Annual Report 2008/09

NSW RURAL FIRE SERVICE

The Hon Steve Whan MP
Minister for Emergency Services
Level 11
52 Phillip St
SYDNEY NSW 2000

Dear Minister

I have pleasure in submitting to you for presentation to Parliament the Annual Report of NSW Rural Fire Service for the year ended 30 June 2009. Highlights of the year included:

- 3,200 volunteers and 316 appliances deployed to assist Victoria after the Black Saturday fires in February 2009 (4,335 personnel and 444 appliances including NSW Rural Fire Service, NSW Fire Brigades, National Parks and Wildlife Service, Forests NSW and Ambulance Service of NSW under coordinated firefighting provisions)
- The replacement of some 6,000 radio and new radio equipment valued at $8.2 million
- The completion of two new Fire Control Centres in Canobolas Zone in Region West (Orange) and Illawarra Zone (Albion Park)
- A record 4,118 new membership applications processed which included 493 junior membership applications
- A record participation rate of around 640 students achieved in the Secondary School Cadet program with 40 schools across NSW now involved
- The NSW RFS website had 315,000 hits on the Major Fire Update pages, with over 47,000 hits received on the day after Black Saturday
- 5,653 calls were received by the Bushfire Information Line
- NSW RFS members spent more than 53,000 hours delivering community awareness and engagement activities in their local areas

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

Yours sincerely

Shane Fitzsimmons, AFSM
NSW Rural Fire Service Commissioner

COVER PHOTO:
Teamwork, Region East Championships, Cataract Scout Camp, Wollondilly, September 2008. Photo by Matt Reeves, Learning and Development Officer, Head Office. Second prize winner in the 2009 NSW RFS Values Photo Competition.

NSW RURAL FIRE SERVICE
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A Year at a Glance

Key statistics for 2008/09

Funding	08/09	07/08	06/07	05/06	04/05
Total funding	$211M	$198M	$168M	$140M	$134M

Our organisation	08/09	07/08	06/07	05/06	04/05
Brigades	2,065	2,058	2,077	2,100	2,069
Districts	126	126	126	128	132
Zones/Teams	38	39	39	38	39

Our people	08/09	07/08	06/07	05/06	04/05
Volunteers	70,701	70,159	71,441	70,745	70,964
Salaried support and administration	752	710	685	680	649

Incidents	08/09	07/08	06/07	05/06	04/05
Bush fires	2,522	2,271	3,361	2,865	2,659
Grass fires	2,689	2,157	3,420	3,888	3,533
Building fires	939	1,051	929	951	949
Vehicle fires	1,532	1,395	1,423	1,525	1,166
Motor vehicle accidents	3,684	3,538	3,415	3,225	2,289
False alarms	2,227	1,956	1,874	2,028	1,896
Other	5,881	5,201	5,764	5,108	4,850
Total number of incidents	19,474	17,569	20,186	19,590	17,342

Buildings	08/09	07/08	06/07	05/06	04/05
Head Office	1	1	1	1	1
Regional Offices	4	4	4	4	4

Tankers	08/09	07/08	06/07	05/06	04/05
Numbers of new and refurbished tankers to be allocated to brigades	209	259	260	230	210
Funding provided for tankers	$31.7M	$35.5M	$34.3M	$27.5M	$24.4M

Vehicles	08/09	07/08	06/07	05/06
Tankers	4,093	4,017	3,966	3,927
Pumpers	49	54	51	58
Personnel transport and command vehicles	651	658	857	814
Bulk water carriers	55	57	55	52
Tanker trailers	1,763	1,899	2,011	2,109
Cargo, tip trucks, various trailers	313	281	266	83
Communications vehicles and trailers	41	38	38	36
Catering vehicles and trailers	72	66	64	64
Marine craft	22	21	20	19
Slip on trailers and miscellaneous vehicles	570	614	1,081	1,502
Total	**7,629**	**7,705**	**8,409**	**8,664**

Communications	08/09	07/08	06/07	05/06
Radios	23,937	18,996	20,050	19,800

Volunteers and their qualifications as at 30/6/08	08/09
Bush firefighters	34,161
Village firefighters	15,798
Advanced firefighters	10,082
Crew Leaders	7,526
Group Leaders	949
First Aid	9,364
Breathing Apparatus Operators	1,779
Chain Saw Operators	4,969
Rural Fire Drivers	5,882
NSW RFS Instructors	1,677
NSW RFS Training Facilitators	222
NSW RFS Training Coordinators	487
NSW RFS Assessors	1,135
Hours of training (does not include staff professional development training)	
Total hours of local NSW RFS training	314,680
Total hours of Regional NSW RFS training	29,174
Total hours of State level NSW RFS training	9,097

NSW Rural Fire Service

Protecting the community in a sustainable way

More than 100 years ago, the residents of a small town called Berrigan in south west New South Wales, banded together as firefighters to protect their community against the ever-present threat of bush fires. They were Australia's first official bush fire brigade.

On 1 September 1997 the NSW Rural Fire Service (NSW RFS) was established by an Act of Parliament as the successor to that first bush fire brigade, redefining the world's largest fire service and building on a century of experience in protecting some of the most fire-prone areas on earth.

Today, the Service comprises more than 2,000 volunteer rural fire brigades and a total membership of over 70,000. Salaried staff are employed to manage the day-to-day operations of the Service at the Sydney Head Office, Regional Offices and District Fire Control Centres. The staff carry out a variety of roles including operational management, administration, finance, planning, training, hazard reduction management and engineering.

The role of volunteer fire brigades encompasses far more than preventing and fighting bush fires. Volunteer firefighters are regularly called upon to attend building and structure fires and motor vehicle accidents, assist in search and rescue operations and help with storm and flood recovery. The Service is responsible for structural firefighting in more than 1,200 towns and villages across the State.

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

Our Customers and Stakeholders

Our customers

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

Our stakeholders

- The people of New South Wales
- The Minister for Emergency Services
- The Government of New South Wales
- The Insurance industry
- Local Government
- Other emergency services
- Other government agencies

Vision, Mission and Values

OUR VISION

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

OUR MISSION

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

OUR VALUES

Early in 2008, the NSW RFS established a project to review the existing organisational values.

The primary reasons for this review were that the existing organisational values were more than ten years old. In addition, feedback collated during the previous two years indicated a need for the NSW RFS to revisit its organisational values to better align with the expectations of members - that is all volunteers, all staff and our communities. This data was collected from various sources including the 2006 volunteer survey, volunteer forums, management forums and Bushfire CRC research.

Developing a set of organisational values means the NSW RFS has a reference point for decision-making at all levels. The NSW RFS Values also underpin the 2008-12 Strategic Plan which provides the NSW RFS and its members with a clear vision and direction. A unified set of values helps to improve relationships between all members of the NSW RFS.

How did we go about the review?

Initially, workshops were conducted with the NSW RFS Executives to develop a draft set of new values and to introduce the importance of organisational values to members, linking them to both personal values and organisational goals.

Both volunteers and staff were provided with the opportunity to voice their views through a series of further workshops around the State. These workshops were designed to capture a variety of opinions and views by talking to members at all levels. Seeking a diversity of views and opinions, the Service gained insight into ways to sustain membership and how to improve service delivery.

The draft NSW RFS Values were widely distributed for input and further development at workshops for NSW RFS regional staff, volunteers, headquarters staff, the Rural Fire Service Advisory Council (RFSAC) and the Rural Fire Service Association (RFSA) throughout the months April and May 2008. A total of 204 stakeholders, were involved in these workshops, with representatives from each region.

Consistent with NSW RFS processes, a three month consultation period was then undertaken at staff regional conferences and group officer meetings, as well as other forums.

The new values were endorsed and signed off by the NSW RFS Commissioner in November 2008.

During the first half of 2009, the NSW RFS established induction and education procedures to embed the values within organisational practice. It also renewed its corporate imagery to market the values to internal and external markets.

NSW RFS members from the Far West Team participating in a Rural Fire Driver course held at the remote Moona Vale Station north east of Broken Hill. Photo by Bill Britt, Cobar Fire Control Centre.

WE VALUE

Mutual Respect
- We actively seek and value everyone's contribution
- We acknowledge differences in people
- Constructive comment is accepted as a positive contribution to the richness of our organisation
- We encourage accepting responsibility and accountability while avoiding a blaming culture
- We respect the dignity of each and every person in all our communications

Adaptability and Resourcefulness
- We encourage creativity and flexibility, while approaching our work sensibly and with safety
- Initiative and continuous development are necessary and to be encouraged within our approved standards, procedures and guidelines
- We encourage open mindedness
- We are analytical in our approach to tasks and the Service encourages progression in new methods, alternatives, equipment and processes

One Team, Many Players, One Purpose
- We encourage diversity: our organisation is reflective of our communities
- We encourage contribution from all areas
- Consultation and engagement of stakeholders are essential to the success of NSW RFS
- We target a diverse range of groups in our publications and the promotion of our organisation

Integrity and Trust
- We communicate clearly what we expect from each other
- We take personal responsibility for actions and commitments that we make
- We are both respectful and open with each other
- We foster a climate of trust and reliability
- Open and informed decision making is promoted and encouraged

Support, Friendship, Camaraderie
- We provide a welcome atmosphere for all
- We support each other in all activities
- We foster a sense of belonging, purpose, enjoyment and involvement
- We mentor our people to help develop their full potential

Community and Environment
- We go above and beyond to make a difference in the community and our environment
- We undertake our roles and behave in a way that is inspiring to others
- We see our building community capacity as central to our mission
- We engage with the youth of our communities to ensure the sustainability of the Service
- We are mindful of the ecological and environmental impact of our activities

Knowledge and Learning
- We foster a climate of continuous learning and sharing of information
- We encourage self reflection and personal growth
- We enhance our knowledge through participation in a range of forums
- We actively participate in research and embed the learning into our organisation
- Debriefing is important, necessary and to be encouraged to improve our standards, procedures and guidelines

Commissioner's Report

The mission of the New South Wales Rural Fire Service (NSW RFS) is to protect the community and our environment, by minimising the impact of fire and other emergencies by providing the highest standards of training, community education, prevention and operational capability.

In 2008/09 we excelled in meeting the challenges of the day.

I am proud of the important role that our volunteers played in the firefighting effort and recovery after the Black Saturday fires in Victoria in February 2009. I am also proud of those who stayed in NSW to support the deployment.

I believe it is a measure of our whole organisation that there were literally thousands of firefighters lining up to go to Victoria to assist. It was very impressive to personally speak with so many volunteers who expressed the capacity, the willingness and the energy to assist in the days and weeks after Black Saturday.

Although the 2008/09 bush fire season within NSW was short, there were periods of intense fire activity. In particular, Region South experienced two major fires in late January and February including the Jingera Rock fire which burned for 25 days.

Across the State, 10 bush fires were declared under Section 44 of the *Rural Fires Act* in Region South, Region East and Region West. A total of 35 Total Fire Bans were declared in this reporting period.

Region North largely escaped the fire emergencies, however it was hit by severe flooding in April and then again in May. NSW RFS volunteers again responded to the call and were key supporters of the State Emergency Service (SES) and other emergency agencies in protecting life and property in that region.

In 2008/09 the Service has continued to expand its arsenal of firefighting technology. This year saw the first widespread use of the 'Eye in the Sky' helicopter which allows the broadcast of live images of the fire front (both daylight and infra-red images) to be sent direct to incident controllers. It has already proved useful during this bush fire season and will play an important role in the future. The aircraft was made available for use through the National Aerial Firefighting Centre (NAFC).

Preparation of properties and land has once again been a priority for the Service. For the first time the NSW RFS employed seasonal mitigation crews to assist in the preparation of hazard reduction burns and other fuel management programs. In 2007, the NSW Government allocated an additional $36 million in the Rural Fire Fighting Fund to be spent on mitigation programs over four years and part of this money was used to pilot a Brigade Mitigation Support Program in Hornsby/Ku-ring-gai and Blue Mountains Districts. The first two work crews began in January 2008 and in the first six months they cleared over 110 kms of hand tool lines and prepared the ground for 153 hazard reductions.

Feedback from staff and volunteers on this program has been overwhelmingly positive. 2009 has seen the launch of the State Mitigation Support Services, with the State Government allocating funding for the appointment of an additional nine seasonal mitigation crews for use across the State. These crews are a great addition to our preparation for the bush fire season.

2008/09 also saw the realignment of the State Headquarters which improved overall management, functions and legislative responsibilities while streamlining the many operations that the NSW RFS undertakes.

Throughout the reporting period the NSW RFS has also invested in the next generation of volunteers and staff. Keeping in mind the ageing demographics of the NSW RFS membership, every effort has been put in to encouraging and supporting younger

members. This year a Youth Development Officer has been appointed whose job it is to support currently serving cadets and juniors and to develop programs to attract more young people to the Service.

The Secondary School cadet program has grown very quickly in recent years. Only five schools were involved in the program in 2005. I am pleased to say that there are now 40 schools across the State who are involved in with more schools on the waiting list.

It was a great pleasure for me to meet the cadets from Ariah Park Central School from the Bland Temora Zone in March 2009. Eight students came to the NSW RFS Head Office in Homebush Bay to receive their graduation certificates from the Minister of Emergency Services, Steve Whan. For some of the cadets, it was their first visit to Sydney. Their enthusiasm was palpable and a great sign for the future of our community and the Service.

The reporting period was brought to a close with the International Wildfire Management Conference, Australia 2009 hosted by the NSW RFS, RFSA and International Association of Fire Chiefs in Sydney in late June. Bush fires in Australia have drawn global interest this past year and I was proud to see the NSW RFS taking the lead on the international stage.

Without doubt, 2008/09 will be remembered as the year of the Black Saturday fires in Victoria. The fires, the aftermath and the ensuing Royal Commission, have dominated the national agenda of fire management throughout this period.

NSW RFS crews and assistance were on their way to Victoria within hours of the Black Saturday tragedy. The deployment lasted a full month and involved members from all corners of the State of NSW. It was the largest interstate deployment ever conducted by the NSW RFS with 858 different brigades involved in the deployment and 98 percent of Districts, Teams and Zones (DTZ) playing a role. A total of 3,200 personnel and 316 appliances were deployed. NSW RFS volunteers and staff were involved in a huge range of activities including firefighting, major incident coordination, fire investigation, aviation support, spatial technology, mechanical maintenance and repairs as well as playing a key role in the Bushfire CRC Research Task Force.

There was a coordinated response from the NSW emergency services including NSW Fire Brigades, NSW National Parks and Wildlife Service, Forests NSW, Ambulance Service of NSW and the NSW RFS. The multi-agency deployment totalled 4,335 personnel and 444 appliances. NSW RFS coordinated the firefighting deployments.

I want to take this opportunity to thank the volunteers and staff who lent a hand. It was not just those who travelled south of the border, but I am also aware of the great efforts made by those who stayed in NSW to support the deployment. It is very positive that the NSW RFS was able to deliver such a meaningful response to our Victorian neighbours at a time of great need.

The Black Saturday fires will definitely be a reference point for fire management into the future. The Victorian Bushfires Royal Commission commenced within days of Black Saturday and we owe it to those who have died and suffered great loss, to take full note of the Royal Commission and to ensure we have learned and continue to learn from the tragedy.

I would like to acknowledge the strong support of the NSW State Government including the Premier, Nathan Rees, who was the Minister for Emergency Services for the first part of this reporting period. My thanks also to Tony Kelly who was Emergency Services Minister from September 2008 until February 2009.

Steve Whan was the Minister for Emergency Services from February 2009 until the end of the reporting period and beyond. I wish to thank him for the time he has taken to travel to many NSW RFS events across the State and to get to know many of our volunteers and staff.

Shane Fitzsimmons, AFSM
NSW RFS Commissioner

"I believe it is a measure of our whole organisation that there were literally thousands of firefighters lining up to go to Victoria to assist. It was very impressive…"

The filming of the Join the RFS recruitment campaign in July 2008. Photo by Nick Moir.

NSW RFS Values: Knowledge and Learning

We enhance our knowledge through participation in a range of forums

NSW RFS Governance

An introduction to the NSW Rural Fire Service

- NSW RFS Governance
- Head Office (Homebush Bay) realignment
- Rural Fire Regions and office access details
- Principal Officers

NSW RFS Governance

Legislative

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

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

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

Rural Fire Service Advisory Council

The RFSAC has the following functions:

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

Bush Fire Coordinating Committee

The Bush Fire Coordinating Committee (BFCC) is the peak planning body for bush fire management in New South Wales. The Commissioner chairs the Committee and has an overarching coordinating role and the Service provides the Secretariat.

Members practicing grass fire suppression at the Region West Exercises in August 2008. Photo by Ben Shepherd, NSW RFS Media Services.

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

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

Fire Services Joint Standing Committee

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

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

Corporate Executive Group

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

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

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

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

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

Head Office Realignment

A realignment of the functional areas in existing directorates at the Homebush Bay Head Office was undertaken and put in place during the reporting period.

Commenced in January 2008 following the appointment of Commissioner Shane Fitzsimmons the previous year, the re-alignment's main objectives were to streamline the provision of services within directorates and to provide a greater focus and cohesion in many of those services. Changes were made to ensure the Service is durable enough to meet current and emerging trends and challenges in fire management well into the future.

This new structure of Homebush Bay Head Office directorates was finalised in June 2008. The new directorates took effect from 1 July 2008.

The readjustment of the directorates saw many changes, the main ones being;

- Regional Services becoming a separate directorate giving more focus to the Districts/Teams/Zones and volunteer brigades.
- All human resources and associated services placed within one directorate now called Membership Services.
- All corporate planning functions placed together in the Strategic Services directorate.
- Operations and Community Safety placed under the auspices of one director.

The NSWRFS directorates are as follows:

EXECUTIVE SERVICES
Statutory functions and public obligations of the Commissioner.

INFRASTRUCTURE SERVICES
Design, development and management of the Service's technological, mobile and fixed assets.

MEMBERSHIP SERVICES
The administration of our people and the provision of services for all members of the Service.

OPERATIONAL SERVICES
Building safer communities through the integration of prevention, mitigation and response arrangements.

REGIONAL SERVICES
Monitor and review the performance of Regions and DTZs to ensure consistent standards in delivery of Service objectives and philosophy, particularly to our volunteers.

STRATEGIC SERVICES
Corporate management systems, programs and projects, organisational improvement and corporate communications.

See Appendix A for the new organisational chart.

The changes saw the appointment of a new executive team with two new external appointments and the promotion of one officer to an executive role. There was a complete review of all Role Statements for the executive team.

The new executive team is:

Director Executive Services	Richard Lyons
Director Infrastructure Services	Keith Harrap, AFSM
Director Membership Services	Bronwyn Jones
Director Operational Services	Rob Rogers, AFSM
Director Regional Services	Dominic Lane, AFSM
Director Strategic Services	Mark Crosweller, AFSM

All existing permanent Head Office staff were placed against positions in the new directorate structures. To facilitate this process a Re-alignment Implementation Committee (RIC) was established to ensure this was done efficiently and effectively. It comprised representatives of the executive team, Membership Services and the Rural Fire Service Association (RFSA).

Rural Fire Regions and Office Access Details

The new NSW RFS Standard Design Canobolas Fire Control Centre opened in November 2008.

Region East
15 Carter Street
Homebush Bay
NSW 2127 *
Tel 02 8741 5555
Fax 02 8741 5550

Region North
Level 4, State Office Block
Victoria Street, Grafton
NSW 2460
Tel 02 6643 2512
Fax 02 6643 2515

Region South
7-9 Kylie Crescent
Batemans Bay
NSW 2536
Tel 02 4472 4165
Fax 02 4472 4401

Region West
3/21 Lovell Street
Young
NSW 2594
Tel 02 6382 5677
Fax 02 6382 1731

Head Office
15 Carter Street
Homebush Bay
NSW 2127
Tel 02 8741 5555
Fax 02 8741 5550

*shortly after the reporting period,
Region East Office was relocated to:

Level 2, Quad 1,
8 Parkview Drive
Sydney Olympic Park
NSW 2127
Tel 02 8741 5555
Fax 02 8741 5550

Office hours at all locations are 0845hr -1700hr Mondays to Fridays.

Principal Officers

Commissioner
Shane Fitzsimmons, AFSM

Mr Fitzsimmons was appointed Commissioner of the NSW Rural Fire Service in September 2007. Prior to taking on the role as Commissioner he was Executive Director Operations and Regional Management.

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

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

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

He was awarded the Australian Fire Service Medal in 2001.

Director Executive Services
Richard Lyons

Mr Lyons has been employed in the NSW Public Sector since 1979.

Over his career he has principally worked in policy related areas in the Health and Attorney General's Departments, the Ministry of Police and, prior to his appointment to the Service in August 2008, he held the position of Director, Office for Emergency Services for the past 13 years.

Mr Lyons holds tertiary qualifications in Science and Law and has responsibility for managing the newly created Directorate of Executive Services.

Director Infrastructure Services
Keith Harrap, AFSM

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

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

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

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

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

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

Director Membership Services
Bronwyn Jones

Ms Jones joined the Rural Fire Service in November 2008.

Prior to joining the Service, Ms Jones had an extensive career in the public sector including senior roles in the Premier's Department, the Department of Community Services, NSW Police Force and IAB Services as well as in local government. She has wide experience across the range of human resource management functions and in service delivery to the community.

Ms Jones was very pleased to take up her role in the newly established Membership Services Directorate as the Service was an organisation she admired.

She holds a Post Graduate Diploma in Labour Relations and the Law (USyd); a Master of Arts (Interdisciplinary Studies) degree and a Master of Commerce (Human Resource Studies) degree, both from the University of NSW.

Director Operational Services
Rob Rogers, AFSM

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

In 1995 Mr Rogers was appointed Deputy Fire Control officer for the Greater Taree District, a position he held until 1998 when he was appointed Fire Control Officer for the Cessnock District.

In 2002 he was appointed Executive Director for Regional Management but later that year transferred to the newly created Risk Management Directorate that had been formed as a consequence of new legislative responsibilities that had been devolved to the Service.

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

He was awarded the Australian Fire Service Medal in 2004.

Director Regional Services
Dominic Lane, AFSM

Mr Lane became an active member of the Milbrulong Bush Fire Brigade upon leaving school in 1984.

In 1993 Mr Lane was appointed to the position of Honorary Deputy Fire Control Officer for the Lockhart Shire Council a position he held until 1995 when he was appointed Fire Control Officer for the Wakool and Balranald Shire Councils in Western NSW.

Mr Lane accepted a newly created Fire Control Officer position for the Wakool and Murray Shires in 1996 and he undertook this role until 2000 when he was appointed Fire Control Officer for the Wollongong City Council.

In 2001 Mr Lane became an employee of the NSW Rural Fire Service and in 2004 was appointed Regional Manager for Region West. In May 2007 he was appointed, in an acting capacity, to the role of Executive Director for Operations and Regional Management.

Mr Lane has been involved in many major fire and emergency operations across the State and has been appointed as an incident controller of major bush fires on numerous occasions.

He was awarded the Australian Fire Service Medal in 2004.

Director Strategic Services
Mark Crosweller, AFSM

Mr Crosweller joined the Service in 1985 as a member of the Headquarters Brigade in the Warringah-Pittwater District where he held the positions of firefighter, Deputy Captain, Senior Deputy Captain, Captain and Deputy Group Captain. In 1994 he was appointed Deputy Fire Control Officer and in 1996 was appointed Fire Control Officer for the same District.

In 1998 Mark was appointed Assistant Commissioner. He has been a member of the Review and Policy Sub-Committee of the Fire Services Joint Standing Committee; a State Council and Executive Member of the NSW Rural Fire Service Association; a member of the State Executive of that Association, and a member of the Bush Fire Coordinating Committee.

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

Prior to joining the Service Mr Crosweller was employed in the consulting engineering industry. He holds a graduate certificate, graduate diploma and Master of Management degree.

He was awarded the Commissioner's Commendation for Service in 1999, the Australian Fire Service Medal in 2003 and is a Fellow of the Australian Institute of Management.

NSW RFS Commissioner, Shane Fitzsimmons, thanking volunteers for their work in Londonderry, January 2009.
Photo by Ben Shepherd, NSW RFS Media Services.

NSW RFS Values: Integrity and Trust

We foster a climate of trust and reliability

Review of the reporting year

There are six directorates in the NSW Rural Fire Service. In the following chapter five of the six areas report on actions and activities in the period July 2008 to 30 June 2009. A full report on activity in the four Regions of NSW is included in the next chapter.

- Executive Services
- Infrastructure Services
- Membership Services
- Operational Services
- Strategic Services

Members of the Heathcote Headquarters Brigade at the Big River fires in Victoria, February 2009. Photo by Chris Maw, Captain Heathcote HQ Brigade.

Executive Services

The Executive Services directorate was established as part of the Head Office (Homebush Bay) realignment and brings together most of the functions of the previous Administration and Finance section as well as some functions from the former Operations Support and Community Safety sections. Richard Lyons joined the NSW RFS in August 2008 in order to head up this new directorate.

The Executive Services directorate now comprises:

- Financial Services
- Audit, Inquiries and Legal
- Media Services
- Professional Standards
- Executive Support
- Ministerial Liaison

Financial Services

The level of funding allocated to the NSW Rural Fire Fighting Fund for 2008/09 was $21 million, an increase of 6.6 percent over the previous year. This level of funding enabled the Service to continue its program to purchase new and second-hand tankers and reduce the average age of the fleet.

In 2008/09, the Procurement Section processed some 16,500 electronic purchase requisitions for various types of equipment.

Over the reporting period, Financial Services coordinated the awarding of contracts for the supply of:

- Power pumping units and accessories
- Personnel hydration systems
- The Long Service Medal for members of the Service

In addition, a requisition for the construction of Category One tankers was obtained.

The Service also worked closely with the NSW Fire Brigades and the State Emergency Service (SES) to achieve economies of scale through aggregated purchasing practices. This process will continue into 2009/10 and is included in the Service's Procurement Plan.

The Financial Services Section continued to monitor and ensure compliance with the Service's relevant purchasing guidelines and contracts.

Audit, Inquiries and Legal

A pivotal role of the Audit, Inquiries and Legal section is to support the Service's Audit and Risk Committee which was established during the reporting period. The role of the Audit and Risk Committee is to assist the Commissioner to fulfil the financial and other reporting requirements, internal control and compliance with laws, regulations, improvement of management and operational systems and ethics and the management of risk within the Service. Two meetings of the Audit and Risk Committee were held during the reporting period.

The Audit, Inquiries and Legal section also manages the Service's involvement in coronial and other legal inquiries, such as providing assistance to volunteer and salaried members of the Service in the development of witness statements.

Media Services

The Media Services Unit plays a critical role in keeping the community informed about activities and incidents involving the Service.

During major incidents, Media Services is responsible for the coordination of information to the public through the Public Liaison System, which facilitates the delivery of information and warnings to the public. The unit also provides day-to-day media and public relations advice and is responsible for the management of film and television opportunities involving Service personnel and assets.

