NSW RURAL FIRE SERVICE ANNUAL REPORT 2009/10

NSW RURAL FIRE SERVICE

Annual Report | 2009/10

The Hon Steve Whan MP
Minister for Emergency Services
Level 33,
Governor Macquarie Tower,
1 Farrer Place,
Sydney 2000

Dear Minister

I have pleasure in submitting to you for presentation to Parliament the Annual Report of NSW Rural Fire Service (NSW RFS) for the year ended 30 June 2010.

In 2009/10 the NSW Rural Fire Service responded to the 2009 Victorian Bushfires Royal Commission Interim Reports quickly including being on the front foot with the comprehensive public awareness campaign: PREPARE. ACT. SURVIVE. The campaign was designed to assist the general public to understand the new fire danger ratings, alert level and emergency warnings which had resulted from the Commission's interim recommendations. The Service also upgraded the Bush Fire Information Line resulting in a three-fold increase in call taking capacity. Across NSW, 2,000 community engagement events were held and six new or refurbished fire control centres were opened.

The NSW RFS also continued to work on reducing the risks facing vulnerable communities through the Assist Infirm Disabled Elderly Residents (AIDER) program that helps vulnerable residents prepare their properties in readiness for the bush fire season. The NSW RFS also supported fire mitigation activity by employing additional staff for fire mitigation crews bringing the total to 58. During 2009/10 fire mitigation crews completed a total of 763 jobs, consisting of 354 completed mitigation works and 409 jobs for the AIDER program.

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
Commissioner

The Minister for Emergency Services, Steve Whan, and Commissioner Shane Fitzsimmons speaking to the media after the Londonderry fires in December 2009.
Photo by Ben Shepherd, Media Services

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COVER PHOTO:
Cover photo by Kelly White.

nsw rural fire service

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 minimise the impact of fire and other emergencies by providing the highest standards of training, community education, prevention and operational capability.

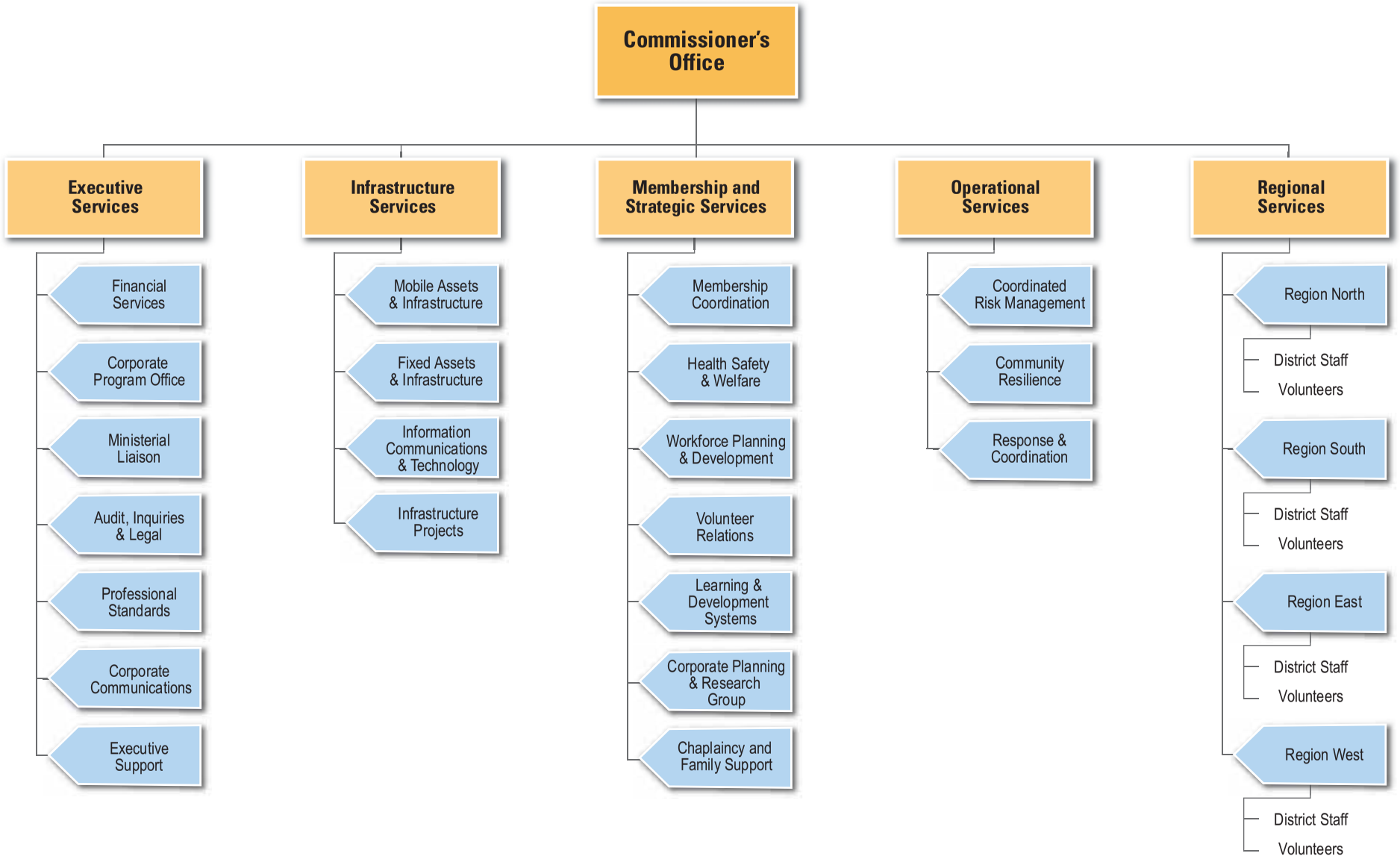
Our values

- mutual respect
- adaptability and resourcefulness
- one team, many players, one purpose
- integrity and trust
- support, friendship, camaraderie
- community and environment
- knowledge and learning

Region North Exercise, Glen Innes, March 2010. Photo by David Purdon, Diggings Brigade.

organisational chart

As 30 June 2010



who we are and what we do

An emergency service

The NSW Rural Fire Service is the lead combat agency for bush fires in NSW. Working closely with other agencies, we respond to a range of emergencies including bush fires, structure fires, motor vehicle accidents and floods that occur within rural fire districts. We operate all year round, 24 hours a day, seven days a week.

A professional organisation

The NSW Rural Fire Service is widely acknowledged as the largest volunteer fire service in the world.

Members of the NSW RFS are trained to very high levels of competence to ensure they know what to do in an emergency and how to stay safe at all times. More than 70 different courses are aimed at developing leadership and specialist operational skills.

As a training provider we also deliver training programs for fire and related agencies here and overseas.

A flexible organisation

The organisation is continually developing and growing. We are committed to developing diverse and flexible roles and responsibilities for our members to ensure the long term future of the NSW RFS and as a way for all members to contribute.

A responsible organisation

The NSW RFS believes that clear and open communication relating to the risks and threat of fire is essential to keeping people safe. We aim to provide information in a variety of ways to all members of the community, including people who travel through bush fire prone areas.

Our members work tirelessly to help families understand how to give their property the greatest chance of survival, and most importantly, how to keep themselves safe from fire. Communities and the NSW RFS work together before, during and after fires.

A strategic organisation

We aim to reduce the likelihood and consequence of fires occurring. This involves comprehensive risk management programs to reduce bush fire hazards, reduce fire ignitions and development regulations for bush fire prone areas.

A valuable organisation

For more than 100 years we have been a significant part of the history and landscape of NSW. Our organisation is made up of more than 70,000 volunteers operating in more than 2,000 brigades, supported by 779 staff.

Our members come from a vast range of professional and social backgrounds and they bring these valuable skills to the work of engaging their own communities in fire safety.

Our customers

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

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

Communities and the NSW RFS work together before, during and after bush fires.

management and governance

The protection of life and property for all fire-related incidents within all rural fire districts in NSW.

Legislation

The management and operational responsibilities of the NSW RFS are outlined 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.

Governance and Ethical Standards

The Service remains committed to the highest level of ethical behaviour and satisfactory conduct being displayed at all times by its members. All activities of the Service are supported by the Service's Code of Conduct and Ethics which applies to volunteers and salaried staff alike. More information about the Code of Conduct and Ethics can be found on page 23.

NSW RFS Commissioner

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

NSW RFS Executive

The day to day management of the Service is carried out under the direction of the NSW RFS Executive. The Executive consists of the Service's senior managers and a profile of each of these principal officers can be seen on pages 12-15.

Corporate Executive Group

This Corporate Executive Group (CEG) comprises the Executive of the Service and representatives of the NSW Rural Fire Service Association. Its principal role is to consider and provide advice to the NSW RFS Commissioner on strategic issues affecting the Service. Details of representation and member attendances at this Group are set out in Appendix M.

Bush Fire Coordinating Committee

The Bush Fire Coordinating Committee (BFCC) is established under the provisions of Section 46 of the *Rural Fires Act 1997*. The Committee is chaired by the NSW RFS Commissioner and supported by the Service.

The BFCC is responsible for planning in relation to fire prevention and coordinated bush firefighting, and advises the Commissioner on bush fire prevention and mitigation and coordinated bush fire suppression. The Committee has other functions conferred or imposed upon it by or under the *Rural Fires Act 1997* or other legislation.

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.

The BFCC constitutes Bush Fire Management Committees (BFMCs) for all rural fire districts, areas with a significant risk of bush fire and approves the draft plans of operations and bush fire risk management plans that are prepared by the BFMCs.

Details of representation and member attendances at this Committee are set out in Appendix M.

Fire Services Joint Standing Committee

The *Fire Services Joint Standing Committee Act 1998* provides for the establishment of the Fire Services Joint Standing Committee (FSJSC).

The major functions of the Committee are to develop and submit to the Minister strategic plans for the coordinated delivery of urban and rural fire services at the interface; to undertake the periodic review of fire district boundaries; the minimisation of duplication and the maximisation of compatibility between the NSW Rural Fire Service and the NSW Fire Brigades.

The Committee is chaired alternatively by the NSW Fire Brigades Commissioner and the NSW RFS Commissioner and is supported by the Service.

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

Rural Fire Service Advisory Council

The Rural Fire Service Advisory Council (RFSAC) is established under the provisions of Part 6 of the *Rural Fires Act 1997.*

The Council advises and reports to the Minister for Emergency Services and the NSW RFS Commissioner on any matter relating to the administration of the rural fire service under the *Rural Fires Act 1997.* It also provides advice to the Commissioner on public education, programs relating to rural fire matters, the training of rural firefighters and Service Standards. The RFSAC can also perform any such function as may be conferred or imposed upon it by or under the *Rural Fires Act 1997.*

Details of representation and member attendances at this Council are set out in Appendix M.

Audit and Risk Committee

The Audit and Risk Committee provides independent assistance to the NSW RFS Commissioner by overseeing and monitoring the governance, risk and control frameworks of the NSW RFS and its external accountability requirements. Chaired by independent member Arthur Butler, the Committee advises the Commissioner on a range of matters including: assessing and monitoring the effectiveness and timeliness of the internal audit function within the Service; legislative compliance, with particular reference to Section 11 of the *Public Finance and Audit Act 1983*, and monitoring processes that ensure legislative compliance; the financial statements and financial reporting of the Service; assessing the performance of the Service's financial and operational management; all aspects of the Service's internal audit function, from the approval of the charter through to the review of audit results and management action in response to audit recommendations and monitoring the effectiveness of enterprise risk management strategies and internal controls including fraud and corruption control.

2009/10 has been the first year of operation for the Audit and Risk Committee.

Details of representation and profiles of the independent members are set out in Appendix M.

Consultative and Stakeholder Committees

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

Rural Fire Service Consultative Committees

The Rural Fire Service Association (RFSA) is a State-wide non-partisan member association and a valued partner of the NSW RFS. The Commissioner relies on a number of consultative committees for advice on the NSW RFS operations and management where membership is drawn from RFSA. The following Committees met in the reporting period: Community Engagement, Membership Services, Infrastructure Services, Operation Services and Strategic Services.

NSW Rural Fire Service and Local Government Liaison Committee

The principal roles of the Committee are to discuss and resolve significant issues of a strategic nature that are of mutual interest to local government and the Service and to consider and report upon issues referred to it by the Minister.

Stakeholder liaison and collaboration

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

- Australasian Fire Authorities and Emergency Services Council and its various committees
- Association of Environment Education (NSW)
- Border Liaison Committees
- Bush Fire Cooperative Research Centre
- State Emergency Management Committee
- State Rescue Board
- 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
- National Bush Fire Awareness Taskforce

commissioner's report

The past year has again been one of major achievement for the NSW Rural Fire Service.

The 2009 Black Saturday bush fires in Victoria – Australia's worst ever bush fire tragedy – led to considerable change for fire agencies across the country as all states and territories sought to learn lessons from this horrific event.

Borne out of the Black Saturday tragedy and the subsequent Victorian Bushfires Royal Commission, was the new PREPARE. ACT. SURVIVE. framework of fire danger ratings, alert levels and community messaging, which is designed to give people clearer information both before and during a fire emergency.

At the core of our work to assist the community in preparing for the threat of fire is the Bush Fire Survival Plan. This document assists people with making important decisions about what to do and where to go during a bush fire – decisions which need to be made well in advance of any emergency. Throughout the official bush fire season, more than 850,000 copies of the Bush Fire Survival Plan were distributed to the public and a further 11,500 were downloaded from the NSW RFS website.

To support the new national framework, in October 2009 the NSW RFS implemented a comprehensive public awareness campaign using television, radio, print, online and outdoor media across NSW. The campaign highlights the critical need for people to prepare well before a fire, by having a Bush Fire Survival Plan. It also covers important changes including the new Fire Danger Ratings and Alert Levels.

To assist people in preparing for bush fires, and importantly to assist them with understanding the risk of fire, the NSW RFS developed the Bush Fire Household Assessment Tool. This online tool helps people assess their homes in terms of bush fire danger and is freely available through the NSW RFS website.

One of the interim recommendations of the Victorian Bushfires Royal Commission was the establishment of Neighbourhood Safer Places (NSPs). These locations, which can be used when a person is unable to put their Survival Plan into action or if their plan fails, are places of last resort during a fire emergency. The first NSPs were announced in late 2009 and by mid-January 2010, more than 500 were identified. By the end of the reporting period 740 NSPs had been identified and this is testament to the hard work of the NSW RFS, local emergency management committees and local government.

Also in late 2009, the new national Emergency Alert telephone warning system was introduced. This system can deliver text messages and voice calls to people in an identified area, giving us another way of communicating with people during an emergency.

