



07 spirit courage dedication



contents

OVERVIEW

- 01 Key Statistics
- 02 Who we are & what we do
- 02 Vision, Mission & Values
- 02 Key stakeholders & customers
- 03 Commissioner's Report
- 05 Financial Overview

GOVERNANCE

- 05 Legislative
- 05 Bush Fire Coordinating Committee
- 05 Rural Fire Service Advisory Council
- 05 Fire Services Joint Standing Committee
- 06 Principal Officers
- 08 Office Accessibility
- 09 Organisational Structure

REVIEW OF THE REPORTING YEAR

- 11 Administration and Finance
- 16 Operations and Regional Management
 - The Year in the Regions
- 28 Operations Support
- 32 Community Safety
- 38 Strategic Development

OUR PERFORMANCE

- 42 Management
- 43 Community Safety
- 44 Learning and Development
- 45 Operations

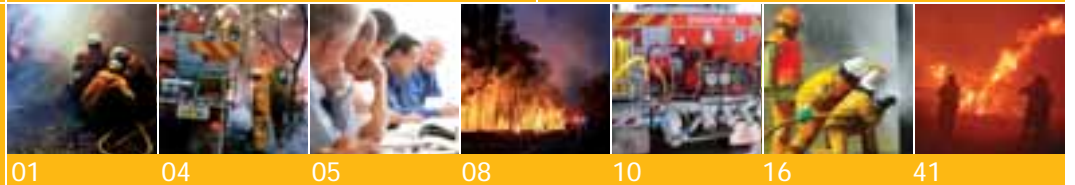
50 FINANCIALS

78 APPENDICES

95 GLOSSARY

96 INDEX

08 CONTACT DETAILS



2007

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The Hon Nathan Rees MP
Minister for Emergency Services
Level 25
9 Castlereagh Street
SYDNEY NSW 2000

Dear Minister

I have pleasure in submitting to you for presentation to Parliament the Annual Report of NSW Rural Fire Service for the year ended 30 June 2007.

Highlights for the year include

- Allocation of \$34.2 million for the provision of 260 new and refurbished tankers
- Overall coordination and management of 36 section 44 Declarations, involving 47 local government areas
- Successfully processed in excess of 6,200 applications for membership, transfer and Child Related Activity checks
- Assessment of 9,519 developments across the State, of which 2,917 development applications were integrated developments requiring the issue of a bushfire safety authority
- Issuing of 2,403 Bush Fire Hazard Reduction Certificates
- Delivery of 911 Community Education Programs. Of these 627 were targeted at children and young people
- Conducting 1,266 Fire Awareness Programs
- Participation in MyRFS volunteer only website continuing to grow steadily beyond 8,400 users.

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

Yours sincerely

A handwritten signature in black ink, appearing to read 'Shane Fitzsimmons', with a long horizontal flourish extending to the right.

Shane Fitzsimmons AFSM
Commissioner

01 overview

Established in 1997
71,441 volunteers
2,100 rural towns and
villages protected



professionalism in all we do

Key Statistics

Who we are and what we do

Vision, Mission and Values

Key stakeholders and customers

Commissioner's Report

Financial Overview

key statistics



	06/07	05/06	04/05	03/04
Funding	\$M168	\$M140	\$M134	\$M125
Brigades	2,077	2,100	2,069	2,094
Districts	126	126	128	132
Zones/Teams	39	38	39	37
Our people				
Volunteers	71,441	70,745	70,964	69,375
Salaried support and administration	685	680	649	601
Incidents				
Total number of incidents	20,186	19,590	17,342	18,812
Bush fires	3,361	2,865	2,659	1,764
Grass fires	3,420	3,888	3,533	3,844
Building fires	929	951	949	206
Vehicle fires	1,423	1,525	1,166	1,491
Motor vehicle accidents	3,415	3,225	2,289	3,152
False alarms	1,874	2,028	1,896	1,271
Other	5,764	5,108	4,850	7,084
Buildings				
Headquarters	1	1	1	1
Regional Offices	4	4	4	4
Tankers				
Funding provided for new and refurbished tankers to be allocated to brigades	260	230	210	205
Vehicles				
Current RFS fleet including marine craft				
Tankers	3,966	3,927		
Pumpers	51	58		
Personnel Transport and Command	857	814		
Bulk Water units	55	52		
Tanker Trailers	2,011	2,109		
Communications vehicles and trailers	38	36		
Catering vehicles and trailers	64	64		
Marine	20	19		
Slip on trailers and miscellaneous	1,081	1,502		
Communications				
Radios	20,050	19,800		
Volunteers and their qualifications				
Bush fire fighters	37,935			
Village fire fighters	14,181			
Advanced fire fighters	9,520			
Crew leaders	6,746			
Group leaders	885			
First aiders	11,380			
Breathing apparatus operators	1,782			
Chain saw operators	4,508			
Rural fire drivers	5,550			
RFS Instructors	1,440			
RFS Training Facilitators	235			
RFS Training Coordinators	425			
RFS Assessors	1,074			
Total hours of local level RFS training	299,150			
Total hours of regional level RFS training	13,886			
Total hours of State level RFS training	9,924*			

*(does not include staff professional development training)



who we are & what we do

Over 100 years ago the residents of the south-western New South Wales town of Berrigan formed Australia's first official bush fire brigade. The residents banded together as fire fighters for protection against the ever-present threat of bush fires.

On 1 September 1997 the NSW Rural Fire Service (RFS) was established by an Act of Parliament as the successor to that first bush fire brigade, redefining the world's largest

volunteer fire service and building on a century of experience in protecting some of the most fire-prone areas on earth.

Today the Service comprises 2,077 volunteer rural fire brigades and a total membership of more than 71,000. Salaried staff are employed to manage the day-to-day operations of the Service at Headquarters, regional offices and district fire control centres. Staff carry out a variety of roles including operational

management, administration, finance, community safety, training and engineering.

The role of rural fire brigades encompasses far more than fighting and preventing bush fires. Volunteer fire fighters are regularly called upon to attend building and structure fires and motor vehicle accidents, assist in search and rescue operations, and help with storm and flood recovery. The Service is responsible for structural

fire fighting in more than 1,200 towns and villages across the State.

Brigade members are all volunteers and come from all walks of life. They combine their professional approach with their volunteer spirit of service to protect life and property within the community.

vision, mission & values

our vision

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

our mission

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

values

The values that underpin all our actions are:

- **Our people** - Volunteerism and commitment
- **Professionalism** - In all we do
- **Community** - Mutual assistance
- **Quality Customer Service** - Internal and external
- **Continuous Improvement** - Co-operation
- **Honesty, Integrity and Trust** - Ethical standards and behaviour

key stakeholders & customers

our stakeholders

- The people of New South Wales
- The Insurance Industry
- Local Government
- Other emergency services
- Other Government agencies
- The Government of New South Wales

our customers

- The people of New South Wales
- Our volunteers and staff

commissioner's report



2006/07 was a very important year for the NSW Rural Fire Service. With the drought continuing to affect so much of the State, we experienced a range of intense fires in many parts. The year also saw us farewell Commissioner Phil Koperberg after more than 40 years with the Service in its various forms.

Over summer we saw 36 section 44 emergencies declared over 47 local government areas. These ranged right across the State from the Blue Mountains and the Hawkesbury to Dubbo, Coonabarabran, Tamworth, Tumut and Thredbo. In addition, the Service provided major and ongoing support for our colleagues in South Australia and in Victoria where a complex of fires burnt out over 1,000,000 hectares.

Over the summer, once again, our volunteers worked tirelessly both close to home and on strike teams helping out in other areas. The dedication and professionalism of our volunteers and staff was on show for all to see and I place on the record my thanks to them all.

Commissioner Phil Koperberg relinquished his position in January to stand for the NSW Parliament. As we know, he was successful in that bid and is now the Minister for Climate Change, Environment and Water. On behalf of the Service I extend my congratulations to him and wish him every success after his extraordinary contribution to bush fire fighting not only in NSW but across the nation. Phil first became involved in bush fire fighting back in the 1960's and rose from being a volunteer through the ranks to be a Fire Control Officer, and in the end the Commissioner of the NSW Rural Fire Service. The resources that we now enjoy as a Service – the personal protective equipment, the advanced bush fire fighting appliances and the excellent communications and support facilities all evolved under his leadership. His involvement on a day-to-day basis will be greatly missed.

The year also saw achievements for the RFS in a number of other areas. *Planning for Bushfire Protection* was reviewed and reissued. The revised 2006 edition will be of significant benefit to councils, town planners, developers, planning and bush fire consultants, surveyors, and building practitioners. The new version is more user-friendly and incorporates clearer legislative provisions and performance criteria, together with more options for achieving compliance for people thinking of building in a bush fire prone area.

This year we continued to update our tanker fleet, with \$34.2 million allocated to provide 260 fire appliances to brigades around the State.

Another very solid achievement was the expansion of the School Cadets Program. During 2006/07, 300 students from a total of 17 schools took part in the ten-week program which is designed to teach future leaders about fire safety, fire operations, community safety and volunteering within their community. The program will expand in 2007/08 with 26 schools participating from around the State. The program has been so successful that Premier Morris lemma awarded it the *2006 NSW Premier's Silver Award for Excellence* in the Services to Rural and Regional NSW category.

Once again the Service's annual Open Day was very successful with more than 400 brigades opening across the State. Open Day promotes fire awareness, property protection and general Service activities to the public and it's very pleasing to see the growing level of support from the community.

The Service complied with the State Government's goals to use recyclable materials in the waste reduction program initiative. To further reduce energy consumption the Service has also continued with its use of energy efficient flat screen technology and reduced the number of high

fuel consumption cars in its fleet, and increased the number of smaller, cleaner and more fuel efficient vehicles.

We will continue to build on these very significant achievements in 2007/08.

These achievements are directly attributable to the commitment of our volunteers and staff who have made another extraordinary effort over the year, and I acknowledge their skills and continued dedication.

In my role as Acting Commissioner I am grateful to the Minister for Emergency Services, the Hon Nathan Rees for the support both personally and professionally that he has provided me with. I would also like to thank, Richard Lyons, Director of the Office of Emergency Services and his staff for the support and guidance they have given. Finally, I would like to acknowledge Assistant Commissioner Rob Rogers who acted as Commissioner for part of this year.

02 governance

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



- Legislative
- Bush Fire Coordinating Committee
- Rural Fire Service Advisory Council
- Fire Services Joint Standing Committee
- Corporate Executive Group
- Principal Officers
- Regional Management
- Office Accessibility
- Organisational structure



governance

Our management and operational responsibilities are set down in the *Rural Fires Act 1997* and can be summarised as follows:

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

The three major bodies that govern the operations of the Service are the Rural Fire Service Advisory Council (RFSAC), the Bush Fire Coordinating Committee (BFCC) and the Fire Services Joint Standing Committee (FSJSC).

The 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 fire fighters

- Advising the Commissioner on the issue of Service Standards
- Such other functions as may be conferred or imposed upon it by or under the *Rural Fires Act 1997*.

The BFCC is the peak planning body for bush fire management in New South Wales. The Commissioner chairs the Committee and has an overarching co-ordinating role, and the Service provides the Secretariat.

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

The Committee must report to the Minister for Emergency Services on any matter referred by the Minister, and may report

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

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

The Committee's work of coordinating the activities of the fire services was supported by the Service's representatives, Commissioner Phil Koperberg and Chief Superintendent Stuart Midgley.

Day-to-day management of the Service is carried out under the direction of the Corporate Executive Group (CEG). This Group consists of the Service's Principal Officers and representatives of the NSW Rural Fire Service Association.

Details of representation and member attendances at these bodies are set out in Appendix N.

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

- Australasian Fire Authorities Council and its various

committees

- Association of Environment Education (NSW)
- Border Liaison Committees
- Bushfire Cooperative Research Centre
- District Emergency Management Committees
- District Rescue Committees
- Emergency Services Communications Working Party
- Emergency Services Industry Reference Group
- Emergency Services Personnel Support Advisory Group
- Environmental Education Officers' Group
- Fire Protection Association
- GRN Joint Management Board – Department of Commerce
- Museum Education Officers' Group
- National Aerial Firefighting Centre
- NSW Health Disaster Management Committee
- Public Sector Occupational Health and Safety Group
- Standards Australia – various committees
- State Emergency Management Committee
- State Rescue Board.

All day-to-day activities of the Service are supported by the Service's Code of Conduct which applies to volunteers and salaried staff alike. There were no changes to the Code during the reporting period.

financial overview

During the year under review the level of funding for the Service was set at \$168.1 million.

The Audit Office provided an unqualified audit report for the 2006/07 financial year and no adverse comments were received from internal audits conducted throughout the year.

principal officers

Phil Koperberg AO AFSM BEM



Commissioner

Phil Koperberg AO AFSM BEM
(Relinquished position as of 12 January 2007)

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

In 1989 he was appointed Director-General of the Department of Bush Fire Services and in 1993 he was appointed Commissioner of Bush Fire Services. In January 1994 he was pointed overall emergency controller for major bush fires burning in eastern NSW and, in September 1997, he was appointed Chief Executive Officer and Commissioner of the NSW Rural Fire Service.

Among many other roles, the Commissioner chaired the NSW Rural Fire Service Advisory Council, the Bush Fire Coordinating Committee and the State Rescue Board.

Russell Taylor AFSM



He was awarded the British Empire Medal in 1978, made a Member of the Order of Australia in 1994, awarded the Australian Fire Service Medal in 1995 and made an Officer of the Order of Australia in 2003.

Mr Koperberg resigned his position when elected to the Parliament of New South Wales in March 2007.

Acting Chief of Staff
Russell Taylor AFSM

Mr Taylor joined the RFS following the serious bush fires of 1994, as Education Officer. An English, History and Drama teacher by training, Mr Taylor has also had an extensive career in the media, particularly in the area of children's radio and television where he appeared in and wrote several series.

He was the Manager Community Education for over nine years until 2006, and has been Acting Chief of Staff for almost a year.

In 1980 Mr Taylor joined his local volunteer brigade and served as Captain for 18 years and as Senior Deputy Captain for a further eight years (a position he still holds).

He is the recipient of the National Medal, Commissioner's Commendation for Service and in 2003 the Australian Fire Service Medal.

Mark Crowweller AFSM



Executive Director Operations and Regional Management
Mark Crowweller AFSM

Mr Crowweller has held various positions in the Service ranging from firefighter to Assistant Commissioner. He was a member of the Review Sub-Committee of the Fire Services Joint Standing Committee; a State Council and Executive Member of the NSW Rural Fire Service Association; a member of the State Executive of that Association, and a member of the Bush Fire Coordinating Committee.

Mr Crowweller has represented the Service on international projects in Malaysia, Indonesia, China and Brazil.

Prior to joining the Service, Mr Crowweller was employed in the consulting engineering industry.

He was awarded the Australian Fire Service Medal in 2003.

Shane Fitzsimmons AFSM



Executive Director Strategic Development
Shane Fitzsimmons AFSM
(Acting Commissioner from 8 May 2007)

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

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

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

He was awarded the Australian Fire Service Medal in 2001.

principal officers

Rob Rogers AFSM



**Executive Director
Community Safety**

Rob Rogers AFSM

*(Acting Commissioner
13 January to 7 May 2007)*

Mr Rogers joined the Service in 1979 as a member of the Belrose Brigade in the Warringah-Pittwater District, where he remained until 1995. During that time he held various brigade positions including those of training officer, Deputy Captain and Captain.

In 1995 Mr Rogers was appointed Deputy Fire Control Officer for the Greater Taree District, a position he held until 1998 when he was appointed Fire Control Officer for the Cessnock District. In 2002 he was appointed Executive Director for Regional Management but later that year transferred to the newly created Risk Management Directorate formed as a consequence of new legislative responsibilities that had been devolved to the Service.

Mr Rogers has represented the Service in international projects and fire fighting operations in the United States, Singapore and Malaysia.

He was awarded the Australian Fire Service Medal in 2004.

Trevor Anderson AFSM PSM



**Executive Director
Administration and Finance**

Trevor Anderson AFSM PSM

Mr Anderson entered the NSW Public Service in 1966 and in 1979 was appointed Secretary to the Bush Fire Council which, at that time, was a branch of the Department of Services.

He later transferred to the Office of the Minister for Police and Emergency Services. Following the establishment of the Department of Bush Fire Services as a separate department Mr Anderson was appointed Assistant Commissioner Corporate Services and later Executive Director Corporate Services. A further realignment of duties saw Mr Anderson appointed Executive Director Administration and Finance.

In 1995 Mr Anderson was awarded the Public Service Medal under the Australian Honours System for outstanding public service in NSW.

In January 2007 he was awarded the Australian Fire Service Medal.

Keith Harrap AFSM



**Executive Director
Operations Support**

Keith Harrap AFSM

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

Mr Harrap was appointed as Deputy Fire Control Officer for Hornsby/Ku-ring-gai in 1988 and then as Fire Control Officer in 1993.

From 2001 to 2004 he held consecutively the positions of Staff Officer and Acting Executive Director Operations Support. In 2004 he was appointed to the position of Executive Director, Corporate Communications.

Mr Harrap was elected to the position of Vice President (Salaried Officers) of the Rural Fire Service Association (RFSA) in 1994 and held that position for three years.

He is a member of the International Association of Fire Chiefs (IAFC) and a Director of the International Association of Wildland Fire. He is also an international representative on the IAFC Wildland Fire Policy Committee.

Mr Harrap was awarded the Australian Fire Service Medal in 1999.

Peter Hennessy



Director of Finance

Peter Hennessy

Mr Hennessy has been employed in the NSW Public Service since 1969. His specialisation is in financial budgeting and monitoring.

Prior to joining the RFS in 1988 he worked in the Department of Health for 19 years and in the Department of Lands.

Mr Hennessy has responsibility for the financial and accounting functions of the Service.

office access details

In 2006/07 the level of funding for the Rural Fire Fighting Fund increased significantly over the previous financial year



region east

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Homebush Bay,
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region north

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Grafton,
NSW 2460

Tel 02 6643 2512
Fax 02 6643 2515

region south

7-9 Kylie Crescent
Batemans Bay
NSW 2536

Tel 02 4472 4165
Fax 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

Office hours at all locations are 8.45am to 5.00pm, Monday to Friday.

role and functions



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

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

organisational structure

The functional organisation chart is shown at Appendix A.

- Minister for Emergency Services
- Commissioner
- Salaried Staff
- Fire Control Officers
- Rural Fire Brigades (2,077)
- Group Captains*
- Captains*
- Senior Deputy Captains*
- Deputy Captains*
- Members*

* Volunteers (70,745)

03 review of the reporting year

A new system for managing the RFS's passenger vehicle fleet (FleetWave) was implemented during the year



- Administration and Finance
- Operations and Regional Management
- The Year in Regions
 - East
 - North
 - South
 - West
- Operations Support
- Community Safety
- Strategic Development



administration and finance



overview

In 2006/07 the level of funding for the Rural Fire Fighting Fund increased significantly over the previous financial year.

Staff Services played a key role as the Service reaffirmed its commitment to volunteers through the Volunteer to Career Information Forums. The forums held at several locations around the State encouraged suitably qualified volunteers to pursue careers in the Service. Further forums are planned for next financial year.

A new system for managing the RFS's passenger vehicle fleet (FleetWave) was implemented during the year. The Service will be closely monitoring the system in the immediate term to ensure its effectiveness.

As in previous years, the Service's commitment to Chaplaincy and Family Support was a high priority.

administrative services

The Service continued to provide the highest quality of service in the areas of facilities management, asset management, fleet management, warehouse administration, telephony and general administration.

The Service complied with the Government Energy Management Policy as part of an overall response to the National Greenhouse Strategy requirement for governments to reduce greenhouse gas emissions. The requirement that the Service, as a Schedule 1 agency, must purchase electricity with a minimum of six per cent green power, was met.

The RFS Headquarters building at Homebush Bay satisfied the Property Council of Australia's Grade A classification and achieved a Sustainable Energy

Development Authority 4.5 star tenancy rating. The building minimises solar heat gain, maximises daytime lighting benefits and controls glare. Direct solar radiation into the building and re-radiation from the glazing of the building were significantly reduced.

To further reduce energy consumption the Service:

- increased the use of e-mail, intranet and electronic publishing
- continued with its use of energy efficient flat screen technology to reduce power consumption and heat load
- continued and improved recycling systems and programs
- reduced the number of high fuel consumption and greenhouse gas emission larger cars in its fleet, and increased the number of smaller, cleaner and more fuel efficient vehicles.

Under the requirements of the State Government's Waste Reduction and Purchasing Policy (WRAPP) the Service has developed and implemented a WRAPP plan to reduce waste and increase the purchase of recycled content materials in:

- paper products
- office equipment and consumables
- vegetation and landscaping materials
- construction and demolition materials.

financial services

For the 2006/07 financial year funding for the Rural Fire Fighting Fund was set at \$168.1 million.

The Audit Office provided an unqualified audit report for the 2006/07 financial year and no adverse comments were received from internal audits conducted throughout the year.

administration and finance



There was an increase in expenditure for section 44 declared emergencies in 2006/07 of approximately \$52 million. The Accounts Payable area of the Service has markedly improved the processing and payment of all accounts during the year due to the review of positions and workload within the section. An increase in Receivables is also noted in the year end accounts, which represents the recoup of Natural Disaster expenditure from NSW Treasury.

Many staff participated in the Salary Sacrifice options for the payment of superannuation contributions to the State Authorities Superannuation Scheme and the State Superannuation Fund.

The Service arranged contracts for the following items:

- Category 7 and 9 fire appliances – These are the appliances for rural fire fighting. There were two new contracts awarded, to Ploughmaster (a new country builder) and Pacific Body Works in western Sydney. The use of these new suppliers will allow greater flexibility for the continuing production of tankers to meet service requirements.
- Aerial fire fighting contract - The RFS has issued a contract for the provision of aerial fire fighting resources. Under the contract the Service will be provided with two medium water bombing helicopters and three single engine air tanker (SEAT) fixed-wing bombers, over the bush fire danger period. These aircraft will bolster the numbers already supplied to the Service through

the National Aerial Firefighting Centre contracts and the Call When Needed ad hoc hire arrangements. The State contract is for seven years.