Over the course of the 2008/09 fire season, Media Services established and coordinated Public Liaison Units for ten bush fire emergency declarations made under Section 44 of the *Rural Fires Act.* Media liaison on the fireground was also resourced at major incidents at Lane Cove, Killara, Londonderry, Mt Ku-ring-gai and Peats Ridge. Media Services coordinated regular major fire updates on the public website and the Bushfire Information Line during fire season. Over the peak period of 1 January to 28 February 2009 there were:

- 315,000 hits on the Major Fire Update pages, with over 47,000 hits received on the day after Black Saturday in Victoria alone
- 5,653 calls to the Bushfire Information Line

During the reporting period, the unit implemented a new process for managing the large influx of media inquiries during fire season. Since its inception the State Duty Media Officer messaging service has logged over 3,500 media inquiries, allowing the Media Services Unit to streamline the process for effectively responding to the media.

In addition, a number of other significant projects were delivered by Media Services during 2008/09, including:

- The coordination of the *Join the RFS* recruitment advertising campaign, consisting of a television Community Service Announcement and accompanying website at www.jointherfs.com.au, highlighting the many benefits of joining the NSW RFS
- The delivery of 25 separate bush fire safety training sessions for approximately 450 media personnel across the State. There are now approximately 2,500 media personnel with current accreditation in the State
- Ongoing delivery of Media Liaison Officer training. There are now 36 Media Liaison Officers accredited to assist Districts/Teams and Zones (DTZs) during major fire operations

A further key focus of the Media Services Unit is to assist districts and brigades to maximise their media opportunities within their local community.

Professional Standards

The Professional Standards Unit was originally established as part of the Service's Inquiries, Investigation and Professional Standards Unit however a decision was made to establish an independent Professional Standards Unit which began operation in May 2009.

The unit's responsibilities include providing advice, education, training and mentoring relating to fraud and corruption issues to all members of the Service. The unit also identifies high risk areas in the NSW RFS organisational responsibilities, functions and roles that could be subject to fraud and corruption.

The Professional Standards Unit is also responsible for the development, review and auditing of the Service's Corruption Prevention Strategy, in line with the unit's charter, relevant policies, Service Standards and Service values. The unit analyses, reports and acts upon high level complaints, grievances and other sources of intelligence relating to professional standards, ensuring an appropriate system of professional standards investigations are implemented.

Executive Support

The Executive Support Group comprises a number of important functions undertaken on behalf of the Commissioner. These are:

- Corporate and International Relations
- Events and Promotions
- Committees, Awards and Protocols

Corporate and International Relations

As part of the Head Office (Homebush Bay) realignment of State Headquarters in 2009, the Business Development Unit changed its name to Corporate and International Relations. This is a better reflection of its role in building relationships for the NSW RFS in Australia and abroad, as well as exploring new business opportunities.

During 2008/09 the Corporate and International Relations Unit conducted over 50 commercial training courses throughout NSW. These included Bush Fire Awareness and Fire Extinguisher courses for the private and public sectors. A number of international delegations from Korea, India and Botswana were also hosted during this period.

Events and Promotions

The primary role of the Events and Promotions Unit is to manage the successful execution of events, functions and ceremonies across the State. The Unit provides the Service and its members with:

- Assistance on all aspects of event management from conception to execution
- A central communication hub between event organisers, the Commissioner's Office and the Minister for Emergency Services
- Coordination of all promotional merchandise and corporate gifts, ensuring appropriate corporate branding of NSW RFS trademarks

In the reporting year, the unit processed more than 100 events across the State. The most common events were Station Openings, Brigade Anniversaries and Medal and Award presentations. The unit also hosted the Commissioner's Internal Bravery and Service Award Ceremony.

Committees, Awards and Protocols

The Committees, Awards and Protocols Unit has continued to provide high quality executive support to the Legislative Committees established under the *Rural Fires Act* and *Fire Services Joint Standing Committee Act* and to the committees established by the Minister for Emergency Services and the NSW RFS Commissioner. The performance targets in relation to the issue of agendas, business papers, minutes and committee correspondence and the number of meetings held were all met.

The unit continued to administer the Commissioner's Internal Bravery and Service Awards, including 545 Long Service Badges, 605 Certificates and 52 Long Service Medals. It also administered the Fire Services Joint Standing Committee Awards for Excellence and the internal processes for the following external awards: 13 Australian Fire Service Medals, 248 National Medals along with the internal nomination processes for other Commonwealth and State Agency and Emergency Services Awards.

Ministerial Liaison

The Ministerial Liaison Unit ensures the provision of high quality written material in response to requests for information on matters relating to the NSW RFS. The unit prepares correspondence, Parliamentary advice and briefing material.

The main area of work during the year was Ministerial and departmental correspondence, with a noticeable increase in the numbers of letters received following the Victorian bush fires in early February 2009. The demand represented an increase of around 240 percent on the number of letters responded to during the previous 12 months. Overall, the workload of the unit increased by 17 percent during the reporting period. It is anticipated that the Royal Commission of Inquiry into the Victorian bush fires will continue to generate further requests for information and advice during the coming year.

The unit meets Freedom of Information (FOI) obligations on behalf of the NSW RFS. The June and December Statement and Summary of Affairs were both submitted on time for publication in the Government Gazette. The number of applications received and dealt with (52) is consistent with the volume of requests in the previous two years and is a significant increase on previous years. The unit achieved 92 percent compliance with the statutory timeframes for determination required by the *Freedom Of Information Act*. No decisions were the subject of internal or external review, indicating a high degree of satisfaction with the reasons given for determination.

In keeping with the spirit of the *Act* and the NSW RFS commitment to transparency, 290, or around 97 percent, of the documents requested were released in their entirety. Only nine documents were found to be exempt from release. Most of these documents were released with minor deletions, generally to remove personal details.

Further statistics on FOI can be seen in Appendix H.

Infrastructure Services

Infrastructure Services facilitates and fosters a strategic, State-wide and well planned approach to the assets owned and operated by the Service. The directorate takes the lead in the planning, approval, acquisition, construction, maintenance and disposal of the Service's infrastructure. Infrastructure Services is headed up by Assistant Commissioner Keith Harrap, AFSM who has a long history with the NSW RFS dating back to 1968.

The Infrastructure Services directorate comprises:

- Mobile Assets and Infrastructure
- Fixed Assets and Infrastructure
- Information Communications and Technology

Mobile Assets and Infrastructure

The Mobile Assets and Infrastructure area is an amalgamation of two existing business units, Communications and Engineering, into one entity.

Communications Systems

The Communications Systems Unit has continued to support the Districts/Teams/Zones (DTZ) in NSW. With a network of over 500 transmitters across NSW, and more than 23,000 radio devices in operation, the team of technical support officers continues to work closely with managers to improve the NSW RFS communications infrastructure.

Regional Communications Technical Audit and Compliance Officers have worked closely with the DTZ to increase radio and paging coverage across NSW. Nine additional Private Mobile Radios (PMR) sites commissioned this year have increased overall coverage with further plans next year to provide increased overall coverage and the further reduction of black spots.

During the course of 2008/09 and in conjunction with our paging partner, NSW State Emergency Service, the unit completed upgrades to 20 pager sites adding new transmitters and equipment. The overall network benefitted from the addition of 10 new paging transmission sites.

Stage Two of the Motorola Replacement Project saw the replacement of a fleet of some 6,000 radios at the end of their technical life and injected approximately $8.2 million of new radio equipment into the DTZs. This represents a total project investment over two years of around $10.3 million. It provides the NSW RFS with the latest analogue/digital compliant technology, enabling access to the upgraded Government Radio Network (GRN) digital trunk network and analogue PMR radios in all Service appliances and offices. This is an important juncture in our communications evolution and lays a solid base to utilise evolving technologies into the future.

The State-based Operational Command Vehicles (OCVs) are now permanently located in Region North and Region South. The deployment of the vehicles is administered by volunteers. During the reporting year, construction began on two new standard design light OCVs, one for Liverpool Range and the other for Cudgegong. Construction will be complete on the first prototype medium OCV in late 2009 at Illawarra.

Many of the projects undertaken by Mobile Assets and Infrastructure are complex. Land tenure and site negotiations, for example, often prove protracted and in this reporting period construction of the light OCVs has been delayed. Nonetheless the team has delivered on most of the projects scheduled for the reporting year as well as the

huge additional task of the procurement, deployment and installation of some 6,000 new radios across NSW.

Engineering Services

Engineering Services offers expertise in the development of specifications, design, selection and evaluation of fire equipment. The unit ensures that practices are maintained at the leading edge of world technology. Our specialist team provides a full range of project management skills from feasibility studies through to complete design, specification development and construction of fire tankers and other vehicles. Engineering Services is a world leader in the design of protective clothing for firefighters and offers fleet management services.

During 2008/09 the unit managed the Tanker Replacement Program and handed over more than 200 new and refurbished tankers to the NSW RFS brigades. Some delays in the project have occurred, attributed to the delay in delivery from the vehicle manufacturer of a new chassis configuration for the Category One vehicles.

The average age of Category One (heavy tankers), Two (medium tankers), Seven (light tankers), Nine (ultra light tankers), 10 (light pumper), 11 (town pumper) and 13 (bulk water carrier) appliances in the NSW RFS is currently 13 years. Several manufacturers introduced new chassis configurations requiring the development, design and prototype build of three new Category One tankers based on Isuzu (crew and single) and Hino (crew) cab chassis and two Category Seven prototypes based on Isuzu cab chassis.

Production preparations are well advanced and will continue in 2009/10. The development of the Category 11 (town pumper) has been finalised and six vehicles were in production by May 2009.

The unit ensured that all Service vehicles were properly identified by using BF plates and were registered on the Red Fleet Management System. Fleet Services sought compliance with the State Government Green Fleet emissions index currently set at 10.5/20. The current score for operational vehicles is 8.97/20 and for corporate vehicles 9.85/20; giving a fleet average of 9.41/20. The operational need for 4WD vehicles is the main reason for the shortfall.

Fixed Assets and Infrastructure

Fixed Assets and Infrastructure is a new unit formed after the realignment of State Headquarters. The unit combines infrastructure planning, Total Asset Management, leasing and the management of the Homebush facility.

The 2008/09 financial year saw the completion of two new Fire Control Centres at Canobolas Zone in Region West (Orange) and Illawarra Zone (Albion Park). These buildings are the first buildings completed under the new Standard Design Program and represent a new level of capability and service for the management of emergencies in these areas. Further Standard Design Fire Control Centres are either under construction (Coffs Harbour) or in initial project planning (Griffith).

All brigade facilities built in the 2009/10 financial year, will be built according to the NSW RFS Standard Brigade Design as set out in Service Standard 5.1.11. Standard Stations provide consistent quality facilities, provide an adaptable system allowing for expansion, and provide durable, robust buildings designed specifically for the NSW RFS.

Information Communications and Technology

The Information and Communications Technology (ICT) section has continued to work with all areas of the NSW RFS to provide cost-effective, value-added, and business-aligned ICT services. In the last fiscal year, ICT has successfully delivered on:

- Enterprise architecture endorsed and provisioned
- Wireless solution provisioned in districts
- Access for Incident Management Team members to the NSW RFS network

An enterprise architecture strategy for the NSW RFS was initiated in 2008 to address the growing demand for inter-operability between applications, databases and information storage subsystems. The technical and applications components of this long term strategy are now complete with work on the evolving business requirements to be undertaken in the next phase.

The roll-out of a wireless computer network (at Head office and districts) was another significant achievement. This wireless network means staff and volunteers are able to access the NSW RFS network at any location within the buildings and are not restricted to designated desks.

A program was rolled out to allow access to the NSW RFS network for Incident Management Team (IMT) members throughout the State. IMT members are identified each fire season and are given targetted access to the relevant operational systems such as ICON, BRIMS, MyRFS, the Internet and local printing. This program has been welcomed by volunteers.

Membership Services

Established as part of the NSW RFS Head Office (Homebush Bay) realignment, the Membership Services directorate brings together the functions relating to people and human resources. The directorate is led by Bronwyn Jones who joined the NSW RFS in November 2008.

Membership Services directorate comprises:
- Membership Services Group
- Occupational Health Safety and Welfare
- Workforce Planning and Development
- Learning and Development Systems
- Volunteer Relations
- Chaplaincy

Membership Services Group

The Membership Services group consist of the Membership Administration Unit, Employees Relations Unit and the Service Membership Unit.

Membership Administration

The Membership Administration Unit has a wide range of human resource management responsibilities relating to all members of the NSW RFS including Employee Relations and Service Membership.

A major focus of the unit in the reporting period was the implementation of the requirements of the Government's Memorandum of Understanding (MOU) made with the Public Sector unions in October 2008. The unit led the implementation of the central agency reforms in the MOU together with the development of the Savings Implementation Plan (SIP).

The SIP was approved by the Department of Premier and Cabinet and the NSW Treasury in April 2009 and formed the basis of negotiations with the Public Service Association. Staff members were kept informed about these developments through the NSW RFS intranet as well as presentations made to a range of forums, including staff meetings and regional conferences.

The joint NSW RFS/Rural Fire Service Association (RFSA) Workers Compensation Working Group met a number of times during the reporting period to identify and consider a range of issues to improve the management of workers compensation for volunteer members.

Employee Relations

In 2008/09 the Employee Relations Unit developed a suite of internal processes to manage the implementation of the NSW State Government recruitment freeze which commenced in November 2008. These processes were reviewed and re-issued in July 2009 when the freeze was extended.

Online exit and new entrant surveys for staff members were introduced during the reporting period. The data obtained so far has been analysed to improve internal systems and processes.

Substantial work was undertaken in the reporting period to map the relevant human resource management processes in preparation for a new enterprise resources planning platform.

Service Membership

The role of the Service Membership Unit is to process National Criminal History Record Checks (NCHRC) and, where required, child related activities (CRA) checks, required particularly for new volunteer membership applications.

A record number of 7,511 NCHRCs was processed in the reporting period, which included 4,118 new membership applications of which 493 were junior membership applications. An increased number of new membership applications were received by the NSW RFS in both February and March 2009.

In the reporting period the NSW RFS contract with the agency for processing NCHRCs was subject to an external audit by Deloitte Touche Tohmatsu. NSW RFS received the highest possible rating results in this audit.

Occupational Health, Safety and Welfare

The Health Safety and Welfare Unit undertook a number of significant projects throughout the reporting period, including the creation and implementation of an asbestos management system providing 'on the ground' procedures and equipment needed to ensure the health and safety of volunteer members who undertake emergency response activity within areas known or suspected to contain asbestos related hazards.

A trial of satellite tracking technology was conducted for NSW RFS members who are required to operate for extended periods in very isolated areas.

Counselling and Support

The Counselling and Support Unit consists of three main areas of work. Namely, the Critical Incident Support Services (CISS), the Employee Assistance Program (EAP) and the Member Assistance Program (MAP).

Critical Incident Support Services

This program is available to all members of the NSW RFS on a 24 hour/seven day per week basis. Every aspect of the work involved is strictly confidential and assistance is provided through Peer Support and trauma specialist interventions.

A continued focus on building emotional and psychological resilience, increasing resistance to stress and promoting recovery through the identification of healthy coping resources has again been well received. The provision of psycho-social educational awareness sessions remains a high priority and this year has again seen the linking of such presentations with DTZ training events in addition to those held at brigade level.

Advanced training for Peer Support members was undertaken in September 2008 and April 2009 with subjects including Strategic Responses to Crisis, Deployment for Large Scale Events and Psychological Wellbeing for Peers. A review of the team's activation for the Victorian fires was also undertaken.

Three members of the Counselling and Support Unit attended the 10th World Congress on Stress, Trauma and Coping in February 2009 in Baltimore, USA. The learning gained has included the world's best practice in the provision of crisis and early trauma support intervention services.

Member Assistance Program

The Service continues to recognise the need to support our volunteer members who may be affected by a situation not directly relating to their operational involvement. In these cases, a referral and assistance program is available, which helps members and their families locate an appropriate practitioner within their geographical location.

Information seminars focussing on recognising depression, stress, anxiety and exploring treatment options have again received very positive feedback. New ways of promoting good health and mental fitness and wellbeing occurred through links with the Centre for Rural and Remote Mental Health.

Employee Assistance Program

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

A critique of the referral mechanisms to the external provider was reviewed in consultation with the external provider. There has been an increase in the number of clinicians available throughout NSW and the use of telephone counselling and support remains a valuable tool to assist people in remote localities.

Customer satisfaction surveys undertaken by the provider indicate a satisfaction with services offered and a clear willingness to use the service again if the need arose.

Support offered by the Counselling and Support Unit

Number of requests	08/09	07/08	06/07	05/06	04/05
Critical Incident Support Services	281	258	273	309	322
Member Assistance Program	302	288	279	311	304
Employee Assistance Program: Internal	93	85	96	91	109
Employee Assistance Program: External	33	23	17	24	24

The Membership Services Unit is also responsible for reporting on the following committees and policies.

Professional Development Committee

The Professional Development Committee (PDC) was managed by the Employee Relations Unit during the reporting period and continued to promote the training and professional development of staff. This included a wide range of accredited courses from Certificate III and IV to Diploma and Advanced Diploma in Business Management.

The administration of the PDC will be transferred to the Learning and Development Systems Unit from 1 July 2009 to bring all professional development and learning activities together into one unit.

Joint Consultative Committee

The Joint Consultative Committee (JCC), consisting of NSW RFS management and Public Service Association representatives, met on number of occasions during the reporting period to discuss a range of workplace and industrial issues. Executive support to the JCC was provided by the Employee Relations Unit.

Code of Conduct

The Service remains committed to the highest level ethical behaviour and satisfactory conduct being displayed at all times by all its members. In 2008/09 Service Standard 1.1.7 Code of Conduct and Ethics was reviewed and updated. A dedicated unit was established titled Professional Standards and is in the Executive Services directorate. This unit is responsible for matters relating to conduct and discipline within the Service.

Privacy and Personal Information Protection

The Service met all its legislative and policy requirements during the reporting period. The Group Manager Membership Services, Mr Daniel Moroney, was the Service's Privacy Officer during the reporting period.

Disability Action Plan

During 2008/09 a new Disability Action Plan was drafted. It not only deals directly with issues affecting employment, but broader matters such as communicating with, advising and assisting people with disabilities during major fire emergencies.

Ethnic Affairs Priorities Statement

The main items of progress in the Ethnic Affairs Priorities Statement (EAPS) to date have been surveys regarding the issue among volunteer members and commencement of the development of an integrated Human Resources Plan encompassing both career and volunteer members. The surveys confirm that volunteer numbers under-represent people from culturally and linguistically diverse (CALD) backgrounds.

Traditional NSW RFS membership has emphasised firefighting roles and the need for effective operational communications in the English language. This, combined with some cultural factors, has tacitly deterred membership from CALD communities.

The forthcoming Human Resources Plan recognises the need to communicate emergency messages effectively with members of all communities during bush fires. It includes a new focus on membership roles which provide such communication, opening up more opportunities for people with a CALD background to enter the Service.

In addition, the plans are in place to improve the use of statistics and analysis at a local level which will help NSW RFS district offices more precisely target the characteristics and needs of CALD communities in their area.

Spokeswomen's Program

An intranet site with information about the Spokeswomen's Program is available for all staff. The intranet site incorporates internal reference documents on upcoming seminars, workplace bullying, sexual harassment, training and professional development.

The Spokeswomen's Program has also promoted a sponsorship initiative to recognise and reward female staff. A self-nomination system was introduced for female staff wishing to attend a professional development opportunity. Two female employees were nominated to attend the Australasian Fire Authorities Council Developing Future Leaders program in August 2009.

Workforce Planning and Development

The Workforce Planning and Development section is the corporate team that looks after the big picture of workforce planning for the NSW RFS for both staff and volunteer members.

The Workforce Planning and Development Section was created on 1 July 2008 and managed the following projects in the reporting period:

- Providing and evaluating new role statements for all positions affected by the 2008 realignment of NSW RFS Head Office (Homebush Bay)
- Project managing the development of a Strategic Human Resources (HR) Plan to identify the specific initiatives which will be needed to transform the workforce to meet future needs as identified in the NSW RFS Strategic Plan.
- Commenced implementation of the NSW Public Sector Capability Framework, including planning for the introduction of the sector-wide new online position descriptions and associated online e-recruitment system
- Development of a range of roles designed for older members who no longer wish to be firefighters
- Development of localised workforce planning and development processes and skills for use by managers at a local level
- Development of a more flexible approach to NSW RFS membership to increase the attractiveness of the Service

Learning and Development Systems

The training offered by Learning and Development Systems across the State continued to increase with 314,680 hours of training being conducted at district and brigade level.

Crew leader training was one of the main areas of growth along with aviation related training. Regional exercises were the most significant training events at Regional level.

The introduction of the Assessor Advocate was one of the major innovations during the reporting period. An Assessor Advocate is an NSW RFS member who is willing to gather evidence of competence on behalf of a fully qualified assessor. Having Assessment Advocates in place provides greater opportunities for assessments to occur.

The change in First Aid arrangements with WorkCover NSW resulted in the NSW RFS developing its own First Aid course, which the NSW RFS was able to do as part of its role as Registered Training Organisation. The First Aid Application course was developed by the unit and is aligned with national units from the Health Training Package. This course came into effect on 1 July 2009.

Learning and Development Systems continued to supply training materials and resources to members for training at the local level. In 2008/09 it rolled out the updated Village Firefighter program which included the provision of professional development of trainers and assessors covering the new and updated aspects of the program.

The Safe Working on Roofs training course was developed as a direct result of the identification of a gap in NSW RFS training. NSW RFS members were being called out to assist with storm-related

emergencies which required them to get up on roofs to secure loose roofing and install tarpaulins, however, they were not able to do this as they did not have the required relevant training and safety equipment.

Safe Working on Roofs was developed through consultation with other emergency services agencies, in particular the NSW Fire Brigades and through researching the training that was currently available. This research led to the selection of the unit *BCPRF2001A: Work Safely on Roofs* from the Roofing section of *BCP03: Plumbing and Services Training Package*.

Learning and Development Systems then developed a customised course specific to the NSW RFS needs and operating environment. The course was developed building on the skills that were introduced and learnt in the Village Firefighter course such as working with ropes and ladders.

Once the course was finalised, Learning and Development Systems assisted in the roll out of the course across the Service. The course is now regularly offered across the State.

Volunteer Relations

The Volunteer Relations Unit continues to focus on strategies to support volunteer membership.

A Youth Development Officer was appointed in January 2009 whose focus is on attracting and retaining young people.

Throughout the reporting period, the unit was proactive in promoting the Secondary School Cadet program with a record participation rate of around 640 students. Forty-three Secondary School Cadet programs were conducted in 40 schools across NSW. On a regional basis, 15 of the programs were conducted within Region East, 13 within Region West and six in both Regions North and South.

A total of 5,262 NSW National Parks and Wildlife Service Annual All-Parks passes were issued throughout the State to NSW RFS volunteer members along with some 114 Life Membership Certificates, 113 Employer Appreciation Certificates, 20 Foundation Member Certificates and 258 certificates to employers and businesses in appreciation of their support during the Victorian Black Saturday fires. During 2008/09 Volunteer Relations also received and handled 2,213 online enquiries relating to Service membership.

In May 2009 nominations were called for the inaugural NSW Rural Fire Service Volunteer Research Fellowship. The Fellowship will be an annual grant available for volunteers to research ideas, initiatives, products or recommendations that enhance the Service.

Following the successful development and piloting of the Volunteer Recruitment Kit, the first component of the Kit was made available to brigades. The unit has assisted a total of 13 Rural Fire Brigades across the State with local recruitment drives using the Kit. Three of these brigades were from Region East, seven were from Region North, one was from Region South and two were from Region West.

Chaplaincy

The NSW RFS Chaplaincy is a unique ministry that is made up from various denominations and has been on active duty for 13 years.

During 2008/09 the Chaplaincy Service travelled 63,242 kilometres to carry out its ministrations.

The bi-annual NSW RFS Chaplaincy Conference in August 2008 was attended by 44 chaplains from around the State and was held in Sydney. Delegates studied the Pastoral Crisis Counselling Certificate Course.

The launch of Fire Awareness Week saw a total of six brigade dedication services conducted throughout the State by both the Senior Chaplain and volunteer associate Chaplains. A further eight Fire Fleet Blessings and other brigade services have also been conducted during the course of the year.

Visits to rural properties throughout country NSW through the Family Support Network, have proved invaluable especially given the ongoing drought. Many families respond with more openness to their situation having met and talked with the chaplaincy. Many others have been encouraged by the gifts of hampers, Christmas gifts and educational assistance and support.

A monthly comment by the Senior Chaplain, called the Padre's Pen continued to be posted on the NSW RFS intranet, and the MyRFS volunteer website, throughout the year.

In 2008/09 six chaplains were inducted into the NSW RFS and eight have relinquished their roles. Seven vacancies continue to exist in Cobar, Bourke, Ballina, Lake Macquarie, Parks, Armidale and Bega. Two of these positions are in the process of being filled.

Full details of the activities of the Chaplaincy and Family Support Network are included in Appendix B.

Operational Services

The Operational Services directorate encompasses both prevention and response to fire. The Operational Services Directorate is responsible for planning, development control services, the management of fire hazards and engaging the community in preparedness procedures. Rob Rogers, AFSM is the Director of Operational Services and joined the Service in 1978.

The Operational Services Directorate consists of three groups:

- Coordinated Risk Management
- Community Resilience
- Response and Coordination

Coordinated Risk Management

This group incorporates Hazard Management and Community Planning, environmental services, Bush Fire Coordinating Committee support and performance reporting for the Operational Services directorate.

A review of the Prescribed Burn Plan procedures and templates was undertaken along with NSW Fire Brigades, Department of Climate Change and Water (DECCW), Forests NSW and the NSW RFS regional and district staff, which resulted in an agreed common set of streamlined procedures to be implemented across all agencies.

A spatial registration tool was developed in conjunction with the GIS section and deployed to each of the 68 Bush Fire Management Committees (BFMC). This tool enables registration of all fire trails within the BFMC area along with the classification and vehicle capacity in accordance with the BFCC Fire Trail Policy. The tool provides a seamless ability to define fire trails across the State for all agencies and land tenures and exports the data to the State GIS database. Once registration is complete a comprehensive picture of the fire trail network across the State will be able to be viewed across all of the operational and planning systems.

The trial seasonal Mitigation Works Crew Program commenced in 2007 and was expanded and enhanced in 2008/09. The acquisition of two tritter machines expanded the crews' capabilities and the possible area of operations within the Sydney basin. The crews were able to provide over 160km of control lines with 72 hazard reduction burns prepared awaiting suitable weather to treat.

The need for risk mitigation works has been an increasing focus for State and local agencies. To assist these agencies and to facilitate an increase in the level of works completed, a number of grant programs have been made available at State level, with some Commonwealth support. The Coordinated Risk Management Group manages these programs and facilitates registration of grant bids in a standard data format that links to the fire trail register toll and the Bush Fire Risk Information Management System (BRIMS) hazard reduction module data.

The group continued its support for all 68 BFMCs across the State in developing Bush Fire Risk Management Plans using the new spatial tool developed in 2007. The provision of mapping support, technical assistance with the policy and implementation process was extensive with 11 BFMCs producing draft plans during the year.