These changes were introduced during predictions of a difficult bush fire season in NSW – predictions which proved to be true for many communities across NSW.

Even as early as August 2009, NSW RFS members were busy dealing with major bush fire incidents in the state's north and on the South Coast. By November, conditions had deteriorated even further.

The 2009/10 bush fire season saw a total of 24 houses destroyed by fire along with more than 360,000 hectares of our landscape. It is estimated that a further 29 outbuildings were destroyed, 6,500 stock and 124 vehicles, boats or farm machinery were lost to fire. There were a total of 65 total fire bans across the State, including six days of Catastrophic fire danger rating. A total of 50 declarations made under *Section 44* of the *Rural Fires Act*.

It remained a busy time for NSW RFS crews dealing with bush fires across the State until Christmas. Then, almost as if it was a Christmas gift to our volunteers, Tropical Cyclone Lawrence brought heavy rain to many parts of NSW. Our volunteers, as they always do,

rose to the occasion, playing a critical support role with the State Emergency Service, assisting with flood and storm work.

The versatility of our crews was also on display at incidents including the cleanup following a large water-spout which came ashore at Lennox Head in June 2010, and during a gas emergency affecting the Southern Highlands in May 2010 which saw more than 160 members deployed.

There are a number of other achievements and milestones from the 2009/10 period which should be celebrated.

In the area of infrastructure, the NSW RFS continued its program of delivering high-quality buildings for the use of members. This includes new Fire Control Centres in Coffs Harbour, Dubbo, Albion Park and Cowan plus refurbished Centres in Wingecarribee and Cumberland.

Another of the great success stories of the past year has been the work our members have done assisting people with preparing for the threat of fire. Of particular note is the work done by the NSW RFS mitigation crews, which have assisted some of our most vulnerable community members to prepare their properties. This is in addition to the important work they undertake in preparing areas of bush land for hazard reduction, providing assistance to volunteer brigades.

Hazard reduction remains an integral part of our work. Over the reporting period, almost 70 percent of all planned hazard reductions were completed. This is a solid result, especially considering the weather conditions experienced across the State during this period. We will strive to continue to improve the amount of effective hazard reduction work carried out across NSW, in the interests of protecting people, their properties and the environment.

Our people are without question our most important asset and the NSW RFS and NSW Rural Fire Service Association achieved another milestone with the development of a Memorandum of Understanding regarding workers compensation for volunteer members. This Memorandum of Understanding strengthens the long-term arrangements which ensure volunteers receive the protection they are entitled to.

Maintaining healthy membership levels is a big challenge for the NSW RFS, both today and more importantly into the future. It is most gratifying to see during this period the continued strength of the NSW RFS Cadets program and the growth in numbers of younger members.

During the reporting period new Consultative Committees were established. These committees, made up of both staff and volunteers, are an important avenue for ensuring the views of members are considered in the Service's decision making processes on issues such as equipment, membership and strategic direction.

As you can see, this has been a busy time for the Service and its members.

I would like to thank our emergency service partners who are represented on the Rural Fire Service Advisory Council and Bush Fire Coordinating Committee for their continued support and contribution to the NSW RFS.

I would also like to acknowledge the strong support of the NSW State Government including the Premier, Kristina Keneally, and the Minister for Emergency Services, Steve Whan.

Finally, thank you to the men and women of the NSW Rural Fire Service for your hard work, dedication and professionalism. As always, you have demonstrated exceptional commitment to your role, whether it be on the front line or providing critical assistance behind the scenes.

Shane Fitzsimmons, AFSM
Commissioner

The Year at a Glance

Key statistics for 2009/10

Funding	09/10	08/09	07/08	06/07
Total funding	**$ 216M**	$211M	$198M	$168M

Our jurisdictions	09/10	08/09	07/08	06/07
Brigades	**2,051**	2,065	2,058	2,077
Rural Fire Districts (as gazetted within legislation)	**126**	126	126	126

Our organisation	09/10	08/09	07/08	06/07
Headquarters	**1**	1	1	1
Regional Offices	**4**	4	4	4
District Offices (includingTeams and Zones)	**50**			

* This figure shows the current number of District offices across the State. Please note that there has been a change to the way these are being reported. Previously the figure included Zones and Teams only and did not include the Stand Alone District offices. There has been no change to the total number of offices around the State.

Our people	09/10	08/09	07/08	06/07
Volunteers	**70,552**	70,701	70,159	71,441
Salaried support and administration	**822**	752	710	685

Incidents	09/10	08/09	07/08	06/07
Bush fires	**3,446**	2,522	2,271	3,361
Grass fires	**2,549**	2,689	2,157	3,420
Building fires	**927**	939	1,051	929
Vehicle fires	**1,475**	1,532	1,395	1,423
Motor vehicle accidents	**3,544**	3,684	3,538	3,415
False alarms	**2,028**	2,227	1,956	1,874
Other	**6,177**	5,881	5,201	5,764
Total number of incidents	**20,146**	19,474	17,569	20,186

Tankers	09/10	08/09	07/08	06/07
Numbers of new and refurbished tankers to be allocated to brigades	**205**	209	259	260
Funding provided for tankers	**$30.5**	$31.7M	$35.5M	$34.3M

The Year at a Glance

Key statistics for 2009/10

Vehicles	09/10	08/09	07/08	06/07
Tankers	**4,028**	4,093	4,017	3,966
Pumpers	**58**	49	54	51
Personnel transport and command vehicles	**681**	651	658	857
Bulk water carriers	**60**	55	57	55
Tanker trailers	**1,707**	1,763	1,899	2,011
Cargo, table top trucks, various trailers	**304**	313	281	266
Communications vehicles and trailers	**44**	41	38	38
Catering vehicles and trailers	**71**	72	66	64
Marine craft	**24**	22	21	20
Slip on trailers and miscellaneous vehicles	**553**	570	614	1,081
Total	**7,530**	7,629	7,705	8,409

Communications	09/10	08/09	07/08	06/07
Radios	**21,981**	23,937	18,996	20,050

Volunteers and their qualifications as at 30/6/09	09/10
Bush firefighters	**37,181**
Village firefighters	**10,219**
Advanced firefighters	**10,224**
Crew Leaders	**3,754**
Group Leaders	**1,124**
First Aid	**4,446**
Breathing Apparatus Operators	**1,917**
Chain Saw Operators	**5,957**
Rural Fire Drivers	**5,530**
NSW RFS Instructors	**2,165**
NSW RFS Training Facilitators	**472**
NSW RFS Training Coordinators	**527**
NSW RFS Assessors	**1,201**
Hours of training (does not include staff professional development training)	
Total hours of local NSW RFS training	**315,370**
Total hours of Regional NSW RFS training	**19,596**
Total hours of State level NSW RFS training	**16,429**

NB: Please note that in this reporting period, the reports of the number of people trained and the qualifications issued have been centralised and audited. The above report shows the total number of persons in the NSW RFS who hold the nominated qualification.

principal officers

The NSW RFS Executive directs the day to day management of the Service.

Commissioner
Shane Fitzsimmons, AFSM

Mr Shane 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.

Mr Fitzsimmons 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 Operational Services Assistant Commissioner
Rob Rogers, AFSM

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

In 1995, Mr Rogers was appointed Deputy Fire Control Officer for the Greater Taree District.

Since 2002, he has held various Executive positions responsible for Regional Management, Risk Management and Community Safety. Following the Head Office realignment in July 2008, Mr Rogers was appointed Director Operational Services which brought together Community Safety and Operations into a single cohesive team.

During the reporting period, Mr Rogers gave leadership and direction to several key initiatives including the Neighbourhood Safer Places Program, the online Household Assessment Tool, the Bush Fire Survival Plan and implementation of the new nationally agreed Fire Danger Ratings.

Additionally, Mr Rogers participated in the 2009 Victorian Bushfires Royal Commission appearing twice to represent the position of NSW. Mr Rogers also represented NSW on the National Bush Fire Warning Taskforce.

Director Infrastructure Services Assistant Commissioner
Keith Harrap, AFSM

Mr Keith 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 consecutively held the positions of Staff Officer and Acting Executive Director Operations Support. He was appointed to the position of Executive Director, Corporate Communications in 2004, appointed Executive Director, Operational Support in 2006 and appointed as Director Infrastructure Services in 2008.

Mr Harrap was elected to the position of Vice President (Salaried Officers) of the Rural Fire Service Association in 1994 and held that position until 1997.

He is a member of the International Association of Fire Chiefs (IAFC) and a past 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 and Strategic Services
Bronwyn Jones

Ms Bronwyn Jones joined the Rural Fire Service in November 2008 in the new role of Director, Membership Services following the Service's Head Office realignment in 2008.

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

Ms Jones also held senior staff roles in local government from 2004 to 2007. Her initial appointment at Wagga Wagga City Council was as Director, Strategic Development in October 2004 and her role was expanded in June 2006 to Director, Strategic and Community Services.

Ms Jones became Director, Membership and Strategic Services from 1 March 2010.

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

Director Executive Services
Richard Lyons

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

Throughout his career he has principally worked in policy-related areas in the Health and Attorney General's Departments, the Ministry of Police and was Director, Office for Emergency Services for 13 years.

Mr Lyons holds tertiary qualifications in Science and Law. He joined the NSW RFS in August 2008 as Director Executive Services.

Director Regional Services Assistant Commissioner
Dominic Lane, AFSM

Mr Dominic Lane is a longstanding member of the Service having joined the Milbrulong Bush Fire Brigade in 1984.

Mr Lane was appointed to the position of Director, Regional Services in October 2008 following a career that began with the Bush Fire Service in 1993 when he was appointed to the position of Deputy Fire Control Officer for the Lockhart Shire Council. He was later appointed Fire Control Officer for the Wakool, Balranald and Wollongong City Councils. In 2004 Mr Lane was appointed as Region Manager, Region West.

In this reporting period, following the Black Saturday bush fires in Victoria, Mr Lane was seconded to the Victorian Country Fire Authority. From August to October 2009 he assisted with the Victorian Bush Fire Preparedness Program and in particular the development of the Neighbourhood Safer Places policy, the roll-out of the online Household Bush Fire Assessment Tool, the training program for Fire Safety Officers, amendments to the vegetation management policy and new command and control arrangements.

Mr Lane was awarded the Australian Fire Service Medal in 2004.

Director Strategic Services Assistant Commissioner
Mark Crosweller, AFSM

(to January 2010)

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 1998 Mr Crosweller 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 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 and holds a graduate certificate, graduate diploma and Master of Management degree.

In January 2010, after 25 years with the NSW RFS, Mr Crosweller left the Service to take up the appointment of ACT Emergency Services Commissioner.

offices

Headquarters
15 Carter Street
Lidcombe
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 East
Level 2, Quad 1,
8 Parkview Drive
Sydney Olympic Park
NSW 2127
Tel 02 8741 5493
Fax 02 8741 5550

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

Office hours at all locations:
0845hr -1700hr
Monday to Fridays.

The Standard Design Fire Control Centre in Coffs Harbour opened in November 2009.
Photo courtesy of Precision Helicopters, Coffs Harbour

review of the reporting year

Executive Services 20
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and
Emergency Management NSW 50

A review of the reporting year in Regional Services appears in the next chapter.

executive services

The Executive Services Directorate provides key corporate and executive support functions in the administration of the NSW Rural Fire Service.

Those functions include Financial Services, Corporate Program Office, Ministerial Liaison Unit, Audit, Inquiries and Legal, Professional Standards, Corporate Communications including Media Services and Executive Support.

A modest realignment of NSW RFS Head Office in March 2010 saw the successful integration of the Corporate Program Office, the Corporate Communications Unit and the Records Unit within the Executive Services Directorate.

The most noteworthy initiative from the Directorate during the reporting period was the launch of the PREPARE. ACT. SURVIVE. public awareness campaign in October 2009. This comprehensive education campaign was conducted in print and electronic media across the State and informed the public about nationally consistent messages for bush fire warnings and the newly introduced Fire Danger Ratings (FDRs).

Financial Services

In 2009/10 the NSW RFS had an operating deficit of $15.1 million compared to last year's operating surplus of $20.5 million. The change in the result from 2008/09 is largely attributable to the inclusion of 2009/10 Fire Service Levy contributions that were received from local government council and insurance company contributors in advance of the contribution period.

Total expenses rose by $68.8 million to $316.1 million from last financial year's actual of $247.2 million. This was largely due to:

- an increase of $51.5 million in Natural Disaster Emergency Fund payments;
- an increase in employee related expenses of $10.5 million resulting from a four percent award increase from July 2009 and the funding enhancement for nine new fire mitigation work crews to undertake preparatory hazard reduction work ahead of controlled burns; and
- an increase in operating expenses of $7.3 million with the major items being the lease of additional premises, purchase of additional computer and other equipment, engagement of additional contractors and consultants for a range of additional projects completed in 2009/10.

Total revenue, excluding government appropriations, rose by $27.5 million to $254.3 million from last financial year's actual of $226.8 million. The increase was made up of:

- an increase in Natural Disaster funding received of $61.1 million;
- a reduction in local government and insurance company contributions of $28.7 million; and
- a reduction of $6.7 million in firefighting assistance provided to interstate jurisdictions.

Comparative Financial Results	2005-06	2006-07	2007-08	2008-09	2009-10	Budget 2009-10
	$m	$m	$m	$m	$m	$m
Income Statement						
Total expenses	177.5	253.3	223.3	247.2	316.1	245.0
Total revenue	145.6	222.7	193.0	226.8	254.3	193.0
Total gains/(losses)	0.4	(0.2)	0.1	0.1	0.3	
Net Cost of Services	*31.5*	*30.8*	*30.2*	*20.4*	*61.5*	*52.0*
Government Contributions	30.7	32.1	36.8	40.8	46.4	51.5
Surplus/(Deficit)	**(0.8)**	**1.3**	**6.6**	**20.5**	**(15.1)**	**(0.5)**
Capital Expenditure	8.0	7.7	6.5	7.7	9.2	8.3
Financial Position						
Current Assets	14.4	17.0	29.3	49.5	34.2	52.8
Non-Current Assets	16.7	16.6	15.4	15.0	16.0	14.4
Total Assets	*31.1*	*33.6*	*44.7*	*64.5*	*50.2*	*67.2*
Current Liabilities	6.2	21.9	26.1	25.5	26.7	25.5
Non-Current Liabilities	14.8	0.2	0.4	8.8	10.9	11.5
Total Liabilities	*21.0*	*22.1*	*26.6*	*34.2*	*37.6*	*36.9*
Net assets/total equity	**10.1**	**11.5**	**18.1**	**30.3**	**12.6**	**30.3**

executive services

Capital expenditure for 2009/10 totalled $9.2 million comprising:

- computer equipment acquisitions of $1.1 million;
- plant and equipment acquisitions (including motor vehicles) of $7.9 million; and
- intangibles (computer software) of $0.2 million.

