throughout New South Wales.

8. CURRENT ASSETS – CASH

a) Cash
Cash at bank and on hand 25,534 19,027
25,534 19,027

b) Financing facilities available
The Service has a financing facility available through NSW Treasury Corporation to facilitate cash flow until Statutory Contributions are received. During the year amounts totalling $12M were borrowed and fully repaid.

9. CURRENT ASSET – RECEIVABLES

a) Grants and contributions
Less: Provision for doubtful debts 2 2
267 204

Natural Disaster Fund 11,565 5,770
Other 2,243 1,274
14,075 7,248

b) Prepaid superannuation contributions (refer note 23)
Other Prepayments 303 568
237 168
540 668

Financial Statements (cont.)

10. NON-CURRENT ASSETS – PLANT AND EQUIPMENT

At fair value 1,571 8,715
Less accumulated depreciation 1,178 2,740
Total Plant and Equipment at Net Book Value 393 5,975

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

2003
Carrying amount at start of year 765 1,464
Additions 267 5,591
Disposals 322 239
Depreciation expense 317 841
Carrying amount at end of year 393 5,975

2003 2002
$'000 $'000

11. CURRENT LIABILITIES – PAYABLES

Accrued salaries, wages and on-costs 1,498 624
Other operating expenses 1,316 548
Grants and subsidies 16,384 7,339
Other expenses 716 –
G.S.T 331 –
Unfunded Superannuation 1,940 405
22,185 8,916

12. CURRENT LIABILITIES/ NON CURRENT LIABILITIES – PROVISIONS

Provisions
Employee benefits and related on-costs 4,152 3,316
Recreation leave
Long service leave 5,187 4,429
Payroll tax 585 –
Other on-costs 23 –
608 –
Total Provisions 9,947 7,745

Aggregate employee benefits and related on-costs
Provisions – Current 4,991 4,429
Provisions – Non-Current 1,498 642
Accrued salaries, wages and on-costs (Note 11) 11,445 8,369

Financial Statements (cont.)
13. CHANGES IN EQUITY

Accumulated Funds

Balance at beginning of the financial year 12,511 15,791

Changes in equity – other than transactions with owners as owners

Surplus/(deficit) for the year 1,874 (3,280)

Balance at end of the financial year 14,385 12,511

There were no transactions with owners as owners

14. COMMITMENTS FOR EXPENDITURE

a) Other expenditure commitments

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

Not later than one year (including GST) 18,372 18,263

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

Other Expenditure Commitments include input tax credits of $367,275 ($701,901 2001/2002) that are expected to be recoverable from the ATO.

b) Operating lease commitments

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

Not later than one year 1,104 803
Later than one year but not later than five years 7,893 278
Later than 5 years 10,228 –

Total (including GST) 19,225 1,081

Operating lease commitments comprise of motor vehicles, information technology equipment and premises for Regional Offices

Operating Lease Commitments include input tax credits of $1,747,676 ($189,363 in 2001/02) that are expected to be recoverable from the ATO.

15. CONTINGENT LIABILITIES

Contingent liabilities

At balance date the Service had no contingent liabilities.

16. BUDGET REVIEW

Net cost of services

The actual net cost of services exceeded budget by $1.217M. This variation relates primarily to a charge of $1.939M to employee related expenses, resulting from an unfunded superannuation liability which was not anticipated.

Assets and liabilities

Current Assets were $14.186M in excess of budget due to increases in Cash and Receivables. The increase in Cash results from an increase in employer reserves and a significant increase in payables. The increase in employer reserves relates to salary rate increases and increases in entitlements. The increase in receivables relates primarily to Natural Disaster claims. Several agencies were tardy in submitting claims resulting in the agency not being able to receive reimbursement prior to 30 June, 2003.

Current Liabilities were in excess of budget by $14.409M. This resulted primarily from agencies being tardy in submitting claims for Natural Disaster expenditure, thus resulting in significant accruals at 30 June, 2003. In addition the amount of employee entitlements exceeded budget due to reasons stated above.

Non-Current Assets exceeded budget by $4.139M solely as a result of the Service purchasing vehicles for district staff. Ownership of these vehicles now vests in the Service, with the result being a significant increase in the value of Plant and Equipment.

Cash Flows

Total payments exceeded budget by $114.628M primarily due to the additional expenditure associated with the 2002-2003 bushfires.

Cash reimbursements from the Crown Entity totalled $111.474M and were the result of reimbursements for costs associated with the 2002-2003 bushfires.

17. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET COST OF SERVICES.

<table>
<thead>
<tr>
<th>Description</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cost of service</td>
<td>(16,300)</td>
<td>(20,471)</td>
</tr>
<tr>
<td>Cash Flows from Government</td>
<td>18,023</td>
<td>17,158</td>
</tr>
<tr>
<td>Acceptance by the Crown Entity of employee benefits and other liabilities</td>
<td>151</td>
<td>33</td>
</tr>
<tr>
<td>Depreciation</td>
<td>1,158</td>
<td>781</td>
</tr>
<tr>
<td>(Decrease)/increase in provisions</td>
<td>2,202</td>
<td>5,475</td>
</tr>
<tr>
<td>(Increase)/decrease in prepayments and other assets</td>
<td>(6,699)</td>
<td>(3,666)</td>
</tr>
<tr>
<td>Increase/(decrease) in creditors</td>
<td>13,269</td>
<td>4,978</td>
</tr>
<tr>
<td>Net loss/(gain) on sale of plant and equipment</td>
<td>50</td>
<td>(19)</td>
</tr>
<tr>
<td>Net cash provided by operating activities</td>
<td>11,854</td>
<td>4,279</td>
</tr>
</tbody>
</table>

18. NON-CASH FINANCING AND INVESTMENT ACTIVITIES

Long service leave liability assumed by Crown Entity

<table>
<thead>
<tr>
<th>Description</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>151</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>151</td>
<td>33</td>
</tr>
</tbody>
</table>
19. FINANCIAL INSTRUMENTS

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

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

Classes of instruments recorded at cost comprise:

- cash
- receivables
- creditors and accruals

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

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

Trade creditors and accruals
The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer’s Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. Treasurer’s Direction 219.01 allows the Minister to award interest for late payment. The Minister did not apply any such interest rate during the year.

