



NSW RURAL FIRE SERVICE



NSW RURAL FIRE SERVICE ANNUAL REPORT 2017/18

1	INTRODUCTION	4
	Letter to the Minister	4
	NSW RFS Vision and Mission	5
	Commissioner's Report	6
	NSW RFS Regions and Districts	8
	NSW Rural Fire Service Overview	12
2	MANAGEMENT AND GOVERNANCE	17
	Legislation	18
	NSW Government and Ministry	18
	Governance Committees	18
	Consultative and Stakeholder Committees	19
	Stakeholder liaison and collaboration	20
	Governance and Ethical Standards	20
	Matters affecting the Service	21
	Complaints Management	21
	NSW RFS Organisational Structure 2017/18	22
	Principal Officers	23
	Directors at 30 June 2018	25
3	SUMMARY REVIEW OF OPERATIONS	27
	Fire season overview	28
	Fire season operations	28
	Investing in rural and regional areas	30
	Preparing and protecting the community	33
	Developing our capability	35
	Keeping the community informed and safe	39
	Equipping our members	40
	Our Members	41
	Bushfire and Natural Hazards Cooperative Research	47
4	KEY FOCUS AREAS	49
	KFA One: People, Property and Environmental Protection	53
	KFA Two: Coordinated Bush Firefighting and Prevention	54
	KFA Three: Community Resilience	56
	KFA Four: Our Members	57
	KFA Five: Organisational Capability and Sustainability	60
	KFA Six: Partnerships and Collaborations	64

5 FINANCIAL TABLES 67

NSW RURAL FIRE SERVICE FINANCIAL TABLES	68
Independent Auditor's Report of the NSW RFS	68
Statement by the Commissioner	71
Statement of Comprehensive Income	72
Statement of Financial Position	73
Statement of Changes in Equity	74
Statement of Cash Flows	75
Notes to the Financial Statements	76
BUSHFIRE CO-ORDINATING COMMITTEE	106
Independent Auditor's Report to the Bush Fire Co-ordinating Committee	106
Statement by the Chairman	109
Statement of Comprehensive Income	110
Statement of Changes in Equity	111
Notes to the Financial Statements	112

6 APPENDICES 114

Appendix 1 - Hazard Reduction	116
Appendix 2 - Infrastructure Services	121
Appendix 3 - Membership and Strategic Services	124
Appendix 4 - Executive Services	138

7 GLOSSARY 153

8 INDEX 154

Letter to the Minister

Dear Minister,

I have pleasure in submitting to you for presentation to Parliament the Annual Report of the NSW Rural Fire Service (NSW RFS) for the year ended 30 June 2018.

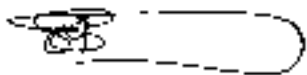
The 2017/18 season started early and was drawn out with significant fires from August 2017 through to April 2018. From the north coast, northern tablelands, across the state and to the southern border regions, fire and other incidents kept our members and other agencies busy. Later in the season, several large fires affected communities on the far south coast as well as on the urban interface in southern Sydney.

NSW RFS members have been assisting other agencies where requested and have been engaged in a range of operations such as aviation deployments to other states, and Incident Management Teams and firefighters to Canada.

The Service is committed to providing our members with the resources they need to do their roles well. The 2017/18 year has seen great progress in building new or refurbishing existing brigade stations and fire control centres, training, community programs, and fleet and equipment updates.

This Annual Report has been prepared in accordance with the *Annual Reports (Departments) Act 1985*, the *Public Finance and Audit Act 1983*, the *Waste Avoidance and Resource Recovery Act 2001*, the *Government Sector Employment Act 2013*, the *Government Information (Public Access) Act 2009* and the *Public Interests Disclosures Act 1994*.

Yours sincerely,



Shane Fitzsimmons AFSM
NSW RFS Commissioner



The Minister for Police and Minister for Emergency Services, the Hon. Troy Grant MP

NSW RFS Vision and Mission

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

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

- Mutual respect
- Adaptability and resourcefulness
- One team, many players, one purpose
- Integrity and trust
- Support, friendship, camaraderie
- Community and environment
- Knowledge and learning

Customers

- The people of NSW
- Our members

Stakeholders

- Community
- Our members
- Minister for Emergency Services
- Office of Emergency Management
- Department of Justice
- Partner Emergency Services
- Members of Parliament – State and Federal
- Local Government NSW (LGNSW) and local councils
- Other State and Territory governments
- Rural Fire Service Association (RFSA)
- NSW RFS member representative groups
- Australasian Fire and Emergency Service Authorities Council (AFAC)
- Bushfire and Natural Hazards Cooperative Research Centre
- NSW RFS/RFSA Consultative committees (Community Engagement, Infrastructure Services, Membership Services, Operations)
- Emergency and service peak groups
- Media
- Insurance industry
- Peak industry groups
- Tourism industry groups
- Non-government organisations and service providers
- Other government authorities
- Employers of volunteers
- Other associations (Farmers Association, Country Women's Association, etc)

Commissioner's Report

While early seasonal outlooks predicted a relatively neutral outlook for bush fire conditions throughout much of the state, the 2017/18 fire season turned out to be a long one with intense activity.

Fire activity during August 2017 was predominantly in the mid and lower north coast areas with significant fire activity commencing during August. There was some respite over the following months, but in December we responded to the first Section 44 of the season at Singleton and other fires in Kempsey and the northern tablelands.

January and February were busy right across the state, with nine fires requiring Section 44 declarations. From the coastal region of Port Stephens across to Singleton and Armidale, to the northwest at Narrabri in the Pilliga, across the mid-western and Upper Lachlan, many incidents required significant commitment of resources from the NSW RFS and other agencies.

Multiple fires started during this period due to lightning strikes, with over 500 incidents seeing extensive use of remote area firefighting teams and aviation assets.

The most destructive fire of the season was in March, when a fire struck the township of Tathra in the Bega Valley area. The fire destroyed 65 homes, 35 cabins and caravans, with another 48 damaged. The Fire Danger Index broke records for the far south coast on the day the fires started, and the high winds produced extremely dangerous and destructive conditions for the personnel from multiple agencies who responded. It was a great relief that no lives were lost in these extraordinary conditions.

The emergency response to the Tathra fire was the subject of an independent inquiry called by the NSW Government. The report made 12 recommendations which will be considered for implementation by a board of Commissioners of emergency services.

In April, a fire impinged on built up areas of Sydney when strong winds pushed fires from the west of the Holsworthy military area to the urban interface in the Macarthur and Sutherland local government areas. An effective interagency response helped save 800 homes with remarkably no homes lost.

In addition to dealing with a busy bush fire season, NSW RFS members provided critical support to a number of other agencies and events both nationally and internationally.

Before the fire season started, we were able to contribute to a significant deployment to assist Canadian firefighters in British Columbia in July and August. Closer to home, in October, the

contracted Large Air Tanker (LAT), was deployed together with NSW RFS aviation specialists to assist with forest fire operations in northeast Tasmania. In April, staff and volunteer members assisted with the Gallipoli Remembrance Ceremony in the Republic of Turkey and, in April, with the Commonwealth Games in Queensland.

The Service continues to support the community and our colleagues in other agencies through the delivery of rescue services, where there is a demonstrated need. Two volunteer brigades have completed training in Road Crash Rescue and the Service will continue to provide support and develop capability in remote areas identified by the State Rescue Board Review. In a first for the Service, Mungindi Volunteer Brigade has been accredited as a primary general land rescue brigade. This capability will deliver faster rescue response for road crash trauma victims.

The NSW RFS has responded to the NSW State Government inquiry, established in May 2017, to inquire into and report on emergency services agencies and their policy responses to bullying, harassment and discrimination in emergency service agencies.

The Service is proud to support our regional brigades with a considerable investment in built infrastructure and appliances. In 2017/18, 41 new brigade stations and three new Fire Control Centres were completed. For example, in Region West alone, 14 new brigade stations have been completed and 24 more have been improved.

Often it is these smaller improvements to amenities that can make huge differences to smaller or more remote brigades and communities. As well as new brigade stations, significant funds have been spent on improving the comfort and capacity of 168 rural brigades' facilities, ranging from toilets, kitchens, water tanks, welfare facilities, to solar power and hard stands or extra bays for housing appliances. For these brigades this will make a huge difference to their capacity for meetings, community events and incident training and preparation.

There were continuous improvements to our fleet of Service vehicles across the reporting period. Two new prototype appliances—a Category 1 Dual Cab and a Category 7 Dual Cab—have been delivered for testing and engineering services has contracted and constructed two new rescue appliances based on a Toyota Landcruiser (light) and an Isuzu Dual Cab (medium).

In 2017/18, 41 new brigade stations and two new Fire Control Centres were completed. For example, in Region West alone, 14 new brigade stations have been completed and 24 more have been improved.

Improvements in radio communications continue with the commencement of a two-year program of radio terminal upgrades and the trial of an Automatic Vehicle Location program in coordination with the NSW Telco Authority.

To ensure that our brigades are prepared and ready to act, the Service conducts ongoing operational preparedness training. We continued with this commitment this year, delivering practical exercises and training across all regions and offering flexibility for members by supplying online training options via our online training portal, FUEL. Districts have organised incident management exercises, group officer forums and training for business managers, fire behaviour analysts (FBAN) and other roles. All mainstream courses and most specialist courses are delivered across the state at local district level.

Ninety-five additional Remote Area Firefighting specialists were trained and two new Rapid Aerial Response Team (RART) training centres established. This was the busiest season for their activities since the unit's inception. As well as consolidating training and recruitment for Remote Area Firefighters, three more trail bike units have been established, in the Blue Mountains, Cumberland and Hunter Valley, which also assist with a range of remote area access roles.

The Service continues to support and prepare communities for bush fire through developing Community Protection Plans, establishing new and inspecting existing Neighbourhood Safer Places and working with Local Government Areas with development assessment plans and post incident Bushfire Impact Assessments. There are now over a thousand Neighbourhood Safer Places in 112 Local Government Areas and 118 Community Protections Plans for those communities at risk of bush fire, with a further 51 in progress. Alongside Impact Assessment, Building Impact Analysis teams have undertaken an in-depth research survey to gain greater insight into the causes of building loss and the effects of bush fire on development.

The Service has worked hard to research and reach out to at-risk communities to encourage resilience and responsibility for their own bush fire

preparedness. Research has shown that the award-winning "I Am Fire" public awareness campaign has increased the proportion of people that live in bush fire prone land who have taken action and planned for bush fire. Work has commenced on the new three-year public awareness campaign to be delivered for the 2018/19 bush fire season.

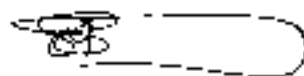
Community engagement with at-risk communities has continued with the implementation of the first year of the Community Engagement Strategic Directions 2017-21. Behavioural insights research has set out future plans for engaging with Aboriginal, farming and schools communities and is backed up with economic and social research.

Timely warnings and reliable information underpin our service to the public during emergencies. The NSW RFS website, Major Fire Updates, and social media platforms such as Facebook and Twitter have proved to be important channels of communication for public updates, with over 11 million page views for the public website registered and over 500,000 followers for social media platforms. An update to the popular Fires Near Me app was introduced which improved capacity, and further enhancements to its functionality are in development.

Our capacity to keep the community and their properties safe is achieved by the commitment of the women and men of the NSW RFS. We continually strive to improve the Service, not only to keep the community safe and to build its resilience, but we also strive to prepare and equip our volunteers so their jobs are carried out as safely as possible.

I thank all volunteers and staff for their contribution.

I also thank the Hon. Troy Grant MP, the Minister for Emergency Services and the Minister for Police, for his continued support of the Service and our members.

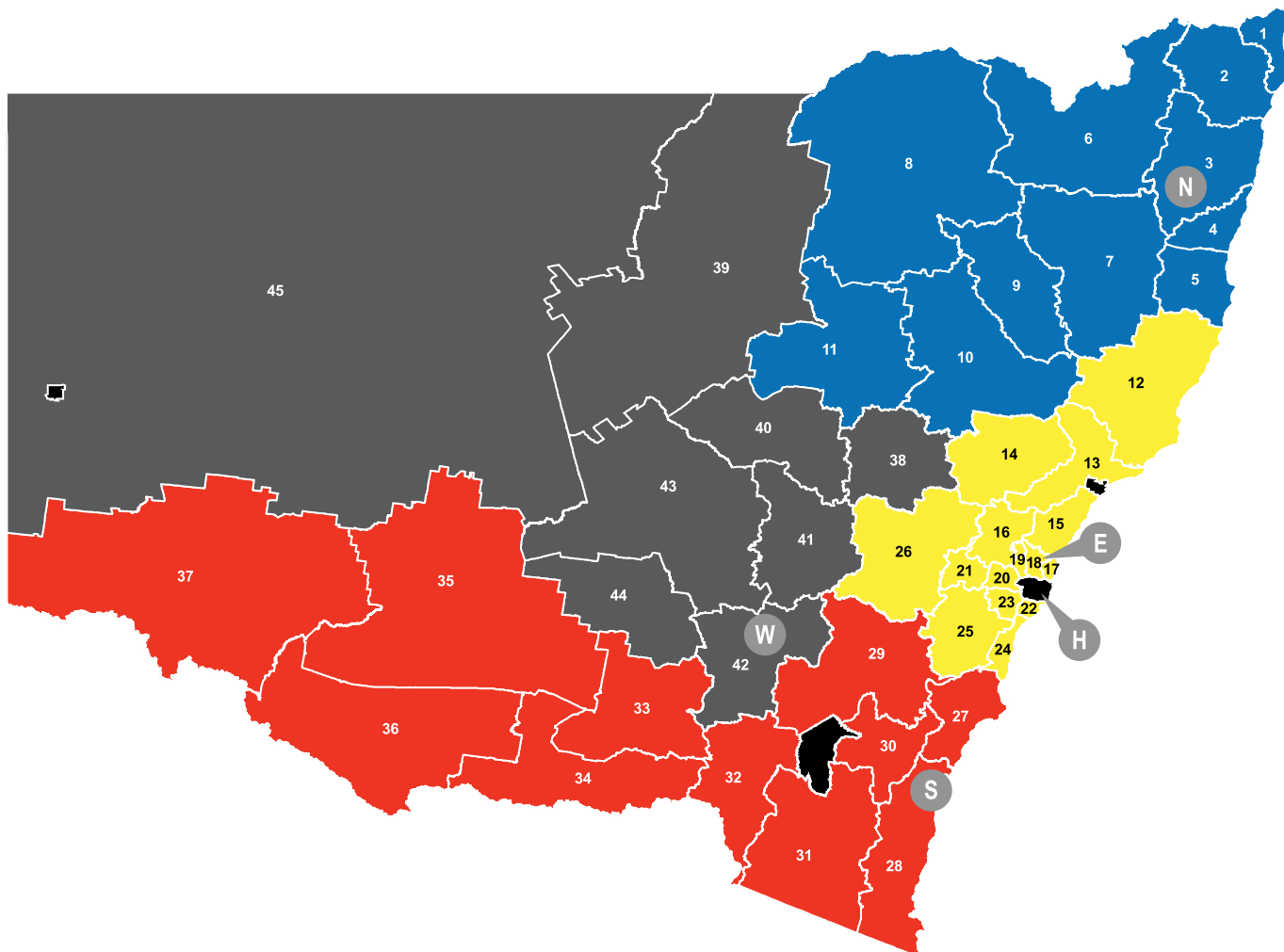


Shane Fitzsimmons AFSM
NSW RFS Commissioner

NSW RFS Regions and Districts

as at 30 June 2018

This map shows the NSW RFS Districts, Teams and Zones as at 30 June 2018. Boundaries and districts have been altered to reflect local government amalgamations.



■ REGION NORTH
 ■ REGION EAST
 ■ REGION SOUTH
 ■ REGION WEST
 ■ NON-RFS JURISDICTION

H Headquarters
 15 Carter Street,
 Lidcombe,
 NSW 2141

N Region North
 Level 4,
 State Office Block,
 Victoria Street,
 Grafton,
 NSW 2460

E Region East
 1049 Pacific Highway,
 Cowan,
 NSW 2081

S Region South
 7-9 Kylie Crescent,
 Batemans Bay,
 NSW 2536

W Region West
 3/21 Lovell Street,
 Young,
 NSW 2594

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

REGION NORTH	REGION EAST	REGION SOUTH	REGION WEST
<p>1. Far North Coast Ballina Byron Tweed</p> <p>2. Northern Rivers Kyogle Lismore Richmond Valley</p> <p>3. Clarence Valley</p> <p>4. Mid North Coast Bellingen Coffs Harbour</p> <p>5. Lower North Coast Kempsey Nambucca</p> <p>6. Northern Tablelands Glen Innes Severn Inverell Tenterfield</p> <p>7. New England Armidale Uralla Walcha</p> <p>8. Namoi/Gwydir Gwydir Moree Plains Narrabri</p> <p>9. Tamworth</p> <p>10. Liverpool Range Gunnedah Liverpool Plains Upper Hunter</p> <p>11. Castlereagh Gilgandra Warrumbungle</p>	<p>12. Mid Coast Lord Howe Island Mid-Coast Port Macquarie-Hastings</p> <p>13. Lower Hunter Cessnock Dungog Maitland Port Stephens</p> <p>14. Hunter Valley Muswellbrook Singleton</p> <p>15. Central Coast Central Coast Lake Macquarie</p> <p>16. Hawkesbury</p> <p>17. Northern Beaches</p> <p>18. Hornsby/Ku-ring-gai Hornsby Ku-ring-gai</p> <p>19. The Hills</p> <p>20. Cumberland Blacktown Fairfield Penrith</p> <p>21. Blue Mountains</p> <p>22. Sutherland</p> <p>23. Macarthur Camden Campbelltown Liverpool</p> <p>24. Illawarra Kiama Shellharbour Wollongong</p> <p>25. Southern Highlands Wingecarribee Wollondilly</p> <p>26. Chifley Lithgow Bathurst Lithgow Oberon</p>	<p>27. Shoalhaven</p> <p>28. Far South Coast Bega Valley Eurobodalla</p> <p>29. Southern Tablelands Goulburn Mulwaree Upper Lachlan Yass Valley</p> <p>30. Lake George Queanbeyan-Palerang</p> <p>31. Monaro Snowy Monaro</p> <p>32. Riverina Highlands Snowy Valleys</p> <p>33. Riverina Coolamon Junee Lockhart Wagga Wagga</p> <p>34. Southern Border Albury Berrigan Federation Greater Hume</p> <p>35. MIA Carrathool Griffith Hay Leeton Murrumbidgee Narrandera</p> <p>36. Mid Murray Edward River Murray River</p> <p>37. Lower Western Balranald Wentworth</p>	<p>38. Cudgegong Mid-Western</p> <p>39. North West Bogan Coonamble Walgett Warren</p> <p>40. Orana Dubbo Regional Narromine</p> <p>41. Canobolas Blayney Cabonne Cowra Orange</p> <p>42. South West Slopes Cootamundra-Gundagai Hilltops</p> <p>43. Mid Lachlan Valley Forbes Lachlan Parkes Weddin</p> <p>44. Bland Temora Bland Temora</p> <p>45. Far West Bourke Brewarrina Central Darling Cobar Unincorporated NSW</p>
			<p>NOTE: Where a district is a team or zone, local government areas (LGAs) are listed.</p>

TOTAL VOLUNTEERS 72,491

REGION NORTH

13,430
VOLUNTEERS

REGION SOUTH

20,886
VOLUNTEERS

REGION EAST

22,852
VOLUNTEERS

REGION WEST

15,764
VOLUNTEERS

NOTE: Dual members in different regions are counted in both regions, but counted once for calculating the total volunteer figure.



NSW Rural Fire Service Overview

TOTAL NSW RFS EXPENSES BUDGET

\$385.775M

Volunteers and salaried staff	73,402
Brigades	2,002
Local Government Areas	108
NSW RFS Districts	45
Regions	4
Headquarters	1

PLANNING AND ENVIRONMENT CENTRES

3

Batemans Bay
Coffs Harbour
Glendenning

OPERATIONAL AND MITIGATION SERVICES BASES

24

Batemans Bay	Griffith
Bathurst	Maitland
Bega	Mittagong
Casino	Mudgee
Cooma	Nowra
Coonabarabran	Oberon
Dubbo	Orange
Glendenning	Tamworth
Glen Innes	Taree
Griffith	Urunga
Maitland	Wagga Wagga
Glen Innes	Wyong

NOTES

1: The Planning and Environment Centres (formerly known as Customer Service Centres) and the Operational Mitigation Services bases are considered part of Headquarters

NUMBER OF NEW AND RENOVATION BUILDS IN 2017/18

BUILDS	NEW	RENOVATION	TOTAL
Fire Control Centres	3	8	10
Brigade stations	41	127	168

TOTAL OPERATIONAL VEHICLES, BOATS AND AIRCRAFT

VEHICLES	NORTH	SOUTH	EAST	WEST	TOTAL
Tankers	822	1,174	928	905	3,829
Pumpers	5	13	43	1	62
Personnel transport and Command vehicles	139	184	403	129	855
Bulk water carriers	4	21	27	4	56
All general purpose trailers and miscellaneous vehicles	337	377	354	244	1,312
Communications vehicles and dedicated communication trailers	8	10	12	6	36
Catering vehicles and dedicated catering trailers	16	22	45	5	88
Marine craft	0	12	14	0	26
Rotary aircraft	-	-	-	-	3
TOTAL	1,331	1,813	1,826	1,294	6,267

NUMBER OF NEW, SECONDHAND AND REFURBISHED TANKERS ALLOCATED TO BRIGADES IN 2017/18

VEHICLES - CATEGORY	STYLE	NEW	SECONDHAND/ REFURBISHED	TOTAL
Category 1 Tanker	Village	21	6	27
Category 1 Tanker	Multipurpose	12	0	12
Category 1 Tanker	Grasslands	11	0	11
Category 6 Tanker	Grasslands	6	0	6
Category 7 Tanker	Grasslands Dual Cab	18	6	24
Category 7 Tanker	Grasslands Single Cab	21	1	22
Category 9	First Response Unit	19	3	22
Category 10	Urban Pumper	4	0	4
Category 13	Bulk Water Carrier	0	0	0
Total		126	16	142



Photo by Adam Hollingworth

INCIDENTS: 2017/18

	NORTH	EAST	SOUTH	WEST	TOTAL
Bush and grass fires (attended by NSW RFS)	2,660	4,151	1,988	1,237	10,036
Structural fires	277	509	297	200	1,283
Motor vehicle fires	338	1,066	278	204	1,886
Motor vehicle accidents	950	2,436	894	401	4,681
Investigation	570	2,168	866	337	3,941
Refuse fires	100	345	135	96	676
Spillages	145	440	118	45	748
Assist other agencies	174	810	255	114	1,353
Flood	3	37	6	6	52
Rescue	5	-	-	-	5
Other incidents	347	1,274	428	193	2,242
Totals	5,569	13,236	5,265	2,833	26,903

INCIDENTS: FOUR-YEAR VIEW

	2014/15	2015/16	2016/17	2017/18
Bush and grass fires	7,837*	7,686*	8,288*	10,036*
Structural fires	1,264	1,166	1,159	1,283
Motor vehicle fires	1,633	1,808	1,868	1,886
Motor vehicle accidents	4,236	4,562	4,599	4,681
Investigation	3,512	3,654	3,817	3,941
Controlled burns/pile burns (RFDs)	1,960**	2,502**	2,079**	2,623**
Refuse fires	652	548	519	676
Spillages	776	822	843	748
Assist other agencies	917	1,085	1,250	1,353
Flood	76	97	78	52
Rescue				5
Other incidents	2,245	2,092	2,161	2,242
Totals	23,148	23,520	24,582	26,903

NOTES

* The figure of total bush and grass fires refers to the incidents in which the NSW RFS responded.

** Since the 2014/15 reporting period, controlled burns/pile burns are not included in the total incidents figure.

***From 2017/18 Rescue incidents will be included in total number of incidents.



Photo by Sharon Quandt



2

MANAGEMENT AND GOVERNANCE

Management and Governance

The NSW Rural Fire Service (NSW RFS) is the lead combat agency for bush and grass fires in NSW. For over 100 years we have been a significant part of the history and landscape of NSW. Working closely with other agencies we also respond to a range of emergencies, including structure fires, motor vehicle accidents, rescue, floods and storms that occur within rural fire districts and Community First Responder (CFR) in some areas.

The NSW RFS is widely acknowledged as the largest volunteer fire service in the world. Members of the NSW RFS are trained to very high levels of competence to ensure they can respond to any emergency.

The Service aims to reduce the likelihood and consequence of bush fires occurring. This involves comprehensive risk management programs to reduce bush fire hazards and fire ignitions. It also involves the development of regulations for bush fire prone areas.

Legislation

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

- Protection of life and property for all fire-related incidents within all rural fire districts in the state
- Issue public warnings about bush fire threats
- 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.
- Protection of infrastructure and environmental, economic and agricultural assets from destruction or damage by fires.

In 2017/18 the *Rural Fires Act 1997* was amended by consequential amendments upon introduction of the *Fire and Emergency Services Levy Act 2017*, which:

- separated the collection of revenue from contributors from the amount paid into the Rural Fire Fighting Fund
- adjusted the contributory funding model to make NSW Government the sole contributor to the Rural Fire Fighting Fund.

NSW Government and Ministry

As a department of the NSW Government, the NSW RFS comes under the Emergency Services portfolio within the Justice Cluster. The Hon. Troy Grant, MP, Member for Dubbo, is the Minister for Police and the Minister for Emergency Services, including responsibility for the NSW RFS.

NSW RFS Commissioner

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

NSW RFS Executive

The day-to-day management of the Service is carried out under the direction of the NSW RFS Executive.

The Executive consists of the Commissioner and the Service's Executive Directors, and relevant Directors. A profile of each of the Principal Officers can be seen on pages 23 and 24.

Corporate Executive Group

The Corporate Executive Group (CEG) comprises the Executive Directors, Chief Financial Officer and relevant Directors of the Service, Regional Managers and representatives of the NSW Rural Fire Service Association (RFSA), which is the representative association of the volunteers and staff of the NSW RFS. Its principal role is to consider and provide advice to the Commissioner on strategic issues affecting the Service. Details of representation and attendance at this Group are set out in Appendix 4.3.

Governance Committees

Three bodies are empowered by legislation to assist in the operation of the NSW RFS, they are the:

- Rural Fire Service Advisory Council
- Bush Fire Co-ordinating Committee
- Fire Services Joint Standing Committee

Fire Services Joint Standing Committee

- The Rural Fire Service Advisory Council (RFSAC) is established under the provisions of Part 6 of the *Rural Fires Act 1997*. The Council:
- advises and reports to the Minister and the NSW RFS Commissioner on any matters relating to the administration of rural fire services under the Act

- advises the Commissioner on public education programs relating to rural fire matters and training of firefighters
- advises the Commissioner on the issue of Service Standards

Details of representation and attendances at RFSAC are set out in Appendix 4.3.

Bush Fire Co-ordinating Committee

The Bush Fire Co-ordinating Committee (BFCC) is established under Part 3, Division 2 of the *Rural Fires Act 1997*. The Committee is chaired by the NSW RFS Commissioner and supported by the Service.

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

The BFCC constitutes Bush Fire Management Committees (BFMCs) for all rural fire districts and areas with significant risk of bush fire. It also approves Operations Coordination Plans, Bush Fire Risk Management and Fire Access and Fire Trail Plans that are prepared by the BFMCs. Details of representation and attendance at the BFCC are set out in Appendix 4.3 (from page 147).

Fire Services Joint Standing Committee

The *Fire Services Joint Standing Committee Act 1998* provides for the establishment of the Fire Services Joint Standing Committee (FSJSC). The major functions of the Committee are to:

- develop and submit to the Minister strategic plans for the delivery of comprehensive, balanced and coordinated urban and rural fire services at the interface fire district boundaries and rural fires boundaries;
- undertake periodic review of fire district and rural fire district boundaries and if appropriate, to make recommendations to the Minister concerning those boundaries;
- develop and submit to the Minister implementation strategies to minimise duplication and maximise compatibility between the NSW RFS and Fire & Rescue NSW (FRNSW). The Committee is chaired alternately by the Commissioners of FRNSW and the NSW RFS with particular reference to infrastructure planning, training, equipment design and community education programs.

Details of representation and attendance at this Committee are set out in Appendix 4.3.

Audit and Risk Committee

The Audit and Risk Committee provides assistance to the NSW RFS Commissioner by overseeing and monitoring the governance and accountability requirements of the NSW RFS. The Committee consists of independent members and advises the Commissioner on a range of matters including:

- the effectiveness of the Service's internal audit function;
- legislative compliance;
- the financial statements and financial reporting of the Service;
- risk and control frameworks;
- business continuity and corruption prevention activities.

Details of representation and attendance at this Committee are set out in Appendix 4.3.

Consultative and Stakeholder Committees

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

NSW RFS / RFSA Consultative Committees

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

The Committees are: Community Engagement, Membership Services (including the Young Members Group), Infrastructure Services and Operations.

The Young Members Group is a sub-group of the Membership Services Consultative Committee and provides advice to that Committee on policy and programs, participates in decisionmaking at a state level and makes suggestions and raises ideas relevant to young members.

Details of representation and attendance at these Committees are set out in Appendix 3.11.

Local Government Liaison Committee

The principal roles of the Local Government Liaison Committee are to discuss and resolve significant issues of a strategic nature that are of mutual interest to local government and the Service.

Details of representation and attendance at this Committee are set out in Appendix 4.3.

Stakeholder liaison and collaboration

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

- Australasian Fire and Emergency Service Authorities Council (AFAC) and its various groups
- Australia/New Zealand Emergency Management Committee
- Association of Environment Education (NSW) Border Liaison Committees
- Bushfire and Natural Hazards Cooperative Research Centre (BNHCRC)
- District Emergency Management Committees/ District Rescue Committees
- Emergency Services Communications Working Party
- Emergency Services Industry Reference Group
- Emergency Services Personnel Support Advisory Group
- Emergency Service Organisation Work Health and Safety Consultative Committee
- Environmental Education Officer's Group/ Fire Protection Association
- Fuel Loads Management Working Group
- Museum Education Officer's Group
- National Aerial Firefighting Centre
- National Public Information and Warnings Group
- NSW Health Disaster Management Committee
- Standards Australia - various committees
- State Emergency Management Committee/ State Rescue Board
- The National Bush Fire Arson Prevention Working Group
- Aviation Advisory Committee
- Aviation Industry Reference Group

Governance and Ethical Standards

Corporate Governance

The NSW RFS Corporate Governance Statement is reviewed annually to ensure alignment with leading practice corporate governance standards and to reflect any statutory and organisational changes. The Statement was reviewed and updated in 2014, 2015 and 2016.

The 2017 review was undertaken by the Corporate Planning and Governance section with those Executive Directors, Directors and Managers who have key governance responsibilities. This was in line with the approach used for previous reviews for consistency. The Corporate Governance Statement was updated based on the outcomes of this review, approved by the Commissioner and released to members and stakeholders such as the Audit and Risk Committee and published on the NSW RFS website, intranet and MyRFS. The review used the Audit Office of NSW Governance Lighthouse (2016 update) checklist as its guide.

In regard to the 2017 review, all 17 components of public sector governance were deemed to be *Fully in Place*. This overall status is unchanged from 2016. As a result of the review there a number of highlights:

- **Leadership** (*Ref Component #1*) - the 2017 Leadership Forum clearly demonstrated the senior executive connecting with members.
- **Strategic Planning** (*Ref Component #1*) - since 2016 the Corporate Plan has had associated supporting plans to give greater detail to key organisational initiatives.
- **Diversity** (*Ref Component #4*) - the New Generation Workforce Plan has gender diversity as a Key Action.
- **Fraud Control** (*Ref Component #7*) - the Fraud Control Plan was updated in April 2017 and Fraud Control Health Check was conducted in September 2017, demonstrating an ongoing organisational commitment to fraud control.
- **Stakeholder Communication** (*Ref Component #17*) - the release of the Community Engagement Strategic Directions enhanced collaboration between staff and volunteer members and the community to encourage information sharing and feedback demonstrating two-way interaction with key stakeholders.

Other areas of note related to the review were:

- a secondary employment policy is in development which will strengthen the organisational Ethical Framework (*Ref Component #6*).
- the Audit and Risk Committee is fully independent in its membership, with membership rotated during 2017 (*Ref Component #9*).
- the development of the three-year Strategic Internal Audit Plan was undertaken in conjunction with the annual risk reviews (*Ref Component #10*).
- there was significant update to the Risk Management Framework to better align it with TPP 15-03 and ISO 31000:2009. (*Ref Component #15*).
- the Public Complaints and Grievance policies have had timeframes for action added, demonstrating the organisational commitment for prompt responses and actions in regard to these matters.

Ethical Standards

CODE OF CONDUCT AND ETHICS TRAINING

The Professional Standards Unit delivers Code of Conduct and Ethics workshops to NSW RFS staff and senior volunteer members. The workshops are designed to ensure members are aware of their obligation to uphold the values of the NSW RFS and to reinforce the requirements and best practice conduct expected of members. Participation in a Code of Conduct and Ethics workshop is mandatory for all staff.

During 2017/18, twelve Code of Conduct and Ethics workshops were held across the state, attended by 74 staff members and 114 volunteers.

To support the roll-out of the Code of Conduct and Ethics training to all volunteer members, a Train the Trainer program was developed and implemented during the 2017/18 period. Twenty-three volunteer members from across the state were deemed competent trainers and endorsed by their District Manager to deliver the Code of Conduct and Ethics Training package to their brigades. The training package was approved for release on 29 June 2018. Each year all NSW RFS staff members are required to acknowledge that they have read and understand the Code of Conduct and Ethics.