The Financial Services Unit delivers financial and procurement services for the Service and Emergency Management NSW (EMNSW).

A major project for the section was the implementation of the finance, procurement and inventory modules of the SAP system for the Service. The implementation of the finance module was completed in June 2010 for live operation from the beginning of the 2010/11 financial year. The implementation of the procurement and inventory modules is planned for completion in October 2010.

The SAP Project is a collaborative project between the Service, the NSW Fire Brigades (NSWFB), the State Emergency Service (SES) and EMNSW. The SAP system is being implemented across the four organisations from a single instance of SAP hosted by the NSWFB. This has led to major savings in licensing and implementation costs and has facilitated the streamlining of business processes across each agency. The NSW RFS is planning to implement the Human Resources module of SAP across the next two financial years.

Procurement Services

The Procurement Services Unit coordinated the awarding of the following contracts during the year:

- Fire danger signs
- Neighbourhood Safer Places signs
- Heavy plant register
- Cafeteria food and beverage services for Headquarters
- Web hosting platform for the Service public website, and
- Mixing and delivery of retardants, gels and foams to Service leased aircraft (finalised in September 2010).

The Service continued to participate with other Australian fire and emergency services in a national program of collaborative purchasing coordinated through the Australasian Fire and Emergency Services Authorities Council (AFAC). The aim of this program is to reduce procurement overheads, achieve economies of scale and improve cooperation between agencies.

35% increase in correspondence responses to public inquiries for information

The Service also worked closely with the NSWFB and the SES to achieve economies of scale through aggregated purchasing practices. In particular, the Service collaborated on the development of a common contract for General Fire Fighting Equipment with the NSWFB and Department of Services, Technology and Administration. The contract is planned to be made available for other firefighting agencies around Australia through AFAC.

Corporate Program Office

In 2009/10, the Corporate Program Office (CPO) entered its second financial year of operation and implemented a project management framework for the NSW RFS. The framework enhances the selection and management of projects delivered in the Service. It is based on NSW Government requirements and project management best practice.

The CPO provided support in the planning and implementation of 58 projects including the successful deployment of a new process for the review and assessment of all project proposals.

A Project Control Group (PCG) was established as an executive group to oversee and approve the NSW RFS project portfolio. Seven meetings of the group were held in the reporting period.

At the end of the reporting period the CPO held a customer satisfaction survey. Initial survey results indicated that more than 70 percent of respondents were satisfied with the services provided by the CPO.

All major business objectives of the Corporate Program Office were achieved in its first full financial year of operation. Ongoing work will be required to ensure that all processes, practices and tools contribute positively to the overall success of projects in the NSW RFS.

Ministerial Liaison

The Ministerial Liaison Unit (MLU) ensures the provision of high quality written material to the Minister of Emergency Services in response to requests for information on matters relating to the NSW RFS. The Unit prepares draft correspondence for the Minister and Commissioner, and briefing notes on relevant issues including notes for the Minister's Parliamentary House Folder and for the Parliamentary Estimates Committee hearings.

executive services

One of the main areas of work during the reporting year was Ministerial and departmental correspondence. The workload of the MLU over 2009/10 increased by nearly 35 percent compared to the last reporting period.

The Unit also met Freedom of Information (FOI) obligations on behalf of the NSW RFS. The June and December Statement of Affairs were both submitted on time for publication in the Government Gazette. Seventy-six applications were received and responded to – an increase of 31 percent on previous years. The MLU achieved almost 100 percent compliance with the statutory timeframes for determination required by the *FOI Act 1989 (NSW)*. Two decisions were the subject of internal review, indicating a high degree of satisfaction with the reasons given for determination. There were no external reviews required. In keeping with the spirit of the *Act* and the NSW RFS commitment to transparency, 305, about 70 percent, of the documents requested were released in their entirety. The majority of partially released documents were released with only minor deletions, usually to ensure confidentiality. Only five documents were found to be exempt from release.

Further statistics on FOI can be seen in Appendix I.

A further major body of work undertaken by the MLU was the preparation for the commencement of the *Government Information (Public Access) Act 2009* (GIPA). The new *Act* requires open access and a proactive release of information. The staff of the MLU have undergone training, developed templates for standard correspondence and reporting and provided information to the agency on GIPA. It continues to work towards compliance with the new *Act*.

Audit, Inquiries and Legal

The role of the Audit, Inquiries and Legal Unit is to meet the NSW Treasury Audit and Risk Management Policy core requirements on behalf of the NSW RFS.

The 2009 Victorian Bushfires Royal Commission has resulted in an increased focus on legal matters than in previous reporting periods, so the Unit has dealt with almost continuous inquiries throughout the year.

The Unit facilitated four Audit and Risk Committee meetings, participated in a Coronial Inquiry into the cause and origin of a 2007 bush fire in the Crowdy Bay National Park and coordinated the response to ongoing litigation relating to four bush fire events.

The Unit offered specialised workshops to help NSW RFS members who are called upon to give expert bush firefighting knowledge in court.

> There has been a three-fold increase in the call-taking capacity at the Bush Fire Information Line.

Both salaried and volunteer members were made more familiar with the courthouse environment and were trained in the preparation and presentation of their evidence.

The Audit, Inquiries and Legal Unit coordinates the audit of areas of high level risk in the Service. It ensures that audits are performed and reported on and that the Service is compliant with the *Public Finance and Audit Act 1983*. As part of this function the Unit coordinated the audit of 23 fire trails as well as internal audits for credit cards, fraud and corruption, contracts engagement and procurement.

Professional Standards

The Professional Standards Unit (PSU) provides advice, education, training and mentoring related to fraud and corruption prevention. The Unit's activities are designed to ensure the community's ongoing trust in the NSW RFS by maintaining the highest standards of ethical behaviour by NSW RFS members.

The Unit investigates complaints of unethical behaviour, misconduct and maladministration by Service members. Its goal is to increase the level of customer satisfaction by identifying high risk areas that could be vulnerable to corrupt conduct, maladministration or serious waste of public money.

The PSU received 35 matters during the reporting period that required various levels of investigation or review of which 80 percent were completed at 30 June 2010. The Unit provided advice and assistance to all NSW RFS Regions in relation to matters being investigated or reviewed at that level.

In June 2010, the PSU, through the Sydney Institute of Professional Studies conducted a certified course in corporate investigations to qualify 16 NSW RFS staff members as investigators. These staff will assist with internal investigations and provide assistance and advice to all members.

executive services

During the year the Unit developed a Service Standard for the reporting of corruption issues in accordance with the provisions of the *Protected Disclosures Act 1994.*

Code of Conduct and Ethics

The Service remains committed to the highest level of ethical behaviour and satisfactory conduct being displayed at all times. The Service has commenced reviewing relevant service standards including the Code of Conduct and Ethics to ensure they meet best practice and Australian Standards where applicable.

There was a change to the Code in September 2009 incorporating legal advice on use of alcohol on NSW RFS premises.During the reporting period the Professional Standards Unit assessed and recommended to the Executive the adoption of the ICAC's Corruption Prevention Workshop for managers. The Executive endorsed the proposal and has made it mandatory for all positions of manager and above to attend the workshop.

Maintaining ethical behaviour is the foundation of effective corporate governance and in order to uphold this, the Service has commenced delivering Ethics Induction Programs for new staff as part of its regular induction process.

Consumer Response and Complaints

The NSW RFS recognises the need for, and is committed to, providing the community with an opportunity to provide feedback on performance and to have suggestions or complaints addressed in the most appropriate manner with a preference for resolution at the front-line wherever possible, and with an appropriate process for escalation, should the need arise.

Fraud and Corruption Risk Management

The Service is currently reviewing its overall approach to fraud and corruption control including revising the existing fraud and corruption prevention strategy in order to maintain effective controls to minimise the risk of fraud and corruption. The Corruption Prevention Strategy is subject to a process of continuous improvement, adjustment and monitoring to ensure its viability in terms of addressing all current fraud and corruption issues. The NSW RFS has developed a reporting system for senior managers to report to the Executive on the management and control of risks and has an established process in place for the reporting of fraud and corrupt behaviour to the PSU.

Executive Support

The Executive Support Unit undertakes a range of activities relating to Corporate and International Relations, Events and Promotions and Committees, Awards and Protocols.

Corporate and International Relations

The Corporate and International Relations Unit manages the delivery of all commercial training, international programs and sponsorships. The Unit's international programs provide NSW RFS members with an opportunity to develop professionally and personally. These programs also position NSW as an international leader in community-based disaster and fire management

Throughout the reporting period, the Unit conducted more than 120 commercial training courses throughout NSW for the private and public sectors. All courses were conducted by nationally accredited instructors, salaried and volunteer, and covered topics such as Bush Fire Awareness and Fire Extinguisher training.

The Unit successfully obtained funding through AusAID to undertake phase one of a forest fire management capacity building program in Botswana. The project involved more than 16 salaried and volunteer members in delivering basic firefighter training to selected personnel in Botswana. The Unit also assisted the Asian Disaster Management Centre in Bangkok by offering Incident Management training.

A record number of 590 new media personnel were trained in bush fire safety this year.

Events Partnerships and Promotions

The Event Partnerships and Promotions Unit manages all NSW RFS events and significant ceremonies.

The Unit experienced a 25 percent increase in the number of events scheduled in the reporting year. As a result, the Unit processed more than 150 sets of invitations and briefings for events across the State including the Commissioner's Internal Bravery and Service Award Ceremony on St Florian's Day at Headquarters in Lidcombe.

Committees Awards and Protocols

The Committees Awards and Protocols Unit provides executive support to the statutory bodies established under the *Rural Fires Act 1997* and *Fire Services Joint Standing Committee Act 1998* and to committees established by the Minister for Emergency Services and the Commissioner of the NSW RFS.

executive services

Establishing a NSW RFS Facebook site has resulted in an 800 percent increase in the amount of traffic referred to the NSW RFS public website from social media sites.

The Unit also administers the Commissioner's Internal Bravery and Service Awards as well as coordinating nominations for external awards.

During the reporting period 3,138 Long Service Medals were issued to both staff and volunteers, 13 Australian Fire Service Medals and 300 National Medal/ Clasp nominations were processed.

Full details of Internal and External Awards processed can be seen in Appendix O.

Corporate Communications

The Corporate Communications Unit is responsible for providing and managing Organisational Communications, Media Services, Online Communications services and the operation of the Bush Fire Information Line.

Organisational Communications

Organisational Communications oversees all internal communications, graphic design and publications in the NSW RFS.

A NSW RFS History Project aimed at strengthening cultural identity began in the reporting period. The project aims to strengthen corporate knowledge and is timed to coincide with a number of brigade centenaries. Rare photos, stories and memorabilia along with collated history are now on permanent display in the NSW RFS Headquarters in Lidcombe and have been featured in the *Bush Fire Bulletin* throughout the year.

Publications

The *Bush Fire Bulletin* is a primary communication medium for NSW RFS members. It provides general information and news about training equipment and technology as well as human interest stories about brigade life. In 2009/10 *The Bulletin* focussed one of its editions on the 2009 Black Saturday Bush Fires in Victoria in consideration of the massive commitment made by the NSW RFS to the Victorian firefighting effort and its aftermath.

In the reporting period, three issues of the *Bush Fire Bulletin* were distributed to NSW RFS brigades and districts, to other emergency services agencies, schools and to the general public. Circulation for the magazine was 26,500.

Graphic Design

The Graphic Design Unit provides graphic design services, consultancy and product development and in this reporting period, the Unit provided over 1,700 hours of advice and design.

The Unit was instrumental in the design of all visual displays for the NSW RFS History Project, in particular the two large murals displayed in the foyer of the NSW RFS Headquarters in Lidcombe. Further archival photos displays, information display boards and memorabilia displays were also designed and commissioned in the reporting period.

The Unit developed Service Standards for the use of the NSW RFS Crest and logo, including a Style Guide and templates for all printed materials.

Internal Communications

In 2009/10 the Internal Communications Unit worked to strengthen internal and organisational communications through the use of new media technologies.

Using new media to engage members

Nine episodes of the Commissioner's podcast were produced and accessed by approximately 2,000 listeners for each episode. Associated business unit podcasts were also produced, opening up new communication channels to staff to raise awareness and improve work processes. Testing for live streaming of staff meetings from Headquarters in Lidcombe to all Districts began in the reporting period.

The Unit provided communication consultancy and plans for internal projects such as the roll-out of SAP, a finance and inventory procurement management system, the unified web environment project and the introduction of the new Service uniform.

executive services

Media Services

The primary role of the Media Services Unit is to manage media liaison with a focus on delivering timely information, particularly during the bush fire season.

Additionally, Media Services is responsible for maximising effective public communication to ensure that NSW communities are suitably informed about what to do in the event of bush fires. Throughout the reporting period, the Media Services Unit responded to hundreds of media inquiries with on-scene media liaison provided at a number of incidents.

Following the interim recommendations from the 2009 Victorian Bushfires Royal Commission there was a national review of the public messaging system. The NSW RFS Media Services Unit had significant input into the development and implementation of the nationally agreed alert levels and warning systems that were subsequently put in place.

As a result of the national review, Media Services launched the PREPARE. ACT. SURVIVE. public awareness campaign in October 2009. The aim of the campaign was to inform the public of the newly introduced Fire Danger Ratings (FDRs) and associated alert levels, and to raise awareness about preparing for the threat of bush fire.

A record number of media personnel (590) were trained in bush fire safety, including journalists, camera operators, producers and photographers around NSW. There are now more than 3,000 members of the media across the State who have completed NSW RFS media training.

The Media Services Unit also trained NSW RFS members to liaise effectively with the media. Thirty eight Media Liaison Officers have now been accredited to assist during fires. With a focus on enhancing the Public Liaison System (PLO) for major fires, Media Services delivered its pilot PLO course in 2009.

Investing heavily in the Bush Fire Information Line

In the reporting year, the Service invested more than half a million dollars in the development of the Bush Fire Information Line (BFIL) telephone number, Interactive Voice Responsive line and the call taking capacity of 12 strategically selected Fire Control Centres. This resulted in a three-fold increase in the call-taking capacity of the BFIL allowing for over 100 calls to be received and responded to at any one time.

Work is also underway on the training procedures and operations of the BFIL in time of high fire activity or when the BFIL Call Centre is activated.

Online Communications

The Online Communications Unit managed and maintained the three core NSW RFS online systems: the public website, the volunteer extranet (MyRFS) and the staff Intranet. All portals aim to promote the values, reputation and image of the Service and continuously improve communication to members. The Unit also monitors and develops the NSW RFS social media presence.