Community Resilience

The Community Resilience Group consists of three sections:

- Community Engagement
- Development Assessment and Planning
- Operational Business Systems

These sections are responsible for providing leadership in the design and integration of programs that help NSW become a resilient community, able to withstand a disaster and its consequences.

Community Engagement

In this reporting period there has been a 25 percent increase in the number of staff and volunteer Service members who have undertaken nationally recognised training qualifications delivered by the Community Engagement Section. The increase takes the total to 897 for the year 2008/09. This is made up of 747 Service members who are now qualified as Community Safety Assistants and 150 who are qualified as Community Safety Facilitators.

NSW RFS members spent more than 53,000 hours delivering community awareness and engagement activities in their local areas. This was represented by some 2,773 events and activities undertaken across the State.

Tangible benefits have been seen as a result of both the training packages and the structured program of district, regional and State-wide community education forums, seminars and networking events. There has been a 29 percent increase in the number of programs conducted that fall into the 'Localised Facilitation Category', or programs that have higher order attitudinal or behavioural outcome expectancy.

The Static Water Supply program was completely revamped with the addition of a State-wide spatial database. This database allows for the on demand production of maps and handbooks.

Development Assessment and Planning

The Development Assessment and Planning Unit improves the safety of buildings through planning, design and construction standards for new developments in bush fire prone areas.

The Development Assessment and Planning Unit achievements for the financial year 2008/09 include:

- Continued implementation of and training in *Planning for Bush Fire Protection 2006*
- 7,399 development applications assessed across the State
- Deployment to Victoria to assist with collection of house loss data
- Successful defence of the NSW RFS position in the Land and Environment Court

Operational Business Systems

The newly developed Bush Fire Risk Register was implemented in 2008/09 and won a Premier's Award for Public Sector excellence. It has enabled the Bush Fire Management Committees around the State to identify community and commercial assets that could be impacted in the event of bush fires. Mitigation strategies have been identified for these assets. As part of the development of the strategies, the local community have been involved through wide consultation.

The release of the revamped BRIMS Hazard Reduction module is enabling the NSW RFS, DECCW/ NPWS, Forests NSW, Department of Lands and many local government councils to improve the planning and reporting of the hazard mitigation activity in their jurisdiction.

Improvements to the NSW RFS Fire Investigation System II are supporting the Service to identify trends in fire initiation activity and working to prevent potential loss to the community.

Response and Coordination

The Response and Coordination Unit includes State Operations, Incident Response and Jurisdiction and Aviation and Specialist Equipment.

State Operations

The Operations Customer Service Centre (OCSC) continued in its role as the Service's first point of contact for receipt of fire and incident related data from NSW RFS Districts, with a total of 19,474 reports received, recorded and processed.

The State Operations' dedicated 24 hour contact system has assisted districts with the transmission of fire and incident related calls within pre-determined parameters. One hundred percent of these calls were passed on within those timeframes.

Support for major fire and other emergencies was provided by State Operations staff as required:

- A total of 35 Total Fire Bans were facilitated with appropriate processes and advice provided;
- Ten major fire emergencies, which burned for a total of 102 days, were dealt with between 26 December 2008 and 12 February 2009 with Regional Major Incident Coordination (MIC) teams at State Operations being assisted by State Operations staff;
- The Victorian fires of 7 February to 8 March 2009 saw the coordinated deployment of a total of 4,335 personnel from NSW agencies (with 3,224 personnel being sourced from the NSW RFS). Additionally, 444 tankers and support vehicles were deployed (with 316 vehicles being sourced from the NSW RFS). The identification and response of resources was coordinated by the Interstate Liaison Unit (ILU) together with Major Incident Coordination (MIC) personnel operating out of State Operations and with the assistance of State Operations staff;
- The north coast flood emergency of 19 May to 31 May 2009 saw State Operations activated for the period to assist the Region North MIC. A total of 1,041 NSW RFS personnel and 388 vehicle deployments were mobilised to assist SES units.

The fire investigation area has made considerable progress towards ensuring that a high percentage of vegetation fires have had the probable cause determined. Eighty-eight percent of formally investigated vegetation fires have had the cause determined. Additionally, volunteer and salaried fire investigators have investigated a total of 126 structure fires with 60 percent having the cause determined.

A project to evaluate available public access defibrillators (PADs) and select one as suitable for the extremes of the environment in which NSW RFS brigades operate, has been completed. One brand of defibrillator has been selected as suitable and Defibrillator Standard Operating Guidelines are being finalised.

State Operations staff have been part of the Service's Business Continuity Management (BCM) program with the first program prepared for ratification.

Incident Response and Jurisdiction

The Incident Response and Jurisdiction Unit has conducted boundary and response arrangement reviews with NSW Fire Brigades (NSWFB) in accordance with standing arrangements between the two Services. All Boundary Reviews, Mutual Aid Agreements and Joint Planning Strategies are current.

The unit continues to actively participate in the NSWFB FireCAD (Computer Aided Dispatch) Upgrade Project Group.

Aviation and Specialist Equipment

The Aviation Section has developed a Service position for the management of Heavy Plant during major fires. The framework for this plan has been developed and Standard Operating Guidelines have been completed.

Specialist documentation incorporating expression of interest and tasking protocols is 60 percent complete.

All aircraft contracts for the upcoming 2009/10 season were put in place during the course of the 2008/09 off-season. The contract includes the requirement for a line audit by NSW RFS aviation staff prior to the commencement of each contract.

The Aviation Section continues to conduct training for NSW RFS personnel as well as for members of other government agencies. The section's three year training program has resulted in 95 percent of target aviation personnel being trained.

An Aviation Safety Program has been prepared to reflect and incorporate changing practices and protocols within the firefighting and aviation industries. During the year the aviation database has been rewritten and is now in a web-based platform. The Aviation Section has conducted a feasibility study into the use of automatic vehicle and aircraft tracking system. The study was completed and an evaluation and tender process is continuing in association with the National Aerial Firefighting Centre (NAFC).

The Minister for Emergency Services, Steve Whan with Commissioner Shane Fitzsimmons presenting Group Captain Terry Best (Northern Tablelands) with the Commissioner's Certificate of Commendation, St Florian's Day, May 2009. Photo by Jacqueline Murphy, NSW RFS Corporate Communications.

Strategic Services

The establishment of the new Strategic Services directorate has allowed the Service to bring together a fully integrated strategic management capacity which continues to develop and enhance the Service's corporate governance, strategic planning and systems management capabilities. This directorate is headed up by Mark Crosweller, AFSM who has been with the NSW RFS since 1985.

Strategic Services is responsible for:

- Corporate Planning and Performance
- Corporate Program Office
- Corporate Information Management
- Corporate Policy and Standards
- Corporate Research

Corporate Planning and Performance

The Corporate Planning and Performance Unit is responsible for developing, implementing and supporting the Service's planning, reporting, management, auditing and continuous improvement systems. The Corporate Planning and Performance Section achieved significant outcomes during 2008/09, including:

- Supporting the expansion and ongoing development of the Service's Systems Auditing function
- Developing and implementing the electronic Service Delivery Module (eSDM) Version 4 application in all Districts
- Finalising development of the new version of the Service's Standards of Fire Cover and Optimum Resourcing applications
- Commencing development of the Service's Business Continuity Management system
- Analysing key issues affecting the Service by finalising the Organisational Risk Assessment and Volunteer Surveys
- Facilitating the development of the Service's 2012 Strategic Plan
- Developing the Service's 2009/12 Corporate Plan
- Commencing the development of a system to better manage our interaction with, and management of, research arising from the Bushfire CRC and the Australasian Fire and Emergency Service Authorities Council
- Implementing the first phase of the Organisational Performance Management Framework

Corporate Program Office

The Corporate Program Office has completed its first year of operation and has succeeded in establishing a revised project management framework for the NSW RFS. The framework has been fully supported by the NSW RFS Executive and seeks to enhance the overall quality of projects delivered in the Service. It is based on both NSW Government requirements and project management best practice and will provide a higher likelihood of project success. Key activities in 2008/09 included:

- Developing and publishing the new Project Management Policy and Handbook
- Establishing the Corporate Program Management Office with a total of four staff
- Conducting a range of communication activities with stakeholders across the Service
- Implementing a new process for the review and assessment of project proposals

All major objectives of the Corporate Program Office were achieved in its first year of operation. Much work remains to develop more project templates, refine project management processes, communicate with customers and provide ongoing guidance and support to project managers, practitioners and the Executive.

Corporate Information Management

Corporate Information Management (CIM) is responsible for the management of corporate information to ensure sound decision making and accurate reporting, which is essential for a modern emergency service organisation.

The Service has significant stores of quality data and CIM facilitates the retrieval and analysis of this data to create and provide accurate, timely and quality information. The information is then made accessible via reliable channels such as the Service's public website, Intranet and MyRFS website.

The group also oversees and manages storage and records retrieval and library services. The CIM group comprises Data Management, Corporate and Online Communications, Records and Library Services.

Data Management

This unit is responsible for data management and data analysis, business analysis and project management of specialised systems at a strategic level. This function provides targeted reports to inform business decisions at the request of directorates and business units.

During the year the team, in the course of its day-to-day business, reviewed and checked for data integrity across all corporate databases and responded to over 400 one-off specialised data extraction requests by business units. It produced 12 new corporate reports and schemas for all corporate databases. It also conducted analysis of over 5,000 records and developed user guides, schedules and spreadsheets for the 'Village 2' project.

During the reporting period they also developed an Interagency Assistance Tracking System to track the resource deployments of the NSW RFS, NSW Fire Brigades, Forests NSW, NSW National Parks and Wildlife Service and the Ambulance Service of NSW to the Victorian Bush Fires during February and March 2009.

Corporate Communications

Corporate communications consists of the Publications, Graphic Design and Online communications teams.

Publications and Graphic Design

This unit was responsible for the publication of four editions of the Bush Fire Bulletin with a distribution of 27,000 copies, distributed on time and within budget each quarter. The Annual Report was produced in a cost effective manner in accordance with NSW Treasury guidelines.

This year the NSW RFS graphic design function has provided a centralised approach to delivering graphic outputs for business units, DTZs and regions. This included the planning of an overarching visual style guide to protect the corporate visual identity of the NSW RFS. Over this financial year the graphic designer provided over 1,600 design and graphic services and projects.

Online Communications

The Online Communications team managed and maintained the three core Service online systems: the public website, the volunteer extranet

(MyRFS) and the staff intranet. The usability and accessibility of these systems, to continuously meet user expectations of accurate and timely content, ensured the team met the information needs of the Service. All portals aimed to promote the values, reputation and image of the Service and continuously improved communication in an online environment.

MyRFS Volunteer Extranet: www.myrfs.nsw.gov.au

The MyRFS website, now in its third year, has more than 13,250 registered users, with more than two-thirds of brigades having one or more members registered on the site. During the year, more than six million hits were received. This year new and enhanced features were added to MyRFS, including a decentralised news feature which lets district offices quickly publish news items directly to their volunteers. A report generator for brigade captains, secretaries and training officers provides access to information about their brigade members to simplify and streamline the duties of these officers. Volunteers can also now view key information for all districts within their team or zone, rather than just their own district. This has provided enhanced operational and administrative planning capabilities.

NSW Rural Fire Service Website: www.rfs.nsw.gov.au

The NSW RFS Public website received 1.4 million visitors during the year and served 4.1 million pages of information. The most popular areas of the website were Major Fire Updates and Current Incident information which was used most frequently during periods of fire activity. The highest visitor numbers were recorded between December 2008 and February 2009, with website visitors surging to 93,457 on 8 February 2009 due to requests for fire update information. Nearly 280,000 hits were registered on the website over this 24 hour period. The public website content was reviewed in the months leading up to July 2008 and the website was switched over on 1 July 2008. Incremental improvements and website maintenance has been conducted throughout this year, including improvements to the accessibility of information in line with the NSW Government Style Directive.

Corporate Policy and Standards

The Corporate Policy and Standards Unit has continued to support the development and review, and manage the timely publication and document control, of all policy documentation of the NSW RFS, including policies, Service Standards, Standard Operating Procedures (SOPs), guidelines and other associated documentation.

The recent 12 months have seen the Policy and Standards Unit primarily dedicating its time and resources to four areas:

- the 12 month review of the implementation of the *Rural Fires Regulation 2008*
- the finalisation and embedding of the revised NSW RFS organisational values
- the maintenance of the policy development framework
- the continued review and development of policy documentation

The Rural Fires Regulation 2002 was repealed on 1 September 2008 under the *Subordinate Legislation Act* 1989 and the *Rural Fires Regulation* 2008 (RFR08) commenced on 1 September 2008. The new Regulation is a remake of the current Regulation, with only minor changes. The NSW RFS has developed a post-implementation review of the operation of RFR08.

A review of organisational values was conducted in 2008 and the final version of these values was signed off by the Executive in November 2008. A new project has been initiated to begin the embedding and communication of those agreed values. This will incorporate an ongoing review, workshops and training at various forums for all members and the incorporation of the values into business practices such as induction and training programs.

As a continuation of the commitment to reduce the volume and prescriptive nature of Service Standards and SOPs, a new suite of documents is under development, (Operational Protocols) which seeks to provide the reader with a one stop shop of all information - both mandatory and background or advisory - pertinent to any given issue. The first example, Management of Asbestos Incidents has already been published.

Corporate Research

During the reporting period the Corporate Research Manager was seconded to the Australian Institute of Police Management as a visiting fellow. This notwithstanding, the Service made major inroads into the publication and dissemination of various research outcomes from the Bushfire CRC (Cooperative Research Centre) and other research institutions as well as making major improvements to the accessibility of research papers through the Service's Intranet and in the future through MyRFS volunteer extranet.

Significant improvements were also made to the coordination of AFAC committees and the attendance of NSW RFS staff and volunteers to a range of AFAC forums.

Londonderry, near Sydney, January 2009 after fires threatened homes and destroyed sheds, cars and machinery. Photo by Cain Maitland, Londonderry Brigade.

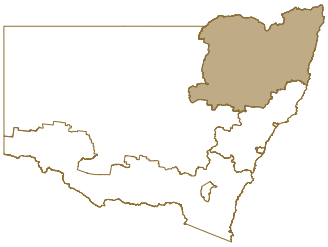
NSW RFS Values: Mutual Respect

We actively seek and value everyone's contribution

Londonderry, near Sydney, January 2009 after fires threatened homes and destroyed sheds, cars and machinery. Photo by Cain Maitland, Londonderry Brigade.

Regional Services

- Region North
- Region East
- Region South
- Region West



Region North

KEY

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

Snapshot

Region North experienced a relatively quiet fire season, with moderate activity in the early part of the season in the north of the Region, followed by extensive support given to other agencies during major flooding events in the later part of the year. No major fire emergencies were recorded throughout the year.

This period has allowed for many capacity building activities to occur, both individually and as groups, including personal and professional development, workshop-based training and other mentoring programs.

Region North was heavily committed to the interstate deployment to Victoria in support of the Country Fire Authority (CFA) and Department of Sustainability and Environment (DSE).

Operations

In early 2009 there were three incidents of severe flooding across the Mid North Coast, Northern Rivers and Far North Coast areas. NSW RFS Brigades from many areas responded to calls for assistance from the SES and spent several days carrying out tasks such as tarping roofs, evacuating people from flood affected areas and pumping out severely water damaged residences and commercial premises. Staff from across the Region were kept busy assisting at District and Regional Emergency Operations Centres.

By far the largest operation to affect the Region was the deployment of resources to Victoria during the tragic fire events on 7 February 2009. Staff were deployed over a period of three weeks to Victoria and Sydney. The Regional Operations Manager was deployed to Melbourne to establish the Interstate Liaison Unit (ILU). This unit along with the ILU located at Head Office in Sydney, coordinated the requests and logistical arrangements in moving all emergency personnel from NSW to Victoria. The Region North Major Incident Coordination Centre (MICC), also located at Head Office, was activated to coordinate the resources being requested and deployed from many of the Region North DTZs. Both of these functions remained active for the duration of the fire operation with staff from both Region and DTZ rotating through both the Melbourne and Sydney coordination centres and MICC liaison centres.
The ability of Region North to move a significant number of volunteers and staff for the duration of the operation is a testament to the strategic readiness of the Region North staff and volunteers.

Support for volunteer firefighters has been greatly enhanced in the reporting period by the development and upgrade of a number of strategic airports and airstrips across the Region. DTZ managers have embarked on a program to upgrade nine airports and airstrips with static water supplies (SWS) and equipment storage facilities that will enable both fixed wing and rotary aircraft to be loaded with either foam or retardant and attack fires that are burning nearby. The upgrades of facilities at these locations will allow aircraft to be deployed to fires and will significantly reduce the turn around time between loads. Additionally, the DTZs have embarked on a recruitment drive to identify, train and accredit specialised Airbase Operators and Aircraft Officers.

A successful Incident Management Exercise (IMX) was conducted at Armidale in June 2009 which included representatives from NSW National Parks and Wildlife Service (NPWS), Forests NSW, NSW Fire Brigades (NSWFB) and NSW RFS.

The annual Region North Exercise conducted in Glen Innes during May was well supported by volunteer brigades and staff and again enabled the firefighters to test their training and skills in a myriad of simulated scenarios.

Regional Operational staff have attended joint border liaison meetings this year. Fire Investigation forums were held and Remote Area Firefighting Teams (RAFT) teams carried out an annual exercise to enhance the very high standard of RAFT capability available in the Region.

Learning and Development

Throughout 2008/09 the Region North Learning and Development (L&D) area achieved all its primary objectives. The L&D Manager was assisted by a trainee officer for a period of eight months of the year, which proved a successful initiative.

Five L&D audits were conducted in the DTZs. The Regional Office L&D function was also audited and found to be operating satisfactorily with no negative results recorded.

Region North has continued to deliver high quality and effective Incident Management Team (IMT) training with consistent involvement by the other principal NSW fire management agencies. This year's Incident Management Exercise (IMX) and Incident Management Workshop (IMW) had trainees and directing staff from the NSW RFS, Forests NSW, NSWFB and NPWS. The Assessment Team found 19 persons competent for IMT roles at the conclusion of the IMX.

With the focus this year on achieving basic competencies for all members, Learning and Development Officers across the Region achieved a good result lifting the number of volunteers in the Region who are basic trained from 71 percent in July 2008 to 81 percent in June 2009 (7,666 of 10,570 basic trained). Fifty-six percent of the staff in the Region are now qualified in an Incident Management Team role.

Community Safety

In the reporting period, the Region North Community Safety Unit progressed well. The new Mitigation Compliance Officers are integrating well into the Community Safety unit structure. The most notable achievement was the review of the Bush Fire Risk Management Plans (BFRMP) in accordance with Bush Fire Coordinating Committee policy. All Bush Fire Management Committees within Region North have commenced the review process with one new model plan approved by the BFCC.

All DTZ within the Region were successful in having their annual works programs submitted into the Bush Fire Risk Information Management System (BRIMS) by 31 March 2009.

Region North

Business and Management

In 2008/09 the Business and Management Unit functioned well in coordinating Business Planning. Human Resource goals have been met, in particular the reduction of recreation leave balances, personal development and capacity building. Region North has achieved:

- The number of staff with excess leave balances was reduced to zero - a reduction by 13 personnel
- The delivery of Business Workshops held in each DTZ as part of the fraud prevention strategy
- The introduction of a Business Reporting Process with the inclusion of Business Action Reports, resulting in a focussed effort from each of the four major functional areas into the Region's Business Plan and better reporting and feedback to Districts

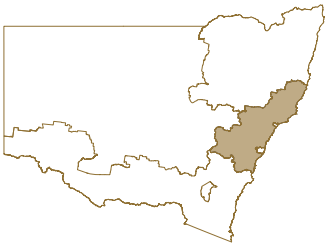
The Region North All Staff Conference was held this year in Tweed Heads and was attended by over 75 percent of the staff in the Region. The Business Workshop was attended by 73 percent of staff within the Region and has provided much better governance on corporate credit card procedures.

The new Service Delivery Model has given the Region an opportunity to review its current hazards and provided a better alignment with the Directorate and State on non-Regional Services Business Plan action items. This includes a number of Regional Manager Priorities shared across the Region and appropriate DTZs.

Across the Region in 2008/09 there were 60 Captain's Meetings, 57 Senior Management Team Meetings and 124 Staff Meetings. Communications with the volunteer base increased and the Region now has 1,746 members registered on MyRFS.

Good work has been carried out on the Water Tank Project throughout the year with 275 of 355 stations across the Region now fitted with a water tank.

The Region anticipates being able to remove all petrol powered tankers from its fleet in 2009/10. Currently only six remain in one zone and the delivery of both new and second-hand appliances is due in the second half of 2009 to replace them.



Region East

KEY

12. Manning Team
    Gloucester
    Greater Taree
    Great Lakes
    Hastings
13. Lower Hunter Team
    Dungog
    Port Stephens
    Cessnock
    Maitland
14. Hunter Valley Team
    Muswellbrook
    Singleton
15. The Lakes Team
    Lake Macquarie
    Wyong
16. (Stand Alone Districts)
    Gosford
    The Hills
    Hawkesbury
    Blue Mountains
    Hornsby/Ku-ring-gai
    Warringah/Pittwater
17. Cumberland Zone
    Blacktown
    Fairfield
    Penrith
18. Macarthur Zone
    Campbelltown
    Camden
    Liverpool
19. (Stand Alone District)
    Sutherland
20. Illawarra Team
    Kiama
    Shellharbour
    Wollongong
21. (Stand Alone District)
    Wollondilly
22. (Stand Alone District)
    Wingecarribee
23. Chifley Zone
    Bathurst Region
    Oberon
    Lithgow

Non-RFS

Region East

Snapshot

Region East experienced significant fire activity in the 2008/09 reporting period with major fire emergencies declared in Wingecarribee, Hunter Valley, Hornsby, Cumberland and Gosford. Regional operations activities also centred on providing assistance to Victoria with 39 strike teams and specialist IMT personnel being deployed which involved over 1,000 staff and volunteers.

2008/09 saw the largest Incident Management Workshop and Exercise conducted at Hastings Fire Control Centre, with inter-agency participation from NSW Fire Brigades, NSW National Parks and Wildlife Service, Forests NSW and the Country Fire Authority. Region East now has 244 members qualified in Australasian Inter-service Incident Management System (AIIMS) roles.

The Region has focussed on supporting local Bush Fire Management Committees (BFMCs) and has actively facilitated the preparation of Bush Fire Risk Management Plans, providing technical advice and reviewing plans to ensure compliance with the end of year deadline.

In continuing to improve communication across the Region, the Regional Office was represented at 1,096 DTZ official functions and meetings.

Operations

Region East again managed a significant role in Major Incident Coordination (MIC), with the year providing significant tasks in fire emergencies, storm and flood assistance as well as hazard reduction (HR) programs both within Region and in adjoining Regions. This year for the first time, members of the regional Incident Management Teams were granted access to the NSW RFS network and applications such as ICON and BRIMS. This proved to be a welcome support for the volunteers involved.

There were two fire emergencies declared in each of the Wingecarribee and the Hunter Valley zones. Hornsby, Cumberland and Gosford all experienced one major fire emergency each.

Regional operations activities centred on four separate areas over the reporting period:

- Assistance to Districts for significant HR burning programs. This involved the organisation of eight strike teams, and additional assistance to Region West for HR operations at Orange
- Major Incident Coordination and Strike Team assistance to declared fire emergencies - 39 Strike Teams involving 840 personnel
- Major Incident Coordination and Strike Team assistance to the Victorian fire emergencies - 39 Strike Teams and specialist IMT roles, involving 1,099 personnel
- Assistance to other agencies, e.g. support to SES in flood operations activity

The Regional Operations Officers continued to work closely with the DTZs in regards to their operational responsibilities. A significant aspect of the Regional focus during the year was the development of the 2009 Regional Exercise with several committees being formed and operating to ensure a high level of planning and preparation. The Region East Exercise was held after the reporting period in September 2009.

Learning and Development

In order to address the Region's Bush Fire Risk Management Plans of Operation, Region East has continued to provide incident management training. This year's joint Incident Management Workshop and Exercise (IMW/IMX) was conducted at Hastings Fire Control Centre with inter-agency participation from NSW RFS, NSWFB, NPWS, Forests NSW and the South Australian Country Fire Service (CFS). Two senior officers from the CFS played key roles in the event.

As a result of this ongoing training and development, Region East now has 40 members qualified in the Australasian Inter-service Incident Management System (AIIMS) role of Control (IMC), 61 for Planning (IMP), 73 for Operations (IMO) and 70 for Logistics (IML). In addition, there has been a 32 percent increase in volunteers and staff completing the introductory self-paced workbook *ICS for Incident Management Teams*. The Region now has a total of 434 personnel with this qualification.

Region East also continued to provide training for the incident management stream by delivering the Group Leader Analysis/Group Leader Command and Conduct Briefings and Debriefings courses. The Group Leader Analysis/Group Leader Command course was conducted at Baulkham Hills Fire Control Centre for 24 participants. The Conduct Briefings and Debriefings course was conducted at Wollondilly Emergency Control Centre with 23 participants attending the program.

With the increasing number of programs being developed and offered by the Service, there is a growing need to increase the number of instructors and assessor advocates. In 2008/09 four Rural Fire Instructor (RFI) courses were delivered resulting in a further 61 volunteers with an opportunity to become qualified as RFIs.

A Safe Food Handling Course was conducted by Restaurant and Catering at the Sutherland Fire Control Centre for 21 catering support volunteers from across the Region.

To ensure the Service complies with industry standards as a Registered Training Organisation, Region East conducted eight Learning and Development on-site audits with a further nine self-audits completed by DTZ Learning and Development staff.

An outcome resulting from DTZ manager's performance management reviews saw Region East contracting TAFE to deliver Project Management, Time Management and Customer Service training for DTZ and Regional Office staff.

Community Safety

Support of local Bush Fire Management Committees (BFMCs) has been a major undertaking in Region East this year. By the end of the 2008/09 year BFMCs in all DTZs had commenced or completed new Bush Fire Risk Management Plans (BFRMP). One committee (Illawarra) was a part of the pilot program and has had its plan approved by the Bush Fire Coordinating Committee (BFCC). Three other BFRMPs have been submitted for approval by the BFCC.

The filling of the Mitigation Compliance Officer role has assisted in the coordination of hazard reduction programs. All funding claims were completed by the March 2009 deadline. Hazard reduction notification processes were refined and incorporated into business practices and

bids for funding in the coming financial year reached record levels. This has involved an increased emphasis on development of annual hazard reduction works programs for BFMCs, and the successful entry of all trail works bids on to a new fire trail register tool. This process involved considerable support of DTZ staff by the Regional office.

The Regional office continued to support DTZs in addressing Bush Fire Hazard Complaints, environmental assessment through the Bush Fire Hazard Reduction Certificate process and development control. The Region hosted and assisted in delivery of two courses covering hazard assessment and field skills and coordinated staff availability to meet deadlines.

Community Engagement continued to advance this year in Region East. The first field based 'back to basics' community education forum was held in September and was strongly supported by volunteers.