FRAUD AND CORRUPTION PREVENTION TRAINING

During 2017/18, four senior staff attended training provided by the Independent Commission Against Corruption.

Matters affecting the Service

Service Standards and Policies

Work is currently underway in the development of a Secondary Employment Policy for staff members. This new Policy will be published within the 2018/19 period.

The following policies were updated during the 2017/18 period:

- P1.1.3 Conflicts of Interest
- P7.1.2 Public Complaints Management

Complaints Management

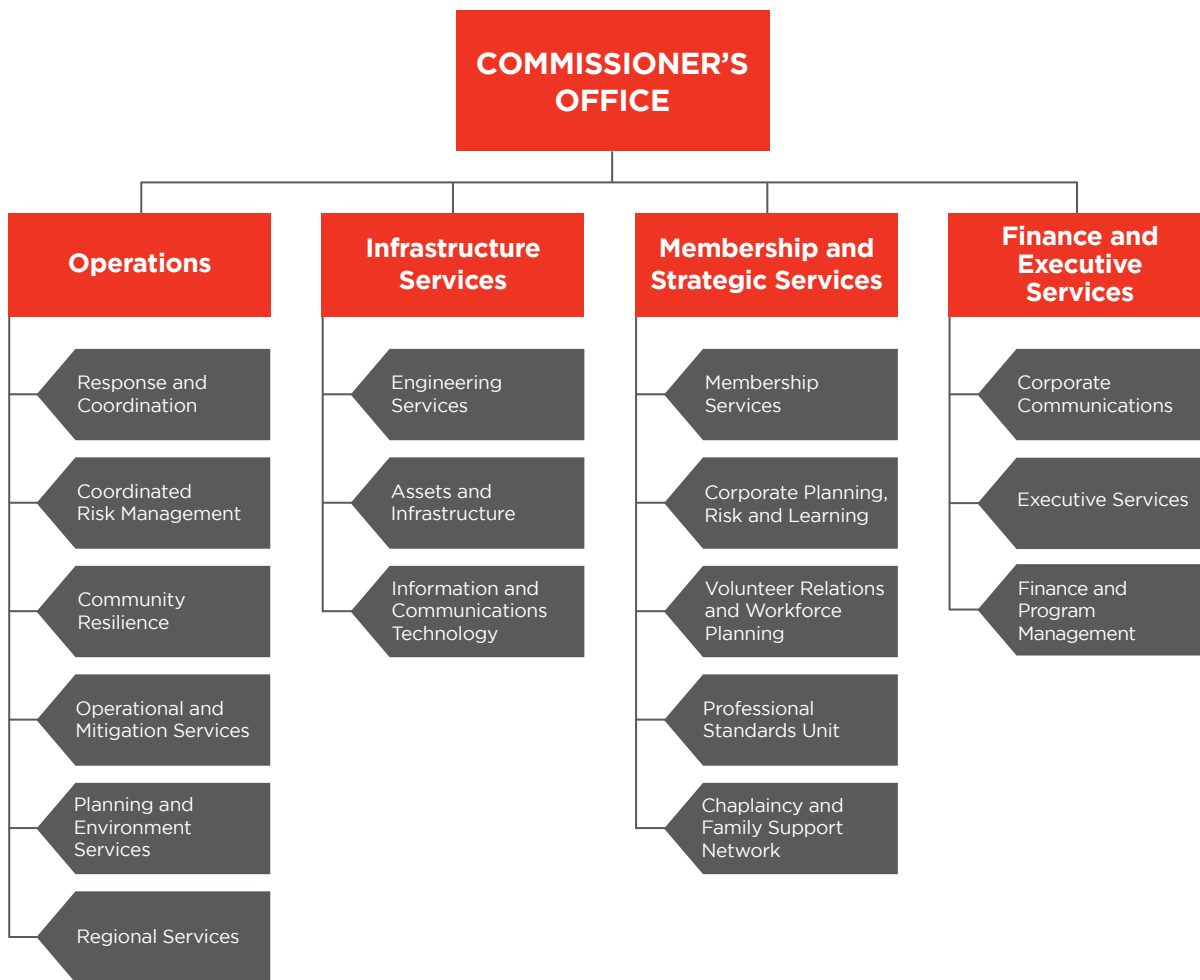
Following the endorsement of the whole-of-government Complaint Handling Improvement Plan (CHIP) in 2016, the NSW RFS has continued to implement commitments under the NSW RFS CHIP.

RFS Policy P7.1.2 Public Complaints Management was reviewed to ensure alignment with the whole-of-government complaints handling approach and the updated policy was published on 5 December 2017.

The NSW RFS whole-of-government Customer Service Widget has been placed on the NSW RFS website and is available for use by the public.

The NSW RFS will continue to roll-out the CHIP initiative into the next reporting period. This will include Complaints Handling training for key staff.

NSW RFS Organisational Structure 2017/18



As of February 2018, Financial Services reports to the Executive Director, Finance and Executive Services.

Principal Officers

NSW RFS Commissioner
Shane Fitzsimmons, AFSM

Commissioner Shane Fitzsimmons has over 30 years' experience with the NSW Rural Fire Service (NSW RFS) serving as both a volunteer and salaried officer.

In 1998 he was appointed an Assistant Commissioner with the NSW RFS and has held portfolio responsibilities for Operations, Strategic Development and Regional Management. In 2004 he was appointed the inaugural Australasian Fire Authorities Council (AFAC) Visiting Fellow to the Australian Institute of Police Management (AIPM) for a period of 12 months.

In September 2007 he was appointed Commissioner of the NSW Rural Fire Service (NSW RFS) and is also the Chair of the NSW RFS Bush Fire Co-ordinating Committee and the NSW Rural Fire Service Advisory Council.

He was appointed a Director of the National Aerial Firefighting Centre (NAFC) in March 2008 and was the Chair of the NAFC Board from 2009 to 2013.

He is also a member of the NSW State Emergency Management Committee and the NSW State Rescue Board and was Chairman from 2008 to November 2015. He was a Director on the Bushfire Co-operative Research Centre from 2009 to 2014. In July 2012, he was appointed a Board Member of the NSW Government Telecommunications Authority.

The Commissioner has been a member of the Australasian Fire and Emergency Services Authorities Council (AFAC) Board since November 2016.

In January 2016 he was appointed as a Councillor of the Royal Humane Society of NSW Inc.

Commissioner Fitzsimmons was awarded the National Medal in 1999 and the Australian Fire Service Medal (AFSM) in 2001.

Executive Director, Operations
Deputy Commissioner Rob Rogers, AFSM

Deputy Commissioner Rob Rogers joined the NSW RFS in 1979 as a volunteer member of the Belrose Rural Fire Brigade, before being appointed as Deputy Fire Control Officer for the Greater Taree District in 1995.

Deputy Commissioner Rogers has held various executive positions responsible for Regional Management, Community Safety and Operations, and in 2011 was appointed Deputy Commissioner.

Deputy Commissioner Rogers represents the NSW RFS on several national and international bodies including the International Fire Chiefs' Association of Asia, Chair of the State Bush Fire Arson Taskforce, Chair of the National Fire Danger Ratings Board, Chair of the Aviation Industry Reference Group and Aviation Advisory Committee, Co-chair of the Incident Management Road Safety Working Group, Co-chair of the Joint Operations Taskforce, member of the NSW Government Customer Service Council, and a number of AFAC Groups.

Deputy Commissioner Rogers was awarded the Australian Fire Service Medal in 2004.



Commissioner Shane Fitzsimmons, AFSM



Deputy Commissioner Rob Rogers, AFSM

Principal Officers

Executive Director,
Membership and Strategic Services

Bronwyn Jones, PSM

Ms Bronwyn Jones was appointed to the Service in November 2008.

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

Ms Jones holds a Post Graduate Diploma in Labour Relations and the Law (University of Sydney); a Master of Arts (Interdisciplinary Studies) degree and a Master of Commerce (Human Resources Studies) degree.

Ms Jones was awarded the Public Service Medal in 2016.

Executive Director,
Finance and Executive Services
and Chief Financial Officer

Stephen O'Malley

Mr Stephen O'Malley was appointed to the Service in November 2012 as the Chief Financial Officer, and in February 2018 as Executive Director, Finance and Executive Services.

Prior to joining the Service, Mr O'Malley had extensive senior management experience in finance and corporate services in both the NSW and South Australian public sectors, including as the Chief Finance Officer of the Ambulance Service of NSW and Director Corporate Finance of the Legal Aid Commission of NSW. Mr O'Malley's experience includes corporate strategy, financial management, information management, project management, change management and strategic planning and reporting.

Mr O'Malley holds tertiary qualifications in accounting from the University of South Australia, is a Fellow of CPA Australia and Graduate of the Australian Institute of Company Directors.

Executive Director, Infrastructure Services
Senior Assistant Commissioner

Bruce McDonald, AFSM

Senior Assistant Commissioner Bruce McDonald was appointed as the Director Infrastructure Services for the NSW RFS in May 2013 and Executive Director Infrastructure Services in April 2016. Senior Assistant Commissioner McDonald joined the then Bush Fire Brigade in 1980 and progressed through the organisation, holding various brigade positions culminating in Group Captain in the mid-1990s.

He commenced as a salaried officer in 1998 in the role of Deputy Fire Control Officer Operations, bringing to a close a 25-year management career in the automotive industry. Since 2001, Senior Assistant Commissioner McDonald has held various management positions at NSW RFS Headquarters, including State Operations Officer; Manager, Operational Communications and Group Manager, Assets and Infrastructure.

Since 2017, he has been heading up the relocation of the Service into the new HQ at 4 Murray Rose Avenue, Sydney Olympic Park which is expected to occur in October / November 2018.

Senior Assistant Commissioner McDonald was awarded the Australian Fire Service Medal in 2011.

Executive Director, Executive Services
(to 16 November 2017)

Brad Scutella

Mr Brad Scutella has been employed in the NSW and Commonwealth Public Sector since 1980. Over his career he has principally worked in legal related areas in the NSW Police Force, Transport and Australian Securities and Investment Commission. Until his departure, Mr Scutella had responsibility for the Executive Services Directorate.

Directors at 30 June 2018

OPERATIONS	
Director Response and Coordination	Assistant Commissioner Jason Heffernan
Director Regional Services	Assistant Commissioner Rebel Talbert
Director Operational and Mitigation Services	Assistant Commissioner Steve Yorke, AFSM
Director Coordinated Risk Management	Assistant Commissioner Stuart Midgley, AFSM
Director Community Resilience	Mr Corey Shackleton
Director Planning and Environment Services	Mr Jeff Lucas
INFRASTRUCTURE SERVICES	
Director Assets and Infrastructure	Chief Superintendent John Parnaby
Director Information and Communications Technology (ICT)	Ms Kelly Browne AFSM
MEMBERSHIP AND STRATEGIC SERVICES	
Director Membership Services	Mr Daniel Moroney (to 11 August 2017) Ms Lisa Chih (from 15 August 2017)
Director Corporate Planning, Risk and Learning	Mr Stephen Glassock
Director Professional Standards	Ms Narelle Koteff
FINANCE AND EXECUTIVE SERVICES	
Director Corporate Communications	Mr Anthony Clark
Director Program Audit and Inquiries (position replaced with Director Executive Services)	Ms Natalie Marsic (to 28 July 2017)
Director Executive Services	Ms Debbie Andreatta (from 3 May 2018)
Director Finance and Program Management (new role)	Vacant



Photo by Joshua Granger



3

SUMMARY REVIEW OF OPERATIONS

Summary review of operations

The 2017/18 bush fire season was a long, drawn out and busy season.

Fire season overview

The 2017/18 fire season kept our members busy with sustained and at times intense fire incidents over a longer period than usual.

NSW RFS crews responded to more than over 10,000 bush and grass fires and attended over 26,500 incidents including bush and structure fires, motor vehicle accidents, hazard reduction activities, rescue support and assisting other agencies. Seventeen of the fire incidents were declared as Section 44.

To ensure the safety and efficiency of our tireless volunteers, the Service has provided substantial improvements to their infrastructure, both as new brigade buildings and significant upgrades to improve amenities.

This investment acknowledges the crucial role local brigades hold in rural communities. As well as fighting fires, our members are promoting community engagement programs, building community preparedness and resilience through community protection plans, Neighbourhood Safer Places, building in bush fire prone land guidelines, fire trail planning and upgrades and more.

FIRE SEASON OVERVIEW 2017/18

Total bush grass forest fires (NSW)	15,641
Bush grass forest fires (Rural Fire District)	8,728
Bush grass forest fires (NSW RFS attended)	10,036
Area burnt (total)	259,720ha
Area burnt (Rural Fire District)	256,727ha
Total Fire Ban declarations	23
Section 44 declarations	17
Personnel deployments	62,370
Aircraft taskings	1,974
Human lives lost	0
Total NSW RFS attended incidents	26,903

Loss/damage

- 74 habitable structures destroyed and 63 damaged
- 59 sheds / outbuildings destroyed and 18 damaged
- 39 facilities destroyed and 18 damaged

The mitigation works and resilience-building programs operate year round to ensure that when a long, intense season arrives that the community and our volunteers are prepared as well as possible.

To ensure our members' safety and effectiveness we've also invested in their training throughout the year, increasing access through varied formats and online training systems and encouraging members to extend their skills. We support our members' health by providing health checks and wellbeing information. To ensure the growth of a diverse membership, we continue to expand our cadet training, improve young members' resources and conduct cooperative activities with targeted community sectors.

Of course when the bush fires occur, which they do inevitably, we have the resources and our fire prediction teams, PAWS and aviation assets provide information to best utilise those resources. The Remote Area Firefighting teams (RAFT), trailbike teams, boat crews, heavy machinery and aviation on call providers, in association with our 70,000 plus volunteers combine in synergy to be one of the most effective firefighting organisations in the world.

Evidence of this is our capacity to deal with intense fire incidents, such as the one that impinged on urban interface suburbs in Macarthur and Sutherland districts where combined emergency service response protected over 800 homes with no losses to life or property. Further, the fact that no lives were lost in the extreme fires that hit Tathra and surrounding areas is comforting despite the loss of 65 homes and 35 caravans and cabins. The support after this and other fires shows the resilience and unity that underpins our communities.

Fire season operations

Early seasonal outlooks predicted a neutral forecast for bush fire conditions throughout much of the state during the 2017/18 fire season, but in fact it turned out to be a season of intense activity.

Significant rain in autumn and winter leading into the 2017/18 fire season caused extensive grass growth across many areas, particularly increasing the risk of grass fires.

Fire activity during August was predominantly in the mid- and lower north coast areas with significant fire activity commencing during September. This

included Tenterfield Section 44 (S44) (Rivertree and Cullendore Creek Rd), Mid Coast S44 (Cairncross, Aerodrome Lakes Way, Innes View and Belbora), Cessnock/Dungog/Lake Macquarie S44 (Tomalpin Link, Chichester Dam), and Shoalhaven (Summercloud Bay).

During October and November, higher than average rainfall saw a significant reduction in fire activity. The decreased fire activity in NSW allowed us to send the Large Air Tanker (LAT) and aviation personnel to assist with fires in northeast Tasmania.

Fire activity returned during December with fires in Kempsey (Big Hill) and Singleton S44 (Apple Tree) as well as generally consistent heightened fire activity in the Tamworth/Armidale area.

During January there were significant fires throughout many areas of the state including Port Stephens (Masonite Rd), Narrabri S44 in the Pilliga (Dipper Rd), Singleton S44 (TJs), Armidale S44 (Bonnay, Eureka), Sutherland S44 (Sir Bertram Stephens Drive), Upper Lachlan S44 (Long Gully, Taralga) and Mid-Western S44 incorporating multiple remote fires. Many of the fires ignited from lightning activity with over 500 ignitions during January and February. This saw a significant commitment of remote area firefighting teams and aviation assets during this period.

Heightened fire activity continued into February with significant fires including Orange S44 (Mt Canobolas), Narrabri S44 (Bobbiwaa) and Singleton S44 (695).

Late season events such as the S44 Reedy Swamp Fire (Tathra) broke records. The Forest Fire Danger Index (FFDI) peaked at 13:00hours at Bega Automatic Weather Station (AWS) with a value of 55. These conditions were unusually severe for the far south coast for the time of year. Historically, the frequency of FFDI values exceeding 50 is low across this region, and the high values observed on 18 March 2018 were, in a spatial extent, the highest on record for March and autumn. This fire was driven by high winds and quickly spread to the township of Tathra destroying 65 homes and 35 caravans or cabins, and damaging a further 48 homes. The State Government called for an inquiry and review into the Emergency Services Response to the Tathra fires.

In April, the Moorebank Ave S44 Fire, in the Macarthur and Sutherland Local Government Areas, was the last significant fire in a prolonged fire season. Strong winds pushed this fire through the Holsworthy Military Area and onto significant urban interface areas. A considerable, coordinated multi-agency response protected over 800 homes that were under threat, with only five properties receiving minor damage.

Deployments

In addition to dealing with a busy bush fire season, NSW RFS members provided critical support to a number of other agencies and events, both nationally and internationally.

In July and August 2017, the NSW RFS was heavily involved in the facilitation and deployment of personnel to Canada - requested through the Operating Plan for the Exchange of Fire Management Resources between Canada and Australia. Two hundred and thirty-five Australian personnel (of which 90 were NSW RFS members) were deployed over a three-month period to provide much needed support and relief to Canadian crews. The deployment was managed by the AFAC National Resource Sharing Centre, with the NSW RFS being responsible for coordinating the Northern Hub, that is NSW, ACT, QLD and NT agencies.

The Service participated in an interstate deployment during October 2017. The Large Air Tanker (LAT), which was contracted to NSW, was deployed together with NSW RFS members to assist with forest fire operations in northeast Tasmania. And in April 2018, 60 members assisted with the Commonwealth Games in Queensland.

Investing in rural and regional areas

As a primarily rural-based organisation, the NSW RFS ensures volunteers and staff have access to equipment, training and resources to provide effective service delivery.

Brigade stations and fire control centres

Infrastructure Services continued to work with Regional Services to refine a ten-year Station and Fire Control Centre Strategy. In 2017/18 the implementation plan was formalised and aligned with the annual Rural Fire Fighting Fund (RFFF) budget process with 2018/19 building allocations based on the principles within this plan.

This centrally coordinated approach to building projects has increased the program of works with three Fire Control Centres planned and coordinated for construction. New Fire Control Centres were completed and commissioned at Quirindi (Liverpool Range) and Coonabarabran in Region North, and Bathurst (Chifley / Lithgow) in Region East.

Work on the Northern Tablelands FCC at Glen Innes commenced during the year with Mid Murray Zone FCC at Deniliquin and the Namoi Gwydir Sub FCC at Moree, completing their planning processes. Planning and various development approvals continued for the South West Slopes FCC at Harden, which includes accommodation for the Region West Regional Office.

Centralised support has also assisted Districts with renovations or new construction projects. The pilot process that commenced last reporting period has seen two out of the four rural fire brigade locations within the Hunter near completion during this reporting period.

In 2017/18 new and upgraded rural fire brigade stations were provided across the state including in Hornsby, Gosford, Hunter Valley, Southern Highlands, Sutherland, Castlereagh, New England, Northern Rivers, Tamworth, Lower Western, Riverina, Snowy Valley, Southern Border, Bland/ Temora, North West Zone, Canobolas, South West Slopes and Mid Lachlan Valley.

As well as new stations, infrastructure investment has provided crucial upgrades to rural fire brigade stations, ranging from additional appliance bays to amenities such as welfare facilities, toilets, additional water tanks, solar power and hard stands.

Work continued on the establishment of four regionally based remote area firefighting training centres. Two facilities were completed—in Mogo and Glendenning. These training facilities are equipped with a tower, mock helicopter airframe and a winch for training and recertification purposes. The remaining two sites are at Lithgow, where planning has reached the stage of development application, and in northern NSW where planning is well advanced.

The NSW RFS in partnership with the Dubbo Regional Council commenced construction of a state of the art training academy for NSW RFS members. Located within the Dubbo Airport Precinct, the centre will also be made available for other emergency services and agencies. Designs were approved by the Joint Regional Planning Panel, and significant ground works and services' infrastructure occurred during the reporting period. Tender requests were released in the first quarter of 2018 for the construction of the main administration building, roadworks and one of the three accommodation blocks.

Regional Highlights

REGION WEST

Infrastructure was a priority for Region West in 2017/18, with the completion of 14 new brigade stations and improvements of a further 24 stations with upgrades to amenities, extensions, new concrete flooring or driveways.

As an example of the continued upgrading of brigade stations across Region West, ten brigade stations in the Canobolas Zone have received improvements to their stations to include amenities, which in turn have facilitated greater community involvement and encouraged a more diverse membership.

The Far West Team has constructed a brigade station in the remote, isolated community of Weilmoringle. This will become a focal point for the remote Aboriginal community of Wytalbar and the Weilmoringle community.

Region West has continued its ongoing operational preparedness program this year with a number of Incident Management Exercises (IMXs) completed across the region. These exercises included representatives from a number of external agencies, such as Fire and Rescue NSW, NSW Police Force, NSW Ambulance and other NSW Land Management agencies. The exercises provide an opportunity to refresh the skills of the Region's experienced

Two new state-of-the-art Fire Control Centres opened in Region North, at Coonabarabran and Quirindi, with another in Region East in Bathurst.

Incident Management Team (IMT) personnel while building the skills of new IMT personnel. They also provided an opportunity to test the functionality of all the Fire Control Centres (FCCs) in the Region.

Region West provided three arduous firefighters for deployment to British Columbia, Canada in 2017.

Region West's tenth annual Group Officers Forum was held in Orange, with 50 Group Officers attending. Senior volunteers used the forum to further engage with the Service's operational processes and management systems. Topics discussed at the forum included Leading a Volunteer Workforce, Operational Response and Preparedness, Risk Management and Hazard Reduction and Infrastructure for Our Volunteers.

Region West have taken part in six Fire Access and Fire Trail (FAFT) workshops, resulting in preparation of FAFT Plans for Cudgegong, Canobolas and Mid Lachlan Valley, which are ready for review by their local Bush Fire Management Committees. These workshops will assist in the preparation of plans that will set out appropriate means of accessing land during firefighting operations by identifying suitable fire trails.

REGION NORTH

Region North celebrated the opening of two Fire Control Centres. In September 2017, the new Castlereagh Fire Control Centre in Coonabarabran opened and will service communities in the Warrumbungle and Gilgandra Districts.

The Liverpool Range Fire Control Centre opened in April 2018, in the newly established Emergency Services Precinct in Quirindi. The FCC will service the Liverpool Plains, Gunnedah and Upper Hunter Districts. The overall project included construction of the new Braefield Dury Rural Fire Brigade Station, a State Mitigation Services Depot and the local Volunteer Rescue Association base.

In the Clarence Valley District, two major projects commenced and will be completed in 2018/19. The Structural Fire Training facility at Trenayr and the Aviation Support Station at Grafton Airport will represent a significant increase in local capability and support to both local and inter-district members.

The Kyogle Headquarters Brigade Station project was completed in the Northern Rivers Zone. This new facility replaces an ageing structure that was no longer adequate. The new station provides modern tanker and equipment storage.

A number of other enhancement projects were started, including a District Office redevelopment at Moree and the ongoing development of the Airbase and District Equipment Cache for New England at Armidale Airport.

Region North has continued to develop the operational capability of staff and volunteers by holding a Regional Incident Management Exercise in Coonabarabran in July 2017, and a senior volunteer forum in Armidale in August 2017, to provide information on new initiatives within the Service and to foster collaboration and information sharing.

Staff and volunteer members from Region North were deployed to the Far North Coast in April 2018 to assist with the Commonwealth Games and to British Columbia, Canada, to assist with wildfires in 2017.

Region North has held Fire Access and Fire Trail (FAFT) workshops in key areas across the Region including Northern Rivers, Clarence Valley and Northern Tablelands and work is progressing on their FAFT Plans.

The Region North Exercise in Glen Innes in April saw 363 personnel and 49 appliances engaged in fire-related scenarios to refresh and practice their skills. Scenarios included multi-agency exercises conducted with other emergency services.

REGION EAST

During the 2017/18 financial year, Region East saw the opening of the new Bathurst Fire Control Centre with further works continuing to provide facilities for State Mitigation crews and large storage sheds for vehicles and equipment.

New brigade stations were constructed for Bargo, Colo Vale, Moss Vale, Tilligerry, Shipley, O'Connell, Hornsby Support, Berowra and Tennyson Rural Fire Brigades. In addition, improvements were also undertaken at several brigades with extensions to Davidson, East Maitland and Exeter Brigades as well as enhancements to the Lower Hunter Training Ground.

Two communication towers were installed in the Mid Coast to enhance coverage across the district.

All districts in the Region received one or more new or second-hand appliances or vehicles to replace older appliances or vehicles.

Region East staff and volunteers assisted in IMTs for numerous S44s during the 2017/18 fire season and also provided assistance with wildfires in British Columbia, Canada in 2017.

The Region team has developed a new risk-based training plan, with an increased emphasis on regional-based training to assist Districts. The Region has also facilitated three incident management exercises with over 150 personnel receiving training in this area.

Region East FAFT workshops have seen the completion and approval of FAFT plans for the Blue Mountains, as well as the completion and approval of environmental assessments in the Lower Hunter trial which is currently under review with works to commence in late August. A number of plans including The Hills, Hornsby Ku-Ring-Gai and Cumberland are nearing completion and should be approved by their respective Bush Fire Management Committees in coming months.

Several Forums were conducted in the Region during the year to enhance skills and share knowledge including the Senior Leadership, Training, 2IC, Administration and Business Officers' forums.

REGION SOUTH

During 2017/18, Region South completed a number of new stations, and the construction of brigade amenities and training facilities. Further improvements were also made to a number of stations and to the existing Fire Control Centre in Lower Western and to the Berridale 4WD and Training Centre. A new storage facility at Griffith Airport will provide much needed storage and will complement the current airbase located at the Griffith Airport.

The Region experienced two major fire emergencies in the reporting period that resulted in S44 declarations. These included Long Gully Road Fire (Upper Lachlan) and Reedy Swamp Road Fire (Bega Valley). Throughout the fire season, Region South performed a significant role in Major Incident Coordination as well as providing resources for firefighting, Fire Investigation and IMT to Region East and Region North. The Region also deployed a number of IMT and specialist personnel to British Columbia, Canada, to assist with the 2017 wildfires.

The Region continued its ongoing operational preparedness program and completed an Incident Management Exercise (IMX) at Monaro Fire Control Centre. The exercise provided the opportunity to assess staff competence for various incident management roles. The Region's fifteenth Group Officers' Forum was held at Pambula, with 50 Group Officers in attendance.

The forum allowed senior volunteers to further engage in the Service's operational processes and management systems.

During the reporting period, the Region commenced work on the newly legislated Fire Access and Fire Trail (FAFT) Plans. Eleven FAFT workshops were held throughout the year in a number of areas involving local volunteers, land managers and other agencies. These workshops will assist in the preparation of plans that will set out appropriate means of accessing land during firefighting operations by identifying suitable fire trails.

The Region held its first Fire Behaviour Analysis (FBAN) workshop in conjunction with Region West. The aim of the workshop was to put trainee FBANs through practical prediction exercises and to assist them in preparing for the upcoming fire season.

Supporting local activities

Across the reporting period, more than 600 bush fire mitigation projects funded through the NSW RFS were completed by Rural Fire Brigade and Land Management Agencies. There was a total expenditure of nearly \$9million across the state throughout the 2017/18 financial year.

Coordinated by the NSW RFS and the Nature Conservation Council of NSW (NCC), the Hotspots Fire Project provides landholders with the skills and knowledge to undertake active fire management to protect lives and property, and ensure that biodiversity is protected in healthy productive landscapes. During the reporting year, 12 workshops were delivered to 125 landholders in areas of high fire risk and biodiversity value. This produced 66 Fire Management Plans which cover 5,721 hectares.

The Hotspots project has continued to support the growth of cultural fire knowledge with workshops involving Wagonga Local Aboriginal Land Council and Jubullum Aboriginal community.

Another notable achievement was the delivery of a workshop with members of the Carwoola community, which was the first time that the Hotspots program has been held for a disaster-affected community. Local landholders were encouraged to see fire as an integral part of the Australian landscape and as a potentially useful land management tool. The overall aim was to improve the Carwoola community's resilience against future bush fires.

In the Southern Highlands, Hotspots delivered a workshop to the Canyonleigh community. Following the burn, the Canyonleigh residents put their new skills into practice by completing a second private property prescribed burn. The District has also reported increases in hazard reduction certificate applications and local brigade membership.

The NSW RFS has been a proud supporter of the Firesticks Project working with Aboriginal communities across NSW. This project aims to use fire to enhance ecosystem resilience within culturally connected landscapes, integrating contemporary and Aboriginal fire practices to create mosaics across the landscape, reduce bush fire risk and bring Aboriginal and non-Aboriginal communities together to achieve better results for land management.

Firesticks was originally a five-year collaborative project funded by the Australian Government's Clean Energy Future Biodiversity Fund, which concluded in 2016/17. However, the "Firesticks" name has been continued through the creation of an Indigenous-led Firesticks Alliance Indigenous Corporation. Throughout 2017/18 the NSW RFS has continued to support the growth of cultural fire knowledge through collaborations with Firesticks, and provision of firefighter training and mentorship including Indigenous fire workshops on the NSW South Coast at Batemans Bay, Narooma and Nowra.

Further north, a significant project was a collaboration with the Firesticks Alliance in partnership with Northeastern NSW Aboriginal communities to deliver a combined Hotspots Fire Project and Community Protection Plan for Jubullum Village. These activities are strengthening relationships between Aboriginal communities, brigades and districts. They are also building the capacity in communities for continuous management on Aboriginal owned lands to achieve bush fire risk management outcomes through the use of traditional fire management techniques.

Preparing and protecting the community

In the lead up to the bush fire season, work continued on preparing communities for the inevitable return of fire conditions.

Pre-season preparation

In 2017/18, pre-season briefings were delivered through inter-agency cooperative events, such as regional face-to-face briefings, workshops, the state briefing and online delivery.

Incident Controllers gave important insights into previous season's incidents, talking through the lessons learnt, thus helping implement operational changes to prepare for the coming season. This is an important component of the NSW RFS's commitment to conducting after-action reviews and debriefs. These insights were supported with new information about the seasonal outlook, incident management arrangements and priorities, operational readiness, predictive services, public information warnings, aviation and logistics.

Hazard reduction

The NSW Government has committed to targeting the protection of almost 600,000 homes over four years through hazard reduction works, and almost 750,000 hectares of hazard reduction activities across NSW firefighting and land management agencies. These works were supported in the 2015/16 Budget with \$35 million and \$37.9 million each, in the 2016/17 and 2017/18 financial years. Since May 2015 we have completed 612,108 hectares affording protection to 446,772 properties.

In the reporting period 143,271 properties were protected by hazard reduction activities.

Of all these activities, NSW RFS members undertook 1,480 activities comprising 18,531 hectares of hazard reduction work affording protection for 38,040 properties. Appendix 1 contains detailed hazard reduction statistics.

NSW RFS State Mitigation crews also provided assistance to volunteers undertaking strategic bush fire mitigation works in order to accelerate the rate of hazard reduction across the state. Support for more midweek burning through an increase in SMS crews has been implemented to maximise opportunities to complete planned works.

Fire Trails

An access network of trails for firefighting vehicles is essential for the protection of the community and its assets. The Strategic Fire Trail Program aims to develop strategies, frameworks and tools that contribute to a strategic approach for an enhanced fire trail network.

During the year, the Fire Access and Fire Trail (FAFT) processes were trialled in the Lower Hunter and rolled out to 36 other Bush Fire Management Committees (BFMCs) across the state. These BFMCs are now in the process of preparing and finalising their FAFT Plans. This rollout is meeting the anticipated schedule to meet the overall target of all BFMCs having a FAFT Plan in place within three years of the legislation commencing.

Preparations, including environmental approvals, are currently underway to work on upgrading fire trails.

Documentation to support the process has also been completed. The new Fire Trail Standards were gazetted on 14 August 2017. A Service Standard and associated documentation is in draft format and nearing completion.

Arson Prevention

As a result of the combined efforts of NSW RFS fire investigators and the NSW Police Force, 570 fire investigations were conducted with several persons apprehended for arson-related offences.

Improved information sharing between agencies has been made possible by the Arson Trend Analysis System (ATAS) with analysis undertaken by the NSW RFS Fire Investigation and Arson Intelligence unit.

As a consequence of greater powers to issue fines for careless ignitions by landholders, a total of 916 warning letters and penalty notices were issued for illegal fires.

Legislation introduced in 2015 which allowed for infringement notices to be issued for those who discard lit cigarettes saw 2,208 warning letters and penalty notices issued during the reporting period.

The Penalty Notice and Legal Process policies continue to be reviewed and updated to ensure arrangements remain appropriate and protect the community.

Rapid Aerial Response Teams, Remote Area Firefighting Team and Trail Bike Units

The NSW RFS continues to expand its Remote Area Firefighting capability by training 95 additional volunteers and establishing two new district teams at Southern Border and The Hills.

The NSW RFS commissioned two new Remote Area Training Centres at Mogo and Glendenning to provide volunteers with training in helicopter and vertical operations in a simulated environment.

The 2017/18 season was the busiest since the introduction of the program. The Rapid Aerial Response Teams responded to 111 incidents, keeping 95 percent of the fires they attended contained to less than 10 hectares. The teams were on standby 102 times during the bush fire danger period.

The NSW RFS trail bike units also assist with remote area capability. They gain access to rugged bushland, undertake rapid response, fire trail inspections, dry firefighting and arson deterrence. The four Operational Trail Bike units are based in the Monaro, Cudgewong, Northern Tablelands and Macarthur Rural Fire Districts.