20. CONSULTANCIES

Consultancy fees paid for the year totalled $732,308 ($1,067,201 in 2001-02).

21. SUPERANNUATION

The assessed liability for the NSW Rural Fire Service at 30 June, 2003 and funds held in reserve accounts at the Superannuation Administration Corporation (trading as Pillar Administration) (including accrued interest) and prepaid superannuation were:

Calculation of the 30 June, 2003 superannuation position uses actuarial assumptions revised from assumptions used in the previous year. This change has created significant movement in the accrued superannuation liability. Thus, the superannuation funding position as at 30 June, 2003 has changed significantly from 30 June, 2002 to the extent that the Service is now in deficit to the extent of $1,636,774. The situation has been discussed at length with Treasury Officers and will be reviewed as a maintenance issue during the 2003/04 financial year.

The liability for the State Superannuation Scheme has been determined by the Fund’s Actuary as at 30 June, 2003. The assumptions are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2003/04</th>
<th>2004/05</th>
<th>2005/06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate of investment return</td>
<td>7.0 %</td>
<td>7.0 %</td>
<td>7.0 %</td>
</tr>
<tr>
<td>Rate of salary increase</td>
<td>4.0 %</td>
<td>4.0 %</td>
<td>4.0 %</td>
</tr>
<tr>
<td>Rate of increase in CPI</td>
<td>2.5 %</td>
<td>2.5 %</td>
<td>2.5 %</td>
</tr>
</tbody>
</table>
## Program Statement - Expense and Revenue

For the year ended 30 June 2003

### SERVICE'S EXPENSES

<table>
<thead>
<tr>
<th>Program 1*</th>
<th>Program 2*</th>
<th>Program 3*</th>
<th>Program 4*</th>
<th>Not Attributable</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
</tbody>
</table>

#### EXPENSES

- Operating expenses
  - Employee related
  - Other operating expenses
  - Depreciation and amortisation
  - Grants and subsidies
  - Borrowing costs
  - Other expenses

- Total Expense

#### RETAINED REVENUES

- Sale of goods and services
- Grants and contributions
- Other revenue

- Total Retained Revenue

#### Gain/(loss) on disposal

#### NET COST OF SERVICES

<table>
<thead>
<tr>
<th>Region</th>
<th>Hazard Reduction (ha)</th>
<th>Trail Work (kms)</th>
<th>Lineal Feature (kms)</th>
</tr>
</thead>
<tbody>
<tr>
<td>East</td>
<td>15,906</td>
<td>1,169</td>
<td>3,215</td>
</tr>
<tr>
<td>South</td>
<td>213,317</td>
<td>4,011</td>
<td>3,215</td>
</tr>
<tr>
<td>West</td>
<td>102,604</td>
<td>5,392</td>
<td>3,215</td>
</tr>
<tr>
<td>North</td>
<td>126,121</td>
<td>6,280</td>
<td>3,215</td>
</tr>
<tr>
<td>Total</td>
<td>457,947</td>
<td>16,851</td>
<td>16,608</td>
</tr>
</tbody>
</table>

### Summary of Compliance with Financial Directives

<table>
<thead>
<tr>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reccurent APPN</td>
<td>Expenditure Net Claim on Consolidated Fund</td>
</tr>
<tr>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td>Recurrent APPN</td>
<td>Expenditure Capital APPN</td>
</tr>
<tr>
<td>$000</td>
<td>$000</td>
</tr>
</tbody>
</table>

#### ORIGINAL BUDGET APPROPRIATION/EXPENDITURE

- Appropriation Act
  - 17,378 17,378

#### OTHER APPROPRIATIONS/EXPENDITURE

- Treasurer's Advance
  - 845 845

#### Total Appropriations/Expenditure Net Claim on Consolidated Fund (includes transfer payments)

- Amount drawn down against appropriation

- Liability to Consolidated Fund

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

Based on the reports of the BFMCs, hazard reductions undertaken on land managed by the Department of Land and Water Conservation (DLWC) and local councils’ estate were 20,624 ha and 938 ha respectively. Hazard reduction works on Crown lands undertaken through fire mitigation works funding was 679 ha and this has been included in the DLWC figure.

An examination of the reported hazard reduction figures indicates a level of under-reporting to BFMCs. It is anticipated that, with the introduction of the new integrated Bushfire Risk Information Management System, providing a single, consistent means for all land managers to collect and collate bushfire hazard reduction data such anomalies should be removed and the reporting regime for the financial year 2004-2005 will be improved. In the interim, the Commissioner will continue to undertake performance audits under Section 62A(3) of the Rural Fires Act, 1997 into the performance of the implementation by BFMCs of their respective risk management plans.
**Appendix ‘B’**