Business and Management

During the 2008/09 period the business and management function of the Region focussed on developing stronger relationships among DTZ, Regional and Headquarters staff, as well as building consistent practices across the Region.The Region liaised with managers to ensure all DTZ business planning and staff performance reviews were completed in accordance with appropriate timeframes and guidelines.

The Regional Office coordinated the annual conference, which focussed on themes of leadership and accountability and included interactive sessions giving staff the opportunity to contribute to leadership issues facing the Service.

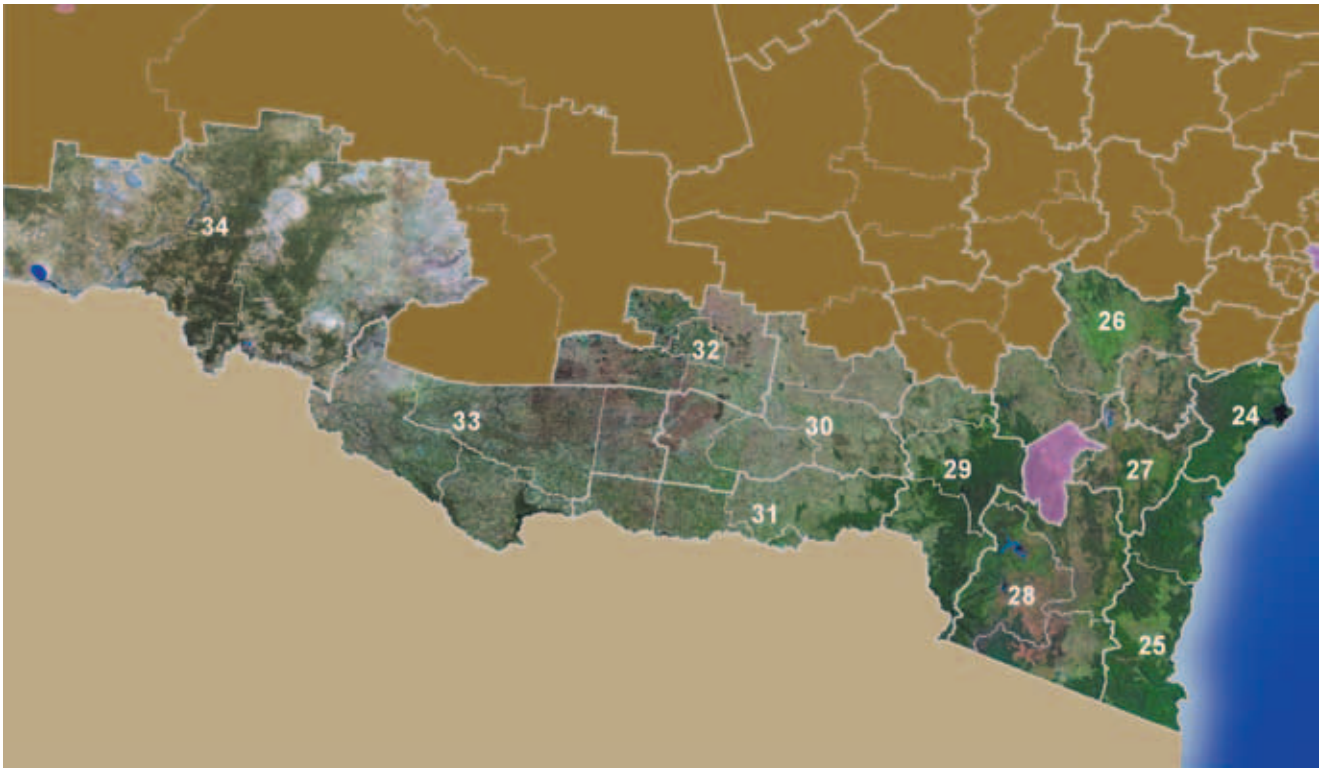
The Region was represented at 1,096 DTZ official functions or meetings during the period.

To enhance staff communication, the Regional office, with assistance from the Bushfire CRC Volunteerism Project team from La Trobe University, developed a staff survey titled 'Improving Inter-Staff Communications'. The survey was promulgated to all DTZ staff for completion and the data was forwarded to the Bushfire CRC researchers at La Trobe for statistical analysis, with the findings circulated to all staff.

The Region continued to support the Service audit program with trained auditors conducting several management audits throughout both DTZ and NSW RFS Head Office.

The Business Unit, in conjunction with Regional Services, has been working closely with those DTZ who are in the process of negotiating Rural Fire District Service Agreements with Council, to assist in the preparation of agreements and monitoring currency.

Region South



KEY

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

Non-RFS

Snapshot

Region South experienced an intense fire season compared with previous years. There were four major fire emergencies in the reporting period. The Region also had its largest recorded operational assistance to firefighting operations into Victoria following the Black Saturday fires. Strike teams were deployed on the first night of 7 February and continued through to 5 March 2009.

2008/09 also saw the opening of the new Eurobodalla Training Centre at Mogo. The new facility supports an increase in training both within the NSW RFS and for external emergency services. Riverina Highlands Fire Control Centre also underwent a major refurbishment and extension during the year.

Operations

There were four major fire emergencies in the reporting period. These included the Wingecarribee fire, which involved parts of the Shoalhaven District and Southern Tablelands Zone, the Dingo Road fire, which was in the southern end of the Shoalhaven district and involved the northern part of Eurobodalla and Palerang, as well as the Jingera Rock (Bega) and Belimbla (Eurobodalla) fires, in the Far South Coast team area. The Riverina Highlands had three separate fires in the Tumut area: Happy Valley, Mill Creek and Meadow Creek fires.

The deployment to Victoria after the Black Saturday fires was the largest interstate deployment on record with strike teams from Region South deployed on the first night of the tragedy – late on 7 February 2009. The deployment lasted until 5 March 2009. In total, 40 strike teams were deployed over this period that involved 870 volunteers and a further 167 staff and volunteers who were deployed to incident management teams and support roles.

The Region continued its ongoing operational preparedness program this year and completed two Incident Management Exercises (IMX) and workshops at Albury (the first real test of the new centre) and Queanbeyan Fire Control Centres. All emergency services were represented with the Local Emergency Management Team also in attendance during the exercise. In an effort to assist with cross border arrangements, the Queanbeyan IMX had a large involvement with ACT Emergency Management and NSW agencies.

The Regional Exercise this year was conducted in the Griffith area which provided an opportunity for volunteers in the western parts of Region South and Region West to participate. The exercise was held in the Cocoparra National Park, north of Griffith, with approximately 130 volunteers and staff participating.

The Region's sixth Group Officer's forum was held in Batemans Bay, with 65 Group Officers in attendance. The forum allowed senior volunteers to further engage in the Service's operational processes and management systems. Issues covered included the NSW RFS's Values Workshop, State Operations and the Bush Fire CRC project on Safe Behaviour and Decision Making.

To enhance the cooperation between bordering agencies, several cross border meetings were held with a number of Victorian, South Australian and ACT agencies. These meetings have been of great assistance and have enabled NSW agencies to assist the Victorians at short notice.

Learning and Development

Throughout 2008/09, the Learning and Development unit once again focused on providing Group Leader Analysis, Group Leader Command, Rural Fire Instructor and Conduct Briefings and Debriefings programs. The development of instructors in specialist subjects was also supported throughout the year.

Group Leader Analysis and Group Leader Command courses were held in Albury with participants coming from across the Region. This program gave present and future Group Officers the opportunity to develop networks and share information and experiences. The Region also supported the attendance of other DTZ participants at a Group Leader Analysis and Group Leader Command course run by the Lake George Zone and will continue to do so in an effort to increase knowledge sharing across the Region.

Staff continued to upgrade their skills through the professional development program. During the year, one staff member completed Certificate IV in Business (Frontline Management), four staff completed Certificate IV in Public Safety (Fire Fighting Supervision). Three staff completed Advanced Diploma of Business, with one staff member completing a Bachelor of Business and one other staff member completing a Masters of Management.

The Region held its first mid-week Conduct Briefings and Debriefings course with good representation from both staff and volunteers. This program is gaining some momentum as word spreads of its benefits and it will be a focus of regional training in the coming years.

The Regional Incident Management Exercise saw representatives of both staff and volunteers in attendance. This exercise allowed a number of staff to be assessed as competent in fulfilling various Incident Management roles.

Community Safety

The Community Safety Unit has continued to build resilience in communities across the Region. Twelve of the 14 Bush Fire Management Committees in the Region have now either completed or have made good progress towards completing, the new Bush Fire Risk Management Plans. There has been increased engagement with local communities as a result of the consultation process.

Forty-five Community Safety staff and volunteers participated in the annual Regional Community Education Forum, held jointly with Region West; as in previous years, this forum challenged Community Education practitioners to examine current practices, and to look at ways of engaging the wider community. A staff forum was held during March 2009, with both Community Safety and Operations staff attending. This focused on cooperation and consultation, particularly in the planning and execution of hazard reductions.

Across the Region, Community Safety Officers were involved with a wide range of activities including hundreds of community education activities.

There was heavy involvement with the development of Bush Fire Risk Management Plans in areas of high risk. Several Community Safety Officers also attended, or instructed, a number of training courses including Introduction to Bush Fire Mitigation, Community Safety Assistant, Community Safety Facilitator, Certificate Issuing Officer and

Region South

training in the revised BRIMS modules (Development Application and Hazard Reduction).

Business and Management

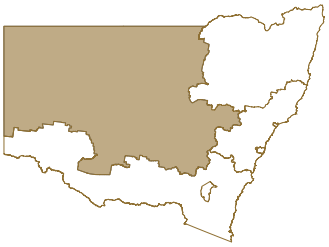
During the year the Region made significant advances in the areas of human resource reforms, audit and compliance and business plan reporting. This included full compliance with management audits as specified in the NSW RFS Audit plan, and the submission of all DTZ Business Plans using the Electronic Service Delivery Model (eSDM) application.

The year also saw an allocation of 54 new and second-hand firefighting appliances as well as further progression towards the removal and replacement of all petrol appliances.

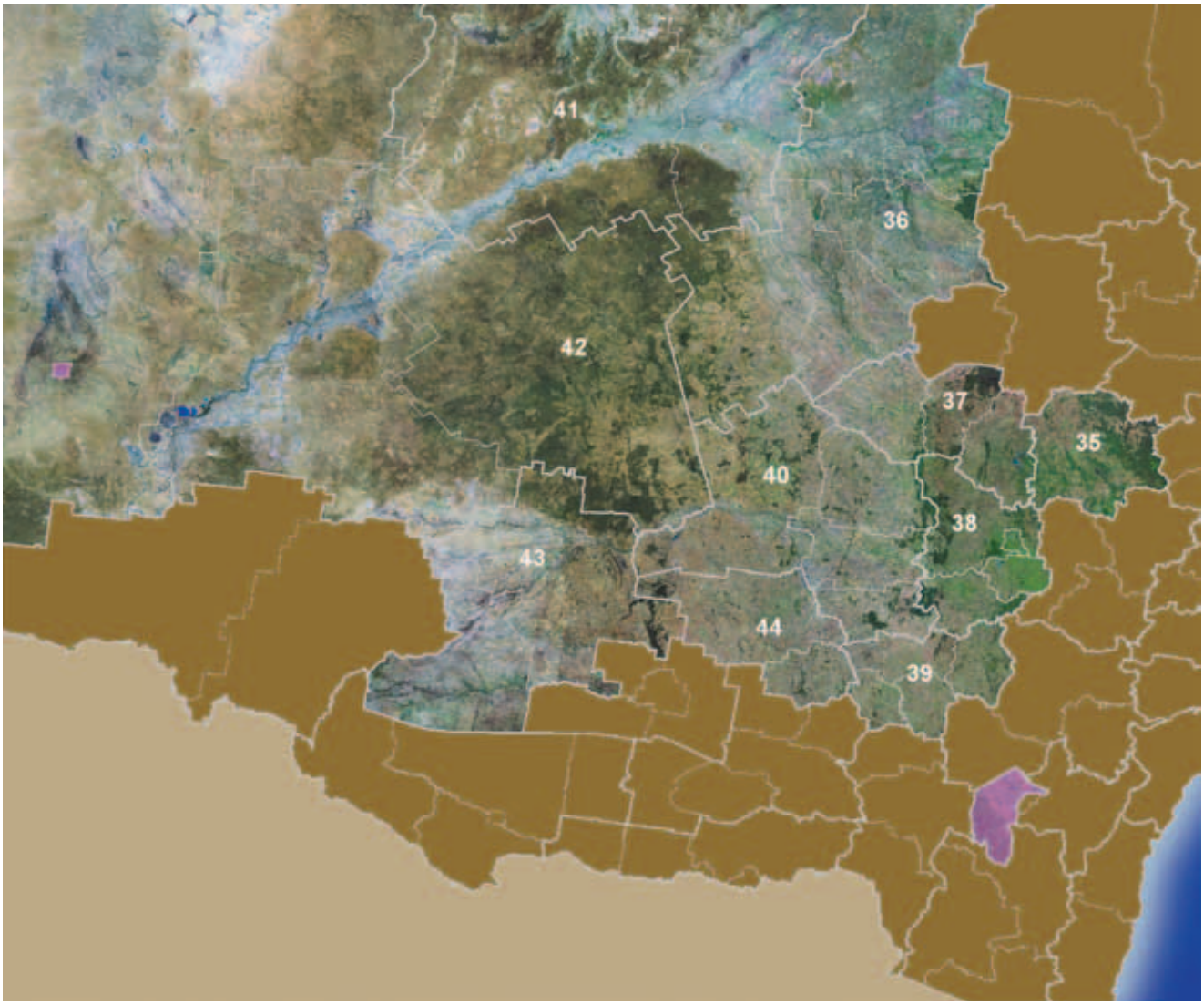
In conjunction with Staff Services and with financial support from the Rural Fire Service Association, the Region held its second Volunteer to Career forum at Yass, with 25 volunteers attending. This forum provided recruitment information for those volunteers who wish to apply for future salaried positions within the Service.

Volunteer forums were also held at Culcairn and Mulwala with 92 volunteers attending representing 41 Rural Fire Brigades from the Southern Border Team.

2008/09 saw the opening of the new Eurobodalla Training Centre at Mogo. The new facility supports an increase in training both within the NSW RFS and for external emergency services. Riverina Highlands Fire Control Centre also underwent a major refurbishment and extension during the year.



Region West



KEY

35. (Cudgegong District)
    Mid Western Region
36. North West Team
    Walgett
    Coonamble
    Warren
    Bogan
37. Orana Team
    Narromine
    Wellington
    Dubbo
38. Canobolas Zone
    Blayney
    Orange
    Cabonne
    Cowra
39. South West Slopes Zone
    Boorowa
    Harden
    Cootamundra
    Young
40. Mid Lachlan Valley Team
    Parkes
    Forbes
    Weddin
    Lachlan
41. Barwon Darling Zone
    Brewarrina
    Bourke
42. Far West Team
    Unincorporated NSW
    Central Darling
    Cobar
    Broken Hill (Non RFS)
43. Mid West Team
    Hay
    Carrathool
44. Bland Temora Zone
    Bland
    Temora

Non-RFS

Region West

Snapshot

Region West experienced a moderate fire season with two declarations of major fire emergencies under Section 44 of the *Rural Fires Act* both of which were in the Bland/Temora Zone. A number of larger fires were also reported in other areas, however these were combated and controlled by local resources.

Operationally, the major commitment was undoubtedly the deployment to Victoria in the month of February 2009.

Operations

Region West experienced two major fire emergencies in the Bland Temora Zone in the reporting period and saw the Region West Major Incident Coordination (MIC) activated to provide close support to the Incident Management Teams. Both fires were suspected to have been started by lightning strikes. They were in inaccessible terrain and were therefore fought using fixed wing and rotary wing aircraft and supported by crews and heavy plant on the ground. Three Regional Strike Teams were deployed to support local crews during these fires providing a total of 60 days of tasking support to local crews.

Region West volunteers and staff played a significant role in providing firefighting resources to Victoria during the fire crisis in February. A total of 16 Strike Teams and 45 IMT/MIC staff were deployed to assist Victorian fire authorities.

The 24 day activation of the Region West MIC to support the Victorian fire emergency provided a catalyst to integrate District staff into the MIC support staff role. A total of nine district staff assisted in either the MIC or the Interstate Liaison Unit (ILU) at Head Office. This district staffing resource not only boosted MIC/ILU numbers to handle the increased workload, but also provided these staff members with an invaluable insight into the role played by both support units.

The strategic airbase at Orange played an important role in the early response to reported fires. The regular use of reconnaissance flights in the Region following the passage of storm fronts has been very beneficial in the early detection of fires. Some 12 reconnaissance flights were conducted in Region West during the fire season with several fires detected.

Following the successful development of the Safe Working on Roofs (SWR) training program in mid-2008, Districts in Region West have been encouraged to roll out this training to appropriate brigades. To date, 54 brigade members have completed this training in Region West, part of a total of 287 trained personnel across the State from 26 completed SWR Courses.

The Region West Exercise which is held each year at Burrendong Dam is increasing in its appeal to brigade volunteers and this year was held for the first time before the fire season. Some 300 volunteers, staff and representatives from other agencies attended.

In this reporting period, Region West launched an annual two day Field Commanders Workshop delivered in conjunction with the Regional Exercise. This workshop targets existing and proposed Group Captains from across the Region and provides them with the advanced skills and knowledge to undertake the role of Field Commander during large fires.

Region West identified the need to improve fuel reporting throughout the Region as the first step in the strategy to improve the quality of the ratings produced during the fire season. The Fuel Sampling Workshop has been developed and implemented in Region West to enhance the fuel sampling skills of those officers currently reporting and deliver fuel measuring skills to additional personnel. These skills combined with the reporting processes should improve the quality of the fuel ratings.

Learning and Development

Region West Learning and Development has continued to provide a number of mainstream and customised training and assessment programs to staff and volunteers. Recognising current competency of existing members has been and will continue to be, a strong focus of our business. Region West has developed the following programs during 2008/09:

- Region West Basic Firefighter Qualification Program 2009/10
- Learning and Development Skills Enhancement Workshop
- The Incident Management Exercise/Workshop

The Region West Basic Firefighter Qualification Program 2009/10 aims to improve the formal qualifications of experienced firefighters. The target for this program is that 75 percent of active members have Basic Firefighter qualifications by the end of 2010. The main thrust of the program is to recognise prior learning among remote rural brigades, that is, giving due acknowledgement to the experience members in Region West have gained over many years. This will provide members formal qualifications reflecting the on the job training they have undertaken with the Service. The first six months of this program has seen Basic Firefighter qualification figures raised from 45 percent to 53 percent of active membership.

Community Safety

This year Region West has developed new and innovative programs to increase the awareness and importance of a proactive approach to bush fire mitigation, not only within the Service but within the broader community.

Region West has continually promoted the involvement of all functional areas in bush fire mitigation and prevention. This has created a greater significance and focus on risk management from all staff. Region West developed the Incident Action Plan to assist the Districts with Hazard Reduction burning. This plan is sent out to all Districts and Regions weekly with weather forecasts, proposed burns for the week and required assistance for the Districts. This enabled Districts to make the most of the limited window of opportunity to carry out prescribed burning.

Business and Management

The Region West Management and Business Unit strategy to reduce the incidence of excess leave balances has produced outstanding success with the number of staff in Region West with excess leave balances reduced from 17 at last year end, to two as at 30 June 2009.

The unit is developing a program to assist with financial management functions at District level which will streamline and enhance station building projects minimising the need to carry over funds for several years prior to expenditure.

This year the Volunteer to Career program was linked to the Operational Support Program which allowed career minded volunteers to gain experience in salaried roles. This helped in maintaining staffing levels throughout the Region.

An NSW RFS member, Gowrie Brigade Captain Steve Walters, observes a moment's silence for the victims of the Victorian bush fires prior to the Rodeo Fundraiser in Tamworth, April 2009. Photo by Barry Smith, Northern Daily Leader. Highly commended in the 2009 NSW RFS Values Photo Competition.

NSW RFS Values: Adaptability and Resourcefulness

We are analytical in our approach to task and the Service encourages progression in new methods, alternatives, equipment and processes

Hayley, Basic Training Course, Bulga, November 2008. Photo by Steve Brown, Brigade, Operations Officer, Hunter Valley Team. Third prize winner in the 2009 NSW RFS Values Photo Competition.

Our Performance

Our new method of reporting

The Pathways – our performance

Appropriate And Tailored Risk Treatment

Defined And Articulated Processes

Clear And Defined Roles

Whole Of Human Services Approach

Effective Communication

Evidence-Based Decision-Making

Multiple Bottom Line Performance Management

Branding And Marketing

Miscellaneous performance measures

Our Performance

Our new method of reporting

The NSW RFS undertook a complete review of its strategic and corporate planning processes during 2007/08. Following comprehensive consultation, the organisation determined the final version of the 2012 Strategic Plan in December 2007.

The intent of the review was to better align and connect State Plan priorities with the Service's operating environment and identify our planned strategic outcomes. These Outcomes, and the Pathway Strategies needed to achieve them, are contained in the 2012 Strategic Plan.

State Plan Priorities	NSW Rural Fire Service Strategic Outcomes
R4 – Increased participation and integration in community activities	Strong community understanding and support
F4 – Embedding the principle of prevention and early intervention into Government service delivery in NSW	Integrated approach to risk and emergencies
P6 – Increased Business investment in rural and Regional NSW	Strong community understanding and support
P7 – Better access to training in Regional and rural NSW to support local economies	Modern and adaptive organisational structure and practices
E4 – Better environmental outcomes for native vegetation, biodiversity, land, rivers, and coastal waterways	Responsible environmental management

The Pathway Strategies

Eight Pathway Strategies are identified in the 2012 Strategic Plan. The Pathways, their programs and performance measures, form the basis of the organisation's Corporate Plan. They are:

1. Appropriate and Tailored Risk Treatment
2. Defined and Articulated Processes
3. Clear and Defined Roles
4. Whole of Human Services Approach
5. Effective Communication
6. Evidence Based Decision Making
7. Multiple Bottom Line Performance Management
8. Branding and Marketing

A number of significant performance achievements are grouped under these pathways for presentation in the *Our Performance* section of this Annual Report.

The Milestones

The NSW RFS 2012 Strategic Plan enabled the organisation to identify priority areas of work. The milestones were established against these priorities and were reported against at 30 June 2009. They are presented here to provide a snapshot of the organisation's achievement.

Milestone	Level of achievement
All brigades classified	Complete
Apply current version of Standard of Fire Cover to all brigades	50 percent complete
Develop and pilot service delivery standard for Village 2 brigades	Complete
Complete Station and Fire Control Centre survey and validate the data	Complete
Internal systems implemented to better manage our participation in AFAC and the Bushfire CRC	75 percent complete
12,000 users accessing MyRFS (volunteer extranet)	Exceeded target
Implement a new staff organisational structure for State Head Office	Complete
Develop a set of organisational values	Complete
Develop a model for flexible membership	Underway
Develop a Whole of Service Human Resource plan	Underway
Implement the first phase of the organisational reporting process	Complete
Meet Urban Interface Bush Fire Mitigation Plan targets	Complete

Appropriate and Tailored Risk Treatment

What we said we'd do	Our target	Our performance	What we will do next year
Implement and monitor the number and value of properties protected by the Urban Interface Bush Fire Mitigation Plan. (This covers the urban interface area from Port Stephens to Kiama/Shellharbour to Blue Mountains) (For Statewide figures see Appendix C.)	7,532 properties protected by completed HR works. A total property value of $3,134m protected by completed HR works.	Target exceeded. Target exceeded.	Increase target by 5%. Increase target by 5%.
Record the suspected cause of reported fires and determine the cause and origin of investigated fires.	80% of reported fires with the suspected cause identified. 90% of formally investigated wildfires where the cause has been determined. 70% of formally investigated structural fires where the cause has been determined.	79% of reported fires had suspected cause identified. 88% of formally investigated wildfires had the cause determined. 60% of formally investigated structural fires had the cause determined.	Increase levels of active and qualified and authorised fire investigators. Maintain existing targets for investigations.
Provide direction and support to District Teams and Zones to plan, implement and record community education programs in accordance with Bush Fire Risk Management Plans (BFRMP).	Scheduled Community Education Youth activities completed and recorded.	769 scheduled youth activities were completed.	Use the information gleaned from these activities to further plan and schedule Community Education programs.
Facilitate and support the development and implementation of comprehensive BFRMPs on behalf of the Bush Fire Co-ordinating Committee.	25% of Bush Fire Management Committees complete draft of 'new format' BFRMP	16% of districts have completed a finalised or draft version of the 'new format' BFRMP.	65% to complete draft of the new format plan. ** The development of the new map based system for Bush Fire Risk Management Plans will expedite the completion of higher targets for 2009/10.*
Complete the implementation of the Brigade Classification Project.	100% of brigades classified by June 30 2009.	100% of brigades classified.	Use the classification information to support the implementation of a resource allocation plan.
Fit water tanks to all NSW RFS stations.	100% of NSW RFS stations fitted with water tanks.	74% of NSW RFS stations water tanks fitted.	Complete the water tank program.

Defined and Articulated Processes

What we said we'd do	Our target	Our performance	What we will do next year
Develop an asset register within a reviewed asset management system to inform the electronic service delivery (e-SDM) system	Phase 1 of (Station and Fire Control Centre (FCC) asset register developed by 31 December	Phase 1 (Station and Fire Control Centre (FCC) Asset Register completed by due date	Continue to develop strategies within the NSW RFS annual asset management plan
• Produce an annual Total Asset Management (TAM) Plan	TAM plan produced and submitted to Treasury by 30 October 2008	Target met	
• Establish systems and applications to better link asset management, planning and budgeting	System developed in line with e-SDM and extended to DTZ by 31 December	Target met	
	Report on Office Accommodation Strategy annually by 30 October	Target met	Continue to develop systems for asset management planning and budgeting in compliance with State Government strategy
	100% compliance with State Government's Office Accommodation Strategy.	Target met	
Manage the Tanker Replacement program.	Meet the annual target of more than 200 tankers designed and constructed.	209 tankers constructed and/or refurbished.	Design and construct or refurbish more than 200 tankers
Finalise program to replace all Service funded petrol firefighting appliances.	All Service petrol fire tankers decommissioned by June 2010	On target. 93 petrol powered Council, NSW RFS and Brigade appliances recorded on the Red Fleet system	Replace all petrol managed vehicles by June 2010
Implement standardised Brigade Station and Fire Control Centre designs.	80% of new brigade stations complying to design standards.	On target.	Continue to implement standardised design for new building infrastructure and maintain savings in construction costs.
	80% of new Fire Control Centres (FCC) complying with design standards.	Target met	
	20% reduction in average costs for design and approval of FCC and brigade station designs.	Reduction of 23% in overall costs of design and build of Fire Control Centres.	
Implement and maintain effective levels of communications technology and infrastructure.	89% level of PMR coverage across NSW is achieved by 30 June 2010	PMR Coverage from 86% to 88% with additional sites	Increase coverage to 90% with 16 planned additional sites.
	72% level of paging coverage across NSW is achieved by 30 June 2010	Target met	Continue work with other emergency services agencies towards incremental expansion of system capacities.
Improve the Service's corporate governance and performance management arrangement.	First phase of Organisational Performance Framework implemented by 30 June 2009.	Implemented. The Commissioner's List of DTZ performance measures to be reported within the e-SDM system	A Proposed project to progress the development of the Compliance Matrix. Subject is projected for completion pending budget approval this project will be complete by June 2010.
	Corporate Governance Compliance Matrix developed by 30 September 2008.	Project postponed until functional responsibility was determined following the Organisational Realignment.	
Support the continuous improvement, security and compliance with legislation and government policy by maintaining implementation of the Service Auditing Framework.	80% of audits conducted annually against target.	Target exceeded. 86% audits conducted.	Ensure maintenance of the current level of audit performance and if possible take opportunities to further improve the level of audit conduct.
	70% of Business Improvement Requests (BIR) arising from audits closed annually.	52% BIRs closed.	Implement an improved means of monitoring performance of BIRs.
	80% of Corrective Actions arising from audits closed annually.	78% of Corrective Actions closed.	Improve the closure rate for Corrective Actions.
	Maintain pool of Lead Auditors by training 5 auditors.	5 Lead Auditors trained.	Continue the use of the Professional Development Program to maintain the required pool of Lead Auditors.