The Unit began a revitalisation program to rationalise website administration and to promote the use of key web features, such as search, forums, wiki and common content between the online systems and social media channels.

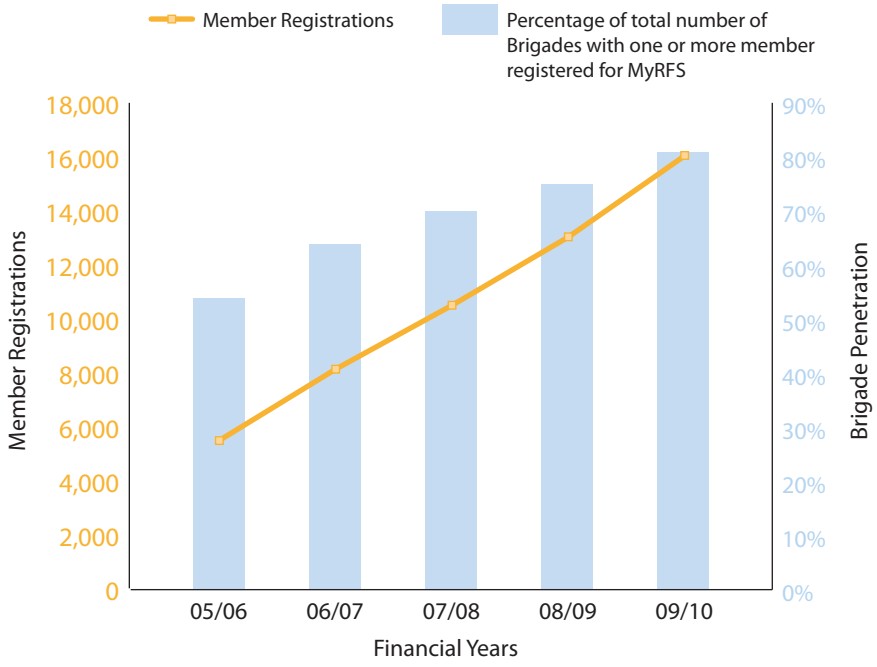
MyRFS Volunteer Extranet: www.myrfs.nsw.gov.au

The MyRFS website, now in its fifth year, has more than 16,000 registered users, with more than 80 percent of brigades having one or more member registered on the site. The chart below shows a steady growth of MyRFS registrations over the past five years. In 2008/09 MyRFS received close to half a million visits and more than 3.3 million pages were served.

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

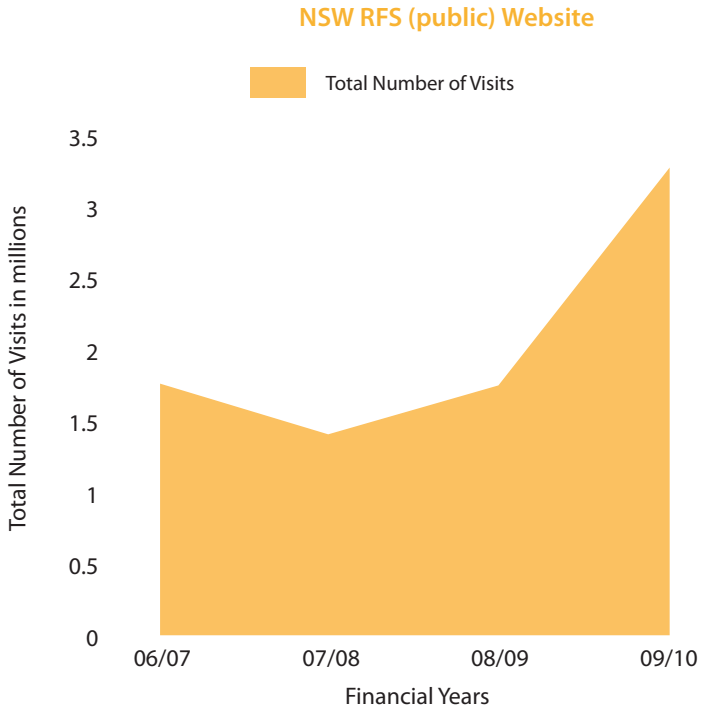
The NSW RFS Public website received more than 3.2 million visits during the year and served more than six million pages of information. Thirty percent of the pages served related to major fire updates or current incident information. The highest number of pages viewed was recorded on 22 November 2009

MyRFS – Five Years On



executive services

with well over 400,000 hits. The second largest surge was experienced on 17 December 2009 with just over 300,000 pages viewed. The chart to the right shows the total number of visits of the public website over the past four years.



Social Media: facebook.com/nswrfs, twitter.com/nswrfs

The Online Communications Unit continued to develop the NSW RFS social media presence. New channels were established on several social media sites, including Facebook, and this contributed to an 800 percent increase in the amount of traffic referred to the NSW RFS public website from social media sites. Facebook was in the top 10 traffic sources referring to the NSW RFS public website. Additionally, the NSW RFS Major Fires page on Twitter and Facebook recorded more than 4,500 new followers. Several social media presences were established on channels frequented by NSW RFS members during the year. These were established to liaise directly with volunteers and gather feedback as well as provide them with information and advice on NSW RFS activities and policy. Online Communications began an education campaign to enhance awareness of social media issues amongst NSW RFS staff. To this end, Online Communications presented on social media at the 2010 Australasian Fire Education and Awareness Conference and offered training and advice to both staff and volunteers.

infrastructure services

Infrastructure Services facilitates and fosters a strategic, State-wide 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.

The Infrastructure Services Directorate comprises the following Units: Mobile Assets and Infrastructure, Fixed Assets and Infrastructure, Information Communications and Technology and Infrastructure Projects.

The most noteworthy initiative for the Directorate during this reporting period was the change-over of the NSW RFS Wide Area Network (WAN) to Telstra. As part of the seamless change-over, redundant links were implemented over the NextG network. This allows the District to continue to use the network for mapping of incidents for example, when the physical network link (the land line) has failed. This redundancy is especially important during periods of high operational activity.

Mobile Assets and Infrastructure

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

Communication Systems

In the reporting period the Communications Systems Unit focused on developing its ability to support the NSW RFS in its core function of response to bush fire incidents.

The Unit specified, designed and constructed two new light Operational Command Vehicles. These were handed over to Communications Brigades in Cudgegong and Liverpool Range Districts.

Extending the radio and paging network coverage

Work was conducted to extend the Private Mobile Radio (PMR) network coverage and minimise black-spots in radio reception with the commissioning of five new PMR sites. Thirty-seven PMR sites and twelve paging transmitter sites across the State were also upgraded.

A focus of the paging team was on the replacement of paging controllers at eight key locations and the ability to interconnect these into the Service's Wide Area Network. Further work was undertaken on linking numbers of districts into the Service's first large broadcasting paging zone, the end result being an interconnected system spanning from Nambucca Heads to the Queensland border and inland as far as Tenterfield in the Northern Tablelands area.

> Two hundred and five new and refurbished tankers were allocated to NSW RFS Brigades across the State.

The Service also commissioned a Centracom MCC 7500 Console which is IP-based and provides the flexibility to manage and monitor P25 GRN Talkgroups as well as improving the communications capability and capacity of the NSW RFS in general.

Members of the Communications Systems Unit assisted with implementation of the upgrade to the Bush Fire Information Line, providing an interactive voice response and interconnection with the Service's public messaging framework.

The Unit continues to work with the Districts on a standardised PABX replacement program based on a natural attrition of existing systems. To date, some 25 locations have a common PABX. In the coming year the Unit will investigate the potential for VoIP linking of these systems across NSW. The Unit also oversaw the installation of a contemporary Voice over IP (VoIP) telephony solution for the State Mitigation Support Services Headquarters at Blacktown.

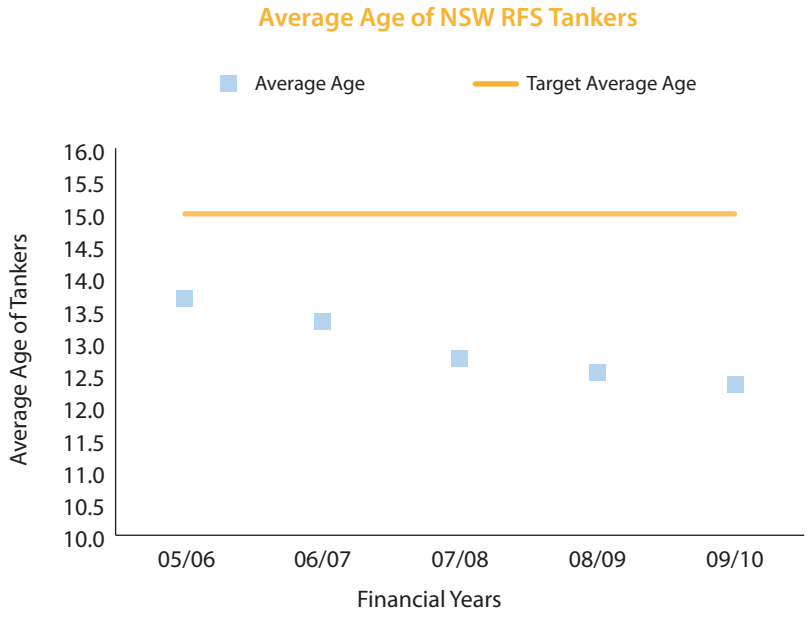
Engineering Services

The Engineering Services Unit is responsible for the design, specification and construction of fire appliances, the specification of various components and equipment used by the Service, management of the Service's fleet of support and other vehicles and the specification, testing and continuous improvement of the Service's personnel protective clothing and equipment. Engineering Services is recognised as a leader in the design of protective clothing for firefighters.

Improving the fleet of tankers

During 2009/10 the Unit managed the annual Tanker Replacement Program and allocated 205 new and refurbished tankers to the NSW RFS brigades. Of these, 137 were physically handed over. The apparent discrepancy was due to the fact that the new Cat 1 Isuzu FTS 800 Chassis and the Cat 7 Isuzu NPS 300 necessitated re-design and partial

infrastructure services



re-tender, consuming some months of the reporting year.

Over the past seven years the Engineering Services Unit has focussed on reducing the age of the entire fleet of NSW RFS tankers. The chart above shows the success of this program with the average age of tankers well below the target of 15 years.

The new Cat 1 (heavy) tankers based on Isuzu FTS 800 and Hino 500 Series chassis, were in production in 2009/10. A change in the firefighting pump procurement contract has now been completed and the Cat 11 (town pumper) entered production during the reporting period. The Engineering Services Unit has designed the Cat 7 (light) tanker based on Isuzu NPS 300 chassis and this vehicle has entered the Initial Production Vehicle stage. In the reporting period, the Cat 9 (ultra light) tanker saw a number of manufacturer-driven design changes.

Fleet Services seeks compliance annually with the State Government Green Fleet emissions index, which is currently set at 12/20. In the reporting period, the score for NSW RFS operational vehicles was 10.15/20 and for corporate vehicles was 11.72/20, giving a fleet average of 11.23/20.

The operational requirement for 4WD vehicles is the main reason for the shortfall.

Fixed Assets and Infrastructure

The Fixed Assets and Infrastructure Unit combines infrastructure planning, standard design policy, Total Asset Management and the leasing and management of the NSW RFS Headquarters facilities in Lidcombe and Parkview.

Standard Design Fire Control Centres being built

2009/10 saw the completion of the new Standard Design Fire Control Centres at Mid North Coast Zone (Coffs Harbour), Orana Team (Dubbo) and Illawarra Team (Albion Park) together with non-Standard design Fire Control Centres at Hornsby-Ku-ring-gai (Cowan) and a refurbishment of Fire Control Centres at Wingecarribee (Mittagong) and Cumberland (Penrith). Planning was conducted for further new Fire Control Centres at Hunter Valley Team (Singleton), MIA Zone (Griffith), Bland-Temora, Lower Hunter Team (Maitland), Northern Rivers (Lismore), Tamworth and Monaro Team (Bombala).

The new Fire Control Centres bring an enhanced level of capability and facility for the management of bush fire and other emergencies. The Service Standard 5.1.10 Fire Control Centre Accommodation and Facilities v2.0 was formally adopted by the Corporate Executive Group in June 2010. The rise in the number of building projects reflects the ready acceptance of the new NSW RFS Standard Designs by NSW RFS members and local government.

The NSW RFS Headquarters in Lidcombe has had some of its key business continuity systems and infrastructure upgraded.

The Unit has complied with State Government requirements to update Office Accommodation Plans and Total Asset Management Tables, which were delivered to government on time.

Focussing on reducing waste

In the reporting period, the NSW RFS Headquarters in Lidcombe introduced several initiatives to strengthen waste reduction and these included:

- The introduction of paper avoidance strategies through the extensive use of email, computer-generated forms and the internet as well as double-sided printing and photocopying of documents
- Ongoing compilation of data on the amount of paper recycled and office equipment wastes, including toner cartridges and printer ribbons
- Purchasing of photocopiers and facsimile machines able to use recycled toner
- Purchase of environmentally friendly laser printers

In 2009/10 NSW RFS Headquarters recycled more than:

- 2,845kg of paper waste
- 1,385kg of co-mingled containers (eg: glass bottles, aluminium cans, PET)
- 2,785kg of cardboard

infrastructure services

- 93 percent of all used Toner Cartridges
- 100 percent of obsolete computers and computer monitors through the 'Recycled through Reconnect Program'

New information and education initiatives on waste avoidance and recycling are being introduced into Headquarters in 2010/11 in order to further reduce waste to landfill.

Information Communications and Technology

The Information and Communications Technology (ICT) Unit works with all areas of the NSW RFS to provide cost effective, value-added, and business-aligned ICT services. The ICT Unit comprises GIS (Geographical Information System), Applications Development and Support, Infrastructure Technology and ICT Business and Projects Units.

In 2009/10 the Information Communications and Technology (ICT) Unit improved the redundancy and reliability of the NSW RFS Wide Area Network (WAN) by providing an automatic fail-over of each WAN link by the Telstra NextG mobile network. This has improved the throughput to at least 70 percent of NSW RFS district offices. At the same time, a redundant link was established over the NextG network. Some of these physical lines have failed several times and then cut over automatically to use the redundant NextG link, and in all cases this occurred without inconveniencing those who were using the network.

Using high technology to keep the public informed

The Unit was also instrumental in the provision of more timely and accurate information to the public. This included facilitating the convenient presentation of bush fire information such as maps of incidents on the NSW RFS public website, a proof-of-concept iPhone application Fires Near Me and supporting the Bush Fire Information Line with up-to-date data.