The Service is arranging contracts for the following items:

- Personal Protective Equipment (PPE) – This tender process is expected to be completed by March 2008. The Service is continuing to develop and improve the PPE for fire fighters and is the leader in this field. The RFS, other AFAC agencies and the NSW State Emergency Service are working closely together on the project.
- Retardant – The Service is working towards developing a specification for the supply of long and short term retardants, which are being used increasingly in aerial fire

fighting. This tender process is expected to begin early in 2008.

staff services

The Service's Human Resource Strategic Plan was formally adopted by the Corporate Executive Group, and work has now begun on the subsequent 2008-2010 Plan.

The Volunteer to Career Information Forums were developed in conjunction with the NSW Rural Fire Service Association. These Forums are designed to provide information and advice to RFS volunteers who are interested in pursuing a paid career within the Service. Conducted during winter in each region of NSW, this initiative has proven to be popular with the volunteers and, consequently, course material and other information is being placed on the

continued

The Chaplaincy and Family Support network continued its commitment to assisting volunteers, their family members and staff



MyRFS website. The program will continue in the next financial year.

The development of a staff Electronic Self Service (ESS) program continued with a series of consultative forums, auditing of reporting relationships and the

development of documentation. When completed, ESS will allow salaried staff to apply online for recreation and sick leave. The program also has the potential to be used for a variety of personnel and payroll adjustments.

Under the Action Plan for Women, the Service's Spokeswomen program was revised and re-introduced across the Service. Through the reporting period, the Service held a number of successful Spokeswomen initiatives and events to support female employees covering issues such as mentoring, establishment of an intranet site, sponsorships and regional conference presentations.

In recognition of its responsibilities in the area of Ethnic Affairs, the Service continued its participation with Blacktown TAFE in the development of an ongoing conversational English program providing content material for booklets in the study of conversational learning for people from Culturally and Linguistically Diverse backgrounds.

The Service also embarked upon a major review of its Corruption Prevention Policy and re-established a working group on the Code of Conduct and Ethics. The review is ongoing.

The Service met all its legislative and policy obligations in respect of Privacy and Personal Information Protection.

The Service's Disability Action Plan complied with all relevant legislative requirements.

chaplaincy

As always, the Chaplaincy and Family Support network continued its commitment to assisting volunteers, their family members and staff through stressful and difficult situations.

With continuing drought conditions across much of the State, the Family Support network has identified a need to continue visiting member's families to provide them with information on services and available assistance.

A major initiative to support chaplains will be a conference planned for 2008 which will include a Pastoral Crisis Counselling Certificate course.

Service members generously supported Operation Farmers' Child by donating more than \$5,000 and 1,428 gifts to rural families suffering extreme hardship as a result of the drought. Rural chaplains purchased gifts from locally owned country stores as a means of further supporting suffering rural communities. Donations were also used to provide educational assistance and support to rural families as their children started the 2007 school year.

Five chaplains were inducted into the Service and 11 relinquished their roles as a result of clergy transfers.

The Chaplains travelled 85,564 kilometres during the year, compared with 70,128 in 2005/06, 91,829 in 2004/05 and 81,390 in 2003/04. Further details of the activities of the Chaplaincy and Family Support Network are included in Appendix B.

operations and regional management



overview

The 2006/07 fire season was a major challenge for the Operations and Regional Management Directorate, with 36 section 44 emergencies declared in NSW, involving 47 local government areas. Total fire bans were declared on 45 days, although none were state-wide.

The RFS also contributed strike teams, aerial fire fighting and personnel to help combat major fires in Victoria and South Australia.

Other highlights for the year included continued close collaboration with other NSW emergency services. The new streamlined process for the Boundary Reviews and the

Mutual Aid Agreement with the NSW Fire Brigades was endorsed by the Fire Services Joint Standing Committee. Joint projects with the State Emergency Service on pager network amalgamations and upgrades are progressing. The Sydney Safety Site Marshal Program was extended from the City to North Sydney, with additional personnel who work in that area recruited to assist the NSW Police in the management of designated Safety Sites.

state operations

The State Operations Centre is responsible for the coordination, dissemination and display of operational intelligence for fire and emergency incidents across NSW and provides operational,

logistics and resource support to Rural Fire Districts. In particular, the Centre assumes overall responsibility for the coordination of section 44 emergencies.

A radio black spot minimisation program saw the installation of 20 new radio sites linked back into existing District/Zone/Team radio networks. These network enhancements provide improved capacity and coverage of tactical communications for fire fighters and managers alike.

Audio recording facilities at 16 Fire Control Centres and three Regional Offices were upgraded to comply with relevant legislation and technical requirements. This equipment delivers centralised management

of recorded information, passed via the Wide Area Network (WAN) to a central server at Headquarters.

During the year over 25 tours of the State Operations Centre were conducted, providing visitors with an explanation of the Centre's operational management systems and its state-of-the-art technology. Many tours were for representatives of other NSW, interstate, Federal and international authorities who were researching best practice methods. Other visitors included Probus, Rotary and Legacy as well as school, brigade and cadet groups.

aviation

During the 2006-07 fire season a total of 108 aircraft (37 fixed-wing and 71 rotary wing) were available to NSW and the ACT for fire and emergency operations. 18 of these aircraft were contracted to the NSW Rural Fire Service through State and National Aerial Firefighting Centre (NAFC) contracts. These contracts included the supply of the CH54B Sky Crane.

Due to the predicted severity of the fire season, additional aerial resources were contracted through the NAFC, including a second Sky Crane and the Kaman K-max heavy capacity helicopter.

The RFS maintained strategic air bases at Orange, Wagga Wagga, Cowra, Gunnedah, Scone, Cessnock, Jindabyne, Tumut and Sydney during the season. A total of 1,767 flights were made to fire and emergency operations, and the highest number of aircraft deployed to fire operations across NSW and the ACT on any

continued

The 2006/07 fire season was a major challenge for the Operations and Regional Management Directorate, with 36 section 44 emergencies declared in NSW



one day was 63. Aircraft were also tasked to Victoria and South Australia to assist in fire fighting operations.

The RFS also provided support to the SES in the establishment and management of two strategic bases, at Cessnock and Wyong, during the major Hunter Valley floods in June 2007.

volunteer relations unit

The Volunteer Relations Unit continued to participate in research projects and initiatives during the reporting period, particularly in partnership with the Bushfire Cooperative Research Centre (CRC). An important focus has been recruitment and retention strategies for volunteers, and the outcomes of the ongoing research in this area will support development of important initiatives in the future.

Grain Belt Survey

This project commenced in 2005 and the first report was released in 2006. Its aims are to investigate the knowledge and understanding that members of rural communities – in the grain belt in particular – have about the RFS, to identify factors that encourage or discourage individuals from volunteering with the Service, and scope future improvements to recruitment and retention strategies.

Data from this survey and ongoing analysis will provide a more complete picture of the impact of environmental and economic factors on the community, and any resultant barriers to participation in the RFS.

Volunteer Survey

The second Volunteer Survey – a collaboration between the RFS and the Bushfire CRC – commenced in 2007. The results are expected to help the

RFS in respect of future planning objectives, and the Bushfire CRC in the development of national strategies in volunteer-related initiatives.

Volunteering into the 21st Century – V21 Project

This three year study aims to get a better understanding of the changing roles of volunteers. Partnering the RFS in this project are the Australian Catholic University, the Benevolent Society and the St Vincent de Paul Society.

The project also aims to help community organisations maximise their volunteer resource by enhancing individual and collective volunteer capacity. Findings from this innovative multi-agency research were presented to volunteer organisations throughout Australia during the reporting period.

Support and Assistance

Throughout the reporting period the unit also assisted volunteers and staff across the State with:

- support and guidance on organisational issues
- matters of conflict and resolution
- attendance at brigade and Captains' meetings
- the provision of over 200 Appreciation Certificates and 70 Life Membership Certificates
- handling 1,539 enquiries from prospective volunteers
- issuing 3,620 National Parks and Wildlife Service 'All Parks' passes to volunteers
- sponsoring the attendance of 15 female delegates at the 'Women in Firefighting' Conference 2006.

service membership unit

The Service Membership Unit continued to process a high volume of new memberships, transfers, dual memberships, rejoining members, the advancement of junior members to ordinary membership at age 16, checks for Child Related Activities (CRA), and new salaried staff members.

In June 2007 the Service Standards 1.1.9 *Child Related Activities* and 2.1.6 *Joining the RFS as a Volunteer Member* were amended, as part of the continuous improvement process. This fine tuning of application processes has provided current and new members with less complex procedures to follow.

Over the reporting period the unit processed over 6,200 membership, transfer and CRA applications.

the year in the regions

region north

NSW Overview – RFS Regions Districts/Zones/Teams for Region North



KEY

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



the year in the regions

region north



While coastal areas of the Region received reasonable rainfall over the 2006/07 season, this did not extend inland. On the ranges and further west very dry conditions prevailed and posed a significant fire risk over the summer.

Over the 2006/07 season Region North had a number of major fires, resulting in six section 44 declarations in areas including Coonabarabran, Narrabri, Tamworth and New England. Crews from Regions East and West were brought in to assist crews deployed from as far afield as the mid north coast and far north coast at campaign fires.

management

The Region's business planning process, Electronic Service Delivery Model and budget estimates, were carried out in consultation with stakeholders and were endorsed by local government within the required timeframes.

Throughout 2006/07 the Region had an increased focus on human resource reforms. This resulted in 100 per cent compliance in the Performance Management Planning and Review System (PMPRS). This process targeted professional development for regional staff and resulted in opportunities for staff to undertake the Advanced Diploma of Business Management and Certificate IV in Business Management. The Region also conducted leadership workshops for District Managers to enhance coaching and mentoring skills.

The Region's volunteers were recognised for their continuing commitment and service to the community, with 94 Long Service Awards issued. In addition to ten National Medals awarded, a further ten 1st Clasps, six 2nd Clasps, three 3rd Clasps, and two 4th Clasps were

awarded across the Region.

operations

The Region had significant fires in the western areas which resulted in six major fire emergencies. With dry weather conditions experienced in August and September 2006, the Bush Fire Danger period was invoked one month early in the Lower North Coast area.

The new versions of Operations Plans, which provide preparedness planning for fires for each District/Zone/Team, were all finalised within the specified delivery time. The new, comprehensive format allows easier access and interpretation of information contained in the plans.

The linking of the radio networks was completed across the Region, with the upgrade and enhancement program for paging capability 70 per cent complete. Substantial funding has been secured for radio and paging black spot eradication and the installation of new radio repeaters has greatly improved operational communications for fireground crews.

The Region again conducted a very successful Annual Field Exercise at Glen Innes, with over 400 volunteers and staff taking part in intensive simulations.

The Region is very pleased to report that staff member Superintendent Boyd Townsend, received a prestigious international Meridian Award for the development of Helifire and Map Desk, two applications that allow accurate real time desktop aerial fire mapping.

the year in the regions

region north

learning and development

The Region's Learning and Development unit had a very successful year, with District training courses meeting strong demand and achieving a large number of qualifications across a broad range of subjects.

The current trend is seeing volunteers achieving competencies in specialist subjects. This resulted in 84 courses being conducted across the Region, showing an increased interest in learning beyond the core subjects.



A new approach was taken to maintain the skills of current Group Leaders, with a series of Field Commander workshops conducted. Using officers with a sound practical and theoretical knowledge of the requirements to deliver the workshops resulted in a high standard across the courses and consistency in delivery.

An Incident Management Workshop and Exercise was conducted over five days in May 2007 at Ulmarra. This was a great success, with over 50 attendees from five agencies – the RFS, the National Parks and Wildlife Service, Forests NSW, the NSW Fire Brigades and the Rural Lands Protection Board – with participants taking the opportunity to practice skills acquired at the workshop in a simulated Incident Management Team environment.

community safety

Region North's Community Safety priorities in 2006/07 were community-based fire prevention and capacity building, and skills development for staff and volunteers.

The Region is again running its community fire safety awareness survey program. This program looks at assessing bush fire risks in the community, education program effectiveness and will be used to help design community education strategies.

A range of community safety activities were undertaken across the region during the reporting period. This included dealing with a small number of hazard complaints and section 66 notices to clear hazards, issuing fire safety permits and assessing applications under section 79BA of the *Environmental Planning and Assessment ACT 1979*.

The three Community Safety peer learning groups convened at least twice each during the year, focusing on benchmarking standards for section 79BA Development Application recommendations and Hazard Complaints.

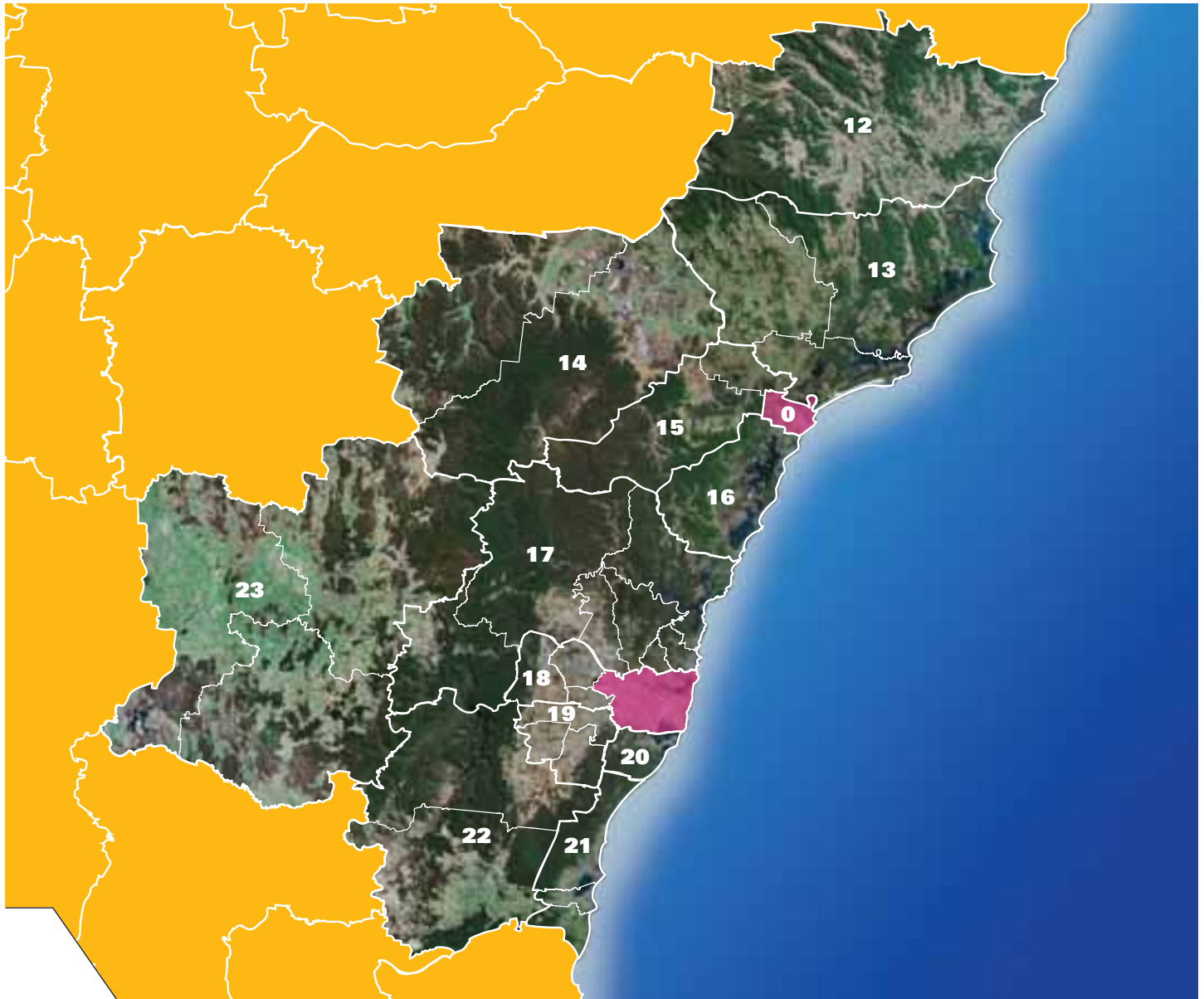
The annual Region North Education Forum was held, attended by staff and over 100 volunteers. Approved education strategies are in place in all zones and teams.

Additionally, ten officers have participated in the new Community Safety 1A training package, and several officers have completed Community Safety Skills and Fire and the Environment training. Staff in each Zone/Team have been trained and accredited to assess development applications under the *Planning for Bush Fire Protection 2006* guidelines.

the year in the regions

region east

NSW Overview – RFS Regions Districts/Zones/Teams for Region East



KEY

12. Manning Team

Gloucester
Greater Taree

13. Lower Hunter Zone

Dungog
Great Lakes
Port Stephens

14. Hunter Valley Team

Muswellbrook
Singleton

15. Hunter Team

Cessnock
Maitland

16. The Lakes Team

Lake Macquarie
Wyong

17. (Stand Alone Districts)

Gosford
Baulkham Hills
Hornsby
Ku-ring-gai
Hawkesbury
Blue Mountains
Warringah
Pittwater

18. Cumberland Zone

Blacktown
Fairfield
Penrith

19. Macarthur Zone

Campbelltown
Camden
Liverpool

20. (Stand Alone District)

Sutherland

21. Illawarra Team

Kiama
Shellharbour
Wollongong

22. Highland Teams

Wingecarribee
Wollondilly

23. Chifley Zone

Bathurst
Oberon
Lithgow

■ Non-RFS



the year in the regions

region east



The weather patterns over the 2006/07 fire season accelerated the drying of fuels across the Region. The off-season rainfall was limited, adding little to water storage levels and effectively increasing fuel loadings due to growth.

The northern fringes of the Sydney basin were identified as the highest risk areas, with Districts/Zones/Teams reporting that most areas burnt in 2001 and 2002 had high enough fuel loadings to carry fire and would once again present significant risk.

Districts reported adequate resource availability for local incidents and demonstrated their ability to respond to requests for out of area deployments. Extended commitments of these task forces required careful management as availability of resources was limited.

The use of aircraft was again high this year, including the proactive use of detection flights.

management

The Region achieved a number of successes meeting the Management goals in its business plan; in particular, full compliance was achieved with the submission of District/Zone/Team plans using the Electronic Service Delivery Model (eSDM) application. In addition, the submission of estimate bids was carried out within the timeframe.

To monitor compliance with Service requirements across the Region four management audits were conducted.

In line with Service policy to ensure that staff attend volunteer meetings and functions, the Regional Office was represented at 782 Districts/Zone/Team events.

A total of six traineeships were facilitated in the Districts/Zones/Teams to assist in the management of Region activities.

The Region's volunteers were recognised for continuing commitment and service to the community, with 332 Long Service Awards issued. In addition, 131 National Medals were awarded.

operations

The Operations Unit was heavily involved in major incident coordination as the extreme drought factors during the year produced a number of significant fires between September 2006 and February 2007. Section 44 declarations applied in areas including the Blue Mountains, Chifley, Great Lakes, Hawkesbury, Hornsby, Hunter Valley, Taree, and Wollondilly.

With the onset of a severe east coast low pressure system in winter, the operational demand changed to assisting with storm and flood emergencies on the east coast in June.

Over the reporting period the Region deployed 174 strike teams: 107 for fires within NSW, 26 to Victoria, and 41 to assist the State Emergency Service with the east coast storms.

the year in the regions

region east



The number of incidents attended by brigades within the Region was significant, and accounted for 55 per cent of the State total. Firezone data shows Region East brigades responded to a total of 10,758 incidents.

A group officer forum was held at Hornsby in October 2006, to conduct a major review of significant operational matters of impact.

learning and development

The Region's Learning and Development Unit is responsible for ensuring that District training plans are completed and approved according to the Service Standard. The unit conducts audits on training systems and reported outcomes and is responsible for recording and monitoring the rectification of non-compliance.

This year 45 volunteers and staff completed the 'ICS for IMTs' (Incident Control System for use in Incident Management Teams) course, and staff and volunteers achieved competency in the vital IMT roles of Control, Operations, Planning and Logistics.

In addition, 21 of the Region's volunteers successfully completed the Conduct Briefings and Debriefings course (Volunteers) at Cumberland Training Centre and 21 staff completed a similar course conducted at Headquarters.

To add to the Region's specialists who plan hazard reduction work, 19 participants completed the Prescribed Burning Supervisor course, conducted at Baulkham Hills Fire Control Centre.

community safety

The Region's Community Safety Unit undertook a range of important activities over 2006/07 including processing results for bush fire hazard complaints, and assessing development applications under section 79BA of the *Environmental Planning and Assessment Act 1979*.