Equal Employment Opportunity Statistics 2002/03

<table>
<thead>
<tr>
<th>Level</th>
<th>Total</th>
<th>Men</th>
<th>Women</th>
<th>Aboriginal</th>
<th>Torres Strait Islanders</th>
<th>People from other Racial, Ethnic, Religious or Minority Groups</th>
<th>People whose language first spoken as a child was not English</th>
<th>People with a Disability</th>
<th>People with a Disability Requiring Adjustment</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $28,710</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>$28,710 - $37,708</td>
<td>27</td>
<td>16</td>
<td>11</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>$37,709 - $42,156</td>
<td>97</td>
<td>74</td>
<td>23</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>$42,157 - $53,345</td>
<td>207</td>
<td>153</td>
<td>54</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>$53,346 - $68,985</td>
<td>176</td>
<td>153</td>
<td>23</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>$68,986 - $86,231</td>
<td>42</td>
<td>36</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>&gt; $86,231 (non SES)</td>
<td>20</td>
<td>19</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>&gt; $86,231 (SES)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>570</td>
<td>397</td>
<td>173</td>
<td>2</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>22</td>
<td>0</td>
</tr>
</tbody>
</table>

**Appendix ‘C’**

Freedom Of Information Statistics

1. Number of new requests received 14
2. Results of requests
   - Number granted in full 8
   - Number granted in part 1
   - Number refused 3
   - Application fees received $240
3. Ministerial Certificates issued Nil
4. Formal consultations Nil
5. Amendment of personal records Nil
6. Notification of personal records Nil
7. Requests granted in part or refused Nil
8. Costs and fees of requests processed during period
   - Application fees received $240
9. Discounts allowed Nil
10. Calendar days to process applications
   - Elapsed Time
      - 0 - 21 days 3
      - 22 - 35 days 1
      - Over 35 days 1
   - Totals 4
11. Processing time for completed requests
   - Processing Hours
      - 0 - 10 1
      - 11 - 20 2
      - 21 - 40 2
      - Over 40 1
      - Totals 3

**Comment**

In 2001-2002 there were 10 FOI requests and a comparison reveals little variation or differences of note. Consequently there was minimal impact on the Service’s activities. There were no major or contentious issues associated with FOI requests and in cases where material could not be supplied reasons were given to the applicant(s). There were no disputes, nor were there any Ombudsman or District Court referrals.

**Representation And Recruitment Of Aboriginal Employees And Employees With A Physical Disability**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Staff</th>
<th>Aboriginal Employees</th>
<th>PWPD</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001/02</td>
<td>490</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Recruited in year</td>
<td>378*</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

*308 council fire control staff from 143 local government councils were transferred to the NSW Rural Fire Service (a State government employment) on 1 July, 2001.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Staff</th>
<th>Aboriginal Employees</th>
<th>PWPD</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002/03</td>
<td>570</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Recruited in year</td>
<td>80</td>
<td>2</td>
<td>1</td>
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</table>
### Appendix ‘D’

**Circulars Issued**

<table>
<thead>
<tr>
<th>CIRC #</th>
<th>Date</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>14/02</td>
<td>2.7.02</td>
<td>Conversion of National Assessor/Trainer Qualifications to RFS equivalents and a reminder about the 1 July, 2002 deadline for Certificate IV in A&amp;WFT</td>
</tr>
<tr>
<td>15/02</td>
<td>12.7.02</td>
<td>Farewell for Assistant Commissioner Ross Smith</td>
</tr>
<tr>
<td>16/02</td>
<td>1.8.02</td>
<td>Amendments to the Rural Fires Act 1997 – hazard reduction and planning requirements</td>
</tr>
<tr>
<td>17/02</td>
<td>29.8.02</td>
<td>NSW Rural Fire Fighting Fund 2002-2003 Allocations</td>
</tr>
<tr>
<td>18/02</td>
<td>4.9.02</td>
<td>2003/2004 Estimates – NSW RFFF</td>
</tr>
<tr>
<td>19/02</td>
<td>6.9.02</td>
<td>Premier’s Emergency Services Awards</td>
</tr>
<tr>
<td>20/02</td>
<td>20.9.02</td>
<td>Planning for Bushfire Protection – Implementation</td>
</tr>
<tr>
<td>21/02</td>
<td>8.10.02</td>
<td>Bush Fire Prone Land Mapping – Verification and Certification Title</td>
</tr>
<tr>
<td>22/02</td>
<td>9.10.02</td>
<td>Lagging of Fire Tankers</td>
</tr>
<tr>
<td>23/02</td>
<td>9.10.02</td>
<td>Joint Training Policy (NSWFB – NSWRFS)</td>
</tr>
<tr>
<td>24/02</td>
<td>17.10.02</td>
<td>Prescribed Burning Training and SOPs – 2002</td>
</tr>
<tr>
<td>25/02</td>
<td>17.10.02</td>
<td>Cracks in Chassis Rails on Cat 1 Tankers</td>
</tr>
<tr>
<td>26/02</td>
<td>22.10.02</td>
<td>Volunteer Memorial Annual Commemorative Service</td>
</tr>
<tr>
<td>27/02</td>
<td>9.12.02</td>
<td>Effect of non-compliance with the requirement for a Certificate IV in A&amp;WFT</td>
</tr>
<tr>
<td>29/02</td>
<td>9.12.02</td>
<td>Changes to Training Delayed</td>
</tr>
<tr>
<td>30/02</td>
<td>9.12.02</td>
<td>Changes to the System of Ordering Training Materials</td>
</tr>
<tr>
<td>31/02</td>
<td>18.12.02</td>
<td>Updating of Instructor Database</td>
</tr>
<tr>
<td>32/02</td>
<td>18.12.02</td>
<td>Updating of 2003 Training Register Information</td>
</tr>
<tr>
<td>33/02</td>
<td>19.12.02</td>
<td>Sample Copies of Queensland RFS Training Materials</td>
</tr>
<tr>
<td>34/02</td>
<td>19.12.02</td>
<td>PPE – Supply and Use of Black Wool Jacket</td>
</tr>
<tr>
<td>1/03</td>
<td>7.1.03</td>
<td>2002 Circulars</td>
</tr>
<tr>
<td>2/03</td>
<td>8.1.03</td>
<td>LPG Cylinders</td>
</tr>
<tr>
<td>3/03</td>
<td>6.2.03</td>
<td>Electrical Safety</td>
</tr>
<tr>
<td>4/03</td>
<td>6.2.03</td>
<td>Fire Investigation Reporting Guidelines</td>
</tr>
<tr>
<td>9/03</td>
<td>6.2.03</td>
<td>Coronal and Investigation Matters concerning the 2001/02 and 2002/03 Fire Seasons</td>
</tr>
<tr>
<td>8/03</td>
<td>10.2.03</td>
<td>Standardisation of Computer Equipment and Systems</td>
</tr>
<tr>
<td>7/03</td>
<td>15.5.03</td>
<td>Damage to Plastic Parts on Fire Tankers</td>
</tr>
<tr>
<td>8/03</td>
<td>23.5.03</td>
<td>2003/2004 Estimates Contributions to the NSW Rural Fire Fighting Fund</td>
</tr>
<tr>
<td>9/03</td>
<td>17.6.03</td>
<td>Electrical Safety Training</td>
</tr>
<tr>
<td>10/03</td>
<td>17.6.03</td>
<td>Cracks in chassis rails of FTS &amp; FSS Isuzu chassis</td>
</tr>
<tr>
<td>11/03</td>
<td>20.6.03</td>
<td>Data Storage on RFS Network</td>
</tr>
<tr>
<td>12/03</td>
<td>20.6.03</td>
<td>Desktop Replacement Program</td>
</tr>
</tbody>
</table>