Defined and Articulated Processes cont'd

What we said we'd do	Our target	Our performance	What we will do next year
Maintain currency of legislation by undertaking regular reviews of the *Rural Fires Act* 1997 and Regulations.	Regulatory Impact Statement completed by 31 March 2009. Revised Regulations submitted to Parliamentary Counsel's Office by 31 July 2008.	Target date met Target date met	Publication of Post Implementation Report by 1 September 2009
Replacement Program for Motorola Radios	80% tanker/ desktop/ handheld radios delivered. 50% tanker/ desktop/ handheld radios installed by 30 June 2009.	90% radios delivered. 70% radios installed.	100% of radios will be installed by 30 September 2009. A full record and reconciliation of return radios completed by 31 October 2009. Stage One of the Motorola Radio rollout program will be completed by 30 November 2009.

Clear and Defined Roles

What we said we'd do	Our target	Our performance	What we will do next year
Maintain currency of strategic organisational planning by undertaking regular reviews of the Strategic, Corporate and Results and Services Plans.	Reviewed Corporate Plan approved annually by 31 March. Proposed annual Results and Service Plan submitted to Treasury by 15 November 2008. Agreed annual Results and Services Plan submitted to Treasury by 15 April 2009.	Target date met Target date met Target met	Review and enhance the corporate planning process to develop the 2010-13 Corporate Plan Develop the next Results and Services Plan by March 2011 in accordance with the new Treasury process.
Ensure a planned approach to planning, budgeting, and performance management in DTZ, Regional offices and Head Office business units.	100% business units complying with business planning and reporting policy.	100% Districts have a Business Plan and report performance against the Commissioner's List using eSDM.	Implement eSDM in Head Office and Regional Offices to facilitate business planning and performance reporting.
Ensure effective and efficient management of major Service projects.	100% of corporate projects managed using the Service's project management methodology. 90% of corporate projects completed on time and on budget.	All projects undertaken using the Service's project management methodology All projects meet the agreed time and budget targets	Implement and manage all future projects in accordance with the revised project management policies and procedures.

Whole of Human Services Approach

What we said we'd do	Our target	Our performance	What we will do next year
Promote and maintain professional standards and ethics for all salaried and Volunteer members of the Service.	Code of Conduct education programs are developed and implemented by 31 December 2008. 100% of discipline matters that are dealt with in accordance with Service Standards. 100% of matters requiring investigation are completed within agreed timeframes. NSW RFS Corruption and Prevention Strategy regularly reviewed and updated annually by 30 June 2009.	Code of Conduct reviewed and training and education will follow once review is complete. Target met. Target met. Review delayed due to re-assignation of responsibility.	Maintain a comprehensive strategy of education and audit to ensure compliance with ethical and professional standards. Continue the review under the auspices and management of a newly appointed Professional Standards Section.
Implement and manage the Health, Safety and Welfare NSW Government Injury Management Strategy.	90% compliance with five key areas of advised strategy and all mandatory reporting provisions met within designated timeframes.	Target met	Finalise a mutually agreed Memorandum of Understanding between NSW RFS and RFSA concerning Workers Compensation arrangements for volunteer members.
Provide an integrated and multifaceted counselling and support framework to assist in maintaining and enhancing the psychological and emotional wellbeing of all members through Critical Incident Support Services (CISS), Employee Assistance Program (EAP) and Member Assistance Program (MAP) provisions.	100% availability of CISS, EAP and MAP services. 100% of requests for assistance contacted within 1 hour. Availability of resources 24 hours a day, 7 days a week.	Target met. Target met. Target met.	Continue to maintain service delivery and establish targets to implement training and education strategies that utilise the outcomes and learning from the 10th World Congress on stress, trauma and coping.
Develop and maintain a pool of competent trainers, assessors and training coordinators.	2000 trainers available. 200 training coordinators available. 1,000 assessors available.	Exceeded target with 2,135 Instructors trained. Exceeded target with 519 training coordinators trained. Exceeded target with 1,187 Assessors trained and available.	Maintain service delivery training programs for volunteers with sufficient numbers of trainers and co-ordinators. Rollout the new Assessment Advocate (ASA) Program designed to increase the opportunities for valid and reliable assessment across the NSW RFS.
Conduct aviation training for NSW RFS personnel and on behalf of other Government agencies.	95% of aviation personnel currently competent.	Target met. Implemented the three year training plan.	Review the training plan to ensure it meets the needs of the Service and other Government agencies.
Training provided by Learning and Development Systems to volunteers at no cost and based on an analysis of needs and resources available.	Training plan completed annually by 31st October. Average 80% of members who have achieved the competency level specified for their role within 10 years of a program's implementation. 100% resources are always provided to enable planned training to be implemented. 100% of training leading to Nationally recognised qualifications which is AQTF compliant.	Target met. Target exceeded with 80.37% members achieving level of competency specified for their role. Target met. Target met.	Strengthen and consolidate the training and assessment programs and resources for brigades - including Assessment Advocate (ASA) Program and First Aid application and the Village Firefighting Program.

Whole of Human Services Approach cont'd

What we said we'd do	Our target	Our performance	What we will do next year
Establish Regional Training Centres of Excellence in Mogo (structure) and Orange (incident management and bush fire).	Two new training centres established during 2008/09.	Target met.	Establishment of Standard Structural Training Prop (Hot Fire Training) for Districts.
Develop relevant training support materials.	100% of support materials of a merchantable quality. One additional number of programs developed using e-learning and other alternative approaches. One additional new competency maintenance kit available. Common training programs are monitored annually by 30 June.	Target met. Target met. Target met. Target met.	Development of an e-learning strategy and a suite of online products. Set defined review dates for all courses.
Develop a comprehensive professional development regime for all staff linked to succession planning.	An annual review conducted by 31 October to monitor that the required qualifications are specified in SS 6.1.2 *Qualifications for RFS Members* and kept current. Four Professional Development Committee meetings. 100% of personnel with minimum qualifications in line with SS 6.1.2 by June 2010. Skills and qualifications database for all NSW RFS members established by 30 June 2008 Mentoring opportunities identified annually by 31st September target date in PMPRS Personal Development Plans.	Target met. Target met. On target with 80% of all staff meeting minimum qualifications standard. Target met. Mentoring initiative being developed to identify defined mentors in the NSW RFS.	Strengthen links between Learning and Development Services and the Workforce Development Unit. Continue to develop an approach for flexible membership and consolidate localised workforce planning and development processes. Mentoring program being developed by Professional Development Committee and Learning and Development Services for realisation in second half of 2010.
Review and update position descriptions in line with Service Standard S 6.1.2.	100% of vacant position descriptions updated with appropriate qualification level prior to recruitment with gradual implementation by 30 June 2011.	On target with 25% of total Position Descriptions converted to Role Statements and the appropriate qualification levels for positions captured in this process.	Continue to develop and evaluate Role Statements for all Service positions ie 50% of total Position Descriptions converted by 30 June 2010.

Effective Communication

What we said we'd do	Our target	Our performance	What we will do next year
Continue development of MyRFS volunteer website in order to improve communication with volunteers.	12,000 MyRFS users by December 2008 Six new website functions released.	Exceeded target with 13,250 registered users spread across the State Three new functions delivered including a decentralised news function, Captain/ Secretary/ Training Officer reports and Zone based information view.	Continue to grow registered users. Develop Fire Update Module, Call out Statistics Module and Fire Weather Portal functionalities.
Increase participation across the Service in community education activities through the development of skills and knowledge exchange for both staff and volunteers.	100% of nationally accredited training in community safety implemented according to annual program.	Target met.	Maintain current program performance
Provide efficient and effective media liaison to the organisation and key stakeholders.	100% level of availability of media liaison service to key stakeholders via State Duty Media Officer 24 hour contact number. 100% level of appropriate media liaison for incidents and major fire emergencies through a public liaison system. Twelve proactive media campaigns developed. Annual review of relationships with key media stakeholders undertaken by 30 June Four joint media strategies developed annually in consultation with other agencies.	Target service delivery met. Target service delivery met with increased number of public liaison officers trained. Target met. Review conducted. Target met.	Continue delivery of service through 24 hour contact by State duty media officer. Continue to develop the media and public liaison system with regular training sessions for officers.
Ensure consultation between DTZ staff and volunteers through brigade meetings, Captain's meetings and other forums.	DTZ staff to attend 80% of brigade Annual General Meetings. DTZ staff to coordinate and attend a significant number Captain's meetings. DTZ to coordinate and attend a significant number of senior management team meetings.	74% of meetings attended by staff. 349 Captain's meetings and forums attended by DTZ staff. 290 senior management meetings were coordinated and attended.	Increase the percentage staff attending AGMs by 10%. Increase the attendance at meetings to ensure regular and effective communication occurs. Ensure ongoing regular and effective communications occurs between staff and brigades.

Evidence-Based Decision-Making

What we said we'd do	Our target	Our performance	What we will do next year
Replace Firezone with a modern membership and asset enterprise ICT system that will support NSW RFS functions.	System commences development by 30 June 2009. Implementation completed by 30 June 2011.	Development delivery date delayed due to changes in performance requirements. Ongoing program to consolidate business needs of NSW RFS, NSWFB and SES.	The new membership and asset enterprise ICT system (SAP) will be rolled out in phases. Aspects of Firezone will be replaced as new modules are rolled out. Finalise an interagency roadmap
Minimise delivery time of Firescanner images from aerial capture to the FCC.	Delivery images within the Maximum target time of 2.5 hrs (150 mins).	Average time 29 mins, best time six mins, worst time 65 mins (for active fires).	Continued NDMP project work, optimising automation and processing of images.

Multiple Bottom Line Performance Management

What we said we'd do	Our target	Our performance	What we will do next year
Demonstrated effective and efficient environmental management within bush fire risk management planning.	35% of Review of Environmental Factors completed within 60 days of receipt	Exceeded target. Achieved 40%.	50% Review of Environmental Factors completed within 60 days of receipt.
	25% BFRMPs identify environmental assets.	Achieved 16%.	65% BFRMPs identify environmental assets.
	25% of BFMCs with mapped vegetation fire regimes.	Achieved 16%.	65% of BFMCs with mapped vegetation fire regimes
	25% of BFMCs with mapped fire history.	Achieved 16%.	65% of BFMCs with mapped fire history. ** The development of the new map based system for Bush Fire Risk Management Plans will expedite the completion of higher targets for 2009/10.*

Branding and Marketing

What we said we'd do	Our target	Our performance	What we will do next year
Further develop and consolidate business opportunities.	1 international bid won.	Target met.	Maintain targets given global financial constraints
	2 cases of knowledge and skill sharing arising from business development.	Target met.	10% increase in overseas partnerships and relationships
	5% annual increase of revenue from business opportunities.	Target met.	
Position the Service as a National and International leader in emergency management through promotional activities, sharing of our knowledge and skills and the quality of services delivered.	80% AFAC interest group meetings attended by NSW RFS annually.	Targets met.	Maintain targets given global financial constraints
	Twelve NSW RFS papers or representations at national and international forums.	Targets met.	10% increase in overseas partnerships and relationships
	Three NSW RFS staff involved in international exchange programs and visits.	Target met.	

Statement on Standards for the Provision of Services

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

Contract and Market Testing

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

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

Electronic Service Delivery

The Service's Applications Development Unit continued to support business activities throughout 2008/09.

As part of a program of continuous improvement and service to the volunteers and public, enhancements were made to the volunteer intranet (MyRFS), and the public website (www.rfs.nsw.gov.au) across the year.

There were a number of releases to the Bush Fire Risk Information Management System (BRIMS) as well as an audit and data cleansing exercise. As at 30 June 2009, the BRIMS system was being used by approximately 1,576 active users from government agencies and local government. The total number of BRIMS users (active and non-active) was 2,477.

Work continued on providing spatial data in the incident control system (ICON). Further releases related to ICON were being developed progressively throughout the year. On 30 June 2009, ICON was being used by 1,872 active users from within the NSW RFS and several external agencies. Total users of ICON (active and non-active) was 1,973.

Privacy and Personal Information

In response to the requirements of the *Privacy and Personal Information Act* 1998 the Service has developed a Service Standard that specifies requirements for the handling of personal data collected

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

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

Engagement of Consultants

Nine consultants were retained during the year at a total cost of $805,238.

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

	$
Personnel and Industrial Diplomacy Management Consultants (Industrial relations advocacy service) Co-ordinated Concepts (Accounting General)	48,400 157,575
Legal Clayton Utz (General Support)	230,527
Information Technology W.D Scott (Service Delivery Model)	206,504
Environment M. Bailey Enterprises (Climate Change)	96,250
Other	65,982
Total All Consultancies	**$805,238**

Three year comparative costs

Nine consultancies were retained during 2008/09 at a cost of $805,238.

Seven consultancies were retained during 2007/08 at a cost of $1,429,551.

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

Sale of Property

The Service does not own any property or land.

Payment Performance

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

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

There was no interest paid for late payments.

Annual Report – External Costs and Availability

The total external costs incurred in the production of this report were $41,000 + GST. The report is accessible on the Service's website www.rfs.nsw.gov.au and copies may be obtained from the Service's headquarters at Homebush Bay.

Major Assets

	2005/06 $	2006/07 $	2007/2008 $	2008/2009 $
Computer Equipment	2,203,000	1,260,000	1,070,000	1,019,000
General Equipment	10,619,000	11,165,000	10,823,000	10,948,000
Fitout	3,934,000	3,415,000	2,939,000	2,462,000
Intangibles	102,000	753,000	566,000	553,000

Grants to Outside Organisations

	2006/07 $	2007/08 $	2008/09 $
Nature Conservation Council	95,000	100,000	105,500
Volunteer Units (through Office for Emergency Services)	1,376,000	1,437,000	1,442,000
Total	**1,471,000**	**1,537,000**	**1,557,500**

Executive Remuneration

In light of the recognition by the State Government that the public has the clear right to know how much senior public servants are paid and the need for more transparency in the reporting of senior executive salaries at level 5 or above, the following information is provided:

Position	SES Level	Total Annual Remuneration
Commissioner Mr S Fitzsimmons	6	$296,050
Director General Emergency Management NSW Mr Stacey Tannos From 31 March 2009	6	$270,401

Consumer Response

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

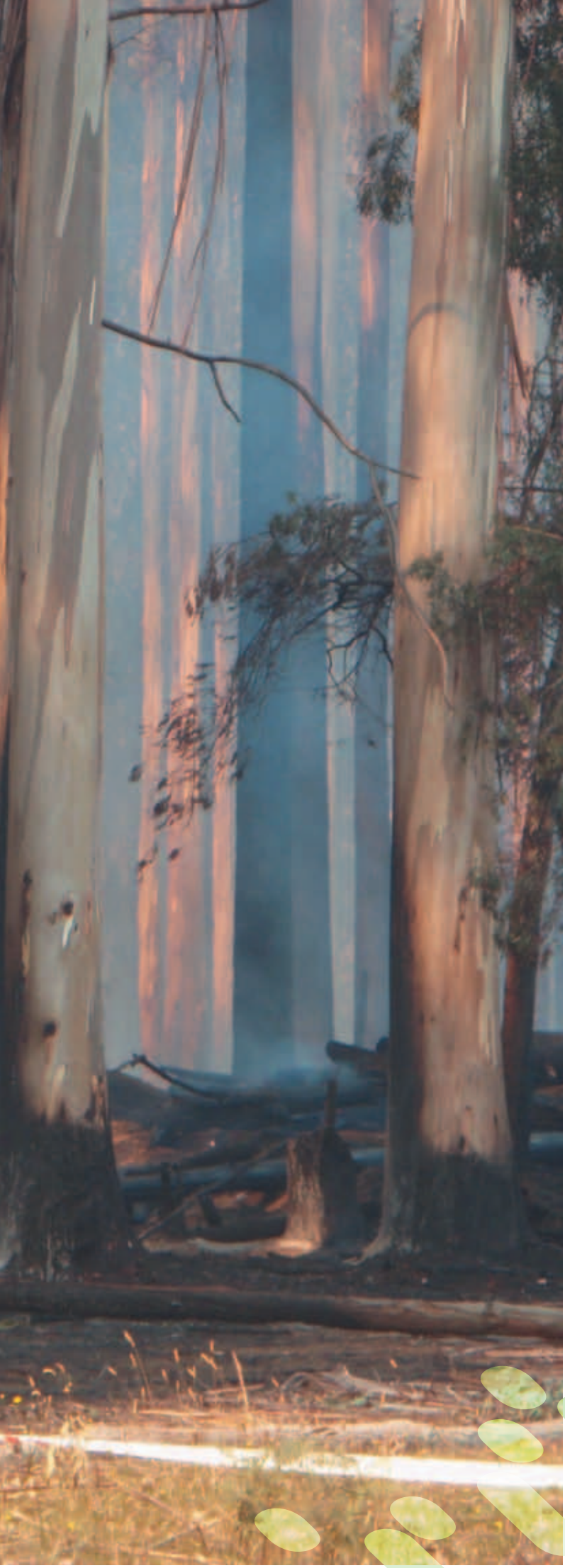
Overseas Visits

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

Rubicon Forest, Victoria, February 2009, eight days after Black Saturday. A NSW RFS member and a DSE tree felling specialist inspecting containment lines. Photo by David Mayer, Deputy Captain, Canobolas Support Brigade. Highly commended in the 2009 NSW RFS Values Photo Competition.

NSW RFS Values: Community and Environment

We are mindful of the ecological and environmental impact of our activities



Financial Statements

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- Statement by the Commissioner
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- Statement of Recognised Income and Expenses
- Cash Flow Statement
- Notes to the Financial Statements
- Service Group Statements
- Summary of compliance with financial directives

Independent Auditor's Report of the Bush Fire Coordinating Committee
- Statement by the Chairman
- Income Statement
- Statement of Changes in Equity
- Cash Flow
- Notes to the Financial Statements

GPO BOX 12
Sydney NSW 2001

INDEPENDENT AUDITOR'S REPORT

NSW Rural Fire Service

To Members of the New South Wales Parliament

I have audited the accompanying financial report of the NSW Rural Fire Service (the Service), which comprises the balance sheet as at 30 June 2009, the operating statement, statement of recognised income and expense, cash flow statement, service group statements and a summary of compliance with financial directives for the year then ended, a summary of significant accounting policies and other explanatory notes.

Auditor's Opinion

In my opinion, the financial report:

- presents fairly, in all material respects, the financial position of the Service as at 30 June 2009, and its financial performance for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- is in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2005.

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

Commissioner's Responsibility for the Financial Report

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

Auditor's Responsibility

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

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

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

My opinion does *not* provide assurance:

- about the future viability of the Service,
- that it has carried out its activities effectively, efficiently and economically,
- about the effectiveness of its internal controls, or
- on the assumptions used in formulating the budget figures disclosed in the financial report.

Independence

In conducting this audit, the Audit Office of New South Wales has complied with the independence requirements of the Australian Auditing Standards and other relevant ethical requirements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General, and
- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their role by the possibility of losing clients or income.

Heather Watson
Director, Financial Audit Services

20 October 2009
SYDNEY

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Facsimile: (02) 8741 5533

NSW RURAL FIRE SERVICE
FINANCIAL REPORT FOR THE YEAR
ENDED 30 JUNE 2009

Statement by Commissioner

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

(a) The accompanying financial report has been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the Financial Reporting Code for Budget Dependent General Government Sector Agencies, the applicable clauses of the Public Finance and Audit Regulation 2005 and the Treasurer's Directions;

(b) The financial report exhibits a true and fair view of the financial position and financial performance of the Service for the year ended 30 June 2009; and

(c) At the date of this statement there are no circumstances which would render any particulars included in the financial report to be misleading or inaccurate.

S Fitzsimmons AFSM
Commissioner

Balance Sheet as at 30 June 2009

	Notes	Actual 2009 $'000	Budget 2009 $'000	Actual 2008 $'000
ASSETS				
Current Assets				
Cash and cash equivalents	8(a)	46,101	27,493	25,012
Receivables	9	3,410	4,244	4,244
Other	10	-	30	30
Total Current Assets		**49,511**	**31,767**	**29,286**
Non-Current Assets				
Plant and Equipment	11	14,429	14,353	14,832
Intangible assets	12	553	566	566
Total Non-Current Assets		14,982	14,919	15,398
Total Assets		**64,493**	**46,686**	**44,684**
LIABILITIES				
Current Liabilities				
Payables	13	5,985	7,716	7,716
Provisions	14	19,474	18,416	18,416
Total Current Liabilities		**25,459**	**26,132**	**26,132**
Non-Current Liabilities				
Provisions	14	8,764	2,324	433
Total Non-Current Liabilities		8,764	2,324	433
Total Liabilities		34,223	28,456	26,565
Net Assets		**30,270**	**18,230**	**18,119**
EQUITY				
Accumulated funds		30,270	18,230	18,119
Total Equity	**15**	**30,270**	**18,230**	**18,119**

Operating Statement for the Year Ended 30 June 2009

	Notes	Actual 2009 $'000	Budget 2009 $'000	Actual 2008 $'000
Expenses excluding losses				
Operating expenses				
Employee related	2(a)	70,334	69,104	67,046
Other operating expenses	2(b)	12,341	14,102	16,446
Depreciation and amortisation	2(c)	4,556	3,900	4,434
Grants and subsidies	2(d)	153,149	134,323	125,947
Finance costs	2(e)	252	-	239
Other expenses	2(f)	6,602	6,523	6,069
Total Expenses excluding losses		**247,234**	**227,952**	**220,181**
Revenue				
Sale of goods and services	3(a)	60	-	350
Investment revenue		-	136	-
Grants and contributions	3(b)	212,433	174,919	183,741
Other revenue	3(c)	14,263	7,255	8,948
Total Revenue		**226,756**	**182,310**	**193,039**
Gain / (loss) on disposal	**4**	**112**	**-**	**94**
Net Cost of Services	**19**	**20,366**	**45,642**	**27,048**
Government Contributions				
Recurrent appropriation	5	40,369	45,332	35,864
Capital appropriation	5	310	310	900
Acceptance by the Crown Entity of employee benefits and other liabilities	6	142	-	50
Total Government Contributions		**40,821**	**45,642**	**36,814**
SURPLUS FOR THE YEAR		**20,455**	**-**	**9,766**

The accompanying notes form part of these financial statements.

Statement of Recognised Income and Expense for the Year Ended 30 June 2009

	Notes	Actual 2009 $'000	Budget 2009 $'000	Actual 2008 $'000
TOTAL INCOME AND EXPENSE RECOGNISED DIRECTLY IN EQUITY				
Superannuation actuarial gains/(losses)	15	(8,305)	-	(3,131)
Surplus for the Year	15	20,455	-	9,766
TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR		**12,150**	**-**	**6,635**
Effect of change in accounting policy				
Surplus for the year as reported in 2008				6,635
Change in accounting policy – superannuation actuarial losses				3,131
Restated surplus for the year				9,766

The accompanying notes form part of these financial statements.

Cash Flow Statement for the Year Ended 30 June 2009

	Notes	Actual 2009 $'000	Budget 2009 $'000	Actual 2008 $'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(69,668)	(67,213)	(65,107)
Grants and subsidies		(163,765)	(104,815)	(131,213)
Finance costs		(252)	-	(239)
Other		(22,187)	(56,683)	(26,193)
Total Payments		**(255,872)**	**(228,711)**	**(222,752)**
Receipts				
Sale of goods and services		60	-	535
Grants and Contributions		212,525	174,919	183,820
GST Receipts		10,794	-	9,909
Other		16,753	13,941	9,375
Total Receipts		**240,132**	**188,860**	**203,639**
Cash Flows from Government				
Recurrent appropriation		40,369	45,332	35,864
Capital appropriation		310	310	900
Cash reimbursements from the Crown Entity		177	-	-
Net Cash Flows from Government		**40,856**	**45,642**	**36,764**
NET CASH FLOWS FROM OPERATING ACTIVITIES	**19**	**25,116**	**5,791**	**17,651**
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of Plant and Equipment		3,641	4,980	3,372
Purchases of Plant and Equipment		(7,668)	(8,290)	(6,517)
NET CASH FLOWS FROM INVESTING ACTIVITIES		**(4,027)**	**(3,310)**	**(3,145)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from borrowings and advances	8b	30,000	-	20,000
Repayments of borrowings and advances	8b	(30,000)	-	(20,000)
NET CASH FLOWS FROM FINANCING ACTIVITIES		**-**	**-**	**-**
NET INCREASE / (DECREASE) IN CASH		**21,089**	**2,481**	**14,506**
Opening cash and cash equivalents		25,012	25,012	10,506
CLOSING CASH AND CASH EQUIVALENTS	**8a**	**46,101**	**27,493**	**25,012**

The accompanying notes form part of these financial statements.

Notes to the Financial Statements

1 . Summary of Significant Accounting Polices

(a) Reporting Entity

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

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

The consolidated financial report for the year ended 30 June 2009 has been authorised for issue by the Commissioner on 20 October 2009.

(b) Basis of Preparation

The Service's financial report is a general purpose financial report which has been prepared with:

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

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

Judgements, key assumptions and estimations management 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. Additional comments regarding the accounting policies for the recognition of income are discussed below.

(i) Parliamentary Appropriations and Contributions

Parliamentary appropriations and contributions (including grants and donations) are generally recognised as income when the service obtains control over the assets comprising the appropriations / contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash.

An exception to the above is when appropriations are unspent at year-end. In this case, the authority to spend the money lapses and generally the unspent amount must be repaid to the Consolidated Fund in the following financial year. As a result, unspent appropriations are accounted for as liabilities rather than revenue.

(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 assets.

(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) Interest

Interest Revenue is retained by NSW Treasury and therefore not recognised in the financial statements.

(e) Employee Benefits and other Provisions

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

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

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

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

The amount of annual leave not expected to be taken within 12 months is not discounted, however the effect of this would not be material.