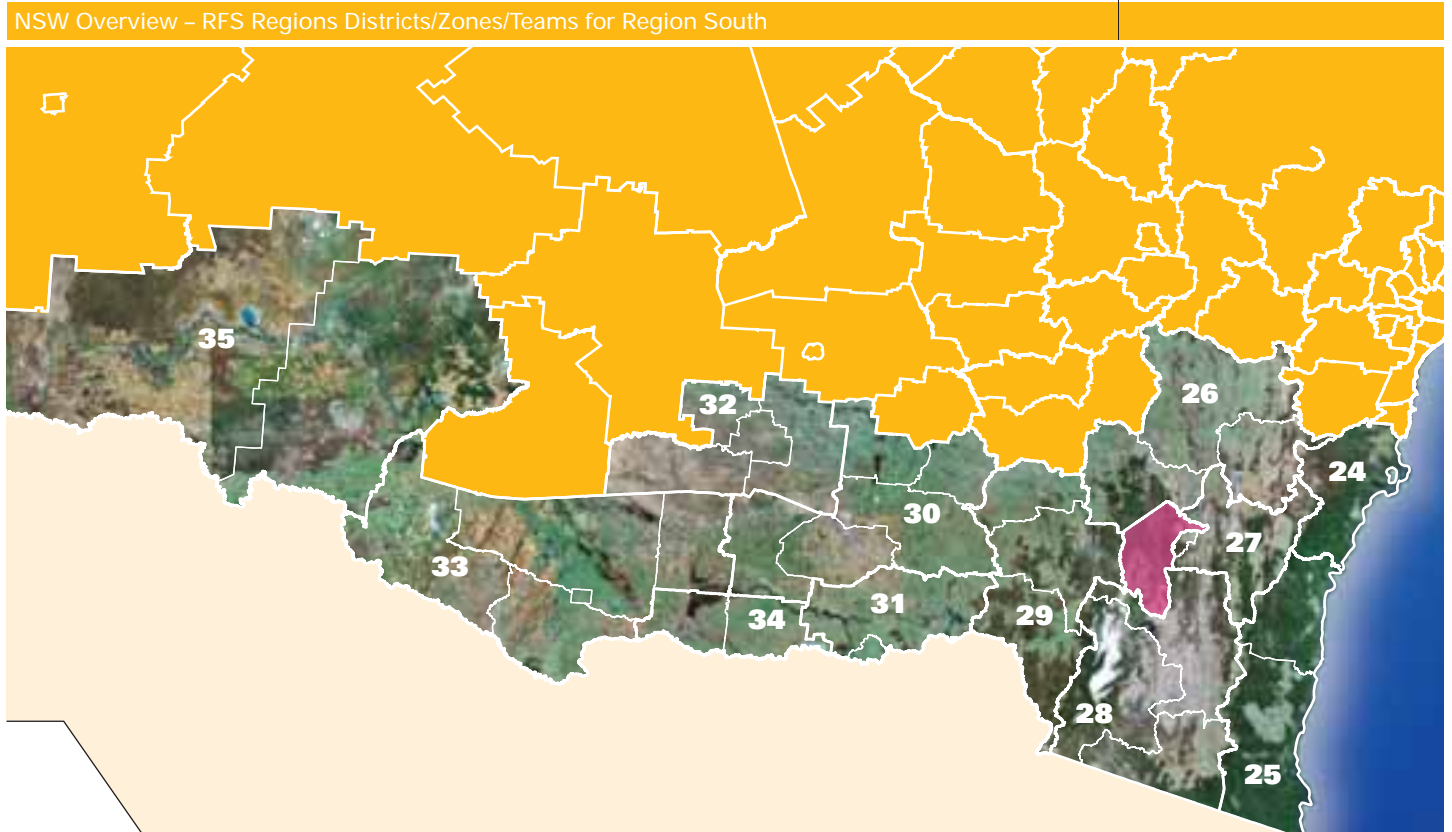
To assist in making the community more aware of bush fire prevention and mitigation strategies, 177 staff and volunteers completed Community Safety Facilitator qualifications.

This year all district community safety staff were trained in the updated *Planning for Bush Fire Protection 2006* (PBP 2006) guidelines. Additionally, two information sessions on the PBP 2006 guidelines were held for council staff.

The Region completed a wide range of Community Education activities during the year and to encourage better interaction with the community, 100 volunteers and staff attended the Region East Community Education forum held at Warilla.

the year in the regions

region south



KEY

- | | | | |
|---|--|---|---|
| <p>24. Shoalhaven</p> <p>25. Far South Coast Team
Bega Valley
Eurobodalla</p> <p>26. Southern Tablelands Zone
Yass Valley
Goulburn Mulwaree
Upper Lachlan</p> <p>27. Lake George Zone
Greater Queanbeyan
Palerang</p> | <p>28. Monaro Team
Bombala
Cooma-Monaro
Snowy River</p> <p>29. Riverina Highlands Zone
Gundagai
Tumbarumba
Tumut</p> <p>30. Riverina Zone
Urana
Lockhart
Wagga Wagga</p> | <p>Coolamon
Junee</p> <p>31. Hume Zone
Albury City
Berrigan
Corowa
Hume</p> <p>32. MIA Zone
Murrumbidgee
Griffith
Leeton
Narrandera</p> | <p>33. Mid Murray Zone ■ Non-RFS
Conargo
Deniliquin
Jerilderie
Murray
Wakool</p> <p>34. Corowa Berrigan Zone
Corowa
Berrigan</p> <p>35. Lower Western Zone
Wentworth
Balranald</p> |
|---|--|---|---|



the year in the regions

region south



Drought conditions ahead of the 2006/07 fire season led to intense and extreme fire behaviour across the Region, reflected in seven declarations under section 44 across the Tumut, Tumbarumba, Snowy River, Cooma, Eucumbene and Bega areas.

The Region also had a major commitment into Victoria with 21 Strike Teams sent to fight fires in East Gippsland and the eastern and western areas of the Great Dividing Range.

management

Region South achieved a number of significant outcomes in meeting its management goals in 2006/07. These outcomes included full compliance with Management Audits as specified in the RFS Audit Plan, and the submission of all Team/Zone Business Plans using the Electronic Service Delivery Model (eDSM) application.

2006/07 saw the opening of a new Fire Control Centre at Cooma. The Fire Control Centre is part of a multi-purpose Emergency Services Centre in Cooma that will serve both the NSW Rural Fire Service and the NSW State Emergency Service.

The year also saw the formation of the new Southern Border Team (incorporating Hume, Albury City, Corowa and Berrigan local government areas) and commencement of construction of its new Fire Control Centre. To help maintain and improve service across the Region, four 12 month clerical traineeships have been initiated. These are in the Regional Office at Batemans Bay, Murrumbidgee Irrigation Area Zone, Mid Murray Zone and in the Monaro Team.

The Annual Region South Conference was held at Batemans Bay with the 80 staff in attendance setting a range of goals and initiatives for the Region for the next 12 months.

Likewise, a very successful volunteer forum was held at Batlow with 40 volunteers attending from the Riverina Highlands Zone. This forum discussed a range of issues and a similar forum will be held in 2007/08.

The Region's volunteers were recognised for continuing commitment and service to the community, with 114 Long Service Awards issued. In addition, 43 National Medals were awarded.

operations

Over the 2006/07 period drought conditions prevailed across much of the Region. This resulted in intense and extreme fire behaviour at the seven section 44 declarations at Tumut, Tumbarumba, Snowy River, Cooma, Eucumbene and Bega.

As well as dealing with fires in the Region, our volunteers and staff also made a major commitment into Victoria, with 21 Strike Teams sent to fight fires in East Gippsland and the eastern and western areas of the Great Dividing Range.

The annual Regional Exercise was held at Gundagai with over 220 volunteers and staff in attendance. Likewise, an Incident Management Workshop was held at Yass and an Exercise involving other agencies was held at Bega. The latter providing an opportunity to test the

the year in the regions

region south

functionality of the Bega Fire Control Centre during simulated emergency situations.

The Districts/Zones/Teams neighbouring the ACT and Victoria held meetings with their counterparts to help build and promote a better understanding of issues and build cross-border relationships.

All requirements and deadlines for completion of Operations Plans, Standards of Fire Cover and Optimum Resourcing were met for 2006/07.

learning and development

Training and enhancement of qualifications were the major focus for Learning and Development in 2006/07.

Three of the Region's Learning and Development officers upgraded their qualifications to the new Certificate IV in Training and Assessment. This will enable the Region to run the Rural Fire Instructor (RFI 2005) training program. Five more officers enrolled to complete their upgrades during the 2007 calendar year.

Nine staff completed the Diploma in Business Management and three more are currently enrolled in the course. Two staff completed the Advanced Diploma, with two more enrolled.

The Region again focused on conducting Group Leader Analysis and Group Leader Command training for senior volunteers, with courses conducted in Wagga Wagga and Bega. Instructor training has proved popular with volunteers.

To date, the Region has had 119 staff and volunteers complete 'Incident Control Systems for Incident Management Teams' training, with a number of members proceeding to the Control, Planning and Logistics modules.

community safety

2006/07 saw a number of major achievements in Community Safety across the Region.

These achievements included the Murrumbidgee Irrigation Area Zone and Monaro Team being selected as two of the three pilot areas for the introduction of the revised new Bush Fire Risk Management Plan.

The RFS Cadet Program, which is designed to teach future leaders about fire safety, fire operations, community safety and volunteering within their community, was successfully implemented in two of the Region's Zones, and will be extended to two more Zones in 2007/08.

Across the Region, Community Safety Officers dealt with a wide range of issues including processing complaints, assessing and reviewing development applications, and issuing Fire Permits and Hazard Reduction Permits.



Across the Region a number of Community Education programs were delivered to ensure communities are better prepared for bush fires and are aware of the steps to take to reduce the risk.

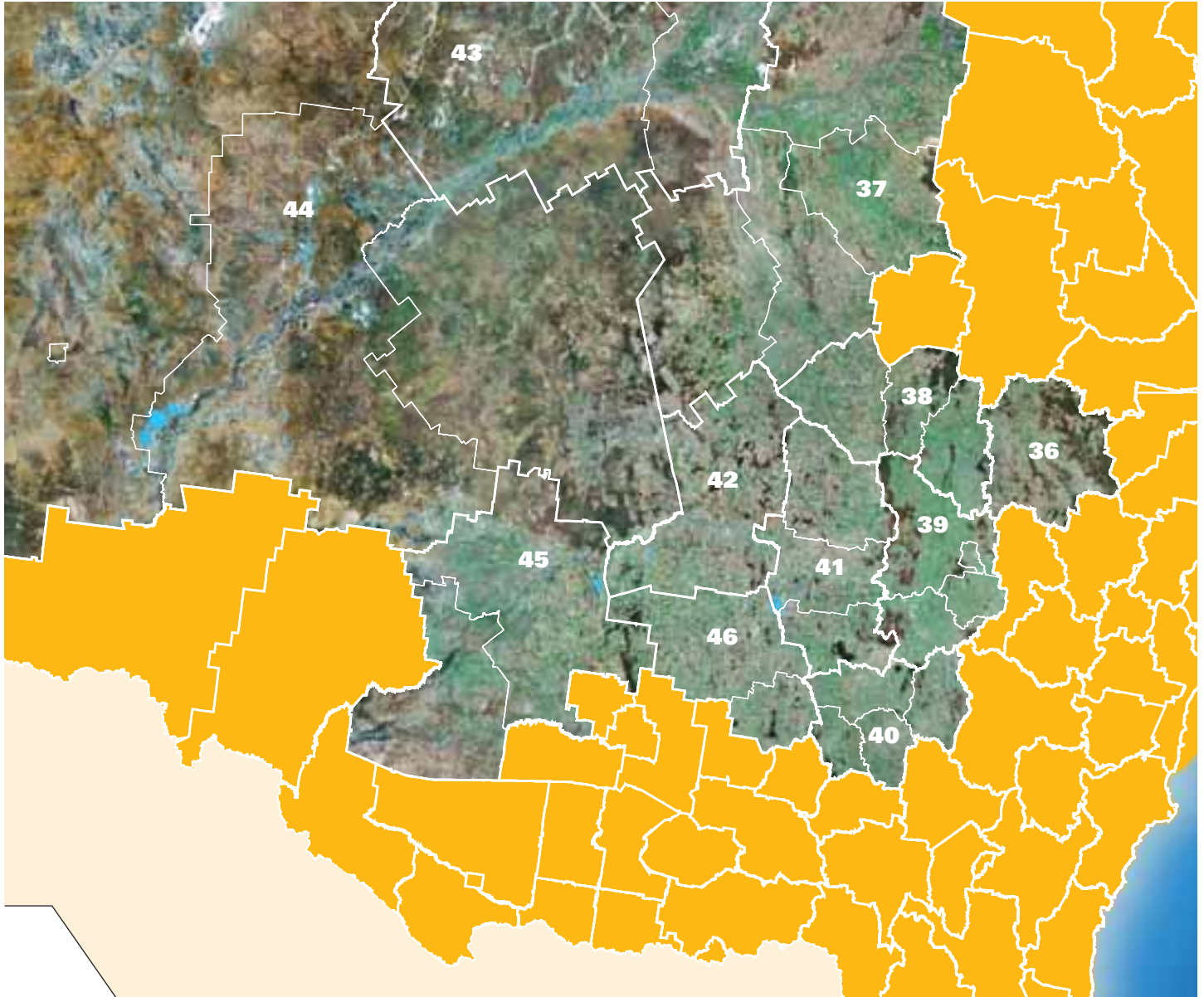
Community FireWise programs have now been implemented in nine of the 11 Zones, and in line with the Community Safety Audit program, Community Safety Audits have been conducted at four zones.

Community Safety training events have been strongly supported by the Region, with three Community Safety Assistant courses held for staff and volunteers, and a number of staff and volunteers successfully completing the new Community Safety Facilitator course.

the year in the regions

region west

NSW Overview – RFS Regions Districts/Zones/Teams for Region West



KEY

- 36. Cudgegong
- 37. North West Team
Walgett
Coonamble
Warren
Bogan
- 38. Orana Team
Narromine
Wellington
Dubbo

- 39. Canobolas Zone
Blayney
Orange
Cabonne
Cowra
- 40. South West Slopes Zone
Boorowa
Harden
Cootamundra
Young

- 41. Mid Lachlan Team
Parkes
Forbes
Weddin
- 42. Mid Lachlan Valley Team
Lachlan
- 43. Barwon Darling Zone
Brewarrina
Bourke

- 44. Far West Team
Unincorporated NSW
Central Darling
Cobar
Broken Hill (Non RFS)
- 45. Mid West Team
Hay
Carrathool
- 46. Bland Temora Zone
Bland
Temora



the year in the regions

region west



With the drought continuing across much of western NSW the Region experienced a very busy 2006/07 fire season with six section 44 emergencies.

Eighteen Strike Teams were deployed locally, and eleven out of area (including two teams to Victoria).

management

A number of key goals in management were achieved during 2006/07. These included the development and implementation of the business plan for Districts/Zones/Teams and for the Regional Office.

Another significant achievement was the creation of the North West Zone, comprising Coonamble, Walgett and Warren which will see better integration of resources.

Three new Fire Control Centres are being built at Bland, Canobolas and Dubbo using the standard design that has been developed.

A highlight of the year for the Regional Office was the receipt of a Commissioner's Commendation for its efforts and leadership, reflecting positively on the hard work of all staff.

Nine RFS staff completed their traineeships during 2006/07, and the Region took on three new trainees in Regional Office, Barwon Darling and North West Team.

operations

During 2006/07, section 44 emergencies were declared for fires at Forbes, Cabonne, Cudgegong, Wellington, Dubbo and Cabonne.

Despite the local fire activity and supporting operations elsewhere in NSW, the Region assisted fire fighting operations in Victoria over the summer, deploying two strike teams.

The Regional Exercise was held in April 2007 at Burrendong Dam. This year's exercise involved multiple agencies and around 160 volunteers participated in ten scenarios. The Rural Fire Service Association was a major sponsor of the event.

A multi-agency season debrief was held at the Forbes Fire Control Centre in May 2007, involving Forests NSW, the National Parks and Wildlife Service and NSW Fire Brigades.

In addition, a debrief on the season was also held and attended by 40 senior volunteers at the Wellington Services Club.

Another highlight for the year was the installation of a static water supply at the Wellington Airport to be utilised as a strategic location for bush fire fighting.

the year in the regions

region west

learning and development

The Region's Learning and Development focus in 2006/07 was again on training and improving the level of qualifications held by volunteers.

In conjunction with Head Office and the RFS, the Region held its first Volunteer to Career forum for 31 volunteers who had indicated interest in applying for salaried positions with the RFS. This forum has proven very popular with volunteers and a similar forum will be held next year.

The Region facilitated Level 3 (Fire-line Tree Felling) courses during August and September 2006 in partnership with TAFE NSW. The course was conducted at Tumut over three weekends, with six personnel involved at each course.

Over the reporting period 23 staff and 12 volunteers completed the Incident Management Exercise held at Hay, with over 70 per cent of participants achieving competency.

A total of 22 volunteers attended the Group Leader training program in 2006/07.

Two Rural Fire Instructor courses were conducted for 25 volunteers, and extensive use was made of basic fire fighter courses across the Region.

community safety

2006/07 saw a number of major achievements in Community Safety across the Region.

All Community Safety Officers and Fire Mitigation Officers underwent the new Planning for Bush Fire Protection 2006 training course. In addition, 23 staff and volunteers completed the Community Safety Assistants course.

Two new community education trailers were delivered to Bourke and Coonamble through the Clubs NSW Sponsorship Program and seven staff were trained in the new Fire and Environment course.

The RFS Cadet Program has been very popular in the Region, with a number of schools now participating. This year the program was extended to Parkes, Peak Hill, Quandialla, Kandos, Coonamble and West Wyalong High Schools as well as James Sheahan Catholic High School. More schools in the Region are expected to join the program next year.

A range of community safety activities were undertaken across the region during the reporting period. This included dealing with a number of hazard complaints and section 66 notices to clear hazards, issuing fire safety permits and assessing development applications under section 79BA of the *Environmental Planning and Assessment ACT 1979*.



The very popular 'Gum tree' facilitation program, which brings together volunteers, staff, farmers and rural residents in informal meetings to discuss bush fire management and mitigation issues, continued across the Region.

The Region's volunteers were recognised for continuing commitment and service to the community, with 225 Long Service Awards issued. In addition, 3 National Medals were awarded.

operations support



overview

The Operations Support Directorate includes Engineering Services, Learning and Development and Occupational Health, Safety and Welfare Services. It also includes administrative support functions such as Ministerial Liaison and Statutory committee support.

As well as its core functions, during 2006/07 the Directorate has also undertaken key projects including enhancing the MyRFS portal for volunteers, which provides ready access, via the internet, to a wide range of

management tools that assist them with their day-to-day commitment to the Service.

Engineering Services, which designs and oversees the building of the Service's fire appliances, completed the prototyping of a new Category 1 Tanker (including an enhanced crew and tanker protection system), which will go into production in 2007/08.

The Occupational Health, Safety and Welfare Service section has worked with both the Rural Fire Association and the NSW

Workcover Authority with a view to improving the support provided to volunteers who are injured in the course of their Service activities. Every attempt is made to ensure compensation claims are dealt with expeditiously.

counselling and support

The Counselling and Support Unit's main programs are Critical Incident Support Services (CISS), the Employee Assistance Program (EAP), and the Member Assistance Program (MAP). Priorities include providing training in courses such as

Conflict Resolution Techniques, Understanding Psychological Injury, and Suicide Awareness and Prevention, and presenting motivational key note addresses at Regional conferences and to other agencies.

critical incident support services

This program is available to all members of the RFS 24 hours a day, seven days a week. Every aspect is confidential and assistance is delivered by Peer Supporters and trauma specialists.

Engineering Services, which designs and oversees the building of the Service's fire appliances, completed the prototyping of a new Category 1 Tanker

The services provided include:

- pre-incident information and education sessions
- group processing sessions such as defusings, debriefings, and demobilisations
- on-scene support and follow up contact
- one-to-one assistance
- referral for psychological consultations.

The provision of psychosocial educational awareness sessions remains a high priority and this year has seen delivery expanded from brigade level to District/ Team/Zone training events. Field exercises and Regional Championships have provided further opportunities to educate members about the importance of healthy lifestyles in mitigating stress and trauma reactions.

Following the training needs analysis of 2006, advanced training for designated Peer Supporters was provided in September 2006 and April 2007 in the areas of Psychological First

Aid, Traumatic and Acute Stress Reactions, and the 'SAFER' model for crisis intervention.

Three team members attended the 9th World Congress on Stress, Trauma & Coping during February 2007 in Baltimore, USA, gaining invaluable exposure to world's best practice in the provision of crisis and early intervention services. The unit's participation in the newly formed NSW Response Agency Staff Support Alliance has enabled joint training and strategy meetings with Peer Support teams in other emergency services.

The review of CISS standing protocols and procedures has been completed and its outcomes will be introduced in the first quarter of the 2007/08 reporting period. Future goals include:

- additional Peer Support positions
- specialised training in Strategic Responses to Crisis
- advanced team training activities
- Team Care Initiatives, addressing compassion fatigue.

member assistance program (MAP)

The Service continues to recognise the need to support our volunteer members who may be affected by a situation not directly relating to their operational involvement. In these cases, a referral and assistance program helps members and their families locate an appropriate practitioner, as close to home as possible.

The program is integrated with the Chaplaincy and Family Support initiatives, allowing for a range of appropriate clinical advice and services to be offered to members. Comparative analysis indicates a stable utilisation of the referral service, while spot reviews have revealed that the program is perceived as highly valuable.

In 2007/08 information seminars are planned to increase awareness about depression, its effects, coping strategies and sources of assistance.

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 specialist psychologists and practitioners.

Statistically, the utilisation rate of this program is slightly lower than last year despite an increase in promoting awareness about this service. Referral mechanisms were again reviewed, in consultation with the external provider, to ensure a smoother and more effective engagement of services takes place.

Customer surveys undertaken by the provider indicate a healthy satisfaction with services offered. Positive comment was made about the very short waiting times involved once an appointment has been requested.

	CISS			MAP	EAP	
	Requests for support	Members assisted	Hours	New Requests	Internal	External
2006-2007	273	2,004	5,117	279	96	17
2005-2006	309	2,287	5,886	311	91	24
2004-2005	322	2,533	5,951	304	109	24
2003-2004	295	2,181	4,842	284	118	21

NB. These figures do not incorporate pre-incident information and education sessions provided throughout the year. The CISS figure for hours does not include training and supervision of CISS personnel.

operations support



The Service's Registered Training Organisation status was renewed with the NSW Vocational Education and Training Accreditation Board for five years in June 2007.

The target numbers for training coordinators, assessors and trainers is based on the number needed to sustain the essential training demand within the RFS.

The new learning and assessment strategies define about 60 RFS training programs. Training support materials currently exist for most of these programs, including standard reference books, course guides and workbooks.

The key entry qualification for many RFS staff positions is the Certificate IV in Firefighting Supervision or the Certificate IV Public Safety (Firefighting Supervision). The cumulative numbers achieving this qualification through the RFS in recent years are set out in the table below.