In 2008/09 the ICT Unit participated in a State-wide initiative to support collaboration between all levels of emergency services. The purpose of this initiative was to create a common operational picture to allow for more effective and collaborative planning at all levels. The NSW RFS skilled mapping specialists from ICT worked intensively on the project producing a State-wide view of emergency services on a common map using the GeoRSS feeds. The incidents on the map align with the new National Symbology making it familiar and easily understood by the public across Australia and the world. The common operational picture was launched successfully for operation in the 2009/10 fire season.

Infrastructure Projects

The Infrastructure Projects Unit was formed within the Infrastructure Services Directorate in late April 2010. The Unit consists of two staff and will undertake projects associated with the management of the Service's infrastructure, as well as projects designed to improve service delivery.

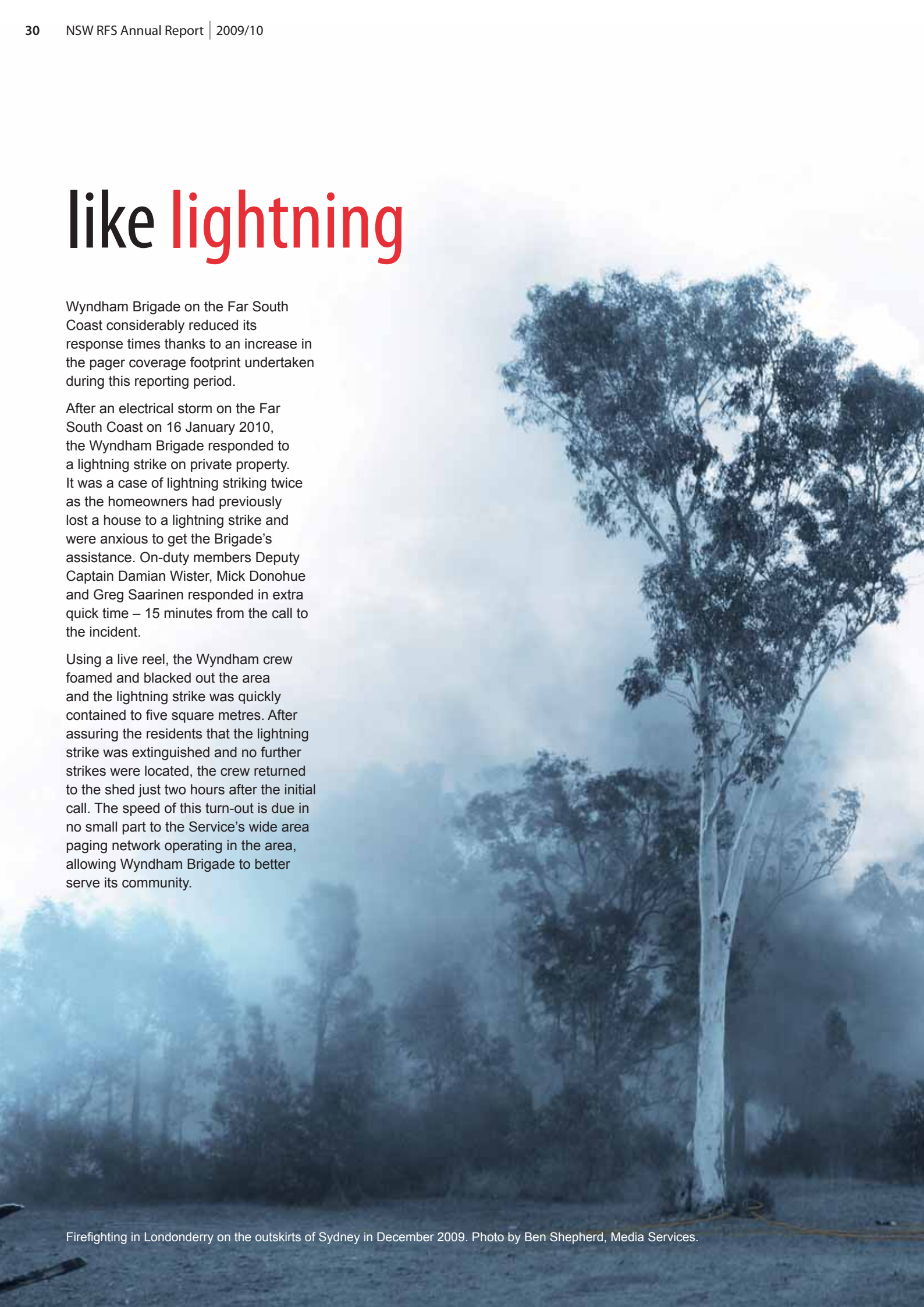
Since its establishment, the Unit started project management of the Computer Aided Dispatch (CAD) Scoping Project on behalf of the Operational Services Directorate and performed a detailed analysis of the Service's engineering function. Both of these projects will continue during 2010/11.

like lightning

Wyndham Brigade on the Far South Coast considerably reduced its response times thanks to an increase in the pager coverage footprint undertaken during this reporting period.

After an electrical storm on the Far South Coast on 16 January 2010, the Wyndham Brigade responded to a lightning strike on private property. It was a case of lightning striking twice as the homeowners had previously lost a house to a lightning strike and were anxious to get the Brigade's assistance. On-duty members Deputy Captain Damian Wister, Mick Donohue and Greg Saarinen responded in extra quick time – 15 minutes from the call to the incident.

Using a live reel, the Wyndham crew foamed and blacked out the area and the lightning strike was quickly contained to five square metres. After assuring the residents that the lightning strike was extinguished and no further strikes were located, the crew returned to the shed just two hours after the initial call. The speed of this turn-out is due in no small part to the Service's wide area paging network operating in the area, allowing Wyndham Brigade to better serve its community.



Firefighting in Londonderry on the outskirts of Sydney in December 2009. Photo by Ben Shepherd, Media Services.

Throughout 2009/10 the Communication Systems Unit conducted work to extend and strengthen the paging network across NSW. Numerous paging sites have been upgraded resulting in greater reliability and fewer black spots in reception. The replacement of paging controllers at eight key locations with the ability to connect local paging transmitters into the Service's Wide Area Network has also improved system redundancy and reliability. NSW RFS radio paging networks cover a greater area than any commercial provider of paging services in NSW.

The Private Mobile Radio (PMR) network coverage was also extended. Five new PMR sites were commissioned and a further 37 PMR sites were upgraded.

membership and strategic services

On 1 March 2010, the Commissioner approved the reallocation of the functions and staff of the Strategic Services Directorate to other Directorates, including the Membership Services Directorate. From that date the Directorate was re-named the Membership and Strategic Services Directorate.

The Membership and Strategic Services Directorate comprises the Membership Services Group, Chaplaincy and Family Support, Workforce Planning and Development, Volunteer Relations, Learning and Development Systems and Corporate Planning and Research.

Highlights for the Membership and Strategic Services Directorate over the reporting period include the development of a Memorandum of Understanding with the Rural Fire Service Association (RFSA) regarding workers compensation for volunteer members which was signed by the Commissioner and the President on 19 June 2010.

A first for volunteer on AFAC study tour

The NSW RFS sponsored two members to participate in the 2009 Australian Fire and Emergency Services Authorities Council (AFAC) Fire Industry Study Tour.

Superintendent George Alexander, Manager, Southern Border Team and Group Captain David Curry, Bland Creek Rural Fire Brigade represented the NSW RFS on the Study Tour from 3 September to 17 September 2009.

The 2009 Study Tour provided a unique opportunity over a concentrated two week period to gain valuable exposure across the industry and offers a combination of hands-on visits, studies and networking opportunities. The participants travelled all over Australia and visited airport firefighting, land management agencies, rural and urban firefighting agencies, previous firegrounds as well as meeting representatives from AFAC, the Bush Fire Cooperative Research Centre and other research and community groups.

Group Captain Curry was the first volunteer member from any jurisdiction to take part in the Study Tour. He has a long history with the NSW RFS having started as a brigade member 31 years ago, in 1979. He has progressed through the ranks to play other roles such as Senior Deputy, Captain and now Group Captain in the Bland Temora Zone.

Membership Services Group

The Membership Services Group consists of the Membership Coordination Unit and the Health, Safety and Welfare Unit.

Membership Coordination

During the reporting period, the Employee Relations Branch and the Service Membership Unit were merged to form the Membership Coordination Unit (MCU). MCU is responsible for the provision of human resources management and services across the NSW RFS for all members of the Service, both staff and volunteers. This merged structure replaces the previous structure where volunteers and salaried staff were administered separately.

From July 2009 a total of 7,248 volunteer membership applications were received and assessed by MCU with 4,526 of these applications received from new members.

A review of policies and standards concerning membership and the membership process commenced during the reporting period. Action was also commenced by MCU to move the NSW RFS recruitment processes from a manual system to the NSW Government e-Recruitment system.

On 3 December 2009 the Industrial Relations Commission of NSW consented to the variation of the Crown Employees (Rural Fire Service) 2009 Award. This Award recognises the unique conditions applicable to staff of NSW RFS and in conjunction with the Crown Employees (Public Service Conditions of Employment) Award 2009 provides the comprehensive employment conditions within NSW RFS.

Volunteer to Career

More than 70 percent of staff currently employed are drawn from the Service's volunteer membership. The Service actively encourages volunteers to pursue a career in the Service by partnering with the RFSA to conduct the Volunteer to Career Program (V2C).

The V2C program runs over a weekend and is designed to familiarise volunteer members interested in a career in the NSW RFS with the sorts of jobs available, how to make themselves more competitive, the entry qualifications required, how people are selected for jobs, how to apply and what the job interview process involves.

This is the fourth year that this successful program has been run and to date 23 percent of V2C attendees have gained some form of employment with the NSW RFS, be it a traineeship or casual, temporary or permanent employment.

In 2009/10 V2C workshops were held in two locations, Wagga Wagga in July 2009 and Headquarters in Lidcombe in August 2009, with 45 volunteers attending.

Health Safety and Welfare

The Health Safety and Welfare Unit (HS&W) undertook a number of significant projects throughout the reporting year including the implementation of an electronic health and safety audit system. This new system enhances the Service's ability to manage workplace OHS audit requirements.

The Unit worked in close collaboration with the WorkCover Authority of NSW to enhance the Service's asbestos management system including training for members.

The HS&W Unit worked with the Learning and Development Systems Unit to promote Personal Protective Equipment (PPE) awareness. The awareness campaign concentrated on the critical need to use PPE on the fireground.

membership and strategic services

Winning awards for excellence

The Safe Working on Roofs Program (SWR) was a finalist in the *2009 Workcover NSW – Safe Work Awards* in the *Best Solution to an Identified Workplace Health and Safety Issue* category. The SWR program provides NSW RFS members with workplace safety when working on buildings where the roofs have been damaged due to fire or following storms.

Counselling and Support Unit

The Counselling and Support Unit consists of three main areas of work, namely, the Critical Incident Support Services, Member Assistance Program and the Employee Assistance Program.

Critical Incident Support Services

The Critical Incident Support Services 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.

Services include pre-incident information and awareness sessions about coping with stress and trauma, group support sessions, on-scene support, one-on-one assistance, follow up contact and referrals to psychological assistance.

The key focus for this reporting period was on building emotional and psychological resilience, increasing resistance to stress and promoting recovery through the identification of healthy coping resources. The Unit ran psycho-social educational awareness sessions with local brigades and Districts throughout the year.

The Unit also completed advanced training for peer support members including work on the social dimension of trauma and disaster.

Member Assistance Program

The overall wellbeing of NSW RFS members is critically important. When members are affected by a situation not directly relating to their operational involvement a referral and assistance program is available.

Members and their families can locate an appropriate practitioner within their geographical location. Through the Service's link with the Centre for Rural and Remote Mental Health, a range of seminars was offered throughout the reporting period. Participation at the RFSA's Family Days enabled NSW RFS members and their families to receive information about services to assist people experiencing poor or acute mental health.

Comparative analysis indicates a stable utilisation of the referral service. Spot reviews indicated that the provision of such a program was perceived as highly valuable.

Employee Assistance Program

This counselling service, available to NSW RFS employees and their families, is provided through a dual mechanism of internal provision and an external agency of qualified psychologists and practitioners.

The use of external contractors remained steady in the reporting period. Of those who used the service, 58 percent were dealing with personal issues and 42 percent were dealing with work-related issues. The internal provision has seen a substantial increase due mostly to family members seeking assistance, with 76 percent of issues being of a personal nature.

During the reporting period, referral mechanisms were reviewed to ensure a smoother and more effective engagement of services. 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 healthy satisfaction with services offered and a clear willingness to use the service again if the need arose.

Chaplaincy and Family Support

The NSW RFS Chaplaincy is a unique ministry that is made up of various denominations and has been on active duty for 14 years.

During the reporting period, 11 Chaplains were inducted into the NSW RFS and four have relinquished their roles leaving 44 Chaplains and 13 Family Support Volunteers. The Chaplaincy Service travelled 49,263 kilometres during the year to carry out its ministrations. The launch of Fire Awareness Week saw a total of 10 brigade dedication services and 14 fire fleet blessings.

The Family Support Network continues with visitation, information and handouts. The distribution of 5,000 DVDs of Braver, Wiser, Stronger was well received and continues to support families with depression issues.

Support offered by the Counselling and Support Unit

	09/10	08/09	07/08
CISS, Number of requests	**319**	281	258
CISS, Number of personnel assisted	**2,366**	2,116	1,746
Member Assistance Program	**326**	302	288
Employee Assistance Program: Internal	**148**	93	85
Employee Assistance Program: External	**31**	33	23

NOTE: These figures do not account for pre-incident information / education sessions provided throughout the year. The number of hours relating to CISS does not account for training and supervision of CISS personnel.

membership and strategic services

Padre's Pen which looks at current issues, family concerns, spiritual issues and work relationships is published each month for NSW RFS members.

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

Workforce Planning and Development

The Workforce Planning and Development Unit (WP&D) manages workforce plans for the NSW RFS.

During the reporting period, the WP&D Unit drafted new role statements for all re-aligned and new (frontline) staff positions. Position titles were standardised and numerous position descriptions were simplified allowing for greater flexibility in the organisational structure. It also allows members to move more easily between roles within the Service.

Doctrine for intelligence, surveillance and reconnaissance roles was developed. These roles were originally conceived to provide more flexible roles for older volunteer members and new community-based members.

Significant work was also carried out on the Service's response to the NSW Public Sector Capability Framework initiative. The Unit produced a draft set of NSW RFS specific technical capabilities to complement the general capabilities listed in the NSW Public Sector Capability Framework.