(ii) Long Service Leave and Superannuation

The Service recognises liabilities for long service leave for all employees, except for those of the Emergency Management NSW. The liability in relation to the Emergency Management NSW is assumed by the Crown Entity, and the Service accounts for the liability as having been extinguished resulting in the amount assumed being shown as part of the non monetary revenue item described as "Acceptance by the Crown Entity of Employee Benefits and other Liabilities". Long service leave is based on an actuarial review in accordance with AASB119 *Employee Benefits*. The split between current and non-current liabilities has been calculated in accordance with AASB 101 Presentation of Financial Statements. The long service liability for employees who have reached the service period that allows them to take leave in service is treated as current.

The value of long service leave for employees within one year of unconditionally qualified service is also classified as a current liability. The value of long service leave for all other employees is treated as non-current.

The superannuation expense for the financial year is determined by using the current service cost plus the movement in the employer liability. Actuarial gains and losses

on defined benefits superannuation plans are applied to accumulated funds in the year they occur.

(iii) Other Provisions

Other provisions exist 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.

(f) Borrowing Costs

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

(g) Insurance

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

(h) 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 the cost of acquisition of an asset or as part of an item of expense.
- receivables and payables are stated with the amount of GST included.
- Cash flows are included in the cash flow statement 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.

(i) Acquisitions of Assets

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

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

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

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

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

(j) Revaluation of Plant and Equipment

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 items.

(k) Impairment of Plant and Equipment

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

(l) Depreciation of Plant and Equipment

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

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

(m) Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a component of an asset, in which case the costs are capitalised and depreciated.

(n) Leased assets

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

Operating lease payments are charged to the operating statement in the periods in which they are incurred.

There are no finance lease arrangements.

(o) 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.

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

(p) Rural Fire Fighting Equipment

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

(q) Funding – NSW Rural Fire Service

Under the *Rural Fires Act* 1997 the contribution from Local Government is 13.3%, NSW Treasury 13% and the Insurance Industry 73.7%.

	2009 $(M)		2008 $(M)	
Local Government	13.3%	28.2	13.3%	26.4
Insurance Industry	73.7%	155.9	73.7%	146.4
NSW Treasury	13.0%	27.5	13.0%	25.8

Contributions are recognised on an accruals basis.

(r) Loans and receivables

Loans and Receivables are recognised initially at fair value, usually based on the transaction cost or face value. Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial. An allowance for impairment is established when there is objective evidence that the Service will not be able to collect all amounts due.

(s) Other assets

Other assets are recognised on a cost basis.

(t) Payables

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

(u) Budgeted amounts

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

The budgeted amounts in the operating statement and the cash flow statement are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the balance sheet, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts i.e. per the audited financial report (rather than carried forward estimates).

(v) Centralised billing and collecting services (EMNSW)

Following budget reforms to the Emergency Service portfolio in 2008, Emergency Management NSW assumed responsibility for the centralised billing and collection of legislated contribution for the funding of Emergency Service Agencies from the insurance industry and Local Councils. The first billings pertaining to the 2010 financial year were invoiced on 1 June 2009 and amounted to $167M. Emergency Management NSW is part of the administration of the Rural Fire Service and as such acts as agent for the service, the NSW Fire Brigades and the State Emergency Service

(w) Change in accounting policy

According with NSW Treasury policy, the entity has changed its policy on the recognition of superannuation actuarial gains and losses. Such actuarial gains and losses are now recognised outside of profit or loss in the 'statement of recognised income and expense'. Previously, actuarial gains and losses were recognised through profit or loss. Both options are permissible under AASB 119 Employee Benefits.

The change in policy has been adopted on the basis that recognition outside profit or loss provides reliable and more relevant information as it better reflects the nature of actuarial gains and losses. This is because actuarial gains/losses are re-measurements, based on assumptions that do not necessarily reflect the ultimate cost of providing superannuation.

Recognition outside profit or loss also harmonises better with the Government Finance Statistics / GAAP comprehensive income presentation for the whole of government and general government sector, required under AASB 1049 Whole of Government and General Government Sector Financial Reporting. A comprehensive income presentation will also be available at the entity level from 2009/10 under AASB 101 Presentation of Financial Statements.

The change in accounting policy increases 2009 surplus/(deficit) for the year from $12.2m to $20.5m (2008: from $6.6m to $9.7m), by excluding from the operating result the superannuation actuarial loss line item (2009: $8.3m, 2008: $3.1m). Both these items are now recognised in the 'statement of recognised income and expense' rather than the 'income statement'.

(x) Allocation of items to groups in the Service Group Statements

In the Service Group Statement, the Service's expenditure is dissected into four groups, Community Safety, Operations, Operational and Administrative Support and Emergency Management NSW. The purpose and description for each group is outlined in Note 7 to the financial statement.

(y) New Australian Accounting Standards issued but not effective

At the reporting date, a number of Accounting Standards adopted by the AASB had been issued but are not yet operative and have not been early adopted.

The initial application of these standards will have no impact on the financial results.

2. Expenses Excluding Losses

		2009 $'000	2008 $'000
(a)	Employee related expenses		
	Salaries and wages (including recreation leave)	60,562	56,414
	Superannuation –defined benefit plans*	105	(19)
	Superannuation- defined contribution plans*	5,380	4,752
	Long service leave	61	1,939
	Workers' compensation insurance	422	437
	Payroll tax	3,804	3,523
		70,334	**67,046**

* Refer Note 22. Superannuation actuarial losses of $8.3m (2008: $3.1m) are recognised in the 'statement of recognised income and expense'. Total superannuation expense, including actuarial losses recognised in the 'statement of recognised income and expense' is $14.3m (2008: $8.2m).

		2009 $'000	2008 $'000
(b)	Other operating expenses include the following :		
	Auditor's remuneration		
	- audit of financial reports	86	89
	Operating lease rental expense		
	- minimum lease payments	2,919	2,607
	Maintenance	770	573
	Travel	1,165	1,172
	Telephones	1,020	911
	Fees for Service	761	1,290
	Printing and stationery	967	1,201
	Consumables	513	252
	Vehicle operation	845	764
	All outgoings – Buildings	444	459
	Projects	3,006	3,033
	Staff Training	497	530
	Legal Fees	289	380
	Rescue and Emergency Training	258	288
	Other expenses	(1,199)	2,897
		12,341	**16,446**

		2009 $'000	2008 $'000
(c)	Depreciation and amortisation expense		
	Depreciation		
	Computer equipment	686	803
	Plant and equipment	3,007	2,863
	Fitouts	477	476
		4,170	**4,142**
	Amortisation		
	Intangibles	386	292
		4,556	**4,434**

2. Expenses Excluding Losses cont'd

	2009 $'000	2008 $'000
(d) Grants and Subsidies		
Natural Disaster Mitigation Program	7,745	7,938
Volunteer Rescue Units	1,442	1,437
Regional Fire Associations	6,070	5,088
Payments for Council costs associated with		
Rural Fire Fighting activities and equipment	103,645	87,141
Emergency Fund – Natural Disasters	34,142	24,243
Other	105	100
	153,149	**125,947**

	2009 $'000	2008 $'000
(e) Finance costs		
Interest on short-term borrowings	252	239
	252	**239**

	2009 $'000	2008 $'000
(f) Other Expenses		
Workers' compensation insurance-volunteers	2,001	2,012
Public liability and other insurance	2,727	2,256
Aerial support	1,874	1,801
	6,602	**6,069**

3. Revenue

	2009 $'000	2008 $'000
(a) Sale of goods and services		
Rendering of services	60	350
	60	**350**

	2009 $'000	2008 $'000
(b) Grants and contributions		
New South Wales Fire Brigades	225	225
Insurance Company Contributions	169,030	146,397
Local Government Contributions	29,881	26,418
*Natural Disaster Welfare Relief	13,297	10,701
	212,433	**183,741**

* Natural Disasters Welfare Relief is restricted to emergencies that are declared under Section 44 of the *Rural Fires Act*.

3. Revenue cont'd

	2009 $'000	2008 $'000
(c) Other revenue		
Sale of equipment	605	572
Comcover-protection Commonwealth property	480	414
Business Development-Overseas Training	142	440
Section 44 –Interstate Assistance	6,946	486
Aviation-Use of contract by other agencies	3,913	3,941
Emergency Management NSW	-	1,055
Other	2,177	2,040
	14,263	**8,948**

In accordance with Section 119(4)(b) of the *Rural Fires Act*, distribution of proceeds from the sale by Councils of fire fighting equipment between the Service and the Councils is in the same proportion to each body's contribution to the purchase of equipment as shown above. The Service's share of such proceeds totalled $604,697 ($571,863 in 2007/8)

4. Gain / (Loss) on Disposal

	2009 $'000	2008 $'000
Gain / (Loss) on disposal of Plant and Equipment		
Proceeds from disposal	3,641	3,372
Written down value of assets disposed	(3,529)	(3,278)
	112	**94**

5. Appropriations

	2009 $'000	2008 $'000
Recurrent Appropriations		
Total recurrent draw-downs from Treasury (per Summary of Compliance)	40,369	35,864
	40,369	35,864
Comprising: Recurrent appropriations (per Operating Statement)	40,369	35,864

	2009 $'000	2008 $'000
Capital Appropriations		
Total recurrent draw-downs for NSW Treasury (the Summary of Compliance)	310	900
	310	900
Comprising: Capital appropriations (per Operating Statement)	310	900

6. Acceptance by the Crown Entity of Employee Benefits and Other Liabilities

The following expenses have been assumed by the Crown Entity

	2009 $'000	2008 $'000
Long service leave	142	50
	142	**50**

Also refer to Note 1(e) (ii)

7. Service Groups of the Service

(a) **Service Group 1** Community Safety
Objectives: The protection of the Community through measures that enhance community awareness of and participation in fire risk reduction while reducing environmental impact on the incident management activities of the Service.

(b) **Service Group 2** Operations
Objectives: To cover the rapid and effective emergency response to incidents in bush-fire prone areas to minimize injury and loss to the community.

(c) **Service Group 3** Operational and Administrative Support
Objectives: To perform the management and administrative support functions of the Service including financial, staff and operational support, fire fighting fleet maintenance and the strategy and policy development roles.

(d) **Service Group 4** Emergency Management NSW (formerly the Office for Emergency Services)
Objectives: To ensure the provision of comprehensive, balanced and co-ordinated rescue services and emergency management throughout New South Wales.

8. Current Assets – Cash and Cash Equivalents

	2009 $'000	2008 $'000
(a) Cash		
Cash at bank and on hand	46,101	25,012
	46,101	**25,012**

For the purpose of the Cash Flow Statement, 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 Balance Sheet are reconciled at the end of the financial year to the Cash Flow Statements as follows:

	2009 $'000	2008 $'000
Cash and cash equivalents (per Balance Sheet)	46,101	25,012
Closing cash and cash equivalents (per Cash Flow Statements)	**46,101**	**25,012**

(b) Financing facilities available

The Service has a financing facility available through NSW Treasury Corporation to facilitate cash flow until Statutory Contributions are received. During the year amounts totalling $30M were borrowed and fully repaid. The Service has NSW Treasury approval to borrow a maximum of $30M per annum.

9. Current Assets – Receivables

	2009 $'000	2008 $'000
Grants and contributions	228	246
Less: Allowance for impairment	-	-
	228	**246**
Other debtors	1,047	2,230
GST receivable	1,453	1,271
	2,500	**3,501**
Prepayments	682	497
	3,410	**4,244**

9. Current Assets – Receivables cont'd

	2009 $'000	2008 $'000
Movement in the allowance for impairment		
Balance at 1 July	-	2
Amounts written off during the year	-	-
Amounts recovered during the year	-	(2)
Increase (decrease) in allowance recognised in profit or loss	-	-
Balance at 30 June	-	-

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past or impaired, are disclosed in note 21.

10. Current Assets – Other

	2009 $'000	2008 $'000
Over funded Superannuation (refer note 23)	-	30
	-	**30**

11. Non Current Assets – Plant and Equipment

	Computer Equipment $'000	Plant and Equipment $'000	Leasehold Improvements (Fitouts) $'000	Total $'000
At 1 July 2008 – Fair Value				
Gross carrying amount	3,412	15,886	4,768	24,066
Accumulated depreciation	2,342	5,063	1,829	9,234
Net Carrying Amount	1,070	10,823	2,939	14,832
At 30 June 2009 – Fair Value				
Gross carrying amount	4,002	16,363	4,768	25,133
Accumulated depreciation	2,983	5,415	2,306	10,704
Net carrying amount	**1,019**	**10,948**	**2,462**	**14,429**

Reconciliations

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

	Computer Equipment $'000	Plant and Equipment $'000	Leasehold Improvements (Fitouts) $'000	Total $'000
Year ended 30 June 2009				
Net Carrying amount at start of year	1,070	10,823	2,939	14,832
Additions	635	6,660	-	7,295
Disposals	-	3,529	-	3,529
Depreciation expense	686	3,006	477	4,169
Net carrying amount at end of year	1,019	10,948	2,462	14,429

11. Non Current Assets – Plant and Equipment cont'd

	Computer Equipment $'000	Plant and Equipment $'000	Leasehold Improvements (Fitouts) $'000	Total $'000
At 1 July 2007– Fair Value				
Gross Carrying Amount	3,759	16,295	4,768	24,822
Accumulated Depreciation	2,499	5,130	1,353	8,982
Net Carrying Amount	1,260	11,165	3,415	15,840
At 30 June 2008 – Fair Value				
Gross Carrying Amount	3,412	15,886	4,768	24,066
Accumulated Depreciation	2,342	5,063	1,829	9,234
Net Carrying Amount	**1,070**	**10,823**	**2,939**	**14,832**

Reconciliations

Reconciliations of the carrying amounts of plant and equipment at the beginning and end of the 2007/08 financial year are set out below.

	Computer Equipment $'000	Plant and Equipment $'000	Leasehold Improvements (Fitouts) $'000	Total $'000
Year ended 30 June 2008				
Net Carrying amount at start of year	1,260	11,165	3,415	15,840
Additions	695	5,679	-	6,374
Disposals	82	3,158	-	3,240
Depreciation expense	803	2,863	476	4,142
Net Carrying amount at end of year	**1,070**	**10,823**	**2,939**	**14,832**

12. Non Current Assets – Intangible Assets

	Software $'000	Total $'000
At 1 July 2008		
Cost (gross carrying amount)	997	997
Accumulated amortisation	431	431
Net Carrying Amount	**566**	**566**
At 30 June 2009		
Cost (gross carrying amount)	1,370	1,370
Accumulated amortisation	817	817
Net Carrying Amount	**553**	**553**

Reconciliations

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

	Software $'000	Total $'000
Year ended 30 June 2009		
Net Carrying amount at start of year	566	566
Additions	373	373
Disposals	-	-
Amortisation (recognised in 'depreciation and amortisation')	386	386
Net Carrying amount at end of year	**553**	**553**

12. Non Current Assets – Intangible Assets cont'd

	Software $'000	Total $'000
At 1 July 2007		
Cost (gross carrying amount)	892	892
Accumulated amortisation	139	139
Net Carrying Amount	**753**	**753**
At 30 June 2008		
Cost (gross carrying amount)	997	997
Accumulated amortisation	431	431
Net Carrying Amount	**566**	**566**

Reconciliations

Reconciliations of the carrying amounts of intangible assets at the beginning and end of the 2007/08 financial year are set out below.

	Software $'000	Total $'000
Year ended 30 June 2008		
Net Carrying amount at start of year	753	753
Additions	143	143
Amortisation (recognised in 'depreciation and amortisation')	292	292
Disposals	38	38
Net Carrying amount at end of year	**566**	**566**

13. Current Liabilities – Payables

	2009 $'000	2008 $'000
Accrued salaries, wages and on-costs	963	1,141
Creditors	1,701	959
Grants and subsidies	3,004	5,232
Unearned revenue	61	-
Other	256	384
	5,985	**7,716**

14. Current/Non Current Liabilities – Provisions

	2009 $'000	2008 $'000
Employee benefits and related on-costs		
Recreation leave	8,057	6,208
Long Service Leave	12,127	12,208
Unfunded Superannuation (refer note 23)	8,054	433
Total Provisions	**28,238**	**18,849**

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

14. Current/Non Current Liabilities – Provisions cont'd

	2009 $'000	2008 $'000
Aggregate employee benefits and related on-costs		
Provisions- current	19,474	18,416
Provisions- non current	8,764	433
Accrued salaries, wages and on-costs (Note 13)	963	1,141
	29,201	**19,990**

Not withstanding this, it is estimated that the liabilities will be settled within the following periods:

	Recreation leave	Long Service Leave	Unfunded Superannuation
Within 12 months	8,057	11,417	8,054
More than 12 months	-	710	-
	8,057	**12,127**	**8,054**

15. Changes in Equity

	2009 $'000	2008 $'000
Accumulated Funds		
Balance at beginning of the financial year	18,119	11,484
Changes in equity – other than transactions with owners as owners		
Surplus for the year	20,456	9,766
Superannuation actuarial losses	(8,305)	(3,131)
Balance at end of financial year	**30,270**	**18,119**

There were no transactions with owners as owners

16. Commitments for Expenditure

(a) Other Expenditure Commitments	2009 $'000	2008 $'000
Aggregate other expenditure for the acquisition of equipment contracted for at balance date and not provided for:		
Not later than one year (including GST)	50,602	44,267
	50,602	**44,267**

Other Expenditure Commitments include input tax credits of $1,579,745 ($1,031,455 in 2007/2008) that are expected to be recoverable from the ATO.

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

(b) Operating Lease Commitments	2009 $'000	2008 $'000
Future non-cancellable operating lease rentals not provided for and payable:		
Not later than one year	3,409	2,372
Later than one year but not later than five years	13,417	9,151
Later than five years	1,447	4,875
Total (including GST)	**18,273**	**16,398**

Operating lease commitments include input tax credits of $1,661,182 ($1,490,727) in 2007/2008 that are expected to be recoverable from the ATO.

Operating lease commitments comprise motor vehicle and premises for Head Office, Regional Offices and Emergency Management New South Wales.

17. Contingent Liabilities and Contingent Liabilities

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

18. Budget Review

Net Cost of Services
The actual net cost of services was below budget by $25.276M. This variation relates primarily to a favourable situation with the Natural Disaster Mitigation Program, other Revenue and additional Grants and Contributions received from statutory contributions.

Current Assets
Current Assets were $17.744M over budget. The increase relates primarily to the cash and cash equivalents on 30 June 2009 and Contributions from the Insurance Industry and Local Government (relating to 2009-10 financial year).

Non-Current Assets
Non- Current assets were over budget by $0.063M due to additional expenditure on intangibles.

Current Liabilities
Current Liabilities were $0.673M below budget due to lower than anticipated Payables at 30 June 2009.

Non-Current Liabilities
Non- Current Liabilities were $6.440M above budget due to Superannuation liability and in particular the performance funds in general due to the global financial crisis

Cash Flows
Total payments were above budget by $27.161M primarily due to an increase in grants and subsidies payments and in particular the Natural Disaster Program where expenditure was in excess of budget due to the protracted fire season.

Total receipts were $51.272M in excess of budget due to recoups from Treasury for declared emergencies and receipts from statutory contributors resulting from enhanced Treasury funding.

19. Reconciliation of Cash Flows from Operating Activities to Net Cost of Services

	2009 $'000	2008 $'000
Net cash used on operating activities	25,116	17,651
Cash flows from Government/Appropriations	(40,679)	(36,764)
Acceptance by the Crown Entity of employee benefits and other liabilities	(142)	(50)
Depreciation	(4,556)	(4,434)
Decrease/(increase) in provisions	(9,388)	(2,759)
Increase/(decrease) in prepayments and other assets	(864)	(2,222)
(Increase)/decrease in creditors	1,730	(1,695)
Superannuation actuarial loss	8,305	3,131
Net (loss)/gain on sale of plant and equipment	112	94
Net cost of services	**(20,366)**	**(27,048)**

20. Non Cash Financing and Investment Activities

	2009 $'000	2008 $'000
Long service leave liability assumed by Crown Entity	142	50
	142	**50**

21. 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 this financial report.

The Audit Committee 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 (Internal Auditors) on a continuous basis.

(a) Financial instrument categories

Financial Assets	Note	Category	Carrying Amount	Carrying Amount
			2009 $'000	2008 $'000
Class				
Cash and Cash equivalents	8	N/A	46,101	25,012
Receivables [1]	9	Loans and receivables (at amortised cost)	1,275	2,476
Financial Liabilities	**Note**	**Category**	**Carrying Amount**	**Carrying Amount**
			2009 $'000	2008 $'000
Class				
Payables [2]	13	Financial liabilities (at amortised cost)	5,924	7,716

Notes
1. Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).
2. Excludes statutory payables and unearned revenue (i.e. not within 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

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest earned on the Services' cash is retained by NSW Treasury.

Receivables - trade debtors

All trade debtors are recognised as amounts receivable at balance date. Collectibility 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 are not considered impaired. There are no debtors which are currently not past due or impaired whose terms have been renegotiated.

The only financial assets that are past due or impaired are 'grants and contributions and sundry debtors' in the 'receivables' category of the balance sheet.

	$'000		
	Total [1,2]	Past due but not impaired [1,2]	Considered impaired [1,2]
2009			
< 3 months overdue	928	928	-
3 months – 6 months overdue	-	-	-
> 6 months overdue	347	347	-
2008			
< 3 months overdue	1,671	1,671	-
3 months – 6 months overdue	139	139	-
> 6 months overdue	666	666	-

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 balance sheet.

(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 or breaches on any loans payable. No assets have been pledged as collateral. The Service's exposure to liquidity risk is deemed insignificant based on prior period's 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 Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payment.

22. Superannuation – Defined Benefit Plans

Funded Information

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

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

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

Reconciliation of the Present value of the Defined Benefit Obligations

A reconciliation of the present value of the defined benefit obligation for the financial year to 30 June 2009 is as follows:

22. Superannuation – Defined Benefit Plans cont'd

	SASS $'000	SANCS $'000	SSS $'000	TOTAL $'000
Present value of partly funded defined benefit obligations at beginning of the year	6,917	1,683	19,596	28,196
Current service cost	295	87	154	536
Interest cost	434	105	1,263	1,802
Contributions by fund participants	162	-	196	358
Actuarial (gains)/losses	388	91	3,998	4,477
Benefits paid	421	153	(1,426)	(852)
Present value of partly funded defined benefit obligations at end of the year	**8,617**	**2,119**	**23,781**	**34,517**

Comparative information as at 30 June 2008 as follows:

	SASS $'000	SANCS $'000	SSS $'000	TOTAL $'000
Present value of partly funded defined benefit obligations at beginning of the year	6,613	1,646	19,804	28,063
Current service cost	289	89	171	549
Interest cost	409	100	1,247	1,756
Contributions by fund participants	160	-	212	372
Actuarial (gains)/losses	(240)	(45)	(929)	(1,214)
Benefits paid	(314)	(107)	(909)	(1,330)
Present value of partly funded defined benefit obligations at end of the year	**6,917**	**1,683**	**19,596**	**28,196**

Reconciliation of the Fair Value of Fund Assets

A reconciliation of the fair value of fund assets for the financial year to 30 June 2009 is as follows:

	SASS $'000	SANCS $'000	SSS $'000	TOTAL $'000
Fair value of fund assets at beginning of the year	6,762	1,715	19,317	27,794
Expected return on fund assets	538	137	1,557	2,232
Actuarial gains (losses)	(663)	(306)	(2,858)	(3,827)
Employer contributions	340	112	307	759
Contributions by Fund participants	162	-	196	358
Benefits paid	420	152	(1,426)	(854)
Fair value of fund assets at end of the year	**7,559**	**1,810**	**17,093**	**26,462**

Comparative information as at 30 June 2008 as follows:

	SASS $'000	SANCS $'000	SSS $'000	TOTAL $'000
Fair value of fund assets at beginning of the year	6,877	1,836	21,343	30,056
Expected return on fund assets	522	144	1,658	2,324
Actuarial gains (losses)	(809)	(261)	(3,275)	(4,345)
Employer contributions	325	103	288	716
Contributions by Fund participants	161	-	212	373
Benefits paid	(314)	(107)	(909)	(1,330)
Fair value of fund assets at end of the year	**6,762**	**1,715**	**19,317**	**27,794**

22. Superannuation – Defined Benefit Plans cont'd

Reconciliation of Assets and Liabilities

A summary of assets and liabilities recognised in the Balance Sheet as at 30 June 2009 is as follows:

	SASS $'000	SANCS $'000	SSS $'000	TOTAL $'000
Present value of partly funded defined benefits obligations	8,617	2,119	23,781	34,517
Fair value of fund assets at end of year	(7,559)	(1,810)	(17,094)	(26,463)
Subtotal	1,058	309	6,687	8,054
Net liability (asset)	1,058	309	6,687	8,054

Comparative information as at 30 June 2008 is as follows:

	SASS $'000	SANCS $'000	SSS $'000	TOTAL $'000
Present value of partly funded defined benefits obligations	6,917	1,683	19,596	28,196
Fair value of fund assets at end of year	(6,762)	(1,713)	(19,318)	(27,793)
Subtotal	155	(30)	278	403
Net liability (asset)	155	(30)	278	403

A summary of actual return on fund assets for the year ended 30 June 2009 is provided below:

	SASS $'000	SANCS $'000	SSS $'000	TOTAL $'000
Actual return on plan assets	(677)	(169)	(1,873)	(2,719)

Comparative information as at 30 June 2008 is as follows:

	SASS $'000	SANCS $'000	SSS $'000	TOTAL $'000
Actual return on plan assets	(456)	(117)	(1,391)	(1,964)

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

a) Valuation Method

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

b) Economic Assumptions

	30 June 2009	30 June 2008
Salary increase rate (excluding promotional increases)	3.5%	3.5%
Rate of CPI Increase	2.5%	2.5%
Expected return on assets	8.13%	8.3%
Discount rate	5.59%	6.6%

22. Superannuation – Defined Benefit Plans cont'd

Historical Information

	SASS Financial Year to 30 June 2009 A$	SANCS Financial Year to 30 June 2009 A$	SSS Financial Year to 30 June 2009 A$
Present value of defined benefit Obligation	8,617	2,119	23,781
Fair value of Fund assets	(7,559)	(1,810)	(17,094)
(Surplus) Deficit in Fund	1,058	309	6,687
Experience adjustments - Fund Liabilities	388	91	3,998
Experience adjustments – Fund assets	663	306	2,858

Comparative information as at 30 June 2008 is as follows:

	SASS Financial Year to 30 June 2008 A$	SANCS Financial Year to 30 June 2008 A$	SSS Financial Year to 30 June 2008 A$
Present value of defined benefit Obligation	6,917	1,683	19,596
Fair value of Fund assets	(6,762)	(1,714)	(19,318)
(Surplus) Deficit in Fund	156	(31)	278
Experience adjustments - Fund Liabilities	(240)	(45)	(928)
Experience adjustments – Fund assets	809	261	3,275

Expense recognised in operating statement

Total expense recognised in operating statements for the year ended 30 June 2009 is summarised below:

	SASS $'000	SANCS $'000	SSS $'000	TOTAL $'000
Current service cost	295	86	154	535
Interest cost	434	105	1,263	1,802
Expected return on fund assets (net of expenses)	(538)	(137)	(1,557)	(2,232)
Actuarial losses/(gains) recognised in year*	-	-	-	-
Expenses/(income) recognised	191	54	(140)	105

Comparative information as at 30 June 2008 is as follows:

	SASS $'000	SANCS $'000	SSS $'000	TOTAL $'000
Current service cost	289	89	171	549
Interest cost	409	100	1,247	1,756
Expected return on fund assets (net of expenses)	(522)	(144)	(1,658)	(2,324)
Actuarial losses/(gains) recognised in year*	-	-	-	-
Expenses/(income) recognised	176	45	(240)	(19)

* Actuarial losses / (gains) are recognised directly in equity of $8.3M (2008: $3.1M) has been recognised directly in equity.