It is now becoming more common for the Certificate IV in Business (Frontline Management) to be acquired, as indicated by the additional figure in brackets for 2006/07. A significant number of volunteers have acquired this Certificate through TAFE or similar providers, with the RFS funding four of the course's eight units.

engineering services

Funding was allocated for 260 new and refurbished tankers to be provided to brigades.

Key achievements included the design of the prototypes of new Category 1 (Heavy Bush Fire Tanker) and Category 11 (Urban Pumper) tankers; the redesign of a special Category 10 (two-wheel drive Urban

Pumper) tanker for the Albion Park Brigade, and the review and release of new Service Standards in respect of Protective Clothing and Accessories and Vehicle Identification.

Both prototypes of the Category 1 and Category 11 tankers are expected to go into production in 2007/08.

'Redfleet', a new fleet management system for the Service's fire fighting appliances, was introduced with data transfer and validation expected to be completed by 2007/08.

learning and development

Compliance with the Australian Quality Training Framework is mandatory in the RFS for almost all training functions.

	2003/04	2004/05	2005/06	2006/07
Number/year	56	87	11	3 (+ 21)
Cumulative	128	215	226	229 (250)

Member participation in MyRFS platform continues to grow steadily towards 8,500 users.

ministerial liaison unit

The Service dealt with 741 Ministerial and Freedom of Information (FOI) requests, representing an increase of more than 30 per cent over the previous year. Replies to letters (296) increased by 75 per cent and the number of briefings (106) rose by 51 per cent. The unit also responded to many telephone and e-mail requests for information about Ministerial and FOI matters.

The number of overdue items per week has remained low. The average response time for answering Ministerial requests was 21 days. This figure does not include House Folder and Estimates Committee notes, which are produced within short timeframes.

Responses to FOI requests received by the Service were processed to ensure their timeliness and consistency with legislation and government policy. The volume and complexity of FOI requests again increased this year. The 50 applications processed is an increase of almost 75 per cent over last year's 29 applications.

A high level of compliance with the statutory timeframes required under the *Freedom of Information Act 1989* was achieved and only one decision was overturned on internal review. In keeping with the spirit of the FOI Act and the RFS's commitment to transparency, over 90 per cent of the documents requested

were released in full. Only 15 documents were found to be exempt from release, with a further 15 released with minor deletions, generally to protect the identity of complainants. The twice-yearly updates to the FOI statement and summary of affairs were produced for gazettal on time.

Further statistics on FOI can be found in Appendix H.

MyRFS

MyRFS is a volunteer extranet website that provides volunteer access to RFS information and systems 24 hours a day, seven days a week.

Developments and enhancements during the year included:

- new brigade administration tools improving access, data quality, and security
- the early release of local hazard reduction and permit information
- the release of a full suite of topographic maps to assist with operational planning
- regular MyRFS Fire Updates, linked to the ICON (incident control) system, which enables the Service to communicate fire updates to members in real time
- a training module giving volunteers information on training opportunities and allowing on-line nomination and registration.

The priority future focus of MyRFS is to consolidate existing resources and develop new

functions to benefit the volunteer organisation. These will include the ability – for the first time – for Regions and Districts to post news and documents for the volunteers in their areas, and eventually allow brigades to post their own news into MyRFS. Reporting functions for Group Captains and brigade executive committees will be enhanced to assist with brigade management, capability assessment and workforce planning.

Member participation in the MyRFS platform exceeds ten per cent and continues to grow steadily towards 8,500 users.

occupational health, safety and welfare

The Occupational Health, Safety and Welfare section is now two years old and has identified improvements across a number of areas of health and safety responsibility.

The section undertook work on several major projects this year. These included cooperative research with the WorkCover Authority of NSW to improve efficiency and effectiveness of the volunteer workers compensation and rehabilitation systems.

The Service's accident investigation system has been formalised, including the provision of specialist accident investigation training to a core group of investigators. Accident and injury reporting systems have been streamlined to facilitate a much improved accident/incident record system.

The section has also undertaken the regular publishing of the volunteer fire fighters Safety Digest magazine, in response to requests from Service members.

Over 2006/07 the section also undertook the development of injury compensation Key Performance Indicators to allow tracking and analysis of service injury management performance.

This allows the Service to undertake meaningful comparisons from year to year and fulfil its requirements in accordance with the NSW government 'Working Together' strategy.

Attendance at OHS management training has now been carried out for 93 per cent of the Service's salaried managers and supervisors. In addition, the section has implemented a medical management system for RFS personnel who, through their service, may need occupational exposure assessments.

2006/07 also saw the creation of an OHS induction training package for staff and volunteers. This was a joint project with the Learning and Development Section.

community safety



overview

The Service continues to strive to be a leader in complex areas such as development control, bush fire hazard complaints, responsible environmental considerations and community engagement.

Interaction with the community before, during, and after fire events remain the Directorate's main focus. This coupled with closer working arrangements with other fire agencies, Police, land management agencies and the media ensures that the Service is able to provide both our volunteer membership and the community with the required support.

Having an influence over the environment in which our volunteer fire fighters operate through planning; management of fire hazards; and by engaging the community in preparedness is of critical importance to their safety and wellbeing. Additionally, these measures ensure that the community is well prepared to ensure that loss of life and property is minimal.

During the past year, the Directorate has been significantly involved in a number of internal / external projects including:

- Facilitation of extensive review of *Planning for Bush Fire Protection 2001*
- Implementation of and training

in *Planning for Bush Fire Protection 2006*

- 9,519 developments assessed across the State by staff
- Cadet Training Program introduced into 17 new schools;
- The accreditation of 600 media personnel in bush fire safety
- Finalisation of the review of the Bush Fire Risk Management Plan process and the development of new process policy and guidelines
- Continued support of and involvement in the 'Hotspots' Fire Project which provides significant benefit to landholders
- Investigation of 403 fires without obvious cause or of a suspicious nature.

The Directorate's focus for the 2007/08 year will be to:

- Continue the implementation of *Planning for Bush Fire Protection 2006*
- Roll out the new risk management planning framework which will be a much more realistic and useful instrument for use by fire authorities, land managers and indeed the community in general
- Coordinate and enhance the Service's strategies to ensure ecologically sustainable practices are considered in fire fighting
- Monitor the impact of climate change on fire in the Australian landscape.

Rural Fire Districts continue to be supported by Development Control Services in approving new developments in bush fire prone areas

development control services

Development Control Services aims to increase the safety of our community through appropriate planning, design and construction of development in bush fire prone areas. This ultimately reduces community exposure to the damage caused by bush fires and provides a safer environment for fire fighters and members of our community assisting in the fire fighting effort.

RFS Districts/Zones/Teams continue to be supported by Development Control Services in approving new developments in bush fire prone areas. Since the inception of the 2002 amendments to the *Rural Fires Act 1997* and the *Environmental Planning and Assessment Act 1979*, 41,897 development applications have been assessed by the Service.

During the year under review, the Service assessed 9,519 developments across the State, of which 2,917 development applications were assessed as part of the development control services function. The number of integrated development applications refused by the Service has fallen significantly over the past three years from 145 (5.3 per cent) in 2003/04 to 22 (0.98 per cent) in 2006/07.

Of the applications processed, 390 were special protection developments (schools, hospitals, nursing homes and other vulnerable communities) and 1,851 were subdivision developments.

The Service processed 922 development applications under



sections 79C and 96 of the *Environmental Planning and Assessment Act 1979* compared to 989 applications last year – a decrease of 6.7 per cent.

Advice was provided to local councils and other agencies in respect of local environment plans and bush fire protection under section 117 of the *Environmental Planning and Assessment Act 1979*.

An extensive review of *Planning for Bush Fire Protection 2001* (PBP) was undertaken between May 2004 and June 2006 which included representation from a range of stakeholders. The draft of PBP 2006 was publicly exhibited in October 2006 and submissions subsequently considered. The document was finalised in December 2006 and adopted by the Minister for Emergency Services, the Hon Tony Kelly MLC in January 2007.

Planning for Bush Fire Protection 2006 (PBP 2006) replaces the 2001 version for new development applications within bush fire prone areas. In most cases, the requirements of the new document would be seen as less onerous than the existing guidelines. This substantially revised 2006 edition is intended for use by councils, town planners, NSW fire authorities, developers, planning and bush fire consultants, surveyors, and building practitioners.

The new document is more user-friendly and incorporates clearer legislative provisions and performance criteria, together with more options for achieving compliance when building in a bush fire prone area.

The Service has provided extensive information sessions for local councils (23 Regional sessions), and industry across the State in the lead up to the release of the revised document. Since its release, all RFS

assessing staff were trained in the new document and 38 information sessions for 1,508 people have been provided to external stakeholders.

natural environment services

Natural Environment Services is responsible for developing and implementing environmental policy within the Service. This is particularly important in the area of bush fire hazard reduction activities. In doing so, the section assists councils, other agencies and the Service to undertake their activities in a more cohesive, planned and effective manner in order to deliver better environmental outcomes for the community. The section aims to provide analysis, advice and recommendations and policy on ecologically sustainable development, ensure compliance with environmental legislation and support ongoing improvements for environmental protection.

community safety



With the finalisation of the *Bush Fire Environmental Assessment Code* during the previous year, much work has been devoted to informing, training and the professional development of staff, councils and the community. The Code provides a streamlined approach to environmental assessment (through a Bush Fire Hazard Reduction Certificate) for the majority of bush fire hazard reduction activities across the State. Where a certificate cannot be issued, Natural Environment Services undertakes the preparation of a Review of Environmental Factors (REF) to determine whether the proposal can still proceed. This usually involves an assessment of threatened species and alternate actions to minimise the impact on those species identified.

During the year, the section finalised its review of community

education resources, including a revised version of *Before you Light that Fire*. The section also ran two workshops (Sydney and Grafton) for local government councils on how to issue Bush Fire Hazard Reduction Certificates.

During the year, 2,403 Bush Fire Hazard Reduction Certificates were issued by the Service compared to 2,435 last year. In addition, six REFs were finalised during the year.

media & public affairs

Media and Public Affairs manage much of the Service's external relations. It is responsible for media comment on Service issues as well as implementing communication strategies across the organisation. The unit is responsible for the management of a range of events and publications including: the RFS

Open Day and hundreds of award ceremonies across the State. The *Bushfire Bulletin* magazine is produced quarterly by the unit, which is also responsible for production of the Annual Report.

In 2006-07, Media and Public Affairs successfully delivered a range of significant projects including:

open day

The 2006 RFS Open Day was successful with more than 400 brigade stations opening across the State to promote fire awareness, property protection and general Service activities to the public. A range of marketing initiatives were undertaken this year, including the production of a Community Service TV commercial, and educational giveaways.

operational media

During the 2006/07 fire season the Media and Public Affairs Unit successfully set up Public Liaison Units at 36 section 44 emergencies. Now in its fifth year, the public liaison program has seen many successful community outcomes as demonstrated at the Blue Mountains, Hornsby/Kuringgai, Dubbo and Tumut fires during the past fire seasons.

RFS Media Officers supported Districts/Zones/Teams with extensive media assistance for a range of incidents and have now trained more than 3,000 journalists, camera operators and photographers around NSW in bush fire safety. In 2006/07, over 600 media personnel were trained across the State to attend RFS incidents.

bushfire bulletin and website

Further improvements have been made to both the *Bushfire Bulletin* and the Service's public website.

The *Bushfire Bulletin* has a circulation of approximately 30,000 and a survey undertaken in 2006/07 provided feedback on the extensive redesign. The most welcome changes included: the cleaner layout, additional photo spreads, and the inclusion of additional stories focused on brigade activities. Further improvements are planned in 2007/08 based on continued feedback.

In line with the State Government's website compliance directive, the Service's public website www.rfs.nsw.gov.au underwent a significant redesign. This resulted

Further improvements have been made to both the Bushfire Bulletin and the Service's public website



in a new layout for the site and an improved navigation system. This brings the website in line with all NSW Government standards and will enhance access and consistency across agencies. The RFS website receives more than 3.5 million hits each year.

improvements to '1800 NSW RFS' phone number

In order to improve access to the Service and a faster response to enquiries, the Service's public contact number, 1800 NSW RFS (1800 679 737) has been further improved with the installation of a text-to-voice system. This system can immediately transfer the caller to a local call centre or read a fire update that is on the RFS website to the caller.

The system can handle numerous fires and a large volume of callers at one time. The technology is designed for local operators to talk to local residents regarding the current fire situation, safety information and to provide advice on how they can protect their property.

events coordination

The Events Coordination team assisted in the facilitation of hundreds of events across the State including the Commissioner's Annual Awards Ceremony, 2006 RFS Open Day and The Australasian Education and Fire Awareness Conference.

The Events Coordination team works closely with all Districts/Zones/Teams to facilitate and manage key events designed to

recognise and promote the work done by the Service's volunteers.

risk management performance

Risk Management Performance (RMP) provides audit, investigation, reporting and support services for the Bush Fire Coordinating Committee (BFCC) and the Service. These activities inform continuous improvement of community safety outcomes and facilitate improvements in coordinated fire management arrangements.

RMP provides reporting services for the Bush Fire Management Committee (BFMC) and section 74 of the *Rural Fires Act, 1997*. The coordination of hazard reduction reporting involves the integration of different data sets

from land management agencies and local councils. The hazard reduction figures are set out in Appendix C.

The performance audits of Bush Fire Risk Management Plans (BFRMPs) continued with 49 plans having been audited to date, including eight during the reporting year.

BFRMPs are developed by local BFMCs, and approved by the BFCC. They provide a comprehensive set of strategies for the reduction of bush fire hazards across all land tenures and agencies involved in bush fire management within that local area over a five year period.

community safety



Performance audits are conducted pursuant to section 62A(1) of the *Rural Fires Act 1997*. Details of the plans that were audited are set out in Appendix D. The strategies contained within BFRMPs have five levels of risk, from insignificant to extreme, and define community assets such as houses, schools and hospitals and environmental assets such as threatened species and cultural heritage. The strategies cover prevention activities, community education, hazard reduction works, arson reduction

activities and response planning. The review of the model bush fire risk management plan is complete and will commence implementation during 2007/08.

Mid-way through the reporting year, the Fire Investigation Section was transferred from Operations and Regional Management to the Community Safety Directorate. Some notable achievements of the section were: delivered specialist training advice to the Police Arson Course in August 2006; discussions held with the Australian Institute

of Criminology/Bushfire CRC regarding Fire Investigation Findings relating to deliberately lit bush fires, visit by detectives from the Western Australia Police Arson Squad regarding the outcomes and achievements of the unit and worked closely with NSW Police Strike Force TRONTO 4 investigating significant bush fires during the reporting period.

community education

The Community Education Unit is committed to improving the knowledge, skills and attitudes of communities during fires. To ensure a safer community, the unit focuses on educating the public in fire prevention, control, suppression and mitigation as well as making communities aware of hazards and preparing for the threat of fire.

The unit trained in excess of 400 RFS members in the nationally recognised qualifications of Community Safety Assistant and Community Safety Facilitator during 2006/07. These qualifications provide the knowledge and skills to fire service members to effectively promote fire safety in their communities. RFS members spent more than 41,000 hours delivering community awareness and engagement activities across NSW. This incorporated 1,266 fire awareness activities such as local shows, fetes, service clubs, and community meetings, 627 events delivered to children and young people, and 284 education activities designed for adults such as Farm FireWise, Street FireWise, public meetings and FireWise Groups.

During 2006/07, 300 students from 17 schools took part in a ten week school-based Cadet Training Program. This program is designed to teach future leaders about fire safety, fire operations, community safety and volunteering within their community. The program will expand in 2007/08 with 26 schools participating from around the State. In November 2006, NSW Premier Morris Iemma presented the RFS with the *2006 NSW Premier's Silver Award for Excellence in the Services to Rural and Regional NSW* category. The award for Showcasing Excellence in NSW recognises the value of the RFS Secondary Schools Cadet Program.

The 2007 Australasian Education and Fire Awareness Conference attracted over 400 delegates from across Australia and New Zealand to showcase best practice and new initiatives in community safety. Delegates exchanged valuable information and ideas with representation from Western Australia, Victoria, South Australia, Tasmania, New South Wales the ACT and Queensland. Representatives from Local Government, the Nature Conservation Council, Bushfire CRC and Farmer's Association of NSW also took part in forums and discussions.

The RFS library continues to maintain a high standard of information delivery to support the Service, and in 2006/07 visits increased by five per cent to 607, loans and document supply increased by 25 per cent to 1288 and reference inquiries increased by five per cent to 569.

The unit's commercial training increased significantly during the reporting period, with 269 courses being conducted



community hazards management

District Bush Fire Risk Management Plans form the basis for planning bush fire hazard reduction works within local government areas in NSW. The Community Hazard Management section develops the guidelines and frameworks for these plans, and assists local Bush Fire Management Committees to develop Bush Fire Risk Management Plans. A significant outcome of these plans is ensuring that essential hazard reduction works are undertaken.

The section is also responsible for managing complaints about hazard reduction, and providing members of the public with a facility to register concerns about bush fire hazards. Ensuring that hazards are treated by issuing notices and engaging contractors to undertake works where the landholder fails to comply.

Community Hazards Management is committed to the continuous improvement of the policy and planning instruments relating to coordinated bush fire planning under section 52 of the *Rural Fires Act 1997*. The section also provides assistance and advice to BFMCs in the development of these plans, as well as managing the issue of fire safety permits and penalty notices.

Key achievements during 2006/07 include:

- Finalised the review of the Bush Fire Risk Management Plan process and the development of new process policy and guidelines
- Commenced second stage pilot risk plans in Snowy, Illawarra and Murray Irrigation Area districts.
- Completed pilot risk plans in two BFMC areas, Castlereagh and Greater Hume
- Supported the implementation of new Operation Planning policy with the completion of

operations plans for all BFMCs in NSW

- Development of new prescribed burn planning policy and burn plan templates
- Established a collaborative research centre for the environmental risk management of bush fires at the University of Wollongong
- Continued support of and involvement in the 'Hotspots' Fire Project.

business development and project coordination

The objective of the Business Development Unit is to provide professional development opportunities for volunteers and staff through contributing to emergency management both within Australia and abroad.

commercial training

The unit's commercial training increased significantly during the reporting period, with 269 courses being conducted generating

a total revenue of \$362,000. Courses conducted included *Bush Fire Awareness*, *Fire Extinguisher* and *Chainsaw* for a wide variety of government agencies and utilities.

The unit purchased training aids including extinguishers, laptop computers and projectors for use by volunteers in the RFS Districts/Zones/Teams involved in facilitating and assisting with commercial training.

The unit continues to explore avenues for new commercial business both within the private and public sectors.

international programs

The Service continues to contribute to emergency management at a global level through presentations by Service officers at international conferences and seminars. During the reporting period, Incident Command System training was also provided to a visiting delegation of Korean Forest Service Officers.

In late August, four senior volunteers participated in the Malaysian Fire and Rescue Department's International Structural Fire Fighting Course conducted in Kuala Lumpur. This was another opportunity to contribute to emergency management and to promote the Service to an international audience.

The RFS will continue to build on established relationships with China, Korea, Vietnam and Malaysia through various projects and delegations.

Details of international travel relating to business development

strategic development



overview

Strategic Development is responsible for corporate planning and performance, organisational policy and standards, legal services, infrastructure coordination, systems audits, and Information Services (including GIS, Applications Support, Applications Development and Information Technology).

The year's highlights include:

- the expansion and development of the Service's Internal Auditing function
- continued innovation in information systems
- finalising standard designs for Brigade Stations and Fire Control Centres, and commencing a major survey of all Stations and Centres
- supporting District and Regional

offices in the implementation of new brigade constitutions.

Other ongoing priorities include initiatives to maximise the benefits of the Service's involvement with the Australasian Fire Authorities Council (AFAC) and Bushfire Cooperative Research Centre (CRC), and continuing the review of all the RFS's existing policy documentation.

corporate planning and performance

The Corporate Planning and Performance Section develops, implements and supports the Service's planning, reporting, management, auditing and continuous improvement systems. Much of this work is project-based during the initial phases of development, followed by

the implementation of ongoing management and maintenance systems.

In 2006/07 the section's key achievements included supporting the expansion and development of the auditing function and improving and implementing the Electronic Service Delivery Model (eSDM) Version 3 application, which has been used across the Service for submitting plans and documents. The section has now commenced development of Version 4 of the eSDM, for implementation in 2008.

Corporate Planning and Performance has also commenced reviewing and improving the Standards of Fire Cover and Optimum Resourcing Programs.

In addition, the section conducted the Organisational Risk Assessment, the Volunteer Survey and the review of the Performance Management Planning and Review System.

Another major task being undertaken by the section is the development of the Service's 2007-2009 Corporate Plan.

Looking ahead to 2007/08, many of these management systems require additional development and integration. In particular, further work on the Service's auditing program is required, as well as development and implementation of the organisational performance management system.

The RFS's capacity to conduct mapping went mobile in aircraft with the new Helifire application and on the ground, with the MapDesk applicatio



information services

Information Services' significant achievements in 2006/07 included the development of a new lightning strike system that can track and map lightning strikes across the State. With satellite recognition of hot-spots, fires can be detected as soon as they ignite.

The RFS's capacity to conduct mapping went mobile in aircraft with the new Helifire application, and on the ground with the MapDesk application. The section has proved the concept of mobile mapping and looks forward to the design and implementation phases.

Development of the volunteer only access MyRFS web portal

continued, including a pilot project allowing volunteers to use applications at Fire Control Centres.

In 2006/07 Information Services introduced a change management process to ensure the implications of systems changes are reviewed methodically before implementation. As part of this process, users are given advance notice of a forthcoming change so they can plan around it (or ask that it be rescheduled). There has been considerable positive feedback regarding this initiative.

Information Services has also updated its development

equipment and brought it into line with operational systems. The section can now fully test changes to network and systems before deploying them, which has greatly reduced service interruptions to users.

policy and standards

The Policy and Standards Unit's priorities in 2006/07 included the major review of all Service Standards, which has reached its final stages. This review has been aligned with the Service's internal audit program and the Organisational Risk Assessment.