Eleven new riders were trained at Mogo during the year and a further three units will be established at the Blue Mountains, Cumberland and Hunter Valley in 2018.

Heavy Plant Program

The Heavy Plant Register has more than 570 contractors with over 4,000 items of plant pre-registered with the Service. Their readiness to assist supports the ongoing success of the Heavy Plant Program.

Neighbourhood Safer Places

Throughout 2017/18, the NSW RFS increased the number of Neighbourhood Safer Places (NSPs) within NSW to 1,013 sites in 112 Local Government Areas. The NSW RFS conducted inspections of all of these sites and facilitated works to improve the resilience of a number of these NSPs.

Community Protection Plans

During the 2017/18 reporting year, 16 Community Protection Plans (CPPs) were completed for communities at risk of bush fire across NSW. A further 51 are in progress.

The LAT and VLAT commenced operations in September and remained in action until early March, undertaking 100 missions on over 20 fires.

One hundred and eighteen CPPs have been completed and approved by Bush Fire Management Committees across NSW since the commencement of this initiative.

Development controls and assessments

The Planning and Environment Service Centres (PESCs) are located at Batemans Bay, Coffs Harbour and Glendenning. In conjunction with local district staff and brigades, the PESCs are responsible for delivering numerous programs and services, including:

- Development Assessment Applications, referred under S100B of the *Rural Fires Act 1997* and S4.14 of the *Environmental Planning and Assessment Act 1979*.
- During 2017/18, the PESCs met targets for development assessment referrals and conducted environmental assessments for all activities where required within agreed time frames.

Building Impact Analysis

Throughout 2017/18, Building Impact Analysis (BIA) teams were deployed to seven bush fire events to undertake Impact Assessments, to identify the impact of the bush fire on the community immediately after a bush fire emergency. These BIA teams assessed fire-affected structures for the presence of asbestos, so residents could return to their homes safely and quickly. This assessment was a key component of the NSW RFS response to the Reedy Swamp Fire (Bega Valley) that affected the community of Tathra and surrounds.

Alongside Impact Assessment, the BIA team have undertaken an in-depth research survey to gain greater insight into the causes of building loss and the effects of bush fire on development.

Developing our capability

The NSW RFS is recognised as a leader in the bush fire and emergency management industry. During the reporting period, the Service continued to improve its capacity to respond effectively to incidents and activities by developing its resources: aviation, predictive services, its multi-faceted State Mitigation programs, training and technology, and more.

Aviation

During the reporting period, the Service embarked on a four-year commitment to the Large Air Tanker and Very Large Air Tanker (LAT and VLAT) program following the successful trial in the two previous years.

The LAT and VLAT commenced operations in September and remained in action until early March. During the year, the LAT and VLAT undertook over 100 missions on over 20 fires, including urban interface areas in the Sydney and Newcastle region, major infrastructure protection at Mount Canobolas, fires in the Pilliga, Tenterfield, Singleton, Mid Coast, Upper Lachlan, Albury, Bega and Shoalhaven areas.

To enable a fast response to fires, the LAT was positioned in a number of locations during the season including RAAF Base Richmond, Tamworth, Albury and Dubbo airports. Specialist equipment has been installed at these locations to allow the aircraft to refuel and refill with rapid turnaround.

The Service continued to use a range of fixed wing and rotary aircraft to respond to a range of incidents. Across the reporting period, there were 1,974 aircraft taskings, involving both contracted and “call when needed” aircraft. In addition to the LAT program, the NSW RFS engaged 32 aircraft on exclusive use contracts through the National Aerial Firefighting Centre (NAFC) including fixed wing bombers, medium winch-equipped helicopters, type one high volume helicopters, linescan aircraft, air observation and air attack platforms. The NAFC aircraft were supported by over 100 tactical aircraft available through “call when needed” arrangements.

The three NSW RFS helicopters continue to be upgraded with additional capabilities in the areas of incident intelligence gathering, Remote Area Firefighting Teams, Rapid Aerial Response Teams and night operations.

Toward the end of the reporting period, the NSW RFS confirmed that the Department of Defence would be giving the Service two ex-military Blackhawk helicopters which would transition to utility aircraft in support of remote area firefighting and night operations.

Ongoing progress was made toward the 20 recommendations of the Conroy Report which followed a review into the State Air Desk during the 2016/17 reporting period. The Service makes ongoing progress implementing those recommendations, with 13 of the 20 recommendations implemented at the completion of the reporting period. Work is well underway on the remaining seven recommendations.

Predictive Services (previously Fire Behaviour and Analysis)

In 2017/18, the Fire Behaviour Unit (FBU) was engaged with more operational activity than in past seasons. This is both a reflection of the level of operational activity as well as the fact that the FBU's role and products are more commonly included in routine operations. The unit continued to support all levels of fire management across the state with fire behaviour predictions and reports. Fire Behaviour Analysts were deployed to nine major incidents (Section 44 declarations).

The NSW RFS continues to enhance weather observation equipment following from the findings and recommendations of the Wambelong Coronial Inquiry. NSW RFS Predictive Services maintains, coordinates the deployment of, and displays and interprets the products from five Portable Atmospheric Sounding Systems and 20 Portable Automatic Weather Stations (PAWS). Another five PAWS have been procured and deployed by NSW RFS Districts.

During the 2017/18 season, this equipment was particularly useful given the large number of fires starting in remote areas where there was little weather observation equipment. They provided vital intelligence to support IMTs as well as assisting the Bureau of Meteorology in preparing severe weather forecasts.

Developing Rescue Capability

Throughout 2017/18, the NSW RFS continued to consult with brigades identified in the State Rescue Board Review of Land Rescue Arrangements, with two brigades completing training in Road Crash Rescue.

In collaboration with other agencies, the NSW RFS developed a road crash rescue vehicle and a general land rescue vehicle with suitable equipment to meet the requirements of the State Rescue Board. In a first for the Service, Mungindi RF Brigade received accreditation as a primary general land rescue brigade.

The NSW RFS will continue to develop a road crash rescue capability in remote parts of NSW in areas identified by the State Rescue Board Review. The introduction of this capability will see casualties of road crash trauma receive a faster rescue response.

The NSW RFS continues to develop its helicopter search and rescue capability, with 30 volunteers successfully obtaining the Certificate 3 in Aviation

Rescue Crew training. The Service provided ongoing support to the State Emergency Service in flood events, and the Environmental Protection Agency and Australian Transport Safety Bureau with helicopter search and rescue activities.

State Mitigation Services

The Assist Infirm Disabled and Elderly Residents Program (AIDER) offers assistance to infirm, disabled and elderly residents to prepare their properties and reduce bush fire hazards. Mitigation crews completed 726 services as part of the AIDER Program, and completed 913 mitigation tasks including 7,970 kilometres of vegetation management as part of mitigation requests. In addition to this, 12,497 hectares of Hazard Reduction burning assistance to districts was provided.

A partnership between State Mitigation Services and the Predictive Services (formerly Fire Behaviour Analysis Unit) continued during 2017/18 for the operational deployment of weather balloons and Portable Automatic Weather Station units into the field. Over 40 weather balloons, and over 20 Portable Automatic Weather Stations were launched, which directly assisted with fire spread calculations and operational readiness preparations.

State Mitigation Services engaged with a discrete Aboriginal community within Region North, establishing Asset Protection Zones and undertaking AIDER Program works in partnership with the local Aboriginal Community.

The Operational and Mitigation Services Business Unit recruited mitigation crew positions to establish a unit in Griffith, which have subsequently been providing mitigation and AIDER services to Griffith and local areas.

During 2017/18, a review of the State Mitigation Services structure was finalised. Following the recommendations of the review, planning and implementation of a realignment commenced. This will provide efficient and effective service delivery and ensure a strong focus on State Mitigation Services personnel in delivering critical fire mitigation and operational services, while supporting local brigades. This included the planning and recruitment of four Area Coordinators.

Operational Resources and Transport

An independent review of operations for State Mitigation Services in May 2018 recommended that the Warehouse and Logistics section operate independently to State Mitigation Services as the Operational Resources and Transport section.

This section continues to support other areas within Operational and Mitigation Services, as well as supporting Headquarters and districts by administering the state warehouse and coordinating a fleet of specialist transport vehicles. In 2017/18 Operational and Mitigation Services provided equipment and personnel support for heavy transport covering a total of 182,000km, to support the operational and routine needs of the NSW RFS.

Operational Resources and Transport coordinated and implemented the centralisation of older generation bush fire Personal Protective Clothing and continues to distribute to all areas of NSW to ensure maximum benefit is gained, wastage is minimised and, most importantly, members are supplied with safety equipment necessary to undertake their work.

Base camp capabilities

In January 2018, State Mitigation Services established a base camp in the small town of Nundle (Tamworth Local Government Area) in support of the Scrub Creek Fire. The base camp accommodated 200 personnel from various agencies, including NSW RFS volunteers and regional staff.

And during the next month, February 2018, State Mitigation Services established and coordinated the base camp at the Singleton Army Camp in support of S44 operations in the Hunter Valley LGA. This camp provided meals and accommodation for both day and night shift firefighting personnel.

Improving skills

While the State Learning and Development Team are responsible for developing training resources and maintaining compliance with the Standards for Registered Training Organisations, the actual delivery of NSW RFS courses occurs at a local level all across the state. In fact, all mainstream courses including Bush Firefighter (BF), Village Firefighter (VF), Advanced Firefighter (AF), Crew Leader (CL) and Group Leader (GL) are delivered statewide at the local district level.

To ensure our members have the knowledge and skills to enable effective service delivery, the Service has continued to invest in a range of modern training programs including the Operational Officer (OpO), Incident Management Team (IMT) training and Incident Controllers Major Incident (ICMI) training. These courses were delivered over a 30-week timeframe.

Volunteer Rescue Association Partnership

To strengthen collaboration arrangements, the NSW RFS continued its partnership with the Volunteer Rescue Association during the reporting period.

This partnership has realised benefits for both organisations in relation to:

- The establishment of a membership records system for VRA
- Transition of the VRA to the NSW RFS as a common Registered Training Organisation (RTO)
- Commencement of a trial of shared communications processes in the Central Coast, Orana and Wagga Wagga areas
- Ongoing shared training delivery for rescue models.

Both the NSW RFS and VRA will continue to identify synergies and opportunities for partnership that mutually benefit volunteer members of the NSW RFS and VRA.

Procurement

During the reporting period, the Service undertook a re-accreditation process under the NSW Government's Agency Accreditation Scheme for Procurement. This scheme allows agencies to undertake different levels of procurement based on their assessed procurement capability. Reflecting the improvement in its systems, processes and practices, the NSW RFS was granted an increased capability, resulting in a Category 2A accreditation level. This empowers the agency to manage its own contracts internally up to a maximum contract value of \$22m.

In partnership with NSW Department of Justice, NSW RFS completed the requirements for gathering and tender processes to introduce a Contract Management Lifecycle System. Implementation will take place in the 2018/19 financial year.

The Service has also continued to update its practices and procedures with respect to procurement during emergency events. One arm of this project has concerned the way in which the Service treats inventory with its storage and tracking.

Building for the future

Land use planning changes announced by NSW Planning & Environment known as the "Carter Street Urban Activation Precinct", has meant that the current NSW RFS Headquarters lease at 15 Carter Street, Lidcombe will not be extended beyond its scheduled expiry in November 2018.

The NSW Government, on behalf of the NSW RFS, has negotiated a long term lease for a new NSW RFS Headquarters at Sydney Olympic Park. Located just a short distance from the current base at Lidcombe, the new building at 4 Murray Rose Avenue will be fitted with state of the art technology to support modern firefighting operations, such as live fire information and intelligence, digital mapping, public information, warnings and media broadcasting.

Construction of the new headquarters this year focussed on the design, planning and resilient construction requirements of this facility. The new operations centre will have increased capacity to ensure that all agencies which provide support during operational periods are accommodated and have access to the State Incident Management resources. As at 30 June 2018, the base building was completed, with fit out commencing for the three floors that the NSW RFS will occupy.

Practical completion is expected for late 2018 and the NSW RFS will progressively commence occupation thereafter, subject to the constraints of relocating during operational activity. A dedicated portal has been developed which is updated as required to allow the project team to share information with staff about the latest project news.

Improving Technology

The reporting period has seen many projects occur throughout the year in the Information Communications Technology (ICT) section of the Service.

With the HQ Relocation program, ICT has been engaged in significant work updating IT equipment, network planning and improving printing capability with "follow me" printing. The section has looked to review network optimisation and an enhancement program to improve services to Fire Control Centres and other locations to be in line with the NBN rollout.

IT products that support our volunteer membership have also received incremental updates. These include the various incident reporting systems (ICON and BIRS), availability and response applications to support brigade management and their Firefighters' Pocket Book.

Products that support operational capability have undergone significant updates with other products reviewed and/or introduced. Recourse Management and situational awareness have seen updates to supporting applications such as EMOS (Emergency Management Operating System) and ICON (Incident Control on Line).

The Service is currently reviewing how it manages its resources to provide a system that supports how crews are managed at major incidents and how to capture this information. The GUARDIAN project, which is an update to the previous system that captured information on Development Applications and fire history information, is currently receiving a major upgrade, which will be fully implemented in the next reporting period.

The NSW RFS website, the primary source of public warnings and information, had 11.5M page views during 2017/18.

Keeping the community informed and safe

The NSW RFS recognises the importance of engaging with communities before, during and after emergency events, and the critical role of information and warnings in emergency management.

Public Information and Warnings

The benefits of timely and relevant information and warnings during emergency situations have again been emphasised across a busy bush fire season. The Service published a total of 464 Major Fire Updates (MFUs) through the NSW RFS website, providing detailed information about specific bush fire threats.

The NSW RFS website, which is the primary source for online bush fire information and warnings, was accessed by more than 6 million people, with 11.5 million page views registered. The most significant days of traffic coincided with major bush fire events including bush fires in the Royal National Park to the south of Sydney, the Tathra bush fire in March, and the Holsworthy fire in April 2018.

Social media proved to be another important channel for providing information to the community before, during and after bush fire events, with the Service's Facebook audience surging past 420,000 users. Similarly, the NSW RFS Twitter and Instagram accounts have more than 100,000 and 15,000 followers respectively.

During the reporting period, a new Fires Near Me smartphone application was launched to the community. The new version provides increased capacity and redundancy, with future enhancements planned which will bring new functionality to users.

Underpinning the Service's approach to information and warnings is the Public Information and Warnings Operational Protocol, which was released during the reporting period. This protocol sets out the objectives of information and warnings, providing guidance to all members about the importance of timely, relevant and tailored information that can help people in bush fire emergencies make informed decisions.

The Service has also been actively involved in the National Warnings Group, which provides national leadership on information and warnings across Australia. The Group's work has included the development of new national guidelines on

information and warnings, good practice guides for warnings redistributors, and progression of a nationally consistent three-level warning framework for multiple hazards, consistent with the existing bush fire warning framework used by the NSW RFS.

Public Awareness

During the reporting period, the Service completed the third and final year of the "I Am Fire" public awareness campaign. The campaign was developed following the 2013 NSW bush fires, and leveraged research that found that many people did not personalise the risk of fire, and therefore did not adequately plan or prepare. Through a coordinated three-year television, radio, online, social and outdoor advertising campaign, and supported by new methods of educating the community such as the www.myfireplan.com.au website, the Service achieved the following results over the lifetime of the campaign:

- increased the proportion of people who correctly assessed that they live in a bush fire prone area from 24% in 2015/16 to 35% in 2017/18;
- increased the proportion of people who have discussed or made a plan from 47% to 69%; and
- increased the proportion of people who have taken action to prepare for bush fire from 38% to 45%.

As part of ongoing campaign initiatives, the Get Ready Weekend event continued to build awareness and involvement from the Service's members and the community. More than 500 events were held across the state, in what remains the largest activation of NSW RFS members outside of fire activity.

Work also commenced on the development of a new three-year public awareness campaign. Following an extensive review of research, and a competitive creative development and procurement process, the NSW RFS will commence the next phase of the campaign for the 2018/19 bush fire season.

Community engagement

The Service has implemented year one of its Community Engagement Strategic Directions 2017-2021.

The Strategic Directions set out a five-year plan for improving and coordinating the approach to community engagement across the state, and this year saw the delivery of three engagement plans for targeted communities: Aboriginal, farming and school communities. The plans were developed through the TESTER Behavioural Insights process, and set out future work to engage and protect these communities.

The plans were launched at the 2018 Australian Community Engagement and Fire Awareness Conference in Coffs Harbour in May 2018. The Conference is the largest fire and emergency services community engagement event in Australia, with more than 500 attendees sharing ideas and resources, and hearing about new approaches to better engage the community.

The Community Safety Training Pathway was reviewed and recommendations made to make training more contemporary, accessible, timely and attractive for our members. The foundation-level training package was redeveloped as Introduction to Community Engagement 2018 and made available in online format with further resources to be delivered over the coming year.

To help ensure community engagement activities are targeted and based on sound evidence, the Service introduced the MOSAIC Segmentation Tool, which provides valuable insights into the economic and social facts in local communities.

All of this work has been subject to robust consultation with members and stakeholders through a variety of workshops, focus groups, networks and consultation committees. The community engagement team extend their thanks to all participants for their contribution and commitment.

Equipping our members

Vehicle development

The Service ensures its fleet of vehicles continues to be fit for purpose by continually assessing and improving their capabilities. Manufacturer's changes to the cab chassis of our primary fleet vehicles, Category 1, 7 and 9, necessitated considerable rework and redesign to ensure ongoing production schedules and fit for purpose standards remained. Our continuous improvement model saw two new prototype firefighting appliances delivered during the reporting period.

The first model is a Category 1 Dual Cab appliance that is equipped with the latest in livery, response and work-based lighting. With manual handling improvements, carrying 3,200 litres of water, fitted with a remote cabin-controlled front-mounted monitor and a mid-mounted pump set, this appliance represents the latest in a series of progressive improvements made over a number of years.

A prototype Category 7 dual cab appliance carrying 1,280 litres of water and fitted with a mid-mounted pump set was also constructed for testing and evaluation.

During the 2017/18 reporting period we reviewed the in-service fleet with regard to pump operating noise, with noise output assessments undertaken on over 120 in-service tankers. This review informed improvements in new vehicle designs and assisted us in developing a program of noise mitigation. By trialling the mid-mounted pump set in these two prototypes, the Service can evaluate the noise mitigation works implemented on these two appliances and their effects on the working environment of members who operate the pump sets.

Engineering Services have contracted and constructed two new rescue appliances to support the rescue areas identified around NSW. A light rescue appliance on a Toyota Landcruiser and a medium rescue appliance on an Isuzu NPS 300 Dual Cab have completed construction and will be commissioned into service in the next reporting period.

Radio communications

The NSW RFS is working closely with the NSW Telco Authority on the introduction of the Critical Communication Enhancement Program (CCEP). The CCEP both expands and upgrades the Government Radio Network (GRN) with the aim of delivering an integrated public safety radio network across the state of NSW by 2021.

This program aims to enhance the state's existing shared Government Radio Network (GRN) by consolidating the large number of separate radio networks that are owned and operated by various NSW Government agencies. It also delivers a single platform to support the adoption of future technologies as the technology matures, technologies such as public safety mobile broadband.

The Service has secured a two-year funding package to upgrade more than 13,000 radio terminals in appliances and FCC locations around NSW, commencing in the 2018/19 financial year. This program will deliver a base platform for the NSW RFS to introduce an Automatic Vehicle Location (AVL) program, using the GRN as a transport mechanism to better support its operational capabilities.

The NSW RFS has undertaken a pilot using AVL technology, which validated the network's capability to effectively carry data and report on location, including the status updates. This trial also showed that in lower volume traffic areas such as in northwestern NSW, data can be carried successfully on Phase 1 GRN networks.

Digital Security

Processes and systems have been implemented to comply with security requirements and guidelines. These include the NSW Digital Information Security Policy and establishing the foundation for further ISO 27001 compliance. An improved antivirus system was implemented, while ICT successfully performed a security "penetration test", further ensuring security of the Service's systems and networks.

The Digital Information Security Annual Attestation Statement is in Appendix 2.2.

NSW RFS Library Services

The NSW RFS Library is a popular resource for members and the wider community. The NSW RFS answered over 3,000 queries in the reporting period from NSW RFS volunteers and staff, Australian and international emergency service agencies, university students, schools and the public. The library also assisted those participating in Incident Controller Major Incident (ICMI), Operational Officer (OpO) and Australian Institute of Police Management (AIPM) programs.

The library provides online access to magazines and access to the library's growing collection of eBooks, which exist in addition to our specialised collection of hardcopy titles.

The NSW RFS publication, the *Bush Fire Bulletin*, continues to be digitised by the National Library of Australia (NLA), and is searchable online to readers and researchers around the world through the NLA's TROVE database. The library continues to update the NSW RFS's catalogue electronically into the NLA database, providing all libraries across Australia with access to our records.

Our Members

Our workforce comprises 72,491 volunteers and 948 staff, working together to deliver community-based fire and emergency services across NSW. During the year, the NSW RFS continued to implement the key actions and strategies of the Next Generation Workforce Plan to meet the workforce challenges of coming decades.

Youth participation in the NSW RFS

In 2017/18 the NSW RFS continued to focus on engagement with young people through a range of youth development programs and initiatives.

SECONDARY SCHOOL CADET PROGRAM

The Secondary School Cadet Program is one of our longest running and most successful youth programs, in which local brigades partner with schools to deliver practical skills and an appreciation of emergency service volunteering through a structured training program. In 2017/18 a further 51 programs were delivered across NSW to a total of 823 students.

YOUTH AWARDS AND RECOGNITION

The Young People in Emergency Services Awards ceremony was held at Parliament House in May 2018. The annual event sees the Minister announce "Cadet of the Year" and "Young Volunteer of the Year" awards. The ceremony, held during National Volunteer Week, publicly recognised the achievements of young volunteers in NSW emergency services.

Minister Troy Grant presented awards to:

- **Cadet of the Year:** Mr Anthony Coan from Carenne School in Bathurst
- **Young Volunteer of the Year (16-25 years):** Mr Ash Morrow, from North West Orange Brigade
- **Young Volunteer of the Year (12-15 years):** Mr Jack McQuellin, from Riverina Highlands Cadet Brigade

SUMMARY REVIEW OF OPERATIONS

NSW RFS YOUNG LEADER SCHOLARSHIP

The Young Leader Scholarship recognises and develops the leadership and communication skills of our emerging young leaders, through participation in an eleven-day voyage aboard the *STS Young Endeavour* sailing ship. The 2018 Young Leader Scholarship was awarded to Ms Hannah Redman of Ridgeway Brigade.

INAUGURAL ROTARY EMERGENCY SERVICES YOUTH SCHOLARSHIP

Mr Lachlan Sutherland of Gulgong DC and Dubbo HQ Brigades, was named as the inaugural winner of the Dorothy Hennessy OAM Emergency Services Youth Scholarship at the Rotary NSW & ACT Emergency Services Community Awards in May 2018.

NSW RFS YOUNG MEMBERS GROUP

The Young Members Group (YMG) was established in 2010 as an advisory group for young members of the NSW RFS. The YMG is a sub-group of the MSCC of volunteer members and is for members aged between 18 and 25 years. The Group plays an important role in the Service's consultative process and has provided valuable input on a broad range of policies and issues from a youth perspective, culminating in the release this year of a District Pack to support further engagement of young members at a local level.

The Group also hosted the Young Members Forum in July 2017, which for the first time was held with the NSW RFS Leadership Forum.

AUSTRALIAN FIRE CADET CHAMPIONSHIPS

In October 2017, the NSW RFS again co-hosted the biennial Australian Fire Cadet Championships at Myuna Bay. This national event is a unique opportunity for over 220 young members of Australian fire and emergency services to come together in a fun and competitive environment to demonstrate their skills, teamwork and leadership.

YOUTH PARTICIPATION WORKSHOPS

A further seven Youth Participation Workshops were conducted in NSW RFS districts to develop the capabilities of leaders and coordinators of programs involving junior members.

Volunteer Recruitment and Retention

During the reporting year a number of other initiatives to support volunteer recruitment and retention were delivered, including the District Volunteer Workforce Planning toolkit. New tools were developed and piloted with a number of Districts to enable them to gather and analyse volunteer workforce data, and develop local workforce plans. The toolkit will continue to be refined and expanded based on the needs of Districts and brigades.

Code of Conduct and Ethics for volunteers

A two-day workshop was held for trainers of Code of Conduct and Ethics for volunteers. The inaugural workshop, facilitated by the Professional Standards Unit, is part of a strategy to roll-out training for volunteers at brigade level.

Twenty-three staff and volunteers from all regions attended, participating in robust discussions, group activities and assessments designed to test their understanding and ability to train others.

New Brigade Constitution

The new NSW RFS Brigade Constitution was rolled out across the state along with the Brigade Management Handbook, templates, information packs and videos.

The Constitution is a critical part of brigade management and helps to set out the way brigades function, the responsibilities of members, and it also provides protection for members and their families.

Seven Youth Participation Workshops were conducted in NSW RFS districts to develop the capabilities of leaders and coordinators of programs involving junior members.

Secondary School Cadet Program

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Cumulative total number of Secondary School Cadet Program students - commencing 2010/11	1,654 (840)	2,484 (827)	3,341 (860)	4,164 (823)	4,975 (811)	5,851 (876)	6,674 (823)
Cumulative target number of Secondary School Cadet Program students	1,600	2,400	3,200	4,000	4,800	5,600	6,400

Supportive Employers Program

The NSW RFS Supportive Employers Program recognises businesses who grant volunteers leave to attend emergency incidents during work hours without financial disadvantage and who also implement measures such as specialised leave or who promote volunteering achievements.

The 12 recipients honoured this year included a range of small businesses, large corporations and government agencies located throughout the state.

Volunteer Surveys

Last year, the NSW RFS introduced two ongoing volunteer surveys - one for new members and another for members who have recently resigned. In 2017/18, 427 member surveys and 157 exit surveys were submitted. Responses are being analysed to gain a better understanding of why people are joining and why they leave the Service, and what the NSW RFS could do to attract and retain volunteer members more effectively. In turn, this will inform future volunteer workforce planning strategies and initiatives.

Volunteer to Career

Volunteer members are encouraged to pursue a career in the Service through the Volunteer to Career (V2C) Program. This year, a review of the program resulted in an increase in the number of attendees to 55 (in 2016/17 it was 35), reflecting volunteers' growing interest in applying for roles in the Operational Officer, Communications, and State Mitigation recruitment programs.

Workforce Diversity and Inclusion

The NSW RFS seeks to increase the diversity of both our staff and volunteer workforce through inclusive and flexible membership practices. The Service has implemented or progressed workforce diversity initiatives in 2017/18, including:

MARDI GRAS

March 2018 marked 10 years of NSW RFS participation in the Sydney Gay and Lesbian Mardi Gras Parade, with a record number of members expressing their interest in joining the NSW RFS marching contingent. Forty-seven members marched, along with an additional 13 guests of members, to promote the NSW RFS as an organisation that accepts people from all walks of life and to support, encourage and celebrate diversity within our membership.

MALE CHAMPIONS OF CHANGE - FIRE AND EMERGENCY SERVICES

The Fire and Emergency Male Champions of Change group was established in April 2017 with support from the Australasian Fire and Emergency Services Authorities Council (AFAC). During its first full year of operation NSW RFS Male Champion, Commissioner Shane Fitzsimmons, conducted a series of "Listen and Learn" forums with male and female members to gather their perspectives and ideas on gender representation within the NSW RFS. In response to feedback from the Listen and Learn process, AFAC Council approved the establishment of seven Action Groups to advance gender equality in the sector.

Commissioner Shane Fitzsimmons was signatory to the report, "We Set The Tone", aimed at eliminating everyday sexism from our organisations and workplaces.

RESPECTFUL AND INCLUSIVE WORKPLACE TRAINING

Respectful and Inclusive Workplace online training was made available to all staff and volunteers in September 2017. The program reinforces the principles of the Respectful and Inclusive Workplace Service Standard, which specifically address behaviours associated with bullying, discrimination, vilification and sexual harassment. The training program is mandatory for staff.

RESEARCH IN DIVERSITY

NSW RFS is a key stakeholder in the Bushfire and Natural Hazards Cooperative Research Centre project, *Diversity and Inclusion: building strength and capability*, which aims to assist understanding and practice of diversity and inclusion (D&I) in EMS organisations.

NSW RFS also partnered in a collaborative research project, *Resilient Together: Engaging the knowledge and capacities of refugees for a disaster-resilient Illawarra*, conducted by the University of Wollongong. The research was conducted in partnership with Wollongong City Council, NSW Rural Fire Service Illawarra District, Illawarra Multicultural Services, Multicultural Communities Council of Illawarra, the Strategic Community Assistance to Refugee Families, and community representatives including former refugees living in the Illawarra.

MULTICULTURAL POLICIES AND SERVICES PROGRAM (MPSP)

Outcomes achieved in 2017/18 include:

- In 2012 the NSW RFS changed the membership application process to offer all new volunteer members the option to complete a personal diversity profile including ethnic background, languages spoken and disability status. Reporting in June 2018 indicates that the majority (over 95%) of new members take the opportunity to complete the diversity profile, and the percentage of members who now have a diversity profile in their membership record has reached 25 percent.
- Throughout 2017/18, promotion of cultural diversity continued through the existing channels of social media, the intranet, the public website and publications, and included the official celebration of Harmony Day, international programs and a range of local brigade-based activities.

- The “I Am Fire” three-year public awareness campaign featured a strategy targeting Culturally and Linguistically Diverse (CALD) communities through radio, print and social media channels. The campaign concluded in 2017/18.
- As an MPSP Designated Agency, NSW RFS participated in consultations with Multicultural NSW to inform the development of the multicultural Planning Toolkit
- Continued participation in the Refugee Employment Champions network.

Strategies and activities planned for 2018/19 include:

- A new three-year bush fire safety campaign will commence in September 2018, with a continued investment in targeting CALD communities. The focus in the first year will be on radio, online and social media channels with a separate campaign for Get Ready Weekend to promote brigade activities across the state.
- Review the NSW Government Language Services Guidelines provided by Multicultural NSW and identify relevant areas for NSW RFS to improve the provision of language services.
- Further support tools and guidance for local workforce planning to enable Districts and brigades to understand the cultural diversity of their communities, and develop volunteer recruitment strategies to support diversity.

DISABILITY PLAN

The NSW RFS Disability Plan supports the overall vision and objectives of the NSW Disability Inclusion Plan to address barriers within government departments and local communities for people with a disability. The actions within the Plan focus on the programs, policies and service standards associated with employment and participation, and service delivery for people with a disability.

Among the Service’s achievements in 2017/18 are the Service’s participation in the Public Service Commission’s Disability Awareness e-Learning Project, which develops disability awareness training for NSW public sector employees and managers.

The NSW RFS Hornsby/Ku-ring-gai District also continued its successful partnership with St Edmund’s College to deliver the Secondary School Cadet Program, tailored to a co-educational special high school for teenagers with a wide range of disabilities including sensory impairment, intellectual disability and autism. This is the fifth year St Edmund’s has participated in the program.



Photo by Adam Hollingworth

ABORIGINAL SERVICES

During 2017/18 NSW RFS implemented the following strategies and programs to develop resilience in Aboriginal communities and support Aboriginal volunteering and employment opportunities:

- The 2018 Australian Community Engagement and Fire Awareness Conference focussed on engaging with specific at-risk communities including schools, farming, and indigenous communities. The indigenous community engagement strategy launched at the Conference will deliver activities and resources to reduce the risk of fire on indigenous communities.
- Delegates at the Conference were also invited to observe a cultural burn led by Darrunda Wajaar Rangers in Bruxner Park Flora Reserve to learn about cool burn techniques and traditional burning practices.
- The Hotspots program conducted a workshop series with the Wagonga Local Aboriginal Land Council (LALC) near Narooma. The workshop followed a three-day cultural burning workshop and Bush Firefighter training for the Rangers that was delivered by NSW RFS and National Parks and Wildlife Service.
- Through the Firesticks Alliance, NSW RFS also participated in a three-day workshop on Wahlubal Country within the West Bungalung Nation. The event consisted of pre-burn workshops at Jubullum LALC, planning and site assessment, burning on Jubullum country, and working with the community to establish its own property fire management plan and a Wahlubal fire and seasons calendar.
- Continued Stage II of the Bushfire Resilience for Aboriginal Communities (BRAC) project to review the Community Protection Plans for the 34 identified BRAC communities.

Industrial Relations Policies and Practices

In 2017, the Public Service Association of New South Wales (PSA) filed an application in the NSW Industrial Relations Commission (IRC) to vary the *Crown Employees (Rural Fire Service) Award*. Following this, the NSW RFS invited the PSA to enter into discussions outside of the IRC arbitration process, which the PSA agreed to. Regular report-backs inform the Commission of progress.

A bargaining team was formed to discuss a replacement or variation of the *Crown Employees (Rural Fire Service) Award* with representation from both parties. During the 2017/18 reporting period, bargaining discussions progressed on a number of topics. Any discussions between the parties are subject to the operation of the NSW Public Sector Wages Policy 2011 and/or the State Wage Fixing Principles. Staff members have been kept informed as the bargaining progresses.

Statement setting out WHS performance

Ongoing enhancements to the NSW Rural Fire Service Health and Safety Management System occurred during the reporting period.