22. Superannuation – Defined Benefit Plans cont'd

Fund Assets

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

	30 June 2009	30 June 2008
Australian equities	32.1%	31.6%
Overseas equities	26.0%	25.4%
Australian fixed interest securities	6.2%	7.4%
Overseas fixed interest securities	4.7%	7.5%
Property	10.0%	11.0%
Cash	8.0%	6.1%
Other	13.0%	11.0%

Fair value of Fund Assets

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

Expected Rate of Return on Assets

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

Expected contributions

	SASS Financial Year to 30 June 2009 $'000	SANCS Financial Year to 30 June 2009 $'000	SSS Financial Year to 30 June 2009 $'000
Expected employer contributions	307	102	313

Comparative information as at 30 June 2008 is as follows:

Expected contributions

	SASS Financial Year to 30 June 2008 $'000	SANCS Financial Year to 30 June 2008 $'000	SSS Financial Year to 30 June 2008 $'000
Expected employer contributions	305	104	340

Funding Arrangements for Employer Contributions

a) Surplus/Deficit

The following is a summary of the 30 June 2009 financial position of the Fund calculated in accordance with AAS 25 -Financial Reporting by Superannuation Plans.

	SASS $'000	SANCS $'000	SSS $'000	TOTAL $'000
Accrued benefits	8,071	1,927	17,062	27,060
Net market value of Fund assets	(7,559)	(1,810)	(17,094)	(26,463)
Net (surplus)/deficit	512	117	(32)	597

Comparative figures as at 30 June 2008 are as follows:

	SASS $'000	SANCS $'000	SSS $'000	TOTAL $'000
Accrued benefits	6,920	1,692	17,903	26,515
Net market value of Fund assets	(6,761)	(1,714)	(19,318)	(27,793)
Net (surplus)/deficit	159	(22)	(1,415)	(1,278)

b) Contribution recommendations

Recommended contribution rates for the Service as at 30 June 2009 are:

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

Comparative figures as at 30 June 2008 are as follows:

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

c) Funding Method

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

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

d) Economic Assumptions

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

	30 June 2009	30 June 2008
Weighted-Average Assumptions		
Expected rate of return on Fund assets backing current pension liabilities	8.3% per annum	7.7% per annum
Expected rate of return on Fund assets backing other liabilities	7.3% per annum	7.0% per annum
Expected salary increase rate	4.0% per annum	4.0% per annum
Expected rate of CPI increase	2.5% per annum	2.5% per annum

Nature of Asset/Liability

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

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

The Local Government Superannuation Scheme – Year ended 30 June 2009

The Local Government Superannuation Scheme – Pool B (the Scheme) is a defined benefit plan that has been deemed to be a "multi-employer fund" for purposes of AASB119. Sufficient information under AASB119 is not available to account for the Scheme as a defined benefit plan, because the assets to the Scheme are pooled together for all employers.

The amount of employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expenses for the year ending 30 June 2009 was $655,109.96. The last valuation of the Scheme was performed by Mr Martin Stevenson BSc, FIA, FIAA on 19th June 2007 and covers the period ended 30 June 2006. However the position is monitored annually and the actuary has estimated that as at 30th June 2009 a deficit exists. Effective from 1 July 2009, employers are required to contribute at twice the "notional" or long term cost for a period of up to ten years in order to rectify this deficit. The share of this deficit that can be broadly attributed to the employer was estimated to be in the order of $2,485,547 as at 30 June 2009.

23. After Balance Day Events

There are no events which occurred after balance day which effect the financial statements.

End of audited financial statements

Service Group Statements* for the year ended 30 June 2009

SERVICE'S EXPENSES & INCOME	Service Group 1**		Service Group 2**		Service Group 3**		Service Group 4**		Not Attributable		Total	
	2009 $'000	2008*** $'000	2009 $'000	2008*** $'000	2009 $'000	2008*** $'000	2009 $'000	2008*** $'000	2009 $'000	2008*** $'000	2009 $'000	2008*** $'000
Expenses excluding losses												
Operating expenses												
• Employee related	3,917	9,658	46,240	39,812	17,446	14,863	2,731	2,713	-	-	70,334	67,046
• Other operating expenses	1,178	4,753	9,230	7,592	451	3,050	1,482	1,051	-	-	12,341	16,446
Depreciation and amortisation	4	940	2,108	2,457	2,336	943	108	94	-	-	4,556	4,434
Grants and subsidies	8,085	7,632	135,086	108,325	791	616	9,187	9,374	-	-	153,149	125,947
Finance costs	-	-	-	-	252	239	-	-	-	-	252	239
Other expenses	36	-	1,834	5,224	4,732	845	-	-	-	-	6,602	6,069
Total expenses excluding losses	**13,220**	**22,983**	**194,498**	**163,410**	**26,008**	**20,556**	**13,508**	**13,232**	**-**	**-**	**247,234**	**220,181**
Revenue												
Sale of goods and services	-	-	-	-	60	350	-	225	-	-	60	350
Grants and contributions	-	-	211,934	183,516	-	-	499	971	-	-	212,433	183,741
Other revenue	367	469	7,936	2,841	5,491	4,667	469	-	-	-	14,263	8,948
Total revenue	**367**	**469**	**219,870**	**186,357**	**5,551**	**5,017**	**968**	**1,196**	**-**	**-**	**226,756**	**193,039**
Gain/(loss) on disposal of non-current assets	48	131	3,406	3,007	(3,342)	(3,044)	-	-	-	-	112	94
NET COST OF SERVICES	**12,805**	**22,383**	**(28,778)**	**(25,954)**	**23,799**	**18,583**	**12,540**	**12,036**	**-**	**-**	**20,366**	**27,048**
Government contributions**	-	-	-	-	-	-	-	-	40,821	36,814	40,821	36,814
NET EXPENDITURE/(INCOME) FOR THE YEAR	**12,805**	**22,383**	**(28,778)**	**(25,954)**	**23,799**	**18,583**	**12,540**	**12,036**	**(40,821)**	**(36,814)**	**(20,455)**	**(9,766)**

* NSW Budget Paper No. 3 has replaced program statements with service group statements. Service group statements focus on the key measures of service delivery performance.
** The name and purpose of each service group are summarised in Note 7.
*** Comparative amounts have been reclassified to align with the change in focus from programs to service groups.

SERVICE'S ASSETS & LIABILITIES	Service Group 1**		Service Group 2**		Service Group 3**		Service Group 4**		Not Attributable		Total	
	2009 $'000	2008*** $'000	2009 $'000	2008*** $'000	2009 $'000	2008*** $'000	2009 $'000	2008*** $'000	2009 $'000	2008*** $'000	2009 $'000	2008*** $'000
Current Assets												
Cash and cash equivalents	-	-	-	-	-	-	-	-	46,101	25,012	46,101	25,012
Receivables	622	4,825	1,199	2,400	191	(4,240)	1,398	1,259	-	-	3,410	4,244
Other	-	-	-	-	-	30	-	-	-	-	-	30
Total current assets	**622**	**4,825**	**1,199**	**2,400**	**191**	**(4,210)**	**1,398**	**1,259**	**46,101**	**25,012**	**49,511**	**29,286**
Non-current Assets												
Plant and equipment	12	1,661	8,609	9,184	5,467	3,684	341	303	-	-	14,429	14,832
Intangibles	-	-	-	-	553	566	-	-	-	-	553	566
Total non-current assets	**12**	**1,661**	**8,609**	**9,184**	**6,020**	**4,250**	**341**	**303**	**-**	**-**	**14,982**	**15,398**
TOTAL ASSETS	**634**	**6,486**	**9,808**	**11,584**	**6,211**	**40**	**1,739**	**1,562**	**46,101**	**25,012**	**64,493**	**44,684**

SERVICE'S ASSETS & LIABILITIES	Service Group 1**		Service Group 2**		Service Group 3**		Service Group 4**		Not Attributable		Total	
	2009 $'000	2008*** $'000	2009 $'000	2008*** $'000	2009 $'000	2008*** $'000	2009 $'000	2008*** $'000	2009 $'000	2008*** $'000	2009 $'000	2008*** $'000
Current liabilities												
Payables	-	-	2,381	2,077	3,454	5,549	150	90	-	-	5,985	7,716
Provisions	-	-	1,493	17	17,744	18,162	237	237	-	-	19,474	18,416
Total current liabilities	**-**	**-**	**3,874**	**2,094**	**21,198**	**23,711**	**387**	**327**	**-**	**-**	**25,459**	**26,132**
Non-current liabilities												
Provisions	-	-	-	-	8,764	433	-	-	-	-	8,764	433
Total non-current liabilities	**-**	**-**	**-**	**-**	**8,764**	**433**	**-**	**-**	**-**	**-**	**8,764**	**433**
TOTAL LIABILITIES	**-**	**-**	**3,874**	**2,094**	**29,962**	**24,144**	**387**	**327**	**-**	**-**	**34,223**	**26,565**
NET ASSETS	**634**	**6,486**	**5,934**	**9,490**	**(23,751)**	**(24,104)**	**1,352**	**1,235**	**46,101**	**25,012**	**30,270**	**18,119**

Summary of compliance with financial directives

	2009			
	CURRENT APP'N $'000	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND $'000	CAPITAL APP'N $'000	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND $'000
ORIGINAL BUDGET APPROPRIATION/EXPENDITURE				
• Appropriation Act	45,332	37,572	310	310
	45,332	37,572	310	310
OTHER APPROPRIATIONS/EXPENDITURE				
• Treasurer's Advance	2,788	2,788	-	-
• Section 31 Transfer	9	9	-	-
	2,797	2,797	-	-
Total Appropriations/Expenditure/Net Claim on Consolidated Fund	48,129	40,369	310	310
Amount drawn down against Appropriation		40,369		310
Liability to Consolidated Fund		-		-

	2008			
	RECURRENT	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND $'000	CAPITAL	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND $'000
ORIGINAL BUDGET APPROPRIATION/EXPENDITURE				
• Appropriation Act	48,005	35,864	900	900
	48,005	35,864	900	900
OTHER APPROPRIATIONS/EXPENDITURE				
• Treasurer's Advance				
• Section 31 Transfer	-	-	-	-
	-	-	-	-
Total Appropriations/Expenditure/Net Claim on Consolidated Fund	48,005	35,864	900	900
Amount drawn down against Appropriation		35,864		900
Liability to Consolidated Fund		-		-

GPO BOX 12
Sydney NSW 2001

INDEPENDENT AUDITOR'S REPORT

Bush Fire Co-Ordinating Committee

To Members of the New South Wales Parliament

I have audited the accompanying financial report of the Bush Fire Co-Ordinating Committee (the Committee), which comprises the balance sheet as at 30 June 2009, the income statement, statement of changes in equity and cash flow statement for the year then ended, a summary of significant accounting policies and other explanatory notes.

Auditor's Opinion

In my opinion, the financial report:

- presents fairly, in all material respects, the financial position of the Committee as at 30 June 2009, and its financial performance for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- is in accordance with section 41B of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2005.

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

The Committee's Responsibility for the Financial Report

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

Auditor's Responsibility

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

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

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

My opinion does *not* provide assurance:

- about the future viability of the Committee,
- that it has carried out its activities effectively, efficiently and economically, or
- about the effectiveness of its internal controls.

Independence

In conducting this audit, the Audit Office of New South Wales has complied with the independence requirements of the Australian Auditing Standards and other relevant ethical requirements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General, and
- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their role by the possibility of losing clients or income.

Heather Watson
Director, Financial Audit Services

16 October 2009
SYDNEY

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BUSH FIRE CO-ORDINATING COMMITTEE
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

Statement by 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 2005 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 2009; and

(c) At the date of this statement there are no circumstances which would render any particulars included in the financial report to be misleading or inaccurate.

S Fitzsimmons AFSM
Chairman

BUSH FIRE CO-ORDINATING COMMITTEE

Balance Sheet as at 30 June 2009

	NOTES	2009 $'000	2008 $'000
TOTAL ASSETS		-	-
TOTAL LIABILITIES		-	-
NET ASSETS		-	-
EQUITY			
Accumulated funds		-	-
TOTAL EQUITY		-	-

(The accompanying notes form part of these Statements.)

Income Statement for the year ended 30 June 2009

	NOTES	2009 $'000	2008 $'000
REVENUE			
Grants	2	6	10
		6	**10**
EXPENDITURE			
Personnel Services	2	6	10
		6	**10**
SURPLUS FOR THE YEAR		-	-

(The accompanying notes form part of these Statements.)

Statement of Changes in Equity for the year ended 30 June 2009

	NOTES	2009 $'000	2008 $'000
EQUITY OPENING BALANCE			
Accumulated funds		-	-
INCOME AND EXPENSES FOR THE YEAR			
Surplus for the Year		-	-
EQUITY CLOSING BALANCE			
ACCUMULATED FUNDS		-	-

(The accompanying notes form part of these Statements.)

BUSH FIRE CO-ORDINATING COMMITTEE

Cash Flow Statement for the year ended 30 June 2009

	NOTES	2009 $'000	2008 $'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net Cash Provided/(Used) by Operating Activities	3	-	-
CASH FLOWS FROM INVESTING ACTIVITIES			
Net Cash Provided/(Used) by Investing Activities		-	-
Net Increase/(Decrease) in Cash Held		-	-
Cash at the Beginning of the year		-	-
CASH AT THE END OF THE YEAR		**-**	**-**

(The accompanying notes form part of these Statements.)

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

1. SUMMARY OF 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.
The financial report for the year ended 30 June 2009 has been authorised for issue by the Bush Fire Co-ordinating Committee on 12 October 2009.

(b) Basis of Preparation

The Committee's financial report is a general purpose financial report which has been prepared 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 report 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 report.

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

(c) Statement of Compliance

The Committee's 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 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) Employee Benefits

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) Insurance

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.

1. SUMMARY OF ACCOUNTING POLICIES cont'd

(h) New Australian Accounting Standards Issued but not Effective

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

AASB 101 (Sept 2007) and AASB 2007-8 regarding presentation of financial statements

AASB 2008-9 regarding AASB 1049 amendments consistent with AASB 101

It is not anticipated that there will be any material impact for the Committee during the period of initial application of these Standards.

(i) 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.

2. REVENUE AND EXPENSES

	2009 $'000	2008 $'000
REVENUE		
Grant from NSW Rural Fire Service	6	10

	2009 $'000	2008 $'000
Expenditure		
Personnel services provided by NSW Rural Fire Service	6	10

3. NOTE TO THE CASH FLOW STATEMENT

Reconciliation of Net Cash Provided by Operating Activities to Surplus for the Year

	2009 $'000	2008 $'000
Surplus/(Deficit) for the year	-	-
(Increase)/Decrease in Receivables	-	-
Increase/(Decrease) in Payables	-	-
Increase/(Decrease) in Provisions	-	-
Net Cash Provided by Operating Activities	-	-

4. CONTINGENT ASSETS AND CONTINGENT LIABILITIES

As at 30 June 2009 the Committee had no contingent assets and contingent liabilities. (Nil in 2007-08).

5. FINANCIAL INSTRUMENTS

The Committee does not hold any financial instruments

6. COMMITMENTS

As at 30 June 2009 the Committee had no commitments. (Nil in 2007-08).

7. AFTER BALANCE DATE EVENTS

There are no events subsequent to balance date which affect the financial report.

END OF AUDITED FINANCIAL STATEMENTS OF THE BUSH FIRE CO-ORDINATING COMMITTEE

Members of Copacabana Brigades put out a car fire at the Cessnock training facility in March 2009. Photo by Louise Hayward, Avoca Brigade.

NSW RFS Values: Support, Friendship, Camaraderie

We support each other in all activities

Appendices

A Organisational chart as 30 June 2009
B Chaplaincy and Family Support Network activity report
C Hazard Reduction Works And Properties Protected Summaries
D Bush Fire Risk Management Plans – Performance Audits
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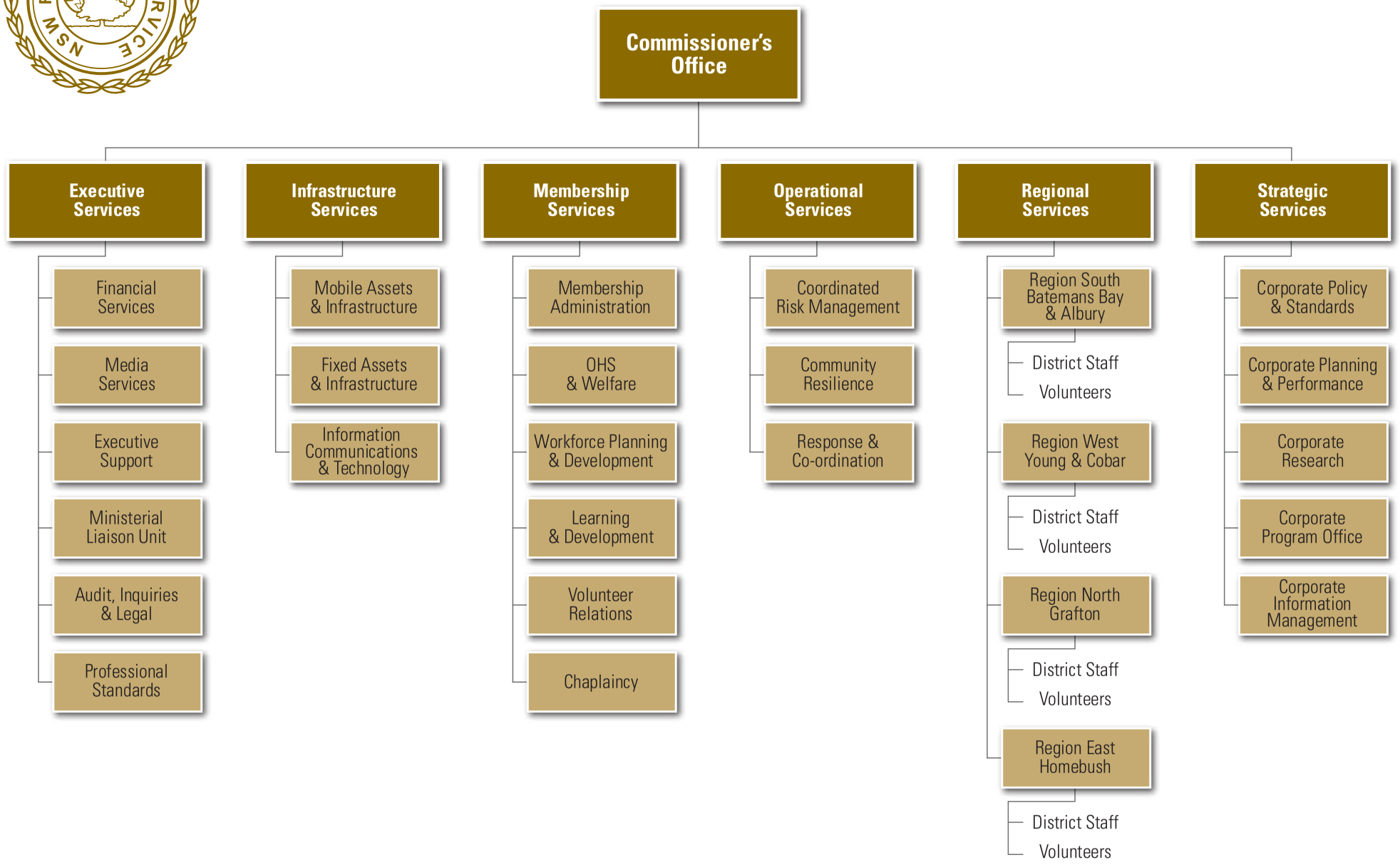
Appendix A

NSW Rural Fire Service Overall Organisational Chart 30 June 2009



Appendix B

Chaplaincy and family network activity report

Chaplaincy Activity	Totals Carried Forward January 1997 - June 30, 2008	Totals Senior Chaplain & Senior Family Support Chaplain 2008/09	Totals 46 Volunteer Fire District Chaplains & Family Support Volunteers 2008/09	Totals January 1997 - June 30, 2009
Visits to RFS Headquarters	2,060	156	9	2,225
Visits to Fire Control Centres	5,197	62	327	5,586
Visits with Fire Control Officers	5,470	49	121	5,640
Visits to Rural Fire Brigades	4,193	76	128	4,397
Regional Conferences	61	1	2	64
State Management Conferences	11	1	0	12
Brigade Captains Meetings	980	14	34	1,028
Seminars & Conferences	250	7	11	268
Station Openings & Dedications	205	4	6	215
Fire Fleet Blessings & Services	388	6	8	402
Personal & Family Counselling	4,577	69	523	5,169
Telephone Support & Counselling	3,878	325	346	4,549
Home Visits-Members & Family	4,854	107	264	5,225
Hospital Visitation-Members	1,643	53	95	1,791
Funeral Services Conducted	426	12	21	459
Infant Christenings/Dedications	378	13	16	407
Service Weddings	209	5	9	223
NSW Rural Fire Service Callouts	2,253	17	47	2,317
NSW Police Force Service Callouts	129	2	5	136
NSW Fire Brigades Callouts	99	0	3	102
NSW National Parks and Wildlife Service Callouts	52	17	0	69
Salvo Care Line Callouts	162	7	0	169
Respond to Actual Suicides	57	0	2	59
Championship & Field Days	142	2	4	148
Critical Incident Support	183	3	6	192
Work Cover and other NSW RFS Meetings	326	47	17	390
Total Kilometres Travelled	**824,161**	**4,1981**	**2,1261**	**887,403**
*Salvation Army Supplied Vehicle KLM		*3,326		

Appendix C

Bush Fire Community Protection

Properties protected report

	Number of works completed #	Number of properties covered by completed works #	Value of properties covered by completed works $'m
TOTAL BUSH FIRE PROTECTION WORKS	**17,440**	**228,809**	**$ 109,733**
Total programmed hazard reduction works	3,375	118,021	$ 51,929.2
Bush fire hazard complaints	2,008	5,124	$ 2,254.6
Private land hazard reduction certificates	1,885	2,266	$ 997.0
Development control assessments	7,399	49,219	$ 30,713.3
Community education programs	2,773	54,179	$ 23,838.8
The completion rate of the total bush fire protection works for 2008/09 was 85.4%.			
Hazard reduction work program completion rate for 2008/09 was 65.8%.			

1. 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).

2. The value of properties protected is based on median insurance house and content value in Sydney 2004 – (McAneney, K.J. 2005.)

Completed hazard reduction works summary by tenure

	Burning (hectares)	**Mechanical** (hectares)	**Other** (hectares)	**Total** (hectares)
Catchment Authority	2.50	121.98	-	124.48
Commonwealth	94.82	-	-	94.82
Crown Land	1,530.53	922.20	3.42	2,456.15
Local Government	34.96	11,973.32	296.04	12,304.32
National Park	59,068.21	1,045.88	2.98	60,117.07
Other	5,732.54	1,737.87	231.75	7,702.16
Private	8,214.45	682.37	0.24	8,897.06
RailCorp	-	346.49	-	346.49
RTA	-	639.92	-	639.92
State Forests	29,008.06	1,564.48	79.50	30,652.04
Total hazard reduction work	**103,686.07**	**19,034.51**	**613.93**	**123,334.51**

1. Grazing is only reported where the activity is specifically carried out for the primary purpose of bush fire risk management. Grazing for 2008/09 was 1,641.88 hectares.

Appendix C

Hazard Reduction Undertaken by the 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 approximately 26,443.8 hectares of hazard reduction work.

Hazard Reduction Certificates Issued

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

Certificate issuing Agency	Number issued	% of total
Catchment Authority	1	0.03%
Department of Lands	155	4.65%
Forests NSW	6	0.18%
Local Government Authority	456	13.67%
National Parks	235	7.04%
Rural Fire Service	2,483	74.43%
Total	**3,336**	**100%**

Hazard Complaints Received

Land Tenure	Complaints Received	% of total
Private Land	2,011	76.32%
Council Land	369	14.00%
State Government Land	222	8.43%
Commonwealth Land	11	0.42%
To be determined	22	0.83%
Total	**2,635**	**100%**

Inspections, Formal Notices and Enforcement Works

Number of hazard complaint inspections undertaken	Number of formal notices issued under Section 66 of the *Act*.	Enforcement works undertaken under Section 70 of the *Act*.
2,797	261	35

Inspections, Formal Notices and Enforcement Works

Permits issued by:	Number issued	% of total
NSW Fire Brigades	1	0.01%
Rural Fire Service	19,541	99.99%
Total	**19,542**	**100%**

Appendix D

Bush Fire Risk Management Plans - Performance Audits

No audits were conducted in the 08/09 financial year as a new and improved version of bush fire risk management plan was progressively introduced during the reporting period.

Appendix E

Review of Use of Credit Cards

All communications to be addressed to:

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

Telephone: (02) 8741 5555
e-mail: @rfs.nsw.gov.au

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

Facsimile: (02) 8741 5550

Your Ref:
Our Ref: 30th June 2009

Review of Use of Credit Cards

No irregularities were found in relation to the use of corporate credit cards during the year.

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

Shane Fitzsimmons AFSM
Commissioner

Appendix F

Equal Opportunity Statistics

Distribution of EEO Reporting Groups 2009

EEO Reporting Groups	%
Women	35%
Aboriginal People & Torres Strait Islanders	0.6%
People Whose Language First Spoken as a Child was not English	16%
People with a Disability	6%
People with a Disability Requiring Work-related Adjustment	0%

It should be noted that any quantifiable data extracted from the Workforce Profile (i.e. EEO and EFT data) contains statistical information inclusive of approximately 30 staff from the Office of Emergency Services/ Emergency Management (OES/EM).