The Service's new policy development framework and the supporting Service Standard have now been implemented. A key element in the revised process has been the commitment to an extended comment period, allowing a greater degree of consultation on policy development with all stakeholders, including volunteers.

Elsewhere, the unit provided advice to support Regional/Zone/Team and District offices in their facilitation role in respect of brigade constitutions, particularly with regard to issues such as taxation requirements and brigade election processes. A communication strategy is in the initial stages of implementation, using MyRFS as a forum to communicate with and gain more feedback from volunteers.

Further initiatives will be undertaken to improve liaison between the Service and key stakeholders, to better disseminate policy information on a wider range of platforms.

strategic services and infrastructure planning

This year has seen an increase in the section's workload, especially in the area of legal and coronial matters. Key cases included:

- the Parkes/Alectown Inquiry
- the ACT Coroner's Inquiry into the 2003 Canberra fires.

No adverse comments were made against the RFS in the outcomes of the two Inquiries.

Over the past two years the section has been working on the design and documentation of modular Standard Designs for Brigade Stations and Fire Control Centres, which are now completed and available for all Districts to use. The section has commenced the Facility Survey, which will see every RFS Fire Control Centre and Brigade Station visited, surveyed and documented.

The RFS also has an interest in the outcomes of the Bushfire CRC's research projects, most of which are now at the end of the data collection and analysis phases and moving into the production of outcomes that will be applicable to agencies. The section will continue to liaise with the CRC to ensure that the Service gets the maximum benefit from these initiatives.

In order to increase the RFS's strategic involvement in AFAC's work, the section is currently reviewing the Service's participation in its committees and groups, with the aim of ensuring resources are concentrated in those areas that are most likely to bring benefits to RFS business and service delivery.

04 performance

Our Strategic Plan guides our performance and is based on the doctrine of continuous improvement



- Our Performance
- Management
- Community Safety
- Learning & Development
- Operations



our performance

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



Our Strategic Plan guides our performance and is based on the doctrine of continuous improvement.

The four key result areas that are the drivers for our performance are:

- **Management** – managing our human, financial and physical resources in a competent and accountable manner
- **Community Safety** – providing a range of prevention and mitigation services to increase community awareness of risks, and involvement in their reduction
- **Learning and Development** – competent and productive leadership and management by people who are committed to our mission
- **Operations** – ensuring rapid and effective response to emergency incidents and to prevent injury and loss.

This section of our annual report details our performance against these critical areas.

management

MANAGING OUR HUMAN, FINANCIAL AND PHYSICAL RESOURCES IN A COMPETENT AND ACCOUNTABLE MANNER

What we said we would do	What we did	Measure	What we shall do next year
Manage incidents more effectively	Allocated funding for 260 new and refurbished tankers	Tanker annual upgrade targets met	Continue to provide funding for new and refurbished tankers
Increase participation in volunteering	8,481 volunteers who are registered users of MyRFS volunteer website	Increased number of registered users achieved	Increase number of users to 10,500
Manage our human, financial and physical resources in a competent and accountable manner	Forward estimates prepared by due date and quarterly financial statements completed	Full compliance with legislative reporting deadlines	100% completion by 5 October, January, April and July
	Trained 20 lead auditors	Number of auditors available	Additional Auditors trained to replace losses due to resignation etc.
	Reduced average sick days per employee to 4.36	Reduction in average number of days sick leave	Reduced average sick days per employee to 4 days
	Reduction of number of staff with excess recreation leave balances	Numerical reduction	Continue to reduce excess leave balances
	88% of Brigade AGMs attended by District/Zone/Team staff	Percentage AGMs attended by staff	Improve the level of staff participation
	Average of 6.5 meetings of brigade captains held per District/Zone/Team	Number of meetings held	Ensure that a minimum of two meeting per are held per District/Zone/Team
	Average of six meetings of Senior Management Teams per District/Zone/Team	Number of meetings held	Ensure that a minimum of two meetings are held per District/Zone/Team
Average of 11.8 staff meetings held per District/Zone/Team	Number of meetings held as planned	Ensure that a minimum of 12 meetings are held per District/Zone/Team	
Improve waste reduction program	Achieved 90% target of materials purchased/recycled	Compliance with Government WRAPP policy	Increase target to 95%
Improve management of RFS records system	Recfind program rolled out to 25% of Rural Fire Districts	Increase in percentage number of districts with program operating.	55% districts using Recfind.
Record assets	Implemented new policy and systems resulting in 100% capture of assets	Percentage of assets recorded	Target of 100% to be maintained
Improve warehouse management	Instituted program of warehouse rationalisation	Reduction in breaches of process	Full compliance with OH&S legislative requirements.

community safety

PROVIDING A RANGE OF PREVENTION AND MITIGATION SERVICES TO INCREASE COMMUNITY AWARENESS OF RISKS AND INVOLVEMENT IN THEIR REDUCTION

What we said we would do	What we did	Measure	What we shall do next year
Reduce the number of human induced fire ignitions	A high proportion of wild fires and structural fires were investigated in order to determine cause and origin of the ignition.	84% of wildfires formally investigated had their cause determined 59% of structural fires formally investigated had their cause determined	Aim to improve the ignition management of fires in order to reduce the number of accidental, malicious and deliberate ignitions.
Fire fighting agencies, land management agencies and other key stakeholders know the level of bush fire risk and take appropriate action	All Bush Fire Management Committees (BFMC) have completed Bush Fire Risk Management Plans	100% BFMCs have current Bush Fire Risk Management Plan	Target 100%
	Monitor effectiveness of risk plans	8 performance audits undertaken	Continue to monitor effectiveness of risk plans
Encourage bush fire awareness	Encouraged community participation in structured community education programs	28 Community FireWise groups established	Promote fire safety and awareness across the State by implementing structured community education programs.
		627 Community Education Youth programs completed	
		1,266 fire awareness activities completed	
		284 education activities designed for adults completed.	
		243 Kids FireWise programs conducted	
Increase awareness and use of RFS library	Increased the number of visitors, loans, document supply and reference inquiries.	308 schools visited	5% increase next year
		605 people visited the library	
		1,288 loans and document provided 569 reference inquiries completed	

learning & development

COMPETENT AND PRODUCTIVE LEADERSHIP AND MANAGEMENT BY PEOPLE WHO ARE COMMITTED TO OUR MISSION

What we said we would do	What we did	Measure	What we shall do next year
Manage incidents more effectively	85% ratio of volunteers holding correct level of competence for the position held	Percentage/ ratio of volunteers with correct level of competence for the position held	Maintain and improve the ratio
Ensure relevant learning and development compliance	Audit as Registered Training Organisation	Maintain Registered Training Organisation status	Continue to meet compliance with Australian Quality Training Framework
Staff Training	New training needs identified	Training delivered	Professional Development Committee to monitor progress
Fire Investigation component to be included in all regional exercises	100% regional exercises have fire investigation component	Percentage of exercises including fire investigation component	Inclusion of Fire investigation at all future exercises
Develop and maintain a pool of competent trainers, assessors and training coordinators	2,000 trainers 1,000 assessors 200 coordinators	Numbers of Trainers, assessors and training coordinators	Maintain current numbers of trainers, assessors and coordinators
Improve specialist skills and knowledge of selected members of the Service through international professional development opportunities	1 program conducted	Number of exchange programs offered	1 program conducted annually
Implement and improve a comprehensive training / recording / reporting system	100% use of corporate Districts/ Zones/Teams database use by Districts/Zones/Teams	Corporate database is fully utilised	Full use of corporate database use by Districts/Zones/Teams

operations

ENSURING RAPID AND EFFECTIVE RESPONSE TO EMERGENCY INCIDENTS TO PREVENT INJURY AND LOSS

What we said we would do	What we did	Measure	What we shall do next year
Reduction in the level of damage caused by fire	100% of section 52 Plans of Operations reviewed in accordance with policy	Percentage of Plans reviewed annually	100% reviewed every two years.
	100% of new versions of Operations (s52) Plans finalised within specified delivery from receipt of new format	Percentage of Plans reviewed within six months	100% of plans reviewed within six months
Maintain and improve aviation training	Training curricula developed	Training delivered annually	Evaluate curriculum as part of three year plan
	100% of aviation contractors audited to ensure compliance	Percentage of contractors audited	Continue to audit for compliance
Instigate Aviation Safety Advisory Committee (ASAC)	ASAC merged into NSW and ACT Inter-Agency Aviation Working Group (IAAWG)	NSW/ACT fire agencies and NSW SES represented on IAAWG	Quarterly meetings of IAAWG
Expand Remote Area Firefighting (RAFT) capacity	SOPs finalised and trialled	Adoption of SOPs	Working Party to review and update
Finalise and implement Mutual Aid Agreements (MAA) and memoranda of Understanding (MOU) with other agencies and utilities	MOU with Ambulance Service 90% complete and draft MOU with electricity authorities awaiting ratification	MOUs completed and implemented 2006/07	Review, evaluate and expand
Ratification of Operational Communications Service Level Agreement with NSWFB	Agreement 99% complete. Draft circulated for comment	Endorsed by Fire Services Joint Standing Committee	Agreement implemented and disseminated
Improvement of radio coverage	85% coverage achieved	Percentage of radio coverage	Continue to expand coverage area
	20 new transmission sites to mitigate black spots		
Improvement of pager coverage	60% coverage achieved	Percentage of pager coverage	Continue work with SES towards network improvements and expansions

operations



statement on standards for the provision of services

Service provision is in accordance with the commitments and criteria as detailed in the Service's Strategic Plan, copies of which can be obtained free of charge from the Service's website (www.rfs.nsw.gov.au), Headquarters and Regional Offices, or by telephoning 02 8741 5555.

contract and market testing

Policies and action plans have been developed to address contract and market testing in areas of equipment supply, learning and development, 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.

electronic service delivery

The Service's Applications Development unit continued to support business activities including MyRFS with further enhancements to the volunteer extranet website.

There were a number of releases to the Bush Fire Risk Information Management System (BRIMS) and as at 30 June 2007 the system was being used by approximately 1,295 users from 11 government agencies – an increase of 11.7 per cent – and 420 local government users.

Work continued on providing spatial data in the BRIMS application as well as the recently

released incident control system (ICON). The geospatial database enabled the Service to deliver a range of external data such as contours and roads, and internal data such as brigade locations and bush fire prone land. ICON is being used by 1,218 users from eight agencies and further releases related to ICON will be progressively introduced.

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 during the course of non-operational activities. This includes the personal particulars of Service members and recordings of non-operational

radio and telephone calls. The Service Standards also provide for a confidentiality undertaking by officers with access to personal information including the service's database 'Firezone'. The necessary access protocols and procedures are in place.

annual report – external costs and availability

The total external costs incurred in the production of this Report were \$44,300.00 (plus GST). The report is accessible on the Service's website www.rfs.nsw.gov.au and copies may be obtained from the Service's Headquarters at Homebush Bay.

operations | continued

The Service's Applications Development unit continued to support business activities including MyRFS

engagement of consultants

Seven consultants were retained during the year at a total cost of \$1,142,423.

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

	\$
Personnel and Industrial	
Diplomacy Management Consultants (Industrial relations advocacy service)	39,600
Information Technology	
Incheck Systems (General support and development of Bush Fire Risk Information Management System)	419,040
CCS Technology (BRIMS Development & Volunteer Intranet)	72,259
Verocity (Firezone update project)	477,507
Legal	
Clayton Utz (General Support)	107,981
Consultancies less than \$30,000	
Management Services (Infrastructure planning)	26,036
Total All Consultancies	\$1,142,423

Three Year Comparative Costs

Seven consultancies were retained during 2006/07 at a cost of \$1,142,423.

Four consultancies were retained during 2005/06 at cost of \$585,329.

Fourteen consultancies were retained during 2004/05 at cost of \$646,903.



operations



sale of property

The Service does not own any property or land.

payment performance

A summary of the Service's payment performance for the year under review, and the two previous years, is set out in Appendix J.

The Service continues to meet its set targets and has done so through greater use of direct bank deposits.

There was no interest paid for late payments.

major assets

	2003/04	2004/05	2005/06	2006/2007
Computer Equipment	\$240,000	\$758,000	\$2,203,000	\$1,260,000
General Equipment	\$9,725,000	\$11,338,000	\$10,619,000	\$11,165,000
Fitout	\$2,000,000	\$4,368,000	\$3,934,000	\$3,415,000
Intangibles	0	0	102,000	\$753,000

grants to outside organisations

	2004/05 \$	2005/06 \$	2006/07 \$
Nature Conservation Council	80,667	82,685	95,000
Volunteer Rescue Units (through Office for Emergency Services)	1,251,405	1,287,000	1,376,000
Total	1,332,072	1,369,685	1,471,000

The Service continues to meet its set targets and has done so through greater use of direct bank deposits



consumer response

The Service continued to be well regarded by its customers and stakeholders. Any complaints received are given attention and resolved at the earliest opportunity.

overseas visits

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

executive remuneration

In 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 at level 5 or above, the following information is provided:

Position	SES Level	Total Annual Remuneration
Mr P C Koperberg	6	\$305,000

05 financial statements

The consolidated financial report for the year ended 30 June 2007 has been authorised for issue by the Commissioner on 19 October 2007



- Independent Audit Report
- Statement by the Commissioner
- Balance Sheet
- Operating Statement
- Statement of Changes in Equity
- Cash Flow Statement
- Program Statement - Expenses and Revenues
- Summary of Compliance with Financial Directives
- Notes to the Financial Statements





GPO BOX 12
Sydney NSW 2001

INDEPENDENT AUDITOR'S REPORT

NSW RURAL FIRE SERVICE

To Members of the New South Wales Parliament

I have audited the accompanying financial report of the NSW Rural Fire Service (the Department), which comprises the balance sheet as at 30 June 2007, and the income statement, statement of recognised income and expense, cash flow statement, program statement - expenses and revenues, and summary of compliance with financial directives for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Auditor's Opinion

In my opinion, the financial report:

- presents fairly, in all material respects, the financial position of the Department as of 30 June 2007, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- is in accordance with section 45E of the Public Finance and Audit Act 1983 (the PFBA Act) and the Public Finance and Audit Regulation 2005.

Commissioner's Responsibility for the Financial Report

The Commissioner is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the PFBA Act. This responsibility includes establishing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

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

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

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

My opinion does not provide assurance:

- about the future viability of the Department,
- that it 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.

Independence

In conducting this audit, the Audit Office has complied with the independence requirements of the Australian Auditing Standards and other relevant ethical requirements. The PFBA 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.

M P Abood, CPA
Director, Financial Audit Services

22 October 2007
SYDNEY

All communications to be addressed to:

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NSW Rural Fire Service
Locked Mail Bag 17
Granville NSW 2142

Telephone: (02) 8741 5555

Headquarters
NSW Rural Fire Service
15 Carter Street
HOMEBUSH BAY NSW 2127

Facsimile: (02) 8741 5533



**NSW RURAL FIRE SERVICE
FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30 JUNE 2007**

Statement by Commissioner

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

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 2005 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 2007; and
- (c) At the date of this statement there are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

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

S Fitzsimmons AFSM
Commissioner

19 OCT 2007

income statement

For the Year Ended 30 June 2007

	Notes	Actual 2007 \$'000	Budget 2007 \$'000	Actual 2006 \$'000
Expenses excluding losses				
Operating expenses				
Employee related	2(a)	59,950	60,627	53,945
Other operating expenses	2(b)	13,904	12,593	14,460
Depreciation and amortisation	2(c)	4,397	3,000	3,680
Grants and subsidies	2(d)	169,454	106,184	98,193
Finance costs	2(e) 8(b)	248	-	163
Other expenses	2(f)	5,341	8,447	7,078
Total Expenses excluding losses		253,294	190,851	177,519
Less:				
Revenue				
Sale of goods and services	3(a)	452	-	856
Grants and contributions	3(b)	211,547	146,287	137,021
Other revenue	3(c)	10,692	7,061	7,751
Total Revenue	222,691	153,348	145,628	
Gain / (loss) on disposal	4	(207)	-	424
Net Cost of Services	18	30,810	37,503	31,467
Government Contributions				
Recurrent appropriation	5	30,607	34,303	29,762
Capital appropriation	5	1,500	1,500	819
Acceptance by the Crown Entity of employee benefits and other liabilities	6	40	-	87
Total Government Contributions		32,147	35,803	30,668
SURPLUS / (DEFICIT) FOR THE YEAR		1,337	(1,700)	(799)

The accompanying notes form part of these statements.

balance sheet

As at 30 June 2007

	Notes	Actual 2007 \$'000	Budget 2007 \$'000	Actual 2006 \$'000
ASSETS				
Current Assets				
Cash and cash equivalents	8(a)	10,506	9,456	10,784
Receivables	9(a) 9(b)	4,503	3,666	3,666
Total Current Assets		15,009	13,122	14,450
Non-Current Assets				
Receivables	9(c)	1,993	75	75
Plant and Equipment	10	15,840	18,003	16,503
Intangible assets	11	753	102	102
Total Non-Current Assets	18,586	18,180	16,680	
Total Assets		33,595	31,302	31,130
LIABILITIES				
Current Liabilities				
Payables	12	6,021	4,741	4,741
Provisions	13	15,842	2,383	15,052
Total Current Liabilities	21,863	7,124	19,793	
Non-Current Liabilities				
Provisions	13	248	15,731	1,190
Total Non-Current Liabilities	248	15,731	1,190	
Total Liabilities		22,111	22,855	20,983
Net Assets		11,484	8,447	10,147
EQUITY				
Accumulated funds	14	11,484	8,447	10,147
Total Equity		11,484	8,447	10,147

The accompanying notes form part of these statements.

statement of recognised income and expense

As at 30 June 2007

	Notes	Actual 2007 \$'000	Budget 2007 \$'000	Actual 2006 \$'000
TOTAL INCOME AND EXPENSE RECOGNISED DIRECTLY IN EQUITY	-	-	-	-
Surplus/ (Deficit) for the Year	14	1,337	(1,700)	(799)
TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR	14	1,337	(1,700)	(799)

The accompanying notes form part of these statements.

cash flow statement

For the Year Ended 30 June 2007

	Notes	Actual 2007 \$'000	Budget 2007 \$'000	Actual 2006 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(60,854)	(58,755)	(55,153)
Grants and subsidies		(177,492)	(84,062)	(103,035)
Finance costs		(248)	-	(163)
Other		(23,706)	(50,112)	(23,908)
Total Payments		(262,300)	(192,929)	(182,259)
Receipts				
Sale of goods and services		374	-	1,038
Grants and Contributions		211,308	123,924	136,952
GST Receipts		13,327	-	7,704
Other		9,398	36,374	6,974
Total Receipts		234,407	160,298	152,668
Cash Flows from Government				
Recurrent appropriation		30,607	34,303	29,762
Capital appropriation		1,500	1,500	819
Cash reimbursements from the Crown Entity		100	-	216
Net Cash Flows from Government		32,207	35,803	30,797
NET CASH FLOWS FROM OPERATING ACTIVITIES	18	4,314	3,172	,206
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of Plant and Equipment	4	3,101	4,980	4,625
Purchases of Plant and Equipment	10	(7,693)	(9,480)	(8,022)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(4,592)	(4,500)	(3,397)
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from borrowings and advances	8b	20,000	-	15,000
Repayments of borrowings and advances	8b	(20,000)	-	15,000)
NET CASH FLOWS FROM FINANCING ACTIVITIES		-	-	-
Opening cash and cash equivalents		10,784	14,225	12,975
CLOSING CASH AND CASH EQUIVALENTS	8a	10,506	12,897	10,784

The accompanying notes form part of these statements.

summary of compliance with financial directives

For the Year Ended 30 June 2007

	2007				006			
	RECURRENT APPROPRIATION \$'000	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND \$'000	CAPITAL APPROPRIATION \$'000	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND \$'000	RECURRENT APPROPRIATION \$'000	EXPENDITURE \$'000	CAPITAL APPROPRIATION \$'000	EXPENDITURE \$'000
ORIGINAL BUDGET APPROPRIATION/EXPENDITURE	34,303	30,607	1,500	1,500	36,572 (635)	29,762	819	819
• Appropriation Act	-	-	-	-	-	-	-	-
• S24 PF&AA-transfers of functions between departments	-	-	-	-	-	-	-	-
OTHER APPROPRIATIONS/ EXPENDITURE	34,303	30,607	1,500	1,500	35,937	29,762	819	819
• Treasurer's Advance	-	-	-	-	272	-	-	-
• S 28-Variation of authorised payments from Consolidated Fund	-	-	-	-	1,582	-	-	-
• Enforced adjustment**	-	-	-	-	(4,621)	-	-	-
	-	-	-	-	(2,767)	29,762	819	819
Total Appropriations/Expenditure/Net Claim on Consolidated Fund (includes transfer payments)	34,303	30,607	1,500	1,500	33,170	29,762		819
Amount drawn down against Appropriation		30,607		1,500		29,762		819
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).