These included:

- The Health & Fitness Initiatives Plan was transitioned into the Your Health Matters (YHM) Plan and Program. Key Achievements of the YHM program were the roll-out of face-to-face "Get Healthy @ Work" health checks for members. Four hundred and fifty members have completed the health checks. The YHM Program has distributed Quarterly Packs to all NSW RFS brigade stations and offices with content including health promotion items and resources, injury prevention topics and a quarterly event calendar.
The NSW RFS conducted a YHM Survey with members to gain an understanding of the effectiveness of the YHM Program and where to focus resources into the future.
- The NSW RFS conducted extensive consultation with stakeholders to develop a 5 Year Mental Health Plan 2018-2023 that promotes an integrated approach to mental health with a focus on 3 Key Areas - Protection, Promotion and Intervention.
- The IMSAFER tool was released into induction training and the Firefighter Pocket Book to prompt members to review their readiness to undertake work at the NSW RFS.

- The NSW RFS Site Emergency Procedures Guide was developed and released to all brigades and offices to prepare members for a range of emergency situations and how to respond.
- Development and implementation of the health and safety management system and projects in response to the internal WHS Audit Program. A WHS due diligence audit was conducted for Officers (NSW RFS Executive).
- The Health, Safety and Welfare Section has commenced development of a Health and Safety Management System service standard and a supporting Health and Safety Handbook that includes specific guidelines. Service Standard SS 7.1.8 “WHS Consultation and Issue Resolution” was published and this describes a range of consultation mechanisms at the NSW RFS.
- Continuous monitoring and investigation of all reported WHS incidents (including injuries, property damage, near misses and hazard reports). WHS incident statistics were collated and analysed to identify trends, which resulted in the development of specific WHS programs and initiatives. Reported Injuries and Registered Workers Compensation Claims are in Appendix 3.6.

Bushfire and Natural Hazards Cooperative Research

During 2017/18 the NSW RFS strengthened its partnership with the national Bushfire and Natural Hazards Cooperative Research Centre (BNHCRC).

This partnership focused on three research areas:

- Bush fire and natural hazard risks,
- Resilient people, infrastructure and institutions, and
- Economics, policy and decision making.

Across these areas the NSW RFS was represented by 40 members, including two lead-user representatives and 14 end users and is involved in 30 projects.

The NSW RFS hosted 140 attendees at a BNHCRC Research Advisory Forum in April 2018, providing NSW RFS members the opportunity to present and engage with their research project teams.

During 2017/18 the research project about the February 2017 bush fires that was commenced the previous reporting year, was completed. This project conducted post-incident research into the Sir Ivan, Currandooley and Carwoola bush fires, with the final report presented to the Commissioner and Executive in November 2017.

In the same year, the NSW RFS commissioned the BNHCRC under an existing Memorandum of Understanding to conduct post-incident research related to the March 2018 bush fire that occurred in Tathra on the south coast of NSW. The research is being conducted in accordance with the Research Agreement and Statement of Works developed for this project, and the fieldwork was completed and analysis is well underway.



Photo by Adam Hollingworth



4

KEY FOCUS AREAS

Key Focus Areas

The NSW Rural Fire Service Corporate Plan identifies six key focus areas with specific objectives assigned to each. These are:

KFA One: People, Property and Environmental Protection

- 1.1 All levels of leadership provide effective emergency management
- 1.2 Effective people and property protection programs
- 1.3 Sustainable environmental protection practices
- 1.4 Timely and relevant information and warnings

KFA Two: Coordinated Bush Firefighting and Prevention

- 2.1 Policy and planning frameworks to lead coordinated bush firefighting and prevention
- 2.2 Mitigation works, hazard reduction and community engagement are prioritised in line with risk plans
- 2.3 Effective performance and measurement of prevention, mitigation and bush firefighting strategies

KFA Three: Community Resilience

- 3.1 Communities in bush fire prone areas act on their understanding of the shared responsibilities of resilience
- 3.2 Empowered communities take action based on informed decisions
- 3.3 Risk-based land use and planning arrangements, programs and resources

KFA Four: Our Members

- 4.1 Safe, supportive and inclusive culture and practices
- 4.2 A diverse, flexible, adaptive and sustainable membership that is representative of the community
- 4.3 Informed, engaged, capable and valued members

KFA Five: Organisational Capability and Sustainability

- 5.1 Resource allocation model based on enhanced risk profiles
- 5.2 Organisational capability anticipates and responds to service delivery requirements
- 5.3 Effective leadership, governance and business systems

KFA Six: Partnerships and Collaborations

- 6.1 Influence the emergency management direction through partnerships
- 6.2 Partnerships and collaboration are identified and pursued
- 6.3 Business and sponsorship opportunities generated with the commercial sector

These six KFAs are addressed through the following Strategies and Key Actions with the aim of achieving the stated outcomes.

KEY FOCUS AREAS

STRATEGIES

- S1 Manage the expectations and capability of the community, volunteers and staff for improved levels of awareness and readiness to act
- S2 Continue to employ technology and systems that meet organisational needs
- S2.1 Continue to manage and quantify risks to improve community safety
- S3 Continue to develop data collection and management tools, intelligence gathering and forecasting capability for evidence-based and opportunistic decisionmaking
- S4 Continue to improve organisational diversity through inclusive and flexible membership ensuring the volunteer culture remains core to our business now and into the future
- S5 Continue to engage in a broad range of member training and development, increasing adaptability to unfolding events
- S5.1 Continue to develop and implement organisational health and safety programs that improve the health, safety and wellbeing of our members
- S5.2 Continue to increase knowledge and awareness of NSW RFS governance arrangements
- S5.3 Use new and existing infrastructure, technology and systems to increase efficiency and effectiveness
- S6 Use compliance controls to ensure good governance, including the management of corporate operational risk
- S6.1 Further increase accessibility, usage and integrity of organisational data through greater coordination and integration of data management systems and processes
- S7 Continue to engage in effective collaborations within the organisation, with other agencies, local communities, local, national and international governments

KEY ACTIONS 2017/18

- A1 Complete the 2017/18 Key Actions of the 2017–2021 NSW RFS Community Engagement Directions Strategy
- A2 Develop Bush Fire Risk Plan models and processes
- A2.1 Meet government hazard reduction and mitigation election commitments
- A2.2 Implement the enhanced Strategic Fire Trail Program election commitment
- A2.3 Implement the updated Bush Fire Environmental Assessment Code
- A2.4 Implement the updated Planning for Bush Fire Protection
- A3 Continue to connect additional districts with a Centralised Dispatch Implementation Plan
- A3.1 Develop a strategy for a resources and capability alignment framework
- A4 Complete 2017/18 Key Actions of the 2016–2021 Next Generation Workforce Plan
- A5 Continue the provision of multiagency Incident Controller: Major Incident (ICMI) training
- A5.1 Complete 2017/18 Key Actions of the 2016–2021 Health and Fitness Initiatives Plan
- A5.2 Expand the range of training materials and their online delivery
- A5.3 Streamline ICT systems to allow greater mobility

KEY ACTIONS 2017/18

- A5.4 Ensure organisational systems and processes are enhanced to accommodate changes and improvements, including those related to emergency procurement, changes in funding arrangements and local government reforms
- A6 Complete two Remote Area Fire Fighting Training Centres by 2019
- A6.1 Deliver a vehicle-based mobility framework and trial an automated vehicle location (AVL) system
- A6.2 Implement the 2018-2023 Station and Fire Control Centres Strategy
- A6.3 Implement the staged rollout of the next generation of Bush Fire Personal Protective Clothing
- A6.4 Implement the GUARDIAN system to manage information regarding bush fire risk mitigation activities
- A6.5 Implement NSW RFS Headquarters relocation strategy to schedule
- A6.6 Complete enterprise architecture including an ICT systems and consolidation roadmap
- A6.7 Commence the phased implementation (Stage 1) of the combined member website project
- A6.8 Implement year 1 of the 2-year Radio Terminal Replacement Program
- A7 Conduct joint exercises and training with other Emergency Management agencies including Police
- A7.1 Build and evaluate a prototype National Fire Danger Rating System

OUTCOMES 2017/18

- O1 Communities are enabled to share responsibility for fire preparedness, prevention and actions during fire activity
- O2 Enhanced Bush Fire Risk planning, leading to improved treatment strategies
- O3 Improved intelligence gathering for detection, response and community warnings
- O4 The NSW RFS membership better reflects the local community
- O5 Members are better able to meet the needs of the community
- O5.1 Members are better able to meet governance and government requirements
- O6 The NSW RFS has fit for purpose systems and infrastructure
- O7 Improved emergency service outcomes through partnerships and collaborations

KFA One

PEOPLE, PROPERTY AND ENVIRONMENTAL PROTECTION

The NSW RFS protects lives, property and the environment in a proactive and ecologically sustainable manner.

The community relies on the NSW RFS for timely and relevant information and warnings about incidents to make informed decisions and post-incident tools to assist with rebuilding communities devastated by fires.

A1 Complete 2017/18 Key Actions of the 2017–2021 NSW RFS Community Engagement Directions Strategy

A2.2 Implement enhanced Strategic Fire Trail Program election commitment

Key Action A1

Complete 2017/18 Key Actions of the 2017–2021 NSW RFS Community Engagement Directions Strategy

The NSW RFS Community Engagement Strategy is intended to ensure activities are conducted in a coordinated and strategic way, leading to an increased understanding of the concept of shared responsibility during emergency events.

- During 2017/18, delivery of the 2017–2021 Community Engagement Directions Strategy commenced with fifteen actions being completed or on target. These included, but were not limited to: the rollout of three targeted engagement strategies for indigenous, farming and school communities; delivery of the Australian Community Engagement and Fire Awareness (ACEFA) Conference; state-wide surveys completed; enhancement of post-fire research methodology and reporting; delivery of a toolkit to support the TESTER (Target Explore Solutions Trial Expand Review) framework. The revised Service Standard 4.3.1 Community Engagement underwent the consultation process and awaits further amendment prior to its finalisation.
- Planning will continue into 2018/19 to support the timely progression and finalisation of the items as per the Community Engagement Direction Strategy schedule.

The Community Engagement Strategic Directions 2017–2021 are available on the NSW RFS website and further details can be found on page 40.

Key Action A2.2

Implement enhanced Strategic Fire Trail Program election commitment

The focus of this project is to develop strategies, standards, frameworks and tools to contribute to a strategic fire trail network across NSW. This enhanced network enables the coordinated management of bush fire mitigation and suppression activities by providing adequate access for firefighting vehicles, which is essential for the protection of the community and its assets.

During 2017/18 some key achievements of the program included: Fire Trail Standards and Guidelines finalised and gazetted; finalisation of Private Land Agreements and information packs; endorsement of BFCC Policy 2/2007 Fire Trails; release of NSW RFS Fire Trail Design, Construction and Maintenance Manual; drafting of the Fire Trail Service Standard; delivery of 33 Fire Access and Fire Trail (FAFT) Workshops; the development and evaluation of the Contract for state-wide, tenure blind supply and installation of fire trail signage.

The first Fire Access and Fire Trail (FAFT) Plan (Lower Hunter) was trialled and approved by the BFCC and supported by the Fire Trail Reference Group. This FAFT Plan and Report on the Trial, will be tabled for approval at the next BFCC meeting in August 2018.

KFA Two

COORDINATED BUSH FIREFIGHTING AND PREVENTION

The NSW RFS is researching and developing a range of new potential bush fire risk management models and processes. This is a long-term initiative that will result in significant improvements to how bush fire risk is identified and managed across NSW.

The NSW RFS drives effective multi-agency risk planning prevention strategies and response arrangements.

One of the many planning strategies for bush fire suppression is an adequate access network for firefighting vehicles and appliances to be able to protect the community and its assets.

A2 Develop Bush Fire Risk Plan models and processes

A2.1 Meet government hazard reduction and mitigation election commitments

A3 Continue to connect additional districts with a Centralised Dispatch Implementation Plan

A3.1 Develop a strategy for a resources and capability alignment framework

Key Action A2

Develop Bush Fire Risk Plan models and processes

The Bush Fire Co-ordinating Committee (BFCC) is responsible for the Bush Fire Risk Management Framework which includes the development of a model Bush Fire Risk Management Plan (BFRMP). BFRMPs are developed with Bush Fire Management Committees to protect assets including communities, buildings and infrastructure as well as culturally and environmentally sensitive locations.

During 2017/18 treatment modelling for The Hills BFMC trial was completed and an evaluation of treatment options recorded. Singleton/Muswellbrook has been identified as the next test area. A Pilot of new BFRMP tools and processes that have been developed during the year will be completed and evaluated in three BFMCs in 2018/19. In May 2018 the BFCC agreed to an amended schedule for the pilot and tool development, with a completion date for these tools now Q4 2019. Ongoing work on modelling trials is to be completed in parallel.

Key Action A2.1

Meet Government hazard reduction and mitigation election commitments

Hazard reduction is an ongoing priority for the NSW Government and the NSW RFS as it contributes to the protection of lives, property and the environment. This NSW RFS hazard reduction program provides the means by which the NSW RFS and other land managers seek to meet the NSW Government 4-year target of 750,000 hectares treated and 600,000 properties protected for the period 01 April 2015 to 31 March 2019.

As at 30 June 2018 the annual figures reported are: 132,718 hectares treated (Target 187,041) and 134,753 properties protected (Target 148,793). Throughout spring and into summer, NSW experienced above average maximum temperatures, with cooler than average minimum temperatures. This combined with below- to very below-average rainfall, had the effect of pre-conditioning fuels to be more susceptible to fire. These conditions led to the postponement of a number of spring/early summer hazard reduction burns for safety reasons, and hazard reduction works continue to be adversely affected by dry weather coming into the autumn period. Fire and land management

agencies continue with pre-emptive hazard reduction work and planning to optimise the number of burns conducted as favourable weather conditions arise. It is noted that State Mitigation Support (SMS) crews completed 913 SMS jobs; 726 Assist Infirm, Disabled and Elderly Residents (AIDER) jobs; and completed 7,970kms of vegetation management.

Key Action A3

Continue to connect additional districts with a Centralised Dispatch Implementation Plan

A centralised dispatch system provides a modern, uniform incident response system that is efficient with the allocation of appropriate resources. Expansion of the current system is aimed at improving communication and data capabilities and increasing the capacity and quality of the system.

An evaluation of existing resourcing of the capacity of the Operational Communications Centre (OCC) resulted in recruitment of additional personnel. An implementation plan, OCC Integration, including the schedule of integration works, has been finalised. The Work Place Advisory Committee Sub-Committee have completed the priority order for the remaining Districts and scheduling of required integration works will reflect this.

Riverina Highlands and Bland Temora Districts are on-track for Go Live July 2018. Due to the complexities of ICT infrastructure and integration with dependant systems used for Central Dispatch, it was agreed to amend the on-boarding of only two new districts rather than the originally planned three. It has been noted that the NBN implementation and expansion of the CCEP will have an effect on the continuing roll-out.

Key Action A3.1

Develop a strategy for a resources and capability alignment framework

To assist the NSW RFS conceptualise, generate and manage current and future operational capability in a holistic manner, an operational capability model is being developed.

Early in the year workshops were conducted with the Steering Committee to conceptualise NSW RFS requirements for an integrated Brigade Classification and Capability matrix, which was used to inform the developing draft Operational Capability Service Standard. The further development of this Service Standard will be underpinned by the nationwide evaluation of existing resource modelling frameworks, and the results of this research will be sensed against outcomes of the NSW RFS Capability Working Group objectives.

KFA Three

COMMUNITY RESILIENCE

The NSW RFS enables people to be resilient and well-equipped to withstand the impact of bush fire and its consequences.

Included in this key focus area was the implementation of the updated Bush Fire Environmental Assessment Code and the updated Planning for Bush Fire Protection package. These strategies are aimed at increasing community engagement for bush fire preparedness and planning for bush fire protection.

A2.3 Implement the updated Bush Fire Environmental Assessment Code

A2.4 Implement the updated Planning for Bush Fire Protection

Key Action A2.3

Implement the updated Bush Fire Environmental Assessment Code

The Bush Fire Environmental Assessment Code provides a streamlined environmental assessment process for bush fire hazard reduction. The Code was reviewed and amended to improve its operation and incorporate new science. The amended Code provides NSW with a best practice streamlined environmental approval mechanism for bush fire hazard reduction activities.

The Bush Fire Environmental Assessment Code has been amended taking into consideration submissions from its various stakeholders. The Draft Revised Bush Fire Environmental Assessment Code (along with supporting documents) awaits Ministerial approval, with agreement that the Code will be gazetted in parallel with the release of GUARDIAN. As such, work continued to ensure that GUARDIAN provides for the assessment and issuing of Bush Fire Hazard Reduction Certificates in accordance with the revised Code. NSW RFS policies and procedures are being updated to reflect the revised Code in preparation for its commencement in Quarter 2, 2018/19.

The 2018/19 period will see the finalisation of NSW RFS policies and procedures, the delivery of updated training on the revised Code to existing Code users, completion of GUARDIAN, training in GUARDIAN, and the commencement of the revised Code.

Key Action A2.4

Implement the updated Planning for Bush Fire Protection

Planning for Bush Fire Protection (PBP) uses the NSW development assessment system to provide for the protection of human life (including firefighters) and to minimise impacts on property from the threat of bush fire, while having due regard to development potential, onsite amenity and protection of the environment.

The review of Planning for Bush Fire Protection 2006 has been completed and approved by the Minister for publication. The timeframe for legislative enactment was agreed to with the Department of Planning and Environment (DPE) to take place in May 2019, in line with the introduction of a new National Construction Code and Australian Standard 3959. The development of the revised Development Application (DA) assessment processes are being captured within GUARDIAN. Stakeholder engagement, training and policy development programs will also be implemented into 2018/19.

KFA Four

OUR MEMBERS

The NSW RFS fosters a safe working culture, actively promotes a diverse, flexible and adaptive membership, and values and appropriately recognises the contribution of our members, both staff and volunteer.

Initiatives in this Key Focus Area are aimed at strengthening the NSW RFS workforce, upholding our ethical and respectful work ethic, and defining a range of health and wellbeing initiatives for members.

A4 Complete 2017/18 Key Actions of the 2016–2021 Next Generation Workforce Plan (NGWP)

A5.1 Complete 2017/18 Key Actions of the 2016–2021 Health and Fitness Initiatives Plan

A5.2 Expand the range of training materials and their online delivery

A6.3 Implement the staged rollout of the next generation of Bush Fire Personal Protective Clothing

A6.7 Commence implementation (stage 1) of the Member Website Project

Key Action A4

Complete 2017/18 Key Actions of the 2016–2021 Next Generation Workforce Plan

The NSW RFS Next Generation Workforce Plan (NGWP) identifies the outcomes that are important to the NSW RFS' capability to meet the workforce (staff and volunteer) challenges of future decades. There is a specific focus on the next four years. In 2017/18 initiatives include diversity, streamlining processes and practices and the continued roll-out of Code of Conduct training.

The 2017/18 key actions included:

- **A1** Develop a unified organisational framework for diversity and inclusion
- **A1.1** Develop a plan for gender diversity
- **A2** Implement phase one of District volunteer workforce planning framework
- **A3** Expand existing toolkit for membership recruitment and retention and develop online functionality
- **A4** Streamline online membership enquiries and application systems and processes
- **A4.1** Develop SAP Business Intelligence Reporting requirements for more effective analysis of membership data
- **A5** Continue to strengthen the governance framework for child and youth participation
- **A5.1** Continue roll-out of Code of Conduct and Ethics training for volunteer members
- **A6** Continue to build next generation training delivery up to Crew Leader level
- **A6.1** Review and evaluate the Operational Officer (OpO) program to align with current and future requirements
- **A7** Improve communication and utilisation of membership initiatives and programs

During the year, seven of the twelve (NGWP4 has two components) 2017/18 Key Actions were completed or were on target for completion. The remaining five actions will be carried over to the 2018/19 planning year. These are:

- **NGWP A1 and A1.1** — relating to the diversity framework and plan. These have been impacted by a scope change.
- **NGWP A5** — relating to governance for child and youth participation reported as behind target due to a scope change after stakeholders attended a child protection and youth participation workshop in February 2018.
- **NGWP A6** — release of eLearning modules. Reported as behind target due to lack of resourcing, however finalisation of recruitment will resolve this in early 2018/19.
- **NGWP 4b** — relating to the online membership application is on hold. This is due to the delay in reviewing similar agency systems and the technical work requiring the engagement of a contractor.

KEY FOCUS AREAS

- Notable achievements in the Next Generation Workforce Plan (NGWP) during 2017/18 included:
- The Code of Conduct training package for volunteers was approved and trainers endorsed;
- the first phase of the District Volunteer Workforce Planning Framework was implemented, and new tools for recruitment and retention were made available;
- New processes for responding to membership enquiries through the NSW RFS website were introduced;
- Gender diversity planning was progressed through the establishment of Male Champions of Change program Action Groups;
- Communication of membership initiatives and programs included the release of the Young Members District Pack, International Women's Day celebrations and the promotion of the Young Leaders Scholarship to coincide with Youth Week.

Key Action A5.1

Complete 2017/18 Key Actions of the 2016–2021 Health and Fitness Initiatives Plan

The Health and Fitness Initiatives (HFI) Plan has a five-year implementation period. The Plan defines outcomes supporting and promoting the health and fitness of members, to enhance their wellbeing and the capability of the NSW RFS to provide fire and emergency services to the community. In its first year of implementation a name change to Your Health Matters Plan was agreed to, reflecting a cultural shift to focus on members' overall wellbeing.

Of the nine HFI Plan Key Actions, eight were completed or are on target for 2017/18. The Key Action, HFI A2 Analysis of fitness requirements of current roles for members, is "on hold" as a result of multiple departments working on the Draft Specialist Medical and Fitness Service Standard with the final document dependent upon outcomes of a review of Breathing Apparatus protocols and procedures.

During the year work has achieved implementation of the Your Health Matters Plan, with a cumulative total of 461 member health checks and considerable work done in presentation of data for the Get Healthy at Work program. Your Health Matters Pack Two and Pack Three (autumn and winter 2018) were developed and distributed to all NSW RFS offices, brigades and were published on NSW RFS sites.

The NSW RFS Your Health Matters (YHM) survey was conducted and survey results were presented for display at the RFSA Conference and will be distributed via all communication platforms in July 2018. The Your Health Matters Plan 2018/19 and Mental Health Plan 2018–2023 have been completed and approved by the Commissioner.

The 2017/18 Key Actions under the HFI Plan were:

- **A1** Continue to implement ongoing Health and Fitness campaign
- **A1.1** Staged implementation of Get Healthy at Work program
- **A1.2** Monitor Health and Fitness activities and impact on WHS incident occurrences and trends
- **A2** Analysis of fitness requirements of current roles for members
- **A3** Develop an implementation plan for the release of the member health and fitness self-assessment guide
- **A3.1** Embed IMSAFER principles (Illness or Injury, Medication, Stress, Alcohol or Drugs, Fatigue, Expertise, Review) in induction training
- **A3.2** Develop an implementation plan for the release of the Supervisory Officer health and fitness guide
- **A4** Finalise the NSW RFS Mental Health Strategy
- **A4.1** Analysis of results from NSW RFS Health and Fitness Survey to inform future health and fitness initiatives

Key Action A5.2

Expand the range of training materials and their online delivery

In 2017/18 the NSW RFS will continue to expand the range of blended learning programs available on FUEL. FUEL is an online portal which provides members with access to online learning and associated learning resources. Work will continue on training materials to facilitate the increase of operational capability related to rescue.

Initial work to source a provider for the eLearning modules was delayed while awaiting sectional budget approval in the early part of 2017/18.

With Learning and Development staff taking up other opportunities within the NSW RFS due to the section's relocation to Dubbo, work progressed with available resources according to the project priorities, however not at the rate required to meet planned targets.

Much of the required recruitment has now been finalised. With the appointment of eCreators, a new production and payment schedule has been agreed to and the initiative carried into the 2018/19 planning and reporting cycle.

Key Action A6.3

Implement the staged rollout of the next generation of Bush Fire Personal Protective Clothing

The NSW RFS undertook extensive consultation and trialling in 2016/17 to improve design, functionality, and the safety features of its Personal Protective Clothing (PPC) range. The final design and fabric was approved, aligning with relevant Australian Standards, and new PPC produced ready for distribution during 2017/18. Part of the rollout of the next generation PPC included a hybrid model which utilised old PPE first, and then the provision of next generation PPC where no stock existed.

Throughout the year there was continued auditing of the ongoing distribution, methodologies and stock levels of old and next generation PPC. In the final quarter, a complete audit was conducted with a mismatch of sizing identified between jackets and pants, which made the stock unusable. This stock will be disposed of in an appropriate and economic manner. After 30 June 2018, only new generation PPC will be issued.

Key Action A6.7

Commence implementation (stage 1) of the Member Website Project

The Member Website Project will replace and combine the existing NSW RFS intranet and MyRFS. Previous scoping work was undertaken to inform the requirements of the website, with procurement and implementation planned during 2017/18 and an expectation that the project would take 2-3 years to achieve finalisation.

During the year, contract negotiations occurred and a vendor was engaged to commence implementation. Phase One discovery has been completed, with a detailed implementation schedule finalised. Phase One implementation consists of a replacement for the NSW RFS Intranet, which is expected to be completed during 2018. Significant customisation is required for Phase Two of the project, which will be a new volunteer solution with MyRFS replacement requiring further enhancements to the base product and additional feature development. Scoping for this body of work, and the project discovery phase have commenced, with a suitable vendor engaged. This work will continue to be reported on throughout the 2018/19 year.

KFA Five

ORGANISATIONAL CAPABILITY AND SUSTAINABILITY

The NSW RFS builds capable and ethical leadership at all levels of the Service. It promotes an organisational culture of reflection, learning and evidence-based decisionmaking; builds and promotes good corporate governance practices and principles and effectively plans and manages assets and facilities to ensure current and future needs are met. This key focus area covers a wide range of programs, such as developing more sophisticated forms of intelligence and testing of new forms of resources to understand fire behaviour and combat fires, while building a highly capable and agile workforce through targeted programs and specialised training for members.

To remain sustainable, the NSW RFS must ensure systems are enhanced and readily able to accommodate changes, such as those that are a result of inquiries, in response to an evolving technological and ICT environment, as well as planning new, improved and state of the art infrastructure and online services for members.

Key Actions

A5.3 Streamline ICT systems to allow greater mobility

A5.4 Ensure systems are enhanced to accommodate changes and improvements, including those related to emergency procurement, changes in funding arrangements and local government reforms

A6 Complete two additional Remote Area Firefighting Training Centres by 2019

A6.1 Deliver a vehicle-based mobility framework and trial an automated vehicle location (AVL) system

A6.2 Implement the 2018–2023 Station and Fire Control Centres Strategy

A6.4 Implement the GUARDIAN system to manage information regarding bush fire risk mitigation activities

A6.5 Implement NSW RFS Headquarters relocation strategy to schedule

A6.6 Complete enterprise architecture including an ICT systems and consolidation roadmap

A6.8 Implement year 1 of the 2-year Radio Terminal Replacement Program

Key Action A5.3

Streamline ICT systems to allow greater mobility

The NSW RFS will streamline and simplify the accessibility of information and corporate systems to allow greater mobility and information security when working from off-site locations. This will also align with the move to a "paper-lite" organisation and support ICT systems' ability to adopt change and adapt to emerging trends.

A number of programs were implemented during 2017/18 to support the streamlining and mobility of ICT systems. These included: trials of telephony, Skype for Business and end user devices (desktops and laptops) to ensure fit for purpose requirements within the NSW RFS platform; standardised laptops and desktops were evaluated; and the "follow me" printing trial was completed. The NSW RFS entered into a Whole of Government Contract for Microsoft Enterprise Agreement Licencing, delivering improved services, collaboration tools and cloud capability.

The Client Platform Upgrade Project was completed and compatibility updates were applied to Incident Control Online (ICON) to support greater mobility. Development and implementation of the NSW RFS HQ relocation technology trial program and the final update for the mobility compatibility of ICON was also completed.

Key Action A5.4

Ensure systems are enhanced to accommodate changes and improvements, including those related to emergency procurement, changes in funding arrangements and local government reforms

The NSW RFS positively supports the implementation of organisational change and improvements to meet the needs of government and the community. This incorporates actively increasing organisational capability to meet ongoing dynamic needs of internal and external stakeholders. Under this Key Action a number of projects (across all directorates) are detailed to ensure systems, processes and strategies that underpin our core business are continuously improved for optimum results. Throughout the year much work occurred under the banner of this Key Action, both proactively and reactively, to improve capability in an evolving environment.

During 2017/18, work continued on the Emergency Procurement Program which is made up of four interdependent streams: Emergency Logistics, Valued Inventory, Contract Management and Heavy Plant. Across the year notable achievements included: Request for Proposal documentation for vendor engagement for the Emergency Logistics project was finalised; the Valued Inventory project went live with phase one; the contract to support the Contract Management solution "bravo" was approved; and the solution and suitability assessment for Heavy Plant was completed. Furthermore improved processes in relation to aviation contractor engagement and invoicing resulted in contract management savings of \$271,561 for the 2017/18 fire season. The Independent Commission Against Corruption was provided with an update detailing the NSW RFS improvement strategies undertaken and progress made against these strategies to improve emergency procurement practices. This program of work will continue into the 2018/19 Plan.

All system changes for the Local Government Authority (LGA) Amalgamations Project were finalised and went to production on 26 June 2018.

Interagency collaborations occurred with the Volunteer Rescue Association (VRA) and also included the NSW Department of Premier and Cabinet and the Justice Cluster. Change management procedures and support has been ongoing in the areas of the relocation of Learning and Development to Dubbo, and the relocation of Headquarters. Engagement occurred with the Joint Venture Initiative Group to ensure appropriate changes in SAP Learning Solutions Online (LSO), to record the Unique Student Identifier (USI) and Australian Vocational Education and Training Management Information Statistical Standard (AVETMISS) to meet reporting requirements.

Learning and Development assisted in the development of training, including the Sampling Asbestos Techniques (SAT), to allow for the NSW RFS to conduct a broader range of asbestos testing following Building Impact Assessments. There was also sharing of arrangements for the required Training and Education (TAE) upgrades. The Commissioner continued to participate in the Male Champions of Change Australasian Fire and Emergency Service Authorities Council (AFAC) group.

An independent review into the Bega Valley bush fires (Tathra) that occurred in March 2018 was undertaken at the request of the Minister for Police and Minister for Emergency Services, and was formally commissioned by the NSW Office of Emergency Management. The NSW RFS, with other agencies and stakeholders, provided substantial amounts of information to assist this review.

Post incident, both NSW RFS and FRNSW have established a Joint Operations Taskforce (JOT) which continues to implement a range of measures relating to how the agencies work together in an operational context.

The Government announced a trial of 40 kilometre per hour speed zones around emergency vehicles from 1 September 2018. The NSW RFS Standard Operating Procedure for safe working on roads is being revised and updated to reflect this change.

KEY FOCUS AREAS

Key Action A6 Complete two additional Remote Area Firefighting Training Centres

The focus of designing dedicated training centres is to provide the NSW RFS with infrastructure to support specialised training and ensure specialist firefighting capability is enhanced. Once these centres are complete, Remote Area Firefighting training can be undertaken with training having a focus on winning capability.

With two facilities successfully constructed during 2016/17, two more centres are planned for completion by 2019 – one in Lithgow and one in Tamworth. As at 30 June 2018 the NSW RFS have engaged a contractor for the Lithgow build with initial delays being encountered in regard to the Development Application conditions and transfer of land to Lithgow City Council. Construction of the Lithgow facility will commence in Quarter 1 of 2018/19 with completion expected by November 2018. NSW Public Works have been engaged to manage the development application, design and construction of the Tamworth training centre. The internal platform and simulators for both Lithgow and Tamworth centres have been completed and await completion of the buildings for installation. The progress of both centres will be reported in the 2018/19 Business Plan.

Key Action A6.1 Deliver a vehicle-based mobility framework and trial an automated vehicle location (AVL) system

The NSW RFS will deliver a Mobile Operational System (MOS) which will enable real-time location of appliances, dispatch of appropriate appliances and enable members to communicate operational information to NSW RFS systems. This is a five-year project commencing in 2017/18, with work in 2017/18 to include the development of a strategic approach and a trial of the AVL system.

During the year the trial of AVL units within Communication Systems vehicles was conducted and evaluated. Approval was granted from the NSW Telco Authority to procure a further 610 AVL capable radios, which will be installed into appliances in the Central Coast, Lake George and North West Districts forming a larger trial program. The commencement of this trial is scheduled for Quarter 1 of 2018/19. Toward the end of the reporting year the outcomes of the NSW

Government report of the review conducted on the Bega Valley bushfires were released. Linked to Recommendation 6 of the report and as a matter of priority, AVL capability is to be rolled out for all vehicles in the NSW RFS fleet. During 2018/19 the NSW RFS will work in partnership with the NSW Telco Authority to assist in the development of a whole of government approach to AVL to be applied across the Emergency Services Sector.

Key Action A6.2 Implement the 2018–2023 Station and Fire Control Centres Strategy

The purpose of the 2018–2023 Station and Fire Control Centres Strategy is to develop a future plan, with a medium-term focus to replace or renovate fixed infrastructure to strengthen local communities. This will clearly define budget forecast information to partner councils, and be supported by rigorous and detailed procurement and governance strategies.

The 2018–2023 Station and Fire Control Centres Strategy was finalised and the proposed construction program aligned to the draft 2018/19 District Budget allocations. The budget was announced in late June 2018 and the final District Budget allocations are expected to be provided to Councils in Quarter 1 of 2018/19. Any further adjustments, if required, will be undertaken to align infrastructure priorities with available budget.

Key Action A6.4 Implement the GUARDIAN system to manage information regarding bush fire risk mitigation activities

GUARDIAN will provide a spatially enabled workflow capability that addresses all operational risk assessments and treatments carried out by the NSW RFS and other agencies. It is a replacement to the pre-existing Bush fire Risk Information Management System (BRIMS) and will better satisfy organisational needs. During 2016/17 five work streams were agreed and the elicitation stage was completed. During 2017/18 work was conducted on system analysis, design, workflows and the building of interfaces and integration.