### Appendix ‘E’

**Allocations to Councils 2002/2003**

<table>
<thead>
<tr>
<th>Region East</th>
<th>$</th>
<th>Region South</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baulkham Hills</td>
<td>2,350,017.49</td>
<td>Albury City</td>
<td>212,305.36</td>
</tr>
<tr>
<td>Blacktown City</td>
<td>740,153.44</td>
<td>Bega</td>
<td>1,443,361.11</td>
</tr>
<tr>
<td>Blue Mountains</td>
<td>3,037,131.42</td>
<td>Bergara</td>
<td>623,340.04</td>
</tr>
<tr>
<td>Camden</td>
<td>681,831.43</td>
<td>Bombala</td>
<td>671,248.61</td>
</tr>
<tr>
<td>Campbelltown</td>
<td>963,769.18</td>
<td>Conargo</td>
<td>678,832.75</td>
</tr>
<tr>
<td>Cassock</td>
<td>2,174,795.07</td>
<td>Cooma-Monaro</td>
<td>695,157.56</td>
</tr>
<tr>
<td>Dungog</td>
<td>904,514.28</td>
<td>Corowa</td>
<td>618,684.19</td>
</tr>
<tr>
<td>Evans</td>
<td>917,370.20</td>
<td>Crookwell</td>
<td>849,766.22</td>
</tr>
<tr>
<td>Fairfield</td>
<td>95,274.68</td>
<td>Culcairn</td>
<td>337,742.83</td>
</tr>
<tr>
<td>Gloucester</td>
<td>881,723.90</td>
<td>Deniliquin</td>
<td>89,656.88</td>
</tr>
<tr>
<td>Gosford</td>
<td>1,987,369.51</td>
<td>Eurobodalla</td>
<td>1,513,089.74</td>
</tr>
<tr>
<td>Great Lakes</td>
<td>1,483,634.02</td>
<td>Griffith</td>
<td>883,895.28</td>
</tr>
<tr>
<td>Greater Taree</td>
<td>1,392,198.41</td>
<td>Gundagai</td>
<td>666,363.91</td>
</tr>
<tr>
<td>Hastings</td>
<td>1,492,856.10</td>
<td>Gunning</td>
<td>763,229.42</td>
</tr>
<tr>
<td>Hawkesbury</td>
<td>1,753,199.26</td>
<td>Holbrook</td>
<td>588,372.90</td>
</tr>
<tr>
<td>Hornsby</td>
<td>2,225,992.88</td>
<td>Hume</td>
<td>665,773.30</td>
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<td>Kiama</td>
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<td>Jerilderie</td>
<td>421,794.15</td>
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<td>Kiama</td>
<td>712,800.73</td>
<td>Leeton</td>
<td>324,336.38</td>
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<td>Lake Macquarie</td>
<td>2,216,304.62</td>
<td>Lockhart</td>
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<td>Lithgow</td>
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<tr>
<td>Liverpool</td>
<td>802,742.61</td>
<td>Murray</td>
<td>794,298.79</td>
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<td>Lord Howe Island</td>
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<td>Murrumbidgee</td>
<td>520,956.12</td>
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<td>Maitland</td>
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<td>Narrandera</td>
<td>983,868.61</td>
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<td>Merriwa</td>
<td>722,325.78</td>
<td>Queanbeyan</td>
<td>182,388.51</td>
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<td>Muswellbrook</td>
<td>901,158.87</td>
<td>Shoalhaven</td>
<td>2,277,739.03</td>
</tr>
<tr>
<td>Oberon</td>
<td>673,069.21</td>
<td>Snowy River</td>
<td>766,282.46</td>
</tr>
<tr>
<td>Penrith</td>
<td>1,227,400.80</td>
<td>Tallaganda</td>
<td>1,188,908.89</td>
</tr>
<tr>
<td>Port Stephens</td>
<td>1,246,793.61</td>
<td>Tamworth</td>
<td>475,803.99</td>
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<tr>
<td>Rydstone</td>
<td>501,973.07</td>
<td>Tumut</td>
<td>650,541.61</td>
</tr>
<tr>
<td>Shellharbour</td>
<td>547,518.40</td>
<td>Urana</td>
<td>578,395.89</td>
</tr>
<tr>
<td>Singleton</td>
<td>1,383,057.09</td>
<td>Waggga Waggga</td>
<td>1,822,860.52</td>
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<tr>
<td>Sutherland</td>
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<td>Wakool</td>
<td>639,032.10</td>
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<td>Warragul</td>
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<td>Yarrawonga</td>
<td>1,073,698.46</td>
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<tr>
<td>Wingecarribee</td>
<td>1,261,057.01</td>
<td>Yass</td>
<td>1,137,858.00</td>
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<tr>
<td>Wollongong</td>
<td>1,464,941.22</td>
<td>Region Total</td>
<td>28,293,218.04</td>
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<tr>
<td>Wyong</td>
<td>1,753,743.49</td>
<td>Region Total</td>
<td>28,293,218.04</td>
</tr>
</tbody>
</table>
## Appendix ‘E’
### Allocations to Councils 2002/2003
**continued**