**Natural Disaster Mitigation Program carried forward to 2006/07 (\$2,000,000) and 2007/08 (\$2,621,000)

program statement - expenses and revenue

For the Year Ended 30 June 2007

SERVICE'S EXPENSES & REVENUES	Program 1*		Program 2*		Program 3*		Program 4*		Not Attributable		Total		
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	
Expenses excluding losses													
Operating expenses													
• Employee related	56,170	50,403	859	840	747	726	2,174	1,976	-	-	59,950	53,945	
• Other operating expenses	10,364	11,537	1,077	864	1,123	1,035	1,340	1,024	-	-	13,904	14,460	
Depreciation and amortisation	4,397	3,680	-	-	-	-	-	-	-	-	4,397	3,680	
Grants and subsidies	160,564	88,798	-	-	-	-	8,890	9,395	-	-	169,454	98,193	
Finance costs	248	163	-	-	-	-	-	-	-	-	248	163	
Other expenses	5,341	7,078	-	-	-	-	-	-	-	-	5,341	7,078	
Total Expenses excluding losses	237,084	161,659	1,936	1,704	1,870	1,761	12,404	12,395	-	-	253,294	177,519	
Revenues													
Sale of goods and services	452	856	-	-	-	-	-	-	-	-	452	856	
Grants and contributions	211,322	136,796	-	-	-	-	225	225	-	-	211,547	137,021	
Other revenue	9,942	7,026	-	-	-	-	750	725	-	-	10,692	7,751	
Total Revenue	221,716	144,678	-	-	-	-	975	950	-	-	222,691	145,628	
Gain/(loss) on disposal of non-current assets	(207)	424	-	-	-	-	-	-	-	-	(207)	424	
NET COST OF SERVICES	15,575	16,557	1,936	1,704	1,870	1,761	11,429	11,445	-	-	30,810	31,467	
Government contributions**	-	-	-	-	-	-	-	-	-	32,147	30,668	30,668	
NET EXPENDITURE/ (REVENUE) FOR THE YEAR	15,575	16,557	1,936	1,704	1,870	1,761	11,429	11,445	(32,147)	(30,668)	(1,337)	799	

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

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

notes to the financial statements

For the Year Ended 30 June 2007

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting Entity

The NSW Rural Fire Service is a separate reporting entity and there are no reporting entities under its control. The NSW Rural Fire Service is a NSW Government department. NSW Rural Fire Service is a not-for-profit entity and it has no cash generating units.

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

The consolidated financial report for the year ended 30 June 2007 has been authorised for issue by the Commissioner on 19 October 2007.

(b) Basis of Preparation

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

Property, plant and equipment are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention.

Judgements, key assumptions and estimations management made are disclosed in the relevant notes to the financial statements.

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

(c) Statement of Compliance

The financial statements and notes comply with Australian Accounting Standards, which include AEIFRS.

This financial report is prepared based on AEIFRS, and comparatives for the year ended 30 June 2006 have been restated accordingly, unless otherwise permitted.

(d) Income Recognition.

Income is measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of income are discussed below.

- Parliamentary Appropriations and Contributions
Parliamentary appropriations and contributions (including grants and donations) are generally recognised as income when the Service obtains control over the assets comprising the appropriations / contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash. An exception to the above is when appropriations are unspent at year-end. In this case, the authority to spend the money lapses and

generally the unspent amount must be repaid to the Consolidated Fund in the following financial year. As a result, unspent appropriations are accounted for as liabilities rather than revenue.

- Sale of Goods
Revenue from the sale of goods is recognised as revenue when the Service transfers the significant risks and rewards of ownership of assets.
- Rendering of services
Revenue is recognised when the service is provided or by reference to the stage of completion (based on labour hours incurred to date).

(e) Employee Benefits and other Provisions

- Salaries and Wages, Annual Leave, Sick Leave and On Costs
Liabilities for salaries and wages (including non-monetary benefits), annual leave and paid sick leave that fall due wholly within 12 months of the reporting date are recognised and measured in respect of employees' services up to the reporting date at undiscounted amounts based on the amounts expected to be paid when the liabilities are settled.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

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

- Long Service Leave and Superannuation
The Service recognises liabilities for long service leave for all employees, except for those of the Office for Emergency Services. The liability in relation to the Office for Emergency Services is assumed by the Crown Entity, and the Service accounts for the liability as having been extinguished resulting in the amount assumed being shown as part of the non monetary revenue item described as "Acceptance by the Crown Entity of Employee Benefits and other Liabilities". Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 07/04) to employees with five or more years of service, using current rates of pay.

The current provision is based on employees with six or more years of service. The non-current provision is based on the unconditional right to defer settlement of payments for Long Service Leave and includes employees with five to six years of service. Based on expected cash flows ten percent of the current provision for Long Service Leave has not been discounted because settlement is expected within 12 months of the reporting date.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State

notes to the financial statements continued

For the Year Ended 30 June 2007

Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions. Actuarial gains and losses on defined benefits superannuation plans are recognised in the income statement in the year they occur.

(iii) Other Provisions

Other provisions exist when: the agency has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation.

(f) Borrowing Costs

Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with treasury's mandate to general government sector agencies.

(g) 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.

(h) 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.

(i) Acquisitions of Assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Service. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

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

Fair value is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.

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

Property, plant and equipment and intangible assets costing \$5,000 and above individually (or forming a part of a network costing more than \$5,000) are capitalised.

(j) Revaluation of Plant and Equipment

Physical non-current assets are valued in accordance with the "Valuation of Physical Non-Current Assets at Fair Value" Policy and Guidelines Paper (TPP07-01). This policy adopts fair value in

accordance with AASB 116 Property, *Plant and Equipment* and AASB 140 *Investment Property*.

Plant and equipment is measured on an existing use basis, where there are no feasible alternative uses in the existing natural, legal, financial and socio-political environment. However, in the limited circumstances where there are feasible alternative uses, assets are valued at their highest and best use.

Fair value of plant and equipment is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available market evidence, the asset's fair value is measured at its market buying price, the best indicator of which is depreciated replacement cost.

The agency revalues each class of plant and equipment at least every five years or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value.

When revaluing non-current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation are separately restated.

For other assets, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

As a not-for-profit entity, the revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation reserve in respect of that asset is transferred to accumulated funds.

(k) Impairment of Plant and Equipment

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

(l) Depreciation of Plant and Equipment

Depreciation is provided for on a straight line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the entity. In accordance with AASB 116: *Plant and Equipment* and *Fitout* are depreciated at the rate of 20%, computer equipment at 33.3% per annum. The leasehold for Homebush Bay is amortised over the period of the lease.

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

(m) Maintenance

The costs of day-to-day servicing costs or 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.

(n) Leased Asset

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

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

(o) Intangible Assets

The agency recognises intangible assets only if it is probable that future economic benefits will flow to the agency and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

The Service's intangible assets are amortised using the straight line method over a period of three years for Computer Software. As a not-for-profit entity with no cash generating units, the Service is effectively exempted from impairment testing.

(p) 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.

(q) 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%

	2007		2006	
		\$(M)		\$(M)
Local Government	13.3%	22.4	13.3%	18.6
Insurance Industry	73.7%	123.9	73.7%	103.4
Treasury	13.0%	21.9	13.0%	18.9

Contributions are recognised when invoices are raised.

(r) Loans and Receivables

Loans and Receivables are recognised initially at fair value, usually based on the transaction cost or face value. Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial. Bad debts are written off as incurred.

(s) Other Assets

Other assets are recognised on a cost basis.

(t) Payables

These amounts represent liabilities for goods and services provided to the service and other amounts including interest. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Short term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(u) 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 Income Statement and the Cash Flow Statement are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Balance Sheet, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts i.e. per the audited financial statements (rather than carried forward estimates).

(v) Comparative Restatement

The comparative information contained in these financial statements relating to 2005/06 has been adjusted.

In 2007, the classification of provisions has changed. This basis of presentation has been used in amending comparative figures for 2006.

(w) New Australian Accounting Standards issued but not effective

At the reporting date, a number of Australian Accounting Standards adopted by the AASB have been issued but are not yet operative and have not been early-adopted by the NSW Rural Fire Service. The following is a list of these Standards:

- AASB 7 *Financial Instruments: Disclosure* (Issued August 2005)
- AASB 8 and AASB 2007-3 *regarding Operating Segments*. (Issued February 2007)
- AASB 101 *Presentation of Financial Statements*. (Issued October 2006)
- AASB 1049 *Financial Reporting by General Government Sector*. (Issued September 2006)
- AASB 2007-4 *regarding Australian additions to, and deletions from IFRSs*. (Issued April 2007)

The initial application of these standards will have no impact on the financial results of the Service. The Standards are operative for annual reporting periods beginning on or after 1 January 2007.

notes to the financial statements

continued

For the Year Ended 30 June 2007

2. EXPENSES	2007 \$'000	2006 \$'000
(a) Employee related expenses		
Salaries and wages (including recreation leave)	51,636	47,885
Superannuation – defined contribution plans	3,722	1,781
Long service leave	819	951
Workers' compensation insurance	639	456
Payroll tax	3,134	2,872
	59,950	53,945
(b) Other operating expenses		
Auditor's remuneration		
- audit of the financial report	71	78
Operating lease rental expense		
- minimum lease payments	3,478,581	
Maintenance *	512	317
Travel	1,221	1,275
Telephones	972	916
Fees for Service	956	717
Printing and stationery	1,171	805
Consumables	245	151
Vehicle operation	523	640
All outgoing – Buildings	584	416
Other expenses	4,171	6,564
	13,904	14,460
Reconciliation- Total Maintenance		
Maintenance expense- contracted labour and other (non-employee related) , as above	512	
Employee related maintenance expense included in Note 2(a)	-	
Total Maintenance expenses included in Note 2(a) and Note2(b)	512	
(c) Depreciation and amortisation expense		
Computer equipment	861	338
Plant and equipment	2,970	2,849
Fitouts	476	477
	4,307	3,664
Amortisation		
Intangibles	90	16
	4,397	3,680

2. EXPENSES cont'd	2007 \$'000	2006 \$'000
(d) Grants and Subsidies		
Natural Disaster Mitigation Program	6,752	8,426
Volunteer Rescue Units	1,376	1,287
Regional Fire Associations	1,316	860
Payments for Council costs associated with Rural Fire Fighting activities and equipment	87,599	67,623
Emergency Fund – Natural Disasters	72,316	19,914
Other	95	3
	169,454	98,193
(e) Finance costs		
Interest on short-term borrowings	248	63
	248	163
(f) Other Expenses		
Workers' compensation insurance – volunteers	2,002	3,521
Public liability and other insurance	1,636	1,272
Aerial support	1,703	2,285
	5,341	7,078

3. REVENUES	2007 \$'000	2006 \$'000
(a) Sale of goods and services	452	856
Rendering of services	452	856
(b) Grants and contributions		
New South Wales Fire Brigades	225	225
Insurance Company Contributions	123,924	103,406
Local Government Contributions	22,363	18,661
*Natural Disaster Welfare Relief	65,035	14,729
* <i>Natural Disaster Welfare Relief is restricted to emergencies that are declared under section 44 of the Rural Fires Act 1997.</i>	211,547	137,021
(c) Other revenue		
Sale of equipment	264	171
Superannuation – Defined benefit plans	1,173	1,559
Comcover	410	410
Business Development – Overseas Training	20	1,038
Section 44 – Victoria	544	760
Aviation – Use of contract by other agencies	5,356	2,530
Office for Emergency Services	372	225
Communications-contribution for shared networks	105	69
Other	2,448	989
	10,692	7,751

In accordance with Section 119(4)(b) of the *Rural Fires Act 1997*, 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 \$ 263,538 (\$170,739 in 2005/6)

notes to the financial statements

continued

For the Year Ended 30 June 2007

4. GAIN / (LOSS) ON DISPOSAL	2007 \$'000	2006 \$'000
Gain / (Loss) on disposal of Plant and Equipment		
Proceeds from disposal	3,101	4,625
Written down value of assets disposed	3,308	4,201
	(207)	424

5. APPROPRIATIONS	2007 \$'000	2006 \$'000
Recurrent Appropriations		
Total recurrent draw-downs from Treasury (per Summary of Compliance)	30,607	29,762
	30,607	29,762
Comprising:		
Recurrent appropriations (per Operating Statement)	30,607	29,762
Capital Appropriations	1,500	819

6. ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE BENEFITS AND OTHER LIABILITIES	2007 \$'000	2006 \$'000
The following expenses have been assumed by the Crown Entity		
Long service leave	40	87
	40	87

Also refer to Note 1(e) (ii)

7. PROGRAMS /ACTIVITIES OF THE SERVICE

(a) **Program 1** Funding and administration of rural fire fighting services

Objectives: To promote effective rural fire fighting 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 Coordination of Rescue Services and Emergency Management

Objectives: To ensure the provision of comprehensive, balanced and coordinated rescue services and emergency management throughout New South Wales.

8 . CURRENT ASSETS – CASH AND CASH EQUIVALENTS

	2007 \$'000	2006 \$'000
(a) Cash		
Cash at bank and on hand	10,506	10,784
	10,506	10,784

(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 \$20M were borrowed and fully repaid. The Service has NSW Treasury approval to borrow a maximum of \$20M per annum.

9 . CURRENT / NON-CURRENT ASSETS- RECEIVABLES

	2007 \$'000	2006 \$'000
Current Assets		
(a) Grants and contributions	327	88
Less: Allowance for impairment	2	2
	325	86
Other		
Sundry Debtors	2,049	1,857
GST	1,670	1,165
	3,719	3,022
(b) Prepayments	459	558
	4,503	3,666
Non-Current Assets		
(c) Prepaid superannuation contributions (refer note 22)	1,993	75

notes to the financial statements

continued

For the Year Ended 30 June 2007

10 . NON CURRENT ASSETS – PLANT AND EQUIPMENT	Computer Equipment \$'000	Plant & Equipment \$'000	Fitouts \$'000	Total \$'000
At 1 July 2006				
At Fair Value	3,621	15,045	4,768	23,434
Less: Accumulated Depreciation	1,671	4,383	877	6,931
Net Carrying Amount	1,950	10,662	3,891	16,503
At 30 June 2007				
At Fair Value	3,759	16,295	4,768	24,822
Less: Accumulated Depreciation	2,499	5,130	1,353	8,982
Net Carrying Amount	1,260	11,165	3,415	15,840

Reconciliations

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

	Computer Equipment \$'000	Plant & Equipment \$'000	Fitouts \$'000	Total \$'000
Year ended 30 June 2007				
Carrying amount at start of year	1,950	10,662	3,891	16,503
Transfers	-	-	-	-
Additions	171	6,782	-	6,953
Disposals	-	3,309	-	3,309
Depreciation expense	861	2,970	476	4,307
Carrying amount at end of year	1,260	11,165	3,415	15,840

10 . NON CURRENT ASSETS – PLANT AND EQUIPMENT cont'd	Computer Equipment \$'000	Plant & Equipment \$'000	Fitouts \$'000	Total \$'000
At 1 July 2005				
At Fair Value	2,079	15,911	4,768	22,758
Less: Accumulated Depreciation	1,321	4,573	400	6,294
Net Carrying Amount	758	11,338	4,368	16,464
At 30 June 2006				
At Fair Value	3,621	15,045	4,768	23,434
Less: Accumulated Depreciation	1,671	4,383	877	6,931
Net Carrying Amount	1,950	10,662	3,891	16,503

Reconciliations

Reconciliations of the carrying amounts of plant and equipment at the beginning and end of the 2005/06 financial year are set out below.

	Computer Equipment \$'000	Plant & Equipment \$'000	Fitouts \$'000	Total \$'000
Year ended 30 June 2006				
Carrying amount at start of year	758	11,338	4,368	6,464
Transfers	-	-	-	-
Additions	1,530	6,374	-	7,904
Disposals	-	4,201	-	4,201
Depreciation expense	338	2,849	477	3,664
Carrying amount at end of year	1,950	10,662	3,891	16,503

11 . INTANGIBLE ASSETS	Software \$'000	Total \$'000
At 1 July 2006		
Cost (gross carrying amount)	118	118
Less: Accumulated amortisation and impairment	16	16
Net Carrying Amount	102	102
At 30 June 2007		
Cost (gross carrying amount)	892	892
Less: Accumulated amortisation and impairment	39	139
Net Carrying Amount	753	753

notes to the financial statements

continued

For the Year Ended 30 June 2007

11 . INTANGIBLE ASSETS cont'd	Software \$'000	Total \$'000
Year ended 30 June 2007		
Carrying amount at start of year	102	102
Additions	740	740
Disposals	-	-
Amortisation (recognised in 'depreciation and amortisation')	89	89
Carrying amount at end of year	753	753

	Software \$'000	Total \$'000
At 1 July 2005		
Cost (gross carrying amount)	-	-
Less: Accumulated amortisation and impairment	-	-
Net Carrying Amount	-	-
At 30 June 2006		
Cost (gross carrying amount)	118	118
Less: Accumulated amortisation and impairment	16	16
Net Carrying Amount	102	102

	Software \$'000	Total \$'000
Year ended 30 June 2006		
Carrying amount at start of year	-	-
Transfers	-	-
Additions	118	118
Disposals	-	-
Amortisation (recognised in 'depreciation and amortisation')	16	16
Carrying amount at end of year	102	102

12 . CURRENT LIABILITIES - PAYABLES	2007 \$'000	2006 \$'000
Accrued salaries, wages and on-costs	560	334
Other operating expenses	2,047	1,533
Grants and subsidies	3,414	2,746
Other expenses	-	128
	6,021	4,741

13 . CURRENT LIABILITIES/ NON CURRENT LIABILITIES - PROVISIONS

	2007 \$'000	2006 \$'000
Employee benefits and related on-costs		
Recreation leave	5,735	5,718
Long Service Leave	10,353	9,540
Payroll Tax	2	5
Unfunded Superannuation (refer note 22)	-	979
Total Provisions	16,090	16,242

In accordance with AASB 101 *Presentation of Financial Statements* liabilities are classified as current where NSW Rural Fire Service does not have an unconditional right to defer the settlement of a liability for at least 12 months after the reporting date.

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

	2007 \$'000	2006 \$'000
Aggregate employee benefits and related On-costs		
Provisions- payments expected within one year	1,584	1,483
Provisions- payments expected later than one year	14,506	14,759
Accrued salaries, wages and on-costs (Note 12)	560	334
	16,650	16,576

	2007 \$'000	2006 \$'000
Accumulated Funds		
Balance at beginning of the financial year	10,147	10,946
Changes in equity – other than transactions with owners as owners		
Surplus / (deficit) for the year	1,337	(799)
Balance at end of the financial year	11,484	10,147

There were no transactions with owners as owners.

notes to the financial statements

continued

For the Year Ended 30 June 2007

15 . COMMITMENTS FOR EXPENDITURE	2007 \$'000	2006 \$'000
(a) Other Expenditure Commitments		
Aggregate other expenditure for the acquisition of equipment contracted for at balance date and not provided for:		
Not later than one year (including GST)	28,904	25,041

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 \$641,435 (\$749,062 2005/2006) that are expected to be recoverable from the ATO.

b) Operating Lease Commitments	2007 \$'000	2006 \$'000
Future non-cancellable operating lease rentals not provided for and payable:		
Not later than one year	2,032	2,707
Later than one year but not later than five years	9,864	9,004
Later than five years	6,576	8,065
Total (including GST)	18,472	19,77

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

Operating Lease Commitments include input tax credits of \$1,679,279 (\$1,797,802 in 2005/06) that are expected to be recoverable from the ATO.

16. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

At balance date the Service had no contingent liabilities or assets.

17 . BUDGET REVIEW

Net Cost of Services

The actual net cost of services was favourable by \$6.693M. This variation relates primarily to a favourable movement in employers superannuation prepayments and savings in insurance.

Current Assets

Current Assets were \$1.887M over budget. The increase relates primarily to the cash and cash equivalents on 30 June 2007.

Non-Current Assets

Non- Current Assets exceeded budget by \$0.406M due to prepaid employer's superannuation.

Current Liabilities

Current Liabilities were \$14.739M over budget due to a change in the classifications of Provisions.

Non-Current Liabilities

Non- Current Liabilities were \$15.483M below budget due to a change in the classification of Provisions.

Cash Flows

Total payments exceeded budget by \$69.371M primarily due to an increase in grants and subsidies payments for section 44 emergencies.

Total receipts were \$74.109M in excess of budget due to recoups from Treasury as a result of increased section 44 payments listed above partly offset by a general decrease in other receipts.

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

	2007 \$'000	2006 \$'000
Net cash flows from operating activities	4,314	1,206
Cash Flows from Government	(32,107)	(30,581)
Acceptance by the Crown Entity of employee benefits and other liabilities	(40)	(87)
Depreciation	(4,397)	(3,680)
Decrease/(increase) in provisions	152	2,981
Increase/(decrease) in prepayments and other assets	2,755	620
(Increase)/decrease in creditors	(1,280)	(2,350)
Net (loss)/gain on sale of plant and equipment	(207)	424
Net cost of services	(30,810)	(31,467)

19. NON-CASH FINANCING AND INVESTMENT ACTIVITIES

	2007 \$'000	2006 \$'000
Long service leave liability assumed by Crown Entity	40	87
	40	87

20. FINANCIAL INSTRUMENTS

The Service's principal financial instruments are outlined below. These financial instruments arise directly from the Service's operations or are required to finance the Service's operations. The Service does not enter into or trade financial instruments for speculative purposes. The Service does not use financial derivatives.

Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11am unofficial cash rate, adjusted for a management fee to NSW Treasury.

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. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. The credit risk is the carrying amount (net of any allowance for impairment). No interest is earned on trade debtors. The carrying amount approximates fair value.

Bank Overdraft

The Service does not have any bank overdraft facility.

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. No interest was paid during the year.

21 . CONSULTANCIES

Consultancy fees paid for the year totalled \$1,142,423 (\$585,329 in 2005-06).

notes to the financial statements

continued

For the Year Ended 30 June 2007

22 . SUPERANNUATION

Funded Information

The Pooled Fund holds in trust the investments of the closed NSW public sector superannuation schemes:

- State Superannuation Scheme (SSS);
- State Authorities Superannuation Scheme (SASS);
- State Authorities Non Contributory Superannuation Scheme (SANCS);
- Public Sector Executives Superannuation Scheme;
- Local Government Employees Superannuation Scheme.

These schemes are all defined benefit schemes – at least a component of the final benefit is derived from a multiple of member salary and years of membership. All the schemes are closed to members.