The NSW RFS Disability Action Plan and Multicultural Plan were developed in the reporting period, see page 37. During the reporting period the WP&D Unit completed the NSW RFS Next Generation Workforce Strategic Plan. One of the key aspects of the Plan is a comprehensive model for flexible membership.

Aboriginal Services

A new position of Aboriginal Services Coordinator was filled in November 2009. The priority of the role is to develop a comprehensive Aboriginal Services Plan to provide better protection of Aboriginal communities against bush fires, as well as increasing the participation of indigenous people in the membership of the NSW RFS.

In May 2010, the NSW RFS Aboriginal Services Coordinator was invited by the Dharug Peoples Advisory Committee in the Blue Mountains, to attend a Traditional Fire Management Workshop. The intention of the invitation was to strengthen existing ties between the Dharug Peoples Advisory Committee and the NSW RFS and to move toward re-introducing traditional fire management practices on Dharug land.

The Service commenced discussions with the NSW State Aboriginal Lands Council regarding a Memorandum of Understanding to strengthen working relationships, advice and service delivery to Aboriginal communities in NSW.

See pages 37-38 for further strategies for increasing equal opportunity employment in the NSW RFS.

Volunteer Relations

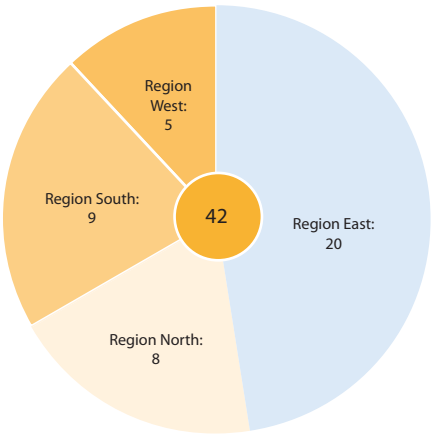
Volunteer Relations is responsible for member liaison, engagement, recruitment and reward programs as well as ongoing research.

Encouraging young people to be involved

Throughout the year, the NSW RFS Secondary School Cadet Program continued to grow. During this period more than 680 students participated in the Secondary School Cadet Program in a total of 42 programs conducted across 38 schools.

In May 2009, the Minister for Emergency Services, Steve Whan, announced the launch of a Cadet of the Year Award.

NSW RFS Secondary School Cadet Program



Number of Secondary School Cadet Programs held across NSW in 2009/10, Total and by Region.

The Award is to be given to a cadet in each of the NSW RFS and the SES who is participating in the Secondary School Cadet Program. Nominees were judged on leadership, initiative and team work skills, understanding and commitment to volunteering as well as showing personal growth or being a good representative of the school and the Service.

Maddy Stoyles, from Braidwood Central School, was awarded the inaugural NSW RFS 2009 Cadet of the Year at a presentation at Parliament House on 13 May 2010.

In the reporting period the NSW RFS Membership Services Consultative Committee endorsed the establishment a Young Members Group. The Group will begin work in late 2010 and provide efficient communication from young members to the broader membership, develop partnerships and leadership skills for younger members.

The Unit also administered the inaugural Volunteer Research Fellowship. The Fellowship was sponsored by the Minister for Emergency Services, the NSW RFS and the RFSA.

membership and strategic services

The Unit facilitated the secondment of a staff member to the Volunteering Unit at Communities NSW to represent the agency and to work on related NSW State Plan priorities as well as agency specific priorities, community participation and volunteering initiatives.

Throughout the year, the Unit oversaw the distribution of a total of 5,487 National Parks and Wildlife Service Annual All-Parks passes, 90 Life Membership Certificates, 108 Appreciation Certificates to members and 96 certificates to employers and businesses in appreciation of their support during the 2009 Black Saturday fires in Victoria.

Volunteer Relations also received and administered 2,396 on-line enquiries relating to Service membership.

The Safe Working on Roofs Program (SWR) was a finalist in the *2009 Workcover NSW – Safe Work Awards* in the *Best Solution to an Identified Workplace Health and Safety* Issue category.

Learning and Development Systems

The Learning and Development (L&D) Systems Unit has overall responsibility for the manner in which all training, assessment and associated activities are conducted in the NSW RFS. The Unit provides a training pathway from initial recruitment through to senior levels.

The Service was recognised this year for its high standard at the NSW State Training Awards being one of three finalists in the Employer of the Year category.

Across the State 315,370 hours of training were conducted at District and Brigade level. This figure is an increase on the hours offered in 2008/09.

The Unit worked closely with the District learning and development specialists at the Regional Training Advisory Group meetings and Skills Development forums.

To support the move to flexible membership the Unit worked to make the NSW RFS training system more flexible. This involved breaking current large programs into modules, based on the relevant skill sets.

Professional development of trainers and assessors remained a priority in the reporting period. NSW RFS trainers and assessors were brought up to date with the current trainer and assessor qualifications.

Another area of professional development was the Breathing Apparatus (BA) Instructors Professional Development Workshop. This workshop was designed to improve and maintain training delivery through the enhancement of BA Instructors' skills and knowledge, through peer review, networking and skills maintenance and enhancement sessions.

The number of certifications for key qualifications issued during the reporting period can be seen in the table below. The Year at a Glance tables on pages 10 and 11 show the cumulative figures for training and certifications.

Certifications for key qualifications issued in 2009/10

Qualification	Number attained during reporting period
Bush firefighters	3,762
Village firefighters	1,049
Advanced firefighters	850
Crew Leaders	211
Group Leaders	75
First Aid	2,043
Breathing Apparatus Operators	170
Chain Saw Operators	614
Rural Fire Drivers	470
NSW RFS Instructors	145
NSW RFS Training Facilitators	14
NSW RFS Training Coordinators	31
NSW RFS Assessors	53
Assessment Advocates	14

Professional Development Committee

The Professional Development Committee (PDC) caters for individual development through the funding of places in relevant and meaningful programs as well as funding programs to develop members collectively to enhance the agency performance.

The NSW RFS funds a wide range of professional development programs such as AFAC Fire Industry Study Tour, Australian Applied Management Colloquium, Executive Leadership and Development Programs, the Public Sector Management Program, Masters Degrees in Community Development (Emergency Management) Communication Management, Graduate Diplomas in areas such as Strategic Business, Bush Fire Protection and Human Resource Management and an array of Diploma, Certificate and short courses.

With PDC support, 58 staff members undertook the Project Management course in the reporting period. This course supports the implementation of a project management regime in all areas of the Service. Another significant

membership and strategic services

program was the Springboard Women's Development program, delivered by the Institute of Public Administration to 17 participants, which provided professional development for women in the NSW RFS.

Corporate Planning and Research

The Corporate Planning and Research Group manages corporate and strategic planning, corporate research and knowledge management, organisational performance reporting, management information, the NSW RFS Library, enterprise risk management, corporate governance, business continuity management, legislative compliance and policy and standards.

Strategic and other planning functions were carried out by the Group for the NSW RFS, including an updated Strategic Plan as well as a streamlined 2010-13 Corporate Plan. A Strategic Management Calendar was developed and a program of systems audits was undertaken to identify areas where policy or business system improvements could be made. In the reporting period, Business Continuity Management projects were advanced. The Establishing Capability and Governance Project was delivered, the production of Business Continuity Plans for the 12 critical functions within Headquarters were complete and the Business Continuity Management Policy was developed.

A number of reviews were initiated during the reporting period, including a review of the agency-wide enterprise risk management framework to ensure it aligned with international standards and complied with NSW Treasury guidelines. Reviews of NSW RFS legislative compliance, the systems audit function and the corporate governance structure were commenced to assess the current state and to develop and implement improvement strategies.

Internal business units, the Executive and external agencies were supported by the Group with data, corporate reports and statistics from the NSW RFS databases. The Unit ensured that data was useable, meaningful and readily accessible.

The Group also manages the Service's Policy Development Framework, including the facilitation of timely reviews of policies and service standards to ensure they remain relevant to the administration and operation of the Service. The Group also facilitates the development and implementation of new policy documents.

> The NSW RFS was one of three finalists in the 'Employer of the Year' category of the NSW State Training Awards.

During the reporting period, a new suite of documents called Operational Protocols, designed to complement existing policies and service standards, was introduced.

The Group monitors the legislative environment and conducts analysis of legislative developments at both Federal and State level to assess any potential affect on the NSW RFS, including identifying opportunities for the Service to contribute to legislative reviews of the many diverse pieces of legislation that impact the functions of the NSW RFS.

Improving dialogue through Consultative Committees

The Corporate Planning and Research Group managed the implementation of the framework for the NSW RFS Consultative Committees, which are aligned to the NSW RFS organisational structure. The Committees replaced the previous function-specific committees and will meet three times each year. The inaugural meeting of each Committee was held during the reporting period.

Bringing research to the fore

The attendance of more than 80 NSW RFS members at the 2009 AFAC/ Bushfire CRC Conference in September 2009 was managed by the Corporate Planning and Research Group. The conference is a key event for fire agencies across Australia to exchange knowledge, developments and ideas with industry colleagues.

The NSW RFS hosted the Bushfire CRC Research Advisory Forum at Headquarters in May 2010. This was the first forum to be held away from the Bushfire CRC office in Melbourne. Head researchers from all projects involved in the 2010/2013 CRC Extension Program made presentations on their research plans to fire and emergency agencies from across the country.

The NSW RFS Library increased its use of technology to enhance the service it provides to members and the public. In addition to this, networks were further fostered with other emergency service and government sector libraries.

See Appendix Q for further information about Research and Development.

membership and strategic services

Committees and Key Policies

The Membership and Strategic Services Directorate is responsible for a number of committees and key NSW RFS policies.

Joint Consultative Committee

The Joint Consultative Committee (JCC) consisting of NSW RFS management and Public Service Association representatives met regularly during the reporting period to discuss various workplace and industrial issues.

Privacy and Personal Information Protection

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

In the reporting period the NSW RFS undertook an internal review under the *Privacy and Personal Information Protection Act 1998*. The Privacy Commissioner did not make a submission to the Administrative Decision Tribunal in relation to the review findings, indicating that the NSW RFS satisfactorily met the statutory responsibilities in the application of privacy legislation.

Enterprise Risk Management

The NSW RFS is committed to implementing enterprise-wide risk management to suitably address opportunities and threats. The aim is to maintain and improve performance and achievement of identified objectives through the minimisation and management of risk and opportunities.

The NSW RFS Executive along with the Audit and Risk Committee oversee risk management activity for the NSW RFS. The approach to risk management aims to be consistent, standardised and integrated with activities in all areas relevant to risk. The NSW RFS business planning, resourcing and budgeting systems utilise the Australian Standard AS/NZ 4360:2004 Risk Management as their generic framework.

Business Continuity Management (BCM) was initiated in early 2009. The NSW RFS overall approach to BCM is based on sound methodology and is aligned with Standards Australia's HB221. In the reporting period, a governance and capability framework was established and Business Continuity Plans were developed for the 12 most critical business functions.

Group Captain Curry was the first volunteer member from any jurisdiction to take part in the AFAC Study Tour.

Equal Opportunity in the Workplace

The NSW RFS has a number of initiatives to eliminate discrimination in employment and promote equal employment opportunity (EEO).

The NSW RFS recruitment system stresses EEO principles, and through selection panel training and appropriate design of position descriptions, ensures that people are not discriminated against during recruitment. A further strategy is the requirement of mixed gender selection panels. In the reporting period several important steps were taken to enhance equal opportunity in the workplace.

The Multicultural Plan was drafted, the Disability Action Plan was developed and implemented and first NSW RFS Aboriginal Services Coordinator was appointed to develop the Aboriginal Services Plan for the Service.

See Appendix G for further statistics about Equal Employment Opportunity in the NSW RFS.

Spokeswomen's Program

The Spokeswomen's Program is designed to improve equality in the NSW RFS workplace by recognising, encouraging and acknowledging the vital role of women who work at NSW RFS, while supporting their business needs in various stages throughout their career progression. The Women's Liaison Officer for the NSW Rural Fire Service is Ms Tara Matthews.

During the reporting period three female staff members attended the AFAC Developing Future Leaders Program in September 2009 and 17 female staff members attended the inaugural Springboard: Women's Development Program. The NSW RFS also committed funding as a Gold Sponsor of the Women and Firefighting Australasia Conference in July 2010.

Disability Action Plan

The Service endorsed a Disability Action Plan which reinforces the NSW RFS commitment to improved employment opportunities, community participation and protection against bush fires for persons with disabilities. The NSW RFS will continue to implement the key components of this plan into 2010/11 and beyond. The key components are providing work facilities that enable easy public access and facilitate the employment of people with disabilities; the encouragement of a diverse membership through the flexible membership model; encouraging the participation of representatives of people with disabilities in management committees and forums; providing bush fire information to the community in a range of formats and channels useable by people with disabilities and specific arrangements for the

membership and strategic services

A Memorandum of Understanding with the Rural Fire Service Association (RFSA) regarding workers compensation for volunteer members was signed by the Commissioner and the President on 19 June 2010

protection of people with disabilities from fire in operational plans, procedures and training.

Multicultural Plan

During this reporting period the NSW RFS developed a draft Multicultural Plan. This plan is based on the premise that the NSW RFS recognises that, as it operates in a culturally and linguistically diverse (CALD) community, it needs to provide its services in ways that are accessible across that community and have a membership that reflects the community's diversity in each area. The plan is presently in the consultation phase.

Complementing this plan is the draft Flexible Membership Model which has been developed to place a new focus on membership; in particular recognising and encouraging diverse roles within the volunteer membership. This plan is also in the consultation stage and once endorsed should open up more opportunities for people from CALD backgrounds to join the NSW RFS. The forthcoming year will see the draft Multicultural Plan and the Flexible Membership Model endorsed and strategies within these plans commenced.

Aboriginal Services

See Workforce Planning and Development on page 34.

Occupational Health and Safety

The health and safety of staff is important for all employers and the NSW RFS has a number of mechanisms in place for a safe and healthy workplace. In emergency service agencies such as NSW RFS the heath and safety of all members, including our large number of volunteers, is a primary concern in everything we do.

As part of our work/life balance approach to working conditions, staff are encouraged to take a minimum of two weeks leave each year and the NSW RFS undertook a program during the reporting period to remind staff of their leave balances and where possible to take excess accrued leave.

Workplace assessments were undertaken and specialised equipment provided for staff who have identified a risk, have experienced discomfort or as part of a return to work program. The NSW RFS was not subject to any prosecutions under the Occupational Health and Safety Act 2000 for staff or volunteer members.

NSW RFS also provides First Aid equipment and trained First Aid officers in staff areas to deal with any workplace incidents.

