
Key Focus Areas, Milestones and Targets

Protect People, Property and the Environment

Lead Coordinated Bush Firefighting and Prevention in NSW

Enhance Community Resilience

Value and Support our Members

Build Organisational Capability and Sustainability

Foster Partnerships

key focus
areas

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

key focus areas

for the nsw rfs 2011/12

Protect People, Property and the Environment

Lead Coordinated Bush Firefighting and Prevention in NSW

Enhance Community Resilience

Value and Support our Members

Build Organisational Capability and Sustainability

Foster Partnerships

2011/12 milestones

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

2015 targets

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

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



Protect People, Property and the Environment

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

Milestones for 2011/12

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



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

Hazard reduction targets and mitigation programs

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

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

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

Hazard Reduction Performance Reporting

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

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

► *Details appear in Appendix A.*

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

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

Reporting on Goal 28 from NSW 2021

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

28.2.3 Increase the number of identified Neighbourhood Safer Places

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

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

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

► *Details appear in Appendix A.*

Management of bush fire hazard complaints

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

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

Fire investigation and analysis

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

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

Development of aviation capabilities

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

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

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

Implementation of State Rapid Aerial Response Teams (RART)

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

► *Details appear in Year in Brief.*



Lead Coordinated Bush Firefighting and Prevention in NSW

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

Milestones for 2011/12

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



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

Overview of the 2011/12 fire season

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

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

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

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

► *Details appear in Year in Brief.*

Bush Fire Risk Management Planning

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

Incident Controller Major Incidents program

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

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

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

Fire Investigation and Arson Prevention

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

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

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

Border Liaison

The Regional Offices continued to maintain and build relationships in their

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

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

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

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

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

Roadside Vegetation Program

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

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



Enhance Community Resilience

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

Milestones for 2012

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



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

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

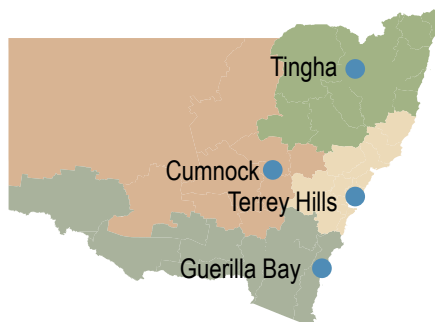
Community Protection Plans

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

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

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

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



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

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

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

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

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

Delivery of bush fire alerts and warnings

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

Public awareness campaign

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

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

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

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

Community engagement to increase bush fire preparedness

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

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

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

Community Engagement Toolkit

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

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

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

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

key focus area

Training volunteers and staff in community engagement

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

Community Safety Assistant

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

Community Safety Facilitator

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

Community Liaison Officer

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

NSW RFS Open Day

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

16th Australian Community Engagement and Fire Awareness Conference

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

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

Planning for bush fire protection in the built environment

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

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

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

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

Assist Infirm Disabled and Elderly Residents (AIDER)

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

Neighbourhood Safer Places

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

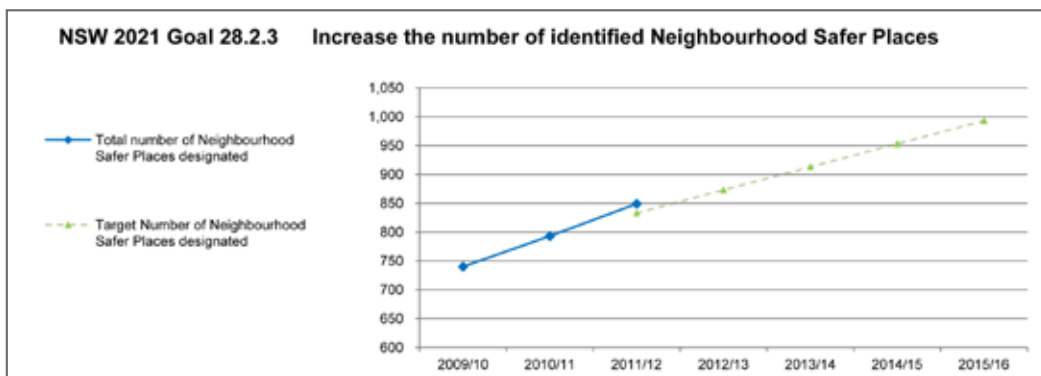


The Killcare/Wagstaffe Open Day activities in 2011 on the banks of the beautiful Hardys Bay. Photo by Terry Wilson

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

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

already identified can be found on the NSW RFS website.



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



Value and Support our Members

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

Milestones for 2012

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



TOP: Valley Heights Brigade opened their new station in the reporting period and Commissioner Fitzsimmons attended. Photo by Brad Bridger

ABOVE: The 10th Volunteer Memorial Service was held in October 2011 at Mrs Macquarie's Chair in Sydney.

Flexible Membership and Equal Employment Opportunity

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

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

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

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

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

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

Emergency Services SAP Human Resources Project Overview

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

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

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

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

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

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

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

e-Learning

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

District Support Brigade Review

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



Build Organisational Capability and Sustainability

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

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

Milestones for 2012

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



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

Leadership Capability Framework

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

Computer Aided Dispatch pilot

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

Fleet classification strategy

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

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

Fire Control Centre Works Program

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

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

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

ICT Strategic Plan completed

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

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

Organisational Risk Register

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

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

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

Tanker Replacement Program

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

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

SAP Human Resources Project

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

► *Details appear in Key Focus Area chapter.*

Planning and reporting

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

Enhancement of shared functionality

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

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

Radio and pager networks

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

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



Foster Partnerships

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

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

Milestones for 2012

M11 New opportunities for corporate partnerships identified



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

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

International initiatives

Botswana Fire Management Program

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

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

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

Links to Asia

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

Local initiatives

Secondary School Cadet Program

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

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

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

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

Top national award for Hotspots

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

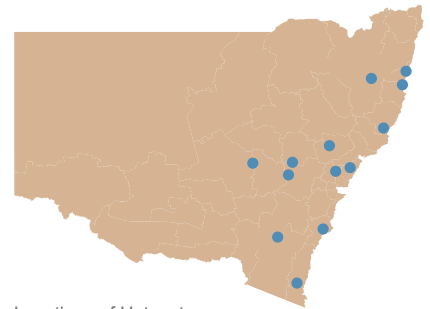
The 2011 Australian Safer Communities Award in the Education, Training and Research section is an award that recognises innovative practices that help build safer, stronger and more disaster resilient communities that are better prepared to manage emergency situations.

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

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

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

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



Locations of Hotspots workshops held in 2011/12

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

FRONT COVER PHOTO:

Part of the Roadside Vegetation Program, this roadside burn was on the Barrier Highway, about 170km west of Cobar. The volunteer in the photo was one of the Region East (Firefighter Steve Skinner, Valley Heights Brigade) crew who came out to assist the local brigades. It was a very successful burn. Photo by Robyn Favelle



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