The GUARDIAN project is a complex interaction of systems and vendors. Work streams include software supply and configuration, project management, integration, testing and data migration. Actions of an external body early in the financial year resulted in ongoing delays.

A firm has been engaged to ensure effective program management, including development of an effective integrated schedule to manage all disparate vendors more effectively. Release 1 of GUARDIAN (80% of the scoped functionality) is now anticipated to be implemented by February 2019. The second release to provide all initially scoped functionality will be further considered at that time.

Key Action A6.5

Implement NSW RFS Headquarters relocation strategy to schedule

NSW RFS established the Headquarters Relocation Program in response to land use planning changes, with the aim to relocate by October 2018. During 2016/17 a site was identified, a contractor engaged, and a change management plan was developed and endorsed. Work on the new building commenced in 2017/18 and work on the design, construction and fitout has been ongoing.

Throughout the year much work has been done on the Headquarters construction finalisation and change management. A traditional "topping out" ceremony was undertaken in April 2018. The base build and fit out activities are being delivered as per the agreed program. Practical completion remains on target for mid-October 2018. Work continues to the Change Management Plan schedule and physical relocation strategies remain under development. Detailed Change Management and physical relocation activities including the formation of the "Getting to and from work committee", the transfer of hardcopy files to records, placement of disposal bins around Headquarters, implementing waste streams, are being progressively delivered as per the program. Regular planning and risk management sessions are being held as a detailed transition plan is being developed.

Key Action A6.6

Complete enterprise architecture including an ICT systems and consolidation roadmap

More integrated ICT systems will enable the NSW RFS to proactively adapt to changes in strategic direction. The NSW RFS ICT section aims to position itself to address external and internal change drivers impacting current and future business direction and services.

During the year significant planning work was undertaken to strengthen ICT Governance and develop a broader enterprise architecture framework which has been built into the ICT

Management Plan 2018–2021. An externally facilitated ICT Strategic Planning workshop was conducted and the outcomes from this informed the development of the ICT Management Plan and the setting of achievable milestones (key actions) for the 2018/19 period.

Finalisation of the ICT Management Plan and supporting framework will be reported through Key Action A5.3 of the NSW RFS Plan 2014–2021 (2018/19 update).

There are currently 36 active projects running concurrently in ICT of which only eight are forecast for closure by 30 June 2018. Due to the volume and complexity of existing projects and the need to maintain effective service delivery of business as usual ICT matters, this initiative will be reprioritised in the 2018/19 planning cycle.

Key Action A6.8

Implement year 1 of the 2-year Radio Terminal Replacement Program

The NSW RFS sought funding from NSW Treasury for the replacement of the NSW RFS radio terminals. This will align devices with radio network system changes under the NSW Governments Critical Communications Enhancement Program (CCEP) which is being coordinated by the NSW Telco Authority (Telco). The CCEP plans to enhance government radio services to all emergency services organisations and other government agencies across NSW. Over the period of the program 13,120 radio terminal units will be replaced. It was expected that half of this work would take place during 2018/19 with completion in 2019/20.

This initiative did not progress as intended due to the program becoming a whole of Government approach. During the year Telco undertook a consolidation of numbers for the total terminals required by all agencies. The NSW RFS worked closely with Telco to determine timeframes, and a detailed business case for funding was submitted. This business case is directly linked to the funding from Treasury for the CCEP and the NSW RFS was advised during Quarter 4 that it would be receiving the year 1 (2-year project) funding of \$26.3 million to commence the program. An initial part of the program has commenced with the replacement of 680 fixed and portable units into North West, Central Coast and Lake George Districts, which also aligns with the Automated Vehicle Location (AVL) project.

KFA Six

PARTNERSHIPS AND COLLABORATIONS

The NSW RFS works with its partners to influence the national agenda in relation to emergency services and develop mutually beneficial local, national and international strategic alliances to raise and strengthen the NSW RFS profile.

Programs under this Key Focus Area include working on inter-agency collaborations such as Major Incident and inter-agency training, and the National Fire Danger project. In addition, the NSW RFS is strengthening its collaboration with NSW farmers through the NSW Farmers' Association conference and the Rural Affairs Committee.

Key Actions

A5 Continue the provision of multi-agency Incident Controller: Major Incident (ICMI) training

A7 Conduct joint exercises and training with other Emergency Management agencies including police

A7.1 Build and evaluate a prototype National Fire Danger Ratings System

Key Action A5

Continue the provision of multi-agency Incident Controller: Major Incident (ICMI) training

Identify suitably qualified candidates to participate in ICMI Program.

A consultant has commenced a review of the ICMI Program. An analysis of the status of all ICMI candidates was also conducted and as a result of this a Gate 1 assessment was scheduled in Quarter 1 of 2018/19. This analysis also identified the requirement for four Gate 2 assessments to be conducted over the next 12 months. Development of ICMI version two is underway and is expected to be rolled out in 2020.

The ICMI alumni have been contacted to ascertain their availability to participate in future ICMI assessments. Completion of Gate 1 and undertaking of Gate 2 assessments have been included in the 2018/19 Planning cycle.

Key Action A7

Conduct joint exercises and training with other Emergency Management agencies including police

This action incorporates the development of an annual multi-agency joint training schedule to enhance interagency operability and capability development.

The Multi-agency Joint Training Schedule has been developed with a total of 58 state-level joint training initiatives to be implemented according to the proposed activity dates. Thirty-three of 56 total scheduled joint training initiatives were undertaken in the 2017/18 year. With the training year not aligning with the reporting year further events will occur during Quarter 1 of 2018/19 to complete this training schedule.

Key Action A7.1

Build and evaluate a prototype National Fire Danger Ratings System

The National Fire Danger Ratings System (NFDRS) is intended to implement significant improvements to current national fire danger rating systems. The NSW RFS is responsible for the development of the prototype. This is part of a five-year program designed to strengthen the ability of fire authorities to accurately communicate bush fire risk to the community, enhance agency readiness and preparedness and contribute to risk management prevention. This includes input into building standards and planning controls.

The National Fire Danger Rating System (NFDRS) prototype was built in collaboration with the Bureau of Meteorology and training for the observers was provided. The prototype was launched on 5 October 2017 with the National Program Board. Ongoing data collection on fuel types occurred from most jurisdictions and the system was reported to be performing well. The live trial finished at the end of March 2018 with almost 300 observations collected from all jurisdictions. The results of the NFDRS prototype trial were evaluated and a report provided to the National Program Board. Planning for future work has commenced and this action will continue to be reported on in the 2018/19 planning cycle.



ANNUAL FINANCIAL STATEMENTS 2017/18

1	NSW RURAL FIRE SERVICE	68
	Independent Auditor's Report of the New South Wales Rural Fire Service	68
	Statement by the Commissioner	71
	Statement of Comprehensive Income	72
	Statement of Financial Position	73
	Statement of Changes in Equity	74
	Statement of Cash Flows	75
	Notes to the Financial Statements	76



Independent Auditor's Report of the Bush Fire Co-ordinating Committee	106
Statement by the Chairman	109
Statement of Comprehensive Income	110
Statement of Financial Position	110
Statement of Changes in Equity	111
Statement of Cash Flows	111
Notes to the Financial Statements	112





INDEPENDENT AUDITOR'S REPORT

New South Wales Rural Fire Service

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of New South Wales Rural Fire Service (RFS), which comprise the Statement of Comprehensive Income for the year ended 30 June 2018, the Statement of Financial Position as at 30 June 2018, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, notes comprising a Statement of Significant Accounting Policies and other explanatory information.

In my opinion, the financial statements:

- give a true and fair view of the financial position of RFS as at 30 June 2018, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

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

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the RFS in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

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

Other Information

Other information comprises the information included in the RFS's annual report for the year ended 30 June 2018, other than the financial statements and my Independent Auditor's Report thereon. The Commissioner is responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the PF&A Act Statement given by the Commissioner

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

Commissioner's Responsibilities for the Financial Statements

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

In preparing the financial statements, the Commissioner is responsible for assessing RFS's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting except where RFS will be dissolved by an Act of Parliament or otherwise cease operations.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

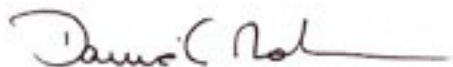
- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

My opinion does *not* provide assurance:

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



David Nolan
Director, Financial Audit Services

26 September 2018
SYDNEY



NSW RURAL FIRE SERVICE

NSW RURAL FIRE SERVICE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2018

Statement by the Commissioner

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

- (a) The accompanying financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the Financial Reporting Code for NSW General Government Sector Entities, the applicable clauses of the *Public Finance and Audit Regulation 2015* and the Treasurer's Directions;
- (b) The financial statements exhibit a true and fair view of the financial position and financial performance of the Service for the year ended 30 June 2018; 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.

Shane Fitzsimmons AFSM
Commissioner

25 September 2018

This page is unaudited

Postal address
NSW Rural Fire Service
Locked Bag 17
GRANVILLE NSW 2142

Street address
NSW Rural Fire Service
15 Carter Street
LIDCOMBE NSW 2141

www.rfs.nsw.gov.au
T (02) 8741 5555
F (02) 8741 5550
E rfs@rfs.nsw.gov.au

NSW RURAL FIRE SERVICE

Statement of comprehensive income for the year ended 30 June 2018

	Notes	Actual 2018 \$'000	Budget 2018 \$'000	Actual 2017 \$'000
Expenses excluding losses				
Employee related expenses	2(a)	106,117	113,829	102,677
Operating expenses	2(b)	50,022	73,485	48,129
Depreciation and amortisation	2(c)	7,457	7,434	7,778
Grants and subsidies	2(d)	169,172	161,694	160,382
Other expenses	2(e)	37,736	29,333	38,713
Total Expenses excluding losses		370,504	385,775	357,679
Revenue				
Sale of goods and services	3(a)	1	669	134
Investment revenue	3(b)	2,330	755	2,126
Grants and contributions	3(c)	405,505	363,126	363,278
Acceptance by the Crown Entity of employee benefits	3(d)	620	723	666
Other income	3(e)	15,951	8,281	15,428
Total Revenue		424,407	373,554	381,632
Operating Result		53,903	(12,221)	23,953
Gain / (loss) on disposal	4	776	-	767
Net Result		54,679	(12,221)	24,720
TOTAL COMPREHENSIVE INCOME		54,679	(12,221)	24,720

The accompanying notes form part of these financial statements.

NSW RURAL FIRE SERVICE

Statement of financial position as at 30 June 2018

	Notes	Actual 2018 \$'000	Budget 2018 \$'000	Actual 2017 \$'000
ASSETS				
Current Assets				
Cash and cash equivalents	6(a)	163,195	53,216	139,532
Receivables	7	49,328	21,447	16,976
Inventories	8	15,013	-	-
Total Current Assets		227,536	74,663	156,508
Non-Current Assets				
Property, plant and equipment	9			
- Land and buildings		1,675	23,140	288
- Plant and equipment		29,531	29,231	29,919
- Infrastructure systems		5,893	2,693	2,535
Total property, plant and equipment		37,099	55,064	32,742
Intangible assets	10	5,180	7,168	3,319
Total Non-Current Assets		42,279	62,232	36,061
Total Assets		269,815	136,895	192,569
LIABILITIES				
Current Liabilities				
Payables	12	30,059	13,188	26,425
Provisions	13	38,475	39,875	34,433
Other	14	75	80	76
Total Current Liabilities		68,609	53,143	60,934
Non-Current Liabilities				
Provisions	13	1,162	1,485	1,208
Other	14	107	258	182
Total Non-Current Liabilities		1,269	1,743	1,390
Total Liabilities		69,878	54,886	62,324
Net Assets		199,937	82,009	130,245
EQUITY				
Accumulated funds		199,937	82,009	130,245
Total Equity		199,937	82,009	130,245

The accompanying notes form part of these financial statements.

NSW RURAL FIRE SERVICE

Statement of changes in equity for the year ended 30 June 2018

	Notes	Accumulated Funds \$'000	Total \$'000
Balance at 1 July 2017		130,245	130,245
Changes in accounting policy	1(t)(i)	15,013	15,013
Restated balance		145,258	145,258
Net result for the period		54,679	54,679
Total comprehensive income for the period		54,679	54,679
Transactions with owners in their capacity as owners		-	-
Balance at 30 June 2018		199,937	199,937
Balance at 1 July 2016		105,525	105,525
Net result for the year		24,720	24,720
Total comprehensive income for the year		24,720	24,720
Transactions with owners in their capacity as owners		-	-
Balance at 30 June 2017		130,245	130,245

The accompanying notes form part of these financial statements.

NSW RURAL FIRE SERVICE

Statement of cash flows for the year ended 30 June 2018

	Notes	Actual 2018 \$'000	Budget 2018 \$'000	Actual 2017 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(103,023)	(110,305)	(101,233)
Grants and subsidies		(169,172)	(161,694)	(160,382)
Suppliers for goods and services		(103,054)	(119,621)	(103,421)
Total Payments		(375,249)	(391,620)	(365,036)
Receipts				
Sale of goods and services		1	7,721	134
Interest received		2,330	755	2,126
Grants and contributions		373,373	363,075	368,186
GST receipts		19,464	6,550	16,647
Other		16,642	8,332	23,367
Total Receipts		411,810	386,433	410,460
NET CASH FLOWS FROM OPERATING ACTIVITIES	18	36,561	(5,187)	45,424
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of plant and equipment		2,332	2,000	2,497
Purchases of plant and equipment		(15,230)	(36,972)	(12,435)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(12,898)	(34,972)	(9,938)
CASH FLOWS FROM FINANCING ACTIVITIES				
Net cash provided / (used) from financing activities		-	-	-
NET CASH FLOWS FROM FINANCING ACTIVITIES		-	-	-
NET INCREASE / (DECREASE) IN CASH		23,663	(40,159)	35,486
Opening cash and cash equivalents		139,532	93,377	104,046
CLOSING CASH AND CASH EQUIVALENTS	6(a)	163,195	53,218	139,532

The accompanying notes form part of these financial statements.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

1. Summary of Significant Accounting Policies

(a) Reporting Entity

The NSW Rural Fire Service (the Service) is a NSW government entity and is controlled by the State of New South Wales, which is the ultimate parent. The Service is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units.

The NSW Rural Fire Service as a reporting entity has no controlled entities.

These financial statements for the year ended 30 June 2018 have been authorised for issue by the Commissioner on 25 September 2018.

(b) Basis of Preparation

The Service's financial statements are general purpose financial statements which have been prepared on a going concern basis, an accruals basis and in accordance with:

- applicable Australian Accounting Standards (AAS) (which include Australian Accounting Interpretations);
- the requirements of the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2015*; and
- Financial Reporting Directions mandated by the Treasurer.

Plant and equipment is measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention except where specified otherwise.

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

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

(c) Statement of Compliance

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

(d) Insurance

With the exception of insurance coverage for volunteers, the Service's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self-insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on past claims experience. Insurance coverage for volunteers is provided through the Bush Fire Fighters Compensation Fund managed by Insurance and Care NSW (icare), with an annual premium paid. Refer to Note 2(e).

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

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

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

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

Cash flows are included in the statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which is recoverable from, or payable to, the Australian Taxation Office are classified as operating cash flows.

(f) Income Recognition

Income is measured at the fair value of the consideration or contribution received or receivable. In addition to the Rural Fire Fighting Fund, other grants and contributions are received from the Commonwealth and State Governments.

Additional comments regarding the accounting policies for the recognition of income are discussed below.

(i) Contributions

The contributory funding scheme in the *Rural Fires Act 1997* was amended upon assent of the *Fire and Emergency Services Levy Act 2017* on 4 April 2017. This amendment results in NSW Government being the sole contributor to the Rural Fire Fighting Fund from 1 July 2017. Relevant councils and insurers will continue to contribute towards the costs of the NSW Rural Fire Service through contributions imposed by the amended *Rural Fires Act 1997* (for councils) or the *Emergency Services Levy Act 2017* (for insurers). From 1 July 2017, contributions are based upon a 'rural fire brigade funding target' which largely replicates the previous Rural Fire Fighting Fund calculation, and the contribution percentages are unchanged at 11.7% for Local Government and 73.7% for insurers. These contributions are now be paid to the Office of State Revenue.

Contributions from other bodies (including grants and donations) are generally recognised as income when the Service obtains control over the assets comprising the contributions. Contributions are recognised in accordance with AASB 1004 *Contributions*.

In accordance with the *Rural Fires Act 1997*, any unspent grants and contributions made towards estimated rural fire brigades expenditure are to remain within the Rural Fire Fighting Fund, and adjustments are made in future years to return the funds to contributors.

Natural Disaster Relief and Recovery Arrangements reimbursements are recognised on an accrual basis.

(ii) Sale of Goods

Revenue from the sale of goods is recognised as revenue when the Service transfers the significant risks and rewards of ownership of the goods, which is usually on delivery of the goods.

(iii) Rendering of Services

Revenue is recognised when the service is provided or by reference to the stage of completion (based on labour hours incurred to date).

(iv) Investment Revenue

Interest income is recognised using the effective interest rate method. The effective interest rate is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a short period, where appropriate, to the net carrying amount of the financial asset.

(g) Inventories

Inventories held for distribution are stated at cost, adjusted where applicable, for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount. Cost is calculated using the weighted average cost method.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

The cost of inventories acquired at no cost or for nominal consideration is the current replacement cost as at the date of acquisition. Current replacement cost is the cost the entity would incur to acquire the asset.

Inventories are classified as current assets as it is considered probable that the inventories held at year end will be distributed within the next twelve months.

(h) Property, Plant and Equipment

(i) Acquisitions of Property, Plant and Equipment

Property, plant and equipment are initially measured at cost and subsequently revalued at fair value less accumulated depreciation and impairment. 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.

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

Where payment for an item is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. the deferred payment amount is effectively discounted over the period of credit.

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

(ii) Capitalisation Thresholds

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

(iii) Restoration Costs

The present value of the expected cost for the restoration or cost of dismantling of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

(iv) Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred.

(v) Depreciation of Property, 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 NSW Rural Fire Service.

All material identifiable components of assets are depreciated separately over their useful lives.

In accordance with AASB 116, the table below illustrates the useful life of applicable asset categories.

<u>Asset Class</u>	<u>Useful Life</u>
Infrastructure systems	3 – 10 Years
Land and buildings	Period of the Lease
Plant and equipment	3 – 20 Years

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

(vi) Revaluation of Property, 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 (TPP 14-01). This policy adopts fair value in accordance with AASB 13 *Fair Value Measurement*, AASB 116 *Property, Plant and Equipment* and AASB 140 *Investment Property*.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by Government. In most cases, after taking into account these considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

Fair value of property plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs.

The Service does not revalue assets because the carrying value approximates fair value. The plant and equipment of the Service consists primarily of motor vehicles and ICT equipment, and as non-specialised assets with short useful lives they are measured at depreciated historical cost, which for these assets approximates fair value. The Service has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at the end of each financial year.

(vii) Impairment of Property, Plant and Equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise. As plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in the rare circumstances where the costs of disposal are material. Specifically, impairment is unlikely for not-for-profit entities given AASB 136 modifies the recoverable amount test for non-cash generating assets of not-for-profit entities to the higher of fair value less costs of disposal and depreciated replacement costs, where depreciated replacement cost is also fair value.

The Service assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Service estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

As a not for profit entity, an impairment loss is recognised in the net result to the extent the impairment loss exceeds the amount in the revaluation surplus for the class of asset.

(i) Leases

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 does not transfer substantially all the risks and rewards.

Operating lease payments are recognised as an operating expense in the Statement of Comprehensive Income on a straight-line basis over the lease term.

There are no finance lease arrangements.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

(j) Intangible Assets

The Service recognises intangible assets only if it is probable that future economic benefits will flow to the Service and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition. Following initial recognition, intangible assets are subsequently measured at fair value only if there is an active market. If there is no active market for the Service's intangible assets, the assets are carried at cost less any accumulated amortisation and impairment losses.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

The useful lives of intangible assets are assessed as finite.

The Service's intangible assets are amortised using the straight line method over their useful lives. The amortisation period and the amortisation method for an intangible asset with a finite useful life is reviewed at least at the end of each reporting period.

In accordance with AASB 138, the table below illustrates the useful life of applicable asset categories.

<u>Asset Class</u>	<u>Useful Life</u>
Software	3 – 5 Years

Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

(k) Rural Fire Fighting Equipment

The ownership of all fire fighting equipment purchased by the Rural Fire Fighting Fund is vested in the relevant local government council. The cost of such equipment is therefore expensed by the Service in the year of purchase.

The exception to this is fire fighting equipment purchased for the State Mitigation Service which is recorded on the Service's asset register.

(l) Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit and loss are recognised immediately in net result.

The Service determines the classification of its financial assets and liabilities after initial recognition and, when allowed and appropriate, re-evaluates this at each financial year end.

(i) Financial Assets

Financial assets are classified, at initial recognition, as financial assets at fair value through profit or loss, loans and receivables, held-to-maturity investments, available-for-sale financial assets, or as derivatives designated as hedging instruments in an effective hedge, as appropriate. The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

The Service does not hold financial assets classified as financial assets at fair value through profit or loss, held-to-maturity investments, available-for-sale financial assets or derivatives.

(a) Loans and Receivables

Trade receivables, loans, and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as loans and receivables. Loans and receivables are measured at amortised cost using the effective interest rate method, less any impairment. Changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(b) Impairment of Financial Assets

All financial assets, except those at fair value through profit and loss, are subject to annual review for impairment. Financial assets are considered to be impaired when there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

For certain categories of financial assets, such as trade receivables, the Service first assesses whether impairment exists individually for financial assets that are individually significant, or collectively for financial assets that are not individually significant. Assets are assessed for impairment on a collective basis if they were assessed not to be impaired individually.

Any reversals of impairment losses are reversed through the net result for the year, where there is objective evidence.

(ii) Financial Liabilities

Financial liabilities are classified as either 'at fair value through profit or loss' or 'at amortised cost'.

The Service has no financial liabilities classified as 'at fair value through profit or loss'.

(a) Financial liabilities at amortised cost (including borrowings and trade payables)

Financial liabilities at amortised cost are initially measured at fair value, net of transaction costs. These are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis.

Payables represent liabilities for goods and services provided to the Service and other amounts. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

Borrowings are financial liabilities at amortised cost. Gains or losses are recognised in the net result for the year on derecognition of borrowings.

(iii) Derecognition of financial assets and financial liabilities

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the entity transfers the financial asset:

- where substantially all the risks and rewards have been transferred; or
- where the entity has not transferred substantially all the risks and rewards, if the entity has not retained control.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

Where the Service has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset continues to be recognised to the extent of the Service's continuing involvement in the asset. In that case, the Service also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the entity has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Service could be required to pay.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the net result.

(m) Employee Benefits

(i) Salaries and Wages, Annual Leave and Sick Leave

Salaries and wages (including non-monetary benefits) and paid sick leave that are due to be settled wholly within twelve months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amount of the benefits.

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the service. As such, it is required to be measured at present value in accordance with AASB 119 *Employee Benefits* (although short cut methods are permitted).

Actuarial advice obtained by Treasury has confirmed that the use of a nominal approach plus the annual leave on annual leave liability (using 7.9% (2016-17: 7.9%) of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The Service has assessed the actuarial advice based on the Service's circumstances and has determined that the effect of discounting is immaterial to annual leave. All annual leave is classified as a current liability even where the Service does not expect to settle the liability within 12 months as the Service does not have an unconditional right to defer settlement.

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.

(ii) Long Service Leave and Superannuation

The Service recognises liabilities for long service leave for all employees.

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on an annual actuarial review conducted by Mercer and is considered to approximate present value.

The Service's liability for defined benefit superannuation is assumed by the Crown Entity from 1 July 2014. 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'.

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 (ie Basic Benefit and First State Super) is calculated as a percentage of the employee's salary. For other superannuation schemes (ie State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employee's superannuation contributions. Further information is provided in Note 20.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

(iii) Consequential On-Costs

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

(n) Provisions

Provisions are recognised when:

- The Service 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.

When the Service expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented net of any reimbursement in the Statement of Comprehensive Income.

Any provisions for restructuring are recognised only when an entity has a detailed formal plan and the entity has raised a valid expectation in those affected by the restructuring that it will carry out the restructuring by starting to implement the plan or announcing its main features to those affected.

The effect of the time value of money has been assessed as immaterial.

(o) Equity and Reserves

(i) Accumulated Funds

The category 'Accumulated Funds' include all current and prior period retained funds.

(ii) Reserves

Separate reserve accounts are recognised in the financial statements only if such accounts are required by specific legislation or Australian Accounting Standards.

(iii) Equity Transfers

The transfer of net assets between agencies as a result of an administrative restructure, transfers of programs/functions and parts thereof between NSW public sector entities and 'equity appropriations' are designated or required by Accounting Standards to be treated as contributions by owners and recognised as an adjustment to 'Accumulated Funds'. This treatment is consistent with AASB 1004 *Contributions* and Australian Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*.

Transfers arising from an administrative restructure involving not-for-profit entities and for-profit government departments are recognised at the amount at which the assets and liabilities were recognised by the transferor immediately prior to the restructure. Subject to below, in most instances this will approximate fair value.

All other equity transfers are recognised at fair value, except for intangibles. Where an intangible has been recognised at (amortised) cost by the transferor because there is no active market, the entity recognises the asset at the transferor's carrying amount. Where the transferor is prohibited from recognising internally generated intangibles, the entity does not recognise that asset.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

(p) Fair value measurement and hierarchy

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

A number of the Service's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities. When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13 *Fair Value Measurement*, the Service categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 – quoted prices in active markets for identical assets/liabilities that the entity can access at the measurement date.
- Level 2 – inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 – inputs that are not based on observable market data (unobservable inputs).

The Service recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

Physical non-current assets measured at depreciated historical cost, which for these assets approximates fair value, do not require fair value hierarchy disclosures under AASB 13 *Fair Value Measurement*. As the Service's property, plant and equipment are non-specialised short lived assets they are valued at depreciated historical cost and not categorised against the fair value hierarchy.

Refer to Note 19 for further disclosures regarding fair value measurements of financial and non-financial assets.

(q) Budgeted Amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget (eg adjustment for transfer of functions between entities as a result of Administrative Arrangements Orders) are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the primary financial statements are explained in Note 17.

(r) Centralised Billing and Collecting Services

Until 2016-17, the Office of Emergency Management (OEM) within the NSW Department of Justice was responsible for the centralised billing and collection of legislated contributions for the funding of Emergency Service Agencies from the insurance industry and Local Councils. OEM acted as agent for the Service, Fire and Rescue NSW and the State Emergency Service.

With the amendments to the statutory contribution scheme (refer Note 1(f)(i)), this arrangement is no longer in place, and the Office of State Revenue collects statutory contributions on behalf of the State.

(s) Comparative Information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

(t) Changes in Accounting Policy, including New or Revised Australian Accounting Standards

(i) Inventories

The Service has determined that it will make a voluntary change in accounting policy to recognise inventories in its financial statements. As such, the Service has determined that it will adopt AASB 102 *Inventories* as at 30 June 2018.

For the Service, inventories are defined under the Standard as assets in the form of materials or supplies to be consumed in the rendering of services or held to be distributed by the Service to be consumed in the rendering of services.

Prior to 30 June 2018, such inventories were considered to be expensed on acquisition due to the application of section 119(2) of the *Rural Fires Act 1997*. The Service considers that reclassifying these items as inventories provides more reliable and relevant information to users of its financial statements, as it:

- Provides visibility of the value of consumables held with which to combat bush fires and respond to other emergency events;
- Allows for more transparent acquittal of expenses to major events through the systematised issuing of inventories to the event; and
- Removes ambiguity around the application of section 119(2) of the *Rural Fires Act 1997* in respect to consumables that are held centrally for distribution.

It is impracticable to retrospectively apply the change in accounting policy prior to 30 June 2018, as the Service does not hold information that allows the reliable measurement of inventories at the opening and closing date of prior periods or the period specific effects.

The earliest date practicable from which to prospectively apply the change in accounting policy is 30 June 2018.

The impact of the change in accounting policy as at 30 June 2018 is as follows:

	\$'000
<u>Statement of comprehensive income</u>	
No change	
<u>Statement of financial position</u>	
Inventories	15,013
Current Assets	15,013
Total Assets	15,013
Accumulated funds	15,013
Equity	15,013
<u>Statement of cash flows</u>	
No change	

Refer to Notes 1(g) and 8.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

(ii) Effective for the first time in 2017-18

The accounting policies applied in 2017-18 are consistent with those of the previous financial year except as disclosed in Note 1(t)(i) above, or as a result of new or revised Australian Accounting Standards that have been applied for the first time in 2017-18, being:

- AASB 2016-1 regarding recognition of deferred tax assets for unrealised losses
- AASB 2016-2 regarding amendments to AASB 107 (disclosure initiative)
- AASB 2016-4 regarding recoverable amount of non-cash-generating specialised assets of not-for-profit entities
- AASB 2016-7 regarding deferral of AASB 15 for not-for-profit entities
- AASB 2017-2 regarding further annual improvements 2014-2016 cycle

The impact of these Standards, where applicable to the NSW Rural Fire Service, in the period of initial application is not material.

(iii) Issued but not yet effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise.

The following new Accounting Standards have not been applied and are not yet effective:

- AASB 9 and AASB 2014-7 regarding financial instruments
- AASB 15, AASB 2014-5, AASB 2015-8, AASB 2016-3 and AASB 2016-7 regarding Revenue from Contracts with Customers
- AASB 16 *Leases*
- AASB 17 *Insurance Contracts*
- AASB 1058 *Income of Not-for-Profit Entities*
- AASB 1059 *Service Concession Arrangements: Grantors*
- AASB 2016-5 regarding classification and measurement of share-based payment transactions
- AASB 2016-6 regarding applying AASB 9 *Financial Instruments* with AASB 4 *Insurance Contracts*
- AASB 2016-8 regarding Australian implementation guidance for not-for-profit entities
- AASB 2017-1 regarding transfers of investment property, annual improvements 2014-2016 cycle and other amendments
- AASB 2017-3 regarding clarifications to AASB 4
- AASB 2017-4 regarding uncertainty over income tax treatments
- AASB 2017-5 regarding effective dates of amendments to AASB 10 and AASB 128 and editorial corrections
- AASB 2017-6 regarding prepayment features with negative compensation
- AASB 2017-7 regarding long-term interests in associates and joint ventures
- AASB 2018-1 regarding the annual improvements 2015-2017 cycle
- AASB 2018-2 regarding plan amendment, curtailment or settlement
- Interpretation 22 *Foreign Currency Transactions and Advance Consideration*
- Interpretation 23 *Uncertainty over Income Tax Treatments*

The initial application of these Standards will have no known material impact on the financial statements, with the exception of AASB 16 *Leases*.

Upon initial application of AASB 16 *Leases* the Service anticipates recognising a 'right-of-use' asset and a lease liability in respect of operating leases, particularly the lease of buildings. The quantum of these transactions is unable to be reliably measured at this time, with the Standard first applicable to the 2019-20 reporting period.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

	2018 \$'000	2017 \$'000
2. Expenses Excluding Losses		
(a) Employee related expenses		
Salaries and wages (including annual leave)	88,971	85,349
Superannuation – defined benefit plans (Refer Note 20)	1,180	1,350
Superannuation – defined contribution plans	7,215	6,862
Long service leave	2,107	1,225
Workers' compensation insurance	1,084	2,595
Payroll tax	5,455	5,189
Fringe benefit tax	105	107
	106,117	102,677
(b) Other operating expenses include the following:		
Advertising	1,703	1,646
Audit Fees – Internal	131	388
Auditor's remuneration		
- audit of financial statements	141	138
Buildings - all outgoing	910	1,006
Computer software	195	631
Consultants	25	162
Consumables	226	386
Contractors	5,902	3,600
Electricity	442	338
Equipment – Computer	7,793	5,896
Equipment – General	2,776	2,102
Fees for service	9,127	10,341
Legal Fees	751	753
Maintenance *	981	1,122
Operating lease rental expense		
- minimum lease payments	4,516	4,732
Other Expenses	2,261	3,412
Printing and stationery	1,009	841
Staff training	1,589	2,093
Telephony	2,045	1,581
Travel	4,264	3,384
Vehicle operation	3,235	3,577
	50,022	48,129
<i>*Reconciliation – Total maintenance</i>		
Maintenance expense – contracted labour and other (non-employee related), as above	981	1,122
Employee related maintenance expense included in Note 2(a)	-	-
Total maintenance expenses included in Note 2(a) + 2(b)	981	1,122

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

	2018 \$'000	2017 \$'000
(c) Depreciation and amortisation expense		
Depreciation		
Infrastructure systems	1,455	2,036
Plant and equipment	5,225	4,817
Land and buildings	180	141
	<u>6,860</u>	<u>6,994</u>
Amortisation		
Intangibles	597	784
	<u>7,457</u>	<u>7,778</u>
(d) Grants and subsidies		
Fire mitigation works	8,077	8,432
Payments for Council costs associated with rural fire fighting activities and equipment	106,694	116,690
Other	1,668	4,702
	<u>116,439</u>	<u>129,824</u>
Overtime/Temporary staff	4,837	2,577
Aircraft hire	38,405	20,574
Fuel	190	99
Machinery and equipment hire	181	800
Heavy plant	2,311	1,807
Meals and accommodation	2,707	1,520
Other natural disaster related expenses	4,102	3,181
Emergency fund – natural disasters	52,733	30,558
	<u>169,172</u>	<u>160,382</u>
(e) Other expenses		
Workers' compensation insurance – volunteers	2,500	3,000
Public liability and other insurance	5,495	6,358
Aerial support	29,741	29,355
	<u>37,736</u>	<u>38,713</u>

3. Revenue

(a) Sale of goods and services		
Sale of merchandise	1	134
	<u>1</u>	<u>134</u>

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

	2018 \$'000	2017 \$'000
(b) Investment revenue		
Interest income	2,330	2,126
	<u>2,330</u>	<u>2,126</u>
(c) Grants and contributions		
Insurance company contributions	105	231,825
Local Government contributions	-	36,803
Natural disaster relief contributions	43,600	23,552
Other Commonwealth and State Government grants	4,924	1,859
Department of Justice grants:		
Recurrent grant	324,654	67,785
Capital grant	32,222	1,454
	<u>405,505</u>	<u>363,278</u>
Refer to Note 1(f)(i) regarding amendments to the statutory contributory funding scheme.		
Natural disaster relief contributions included above consist of natural disaster declarations exceeding the claims threshold of \$240,000.		
(d) Acceptance by the Crown Entity of employee benefits		
The following liabilities and/or expenses have been assumed by the Crown Entity:		
Superannuation – defined benefit	620	666
	<u>620</u>	<u>666</u>
(e) Other income		
Sale of equipment ¹	1,010	1,175
Comcover – protection of Commonwealth property	587	1,311
Aviation – use of contract by other agencies	7,949	7,032
Natural disaster recoups (interstate and overseas deployments)	3,128	54
TMF hindsight premium receipts	607	73
Workers' compensation receipts	398	376
Insurance claims proceeds	460	1,427
Development applications	667	588
Other	1,145	3,392
	<u>15,951</u>	<u>15,428</u>

¹ 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 is allocated between the Service and the Councils in the same proportion as each entity's contribution to the purchase of the equipment. The Service's share of such proceeds totalled \$1.010m in 2017-18 (\$1.175m in 2016-17).