Safety Alert bulletins are issued regularly to all members on topical matters, such as changes to equipment or manufacturers instructions, reminders of handling techniques and procedures. These bulletins are promulgated widely throughout the Service with copies distributed to all emergency service agencies through the AFAC network. A range of Safety Alerts was issued during the year on revised manufacturers warnings for specific equipment as well as safe operation of equipment and handling of materials.

The NSW Rural Fire Service Employees Health Safety and Welfare Consultative Committee met quarterly in 2009/10 and was comprised of employee and employer representatives from all regions and head office.

membership and strategic services

Other OH&S initiatives undertaken include:

- Commencement of a Quit Smoking campaign to assist our members in improving their health.
- Introduction of an electronic health and safety audit system which enhances the ability of the NSW RFS to manage workplace OHS audit requirements for all NSW RFS workplaces throughout the state.
- Review of protocols associated with working from home

See Appendix P for information on compensation and injuries in the NSW RFS within the reporting period.

rewarding for the young

The NSW RFS is recognised as a leader in traineeships and apprenticeships for young people. The Service works with a number of Government Training Organisations to ensure there is an entry level pathway for young people to enter the NSW RFS workforce.

This year, Scott Vale from the Macarthur District was named Trainee of the Year in the 2009 South Western Sydney Regional Training Awards.

Scott joined the NSW RFS in 2003 as a volunteer with the Camden West Brigade where he continues to be Deputy Captain. He took up a traineeship at the Macarthur Zone office in February 2008 as an administration assistant which included attending TAFE one day a week.

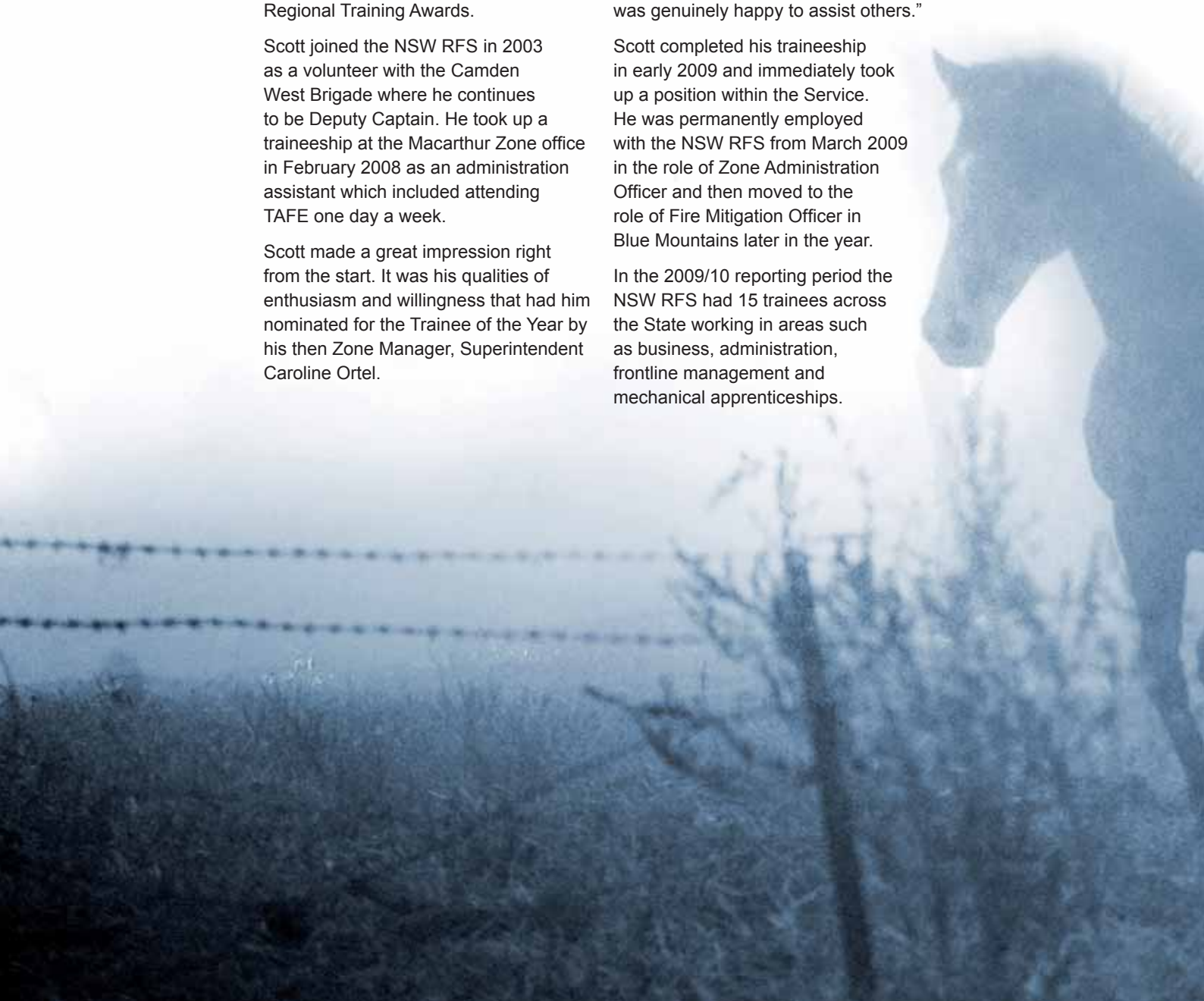
Scott made a great impression right from the start. It was his qualities of enthusiasm and willingness that had him nominated for the Trainee of the Year by his then Zone Manager, Superintendent Caroline Ortel.

"Scott was an extremely valuable staff member, no task asked of him was too challenging, he was always willing to make an attempt," she said.

"The small things are where Scott made the greatest impression; he was always presented appropriately, took pride in himself and his work, was courteous to everyone, assisted and guided staff through the use of technology…and was genuinely happy to assist others."

Scott completed his traineeship in early 2009 and immediately took up a position within the Service. He was permanently employed with the NSW RFS from March 2009 in the role of Zone Administration Officer and then moved to the role of Fire Mitigation Officer in Blue Mountains later in the year.

In the 2009/10 reporting period the NSW RFS had 15 trainees across the State working in areas such as business, administration, frontline management and mechanical apprenticeships.



Livestock and many properties came under threat when fires swept through Gerogery on December 17, 2009. Photo courtesy of *The Border Mail*.

operational services

The Operational Services Directorate encompasses both prevention and response to bush fire. An important role of the Operational Services Directorate is coordination of response to fires in the landscape. It also focuses on mitigating the risk of fire through hazard reduction programs and engaging the community to be prepared.

Following the Head Office realignment in July 2008, this Directorate was formed by bringing together the two service delivery areas of Community Safety and Operations into a single cohesive team.

A highlight for the Directorate was the enhancement of the Brigade Mitigation Support Trial program to provide volunteer brigades across the State with Support in the preparation of hazard reduction burns and to assist infirm, disabled and elderly residents with the preparation of their homes for bush fires.

This enhancement resulted in the official creation of State Mitigation Support Services (SMSS), a section dedicated to supporting volunteer brigades in protecting their communities from bush fires and to support the Assist Infirm, Disabled and Elderly Residents (AIDER) program.

SMSS mitigation work crews operate across the State and use hand tools and machinery to create control lines for hazard reduction burns, asset protection zones and strategic fire advantage zones. The crews work to clear overgrown vegetation, built up leaf litter in gutters and maintain asset protection zones on properties occupied by the most vulnerable members of the community.

Coordinated Risk Management

This group incorporates Hazard Management and Community Planning, Bush Fire Coordinating Committee Support and performance reporting for the Operational Services Directorate.

Hazard Management

Legislation was introduced in 2002 to enable individuals to lodge a Bush Fire Hazard Complaint (BFHC) where they perceived a hazard to exist adjoining or adjacent to their property. In 2009 this legislation was amended to place the responsibility for BFHCs exclusively with the NSW RFS Commissioner. Since 2002 there have been 20,900 BFHCs lodged with the Service, with the yearly average of received BFHCs being 2,613. Of those, approximately 60 percent are deemed to be a hazard. For the reporting period 2009/10, the total BFHCs received was 3,279.

In 2008/09 the Service developed a stand alone Fire Trail Register which enables local NSW RFS districts and other agencies to spatially register trails to comply with Bush Fire Coordinating Committee policy (Policy No. 2/2007). In the first year of operation 11,480 individual trails were mapped on the register having a total length of 38,421km.

Community Planning

The Community Planning Unit develops and implements state policy, standards and training for planning and environmental issues for the Service. This includes, bush fire risk management planning, prescribed burn planning, fuels and vegetation mapping, climate change adaptation, the Bush Fire Environmental Assessment Code, Hazard Reduction Certificates, Review of Environmental Factors and other environmental matters.

Environmental services

In the reporting period, there has been significant input into legislative review and reform, particularly with respect to the Plantations and Reafforestation (Code) Amendment Regulation; State Environmental Planning Policy (SEPP) Infrastructure and low impact bush fire hazard reduction within SEPP 14 Coastal Wetlands; and the *National Parks and Wildlife Amendment Act* 2010 and Amendment Regulation 2010 (particularly as relates to Aboriginal Heritage).

The Unit provided ongoing advice on the implementation of the Bush Fire Environmental Assessment Code for NSW (2006).

Employing the best science for biodiversity and fire management

The Hotspots Fire Project is based on best available science combining biodiversity concerns with fire management knowledge. In the reporting period, the Hotspots Program Workshop 3 was developed and piloted with three landholder groups in the Northern Rivers, Southern Rivers and Hawkesbury Nepean regions. The pilots were well received and the Hotspots Fire Project team is in negotiation with several new project partners in order to expand the program's reach. See page 60-61 for more details about the Hotspots Fire Project.

In the reporting year 16 new airbases and 12 mobile units for fixed wing bomber loading were established.

operational services

Bush Fire Coordinating Committee Support

In June 2008, the Bush Fire Coordinating Committee (BFCC) adopted an updated bush fire risk planning policy and Bush Fire Management Committees (BFMCs) have been progressively revising their risk plans accordingly. Forty BFMCs completed draft risk plans and submitted them to the BFCC for approval in the reporting period. It is anticipated that all 68 BFMCs will have risk plans approved by the BFCC under the new policy in the coming year.

In the reporting period, seven building impact analysis surveys were conducted on houses damaged or destroyed by bush fires. This information is used by the NSW RFS to examine and refine bush fire risk management strategies and preventive measures.

Research and climate change

In conjunction with the Department of Environment Climate Change and Water (DECCW), the NSW RFS has been pivotal in the coordination of bush fire research at the Wollongong University's Centre for Environmental Risk Management of Bush Fires. Research at the Centre focuses on fuel and fire behaviour changes that may occur with climate change.

The NSW RFS also reports to the State Emergency Management Committee's Climate Change Working Group. This Group looks at climate change research and adaptation techniques in relation to land use planning processes, and potential impacts on emergency management agencies and local government.

In the reporting period, Stage 1 of the vegetation mapping project was completed. The project mapped five of the bio-regions within the eastern seaboard of NSW.

The Coordinated Risk Management Group has a key role in liaising with the DECCW with respect to open air burning issues and the administration of the *Protection of the Environment (Clean Air) Regulation 2002*. Investigation of smoke models was undertaken to predict smoke spread during hazard reductions and fires.

Community Resilience

The Community Resilience Group is responsible for providing leadership in the design, integration and implementation of programs that help the community of NSW become more resilient to the effects of bush fires.

The Community Resilience Group consists of Community Engagement and Development Assessment and Planning.

Community Engagement

The Community Engagement Unit and several fire agencies from across Australia, received an Australian Safer Communities Award in 2009. The Award recognised the work on a national project to embed basic home fire safety into the training qualifications for community sector workers. An Australian first, the project demonstrates what can be achieved when fire services identify shared issues and partner in finding solutions.

Community concerns following the 2009 Black Saturday fires in Victoria resulted in a significant increase in attendance at community engagement and bush fire awareness activities. Two thousand local events and activities were conducted across NSW in this reporting period.

New communication materials to support the national PREPARE. ACT. SURVIVE. campaign including the development and wide distribution of new Bush Fire Survival Plan and public information to explain changes to the Fire Danger Ratings system were produced. More than 850,000 copies were distributed to the public and a further 11,500 were downloaded from the NSW RFS website. The new Household Assessment Tool became available on the NSW RFS website in October 2009. This tool assists householders to assess their homes for bush fire safety and was visited by 16,500 people.

> More than 850,000 Bush Fire Survival Plans were distributed to the public and a further 11,500 were downloaded from the NSW RFS website.

The Community Engagement Unit supported Districts to deliver more than 840 programs specifically for children and young people in the reporting period. This included the Kid's FireWise education program for primary schools.

In February and March 2010 a series of Community Engagement consultative forums were conducted. The aim was to increase the understanding of community engagement within the Service and to set Community Engagement objectives for the next twelve months.

A new training program was rolled out to prepare members for the role of Community Liaison Officer (CLO) during fire incidents. The CLO works within the Incident Management structure to provide critical advice and information to affected communities on the fire

operational services

situation. Fifty-six members completed the training in 2009/10, bringing the total number of members with nationally recognised qualifications in community engagement to 1,200.

Development Assessment and Planning

The Development Assessment and Planning Unit improves the safety of new development in bush fire prone areas through planning, design and construction standards. It also continued training staff and industry representatives in the application of Planning for Bush Fire Protection 2006 (PBP). Development Assessment and Planning conducted a series of ongoing stakeholder information sessions across NSW from March through June 2010 for RFS staff, council and industry stakeholders.

Over 740 Neighbourhood Safer Places were identified across NSW

The information sessions were conducted to obtain feedback from stakeholders on ways Development Assessment and Planning can further facilitate compliance with bush fire requirements and resulted in key findings for further improvement. They also provided information regarding the recent NSW adoption of AS3959 2009-*Construction of buildings in bush fire prone areas* within the *Building Code of Australia* 2010, as well as the flow on affects and changes to PBP. The sessions also addressed the referral process for Development Applications to the NSW RFS so that councils could more effectively and efficiently manage their assessment of development applications in bush fire prone areas. During this period, 33 council and industry information sessions were held at 21 locations across the State, with a total of approximately 687 participants attending.

Across the State, 8,200 development applications were assessed. The Concurrence and Referral Reporting to the NSW Department of Planning demonstrated an average assessment timeframe for development applications of 21 days.

As part of the Nation Building Economic Stimulus Plan and the Building the Education Revolution Scheme, the Unit assessed 500 schools across NSW for bush fire safety and ensured the schools had the appropriate level of protection.