<table>
<thead>
<tr>
<th>Region North</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Armidale/Dunareq</td>
<td>798,781.92</td>
</tr>
<tr>
<td>Ballina</td>
<td>422,612.71</td>
</tr>
<tr>
<td>Barnaba</td>
<td>402,321.09</td>
</tr>
<tr>
<td>Bellingen</td>
<td>1,154,842.43</td>
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<td>Bingara</td>
<td>564,579.61</td>
</tr>
<tr>
<td>Byron</td>
<td>810,961.50</td>
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<tr>
<td>Clarence Valley Zone</td>
<td>3,175,476.30</td>
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<tr>
<td>Coffs Harbour City</td>
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<tr>
<td>Coolah</td>
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</tr>
<tr>
<td>Coonabarabran</td>
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</tr>
<tr>
<td>Gilgandra</td>
<td>681,692.88</td>
</tr>
<tr>
<td>Gunnedah</td>
<td>536,197.77</td>
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<tr>
<td>Kempsey</td>
<td>940,777.91</td>
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<td>Kyogle</td>
<td>835,608.53</td>
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<tr>
<td>Lismore</td>
<td>812,047.42</td>
</tr>
<tr>
<td>Manilla</td>
<td>200,916.72</td>
</tr>
<tr>
<td>Moree Plains</td>
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</tr>
<tr>
<td>Nambucca</td>
<td>877,471.65</td>
</tr>
<tr>
<td>Narrabri</td>
<td>850,853.36</td>
</tr>
<tr>
<td>Nundle</td>
<td>216,252.90</td>
</tr>
<tr>
<td>Parkes</td>
<td>542,727.23</td>
</tr>
<tr>
<td>Quirindi</td>
<td>371,094.25</td>
</tr>
<tr>
<td>Richmond Valley</td>
<td>914,247.55</td>
</tr>
<tr>
<td>Scone</td>
<td>686,828.14</td>
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<tr>
<td>Severn</td>
<td>791,665.75</td>
</tr>
<tr>
<td>Tamworth</td>
<td>250,743.20</td>
</tr>
<tr>
<td>Tenterfield</td>
<td>414,674.46</td>
</tr>
<tr>
<td>Tweed</td>
<td>890,763.69</td>
</tr>
<tr>
<td>Uralla</td>
<td>354,531.12</td>
</tr>
<tr>
<td>Walcha</td>
<td>547,295.85</td>
</tr>
<tr>
<td>Tallara</td>
<td>365,691.76</td>
</tr>
<tr>
<td><strong>Region Total</strong></td>
<td><strong>24,795,478.95</strong></td>
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<table>
<thead>
<tr>
<th>Region West</th>
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<tbody>
<tr>
<td>Bland</td>
<td>1,133,787.31</td>
</tr>
<tr>
<td>Bogan</td>
<td>304,251.44</td>
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<tr>
<td>Bourke</td>
<td>539,248.04</td>
</tr>
<tr>
<td>Brevarrina</td>
<td>385,787.93</td>
</tr>
<tr>
<td>Canobolas Zone</td>
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<tr>
<td>Carrathool</td>
<td>710,094.57</td>
</tr>
<tr>
<td>Central Darling</td>
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</tr>
<tr>
<td>Cobar</td>
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</tr>
<tr>
<td>Coolamon</td>
<td>791,371.50</td>
</tr>
<tr>
<td>Coonamble</td>
<td>294,879.99</td>
</tr>
<tr>
<td>Cowra</td>
<td>686,509.79</td>
</tr>
<tr>
<td>Dubbo City</td>
<td>1,049,661.66</td>
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<tr>
<td>Forbes</td>
<td>970,907.10</td>
</tr>
<tr>
<td>Hay</td>
<td>510,361.67</td>
</tr>
<tr>
<td>Junee</td>
<td>530,437.27</td>
</tr>
<tr>
<td>Lachlan</td>
<td>1,237,282.15</td>
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<tr>
<td>Lower Western Zone</td>
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<tr>
<td>Mudgee</td>
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<tr>
<td>Narromine</td>
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<tr>
<td>Parkes</td>
<td>772,114.26</td>
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<td>South West Area Group</td>
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<tr>
<td>Temora</td>
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<td>Walgett</td>
<td>399,704.21</td>
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<tr>
<td>Warren</td>
<td>308,109.25</td>
</tr>
<tr>
<td>Weddin</td>
<td>659,951.76</td>
</tr>
<tr>
<td>Wellington</td>
<td>687,255.05</td>
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<tr>
<td><strong>Region Total</strong></td>
<td><strong>22,563,467.62</strong></td>
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</table>