Staff Numbers by salary levels and EEO Groups 2009

LEVEL	TOTAL STAFF	Respondents	Men	Women	Aboriginal People & Torres Strait Islanders	People from Racial, Ethnic, Ethno-Religious Minority Groups	People Whose Language First Spoken as a Child was not English	People with a Disability	People with a Disability Requiring Work-related Adjustment
< $36,677	1	1	0	1	0	1	1	0	0
$36,677 - $48,172	31	31	21	10	0	13	13	0	0
$48,173 - $53,854	115	115	25	90	0	26	26	5	0
$53,855 - $68,147	167	167	84	83	1	31	31	11	0
$68,148 - $88,127	339	339	271	68	4	33	33	22	0
$88,128 - $110,160	84	84	67	17	0	13	13	8	0
> $110,160 (non SES)	35	35	32	3	0	4	4	3	0
> $110,160 (SES)	7	7	6	1	0	2	2	0	0
TOTAL	**779**	**779**	**506**	**273**	**5**	**123**	**123**	**49**	**0**

Appendix G

Staff Establishment

	Staffing Figure 2008/09	Staffing Figure 2007/08	Staffing Number 2006/2007	Staffing Number 2005/06
Comparative figures for the past three years Equivalent Full Time Positions (EFT)	EFT - 752	EFT - 710	EFT - 685	EFT - 680

Appendix H

Freedom of Information Statistics 2008/09

Section A – New FOI applications	Personal	Other (Non Personal)
New (including transferred in)	2	46
Brought forward from previous period	0	4
Total	2	50
Completed requests	1	40
Discontinued	1	7
Total	**2**	**47**
Unfinished requests (carried forward)	0	3

Section B – Discontinued applications	Personal	Other (Non Personal)
Requests transferred out to another agency (s.20)	0	0
Applicant withdrew request	1	5
Applicant failed to pay advance deposit	0	2
Applicant failed to amend a request that would have been an unreasonable diversion of resources to complete (s.25(1)(a1))	0	0
Total discontinued	**1**	**7**

Section C – Completed applications	Personal	Other (Non Personal)
Granted or otherwise available in full	1	29
Granted or otherwise available in part	0	4
Refused	0	2
No documents held	0	5
Total	**1**	**40**

Section D – Applications granted or otherwise available in full	Personal	Other (Non Personal)
All documents requested were:		
Provided to the applicant	1	29
Provided to the applicant's medical practitioner	n/a	n/a
Available for inspection	n/a	n/a
Available for purchase	n/a	n/a
Library material	n/a	n/a
Subject to deferred access	n/a	n/a
Available by a combination of any of the reasons listed in D1-D6 above	n/a	n/a
Total granted or otherwise in full	**1**	**29**

Section E – Applications granted or otherwise available in part	Personal	Other (Non Personal)
Documents made available were:		
Provided to the applicant	0	4
Provided to the applicant's medical practioner	n/a	n/a
Available for inspection	n/a	n/a
Available for purchase	n/a	n/a
Library material	n/a	n/a
Subject to deferred access	n/a	n/a
Available by a combination of any of the reasons listed in E1-E6	n/a	n/a
Total granted or otherwise available in part	**0**	**4**

Appendix H

Freedom of Information Statistics 2008/09 (cont)

Section F – Refused FOI applications	Personal	Other (Non Personal)
Why was access to the documents refused?		
Exempt	0	2
Deemed refused	0	0
Total refused	**0**	**2**

Section G – Exempt documents	Personal	Other (Non Personal)
Why were the documents classified as exempt?		
Restricted documents:		
Cabinet documents (Clause 1)	n/a	n/a
Executive Council documents (Clause 2)	n/a	n/a
Documents affecting law enforcement and public safety (Clause 4)	n/a	2
Documents affecting counter terrorism measures (Clause 4A)	n/a	1
Documents affecting intergovernmental relations (Clause 5)	n/a	n/a
Documents affecting personal affairs (Clause 6)	n/a	1
Documents affecting business affairs (Clause 7)	n/a	n/a
Documents affecting the conduct of research (Clause 8)	n/a	n/a
Document otherwise exempt: Schedule 2 exempt agency	n/a	n/a
Documents containing information confidential to Olympic Committees (Clause 22)	n/a	n/a
Document relating to threatened species, Aboriginal objects or Aboriginal places (Clause 23)	n/a	n/a
Documents relating to threatened species conservation (Clause 24)	n/a	n/a
Plans of management containing information of Aboriginal significance (Clause 25)	n/a	n/a
Private documents in public library collections (Clause 19)	n/a	n/a
Documents relating to judicial functions (Clause 11)	n/a	n/a
Documents subject to contempt (Clause 17)	n/a	n/a
Documents arising out of companies and securities legislation (Clause 18)	n/a	n/a
Exempt documents under interstate FOI Legislation (Clause 21)	n/a	n/a
Documents subject to legal professional privilege (Clause 10)	n/a	n/a
Documents containing confidential material (Clause 13)	n/a	4
Documents subject to secrecy provisions (Clause 12)	n/a	n/a
Documents affecting the economy of the State (Clause 14)	n/a	n/a
Documents affecting financial or property interests of the State or an agency (Clause 15)	n/a	n/a
Documents concerning operations of agencies (Clause 16)	n/a	n/a
Internal working documents (Clause 9)	n/a	n/a
Other exemptions (eg, Clauses 20, 22A and 26)	n/a	n/a
Total applications including exempt documents	**0**	**8**

Section H – Ministerial Certificates	Personal	Other (Non Personal)
Ministerial Certificates issued	0	0

Section I – Formal consultations	Personal	Other (Non Personal)
Number of applications requiring formal consultation (third party)	**0**	**5**
Number of persons formally consulted	0	13

Appendix H

Freedom of Information Statistics 2008/09 (cont)

Section J – Amendment of Personal Records	Personal	Other (Non Personal)
Agreed in full	n/a	n/a
Agreed in part	n/a	n/a
Refused	n/a	n/a

Section K – Notation of Personal Records	Personal	Other (Non Personal)
Applications for notation	n/a	n/a

Section L – Fees and Costs	Personal	Other (Non Personal)
(Do not include costs and fees for unfinished applications)		
All completed applications		$2,493
Assessed costs		$2,973
Fees received		$2,313

Section M – Fees Discounts	Personal	Other (Non Personal)
Processing fees waived in full	0	0
Public interest discounted	0	1
Financial hardship discounts - pensioner or child	0	2
Financial hardship discounts - non profit organisation	0	0
Total	**0**	**3**

Section N – Fee Refunds	Personal	Other (Non Personal)
Number of fee refunds granted as a result of significant correction of personal records	0	0

Section 0 – Days taken to complete request	Personal	Other (Non Personal)
0-21 days - statutory determination period	2	42
22-35 days - extended for Third Party consultation	0	2
Over 21 days - deemed refusal where no extended determination period applies	0	1
Over 35 days - deemed refusal where extended determination period applies	0	2
Total processed	**2**	**47**

Section P – Processing time: hours	Personal	Other (Non Personal)
0-10 hours	2	44
11-20 hours	0	2
21-40 hours	0	1
Over 40 hours	0	0
Total Processed	**2**	**47**

Section Q – Number of Reviews		Finalised
Internal reviews		0
Ombudsman's reviews finalised		0
Administrative Decisions Tribunal (ADT)		0
Total		**0**

Appendix H

Freedom of Information Statistics 2008/09 (cont)

Section R – Results of Internal Reviews	Upheld	Varied
Access refused	0	0
Access deferred	0	0
Exempt matter deleted from documents	0	0
Unreasonable charges	0	0
Failure to consult with third parties	0	0
Third parties views disregarded	0	0
Amendment of personal records refused	0	0
Total	**0**	**0**

Comments:

The volume and nature of applications has remained consistent with the previous three years, at around 50 applications per year. This followed a rapid and significant increase over the previous five years. The vast majority of documents requested were released (289), with only eight of those documents released with exempt material removed. Only two applications were refused, both of which related to ongoing Police investigations. The lack of appeals and reviews during the reporting period indicated a high level of satisfaction with the decisions made and reasons given.

Appendix I

Allocations to Councils 2008/09 – by Region

REGION EAST	$
Baulkham Hills	3,585,694.00
Blacktown City	1,329,059.00
Blue Mountains	4,994,582.00
Camden	1,155,929.00
Campbelltown	1,607,184.00
Chifley	3,254,429.00
Dungog	1,514,543.00
Fairfield	259,212.00
Gloucester	1,530,968.00
Gosford	2,907,012.00
Great Lakes	2,895,937.00
Greater Taree	2,545,106.00
Hawkesbury	3,116,919.00
Hastings	2,609,075.00
Hornsby	3,742,523.00
Hunter Zone	3,797,555.00
Kiama	986,627.00
Ku-ring-gai	870,740.00
Lake Macquarie	3,961,294.00
Lithgow	1,981,753.00
Liverpool	1,290,723.00
Lord Howe Island	16,808.00
Muswellbrook	3,128,349.00
Penrith	1,806,424.00
Port Stephens	2,086,666.00
Shellharbour	1,036,395.00
Singleton	2,851,443.00
Sutherland	4,246,689.00
Warringah	4,460,846.00
Wingecarribee	3,025,341.00
Wollondilly	2,722,124.00
Wollongong	2,819,786.00
Wyong	2,895,515.00
Region Total	**81,033,250.00**

REGION NORTH	$
Ballina	638,422.00
Bellingen	1,691,115.00
Byron	965,266.00
Clarence Valley Zone	4,153,024.00
Coffs Harbour City	4,222,325.00
Gilgandra	944,773.00
Gunnedah	1,103,262.00
Gwydir	1,273,038.00
Inverell	1,314,607.00
Kempsey	1,652,462.00
Kyogle	1,303,230.00
Lismore	1,392,336.00
Liverpool Plains	1,644,592.00
Moree Plains	1,215,120.00
Nambucca	1,746,632.00
Narrabri	1,384,319.00
New England Zone	3,155,585.00
Richmond Valley	1,720,667.00
Severn	1,421,050.00
Tamworth Regional	2,931,578.00
Tenterfield	1,687,915.00
Tweed	1,244,028.00
Upper Hunter	2,383,362.00
Warrumbungle	1,983,126.00
Region Total	**43,171,834.00**

REGION SOUTH	$
Bega	2,802,116.00
Bombala	1,091,440.00
Conargo	1,010,309.00
Cooma-Monaro	1,478,760.00
Corowa/Berrigan Zone	1,649,913.00
Deniliquin	417,778.00
Eurobodalla	3,079,314.00
Goulburn/ Mulwaree	1,697,288.00
Hume Zone	3,205,978.00
Jerilderie	840,331.00
Lower Western Zone	2,496,423.00
Murray	1,351,576.00
MIA Zone	3,962,331.00
Palerang	2,198,717.00
Queanbeyan City	977,781.00
Riverina Zone	5,847,197.00
Riverina Highlands Zone	2,751,744.00
Shoalhaven	5,293,414.00
Snowy River	1,664,522.00
Upper Lachlan	2,309,760.00
Wakool	1,112,108.00
Yass	2,418,969.00
Region Total	**49,657,769.00**

REGION WEST	$
Barwon Darling Zone	1,315,336.00
Bland/ Temora Zone	3,887,950.00
Bogan	315,802.00
Canobolas Zone	6,699,533.00
Carrathool	1,260,090.00
Central Darling	833,437.00
Cobar	877,576.00
Cudgegong Zone	3,272,642.00
Dubbo City	2,026,790.00
Forbes	1,812,056.00
Hay	805,347.00
Lachlan	1,964,922.00
Narromine	1,500,336.00
North West Zone	2,415,339.00
Parkes	1,867,527.00
South West Slopes	4,351,346.00
Weddin	1,067,428.00
Wellington	1,519,690.00
Region Total	**37,793,147.00**

Appendix J

Payment Performance

Accounts paid on time each quarter

YR08/09	Total accounts paid on time			Total amount paid
Quarter	Target	Actual	$	$
September	100%	96%	30,965	35,506
December	100%	96%	34,743	65,443
March	100%	96%	73,758	80,333
June	100%	96%	50,944	59,262

YR07/08	Total accounts paid on time			Total amount paid
Quarter	Target	Actual	$	$
September	100%	96%	33,779	34,977
December	100%	88%	71,467	74,277
March	100%	88%	42,381	45,692
June	100%	91%	52,154	55,166

Appendix K

Risk Management and Insurance

Coverage	2008/09 $	2007/08 $	2006/07 $	2005/06 $
Workers Compensation	405,360	363,150	383,889	501,358
Motor Vehicle	293,680	316,640	269,030	206,610
Public Liability	2,271,670	1,682,720	1,246,460	923,300
Property	29,890	31,920	10,880	12,660
Other	93,240	85,890	7,180	9,900
Totals	**3,093,840**	**2,480,320**	**1,917,439**	**1,653,828**

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

Appendix L

Current Publications

Annual Report
Bush Fire Bulletin
Standards for Asset Protection Zones
Applications Instructions for a Bush Fire Hazard Reduction Certificate
Standards for Pile Burning
Standards for Low Intensity Bush Fire Hazard Reduction Burning
Guidelines for Single Dwelling Development Applications
Before You Light That Fire
Standards for Windrow Burning
Planning for Bush Fire Protection
Bush FireWise 1,2,3 and 4
Bush FireWwise Action Plan
Kids FireWise Activity Book
Fire Prevention Presentation Handbook
Firesafe 1,2 and 3
Fire Science Workbook 1 and 2
Kids Activity Sheets
Fast Fact 1/09 - Construction of buildings in bush fire prone areas
Introduction to Farm FireWise
Guide to Farm FireWise
Introduction to Static Water Supply (SWS)
Guide to Static Water Supply (SWS) in your brigade

Appendix M

Statement of Performance of Commissioner

Statement of Performance of Commissioner

During the 2008/09 reporting year, Commissioner Shane Fitzsimmons, AFSM has continued to develop the NSW Rural Fire Service. He has further built on its capacity to conduct major operations and enhanced its reputation as an internationally recognised leader in emergency management.

In February this year the expertise of the NSW RFS was called upon by Victoria to assist in responding to the tragic Black Saturday bush fires. Some 3,200 RFS members were deployed to Victoria, alongside members of other agencies from NSW. The spontaneous applause with which members of the public greeted our returning volunteers at Sydney Airport was testament to their valuable contribution and the high regard the community has for the Service.

I am aware that the NSW RFS has closely monitored the proceedings of the Victorian Bushfires Royal Commission and will examine its recommendations to ensure NSW communities continue to be protected to the very best of its ability. The NSW RFS is collaborating with its Victorian counterparts on the development of new tools and strategies to keep the community safe.

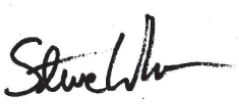
During 2008/09, the NSW Rural Fire Service has further developed and implemented initiatives to attract and retain members. These have included cadet and junior memberships and a high-profile community awareness campaign. These initiatives complement the long-standing tradition of an NSW RFS presence at field days and agricultural shows to promote its activities and attract new members.

In June this year the Service's reputation as an international leader in firefighting was further enhanced by its hosting the highly successful International Wildfire Management Conference in Sydney, in conjunction with the Rural Fire Service Association (RFSA). This conference brought together scientists and experts in firefighting from around the world to look at key challenges that will face us in coming years.

Other NSW RFS initiatives in the reporting period have included the implementation of a radio communications upgrade, new aerial firefighting technology and the development of State Mitigation Support Services to help the community to reduce hazards and prepare properties.

During 2008/09 the Commissioner led some streamlining of the NSW RFS structure to ensure the ongoing efficiency of support services provided to members in the field.

Commissioner Fitzsimmons' continued strategic management of the NSW RFS will ensure that the Service maintains its traditions of community service, while learning new lessons as knowledge and technology develop.



Steve Whan MP
Minister for Emergency Services
Minister for Small Business
Minister for Rural Affairs

Appendix N

Committees

RURAL FIRE SERVICE ADVISORY COUNCIL (RFSAC)

Membership of the Council was

Commissioner S Fitzsimmons AFSM	Chair
Mr K Sullivan	Insurance Council of Australia
Councillor A Smith	Local Government Association
Councillor S Low AM (Until Sept 2008)	Shires Association
Councillor B Miller (from Oct 2008)	Shires Association
Superintendent S Raymond	RFSA
Group Captain A Jaffray AFSM (Until Aug 2008)	RFSA
Mr W Bean (From Aug 2008)	RFSA
Group Captain J Fahey	RFSA
Mr R Pallin	Nature Conservation Council
Mr G Brown	NSW Farmers Association

The Council met on three occasions, and member attendances were as follows:

Comm S Fitzsimmons AFSM	3
Mr K Sullivan	1
Cr A Smith	2
Cr S Low AM	1
Cr B Miller	Nil
Supt S Raymond	2
Gp Capt J Fahey	1
Gp Capt A Jaffray AFSM	1
Mr W Bean	1
Mr R Pallin	3
Mr G Brown	3

BUSH FIRE COORDINATING COMMITTEE (BFCC)

Membership of the Committee was

Comm S Fitzsimmons, AFSM	Chairman
Dep Comm J Benson, AFSM	NSW Fire Brigades
Dr R Dickson	Forests NSW
Mr B Conroy	Parks and Wildlife Division (DECC)
Cr A Smith	Local Government Association
Cr B Miller	Shires Association
Supt D Hoadley	NSW Rural Fire Service Association
Asst Comm D Clifford, APM	NSW Police Force
Ms A Reeves, OAM	Nominee of the Minister for Environment
Mr R Pallin	Nature Conservation Council
Mr G Brown	NSW Farmers Association
Ms H Freeland	Department of Community Services
Mr T Wilkinson	Department of Lands

The Committee met on four occasions, and member attendances were:

Comm S Fitzsimmons AFSM	3
Dep Comm J Benson	4
Dr R Dickson	4
Mr B Conroy	4
Cr A Smith	2
Cr B Miller	0
Supt D Hoadley	4
Asst Comm D Clifford	0
Ms A Reeves OAM	4
Mr R Pallin	4
Mr G Brown	3
Ms H Freeland	0
Mr T Wilkinson	4

FIRE SERVICES JOINT STANDING COMMITTEE (FSJSC)

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

The Committee's work of coordinating the activities of the fire services was supported by the Service's representatives, Commissioner S Fitzsimmons AFSM and Chief Superintendent S Midgley AFSM.

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

Comm S Fitzsimmons AFSM	3
Chief Supt S Midgley AFSM	3

NSW RURAL FIRE SERVICE AND LOCAL GOVERNMENT LIAISON COMMITTEE LIAISON COMMITTEE.

In 2005 the Minister for Emergency Services approved of the establishment of a NSW Rural Fire Service and Local Government Liaison Committee which includes membership from the NSW Rural Fire Service, the Local Government Association of NSW and the Shires Association of NSW.

Its principle role is to discuss and resolve significant issues of a strategic nature and have mutual interest to Local Government and the NSW Rural Fire Service and provide advice to the Commissioner of the Rural Fire Service and to discuss, resolve and report upon issues referred to the Liaison Committee by the Minister for Emergency Services.

The committee met on 4 occasions and member attendances were as follows

Comm S Fitzsimmons AFSM	4
Asst Comm R Rogers AFSM	3
Mr P Hennessy (Until May 2009)	3
Mr R Lyons (From May 2009)	1

CORPORATE EXECUTIVE GROUP (CEG)

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

Comm S Fitzsimmons, AFSM	Chairman
Asst Comm R Rogers, AFSM	
Asst Comm K Harrap, AFSM	
Asst Comm M Crosweller, AFSM	
Asst Comm D Lane, AFSM	
Mr Richard Lyons	
Mr R Taylor, AFSM (Until Sept 2008)	
Ms B Jones (from Sept 2008)	
Chief Supt S Yorke, AFSM	
Chief Supt J Parnaby	
Chief Supt D Lane, AFSM	
Chief Supt J Lucas	
Supt P Smith	
Mr P Hennessy	
Cpt T Arnott (until Feb 2009)	
Gp Capt B McKinlay, AFSM (From Feb 2009)	
Supt N Turner	

Member attendances were:

Comm S Fitzsimmons AFSM	4
Asst Comm R Rogers AFSM	4
Asst Comm K Harrap AFSM	5
Asst Comm M Crosweller AFSM	5
Asst Comm D Lane, AFSM	4
Mr Richard Lyons	3
Mr R Taylor AFSM (Until Sept 2008)	2
Ms B Jones (from Sept 2008)	4
Chief Supt S Yorke, AFSM	5
Chief Supt J Parnaby	5
Chief Supt J Lucas	6
Supt P Smith	5
Mr P Hennessy	2
Cpt T Arnott (until Feb 2009)	2
Gp Capt B McKinlay, AFSM (From Feb 2009)	3
Supt N Turner	3

Appendix O

International Travel

Date	Country	Officer	Trip details
25 July - 12 August	USA	Brett Storey	Preparatory contract work for Phase 2 of Recognition of Prior Learning (RPL) Project.
11 - 19 August	USA	Keith Harrap	Attended Fire Rescue International Conference; report to IAFC Board on success of Phase 1 of the RPL Project; meeting of Wildland Fire Policy Committee.
21 - 22 October	Greece	Commissioner Fitzsimmons Maryanne Carmichael	Presentation at Aerial Firefighting Conference and observed other aerial fire fighting organisations and aircraft operators.
11 - 14 September	New Zealand	Jayson McKellar	Australasian Fire and Emergency Management Authorities Council (AFAC) study tour.
25 - 26 September	Cambodia	Brian Graham	Meeting of the Technical Working Group on Transboundary Haze Pollution.
5 - 12 October	USA	Keith Harrap	Presentation to Idaho Wildland Fire Conference.
18 - 24 October	Greece	Keith Harrap	Aerial Firefighting Conference.
27 October - 9 November	USA	Keith Harrap	Meetings with various fire authorities to discuss NSW's "Safe in Place" policy; Presentation to Backyards & Beyond Conference; Attended IAFC Strategic Planning and Leadership forum.
13 - 19 October	Korea	Brian Graham Jessica Lee (Interpreter)	Presentation to SAFEM Conference and Expo and discuss mutual co-operation between Samcheok City and RFS.
21 - 25 October	New Zealand	Dan Meijer	AFAC Learning & Development Group quarterly meeting.
11 - 15 December	Korea	Brian Graham Jessica Lee (Interpreter)	Attended inaugural meeting of the International Association of Fire & Emergency Management, to establish charter and future direction.
1 February - 29 March	USA	Brett Storey	Commence substantive contract work on Phase 2 of the RPL Project.
7 - 28 February	Botswana	Russell Taylor	Scoping mission to develop and implement a five-year fire management regime for Botswana; accompanying the Australian High Commissioner to meetings with members of the Botswana Government.
19 February - 4 March	USA	Paul Scott Glenn Pickford Susan Talbert	Attended World Congress on Stress, Trauma and Coping to bring back up-to-date knowledge and trends in crisis intervention to the RFS's Critical Incident Support Services team.
22 March - 2 April	USA	Keith Harrap	Presentation at International Wildland Fire Conference; reported on final results of the RPL Project; meetings with wildland fire leaders from US Government and local agencies.
25 - 29 May	New Zealand	Ken Hall	Attended activities of the D2.3 Bushfire Co-operative Research Centre project "Safe Behaviour and Decision Making" namely refining scenarios and performance criteria and piloted two simulation scenarios.
22 May - 5 June	Botswana	Russell Taylor Brian Graham	Facilitated formal handover of fire fighting equipment donated by AUSAID to the Botswana Government; developed a Memorandum of Understanding and schedule for a five-year fire management training contract with the Botswana Government; conduct a five-day training program on the new equipment.

Appendix P

Internal Awards and External Awards

During the reporting period for 2008/2009 the following awards were made in the NSW Rural Fire Service:

Internal Awards

Internal Bravery and Service Awards	Volunteers	Salaried Staff	Total
Medal for Valour	Nil	Nil	Nil
Commendation for Bravery Deputy Captain Raymond Malcolm (Mon) MacKellar	1	Nil	1
Commendation for Service Group Captain Barry Alexander Cain	1	Nil	1
Unit Citation for Bravery	Nil	Nil	Nil
Unit Citation for Service Mungindi Rural Fire Brigade - Moree Plains Captain Kym Stanford Senior Deputy Captain Linda Riley Deputy Captain Lloyd Betts Deputy Captain Anthony Saunders Firefighter David Newman Firefighter Casey Riley	6	Nil	6
Certificate of Commendation (Unit) Gulmarrad Rural Fire Brigade - Clarence Valley	1	Nil	1
Certificate of Commendation (Indiv) Group Captain Terry Best Superintendent Boyd Townsend Deputy Captain Barry Freeman Superintendent Anthony Place and Deputy Group Captain Peter Mooney Deputy Group Captain James Jamieson Communication Officer Henry Michael Earle	5	2	7
Totals:	**14 or 87.5%**	**2 or 12.5%**	**16**

Long Service Badges	Volunteers	Salaried Staff	Total
	545	Nil	545

Long Service Certificates	Volunteers	Salaried Staff	Total
	605	Nil	605

Long Service Medals	Volunteers	Salaried Staff	Total
	40 or 76.9%	12 or 23.1%	52

External Awards

Australian Fire Service Medal	Volunteers	Salaried Staff	Total
Australia Day Firefighter Dennis Joiner Superintendent Bryan Daly Group Captain Alfred (John) Sendall Group Captain James Drane Group Captain Christopher Smith Superintendent Frederick Apthorpe Superintendent Joseph (Joe) Knox	4	3	7
Queen's Birthday Superintendent Christopher Barron Superintendent Brett Bowden Group Captain Keith Butt Group Captain Jim Chivas Group Captain Alfred Raistrick Deputy Group Captain James Smith	4	2	6
Totals:	**8 or 61.5%**	**5 or 38.5%**	**13**

National Medal/Clasps	Volunteers	Salaried Staff	Total
Medals	101	13	114
Clasps	130	4	134
Totals:	**231 or 93.1%**	**17 or 6.9%**	**248**

Appendix Q

Glossary

AFAC	Australasian Fire Authorities Council
AIIMS	Australian Interagency Incident Management System
BFCC	Bush Fire Coordinating Committee
BFMC	Bush Fire Management Committee
BFRMP	Bush Fire Risk Management Plan
BRIMS	Bushfire Risk Information Management System
CF	Country Fire Authority of Victoria
CISS	Critical Incident Support Services
CRC	Cooperative Research Centre
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DECCW	Department of Environment, Climate Change and Water (NSW)
DTZ	Districts, Teams and Zones
EEO	Equal Employment Opportunities
e-SDM	electronic Service Delivery Model
FIRS	Fire Incident Reporting System
FSJSC	Fire Services Joint Standing Committee
GIS	Geographic Information System
GSA	Guided Self Assessment
ICON	Incident Control on Line
ICS	Incident Control System
IS	Information Services
LGA	Local Government Area
Lineal Features	Lineal features include mechanical works undertaken for the purpose of creating firebreaks
MAA	Mutual Aid Agreement
MIC	Major Incident Coordination
MICC	Major Incident Coordination Centre
MOU	Memorandum of Understanding
MyRFS	www.myrfs.nsw.gov.au – volunteer extranet
NPWS	National Parks and Wildlife Services (NSW)
NSW RFS	NSW Rural Fire Service
NSWFB	New South Wales Fire Brigades
PMPRS	Performance Management Planning and Review System
RAFT	Remote Area Firefighting Team
RFSA	NSW Rural Fire Service Association
RFSAC	Rural Fire Service Advisory Council
RMS	Resource Management System
S44	Section 44 of the *Rural Fires Act* (declaration of major fire emergency)
SES	NSW State Emergency Service
SOC	State Operations Centre
SOE	Standard Operating Environment
SOP	Standard Operating Procedure
SWS	Static Water Supply

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Designed by Carillon Graphics, Steve Byers.

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ISSN: 1446-5205