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

	2018 \$'000	2017 \$'000
4. Gain / (Loss) on Disposal		
Gain / (Loss) on disposal of plant and equipment		
Proceeds from disposal	2,332	2,497
Written down value of assets disposed	<u>(1,556)</u>	<u>(1,721)</u>
	<u>776</u>	<u>776</u>
Gain / (Loss) on disposal of intangible assets		
Proceeds from disposal	-	-
Written down value of assets disposed	<u>-</u>	<u>(9)</u>
	<u>-</u>	<u>-</u>
	<u>776</u>	<u>767</u>

5. Program group statements for the year ended 30 June 2018

Program group statements have been amalgamated to one Program Group for "Emergency Services" for the year ended 30 June 2018.

Program group statements are not required as the Service only has one program group for the year.

6. Current Assets – Cash and Cash Equivalents

(a) Cash

Cash at bank and on hand	<u>163,195</u>	<u>139,532</u>
	<u>163,195</u>	<u>139,532</u>

For the purpose of the Statement of Cash Flows, cash and cash equivalents include cash at bank, cash on hand, short-term deposits and bank overdraft.

Cash and cash equivalent assets recognised in the statement of financial position are reconciled at the end of financial year to the statement of cash flows as follows:

Cash and cash equivalents (per statement of financial position)	<u>163,195</u>	<u>139,532</u>
Closing cash and cash equivalents (per statement of cash flows)	<u>163,195</u>	<u>139,532</u>

Refer to Note 19 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

Refer to Note 11 regarding restrictions upon cash.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

(b) Financing facilities available

The Service has a financing facility still required and available through NSW Treasury Corporation to facilitate cash flow until statutory contributions are received. During the year there were no borrowings. The Service has NSW Treasury approval to borrow a maximum of \$30.0m.

A cheque cashing facility of \$0.01m, a credit card facility of \$2.5m and a transaction negotiation authority of \$21.0m are held with the Government's banker, Westpac Banking Corporation, to facilitate routine transactions.

	2018 \$'000	2017 \$'000
7. Current Assets – Receivables		
Fees for service	4,947	4,891
Less: Allowance for impairment	(31)	(50)
Other receivables	36,634	4,503
GST receivable	4,313	4,021
Prepayments	3,465	3,611
	<u>49,328</u>	<u>16,976</u>
Movement in allowance for impairment		
Balance at 1 July	50	23
Amounts written off during the year	(46)	-
Amounts recovered during the year	-	-
Increase/(decrease) in allowance recognised in profit or loss	27	27
Balance at 30 June	<u>31</u>	<u>50</u>

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 19.

8. Current Assets – Inventories

Held for distribution

Fire fighting consumables	7,535	-
Personal protective and operational clothing	7,478	-
	<u>15,013</u>	<u>-</u>

The cost of inventories recognised as an expense during the year was \$Nil (2016-17: \$Nil) as initial recognition of inventories resulting from a change in accounting policy occurred on 30 June 2018 (refer Note 1(t)(i)).

There were no write-downs of inventory recognised as an expense during the year (2016-17: \$Nil).

No inventories are pledged as security for liabilities.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

9. Property, Plant and Equipment

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Total \$'000
At 1 July 2017 – fair value				
Gross carrying amount	5,828	42,083	9,376	57,287
Accumulated depreciation and impairment	(5,540)	(12,164)	(6,841)	(24,545)
Net carrying amount	288	29,919	2,535	32,742
At 30 June 2018 – fair value				
Gross carrying amount	7,395	44,221	13,505	65,121
Accumulated depreciation and impairment	(5,720)	(14,690)	(7,612)	(28,022)
Net carrying amount	1,675	29,531	5,893	37,099

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below:

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Total \$'000
Period ended 30 June 2018				
Net carrying amount at start of year	288	29,919	2,535	32,742
Additions	1,567	6,693	3,951	12,211
Disposals	-	(1,550)	(6)	(1,556)
Depreciation expense	(180)	(5,226)	(1,454)	(6,860)
Reclassifications	-	(305)	867	562
Net carrying amount at end of year	1,675	29,531	5,893	37,099
At 1 July 2016 – fair value				
Gross carrying amount	5,828	35,894	8,894	50,616
Accumulated depreciation and impairment	(5,399)	(10,436)	(5,073)	(20,908)
Net carrying amount	429	25,458	3,821	29,708
At 30 June 2017 – fair value				
Gross carrying amount	5,828	42,083	9,376	57,287
Accumulated depreciation and impairment	(5,540)	(12,164)	(6,841)	(24,545)
Net carrying amount	288	29,919	2,535	32,742

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the prior reporting period is set out below:

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Total \$'000
Year ended 30 June 2017				
Net carrying amount at start of year	429	25,458	3,821	29,708
Additions	-	10,996	753	11,749
Disposals	-	(1,718)	(3)	(1,721)
Depreciation expense	(141)	(4,817)	(2,036)	(6,994)
Net carrying amount at end of year	288	29,919	2,535	32,742

10. Intangible Assets

	Software \$'000	Total \$'000
At 1 July 2017		
Cost (gross carrying amount)	6,221	6,221
Accumulated amortisation and impairment	(2,902)	(2,902)
Net carrying amount	3,319	3,319
At 30 June 2018		
Cost (gross carrying amount)	8,679	8,679
Accumulated amortisation and impairment	(3,499)	(3,499)
Net carrying amount	5,180	5,180
Year ended 30 June 2018		
Net carrying amount at start of year	3,319	3,319
Additions (acquired separately)	461	461
Additions (internally developed)	2,559	2,559
Disposals	-	-
Amortisation (recognised in 'depreciation and amortisation')	(597)	(597)
Reclassifications	(562)	(562)
Net carrying amount at end of year	5,180	5,180

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

	Software \$'000	Total \$'000
At 1 July 2016		
Cost (gross carrying amount)	6,198	6,198
Accumulated amortisation and impairment	(2,771)	(2,771)
Net carrying amount	<u>3,427</u>	<u>3,427</u>
At 30 June 2017		
Cost (gross carrying amount)	6,221	6,221
Accumulated amortisation and impairment	(2,902)	(2,902)
Net carrying amount	<u>3,319</u>	<u>3,319</u>
Year ended 30 June 2017		
Net carrying amount at start of year	3,427	3,427
Additions (acquired separately)	667	667
Additions (internally developed)	662	662
Disposals	(9)	(9)
Amortisation (recognised in 'depreciation and amortisation')	(784)	(784)
Impairment	(644)	(644)
Net carrying amount at end of year	<u>3,319</u>	<u>3,319</u>
	2018	2017
	\$'000	\$'000

11. Restricted Assets

Cash held as part of the Rural Fire Fighting Fund	163,195	139,532
	<u>163,195</u>	<u>139,532</u>

The Service holds funds that form the NSW Rural Fire Fighting Fund which is a special deposits account established under section 102 of the *Rural Fires Act 1997*. Funds in the Rural Fire Fighting Fund can only be expended for the purposes defined in the Act.

12. Current Liabilities – Payables

Accrued salaries, wages and on-costs	1,033	886
Accrued payables	19,585	18,476
Creditors	9,441	7,063
	<u>30,059</u>	<u>26,425</u>

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 19.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

	2018 \$'000	2017 \$'000
13. Current / Non-Current Liabilities - Provisions		
Employee benefits and related on-costs		
Annual leave - short term benefit	7,246	6,663
Annual leave - long term benefit	3,255	2,993
Long service leave	27,553	25,446
Provisions for Fringe Benefits Tax	60	64
	<u>38,114</u>	<u>35,166</u>
Other provisions		
Restoration costs - current	1,048	-
Restoration costs – non-current	475	475
	<u>39,637</u>	<u>35,641</u>
Total provisions		
	<u>39,637</u>	<u>35,641</u>
Aggregate employee benefits and related on-costs		
Provisions - current	37,427	34,433
Provisions - non-current	687	733
Accrued salaries, wages and on-costs (Note 12)	1,033	886
	<u>39,147</u>	<u>36,052</u>
14. Current / Non-Current Liabilities – Other		
Lease incentive - current	75	76
Lease incentive - non-current	107	182
	<u>182</u>	<u>258</u>
15. Commitments for Expenditure		
(a) Capital Commitments		
Aggregate capital expenditure for the acquisition of plant and equipment and infrastructure systems contracted for at balance date and not provided for:		
Not later than one year	683	1,384
Later than one year and not later than five years	-	-
Later than five year	-	-
Total (including GST)	<u>683</u>	<u>1,384</u>

Capital commitments include goods and services tax credits of \$0.062m in 2017-18 (\$0.126m in 2016-17) that are expected to be recovered from the Australian Taxation Office.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

	2018 \$'000	2017 \$'000
(b) Operating Lease Commitments		
Future non-cancellable operating lease rentals not provided for and payable:		
Not later than one year	3,086	4,983
Later than one year and not later than five years	2,357	4,857
Later than five year	-	-
Total (including GST)	5,443	9,840

Operating lease commitments include goods and services tax credits of \$0.495m in 2017-18 (\$0.895m in 2016-17) that are expected to be recovered from the Australian Taxation Office.

Operating lease commitments comprise properties for the NSW Rural Fire Service Headquarters, Regional Offices and a warehouse at Glendenning and motor vehicles.

16. Contingent Assets and Contingent Liabilities

Contingent liabilities

The Service has been made aware via preliminary NSW Environment Protection Authority (EPA) soil and water sample tests of potentially elevated readings of perfluorooctane sulfonate (PFOS) and perfluorooctanoic acid (PFOA) at a number of its sites. The Service is considering recommendations by the EPA and as such, the Service has not determined the nature and extent of any remediation work that may be required. Accordingly, the Service makes no provision this year.

At balance date the Service was a party to litigation that may result in the payment of minor amounts to settle legal claims. As the Service is insured through the Treasury Managed Fund in respect of the majority of legal claims, any residual amounts are considered to be immaterial. It is not practicable to quantify these amounts due to their nature.

Contingent liabilities associated with the Local Government Superannuation Scheme are disclosed at Note 20(b)(v).

Contingent assets

The Service has no contingent assets.

17. Budget Review

The 2017-18 budget represents the initial budget as allocated by Government at the time of the 2017-18 State Budget.

Net result

The actual Net Result was \$66.9m more favourable than budget. The major factors are:

	\$'000
Employee related expenses under budget by \$7.7m – a classification difference of contractors between the annual financial statements and Treasury budget accounts for \$1.6m of the variance, with \$1.7m carried forward in respect of projects underway but not completed. The balance relates to lower than budgeted fringe benefits tax (\$1.0m), and higher than anticipated vacancy rates which were offset by higher than budget contractor costs (in Other operating expenses (\$4.3m)).	7,712
Other operating expenses under budget by \$23.5m – primarily due to classification differences between budget and actual results, which is offset by classification differences in Grants and subsidies (\$16.0m), Other expenses (\$5.4m) and Employee related expenses (\$1.6m).	23,463

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

	\$'000
Depreciation and amortisation approximated budget.	(23)
Grants and subsidies over budget by \$7.5m – primarily due to classification differences (\$16.0m), higher than budgeted expenditure on natural disaster combat operations (\$37.7m) for which a nominal budget allocation is made in each financial year, with the balance of the expense met by the Disaster Relief Account. This has been partially offset by timing differences in expenditure on fire mitigation (\$3.4m), delayed completion of projects in Local Government areas (\$30.6m) and the timing of grants (\$12.3m).	(7,478)
Other expenses over budget by \$8.4m – predominantly due to classification differences (\$5.4m) between budget and actual, and higher than anticipated expenditure on aerial support (\$3.0m).	(8,403)
Sale of goods and services under budget by \$0.7m - due to a classification difference.	(668)
Investment revenue over budget by \$1.6m - resulting from higher than anticipated cash balances.	1,575
Grants and contributions over budget by \$42.4m – predominantly due to the receipt and accrual of grants from the Disaster Relief Account to reimburse the net cost of natural disaster combat operations (\$43.6m) and lower than budgeted other State and Commonwealth Government grants (\$0.6m).	42,379
Acceptance by the Crown Entity of employee benefits under budget by \$0.1m – reflecting lower than budget defined benefit superannuation costs.	(103)
Other Revenue over budget by \$7.7m – predominantly due to higher than budgeted revenue for other agency use of aviation resources (\$7.3m).	7,670
Gain on disposal favourable to budget by \$0.8m – resulting from sale proceeds above expectation.	776
Variation from budgeted Net Result	66,900

Assets and liabilities

The actual Net Assets exceeded budget by \$117.9m. The major factors are:

	\$'000
Cash and cash equivalents higher than budget by \$110.0m – primarily due to a higher opening cash balance than budgeted (\$86.3m), lower than budget expenditure and higher than budget revenue as described above. Expenditure to utilise cash will be made in the following financial year.	109,979
Receivables higher than budget by \$27.9m – predominantly due to outstanding recoups from the Disaster Relief Account for natural disaster combat operations.	27,881
Inventories higher than budget by \$15.0m – due to initial recognition of inventories.	15,013
Property, plant and equipment below budget by \$18.0m – mainly attributable to later than initially budgeted expenditure on the fit-out of the new NSW Rural Fire Service State Headquarters. This expenditure will be made in the following financial year.	(17,965)
Intangible assets under budget by \$2.0m – due to higher than anticipated expenditure on software development projects.	(1,988)
Payables over budget by \$16.9m - due predominantly to increased accrued payables.	(16,871)
Provisions under budget by \$1.7m – predominantly due to higher than budgeted long service leave.	1,723
Other liabilities approximated budget.	156
Variation from budgeted Net Assets	117,928

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

Cash flows

The actual Closing Cash and Cash Equivalents exceeded budget by \$110.0m. The major factors are:

	\$'000
Net cash flows from operating activities higher than budget by \$41.7m – resulting from lower than budget expenditure and higher than budget revenue, and carry forward of expenditure as described above.	41,748
Net cash flows from investing activities higher than budget by \$22.1m – resulting from lower than budgeted expenditure on the new NSW Rural Fire Service State Headquarters, which will be completed in the following financial year.	22,074
Opening cash and cash equivalents above budget by \$46.2m – represented by additional cash than initially budgeted being held at year end in 2016-17.	46,155
Variation from budgeted Closing Cash and Cash Equivalents	109,977

	2018	2017
	\$'000	\$'000
18. Reconciliation of Cash Flows from Operating Activities to Net Result		
Net cash from operating activities	36,561	45,424
Depreciation and amortisation	(7,457)	(7,778)
Decrease/(increase) in provisions	(3,995)	(1,106)
Decrease/(increase) in other liabilities	76	79
Increase/(decrease) in prepayments and other assets	32,352	(9,618)
Decrease/(increase) in creditors	(3,634)	(3,048)
Net gain/(loss) on sale of plant and equipment	776	767
Net result	<u>54,679</u>	<u>24,720</u>

19. Financial Instruments

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

The Service's main risks arising from financial instruments are outlined below, together with the Service's objectives, policies and processes for measuring and managing risk. Further quantitative disclosures are included throughout these financial statements.

The Commissioner has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Service, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Audit and Risk Committee.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

(a) Financial instrument categories

Financial Assets	Note	Category	Carrying Amount 2018 \$'000	Carrying Amount 2017 \$'000
Class:				
Cash and cash equivalents	6(a)	N/A	163,195	139,532
Receivables ¹	7	Loans and receivables (at amortised cost)	41,550	9,344
<hr/>				
Financial Liabilities	Note	Category	Carrying Amount 2018 \$'000	Carrying Amount 2017 \$'000
Class:				
Payables ²	12	Financial liabilities (at amortised cost)	29,026	25,539

Notes

1. Excludes statutory receivables and prepayments (ie not within the scope of AASB 7)

2. Excludes statutory payables and unearned revenue (ie not within the scope of AASB 7)

(b) Credit risk

Credit risk arises when there is the possibility of the Service's debtors defaulting on their contractual obligations, resulting in a financial loss to the Service. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the Service, including cash, receivables, and authority deposits. No collateral is held by the Service. The Service has not granted any financial guarantees.

Cash and cash equivalents

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

Receivables – trade debtors

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts which are known to be uncollectible are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on 30 day terms.

The Service is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due (2017-18: \$4.342m; 2016-17: \$0.637m) and less than 3 months past due (2017-18: \$0.535m; 2016-17: \$4.084m) are not considered impaired. Together, these represent 98% of the total trade debtors.

The only financial assets that are past due or impaired are 'fees for service' in the 'receivables' category of the statement of financial position. As at 30 June 2018, the ageing analysis of 'fees for service' is as follows:

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

	Total	Past due but not impaired ^{1,2}	Considered Impaired ^{1,2}
	\$'000	\$'000	\$'000
2018			
< 3 months overdue	535	535	-
3 months – 6 months overdue	33	33	-
>6 months overdue	37	6	31
2017			
< 3 months overdue	4,084	4,084	-
3 months – 6 months overdue	28	28	-
>6 months overdue	142	92	50

Notes

1. Each column in the table reports 'gross receivables'
2. The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7 and excludes receivables that are not past due and not impaired. Therefore the 'total' will not reconcile to the receivables total recognised in the statement of financial position.

(c) Liquidity risk

Liquidity risk is the risk that the Service will be unable to meet its payment obligations when they fall due. The Service continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets. The objective is to maintain a balance between continuity of funding and flexibility through the use of overdrafts, loans and other advances.

During the current and prior years, there were no defaults on any loans payable. No assets have been pledged as collateral. The Service's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Head of an authority (or a person appointed by the Head of an authority) may automatically pay the supplier simple interest. The rate of interest applied during the year was 9.77% (2016-17: 9.78%).

No interest was paid to suppliers in 2017-18 (\$Nil 2016-17).

The table below summaries the maturity profile of the Service's financial liabilities, together with the interest rate exposure.

NSW RURAL FIRE SERVICE
Notes to the financial statements for the year ended 30 June 2018

Maturity analysis and interest rate exposure of financial liabilities

	Weighted Average Effective Int. Rate	Nominal Amount ¹ \$'000	Interest Rate Exposure			Maturity Dates		
			Fixed Interest Rate \$'000	Variable Interest Rate \$'000	Non- Interest Bearing \$'000	<1 year \$'000	1-5 years \$'000	> 5 years \$'000
2018								
Payables	Nil	29,026	-	-	29,026	29,026	-	-
		29,026	-	-	29,026	29,026	-	-
2017								
Payables	Nil	25,539	-	-	25,539	25,539	-	-
		25,539	-	-	25,539	25,539	-	-

Notes:

1. The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the entity can be required to pay. The tables include both interest and principal cash flows and therefore will not reconcile to statement of financial position.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

(d) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Service has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Service operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the statement of financial position date. The analysis is performed on the same basis as for 2015. The analysis assumes that all other variables remain constant.

Interest rate risk

Exposure to interest rate risk arises primarily through the entity's interest bearing liabilities. The entity does not account for any fixed rate financial instruments at fair value through profit or loss or as available-for-sale. Therefore for these financial instruments, a change in interest rates would not affect profit or loss or equity. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. The entity's exposure to interest rate risk is set out below.

	Carrying Amount \$'000	-1% Profit \$'000	Equity \$'000	1% Profit \$'000	Equity \$'000
2018					
<i>Financial assets</i>					
Cash and cash equivalents	163,195	(1,632)	(1,632)	1,632	1,632
Receivables	41,550	(416)	(416)	416	416
<i>Financial liabilities</i>					
Payables	29,026	290	290	(290)	(290)
2017					
<i>Financial assets</i>					
Cash and cash equivalents	139,532	(1,395)	(1,395)	1,395	1,395
Receivables	9,344	(93)	(93)	93	93
<i>Financial liabilities</i>					
Payables	25,539	255	255	(255)	(255)

(e) Fair value compared to carrying amount

Financial instruments are generally recognised at cost. The amortised cost of financial instruments recognised in the statement of financial position approximates the fair value because of the short term nature of many of the financial instruments.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

20. Superannuation – Defined Benefit Plans

(a) NSW Government Defined Benefit Superannuation Schemes

The Crown Entity assumed responsibility for the closed NSW public sector superannuation schemes on 1 July 2014. 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'. Refer to Note 1(m)(ii).

(b) The Local Government Superannuation Scheme

Fund Information

The Service has a number of employees who are members of the Local Government Superannuation Scheme Pool B (the Scheme) as a result of the transfer of local government employees to the Service.

The Scheme consists of three Divisions. Division B and Division C comprise of both a defined benefit component and a defined contribution component, whilst Division D is a defined benefit scheme. All divisions are closed to new members, except for members of eligible entities who can transfer their entitlements into the Scheme.

The Scheme is deemed to be a "multi-employer defined benefit plan" for the purpose of AASB 119 as:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer;
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer;
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer; and
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors set out above, each sponsoring employer is exposed to the actuarial risk associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses (to the extent that they are not borne by members). As such, there is insufficient reliable information to allow each sponsoring employer to account for its proportionate share of the defined benefit obligation, sub-group assets and costs associated with the sub-group in the same way as it would for a single employer sponsored defined benefit plan.

As a result, the Service accounts for the Scheme as a defined contribution plan.

(i) Funding arrangements

Pooled employers are required to pay standard employer contributions and additional lump sum contributions to the Scheme.

The standard employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current standard employer contribution rates, which applied to both 2017-18 and 2016-17, are:

- Division B - 1.9 times employee contributions;
- Division C - 2.5% salaries; and
- Division D - 1.64 times employee contributions.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

The trustees have determined that each pooled employer will contribute additional contributions to fund. The total additional contributions of \$40.0 million per annum from 1 July 2017 for the 4 years to 30 June 2021, are apportioned according to each employer's share of the accrued liabilities as at 30 June 2017.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials. The last valuation of the Scheme was performed by Mr Richard Boyfield, FIAA on 12 December 2017, relating to the period ending 30 June 2017.

(ii) Liability for other entities obligations

Each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares the associated gains and losses.

However, there is no relief under the Scheme's trust deed for employers to walk away from their obligations. Under limited circumstances an employer may withdraw from the plan (ie when there are no active members and on full payment of outstanding additional contributions). There is no provision for allocation of any surplus which may be present at the date of withdrawal of the entity.

(iii) Allocation of deficit or surplus

There are no specific provisions under the Scheme's trust deed dealing with a deficit or surplus on wind up of the Scheme.

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

(iv) Expected contributions

The expected standard employer contributions for the next financial year are \$0.662m (2016-17: \$0.754m) and the expected additional contribution is \$0.264m (2016-17: \$0.268m).

(v) Deficit or surplus of the Scheme

The estimated employer reserves financial position for the pooled employers is:

	30 June 2018		30 June 2017	
	\$'000	Asset Coverage	\$'000	Asset Coverage
Assets	1,817,800		1,754,400	
Past service liabilities	1,787,500	101.7%	1,738,600	100.9%
Vested benefits	1,778,000	102.2%	1,775,900	98.8%

Note: employer reserves only. Excludes member accounts and reserves in both assets and liabilities.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

	2018	2017
Investment return	6.0% per annum	6.5% per annum
Salary inflation*	3.5% per annum	3.5% per annum
Increase in CPI	2.5% per annum	2.5% per annum

* Plus promotional increases

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2018

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however any adjustment to the funding program would be the same for all sponsoring employers in the pooled employers group.

The Service has a contingent liability with respect to the deficit in the Scheme which it needs to continue to pay in future periods, and it is currently estimated \$1.056m (2016-17: \$1.071m) in additional contributions remain.

(vi) Participation in the Scheme

The Service is estimated to represent 0.88% (2016-17: 0.86%) of the Scheme at 30 June 2018 based on a Past Service Liability methodology.

	2018	2017
	\$'000	\$'000

21. Related party disclosures

The Service's key management personnel compensation is as follows:

Short-term employee benefits:

Salaries	1,524	1,605
Other monetary allowances	-	-
Non-monetary benefits	75	79
Other long-term employee benefits	-	-
Post-employment benefits	108	118
Termination benefits	256	-
Total compensation	<u>1,963</u>	<u>1,802</u>

During the period, the Service did not enter into transactions with key management personnel, their close family members or controlled or jointly controlled entities of key management personnel.

During the period, the Service entered into transactions with entities that are controlled or jointly controlled by the Service's ultimate parent, being the Government of New South Wales.

Significant income transactions included grants and contributions from the NSW Department of Justice representing the NSW Government statutory contribution to the Rural Fire Fighting Fund required by the *Rural Fires Act 1997*.

Significant expenditure transactions included payments to the NSW Self Insurance Corporation for insurance premiums (\$6.557m), NSW Government Telecommunications Authority for radio network fees (\$9.488m) and Government Property NSW for leasehold rent (\$4.693m).

At 30 June 2018 a receivable was due from Department of Justice amounting to \$36.1m including \$35.2m for expenses recoverable under the Natural Disaster Relief and Recovery Arrangements.

22. Events after the Reporting Period

There are no events which occurred after the reporting period which affect the financial statements.

End of audited financial statements



INDEPENDENT AUDITOR'S REPORT

Bush Fire Co-ordinating Committee

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of Bush Fire Co-ordinating Committee (the Committee), which comprise the Statement of Comprehensive Income for the year ended 30 June 2018, the Statement of Financial Position as at 30 June 2018, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, notes comprising a Statement of Significant Accounting Policies and other explanatory information.

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Committee as at 30 June 2018, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

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

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Committee in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

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

Other Information

Other information comprises the information included in the RFS's annual report for the year ended 30 June 2018, other than the financial statements and my Independent Auditor's Report thereon. The members of the Committee are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the PF&A Act Statement given by the Chair of the Committee.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Committee's Responsibilities for the Financial Statements

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

In preparing the financial statements, the Members of the Committee are responsible for assessing the Committee's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting except where the Committee will be dissolved by an Act of Parliament or otherwise cease operations.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

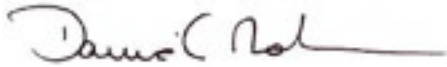
- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

My opinion does *not* provide assurance:

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

A handwritten signature in black ink, appearing to read "David Nolan". The signature is written in a cursive style with a long horizontal stroke at the end.

David Nolan
Director, Financial Audit Services

26 September 2018
SYDNEY



Please Address Correspondence to:
The Executive Officer
Bush Fire Co-ordinating Committee
NSW Rural Fire Service
Locked Mail Bag 17
GRANVILLE NSW 2142

BUSH FIRE CO-ORDINATING COMMITTEE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2018

Statement by the Chairman

Pursuant to section 41C of the *Public Finance and Audit Act 1983* I state that:

- (a) The accompanying financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the applicable clauses of the *Public Finance and Audit Regulation 2015* and the Treasurer's Directions;
- (b) The financial statements exhibit a true and fair view of the financial position and financial performance of the Committee for the year ended 30 June 2018; 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.

**Shane Fitzsimmons AFSM
Chairman**

25 September 2018

BUSH FIRE CO-ORDINATING COMMITTEE

Statement of comprehensive income for the year ended 30 June 2018

	Notes	Actual 2018 \$'000	Actual 2017 \$'000
Expenses excluding losses			
Personnel services	2	36	32
TOTAL EXPENSES EXCLUDING LOSSES		36	32
Revenue			
Grants and contributions	2	36	32
Total Revenue		36	32
Net Result		-	-
Total other comprehensive income		-	-
TOTAL COMPREHENSIVE INCOME		-	-

The accompanying notes form part of these financial statements.

Statement of financial position as at 30 June 2018

	Notes	Actual 2018 \$'000	Actual 2017 \$'000
Total Assets		-	-
Total Liabilities		-	-
Net Assets		-	-
EQUITY			
Accumulated funds		-	-
Total Equity		-	-

The accompanying notes form part of these financial statements.

BUSH FIRE CO-ORDINATING COMMITTEE

Statement of changes in equity for the year ended 30 June 2018

	Notes	Actual 2018 \$'000	Actual 2017 \$'000
Balance at 1 July		-	-
Net result for the year		-	-
Total other comprehensive income		-	-
Total comprehensive income for the year		<u>-</u>	<u>-</u>
Balance at 30 June		<u><u>-</u></u>	<u><u>-</u></u>

The accompanying notes form part of these financial statements.

Statement of cash flows for the year ended 30 June 2018

	Notes	Actual 2018 \$'000	Actual 2017 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash provided / (used) from operating activities		<u>-</u>	<u>-</u>
NET CASH FLOWS FROM OPERATING ACTIVITIES		<u><u>-</u></u>	<u><u>-</u></u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Net cash provided / (used) from investing activities		<u>-</u>	<u>-</u>
NET CASH FLOWS FROM INVESTING ACTIVITIES		<u><u>-</u></u>	<u><u>-</u></u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Net cash provided / (used) from financing activities		<u>-</u>	<u>-</u>
NET CASH FLOWS FROM FINANCING ACTIVITIES		<u><u>-</u></u>	<u><u>-</u></u>
NET INCREASE / (DECREASE) IN CASH		-	-
Opening cash and cash equivalents		<u>-</u>	<u>-</u>
CLOSING CASH AND CASH EQUIVALENTS		<u><u>-</u></u>	<u><u>-</u></u>

The accompanying notes form part of these financial statements.

BUSH FIRE CO-ORDINATING COMMITTEE

Notes to the financial statements for the year ended 30 June 2018

1. Summary of Significant Accounting Policies

(a) Reporting Entity

The Bush Fire Co-ordinating Committee is a corporation constituted under section 46 of the *Rural Fires Act 1997*. The Committee is the peak planning body for bush fire management in New South Wales.

The Committee is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating activities.

These financial statements for the year ended 30 June 2018 have been authorised for issue by the Bush Fire Co-ordinating Committee on 25 September 2018.

(b) Basis of Preparation

The Committee's financial statements are general purpose financial statements which have been prepared on a going concern basis, an accruals basis and in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations); and
- the requirements of the *Public Finance and Audit Act 1983* and Regulation.

Financial statement items are prepared in accordance with the historical cost convention.

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

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

(c) Statement of Compliance

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

(d) Income Recognition

Income is measured at the fair value of the consideration or contribution received or receivable. Revenue (in the form of a grant from the NSW Rural Fire Service) is recognised as income when the Committee gains control over the assets comprising the grant / contribution.

(e) Administrative Support

The NSW Rural Fire Service provides miscellaneous goods and services as administrative support to the Committee at no charge. The value of this minor administrative support is not material.

(f) Personnel Services

Committee members are engaged and remunerated by the NSW Rural Fire Service and their services are provided to the Committee for a fee, which includes a component for relevant on-costs.

(g) Equity and Reserves

The Committee does not hold its own insurance coverage as it does not have any employees, hold any assets or have any potential liability exposure.

BUSH FIRE CO-ORDINATING COMMITTEE

Notes to the financial statements for the year ended 30 June 2018

(h) Comparative Information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

(i) New Australian Accounting Standards issued but not effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise. At the reporting date there are a number of new Accounting Standards that have not been applied and are not yet effective. The initial application of these standards will have no known material impact on the financial performance or position.

	2018 \$'000	2017 \$'000
2. Revenue and Expenses		
Revenue		
Grants from the NSW Rural Fire Service	36	32
	<u>36</u>	<u>32</u>
Expenses		
Personnel services provided by the NSW Rural Fire Service	36	32
	<u>36</u>	<u>32</u>

3. Contingent Assets and Contingent Liabilities

As at 30 June 2018 the Committee had no contingent assets or contingent liabilities (Nil in 2016-17).

4. Financial Instruments

The Committee does not hold any financial instruments.

5. Events after the Reporting Period

There are no events which occurred after the reporting period which affect the financial statements.