## Appendix ‘F’
### Current Publications
1. Bush Firewise
2. Barbecues & campfires
3. Tree selection for fire-prone areas
4. Trees & fire resistance
5. Regeneration & care of fire-damaged trees
6. LP gas safety
7. Bushfire readiness checklist
8. Home fire safety checklist
9. Bushfire preparedness: Your family, Your pets
10. Industrial & commercial fire prevention in bushfire prone areas
11. After the fire guide
12. Equipment & machinery use in bushfire prone areas
13. Holiday fire safety
14. Personal safety equipment
15. Hazard reduction
16. Preschoolers & Fire Safety
17. What is Community Fireguard?
18. Publications & Educational Resources
19. Fires in pine forests
20. Vehicles: How they can both protect you and cause bushfires
21. First aid during bushfires
22. Why flammable liquid needs careful handling for those who live in bushfire prone areas
23. Additional fire protection for your home
24. The effects of weather on bushfires
25. Controlling bushfires
26. Survival flow chart
27. Before you light that fire
28. Bush Fire Operations, Planning...
31. What does that mean? Terms used by NSW Rural Fire Service
32. Incident Control Systems
33. Planning for Bushfire Protection

**Fireguard for Kids resources**
- Fireguard for Kids Kit (Whole)
- Fireguard for Kids Kit (Refill)

**For children**
- Temporary Tattoos
- Bush Fire Puzzle Book
- Smokey’s Activity Book
- Smokey’s Home – Story Book
- Sticker – Children’s Fire Safety
- Magnet – Animation / Hotline
- Word Puzzle Activity Sheet
- Word Search Activity Sheet
- Bookmark
- Rules
- Balloons
- Showbags

**Books and booklets**
- External Water Sprinkler Leaflet
- The Burning Question
- Fifty Years of Fire
- Fire! The Australian Experience
- A State Ablaze
- Brochure – Join your Local RF Brigade
- Fire Prevention Presentation Handbook
- Fire Safe, Book 1 (Primary Teachers)
- Fire Science, Book 1 (Secondary Teachers)

**Other Resources**
- Sticker – Corporate “Heart of NSW”
- Sticker – Corporate “Peace of Mind”
- Magnet – ‘000’ Emergency
- Poster – Fire Safety (Several Versions)
- Poster – Join your Local RF Brigade
- Static Checklists
- Firewise Magnets

N.B. These resources are under constant review and may be updated or altered from time to time. All titles are free, many available in class sets.
Appendix ‘G’
Statement Of Performance Of The Commissioner

The Hon Tony Kelly MLC
Minister for Rural Affairs
Minister for Local Government
Minister for Emergency Services, and
Minister Assisting the Minister for Natural Resources (Lands)

STATEMENT OF PERFORMANCE OF THE COMMISSIONER

2002-2003 saw one of the worst fire seasons in living memory hit much of Eastern Australia. In NSW, Commissioner Koperberg led the Rural Fire Service and co-ordinated other fire fighting agencies as they fought some 459 fires. The fires resulted in the declaration of continuous Section 44 emergencies for a record 151 days.

Drought conditions led to extraordinary fire behaviour across the State and a fire season, which extended from early July in Northern NSW until early March in the Southern Region.

The Commissioner, and the volunteers he leads, kept life and property losses to a minimum in the face of a seemingly overwhelming and sustained fire threat.

In the midst of the fire season the Commissioner continued to lead the RFS into a new era, the Department of Rural Fire Service now has responsibilities for a range of new legislative accountabilities.

Commissioner Koperberg now has authority to ensure land managers across NSW carry out vital bushfire hazard reduction work. Under the changes introduced by the Government the Commissioner can now carry out the work at the owners cost. He has also overseen a slashing in red tape for hazard reduction preparation and in a more efficient use of resources to ensure priority hazard reduction is completed.

In other changes the Commissioner has been given responsibility to ensure that families living near bushland are given greater security. The new legislation, enacted in August, allows the Commissioner to rule on Local Government Bush Fire Prone Maps and on large and small development. The Commissioner has also played a major role in the development of a national aviation strategy to ensure all Australians are better protected through improved co-ordination of aviation resources.

Research into fire behaviour, suppression and mitigation will now be investigated by the National Co-operative Research Centre (CRC) and I must acknowledge the Commissioner’s pivotal role in the development of the CRC.

The Commissioner continues his vital role as Chairman of the State Rescue Board which co-ordinates rescue services throughout NSW.

In the face of extraordinary fire behaviour and significant legislative change the Commissioner has continued to exercise strong leadership, for which he is recognised throughout Australia.

Tony Kelly
Minister for Emergency Services

Appendix ‘H’
Committees

Rural Fire Service Advisory Council
The Rural Fire Service Advisory Council (RFSAC) met on two occasions during the year.
Commissioner P C Koperberg AO AFSM BEM (Chair)
Councillor K Gallen
Councillor R Panton OAM
Superintendent W Roche
Mr F Gannell
Mr A Jaffray
Mr R Pailin
Mr A Brown

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

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

Bush Fire Coordinating Committee
The Bush Fire Coordinating Committee (BFCC) met on three occasions during the year.
Commissioner P C Koperberg AO AFSM BEM (Chair)
Assist. Commissioner G Mullins AFSM
Chief Officer Mark D Ridley
Mr B Conroy
Councillor K Gallen
Councillor R Panton OAM
Superintendent P Kinkead AFSM
Assistant Commissioner D Adams (NSW Police)
Mr A Reeves OAM
Mr R Pailin
Mr A Brown
Mr P Olney PSM
Mr A Tennie

The BFCC is responsible for planning in relation to fire prevention and coordinated bush firefighting as well as for advising the Commissioner on bushfire prevention, mitigation and coordinated bushfire suppression. The Committee has such other functions as are conferred or imposed upon it by or under the Rural Fires Act 1997. In carrying out any function that affects the environment the Committee must have regard to the principles of ecologically sustainable development described in section 620 of the Protection of the Environment Administration Act, 1991.