Reconciliation of the Present value of the Defined Benefit Obligations

A reconciliation of the present value of the defined benefit obligation for the financial year to 30 June 2007 is as follows:

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Present value of partly funded defined benefit obligations at beginning of the year	5,764	1,599	19,767	27,130
Current service cost	284	93	159	536
Interest cost	331	90	1,156	1,577
Contributions by fund participants	156	-	203	359
Actuarial (gains)/losses	409	34	(965)	(522)
Benefits paid	(331)	(170)	(517)	(1,018)
Present value of partly funded defined benefit obligations at end of the year	6,613	1,646	19,803	28,062

Comparative information as at 30 June 2006 as follows:

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Present value of partly funded defined benefit obligations at beginning of the year	5,025	1,575	20,355	26,955
Current service cost	263	88	221	572
Interest cost	292	77	1,126	1,495
Contributions by fund participants	137	-	202	339
Actuarial (gains)/losses	449	(68)	(1,682)	(1,301)
Benefits paid	(402)	(74)	(455)	(931)
Present value of partly funded defined benefit obligations at end of the year	5,764	1,598	19,767	27,129

22 . SUPERANNUATION cont'd

Reconciliation of the Fair Value of Fund Assets

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Fair value of fund assets at beginning of the year	5,751	1,674	18,801	26,226
Expected return on fund assets	437	126	1,427	1,990
Actuarial gains (losses)	559	102	1,113	1,774
Employer contributions	305	103	316	724
Contributions by Fund participants	156	-	203	359
Benefits paid	(331)	(170)	(517)	(1,018)
Fair value of fund assets at end of the year	6,877	1,835	21,343	30,055

Comparative information as at 30 June 2006 is as follows:

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Fair value of fund assets at beginning of the year	5,064	1,665	14,961	21,690
Expected return on fund assets	378	123	1,127	1,628
Actuarial gains (losses)	679	113	1,996	2,788
Employer contributions	(105)	(153)	969	711
Contributions by Fund participants	137	-	202	339
Benefits paid	(402)	(74)	(454)	(930)
Fair value of fund assets at end of the year	5,751	1,674	18,801	26,226

Reconciliation of Assets and Liabilities

A summary of assets and liabilities recognised in the Balance Sheet as at 30 June 2007 is as follows:

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Present value of partly funded defined benefits obligations	6,613	1,646	19,803	28,062
Fair value of fund assets at end of year	(6,877)	(1,835)	(21,343)	(30,055)
Subtotal	(264)	(189)	(1,540)	(1,993)
Net liability (asset)	(264)	(189)	(1,540)	(1,993)

Comparative information as at 30 June 2006 is as follows:

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Present value of partly funded defined benefits obligations	5,764	1,599	19,767	27,130
Fair value of fund assets at end of year	(5,751)	(1,674)	(18,801)	(26,226)
Subtotal	13	(75)	966	904
Net liability (asset)	13	(75)	966	904

notes to the financial statements

continued

For the Year Ended 30 June 2007

22 . SUPERANNUATION cont'd

Expense Recognised in Income Statement

Total expense recognised in Income Statement for the year ended 30 June 2007 is summarised below:

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Current service cost	284	93	159	536
Interest cost	331	90	1,156	1,577
Expected return on fund assets (net of expenses)	(437)	(126)	(1,427)	(1,990)
Actuarial losses/(gains) recognised in year	(150)	(68)	(2,078)	(2,296)
Expense/(income) recognised	28	(11)	(2,190)	(2,173)

Comparative information as at 30 June 2006 is as follows:

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Current service cost	263	87	221	571
Interest cost	292	77	1,125	1,494
Expected return on fund assets (net of expenses)	(378)	(123)	(1,127)	(1,628)
Actuarial losses/(gains) recognised in year	(230)	(181)	(3,678)	(4,089)
Expense/(income) recognised	(53)	(140)	(3,459)	(3,652)

Fund Assets

The percentage invested in each asset class at the Balance sheet date:

	30 June 2007	30 June 2006
Australian equities	33.6%	37.4%
Overseas equities	26.5%	27.9%
Australian fixed interest securities	6.8%	9.9%
Overseas fixed interest securities	6.4%	6.8%
Property	10.1%	8.6%
Cash	9.8%	5.0%
Other	6.8%	4.4%

22 . SUPERANNUATION cont'd

Fair Value of Fund Assets

All Fund assets are invested by Superannuation Trustee Corporation at arm's length through independent fund managers.

Expected Rate of Return on Assets

The expected return on assets assumption is determined by weighting the expected long-term return for each asset class by the target allocation of assets to each class. The returns used for each class are net of investment tax and investment fees.

A summary of actual return on fund assets for the year ended 30 June 2007 is provided below:

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Actual return on plan assets	833	229	2,772	3,834

A summary of actual return on fund assets for the year ended 30 June 2006 is provided below:

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Actual return on plan assets	727	236	2,399	3,362

Details of valuation method and principal actuarial assumptions as at the reporting date are as follows:

a) Valuation Method

The Projected Unit Credit (PUC) valuation method was used to determine the present value of the defined benefit obligations and the related current service costs. This method sees each period of service as giving rise to an additional unit of benefit entitlement and measures each unit separately to build up the final obligation.

b) Economic Assumptions

	30 June 2007	30 June 2006
Salary increase rate (excluding promotional increases)	4.0% per annum to June 2008 3.5% per annum thereafter	4.0% per annum to June 2008 3.5% per annum thereafter
Rate of CPI Increase	2.5% per annum	2.5% per annum
Expected return on assets	7.6% per annum	7.6% per annum
Discount rate	6.4% per annum	5.9% per annum

Funding Arrangements for Employer Contributions

a) Surplus/Deficit

The following is a summary of the 30 June 2007 financial position of the Fund calculated in accordance with AAS 25 -Financial Reporting by Superannuation Plans.

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Accrued benefits	6,551	1,629	17,754	25,934
Net market value of Fund assets	(6,877)	(1,835)	(21,343)	(30,055)
Net (surplus)/deficit	(326)	(206)	(3,589)	(4,121)

notes to the financial statements continued

For the Year Ended 30 June 2007

22 . SUPERANNUATION cont'd

Comparative figures as at 30 June 2006 are as follows:

	SASS \$'000	SANCS \$'000	SSS \$'000	TOTAL \$'000
Accrued benefits	5,554	1,513	16,515	23,582
Net market value of Fund assets	(5,751)	(1,674)	(18,801)	(26,226)
Net (surplus)/deficit	(197)	(161)	(2,286)	(2,644)

b) Contribution recommendations

Recommended contribution rates for the Service as at 30 June 2007 are:

SASS	SANCS	SSS
multiple of member contributions	% member salary	multiple of member contributions
1.90	2.50	1.60

Comparative figures as at 30 June 2006 are as follows:

SASS	SANCS	SSS
multiple of member contributions	% member salary	multiple of member contributions
1.90	2.50	1.60

c) Funding Method

The method used to determine the employer contribution recommendations at the last actuarial review was the Aggregate Funding method. The method adopted affects the timing of the cost to the employer.

Under the Aggregate Funding method, the employer contribution rate is determined so that sufficient assets will be available to meet benefit payments to existing members, taking into account the current value of assets and future contributions.

d) Economic Assumptions

The economic assumptions adopted for the last actuarial review of the Fund were:

	30 June 2007	30 June 2006
Weighted-Average Assumptions		
Expected rate of return on Fund assets backing current pension liabilities	7.7% per annum	7.7% per annum
Expected rate of return on Fund assets backing other liabilities	7.0% per annum	7.0% per annum
Expected salary increase rate	4.0% per annum	4.0% per annum
Expected rate of CPI increase	2.5% per annum	2.5% per annum

Nature of Asset/Liability

If a surplus exists in the employer's interest in the fund, the employer may be able to take advantage of it in the form of a reduction in the required contribution rate, depending on the advice of the Fund's actuary.

Where a deficiency exists, the employer is responsible for any difference between the employer's share of fund assets and the defined benefit obligation.

The Local Government Superannuation Scheme – Year ended 30 June 2007

The Local Government Superannuation Scheme- Pool B (the Scheme) is a defined benefit plan that has been deemed to be a "multi-employer fund" for the purposes of AASB 119. Sufficient information is not available to account for the Scheme as a defined benefit plan, because the assets to the Scheme are pooled together for all Councils. The amount of employer contributions recognised as an expense for the year ended 30 June 2007 was \$283,869. The last valuation of the Scheme was performed by Mr Martin Stevenson BSc, FIA, FIAA on 19 June 2007 and covers the period ended 30 June 2006. This valuation found that the Scheme's assets were \$3,291.1 million and its past service liabilities \$2,980.3 million, giving it a surplus of \$310.8 million. The existence of this surplus has resulted in employers contributing in 2006/2007 at half the normal level of contributions. The financial position is monitored annually.

The Local Government Superannuation Scheme – Year ended 30 June 2006

The Local Government Superannuation Scheme- Pool B (the Scheme) is a defined benefit plan that has been deemed to be a "multi-employer fund" for the purposes of AASB 119. Sufficient information is not available to account for the Scheme as a defined benefit plan, because the assets to the Scheme are pooled together for all Councils. The amount of employer contributions recognised as an expense for the year ended 30 June 2006 was \$285,057. The last valuation of the Scheme was performed by Mr Martin Stevenson BSc, FIA, FIAA on 18 March 2004 and covers the period ended 30 June 2003. This valuation found that the Scheme's assets were \$2,453.7 million and its past service liabilities \$2,251.7 million, giving it a surplus of \$202.0 million. The existence of this surplus has resulted in employers contributing in 2005/2006 at half the normal level of contributions. The financial position is monitored annually.

END OF AUDITED FINANCIAL STATEMENTS

06 appendices

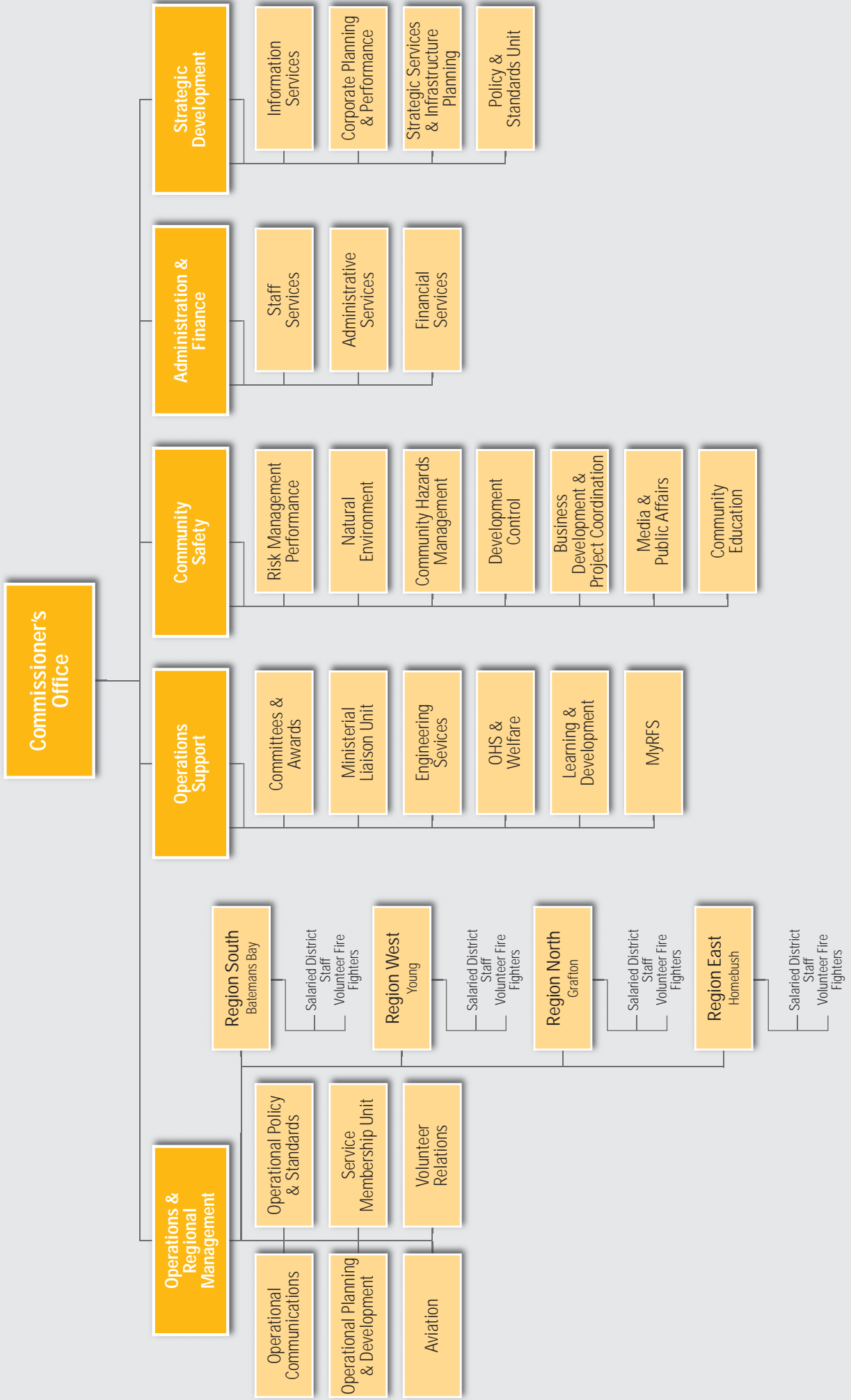
A new model bush fire risk management planning process is commencing implementation in 2007/08



- Organisation Chart
- Chaplaincy and Family Support network
- Hazard Reduction
- Bush Fire Risk Management Plans – Performance Audits
- Review of Use of Credit Cards
- Equal Opportunity Statistics
- Staff Establishment
- Freedom of Information Statistics
- Allocations to Councils – by Region
- Payment Performance
- Risk Management and Insurance
- Current Publications
- Statement of Performance of Commissioner
- Committees
- International Travel
- Glossary



appendix a | organisational chart



appendix b

| chaplaincy and family support network

	Col "B" Totals Carried Forward January 1997 - June 30, 2006	Col "C" Totals Senior Chaplain & Senior Family Support Chaplain 2006/07	Col "D" Totals 46 Volunteer Fire District Chaplains & Family Support Volunteers 2006/07	Col "E" Totals January 1997 - June 30, 2007
"A"	"B"	"C"	"D"	"E"
Visits to RFS Headquarters	1622	221	16	1859
Visits to Fire Control Centres	4093	82	423	4598
Visits with Fire Control Officers	4828	93	259	5180
Visits to Rural Fire Brigades	3375	86	487	3948
Regional Conferences	48	3	6	57
State Management Conferences	9	1	0	10
Brigade Captains Meetings	674	21	182	877
Seminars & Conferences	187	11	26	224
Station Openings & Dedications	169	5	19	193
Fire Fleet Blessings & Services	310	24	31	365
Personal & Family Counselling	3342	51	521	3914
Telephone Support & Counselling	2655	187	387	3229
Home Visits-Members & Family	3544	72	621	4237
Hospital Visitation-Members	1246	31	173	1450
Funeral Services Conducted	354	15	31	400
Infant Christenings/ Dedications	277	17	42	336
Service Weddings		162	11	21
Rural Fire Service Callouts	1943	31	187	2161
Police Service Callouts	101	3	14	118
NSW Fire Brigades Callouts	78	0	16	94
NSW Parks and Wildlife Callouts	31	12	0	43
Salvo Care Line Callouts	122	27	0	149
Respond to Actual Suicides	38	4	11	53
Championship & Field Days	118	3	13	134
Critical Incident Support	153	3	15	171
Work Cover and other RFS Meetings	225	27	11	263
Total Kilometres Travelled	672524	*64129	21435	758088
* Inclusive of Salvation Army Vehicle		12716		

appendix c | hazard reduction

1. Hazard Reduction Summarised by Land Tenure and Reduction Method

Hazard Treatment Method			
Land Tenures	Burn (ha)	Mechanical (ha)	Total (ha)
Catchment Authority	8.07	12.33	20.40
Council	177.40	25,317.63	25,495.03
Crown Land	531.90	379.30	911.20
National Park	23,718.07	121.73	23,839.80
Private	8,497.90	393.80	8,891.70
RailCorp	1,364.51	0.00	1,364.51
State Forest	43,715.00	0.64	43,715.64
Total	78,012.85	26,225.43	104,238.28

(1) Grazing is only reported where the activity is specifically carried out for the primary purpose of bush fire risk management in the local district. Grazing for 2006/07 was 287,403 hectares.

(2) The number of hectares, while an indicator of work carried out, is an incomplete measure of the level of community protection provided by hazard reduction works. In 2006/07, the RFS trialled a new reporting system to better reflect property protection outcomes. This was based on hazard reduction work in the most densely populated area of the State, from Port Stephens to Kiama and west to the Blue Mountains. In this region, 13,409 properties, with a total value of \$5.89 billion were provided with a level of protection by hazard reduction works (value based on median insurance house and contents value - McAneney K.J. 2005). In consultation with the Minister for Emergency Services, the RFS is developing a more comprehensive reporting system, to start in 2007/08, to indicate the number and value of properties offered a level of protection by a range of measures including hazard reduction works (mechanical / burning), development control standards, community education and hazard complaints.

2. Hazard Reduction Undertaken by the RFS for 2006/2007

During the reporting year, the Rural Fire Service undertook approximately **13,003.78 hectares** of hazard reduction work on various tenures. Whilst not a land management agency, members of the Service contribute significantly to hazard reduction activities in support of land management agencies and private property owners.

3. Hazard Reduction Certificate Applications Received for 2006/2007

(Streamlined environmental approval of hazard reduction - pursuant to section 100 F and G)

Certificates Applications Summarised by Agency		
Agency	Applications Received	% Received
Rural Fire Service	2,656	80.39
Local Government	458	13.86
National Parks & Wildlife Service	101	3.06
Department of Lands	89	2.69
Total	3,304	100.00

appendix c | hazard reduction

4. Hazard Complaints Received from RFS Regions 2006/2007

Members of the public can make complaints to the RFS about potential bush fire hazards. Complaints are investigated and if the land owner/ manager does not agree to remove an identified hazard, a notice officially requiring the hazard to be removed will be issued. Where the landowner/ manager fails to comply with this notice, the Commissioner can arrange the removal of the hazard at the owner's expense and where appropriate, impose penalties for failure to comply.

Land Tenure	Applications Received	% Received
Private	1,037	64.49
Local Government	394	24.50
State Government	163	10.14
Commonwealth	1	0.06
To be Determined	13	0.81
Total	1,608	100

Inspections, Formal Notices and Enforcement Works 2006/2007

Inspections	Formal Notices	Enforcement Works
1798	127	16

5. Fire Permits Issued for 2006/2007

Agency	2006/2007	
	Number Issued	% Issued
NSW Rural Fire Service	19,590	99.04%
NSW Fire Brigades	189	0.96%
Total	19,779	100

appendix d | bush fire risk management plans – performance audits

Bush Fire Risk Management Plans audited 2006/07

	Total Number of strategies	Plan % of full term @ audit date	Total strategies implemented @ audit date %	Implementation Gap %
BARWON-DARLING	97	92.0%	6.8%	85.2%
COONAMBLE-WALGETT	37	92.0%	40.3%	51.7%
CROOKWELL	94	88.0%	25.9%	62.7%
HUNTERS HILL, LANE COVE, RYDE & WILLOUGHBY	77	80.0%	68.2%	11.8%
NEWCASTLE	35	71.7%	69.6%	2.1%
TALLAGANDA	55	100.0%	22.0%	78.0%
WALCHA	109	92.0%	36.5%	55.5%
WENTWORTH	28	100.0%	29.6%	70.4%
Total	66.5	89.5%	37.4%	52.1%

appendix e | review of use of credit cards

All communications to be addressed to:

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

Telephone: (02) 8741 5555

Headquarters
NSW Rural Fire Service
15 Carter Street
HOMEBUSH BAY NSW 2127

Facsimile: (02) 8741 5533



Review of Use of Credit Cards

Irregularities were found in one instance in relation to the use of corporate credit cards during the year.

The instance was properly reported and investigated. Appropriate action will be taken against the staff concerned at the conclusion of the investigation procedure.

I certify that credit card use in the NSW Rural Fire Service has been in accordance with Premier's Memoranda and Treasurer's directions except as outlined above.