End of audited financial statements



APPENDICES

1 APPENDIX 1 - HAZARD REDUCTION 116

- 1.1 Bush Fire Community Protection: Properties Protected Report 116
- 1.2 Number of properties protected by hazard reduction works 117

2 APPENDIX 2 - INFRASTRUCTURE SERVICES 121

- 2.1 Waste Handling Report 121
- 2.2 Digital Information Security Annual Attestation Statement for the 2017/18 Financial Year for NSW Rural Fire Service (RFS) 122

3 APPENDIX 3 - MEMBERSHIP AND STRATEGIC SERVICES 124

- 3.1 Salaried and volunteer members 124
- 3.2 Executive remuneration 124
- 3.3 Membership applications 125
- 3.4 Workforce diversity 125
- 3.5 Public Interest Disclosures (PID) 127
- 3.6 Reported injuries and registered workers compensation claims 128
- 3.7 Learning and Development - NSW RFS training activity by year 129
- 3.8 Counselling and Support Unit 129
- 3.9 Chaplaincy and Family Support Network activity 130
- 3.10 Bushfire and Natural Hazards Cooperative Research Centre 131
- 3.11 NSW RFS / RFSA Consultative Committees 132
- 3.12 Awards 135

4.1	Internal Audit and Risk Management Statement 2017/18	138
4.2	Government Information (Public Access) 2017/18 statistics	140
4.3	Committees	144
4.4	Minister-approved travel	148
4.5	Annual Report costs	149
4.6	Risk management and insurance	149
4.7	Review use of credit cards	150
4.8	Payment Performance	150
4.9	Engagement of consultants	152
4.10	Funds granted to non-government organisations	152
4.11	Privacy statement	152



APPENDIX 1 – HAZARD REDUCTION

1.1 Bush Fire Community Protection: Properties Protected Report

LOCATION	NUMBER OF WORKS PLANNED	NUMBER OF WORKS COMPLETED	PROPORTION OF WORKS COMPLETED VS PLANNED %	NUMBER OF PROPERTIES COVERED BY COMPLETED WORKS	VALUE OF PROPERTIES COVERED BY COMPLETED WORKS \$M
Total bush fire protection works	21,318	17,692	83.0%	260,659	\$128,003
Total programmed hazard reduction works	10,521	7,963	75.7%	143,271	\$63,039.2
Bush fire hazard complaints	1,375	1,260	91.6%	2,023	\$890.1
Private land hazard reduction certificates	369	354	95.9%	1,139	\$501.2
Development control assessments	6,321	5,666	89.6%	62,449	\$40,790.2
Community education programs	2,732	2,449	89.6%	51,777	\$22,781.9

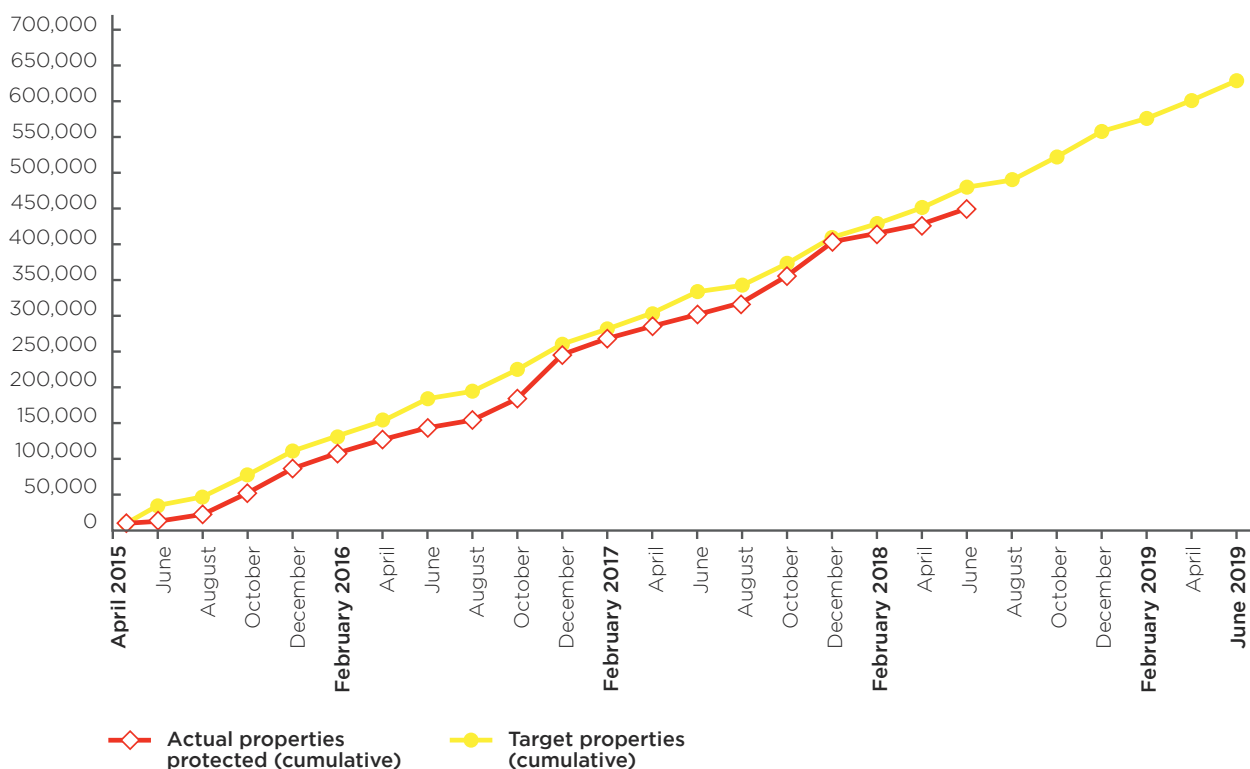
NOTES

1. The 'Total programmed hazard reduction works' data set is derived from the Bushfire Risk Information Management System (BRIMS) records as at 3 September 2018.
2. The 'Number of works planned' data set is comprised of activities with a scheduled or completed date occurring during 2017/18.
3. The 'Number of works completed' data set comprises activities with a completion date occurring during 2017/18.
4. The 'Value of properties covered by completed works' uses a standard property value of \$440,000 per property which was sourced from a published paper (McAneney K.J. 2005).
5. The planned works for hazard complaints comprise the complaints received in this reporting period and the carryovers.
6. The planned works for DAs comprise the DAs received in this reporting period and the carryovers.

HAZARD REDUCTION

1.2 Number of properties protected by hazard reduction works

Election commitment hazard reduction report - number of properties protected by hazard reduction works



PROPERTIES PROTECTED BY AGENCY

	Target	Number of properties protected	Completed vs target (%)
Department of Primary Industries (Crown Lands)	18,854	23,096	122.5%
Local Government Authority	57,737	56,228	97.4%
NSW National Parks & Wildlife Service	16,852	20,357	120.8%
Other	1,384	836	60.4%
Forestry Corporation of NSW	1,297	282	21.7%
Fire and Rescue NSW	4,219	4,432	105.0%
NSW Rural Fire Service	48,450	38,040	78.5%

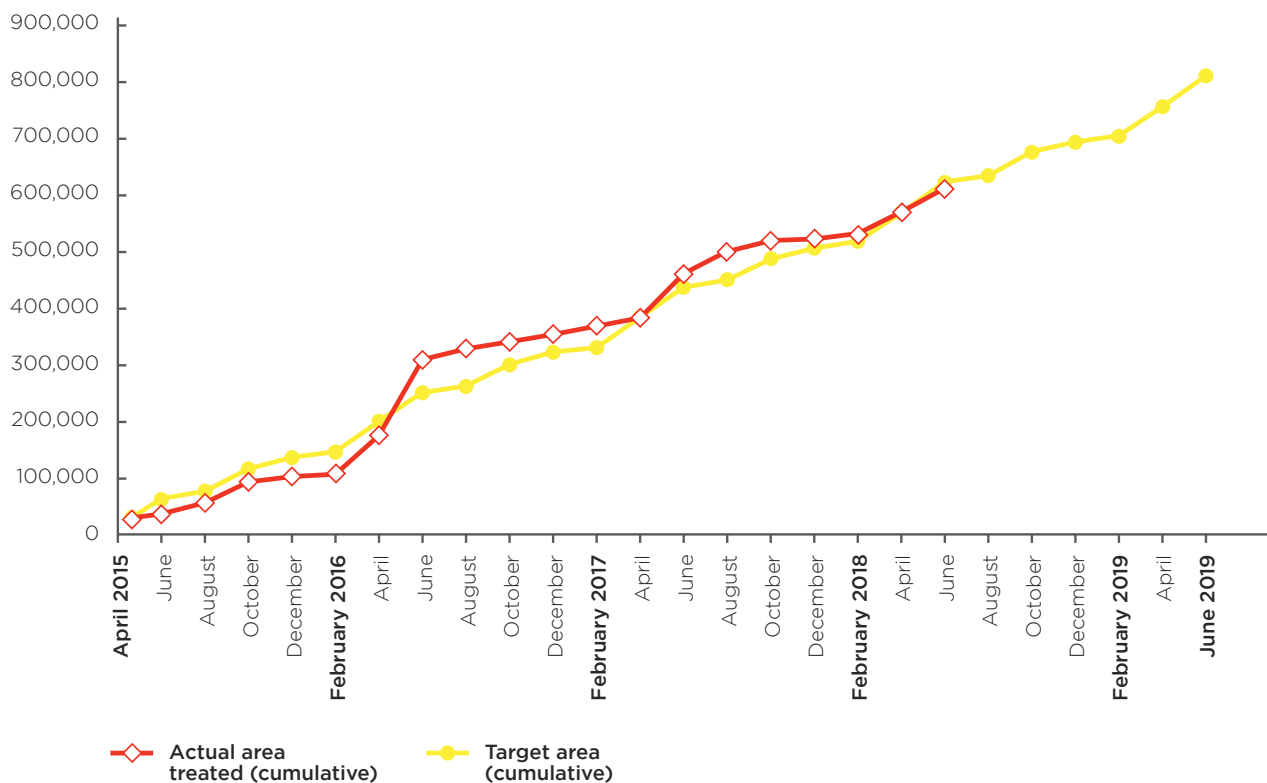
COMPLETED HAZARD REDUCTION AREAS SUMMARY BY TENURE AND METHOD

	Burning (ha)	Mechanical (ha)	Other (ha)	Total (ha)
Australian Rail Track Corporation	11.49	59.93	0.00	71.42
Catchment Authority	198.83	0.08	0.00	198.91
Commonwealth	47.95	1.83	0.00	49.78
Department of Primary Industries (Crown Lands)	4,551.15	2,626.46	38.02	7,215.63
Local Government Authority	1,329.26	10,782.58	2,775.12	14,886.96
NSW National Parks & Wildlife Service	100,695.63	1,408.34	16.70	102,120.67
Other	3,689.30	72.74	0.64	3,762.68
Private	9,768.34	278.33	0.69	10,047.36
RailCorp	173.14	13.45	0.00	186.59
Roads & Maritime Services	0.00	32.81	0.00	32.81
Forestry Corporation of NSW	9,007.89	19.71	25.94	9,053.54
Total hazard reduction areas	129,472.98	15,296.26	2,857.11	147,626.35

NOTES

1: The total hazard reduction areas on land tenures exclude 54.37 hectares by grazing means.

AREA TREATED (HA) BY HAZARD REDUCTION WORKS



HAZARD REDUCTION

HAZARD REDUCTION AREAS COMPLETED BY LAND TENURES VERSUS TARGET

Land tenure	Target (ha)	Completed HR Area (ha) by method				Completed vs target(%)
		Burning	Mechanical	Other	Total	
Australian Rail Track Corporation	292.2	11.49	59.93	0.00	71.42	24.4%
Catchment Authority	434.8	198.83	0.08	0.00	198.91	45.7%
Commonwealth	136.3	47.95	1.83	0.00	49.78	36.5%
Department of Primary Industries (Crown Lands)	2,783.5	4,551.15	2,626.46	38.02	7,215.63	259.2%
Local Government Authority	12,498.6	1,329.26	10,782.58	2,775.12	14,886.96	119.1%
NSW National Parks & Wildlife Service	135,000.0	100,695.63	1,408.34	16.70	102,120.67	75.6%
Other	2,733.8	3,689.30	72.74	0.64	3,762.68	137.6%
Private	11,145.4	9,768.34	278.33	0.69	10,047.36	90.1%
RailCorp	242.1	173.14	13.45	0.00	186.59	77.1%
Roads & Maritime Services	631.8	0.00	32.81	0.00	32.81	5.2%
Forestry Corporation of NSW	21,142.6	9,007.89	19.71	25.94	9,053.54	42.8%

Hazard reduction undertaken by the NSW RFS

While not a land management agency, members of the Service contribute significantly to hazard reduction activities in support of land management agencies and private property owners. During the reporting year, the Rural Fire Service undertook 1,480 hazard reduction works comprising approximately 18,531 hectares of hazard reduction work protecting a total number of 38,040 assets with a value of \$16.7 billion (based on median insurance house and contents value in Sydney 2004 - McAnaney K. J. 2005).

HAZARD REDUCTION CERTIFICATES ISSUED

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

Certificate issuing agency	Number issued	% of total
Department of Primary Industries (Crown Lands)	239	14.07%
Local Government Authority	565	33.25%
NSW National Parks & Wildlife Service	8	0.47%
NSW Rural Fire Service	854	50.26%
Other	33	1.94%
Total	1,699	100%

HAZARD COMPLAINTS RECEIVED

Land tenure	Complaints received	% of total
Private Land	731	59.43%
Council Land	360	29.27%
State Government Land	115	9.35%
Commonwealth Land	2	0.16%
Australian Rail Track Corporation Land	5	0.41%
To be determined	17	1.38%
Total	1,230	100%

INSPECTIONS, FORMAL NOTICES AND ENFORCEMENT WORKS

Number of hazard complaints inspections undertaken	Number of formal notices issued under Section 66 of the Act	Enforcement works undertaken under Section 70 of the Act
1,389	71	8

PERMITS ISSUED UNDER THE RURAL FIRES ACT 1997

Permits issued by	Number issued	% of total
Fire and Rescue NSW	470	2.35%
NSW Rural Fire Service	19,542	97.65%
Total	20,012	100%

APPENDIX 2 – INFRASTRUCTURE SERVICES

2.1 Waste Handling Report

The NSW RFS continues its commitment to minimising the amount of waste sent to landfill and improving procurement procedures to ensure the NSW Government targets in this area are achieved. With the future relocation of the Headquarters facility from 15 Carter St, Lidcombe, to the new premises at 4 Murray Rose Ave, Sydney Olympic Park, the NSW RFS has been working towards strategies for further improving waste handling strategies as well as identifying other resource efficiencies for the new facility.

Following the successful “Paper Lite” trial (which saw the use of smart tablets and laptops replacing paper based forms, Agendas, Minutes, and other meeting based documentation), the NSW RFS will see the initiative further integrated in the new Headquarters facility. A 50 percent reduction in storage capacity for paper based files in the new Headquarters facility will see the NSW RFS work towards the full integration of the initiative in the 2018/19 financial year.

Data was compiled on the waste recycling efforts. Recycling and resource efficiency results at Headquarters included:

- 9,330 kgs of cardboard recycled
- 5,660 kgs of co-mingled waste (paper, PET, glass bottles and aluminium cans) recycled
- 100 percent of all used toner cartridges recycled
- 100 percent of eWaste recycled
- Continuing the recycling program for fluorescent lights and alkaline batteries

2.2 Digital Information Security Annual Attestation Statement for the 2017/18 Financial Year for NSW Rural Fire Service (RFS)

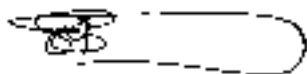
I, Commissioner Shane Fitzsimmons, am of the opinion that NSW RFS had an Information Security Management System in place during the 2017-2018 financial year that is consistent with the Core Requirements set out in the NSW Government Digital Information Security Policy.

The controls in place to mitigate identified risks to the digital information and digital information systems of NSW RFS are adequate.

A. There is no agency under the control of NSW RFS which is required to develop an independent ISMS in accordance with the NSW Government Digital Information Security Policy.

Information security is a key focus area for NSW RFS and, as such a risk based approach has been taken to implement the current security controls. A number of planned, periodic activities to manage and operate our Information Security Management System were carried out over the last period. Independent testing of our security controls was also carried out over this period.

The NSW RFS ISMS has matured over the last 12 months, as such is better aligned to the ISO 27001:2013 standard. As NSW RFS continues to operate the current ISMS, NSW RFS will continually monitor its compliance, effectiveness, and business benefits, in order to decide if certification to ISO 27001:2013 will be targeted for this financial year.



Shane Fitzsimmons, AFSM
NSW RFS Commissioner

NB: Risk management and insurance activities appear on page 152.



Photo: Adam Hollingworth

APPENDIX 3 – MEMBERSHIP AND STRATEGIC SERVICES

3.1 Salaried and volunteer members

	2018	2017	2016
Full Time Equivalent Positions (FTE)*	911	878	855
Headcount at Census*	948	913	884
Volunteer members	72,491	73,223	73,162

* This report is based on the Workforce Profile Report submitted to the Public Service Commission.

3.2 Executive remuneration

Senior Executives	2018		2017		2016	
	Female	Male	Female	Male	Female	Male
Band 4	0	0	0	0	0	0
Band 3	0	1	0	1	0	1
Band 2	1	3	1	4	1	3
Band 1	5	9	4	9	3	11
Totals	6	13	5	14	4	15
	19		19		19	

Band	2017 Range	Average Remuneration		
		2018	2017	2016
Band 4	463,551-535,550	-	-	-
Band 3	(328,901-463,550)	428,310	417,876	407,663
Band 2	(261,451-328,900)	300,270	280,666	277,345
Band 1	(183,300-261,450)	213,275	207,552	201,923

NOTES

1. 4.74% of NSW RFS employee-related expenditure in 2018 was related to senior executives, compared with 4.83% in 2017 and 5.08% in 2016.

3.3 Membership applications

	2018	2017	2016
New member applications	4,416	4,120	4,128
(includes junior member applications)	(356)	(363)	(337)

3.4 Workforce diversity

Trends in the representation of Workforce Diversity Groups

Workforce Diversity Group	Benchmark/target	2018	2017	2016
Women	50%	34%	34.2%	34.4%
Aboriginal people and Torres Strait Islanders	3.3%	1.9%	2.1%	2.0%
People whose first language spoken as a child was not English	23.2%	5.4%	5.5%	5.0%
People with a disability	5.6%	4.4%	4.6%	4.7%
People with a disability requiring work-related adjustment	N/A	2.2%	2.5%	2.7%

NOTES

1. The benchmark of 50% for representation of women across the sector is intended to reflect the gender composition of the NSW community.
2. The NSW Public Sector Aboriginal Employment Strategy 2014-17 introduced an aspirational target of 1.8% by 2021 for each of the sector's salary bands. If the aspirational target of 1.8% is achieved in salary bands not currently at or above 1.8%, the cumulative representation of Aboriginal employees in the sector is expected to reach 3.3%.
3. A benchmark from the Australian Bureau of Statistics (ABS) Census of Population and Housing has been included for People whose First Language Spoken as a Child was not English. The ABS Census does not provide information about first language, but does provide information about country of birth. The benchmark of 23.2% is the percentage of the NSW general population born in a country where English is not the predominant language.
4. In December 2017 the NSW Government announced the target of doubling the representation of people with a disability in the NSW public sector from an estimated 2.7% to 5.6% by 2027. The benchmark for "People with a Disability Requiring Work-Related Adjustment" was not updated.

3.4 Workforce diversity (cont.)

Trends in distribution of Workforce Diversity Groups

Workforce Diversity Group	Benchmark/ target	2018	2017	2016
Women	100	95	92	92
Aboriginal people and Torres Strait Islanders	100	N/A	87	N/A
People whose first language spoken as a child was not English	100	106	103	110
People with a disability	100	108	110	109
People with a disability requiring work-related adjustment	100	121	118	116

NOTES

1. A Distribution Index of 100 indicates that the centre of the distribution of the Workforce Diversity Group across salary levels is equivalent to that of other staff. Values less than 100 mean that the Workforce Diversity Group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the Workforce Diversity Group is less concentrated at lower salary levels.
2. The Distribution Index is not calculated where Workforce Diversity Group or non-Workforce Diversity Group numbers are less than 20.

3.5 Public Interest Disclosures (PID)

The table below provides the information that is mandatory for the NSW RFS to include in the Annual Report in accordance with the *Public Interest Disclosures Act 1994* and the *Public Interest Disclosures Regulation 2011*.

	Made by public officials performing their day to day functions	Under statutory or other legal obligation	All other PIDs
Number of public officials who made PIDs directly	0	0	1
Number of PIDs received	0	0	3
Of PIDs received, number primarily about:			
Corrupt Conduct	0	0	3
Maladministration	0	0	0
Serious and substantial waste	0	0	0
Government Information Contravention	0	0	0
Local Government pecuniary interest contravention	0	0	0

Number of PIDs finalised	0
--------------------------	---

Additional Information	Response
Does NSW RFS have an internal reporting policy?	NSW RFS Service Standard 1.1.30 Public Interest Disclosures published 2 May 2016.
Has head of agency taken actions to meet staff awareness obligations?	Publication of Service Standard 1.1.30 on the public website, intranet and MyRFS. Public Interest Disclosures is a component of the Code of Conduct and Ethics Training provided to staff and senior volunteers.

3.6 Reported injuries and registered workers compensation claims

Injury Type	Reported Injuries			Workers Compensation Claims	
	Volunteer member	Salaried Member	Non RFS Personnel	Volunteer Member	Salaried Member
Amputation / de-gloving	1	0	0	1	0
Breathing difficulties	14	0	0	2	1
Burns	28	0	2	6	0
Contusion with skin intact	35	10	0	16	1
Dislocation	5	1	1	3	1
Foreign body in eye, ear, nose, respiratory or digestive systems	25	11	1	13	2
Fracture	12	2	1	10	4
Head injury	11	1	0	6	0
Heart attack / chest pains	3	0	1	3	1
Heat stress / heat stroke	32	1	0	7	1
Internal injury	21	6	1	6	3
Laceration / abrasion	92	18	5	12	5
Poisoning and toxic effects of substances	44	32	1	7	4
Psychological disorders	5	2	0	2	6
Smoke inhalation	18	0	0	5	0
Sprains and strains of joints and adjacent muscles	152	49	4	56	26
Spinal injury	0	1	0	0	1
TOTAL	498	134	17	155	56
GRAND TOTAL	649			211	

NOTES

1. There were no prosecutions under the *Work Health and Safety Act 2011* in the reporting period.

3.7 Learning and Development – NSW RFS training activity by year

Volunteers and their qualifications	2018	2017	2016
Bush Firefighters	2,272	2,187	2,674
Village Firefighters	847	980	729
Advanced Firefighters	704	715	527
Crew Leaders*	858	354	292
Group Leaders	79	70	24
First Aid	1,629	1,936	1,826
Breathing Apparatus	605	730	559
Chain Saw Operators	818	905	616
Rural Fire Drivers	792	875	650
NSW RFS Instructors	156	234	123
NSW RFS Training Coordinators	27	26	15
NSW RFS Assessors	39	91	76
Assessor Advocates	6	1	6

* Crew Leaders are members attaining CLS.

NOTES

1. Figures generated by SAP LSO database only cover qualifications generated by electronic databases within each reporting year. Figures are inclusive of newly certified and recertified members.

3.8 Counselling and Support Unit

	Critical Incident Support Services (CISS)			Member Assistance Program (MAP)	Employee Assistance Program (EAP)	
	Number of requests	Number of personnel assisted	Hours	Number of new requests	Internal	External
2018	352	2,123	15,881	477	84	41
2017	373	966	17,853	446	91	34
2016	259	808	10,401	363	77	21

3.9 Chaplaincy and Family Support Network activity

Chaplaincy activity	Totals - Senior Chaplain and Senior Family Support Chaplain			Totals - Volunteer Fire District Chaplains and Family Support volunteers		
	2018	2017	2016	2018	2017	2016
Visits to RFS Headquarters	132	128	148	0	12	0
Visits to Fire Control Centres	26	28	41	400	408	410
Visits with Fire Control Officers	23	22	35	180	198	204
Visits to Rural Fire Brigades	13	6	32	129	134	152
Regional Conferences	2	1	3	0	0	1
State Management Conferences	2	1	0	0	0	0
Brigade Captains Meetings	0	0	0	43	38	42
Seminars & Conferences	5	4	3	0	27	0
Station Openings & Dedications	12	8	3	14	4	6
Fire Fleet Blessings & Services	13	15	8	30	32	28
Personal & Family Counselling	75	62	87	215	340	352
Telephone Support & Counselling	229	215	242	236	316	290
Home Visits-Members & Family	43	49	73	140	170	168
Hospital Visitation-Members	52	34	51	86	136	125
Funeral Services Conducted	11	10	10	10	8	5
Infant Christenings/ Dedications	0	1	1	0	0	0
Service Weddings	1	6	4	2	2	2
Rural Fire Service Callouts	2	3	4	65	68	77
Fire & Rescue NSW Callouts	0	0	1	0	1	0
NSW Parks and Wildlife Callouts	0	0	0	0	0	0
Respond to Suicides/Postvention	4	0	0	1	2	12
Championship & Field Days	3	5	3	2	2	2
Critical Incident Support	11	13	18	16	18	15
Work Cover and other NSW RFS Meetings	26	35	115	0	0	0
Total kms travelled	54,672	53,516	56,412	10,308	9,656	10,936

3.10 Bushfire and Natural Hazards Cooperative Research Centre (BNHCRC)

Year	Cash Contribution	In-kind Contribution*	Additional Bush Fire CRC Research Contribution
2018	\$404,000	\$300,000	\$97,500**
2017	\$392,101	\$310,856	N/A
2016	\$380,717	\$306,722	N/A

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

** For the research project into the Reedy Swamp/Tathra fire

3.11 NSW RFS / RFSA Consultative Committees

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

The Young Members Group is a sub-group of the Membership Services Consultative Committee and provides advice to that Committee on policy and programs, participates in decision-making at a state level, as well as making suggestions and raising ideas relevant to young members.

The committees that met during the reporting period were: Community Engagement, Infrastructure Services, Membership Services (including the Young Members Group) and Operations. Details of representation and attendance at these committees are set out in the following tables.

RFSA CONSULTATIVE COMMITTEE MEMBERSHIP AND ATTENDANCE FROM JULY 2017 – JUNE 2018

COMMUNITY ENGAGEMENT CONSULTATIVE COMMITTEE

Name	Attendance	Number eligible to attend
Brad Scutella (Chair)*	2	2
Stephen O'Malley (Chair)**	1	1
Brian Millar (Deputy Chair)+	3	3
Jamie Bertram+	1	2
Raewyn Macky+	2	2
Richard Thorek+	1	2
Donna Brotherson+	2	2
Glenn O'Rourke+	2	2
Jayne Leary+	2	2
Irene Hancock	3	3
David Harris	2	3
Leah Ross++	1	1
Zofie Lahodney-Gresco++	1	1
Daniel Osborne++	1	1
Collin Segelov++	1	1
Susanne Barker++	1	1
Brian Jewell++	1	1

* Tenure ceased November 2017

+ Tenure ceased December 2017

** Tenure commenced November 2017

++ Tenure commenced December 2017

INFRASTRUCTURE SERVICES CONSULTATIVE COMMITTEE

Name	Attendance	Number eligible to attend
Senior Assistant Commissioner Bruce McDonald AFSM (Chair)	3	3
Brian McDonough (Deputy Chair)	3	3
Jason Lewington+	2	2
David Wynd+	0	2
Steve Smith+	0	2
Terry Job+	1	2
Steve Jones	3	3
Troy Dowley	3	3
Patrick Bradley	3	3
Mark Ross	3	3
Vikki Bingley++	1	1
Adrian Reynolds++	0	1
Garry Barrett++	1	1
Errol Hockley	1	1

+ Tenure ceased December 2017

++ Tenure commenced December 2017

MEMBERSHIP SERVICES CONSULTATIVE COMMITTEE

Name	Attendance	Number eligible to attend
Bronwyn Jones PSM (Chair)	2	3
Scott Campbell (Deputy Chair)	3	3
Gerard McLellan+	0	2
Leah Ross+	2	2
Helen Carlos	3	3
Greg Fisher	3	3
David Doblinger	2	2
Phillip Baer APM AFSM	1	2
Peter Burfitt	2	2
Stephanie Huysmans+	1	2
Bill Elder	3	3
Craig Murphy++	1	1
Michael Lane++	1	1
Dennis Hancock++	1	1
Terry Job++	1	1
Bert Clarke++	1	1

* Appointment ceased February 2017 ** Appointment commenced February 2017

MEMBERSHIP AND STRATEGIC SERVICES

OPERATIONS CONSULTATIVE COMMITTEE

Name	Attendance	Number eligible to attend
Deputy Commissioner Rob Rogers AFSM (Chair)	1	3
David Turner (Deputy Chair)	3	3
Donald Peach+	2	2
John Fitzgerald AFSM+	2	2
Lex Sanderson+	2	2
Geoffrey Ryan	3	3
Philip Spicer	3	3
Elizabeth Ferris AFSM	3	3
Brendon Ede	3	3
Kristaal Hinds	3	3
James Brady++	1	1
Les Ayres++	1	1
Andrew McDonald++	1	1

+ Tenure ceased December 2017

++ Tenure commenced January 2018

YOUNG MEMBERS GROUP

Name	Attendance	Number eligible to attend
Nathan Barnden (Chair)	2	2
Christian Bond (Deputy Chair)	2	2
David Stimson	2	2
Morgan Fraser+	1	1
Phillip Brunsdon+	1	1
Elizabeth Algie+	1	1
Jayden Nicholls+	1	1
Alexander Milgate	2	2
Benjamin Albers	2	2
Angela Burford*	0	2
Adrian David++	1	1
James Boyle++	1	1
Lewis Drayton++	1	1
Cassandra Williams++	1	1
Abbie Bull++	0	1
Jessie McMaster++	1	1

+ Tenure ceased Feb 2018

++ Tenure commenced February 2018

* Tenure ceased April 2018

3.12 Awards

BRAVERY AND SERVICE AWARDS (INTERNAL)

	Volunteer Members	Salaried Members	Total
Commissioner's Award for Valour	Nil	Nil	Nil
Commissioner's Commendation for Bravery	Nil	Nil	Nil
Commissioner's Commendation for Service	8	0	8
Group Captain Brian Ayliffe AFSM, Cobargo Rural Fire Brigade, Far South Coast, Region South			
Deputy Captain Bruce Davies, Jerrabomberra Creek Rural Fire Brigade, Lake George Zone, Region South			
Captain Stephen Garbutt, Wyrallah Rural Fire Brigade, Northern Rivers Zone, Region North			
Firefighter Samuel Hatch, Tamworth Support Rural Fire Brigade, Tamworth District, Region North			
Captain Neil Percival (Chaplain), Broughton Vale/Berry Rural Fire Brigade, Shoalhaven, Region South			
Firefighter Shirley Snowden, Tinonee Rural Fire Brigade, Mid Coast Team, Region East			
Senior Deputy Captain Samuel Tout, Murringo Rural Fire Brigade, South West Slopes Zone, Region West			
Firefighter John Tucker, Tamworth Support Rural Fire Brigade, Tamworth District, Region North			
Commissioner's Certificate of Commendation (Unit)	9	2	11
Castlereagh Zone Rural Fire Brigades and Cassilis Rural Fire Brigade, Castlereagh Zone & Liverpool Range Zone, Region North			
Cudgegong Airbase Crew Aviation Support Rural Fire Brigade, Cudgegong District, Region West			
Down the Wire Technicians			
Bombay, Boro, Braidwood, Bungendore, Burra, Captains Flat, Hoskingtown, Jerrabomberra Creek, Lake George Operations Support Group, Majors Creek, Mongarlowe, Queanbeyan City, Ridgeway, Stoney Creek, Wamboin, Group North and Group West, Lake George Zone, Region South			
Mudgee 1A, Cudgegong District, Region West			
Northern Rivers Zone Group Officers and Brigades, Northern Rivers Zone, Region North			
Pacific Palms Rural Fire Brigade, Mid Coast Zone, Region East			
Picton Rural Fire Brigade, Southern Highlands Team, Region East			
Procurement Accreditation Team, NSW Rural Fire Service Headquarters			
RFSA Workers Compensation Working Group, Rural Fire Service Association and NSW Rural Fire Service			

MEMBERSHIP AND STRATEGIC SERVICES

BRAVERY AND SERVICE AWARDS (INTERNAL) (cont.)