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

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

The Committee’s work of co-ordinating the activities of the fire services was supported by the Service’s representatives Commissioner P C Koperberg AO AFSM BEM and Superintendent S Midgley AFSM. Mr D Luscombe represented the NSW Rural Fire Service Association.

Corporate Executive Group
The Corporate Executive Group (CEG), the Service’s senior policy making committee, met on seven occasions in 2002-2003.
Commissioner P C Koperberg AO AFSM BEM (Chair)
Ms W George
Acting Chief of Staff (Appointed 2 June, 2003)
M Crosswell AFSM
Executive Director Strategic Development
S Fitzsimmons AFSM
Executive Director Operations
T Hove
Executive Director Operations Support
R Rogers
Executive Director Risk Management
T Anderson PSM
Executive Director Corporate Services
P Hennessy
Director Financial Services
J Winter
Director Corporate Communications
D Sutherland
Director Business Development
Superintendent S Yorke
(NSW Rural Fire Service Association)
D Luscombe
(NSW Rural Fire Service Association)
Appendix ‘H’
Committees
continued

Other
The Service is represented on a number of external organisations by various staff members.

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

Appendix ‘I’
Risk Management And Insurance

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

<table>
<thead>
<tr>
<th>Coverage</th>
<th>2000/01 $</th>
<th>2001/02 $</th>
<th>2002/03 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workers Compensation</td>
<td>69,399</td>
<td>206,316</td>
<td>332,442</td>
</tr>
<tr>
<td>Motor Vehicle</td>
<td>38,013</td>
<td>64,911</td>
<td>67,694</td>
</tr>
<tr>
<td>Public Liability</td>
<td>527,324</td>
<td>747,868</td>
<td>1,009,624</td>
</tr>
<tr>
<td>Property</td>
<td>11,000</td>
<td>12,859</td>
<td>6,743</td>
</tr>
<tr>
<td>Other</td>
<td>4,370</td>
<td>6,600</td>
<td>7,700</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>650,106</strong></td>
<td><strong>1,038,554</strong></td>
<td><strong>1,424,203</strong></td>
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Appendix ‘J’
Human Resources

Comparative figures for the past three years (Equivalent full time positions)

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<thead>
<tr>
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<th>2000/01</th>
<th>2001/02</th>
<th>2002/03</th>
</tr>
</thead>
<tbody>
<tr>
<td>East</td>
<td>161</td>
<td>477</td>
<td>570</td>
</tr>
</tbody>
</table>

Appendix ‘K’
Review Of Use Of Credit Cards

No irregularities in the use of corporate credit cards have been recorded during the year.

I certify that credit card use in the NSW Rural Fire Service has been in accordance with Premier’s Memoranda and Treasurer’s directions.

Phil Koperberg AO AFMS BEM
Commissioner

Appendix ‘L’
Fire Burning Permits

<table>
<thead>
<tr>
<th>Region</th>
<th>Number of Permits Issued</th>
<th>Number of Fire Escapes</th>
<th>Percentage of Escape (%)</th>
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</thead>
<tbody>
<tr>
<td>East</td>
<td>3,766</td>
<td>13</td>
<td>0.35</td>
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<tr>
<td>South</td>
<td>1,924</td>
<td>3</td>
<td>0.16</td>
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<tr>
<td>West</td>
<td>869</td>
<td>5</td>
<td>0.58</td>
</tr>
<tr>
<td>North</td>
<td>5,483</td>
<td>38</td>
<td>0.69</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>12,042</strong></td>
<td><strong>59</strong></td>
<td><strong>0.49</strong></td>
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</tbody>
</table>

The figures in this table are the number of burning permits issued by the Rural Fire Service under the Rural Fires Act, 1997 while the figures in the following table represent the number of burning permits issued by the NSW Fire Brigades under the Rural Fires Act, 1997.

<table>
<thead>
<tr>
<th>Region</th>
<th>Number of Permits Issued</th>
<th>Number of Fire Escapes</th>
<th>Percentage of Escape (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>East</td>
<td>4</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>South</td>
<td>288</td>
<td>0</td>
<td>0.00</td>
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<tr>
<td>West</td>
<td>87</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>North</td>
<td>167</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>526</strong></td>
<td><strong>0</strong></td>
<td><strong>0.00</strong></td>
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</table>
Appendix ‘M’
Section 66 Notice Report

<table>
<thead>
<tr>
<th>Region</th>
<th>Inspected</th>
<th>Section 66 Issued</th>
<th>Section 70 Works Issued</th>
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</thead>
<tbody>
<tr>
<td>East</td>
<td>3,243</td>
<td>4,138</td>
<td>732</td>
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<tr>
<td>South</td>
<td>2,398</td>
<td>2,674</td>
<td>-</td>
</tr>
<tr>
<td>West</td>
<td>841</td>
<td>323</td>
<td>274</td>
</tr>
<tr>
<td>North</td>
<td>159</td>
<td>273</td>
<td>80</td>
</tr>
<tr>
<td>Total</td>
<td>6,641</td>
<td>7,408</td>
<td>1,086</td>
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</table>

These figures represent the number of inspections, Section 66 notices, and Section 70 works reported under the Rural Fires Act 1997 by Bush Fire Management Committees. Last year’s figures are included for comparison.