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

Shane Fitzsimmons AFSM
Acting Commissioner

appendix f | equal opportunity statistics

EMPLOYMENT BASIS	TOTAL STAFF	Respondents	Men	Women	Aboriginal People & Torres Strait Islanders	People from Racial, Ethnic, Ethno-Religious Minority Groups	People Whose Language First Spoken as a Child was not English	People with a Disability
Permanent Full-time	619	619	422	197	6	29	29	42
Permanent Part-time	31	31	2	29	0	1	1	4
Temporary Full-time	39	39	25	14	0	1	1	1
Temporary Part-time	6	6	2	4	0	0	0	0
Contract - SES		0	0	0	0	0	0	0
Contract - Non SES	4	4	4	0	0	0	0	0
Training Positions	3	3	0	3	0	0	0	0
Retained Staff		0	0	0	0	0	0	0
Casual	27	27	26	1	0	2	2	1
TOTAL	729	729	481	248	6	33	33	48

EEO Benchmarks

Representation	Benchmark or Govt Target	Rural Fire Service of NSW 2007	Rural Fire Service of NSW 2006	Rural Fire Service of NSW 2005
Women	50%	35%	36%	35%
Aboriginal People & Torres Strait Islanders	2%	0.9%	1%	0.3%
People Whose Language First Spoken as a Child was not English	20%	4%	4%	1%
People with a Disability	12%	7%	6%	3%

appendix g | staff establishment

	Staffing Number 2003/04	Staffing Number 2004/05	Staffing Number 2005/06	Staffing Number 2006/07
Comparative figures for the past three years - Equivalent Fulltime Positions (EFT)	EFT - 601	EFT - 649	EFT - 680	EFT - 685

appendix h | freedom of information applications July 2006 to June 2007

Section A – Number of new requests	Personal	Other
New (including transferred in)	6	41
Brought forward from previous period	1	2
Total	7	43
Completed requests	49	0
Requests transferred out	0	0
Withdrawn requests	0	1
Total	49	1
Unfinished requests (carried forward)		5

Section B – What happened to completed requests	Personal	Other
Granted in full	4	28
Granted in part	2	4
Refused	1	11
Deferred	0	0
Total	7	

Section C – Ministerial certificates	Total
Number of Ministerial Certificates issued	0

Section D – Formal consultations	Total
Number of third party consultations received	19
Number of applications requiring consultation	15
Number of actual consultations undertaken	39

Section E – Amendment of Personal Records	Total
Number of records amended	0

Section F – Notation of Personal Records	Total
Number of records notated	0

Section G – FOI Requests granted in part or full	Personal	Other
Basis of disallowing or restricting access		
s.19 application incomplete, wrongly directed		1
s.22 deposit not paid	1	5
s.25(1)(a1) diversion of resources	0	0
s.25(1)(a) exempt	2	4
s.25(1)(b), (c), (d) otherwise available	0	0
s.28(1)(b) documents not held	0	5
s.24(2) deemed refused, over 21 days	0	0
s.31(4) released to medical practitioner	0	0
Total	3	15

Section H – Costs and fees of requests processed (Do not include costs and fees for unfinished applications)	
Assessed costs	\$4395
Fees received	\$3793

appendix h | freedom of information statistics

Section I – Discounts allowed	Personal	Other
Public interest	1	
Financial hardship: pensioner/child		
Financial hardship: non-profit organisation		
Total	1	
Significant corrections of personal records		

Section J – Days to process	Personal	Other
0-21 days	5	35
22-35 days	2	8
Over 35 days	0	0
Total processed	7	43

Section K – Processing time	Personal	Other
0-10 hours	6	39
11-20 hours	0	3
21-40 hours	1	0
Over 40 hours	0	1
Total Processed	7	43

Section L – Reviews and Appeals	
Reviews	Finalised
Internal reviews finalised	2
Ombudsman's reviews finalised	0
Administrative Decisions Tribunal appeals finalised	0
Total	2

Details of internal review results				
	Personal		Other	
	Upheld	Varied	Upheld	Varied
Access refused				
Deferred				
Exempt matter	1			1
Unreasonable charges				
Charge unreasonably incurred				
Amendment Refused				
Total	1			1

Comments:

In keeping with the spirit of the FOI Act and the RFS commitment to transparency, 310 documents, or over 90%, were released in full. Only 15 documents were found to be exempt from release. A further 15 documents were released with minor deletions, generally to protect the identity of complainants. No applications were processed in more than 35 days. A high level of customer satisfaction resulted, with only two matters proceeding to internal review, and no matters proceeding to external review.

appendix i | allocations to councils – 2006/2007 – in regional order

REGION EAST	\$	REGION NORTH	\$	REGION SOUTH	\$	REGION WEST	\$
Bathurst Regional	1,384,383.27	Ballina	832,285.21	Bega Valley	1,732,252.01	Barwon Darling Zone	1,005,826.25
Baulkham Hills	3,066,801.73	Bellingen	1,177,785.15	Berrigan	514,679.19	Bland/Temora Zone	3,110,986.12
Blacktown City	857,259.59	Byron	643,391.87	Bombala	1,098,105.36	Bogan	303,799.02
Blue Mountains	3,810,953.69	Clarence Valley Zone	3,327,374.36	Conargo	681,549.05	Canobolas Zone	4,967,283.63
Camden	1,148,915.85	Coffs Harbour City	2,033,243.03	Cooma-Monaro	1,272,731.93	Carrathool	766,642.79
Campbelltown	1,632,755.42	Gilgandra	731,338.96	Corowa	667,938.91	Central Darling	621,177.05
Dungog	1,404,166.69	Glen Innes Severn	996,900.66	Deniliquin	366,761.80	Cobar	638,110.55
Fairfield	268,580.21	Gunnedah	583,551.15	Eurobodalla	2,840,438.21	Coonamble	712,738.69
Gloucester	2,010,433.35	Gwydir	1,225,057.23	Goulburn and Mulwaree	1,264,194.69	Cudgong Zone	2,851,055.45
Gosford	2,840,289.90	Hastings	3,163,624.91	Hume Zone	2,446,801.14	Dubbo City	1,309,493.09
Great Lakes	1,653,715.10	Inverell	1,077,102.82	Jerilderie	707,642.04	Forbes	1,314,026.28
Greater Taree	1,725,778.99	Kempsey	1,408,185.02	Lower Western Zone	1,810,535.60	Hay	669,876.21
Hawkesbury	2,808,042.28	Kyogle	1,276,235.12	Murray	1,189,008.55	Lachlan	1,350,701.77
Hornsby	2,917,957.93	Lismore	1,162,097.63	MIA Zone	3,141,254.64	Narromine	950,522.67
Hunter Zone	3,091,527.74	Liverpool Plains	1,651,037.15	Palerang	1,467,456.90	Parkes	1,551,112.08
Kiama	1,819,415.24	Moree Plains	1,135,916.86	Queanbeyan City	393,746.15	South West Slopes	3,037,520.15
Ku-ring-gai	403,689.92	Nambucca	933,040.33	Riverina Zone	4,702,100.67	Walgett	438,998.72
Lake Macquarie	2,370,126.47	Narrabri	1,210,784.28	Riverina Highlands Zone	2,174,028.98	Warren	308,407.37
Lithgow	1,423,876.69	New England Zone	2,250,075.48	Shoalhaven	5,954,281.52	Weddin	661,514.33
Liverpool	1,449,177.01	Richmond Valley	1,582,369.72	Snowy River	1,291,141.53	Wellington	1,072,918.87
Lord Howe Island	0.00	Tamworth Regional	2,748,251.97	Upper Lachlan	1,609,773.99	Region Total	27,642,711.09
Muswellbrook	1,375,280.41	Tenterfield	1,224,065.15	Wakool	1,038,514.18		
Oberon	1,157,203.14	Tweed	1,315,609.01	Yass	1,737,821.66		
Penrith	1,738,807.63	Upper Hunter	1,854,562.73	Region Total	40,102,758.70		
Port Stephens	1,631,413.06	Warrumbungle	1,599,352.98				
Shellharbour	1,757,923.54	Region Total	37,143,238.78				
Singleton	1,689,615.66						
Sutherland	2,689,001.04						
Warringah	3,225,115.53						
Wingecarribee	2,279,222.58						
Wollondilly	2,673,785.09						
Wollongong	2,959,619.28						
Wyong	1,992,457.40						
Region Total	63,257,291.43						

appendix j | payment performance

ACCOUNTS PAID ON TIME EACH QUARTER

QUARTER	TOTAL ACCOUNTS PAID ON TIME			TOTAL AMOUNT PAID
	TARGET 5	ACTUAL %	\$000's	\$000's
September	100	90	26,079	28,977
December	100	84	62,026	73,841
March	100	92	71,411	77,621
June	100	92	56,973	61,928

The decrease in the December 2006 quarter is a result of payments made to suppliers and for reimbursement claims paid to councils and other agencies in excess of budgeted forecast expenditure in the amount of \$65 million. These accounts are subject to additional critical review prior to payment.

appendix k | risk management and insurance

Coverage	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
Workers Compensation	302,220	493,427	501,358	383,889
Motor Vehicle	61,540	145,123	206,610	269,030
Public Liability	917,840	1,150,050	923,300	1,246,460
Property	6,130	14,201	12,660	10,880
Other	7,000	8,800	9,900	7,180
Totals	1,294,730	1,811,601	1,653,828	1,917,439

appendix l | current publications

Annual Report
 Bushfire Bulletin
 Standards for Asset Protection Zones
 Application Instructions for a Bush Fire Hazard Reduction Certificate
 Standards for Pile Burning
 Standards for Low Intensity Bush Fire Hazard Reduction Burning
 Guidelines for Permit Issuing Officers
 Guidelines for Subdivision Applications
 Guidelines for Single Dwelling Development Applications
 Planning for Bush Fire Protection (2006)
 Bush Fire Environmental Assessment Code
 50 Years of Fire

The Burning Question
 Bush Firewise 1, 2, 3 and 4
 Kids Activity Book
 Fire Prevention Presentation Handbook
 Firesafe 1,2 and 3
 Fire Science Workbook 1
 Kids Activity Sheet
 Magnetic checklist
 Bookmark
 Magpie's Challenge
 Jigsaw Puzzle

Statement of Performance of Commissioner

2006/2007 was a milestone year for the NSW Rural Fire Service. After more than 40 years of service to the people of NSW, Commissioner Phil Koperberg this year left his position as Rural Fire Service Commissioner to take on the challenge of being elected to State Parliament.

I congratulate the former Commissioner on his outstanding work in overseeing the creation and development of the Rural Fire Service.

Mr Koperberg joined as a volunteer in the Blue Mountains in 1967 and served in almost every role in the Service over the next 40 years.

It is largely thanks to his leadership and management that we have such an effective and integrated bush fire fighting force – arguably the finest volunteer based fire service in the world.

During Mr Koperberg's years in the Service, he witnessed first hand the destructive power of fire, including the 1994 Sydney bushfires, the severe 2000/01 and 2001/02 seasons and the 2003 ACT bushfires. With the commitment and financial support of the Carr and Iemma Governments, he was able to ensure volunteers had the equipment, training, support and funding they needed for their vital work.

The highlights of Mr Koperberg's career include:

- The modernisation of the RFS fire fighting tanker fleet
- The provision of first class personal protective equipment to volunteers
- The establishment of a single chain of command, as enshrined in legislation with the proclamation of the *Rural Fires Act in 1997* and
- The integration of staff previously employed by local government into the RFS.

In 2006/07, the Commissioner continued to ensure the RFS maintained world standard best practice in fire fighting and this has been recognised through the continuing interest and growing relationships with other fire and emergency agencies across the world. The Rural Fire Service today embodies the finest Australian traditions of commitment, selflessness and helping a neighbour in need, without the need for thanks or reward.



Nathan Rees
Minister for Emergency Services

appendix n | committees

RURAL FIRE SERVICE ADVISORY COUNCIL (RFSAC)

Membership of the Council was

Mr P C Koperberg AO AFSM BEM	(Chair)(until March 2007)
Mr R Rogers AFSM	(Chair)(from March 2007)
Mr A Hansell	(Insurance Council of Australia)(until November 2006)
Mr K Sullivan	(Insurance Council of Australia)(from November 2006)
Councillor A Smith JP	(Local Government Association)
Councillor R Pantan OAM	(Shires Association)
Superintendent W Roche	(NSW Rural Fire Service Association)
Mr A Jaffray AFSM	(NSW Rural Fire Service Association)
Mr B McKinlay	(NSW Rural Fire Service Association)
Mr R Pallin	(Nature Conservation Council)
Mr G Brown	(NSW Farmers Association)

and the Council met on two occasions.

Member attendances were as follows

Mr PC Koperberg	-
Mr R Rogers	1
Mr A Hansell	-
Mr K Sullivan	2
Councillor A Smith	1
Councillor R Pantan	2
Superintendent W Roche	2
Mr A Jaffray	-
Mr B McKinlay	2
Mr R Pallin	2
Mr G Brown	2

BUSH FIRE COORDINATING COMMITTEE (BFCC)

Membership of the Committee was

Mr P C Koperberg AO AFSM BEM	(Chair)(until March 2007)
Mr R Rogers AFSM	(Chair) (until June 2007)
Mr S Fitzsimmons ADSM	(Chair)(from June 2007)
Asst Comm G Dewsnap AFSM	(NSW Fire Brigades)
Mr P de Mar	(Forests NSW)(until June 2007)
Dr R Dickson	(Forests NSW)(from June 2007)
Mr B Conroy	(Parks and Wildlife Division, DEC)
Councillor A Smith JP	(Local Government Association)
Councillor R Pantan OAM	(Shires Association)
Superintendent M Brett	(NSW Rural Fire Service Association)
Inspector W Laycock	(NSW Police)(until December 2006)
Asst Comm D Clifford	(NSW Police)(from December 2006)
Ms A Reeve OAM	(Nominee of Minister for Environment)
Mr R Pallin	(Nature Conservation Council)
Mr G Brown	(NSW Farmers' Association)
Ms W Graham	(Department of Community Services)
Mr T Wilkinson	(Department of Lands)

and the Committee met on four occasions.

Member attendances were as follows

Mr P C Koperberg	1
Mr R Rogers	2
Mr S Fitzsimmons	1
Asst Comm G Dewsnap	2
Mr P de Mar	1
Dr R Dickson	1
Mr B Conroy	3
Councillor A Smith	2
Councillor R Pantan	4
Superintendent M Brett	2
Inspector W Laycock	1
Asst Comm D Clifford	1
Ms A Reeves	3
Mr R Pallin	2
Mr G Brown	3
Ms W Graham	2
Mr T Wilkinson	2

FIRE SERVICES JOINT STANDING COMMITTEE (FSJSC)

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

The Committee's work of coordinating the activities of the fire services was supported by the Service's representatives, Commissioner P C Koperberg AO AFSM BEM (until March 2007) then Mr Rogers AFSM and Mr S Fitzsimmons AFSM respectively and Chief Superintendent S Midgley AFSM.

The Committee met on four occasions and member attendances were as follows

Commissioner P Koperberg	2
Mr R Rogers	1
Mr S Fitzsimmons	1
Chief Superintendent S Midgley	4

appendix n | committees

CORPORATE EXECUTIVE GROUP (CEG)

The CEG, the Service's policy making body, met on seven occasions during the year and consists of

Commissioner P C Koperberg AO AFSM BEM (Chair)(until January 2007)
R Rogers AFSM (Chair from January 2007)
M Crosweller AFSM – Executive Director Operations and Regional Management
S Fitzsimmons AFSM – Executive Director Strategic Development
K Harrap AFSM – Executive Director Operations Support
M Sullivan – Acting Chief of Staff (until January 2007)
R Taylor AFSM – Acting Chief of Staff (from July 2006)
T Anderson AFSM PSM – Executive Director Administration and Finance
P Hennessy – Director of Finance
S Midgley – Acting Executive Director Community Safety (from January 2007)
C Lord – NSW Rural Fire Service Association (until January 2007)
N Turner – NSW Rural Fire Service Association (from May 2007)
B McKinlay – NSW Rural Fire Service Association (from January 2007)
S Yorke – Manager, Region East (from December 2006)
M Beltran – Acting Manager, Region East (until December 2006)
I Thomas AFSM – Manager, Region North (until July 2006)
B Daly – Acting Manager, Region North (from July 2006 until April 2007)
J Parnaby – Manager, Region North (from April 2007)
D Lane AFSM – Manager, Region West (from December 2005)
J Lucas – Manager, Region South (from December 2005).

Member attendances were as follows

Commissioner Koperberg	3
M Sullivan	1
R Taylor	7
M Crosweller	4
R Rogers	5
S Fitzsimmons	6
K Harrap	6
T Anderson	6
P Hennessy	5
C Lord	2
B McKinlay	4
S Yorke	6
M Beltran	2
I Thomas	1
D Lane	7
J Lucas	7
J Parnaby	1
B Daly	5
N Turner	2

appendix o | international travel

Date	Country	Officers	Trip details
6 – 10 July 07	NEW ZEALAND	Tony Griffiths	Attend and present a paper at the Helicopter Hoist Operators Safety Conference, New Zealand
2-5 Aug 06	INDONESIA	Duncan Sutherland	Meeting and workshop of consortium members bidding for ASEAN Australia Development Cooperation Program, Mekong Smoke Haze project, Indonesia
20 Aug – 6 Sept 07	FRANCE, USA, & CANADA	Anthony Ferguson	Participate in the Australasian Fire Authorities Council (AFAC) aerial fire fighting best practice visit in France, United States and Canada
20 Aug – 2 Sept 07	MALAYSIA	Phill Gant, Lou Zamberlan, Adrian Reynolds, Kelvin Codrington	Volunteers attending and participating in Malaysian Fire and Rescue Department's International Structure Fire Fighting training course in Kuala Lumpur Malaysia
24 Aug-24 Sept 06 24 Aug – 24 Sept 06 24 Aug-27 Sept 06 24 Aug – 27 Sept 06 8-12 Sept 06 8-18 Sept 06 8-18 Sept 06 8-18 Sept 06 8-19 Sept 06 10 Sept-5 Oct 06 10 Sept-5 Oct 06	USA	Russell Perry Peter Kearney Glenn Byrnes Trevor Reeves Ashley Frank Shane Geerin Wayne Leader Mark Williams Craig Burley Paul Whiteley Peter McKechnie	Various volunteers and staff deployed to United States for specialist fire operational roles in IMTs throughout the north-western states of the United States
23-28 Oct 06	VIETNAM	Duncan Sutherland, Brian Graham	A study tour of North Vietnam forest fire problem areas at the invitation of Forest Protection Department Vietnam
23 Oct-2 Nov 06	KOREA	Duncan Sutherland, Jessica Lee	Commercial marketing opportunities for the RFS in provision of training services to Korean Forestry
24 Oct – 8 Nov 06	USA	Keith Harrap	Attend the International Association of Fire Chiefs (IAFC) Strategic Planning Workshop Meet with Nina Hatfield, Deputy Assistant Secretary of the US Department of Interior re Recognition of Prior Learning project Presentation at the National Wildland/Urban Interface Fire Education Conference, United States
8-14 Nov 06	KOREA	Grahame Douglas, Jessica Lee	Presenters at forest fire management forum, Kangwon University, South Korea
27 Feb -13 Mar 07	USA	Keith Harrap	Presentation to the Arizona State Governor's Forest Advisory Council re NSW DA regulations Conduct a workshop on Recognition of Prior Learning with Federal agencies in the United States Presentation at the International Wildland Fire Conference
3-16 Mar 07	USA	Brett Storey	Conduct a workshop on Recognition of Prior Learning with Federal agencies in the United States Due diligence review of Fireline Leadership Course and Incident Command Course
11-23 Feb 07	USA	Paul Scott Michael Flaherty Jo-anne Chevalley	One staff member and two volunteers attended the International Critical Incident Stress Foundation 9th World Congress on Stress, Trauma & Coping (Emergency Services & Military) Baltimore, United States
7-12 May 06	INDONESIA	Brian Graham, Peter McKechnie	Presentation and participation in a workshop for Incident Control Systems Workshop in Disaster Management, Jakarta Indonesia
5-13 May 07	USA	Boyd Townsend	Accept an award at MapInfo Corp's Meridian Awards in the United States

appendix p | glossary

AFAC	Australasian Fire Authorities Council
AIIMS	Australian Interagency Incident Management System
AQTF	Australian Quality Training Framework
BCM	Brigade Classification Model
BFCC	Bush Fire Coordinating Committee
BFMC	Bush Fire Management Committee
BFRMP	Bush Fire Risk Management Plan
BRIMS	Bushfire Risk Information Management System
CASA	Civil Aviation Safety Authority
CFA	Country Fire Authority of Victoria
CISS	Critical Incident Support Services
CRC	Co-operative Research Centre
CSC	Customer Support Centre
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CSO	Community Safety Officer
DEC	Department of Environment and Conservation (NSW)
D/Z/T	Districts/Zones/Teams
EEO	Equal Employment Opportunities
e-SDM	electronic Version of Service Delivery Model
FIRS	Fire Incident Reporting System
FSJSC	Fire Services Joint Standing Committee
GIS	Geographic Information System
GSA	Guided Self Assessment
HR	Hazard Reduction
ICON	Incident Control on Line
ICS	Incident Control System
IS	Information Services
LGA	Local Government Area
Lineal Features	Lineal features include mechanical works undertaken for the purposes of creating firebreaks
MAA	Mutual Aid Agreement
MOU	Memorandum of Understanding
NAFC	National Aerial Firefighting Centre
NSWFB	New South Wales Fire Brigades
OCSLA	Operational Communications Service Level Agreement
PMPRS	Performance Management Planning and Review System
PMR	Private Mobile Radios
PWPD	People With a Physical Disability
RAFT	Remote Area Firefighting Team
RFDSA	Rural Fire District Service Agreement
RFI	Rural Fire Instructor
RFS	NSW Rural Fire Service
RFSA	NSW Rural Fire Service Association
RFSAC	Rural Fire Service Advisory Council
RMS	Resource Management System
SDM	Service Delivery Model
SES	State Emergency Service
SMU	Service Membership Unit
SOC	State Operations Centre
SOE	Standard Operating Environment
SOP	Standard Operating Procedure
SWS	Static Water Supply

index

CHARTER	09	PUBLICATIONS	90
WHO WE ARE AND WHAT WE DO	02	CODE OF CONDUCT	13
Legislation	09	MAJOR ASSETS	49
Vision	02	SALE OF PROPERTY	49
Mission	02	RISK MANAGEMENT AND INSURANCE	90
Values	02	ANNUAL REPORT	46
AIMS AND OBJECTIVES	02	• External Costs	46
MANAGEMENT AND ACTIVITIES		FREEDOM OF INFORMATION STATISTICS	88
Commissioner's Foreword	03	CONTRACT AND MARKET TESTING	48
Nature and Range of Activities	09	ACTION PLAN FOR WOMEN	13
Commissioner's letter to Minister	IFC	HUMAN RESOURCES	
Highlights of the year	IFC	Number of Employees	86
Principal Officers	06	Disability Action Plan	13
Organisation Chart	79	Executive Remuneration	49
Consumer response	49	Ethnic Affairs Priorities Statement	13
Overseas Visits	49	STATEMENT OF PERFORMANCE OF COMMISSIONER	91
ACCESS		PRIVACY AND PERSONAL INFORMATION PROTECTION	48
Headquarters and Regional Offices	08	ELECTRONIC SERVICE DELIVERY	48
Hours of Business	08	WASTE MANAGEMENT PLAN	11
COMMITTEE REPRESENTATION	92	OCCUPATIONAL HEALTH AND SAFETY	31
Rural Fire Service Advisory Council	92	PAYMENT PERFORMANCE	90
Bush Fire Coordinating Committee	92	REVIEW OF USE OF CREDIT CARDS	85
Fire Services Joint Standing Committee	92		
Corporate Executive Group	93		
STATEMENT AND STANDARD FOR THE PROVISION OF SERVICES	46		
GRANTS TO OUTSIDE ORGANISATIONS	49		
CONSULTANTS	48		
EQUAL EMPLOYMENT OPPORTUNITY	86		



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