	Volunteer Members	Salaried Members	Total
Commissioner's Certificate of Commendation (Individual)	2	4	6
Inspector William Britt, Bland Temora Zone, Region West			
Mr Lindsey Flynn, NSW Rural Fire Service Headquarters			
Mr Aaron Howard, NSW Rural Fire Service Headquarters			
Mr Scott Hoy, NSW Rural Fire Service Headquarters			
Firefighter Rowena McGregor, Hydes Creek Rural Fire Brigade, Mid North Coast Team, Region North			
Firefighter John Sandland, Tabourie Rural Fire Brigade, Shoalhaven, Region South			
Commissioner's Unit Citation for Bravery	0	0	0
Commissioner's Unit Citation for Service	1	0	1
Northern Rivers Aviation Support Rural Fire Brigade, Northern Rivers Zone, Region North			
Totals	20	6	26

LONG SERVICE AWARDS (INTERNAL)

Long Service Medal/Clasps	Volunteer members	Salaried members	Totals
10 yr Long Service Medal	1,258	16	1,274
20 yr Long Service Clasp	774	14	788
30 yr Long Service Clasp	457	5	462
40 yr Long Service Clasp	291	5	296
50 yr Long Service Clasp	142	1	143
60 yr Long Service Clasp	41	0	41
70 yr Long Service Clasp	5	0	5
Totals	2,968	41	3,009

AUSTRALIAN FIRE SERVICE MEDALS (AUSTRALIAN HONOURS SYSTEM)

Australian Fire Service Medal	Volunteer Members	Salaried Members	Totals
Australia Day	6	1	7
Neal Coombes, Captain, North West Zone, Region West			
David Robert Cordery, Firefighter, Hornsby/Ku-ring-gai, Region East			
Mark Charles Hoskinson, Group Captain, Bland/Temora Zone, Region West			
Mark Christopher Murphy, Firefighter/Inspector, Liverpool Range, Region North			
Paul James Reardon, Group Captain, South West Slopes Zone, Region West			
Ronald Smith, Senior Deputy Captain, Mid Coast Zone, Region East			
Peter James Wykes, Group Captain, Orana, Region West			
Queen's Birthday	6	0	6
Geoffrey Andrew, Deputy Group Captain, Lake George Zone, Region South			
Martin Harrison, Senior Deputy Captain, North West Zone, Region West			
Gregory Ingersole OAM, Firefighter, Chifley/Lithgow, Region East			
Neal Mutton, Group Captain, Lower Hunter Zone, Region East			
Eric Shanks, Group Captain, Orana, Region West			
Peter Shearer, Captain, Southern Highlands Team, Region East			
Peter James Wykes, Group Captain, Orana, Region West			
Totals	12	1	13

NATIONAL MEDALS/CLASPS

	Volunteer Members	Salaried Members	Totals
Medals	175	8	183
Clasps	76	0	76
Totals	251	8	259

APPENDIX 4 - EXECUTIVE SERVICES

4.1 Internal Audit and Risk Management Statement 2017/18



NSW RURAL FIRE SERVICE

Internal Audit and Risk Management Statement for the 2017-2018 Financial Year for the NSW Rural Fire Service

I, Shane Fitzsimmons, am of the opinion that the NSW Rural Fire Service has internal audit and risk management processes in operation that are compliant with the eight (8) core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

Core Requirements	Compliance
1. Risk Management Framework	
1.1. The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2. A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS IS) 31000:2009	Compliant
2. Internal Audit Function	
2.1. An internal audit function has been established and maintained	Compliant
2.2. The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3. The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
3. Audit and Risk Committee	
3.1. An independent Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2. The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3. The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

Membership

The chair and members of the Audit and Risk Committee during 2017-2018 were:

- > Ms Gerardine Brus, Independent Chair, appointed for a four year term, commencing 2 October 2014, ending on 1 October 2018
- > Mr David Roden, Independent Member, appointed for a four year term, commencing 25 February 2016, ending 24 February 2020
- > Mr Arthur Butler, Independent Member, reappointed for a three year term, commencing 2 October 2014, ending 1 October 2017
- > Mr Garry Dinnie, Independent Member, appointed for a three year term, commencing 2 October 2017, ending 2 October 2020



Shane Fitzsimmons AFSM
Commissioner
NSW Rural Fire Service
Date: 4-9-18

4.2 Government Information (Public Access) 2017/18 statistics

TABLE A: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media			1					
Members of Parliament								
Private sector business	5	64						1
Not for profit organisations or community groups								
Members of the public (application by legal representative)		20	3					
Members of the public (Other)	6	22	2					1

* Three valid access applications received during the 2017/18 financial year have not yet been determined and are not reported for in the table above. Following applicant agreement these applications have an open ended determination date.

TABLE B: NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	1		1					
Access applications (other than personal information applications)	9	101	4					2
Access applications that are partly personal information applications and partly other	1	5	1					

* Three valid access applications received during the 2017/18 financial year have not yet been determined and are not reported in the table above. Following applicant agreement these applications have an open ended determination date.

TABLE C: INVALID APPLICATIONS

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the <i>Act</i>)	4
Application is for excluded information of the agency (section 43 of the <i>Act</i>)	
Application contravenes restraint order (section 110 of the <i>Act</i>)	
Total number of invalid applications received	4
Invalid applications that subsequently became valid applications	2

NOTE: The two applications above are being processed in the 2018/19 FY.

TABLE D: CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE: MATTERS LISTED IN SCHEDULE 1 TO THE *ACT*

	Number of times consideration used*
Overriding secrecy laws	
Cabinet information	
Executive Council information	
Contempt	
Legal professional privilege	
Excluded information	2
Documents affecting law enforcement and public safety	
Transport safety	
Adoption	
Care and protection of children	
Ministerial code of conduct	
Aboriginal and environmental heritage	

4.2 Government Information (Public Access) 2017/18 statistics (cont.)

TABLE E: OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO SECTION 14 OF THE ACT

	Number of occasions when application not successful
Responsible and effective government	4
Law enforcement and security	3
Individual rights, judicial processes and natural justice	110
Business interests of agencies and other persons	4
Environment, culture, economy and general matters	
Secrecy provisions	
Exempt documents under interstate Freedom of Information legislation	

TABLE F: TIMELINESS

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	139
Decided after 35 days (by agreement with applicant)	
Not decided within time (deemed refusal)	
Total	139**

Note: * this figure does not include three applications which have an open ended due date and two invalid applications still being processed in the 2018/19 FY.

TABLE G: NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)

	Decision varied	Decision upheld	Total
Internal review		1	1
Review by Information Commissioner			
Internal review following recommendation under section 93 of the Act			
Review by ADT			1
Total	0	1	2

Note: NCAT matter is still ongoing

TABLE H: APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT
(BY TYPE OF APPLICANT)

	Number of applications for review
Applications by access applicants	2
Applications by persons to whom information the subject of the access application relates (see section 54 of the Act)	

TABLE I: APPLICATIONS TRANSFERRED TO OTHER AGENCIES UNDER DIVISION 2 OF PART 4 OF THE ACT (BY TYPE OF TRANSFER)

	Number of applications transferred
Agency-initiated transfers	14
Applicant-initiated transfers	

STATISTICS REQUIRED BY CLAUSE 7 OF THE GOVERNMENT INFORMATION
(PUBLIC ACCESS) REGULATION 2009

Total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)	143
Total number of access applications received by the agency during the reporting year that the agency refused, either wholly or partly because the application was for the disclosure of information referred to in Schedule 1 to the Act.	2

4.3 Committees

RURAL FIRE SERVICE ADVISORY COUNCIL (RFSAC)

The RFSAC met on two occasions during the reporting period and attendance was as follows:

Member	Agency	Attended/ Represented
Commissioner Shane Fitzsimmons AFSM	NSW Rural Fire Service	2/0
Cr Keith Rhoades AFSM	Local Government NSW	0/0
Cr Denise Osbourne	Local Government NSW	1/0
Mr Christopher Powell AFSM (appointed 02/03/2018)	NSW Rural Fire Service Association	1/0
Mr Russell Perry (appointed 02/03/2018)	NSW Rural Fire Service Association	0/1
Superintendent Michael Brett	NSW Rural Fire Service Association	1/1
Mr Robert Pallin	Nature Conservation Council of NSW	0/0
Mr Graham Brown	NSW Farmers Association	1/0
Mr Nick Wiesener (appointed 02/03/2018)	Insurance Council of Australia	0/0
Mr Warren Cree (until 01/03/2018)	NSW Rural Fire Service Association	1/0
Mr John Parker (until 01/03/2018)	NSW Rural Fire Service Association	0/0
Mr Karl Sullivan (until 01/03/2018)	Insurance Council of Australia	0/0

AUDIT AND RISK COMMITTEE (ARC) AND FINANCIAL STATEMENT MEETINGS

The ARC met on seven occasions during the reporting period and attendance was as follows:

Name	Role	Attendance
Ms Gerardine Brus	Independent Chair	7
Mr Garry Dinnie (appointed 02/10/2017)	Independent Member	4
Mr Arthur Butler (until 01/10/2017)	Independent Member	3
Mr David Roden	Independent Member	6

BUSH FIRE CO-ORDINATING COMMITTEE (BFCC)

The BFCC met on four occasions during the reporting period and attendance was as follows:

Member	Agency	Attended/ Represented
Commissioner Shane Fitzsimmons AFSM	NSW Rural Fire Service	4/0
Deputy Commissioner James Hamilton AFSM (appointed 14/09/2017)	Fire and Rescue NSW	2/1
Mr Simon Oliver	NSW Department of Industry - Primary Industries	3/1
Mr George Schneider (appointed 02/03/2018)	NSW Department of Industry - Crown Lands & Water	1/0
Ms Naomi Stephens	NSW National Parks & Wildlife Service	1/2
Cr Denise Osborne (appointed 14/09/2017)	Local Government NSW	1/1
Cr Keith Rhoades AFSM	Local Government NSW	2/0
Mr Gregory Wardle (appointed 02/03/2018)	NSW Rural Fire Service Association	2/0
Deputy Commissioner Catherine Burn APM (appointed 02/03/2018)	NSW Police Force	0/2
Mr Robert Conroy	Representing Minister for the Environment	4/0
Mr Robert Pallin	Nature Conservation Council of NSW	3/1
Mr Graham Brown	NSW Farmers Association	2/1
Ms Sonya-Lee Ramke (appointed 02/03/2018)	Office of Emergency Management (Disaster Welfare Services)	2/0
Dr Ross Dickson	Forestry Corporation	3/1
Deputy Commissioner James Smith AFSM (until 13/09/2017)	Fire and Rescue NSW	0/1
Mr Timothy Wilkinson (until 23/08/2017)	NSW Department of Industry - Crown Lands & Water	0/1
Cr Chris Manchester (until 13/09/2017)	Local Government NSW	0/1
Superintendent David Hoadley AFSM (until 01/03/2018)	NSW Rural Fire Service Association	1/0
Assistant Commissioner Alan Clarke APM (until 01/03/2018)	NSW Police Force	0/2
Dr Allison Rowlands (until 01/03/2018)	Office of Emergency Management (Disaster Welfare Services)	1/0
Assistant Commissioner Alan Clarke APM (until 01/03/2018)	NSW Police Force	0/2
Dr Allison Rowlands (until 01/03/2018)	Office of Emergency Management (Disaster Welfare Services)	1/0

EXECUTIVE SERVICES

FIRE SERVICES JOINT STANDING COMMITTEE (FSJSC)

The FSJSC met on five occasions during the reporting period and attendance was as follows:

Member	Agency	Attended/ Represented
Commissioner Shane Fitzsimmons AFSM	NSW Rural Fire Service	4/1
Commissioner Paul Baxter BBS, EFO, FIFireE, NZIM	Fire & Rescue NSW	4/1
Assistant Commissioner Paul McGuiggan AFSM	Fire & Rescue NSW	4/1
Superintendent Paul Jones	NSW Rural Fire Service	4/1
Superintendent Michael Brett	NSW Rural Fire Service Association	5/0
Mr Leighton Drury	Fire Brigades Employees' Union of NSW	5/0

NSW RFS AND LOCAL GOVERNMENT LIAISON COMMITTEE (LGLC)

The LGLC met on three occasions during the reporting period and attendance was as follows:

Member	Agency	Attended/ Represented
Commissioner Shane Fitzsimmons AFSM	NSW Rural Fire Service	3/0
Mr Brad Scutella (until 6/11/2017)	NSW Rural Fire Service	2/0
Mr Stephen O'Malley (appointed 04/04/2018)	NSW Rural Fire Service	0/1
Mr Steve Robinson (appointed 19/07/2017)	NSW Rural Fire Service Association	1/1
Assistant Commissioner Rebel Talbert	NSW Rural Fire Service	3/0
Cr Keith Rhoades AFSM	Local Government NSW	2/0
Cr Denise Osborne	Local Government NSW	2/0
Mr Chris Powell AFSM (until 19/07/2017)	NSW Rural Fire Service Association	0/0

CORPORATE EXECUTIVE GROUP (CEG)

The CEG met on eight occasions during the reporting period and attendance was as follows:

Member and Position	Agency	Attended / Represented
Commissioner Shane Fitzsimmons AFSM Chair	NSW Rural Fire Service	8/0
Deputy Commissioner Rob Rogers AFSM Executive Director, Operations	NSW Rural Fire Service	7/1
Senior Assistant Commissioner Bruce McDonald AFSM Executive Director, Infrastructure Services	NSW Rural Fire Service	6/0
Ms Bronwyn Jones PSM Executive Director, Membership and Strategic Services	NSW Rural Fire Service	6/1
Mr Stephen O'Malley Executive Director, Finance and Executive Services (from 26/02/18) and Chief Financial Officer	NSW Rural Fire Service	6/1
Mr Brad Scutella Executive Director, Executive Services (until 16/11/17)	NSW Rural Fire Service	2/0
Assistant Commissioner Jason Heffernan Director, Response and Coordination	NSW Rural Fire Service	7/0
Assistant Commissioner Rebel Talbert Director, Regional Services	NSW Rural Fire Service	6/0
Assistant Commissioner Stuart Midgley AFSM Director, Coordinated Risk Management	NSW Rural Fire Service	8/0
Mr Anthony Clark Director, Corporate Communications	NSW Rural Fire Service	4/1
Ms Kelly Browne AFSM Chief Information Officer	NSW Rural Fire Service	7/0
Chief Superintendent Brett Condie Regional Manager, Region North	NSW Rural Fire Service	7/0
Chief Superintendent Ken Hall Regional Manager, Region South	NSW Rural Fire Service	6/0
Chief Superintendent Benjamin Watson Regional Manager, Region East (replaced by Chief Superintendent Jayson McKellar on 08/05/2018)	NSW Rural Fire Service	0/5
Mr Paul Smith Regional Manager, Region West (replaced by Ms Renee Williams on 12 June 2018)	NSW Rural Fire Service	7/0
Ms Renee Williams Acting Manager, Region West (appointed 12/6/2018)	NSW Rural Fire Service	1/0
Mr Ken Middleton President	NSW Rural Fire Service Association	7/0
Mr Brian McDonough Vice President	NSW Rural Fire Service Association	7/0
Mr Bernard Cox Chief Executive Officer	NSW Rural Fire Service Association	6/0
Chief Superintendent Jayson McKellar (appointed 8 May 2018)	NSW Rural Fire Service	1/0

4.4 Minister-approved travel

Overseas travel approvals from 1 July 2017 to 30 June 2018

Date	Country	Officer/s	Trip details
7 to 23 August 2017	Port Vila, Vanuatu	Superintendent Brian Graham, Manager Corporate and International Relations	Participate as Emergency Services Liaison Officer and provide specialist disaster management advice in the Vocational Training Team program with Rotary International
7 to 30 August 2017	Port Vila, Vanuatu	Mr David King	Participate in the Rotary Vocational Training Team program
22 to 24 August 2017	Singapore	Anthony Clark O.B.O. Dep. Commissioner Rob Rogers AFSM	Attend the 2017 Disaster and Emergency Management Summit and present on the communication of information in the lead up to and during Catastrophic fire weather conditions and fires at the level of Emergency Warning.
26 September to 4 October 2017	Botswana	Superintendent Brian Graham, Manager Corporate and International Relations	Accepting invitation from Government of Botswana to attend official handing over of 6 firefighting appliances by the Australian High Commissioner, the signing of an MOU between the Government of Botswana and the NSW RFS and acceptance of the Presidential Order of Meritorious Service on behalf of the NSW RFS in place of the Minister and NSW RFS Commissioner.
16 to 20 November 2017	New Zealand	NSW RFS members Kendall Thompson, Tristan Laurie, Allen Madden and Sean Barton	NSW RFS team from the Kootingal/Moonbi Rural Fire Brigade travel to Carterton, New Zealand to represent NSW RFS at Australasian Firefighter Championships.
4 to 8 December 2017	Suva, Fiji	Chief Superintendent Ben Millington	Request from National Critical Care & Trauma Response Centre (NCCTRC) to assist with Health Emergency Operations Centre (HEOC) training course.
24 February to 5 March 2018	Reno, United States	Assistant Commissioner Rebel Talbert	International Association of Fire Chiefs (IAFC) invitation to present on "Developing Remote Firefighter Capability Down Under" at the Wildland Urban Interface Conference in Reno, Nevada, USA
19 APR - 29 APR 2018	Gallipoli, Turkey	Superintendent Brian Graham, Manager Corporate and International Relations	29 NSW RFS members travelled to Gallipoli to support the Commonwealth Department of Veterans' Affairs with the 2018 ANZAC Day commemorations.
23 MAY - 25 MAY 2018 M18/4(007)	Christchurch, New Zealand	Chief Superintendent Peter McKechnie, Manager State Operations	Attendance at the National Emergency Communications Working Group meeting in Christchurch, New Zealand.
5 to 10 June 2017	Botswana	Keith Davies	Travel to Botswana to facilitate arrival of fire tankers donated by the Australian Government

Note the below travel was approved during the 2017/18 FY however travel was not undertaken

30 May to 1 June 2018	Tokyo, Japan	Commissioner Shane Fitzsimmons (approval also sought from Deputy Commissioner Rob Rogers to attend if Commissioner is unable to attend)	Attendance at the 30th International Fire Chiefs' Association of Asia (IFCAA) General Conference in Tokyo, Japan.
-----------------------	--------------	---	---

4.5 Annual Report costs

The Organisational Communications team is responsible for the production of the Annual Report. The total external costs incurred in the production of this report were \$0.

The report is accessible on the NSW RFS website www.rfs.nsw.gov.au

Copies may be obtained by emailing: organisational.communications@rfs.nsw.gov.au

4.6 Risk management and insurance

Total deposit premiums (excluding GST) paid	2017/18 \$	2016/17 \$	2015/16 \$	2014/15 \$
Workers compensation – salaried staff	1,059,763	1,182,260	843,308	680,117
Workers compensation – volunteers	2,500,000	3,000,000	3,500,000	2,000,000
Motor vehicle	2,614,550	3,016,610	3,374,980	3,361,510
Public liability	2,741,900	2,964,320	2,911,530	3,073,780
Property	108,050	98,120	65,630	48,610
Other	32,360	23,970	17,760	13,150
Totals	9,056,623	10,285,280	10,713,208	9,177,167

NOTES

- 1: Insurance coverage is provided by the NSW Treasury Managed Fund for all areas except for workers compensation coverage for volunteers. NSW RFS volunteers are covered by the Bush Firefighters Compensation Fund administered by icare.

4.7 Review use of credit cards

30 June 2018

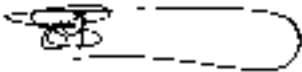
Corporate credit cards are available to approved staff of the NSW RFS upon the approval of the Chief Financial Officer or delegate.

NSW RFS corporate and purchasing credit cards are used for approved business related expenditure.

Credit card transactions by cardholders are reviewed by officers within the NSW RFS and any irregularities are reported to management.

I certify that credit card use in the NSW RFS has been in accordance with the established NSW RFS policy, Premier's Memoranda and Treasurer's Directions.

SIGNED:



Shane Fitzsimmons, AFSM
NSW RFS Commissioner

4.8 Payment Performance

AGED ANALYSIS AT THE END OF EACH QUARTER 2017/18

Quarter	Current (i.e. within due date) \$'000	Less than 30 days overdue \$'000	Between 30 and 60 days overdue \$'000	Between 61 and 90 days overdue \$'000	More than 90 days overdue \$'000
All suppliers					
September	1,226	797	203	174	64
December	1,560	3,940	243	26	498
March	781	1,749	280	7	21
June	6,667	1,952	313	436	72
Small business suppliers					
September	0	0	0	0	0
December	0	0	0	0	0
March	0	0	0	0	0
June	0	0	0	0	0

ACCOUNTS DUE OR PAID WITHIN EACH QUARTER 2017/18

Measure	Sept 2017	Dec 2017	March 2018	June 2018
All suppliers				
Number of accounts due for payment	6,981	8,951	7,167	8,373
Number of accounts paid on time	6,742	8,336	6,653	7,896
Actual percentage of accounts paid on time (based on number of accounts)	97%	93%	93%	94%
Dollar amount of accounts due for payment \$'000	61,141	78,065	70,844	58,414
Dollar amount of accounts paid on time \$'000	59,327	71,930	64,982	53,261
Actual percentage of accounts paid on time (based on \$)	97%	92%	92%	91%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts	0	0	0	0
Small business suppliers				
Number of accounts due for payment to small business	10	9	20	32
Number of accounts due to small businesses paid on time	10	8	20	32
Actual percentage of small business accounts paid on time (based on number of accounts)	100%	89%	100%	100%
Dollar amount of accounts due for payment to small businesses \$'000	13	10	99	220
Dollar amount of accounts due to small businesses paid on time \$'000	13	10	99	220
Actual percentage of small business accounts paid on time (based on \$)	100%	100%	100%	100%
Number of payments to small business for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts	0	0	0	0

4.9 Engagement of consultants

During the reporting period, one consultant was engaged at a total cost of \$25,000.

Consultancies equal to or more than \$50,000	Cost (\$)
	Nil
Consultancies less than \$50,000	Cost (\$)
Personnel and industrial	
Price Waterhouse Coopers (Employment entitlement advice)	\$25,000
Diplomacy Management Consulting (Industrial relations advice and advocacy service)	\$26,880
Pinnacle Integrity (Industrial relations advice and advocacy service)	\$960
Accounting general	Nil
Total consultancies	\$52,840

4.10 Funds granted to non-government organisations

	Program area	2013/14	2014/15	2015/16	2016/17	2017/18	Nature and purpose
Nature Conservation Council of NSW	Operations	118,372	121,331	124,364	134,671	139,699	Annual funding to allow the Council to meet its responsibilities under the <i>Rural Fires Act 1997</i> .
Total		118,372	121,331	124,364	134,671	139,699	

4.11 Privacy statement

The *Privacy and Personal Information Protection Act 1998* (PPIPA) establishes certain principles governing the manner and circumstances in which personal information may be collected and used. The *Health Records and Information Privacy Act 2002* (HRIPA) also stipulates the responsibilities of private organisations and public agencies in dealing with health information.

The NSW RFS Service Standard, 1.1.14 *Personal Information and Privacy*, sets out the manner in which members of the NSW RFS shall collect and use personal information in carrying out the functions of the NSW RFS, so as to comply with the provisions of the PPIPA and HRIPA. The NSW RFS Privacy Management Plan also forms part of this Service Standard and articulates the responsibilities of the NSW RFS under PPIPA and HRIPA.

On 20 June 2018 one application for internal review of the PPIPA was received by the NSW RFS. The internal review is underway and will be finalised in the first quarter of 2018/19.

Glossary

ACRONYM	MEANING	ACRONYM	MEANING
AFAC	Australasian Fire and Emergency Service Authorities Council	GRN	Government Radio Network
AFSM	Australian Fire Service Medal	<i>GSE Act</i>	<i>Government Sector Employment Act</i>
AIDER	Assist Infirm, Disabled and Elderly Residents	HFI	Health and Fitness Initiative
	Australian Police Medal	ICMI	Incident Controller Major Incident
BFCC	Bush Fire Co-ordinating Committee	ICON	Incident Control On Line
BFDP	Bush Fire Danger Period	IMT	Incident Management Team
BFEAC	Bush Fire Environmental Assessment Code	LALC	Local Aboriginal Land Council
BFF	Bush Fire Fighter training	LGA	Local Government Area
BFHC	Bush Fire Hazard Complaint	MAA	Mutual Aid Agreement
BFIL	Bush Fire Information Line	MIC	Major Incident Coordination
BFMC	Bush Fire Management Committee	MICC	Major Incident Coordination Centre
BFRMP	Bush Fire Risk Management Plan	MLU	Ministerial Liaison Unit
BNHCRC	Bushfire and Natural Hazards Cooperative Research Centre	MoU	Memorandum of Understanding
BRAC	Bush Fire Resilience in Aboriginal Communities	MyRFS	www.myrfs.nsw.gov.au (volunteer extranet)
BRIMS	Bush Fire Risk Information Management System	NAFC	National Aerial Firefighting Centre
CALD	Culturally and Linguistically Diverse	NGWSP	Next Generation Workforce Strategic Plan
CCEP	Critical Communication Enhancement Program	NPWS	National Parks and Wildlife Service (NSW)
CEG	Corporate Executive Group	NSP	Neighbourhood Safer Places
CFU	Community Fire Unit	NSW RFS	NSW Rural Fire Service
CHIP	Complaint Handling Improvement Plan	NSW SES	NSW State Emergency Service
CISS	Critical Incident Support Services	OpO	Operational Officer
CPP	Community Protection Plan	PAWS	Portable Automatic Weather Stations
CRC	Cooperative Research Centre	PBP	Planning for Bush Fire Protection
EAM SAP	Enterprise Asset Management Project	PESC	Planning and Environment Service Centres
EEO	Equal Employment Opportunities	PSM	Public Service Medal
FBA	Fire Behaviour Analysis	PSU	Professional Standards Unit
FBA _n	Fire Behaviour Analyst	RAFSO	Remote Area Firefighting and Specialised Operations
FCC	Fire Control Centre	RAFT	Remote Area Firefighting Team
FFDI	Forest Fire Danger Index	RART	Rapid Aerial Response Team
FRNSW	Fire & Rescue NSW	RFSANZ	NSW Rural Fire Service Association
FDR	Fire Danger Rating	RFSAC	Rural Fire Service Advisory Council
FSJSC	Fire Services Joint Standing Committee	s44	Section 44 of the <i>Rural Fires Act 1997</i> (declaration of major fire emergency)
GIPA	Government Information (Public Access)	SOC	State Operations Centre
GIS	Geographic Information System	SOE	Standard Operating Environment
		SOP	Standard Operating Procedure
		SWS	Static Water Supply
		V2C	Volunteer to Career program

Index

Aboriginal Services (see also <i>Indigenous</i>)	46	Community Engagement— Strategic Directions	7, 20, 39, 53
Access - NSW RFS Office locations	8	Community First Responder Program	18
Account payments	150-51	Community Protection Plans	6, 28, 33, 34-5, 46
Aims and objectives	5	Complaints Handling Improvement Plan (CHIP)	21, 59
Annual Report - costs	149	Complaints and suggestions (see also <i>Hazard reduction complaints</i>)	21, 116, 120
Appendices	114-153	Comprehensive income statements	72, 110
Arson prevention	34	Conroy Report	35
Asset management (SAP)	56, 57	Consultants	152
Assistant Commissioners	24	Consultative committees	5, 19, 132-4
Audit and Risk Committee	19, 144	Corporate Executive Group, see CEG	
Auditors reports	68-70, 106-8	Corporate Governance	20
Automatic Vehicle Location (AVL) program	7, 41	Corporate Plan	50-65
Australian Fire Service Medal (AFSM)	136	Counselling and Support Unit	129
Aviation	29, 35, 36	Credit card use	150
Awards	41, 42, 135-7	Critical Incident Support Services	129
Brigades, total number	12	Customers	5
Building Impact Analysis	7, 35	Deployments	28,29
Bush Fire Co-ordinating Committee	19, 33, 54, 106-13, 145	Deputy Commissioner	23, 134, 145, 147, 148
Bush Fire Environmental Assessment Code	56	Development controls and assessments	35
Bushfire and Natural Hazards CRC	5, 20, 44, 47, 131	Digital Information Security Annual Attestation Statement	41, 122
Bush Fire Risk Management Plan	54	Digital security	41
Cadets	41, 43, 44	Director, Executive Services	24
CALD	44	Director, Infrastructure Services	24
Cash flow statements	75, 111	Director, Membership and Strategic Services	24
CEG	18, 147	Disability plan	44
Centralised Dispatch	54-5	Districts, NSW RFS	8-9, 12
Changes in equity statements	74, 111	Equal Employment Opportunity (see <i>Workforce Diversity</i>)	
Chaplaincy and Family Support Network	130	Ethical standards	20, 21, 68, 106
Charter see Mission	5	Ethics and code of conduct	20-1
Chief Financial Officer	18, 24, 147, 150	Executive	18, 23-5, 147
Code of Conduct and Ethics	21, 42, 57-8, 127	Executive remuneration	124
Commissioner	4, 6-7, 18-9, 20, 23, 43, 61, 71, 122, 132, 144, 145, 146, 147, 148, 150	Family Support (see <i>Chaplaincy and Family Support Network</i>)	
Commissioner's Report	6-7	Financial position statements	73, 110
Committees	5, 18-9, 20, 21, 54, 55, 106-8, 109-13, 132-4, 144-6	Financial services	22
Community Engagement	5, 7, 20, 39-40, 46, 53, 56, 132	Financial statements, notes to	76-106, 113

Fire control centres	4, 6, 7, 30, 31, 32, 60, 62, 130	ICT (Information Communications and Technology)	25, 38, 41, 52, 55, 60, 62, 63
Fire behaviour analysis	32, 36, 153	IMSAFER	46, 58
Fire behaviour unit (<i>see Predictive services</i>)		Infrastructure	5, 6, 18, 19, 24, 25, 28, 30, 31, 35, 47, 51, 52, 54, 60, 62, 114, 121
Fire Danger Rating system	52, 65	Injuries	47, 128
Fire season overview	28	Inspections, formal notices and enforcement works	120
Fire Services Joint Standing Committee	18, 19, 146, 153	Insurance	144, 149
Firesticks Project	33, 46	Jones, Bronwyn	24, 133, 147
Fire Trails	31, 32, 34, 53	Key focus areas	49-65
Fires Near Me app	7, 39	LAT (Large Air Tankers)	6, 29, 35, 61
FAFT (<i>See also Fire Trails</i>)	31, 32, 34, 53	Learning and development	7, 37, 59, 61, 129
Fitzsimmons, Shane (<i>see Commissioner</i>)		Legislation	18, 34
FUEL online training portal	7, 28, 58	Library, NSW RFS	41
Funds granted to non-government organisations	152	Local Government Liaison Committee	19, 146
Gender balance and diversity	20, 43, 57, 58, 125	Male Champions for Change	43, 58, 61
GIPA	127, 142-3	Management and governance	17-25
Governance and ethical standards	20-1	McDonald, Bruce	24, 133, 147
Governance committees	18-19	Mardi Gras	43
Government Information (Public Access) Regulation 2009	142-3	Membership Applications	125
Government Sector Employment Act 2013	4, 153	Member Website project	52, 57, 59
Grant, the Hon. Troy	4, 7, 18, 41	Minister for Emergency Services	4, 5, 7, 18, 61
GUARDIAN project	38, 52, 56, 60, 62, 63	Mission	5
Hazard reduction	28, 31, 33, 36, 50, 51, 54, 55, 56, 117-120,	Multicultural Policies and Plans	44
Hazard reduction complaints	120	National Fire Danger Ratings	64, 65
Hazard reduction statistics	117-20	Neighbourhood Safer Places (NSP)	7, 28, 34, 153
Headquarters	8, 12, 24, 31, 37, 38, 51, 52, 58, 60, 61, 63, 121, 130, 135, 136	Next Generation Workforce Plan	41, 51, 57-8
Health and fitness initiatives (<i>see Your Health Matters program</i>)		Objectives <i>see</i> Aims and objectives	
Heavy plant program	34	Occupational Health and Safety (<i>see WHS</i>)	
Hotspots program	32-33, 46	Office hours	8
Incidents	15, 18, 28, 33, 34, 35, 36, 38	Offices	8
Incidents, four-year view	15	O'Malley, Stephen	24, 132, 146, 147,
Indigenous (<i>see also Aboriginal Services</i>)	33, 46, 53	Operational resources and transport	37
Industrial relations policies and practices	46	Organisational Structure	22
ICON	38, 61, 153	Payment performance	150
		Permits issued	120
		Personal Protective Clothing (PPC)	37, 52, 57, 59

INDEX

Planning and Environment services	25, 35	Program group statements	90
Planning for Bush Fire Protection	51, 56	Service Standards and Policies	21
Predictive Services (formerly <i>Fire behaviour and analysis</i>)	33, 35, 36	Stakeholders	5
Principal officers	23-5	State Mitigation Services	36
Privacy Statement	152	Structure see Organisational chart	
Procurement	38, 61	Summary Review of Operations	26-47
Properties protected by agency	117	Tankers	13, 40
Public information and warnings (include MFU)	20, 39	Tathra fire and enquiry	6, 28-9, 35, 39, 47
Public Interest Disclosures (PID)	127	Trail Bike units	7, 34
Radio communications	7, 40	Total expenses budget	12
RART/RAFT	7, 28, 34, 153	Training (see <i>Learning and Development</i>)	
Refugee Employment Champions	44	Train the Trainer	21
Regional highlights	30-2	Travel, Minister-approved	148
Research and Development	44, 47, 54	Values	5
Respectful and Inclusive Workplace training	44, 57	Vehicles	13
RFSA (See Rural Fire Service Association)	18, 19, 132	VLAT (Very Large Air Tankers)	35
Risk management and insurance	149	Volunteer to Career program	43
Rogers, Rob	23	Volunteer Rescue Association Partnership	37
Rural Fire Service Advisory Council (RFSAC)	18, 144	Volunteers, statistics	10, 124-5
Rural Fire Service Association (RFSA)	18, 19, 132	Waste Handling Report	121
Rural Fires Act 1997	18, 19, 120	Work Health and Safety	46, 128
SAP	56, 57	Workers compensation statistics	46, 128, 149
Scutella, Brad	24	Workforce Diversity	43-4, 57-8, 125-6
Secondary School Cadets Program (see <i>Cadets</i>)		Workforce Plan (see <i>Next Generation Workforce Plan</i>)	
Section 44	6, 18, 28-9, 36,	Young Leader Scholarship	42
		Young Members Group (see <i>Youth participation</i>)	
		Your Health Matters (YHM)	46, 58
		Youth participation in NSW RFS	41, 42, 57



JACKS CREEK

Photo by Sharon Quandt

NSW RURAL FIRE SERVICE

Postal address

NSW Rural Fire Service
Locked Bag 17
GRANVILLE NSW 2142

Street address

NSW Rural Fire Service
15 Carter Street
LIDCOMBE NSW 2141

T (02) 8741 5555

F (02) 8741 5550

www.rfs.nsw.gov.au

Social Media

 www.facebook.com/nswrfs/

 @NSWRFS

 @NSWRFS