Appendix ‘N’
Payment Performance

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Current (i.e. less than 30 days overdue)</th>
<th>Between 30 and 60 days overdue</th>
<th>Between 60 and 90 days overdue</th>
<th>More than 90 days overdue</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>02/03</td>
<td>134</td>
<td>83</td>
<td>-</td>
<td>-</td>
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<tr>
<td>01/01</td>
<td>21</td>
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<td>-</td>
<td>-</td>
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<tr>
<td>01/02</td>
<td>375</td>
<td>1</td>
<td>-</td>
<td>-</td>
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<tr>
<td>00/01</td>
<td>36</td>
<td>1</td>
<td>-</td>
<td>-</td>
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<tr>
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<td>01/02</td>
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<td>36</td>
</tr>
<tr>
<td>00/01</td>
<td>622</td>
<td>4</td>
<td>8</td>
<td>36</td>
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</table>

Accounts paid on time within each quarter

<table>
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<tr>
<th>Quarter</th>
<th>Total Accounts</th>
<th>%</th>
<th>Paid on Time</th>
<th>%</th>
<th>Amount Paid</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>02/03</td>
<td>95.0</td>
<td>95.0</td>
<td>96.7</td>
<td>98.1</td>
<td>97.4</td>
</tr>
<tr>
<td>01/01</td>
<td>95.0</td>
<td>95.0</td>
<td>96.7</td>
<td>98.1</td>
<td>20,392</td>
<td>14,168</td>
</tr>
<tr>
<td>01/02</td>
<td>95.0</td>
<td>95.0</td>
<td>96.7</td>
<td>98.1</td>
<td>20,392</td>
<td>14,168</td>
</tr>
<tr>
<td>00/01</td>
<td>95.0</td>
<td>95.0</td>
<td>96.7</td>
<td>98.1</td>
<td>20,392</td>
<td>14,168</td>
</tr>
<tr>
<td>02/03</td>
<td>95.0</td>
<td>95.0</td>
<td>96.7</td>
<td>98.1</td>
<td>20,392</td>
<td>14,168</td>
</tr>
<tr>
<td>01/02</td>
<td>95.0</td>
<td>95.0</td>
<td>96.7</td>
<td>98.1</td>
<td>20,392</td>
<td>14,168</td>
</tr>
<tr>
<td>00/01</td>
<td>95.0</td>
<td>95.0</td>
<td>96.7</td>
<td>98.1</td>
<td>20,392</td>
<td>14,168</td>
</tr>
</tbody>
</table>

Appendix ‘O’
Overseas Travel

Assistant Commissioner M Crosweller travelled to the United States in August to attend the International Wildland Fire Conference and was accompanied by Ms H Giovas and Ms V Scanlon. Assistant Commissioner M Crosweller travelled to Brazil in August to work with Brazilian authorities on the development of a Memorandum of Understanding.

Staff Officer K Harrap travelled to the United States in November/December 2002 to present a paper at an international conference.

Staff Officer K Harrap travelled to the United States and Canada in May/June 2003 to promote the 2003 International Wildland Fire Conference (Sydney), visit the Boise, Idaho National Fire Coordination Centre and discuss further development of a Memorandum of Understanding with a Canadian fire organisation.

The Director of Business Development, Mr D Sutherland travelled to Indonesia from 12-17 August 2002 to attend the ASEAN Haze meeting.

Assistant Commissioner R Rogers travelled to Singapore from 9-14 March 2003 to discuss an officer exchange program with the Singapore Civil Defence Force.

The Manager Community Education, Mr R Taylor and the Community Safety Officer, Region North, Mr B Davies travelled to Bhutan from 21 April-6 May 2003 to present a training program on community education.

The Director of Business Development, Mr D Sutherland travelled to Panama from 12-16 May 2003 to attend a meeting of the International Tropical Timber Organisation to promote the 2003 International Wildland Fire Conference. Travel expenses for this visit were reimbursed by the organising committee of the International Wildland Fire Conference.

The Director of Business Development, Mr D Sutherland travelled to Brazil, Peru and Chile from 13-22 June 2003 to investigate business opportunities.
Appendix ‘P’
Chanplinacy and Family Support Network Activity

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Visits to Rosehill Headquarters</td>
<td>776</td>
<td>146</td>
<td>26</td>
<td>948</td>
</tr>
<tr>
<td>Visits to Fire Control Centres</td>
<td>1524</td>
<td>301</td>
<td>491</td>
<td>2316</td>
</tr>
<tr>
<td>Visits with Fire Control Officers</td>
<td>1798</td>
<td>262</td>
<td>327</td>
<td>2387</td>
</tr>
<tr>
<td>Visits to Rural Fire Brigades</td>
<td>1070</td>
<td>261</td>
<td>321</td>
<td>1652</td>
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<tr>
<td>Regional FCO Conferences</td>
<td>28</td>
<td>3</td>
<td>1</td>
<td>32</td>
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<tr>
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<td>412,878</td>
<td>60,591</td>
<td>25,806</td>
<td>499,275</td>
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We welcome your feedback

How would you rate the report’s content?
☐ Excellent ☐ Good ☐ Fair ☐ Poor

Which sections did you find most useful? Please specify.

How could the report be improved?

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☐ Yes ☐ No

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Name
Address
Postcode

Thank you for your feedback. Your comments can be returned to us by sending this to us at:

NSW Rural Fire Service
Locked Bag 17
Granville 2142

or fax to 02 9638 4671

For further information about this report please contact:

Corporate Communications
NSW Rural Fire Service
Locked Bag 17
Granville 2142
Phone 02 8345 3694
Fax 02 9638 4671
Website www.rfs.nsw.gov.au
The NSW Rural Fire Service acknowledges the outstanding photography of David Jenkins used throughout this annual report.

**Credits**
Creative development and design – Garry Pietras
Art direction – Patama Porsoongeon
Art production – Lisa Cremona, Carillon Graphic Communications
Printing – Pentridge Buscombe

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