NSW has a fully integrated approach to development in bush fire prone areas that incorporates a wide range of bush fire protection measures such as vegetation management, water provision, asset protection zone, access, emergency management arrangements and construction requirements. Therefore, in May 2010 the Service established a variation to the Building Code of Australia.

The NSW RFS has established a NSW variation to the Building Code of Australia that excludes a deemed-to-satisfy approach for building in the Flame Zone. NSW is the only State to achieve this exclusion as the NSW RFS does not support a 'one-size-fits-all' deemed-to-satisfy solution for buildings in the flame zone.

Bush fire prone land maps prepared by local government are used to identify land that can support a bush fire or is likely to be subject to bush fire attack. Maps have been completed across the State designating areas that are considered to be bush fire prone. The maps act as a trigger mechanism for any new development to consider bush fire requirements contained within PBP. During the reporting period, the NSW RFS re-certified six bush fire prone land maps.

Responses to the 2009 Victorian Bushfires Royal Commission

In response to the 2009 Victorian Bushfires Royal Commission Interim Report, on 30 April 2010 the Australian Building Codes Board released the publication *Performance Standard for Private Bush Fire Shelters*.

Staff of Community Engagement and Development Assessment and Planning provided extensive technical input and participated in the development of the Standard. The Group was also responsible for establishing an assessment process, developing NSW RFS policy and preparing communication material for private bush fire shelters.

Identifying Neighbourhood Safer Places

The 2009 Victorian Bush Fires Royal Commission Interim Report, handed down in August 2009 indicated the need to identify Neighbourhood Safer Places (NSP) for use by the community during a bush fire emergency. NSPs are places of last resort where people can go at short notice if a major fire threatens.

Development Assessment and Planning led the development of the criteria now used in NSW, Victoria and Queensland for the identification of NSPs. The Group also established NSW guidelines and assessment tools that were rolled-out to all Local Emergency Management Committees to assist in the identification

operational services

of NSP sites. During the reporting period, the NSW RFS in cooperation with Local Emergency Management Committees identified 740 NSP across the State.

Response and Coordination

The Response and Coordination Group includes State Operations, Fire Investigation, Aviation and Specialised Equipment, Incident Response and Jurisdiction and State Mitigation Support Services.

State Operations

State Operations includes the management of major incidents and the Customer Service Centre.

The Operations Customer Service Centre (OCSC) is the Service's dedicated 24-hour first point of contact for the receipt and coordination of fire and incident-related data from NSW RFS Districts. A total of 19,902 reports was received, recorded and processed by OCSC during the reporting period.

Managing major incidents

Support for major fire and other emergency situations was also provided by State Operations. A total of 65 Total Fire Bans was facilitated with appropriate processes and advice provided. Six of those Total Fire Ban days were rated as Catastrophic.

Fifty *Section 44 Bush Fire Emergencies* were declared between 28 August 2009 and 4 February 2010. A total of 366,159 hectares were burnt during major fire emergencies and 24 houses were destroyed by fire. It is estimated that a further 29 outbuildings were destroyed, 6,500 stock and 124 vehicles, boats or farm machinery were lost to fire.

Of the 50, 19 pre-emptive *Section 44 Bush Fire Emergency* declarations were made during the fire season. Pre-emptive declarations are made when weather conditions and fires in the landscape require a high level of preparedness and coordination.

In October 2009, 125 firefighting personnel were deployed to south east Queensland to assist the Queensland Rural Fire Service (QRFS) in a major bush firefighting operation together with 20 Ambulance Service of NSW paramedics who accompanied these personnel.

Interstate personnel were also utilised on two other occasions. The first of these occurred in November 2009 when 39 QRFS personnel were deployed to northern NSW. The Queensland Firefighters were supported by five salaried QRFS officers who were deployed to the State Operations Centre for liaison purposes. The second occurred in December 2009 when a total of 30 ACT Rural Fire Service remote area firefighting team (RAFT) personnel were deployed. The RAFT provided assistance to firefighting operations in the Blue Mountains during two deployments.

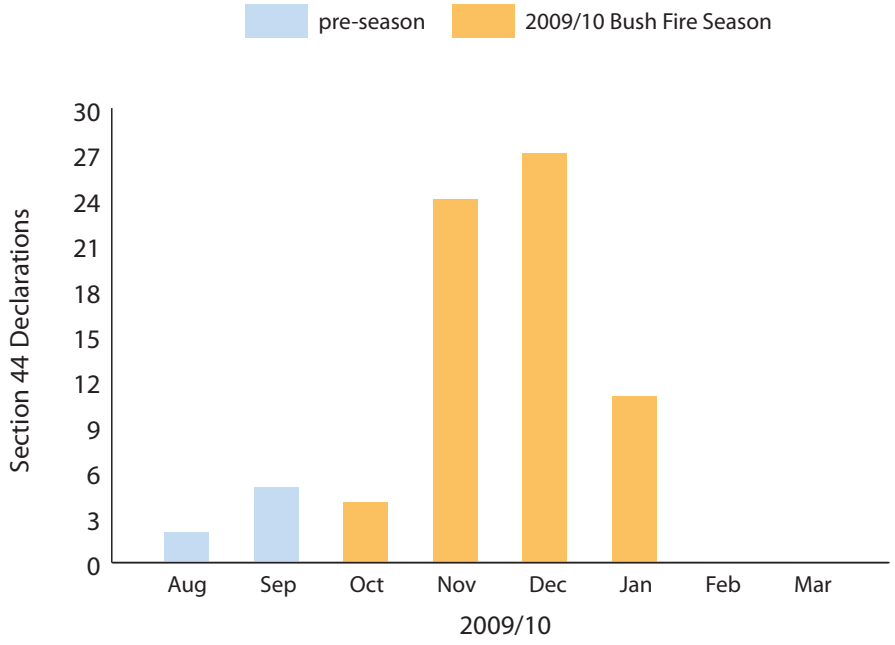
Fire Investigations

In the reporting period, 15 Wildfire Investigators and 12 Structural Fire Investigators were trained, adding to the 141 already qualified and authorised investigators.

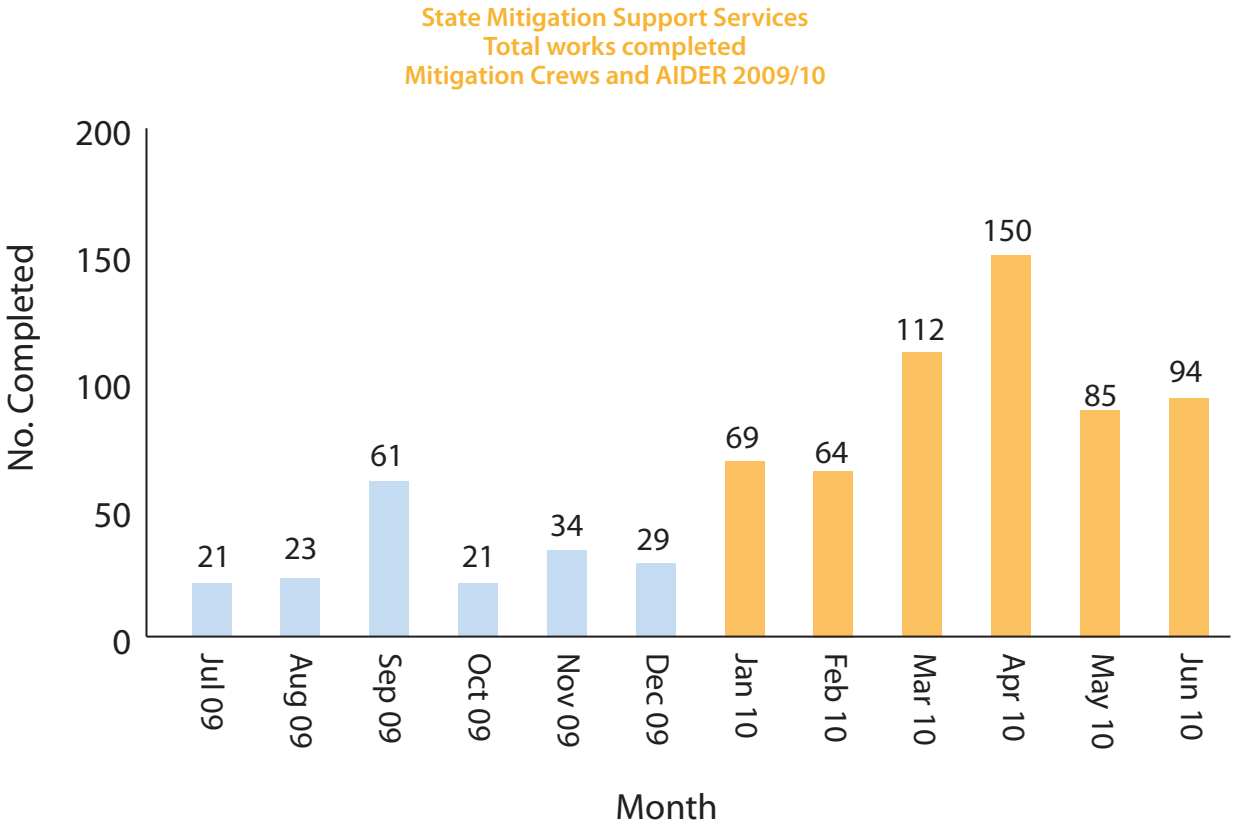
During the year Authorised Fire Investigators conducted 687 formal fire investigations, determining the cause of the fire in 84 percent of these. Five hundred and twenty seven of the investigations were vegetation fires,150 were structural fires and 11 were vehicle fires. The majority of these investigations were conducted in collaboration with the NSW Police Force and resulted in several charges being laid.

Towards the end of the reporting year, a NSW Police Force Officer was seconded to the Fire Investigation Unit. This valuable addition to the team enhances the Unit's ability to investigate and mitigate illegal fires.

Bush Fire Emergency Declarations
2009/10 Fire Season
(including pre-season August and September)



operational services



Aviation and Specialist Equipment

The Aviation and Specialist Equipment Unit manages all firefighting aircraft through the State Air Desk as well as the contractual processes responsible for providing aviation resources to fire and emergency operations.

In the reporting period, 114 aircraft and more than 500 pilots were made available for deployment to the emergency services. This included 22 contracts, varying from 40 to 84 day exclusive availability, and a further 92 aircraft being available through the 'Call When Needed' register. Aircraft used by the NSW and ACT fire agencies as well as the NSW State Emergency Service include tactical fire bombing, transport, surveillance and reconnaissance aircraft.

Sixteen new airbases were established across the State to support fixed wing bomber loading and a further 12 mobile units were established. Two new contracts were developed and distributed, one for the provision of 'Call When Needed' aviation fuel tankers and the other for the delivery, mixing and loading of bulk foam, gels and retardants.

A complete review of the *NSW & ACT Fire Agencies – Bush Fire Aviation Standard Operating Procedures* was performed. These operating procedures provide guidance in the safe, efficient and cost effective use and management of aircraft.

Incident Response and Jurisdiction

The Incident Response and Jurisdiction Unit assists with Boundary and Mutual Aid Agreement (MAA) reviews with the NSW Fire Brigades (NSWFB) in accordance with the Memorandum of Understanding (MoU) between the two services.

At the end of the reporting period, all Boundary and Mutual Aid Agreements were current in the NSWFB computer-aided dispatch (FireCAD) system with staff having updated more than 89,000 records in the past year.

The Unit participated in the review of the MoU and the development of the fire Services Delivery Provisions framework.

The Unit participated in a number of project groups including: the NSWFB FireCAD Upgrade; the NSWFB Bush Fire Steering Committee; the NSW RFS CAD and Operational Management System scoping programs and the NSW RFS Village II project.

State Mitigation Support Services

The State Mitigation Support Services (SMSS) was established in the reporting period and includes several Mitigation Crews as well as the Assist Infirm Disabled and Elderly Residents (AIDER) program and Logistics and Operational Support.

In 2009/10 the SMSS had a total of 13 Mitigation Crews working across the State. These crews are based in Coffs Harbour, Orange, Cessnock, Sydney, Nowra, Mudgee and Cooma. Another six crews are proposed for 2010/11.

In 2009/10 a total of 763 works were completed by SMSS Mitigation Crews, consisting of 354 mitigation works and 409 jobs for the AIDER program. Of the 354 mitigation requests from Districts, 208 were in preparation of hazard reduction burns, 55 were mechanical works and the remaining 91 were for other hazard reduction works, including vegetation work on fire trails.

A total of 1,308kms of bush fire hazard vegetation was managed.

The AIDER Program was launched in 2009 with additional funds from the NSW Government. The SMSS Mitigation Crews conduct works such as clearing gutters, thinning vegetation, removing leaf and tree debris, trimming branches from around and overhanging the home, mowing or slashing long grass around residential homes. In 2009/10, 409 AIDER jobs were completed.

In 2009/10, the SMSS Mitigation Crews provided assistance with five base camps for *Section 44 Bush Fire Emergency Declarations* in Lithgow, Mudgee, Bingara, Narrabri and Tamworth. Crews provided transport for the base camps, air bases and assisted in moving essential equipment around the State. Up to seven trucks were running at any one time.

The Unit manages the Heavy Plant Register of all heavy plant and equipment across the State. In 2009/10, 400 items of plant were registered. These items are provided on a 'call when needed' basis and the register is likely to expand significantly over the next 12 months.

There was a significant increase in attendance at community engagement and bush fire awareness activities. Two thousand local events and activities were conducted across NSW.

clearing the way

It was in 2007 that the NSW Government allocated an additional $36 million to be spent on bush fire mitigation programs over four years.

Part of this money was used to pilot a Brigade Mitigation Support Program in Hornsby and the Blue Mountains. The pilot was a success and the State Mitigation Support Services (SMSS) was established with a total of 13 Mitigation Crews.

The crews construct control lines, undertake AIDER jobs, create and maintain asset protection zones, prescribed burns and assist with logistics and operational support. Manager of SMSS, Superintendent Angelo Baldo, AFSM said the effort put forward by the members involved has been tremendous.

"The goal of the program is to support volunteers by doing the hard physical labour. It means more weekends are available for volunteers to perform actual burns or other brigade activity. These work crews have got jobs done in a week that would have taken volunteers, who can only work part-time, six months."

Team Leader Greater Sydney Area and West, Scott Severs, explained how rewarding it is to be a Mitigation Team Leader.

"I get to work in the best office in the world – the Australian bush. I really enjoy the camaraderie and doing something for the community. Being able to help the volunteers and helping to protect the community is fantastic. I have the best job in the world."

A member of the State Mitigation Support Services Mitigation crews clearing the bush for a fire trail. Photo by Kelly White.

emergency management nsw

The Emergency Management NSW budget is provided through the NSW RFS and is reported as Service Group 4 on page 89-90.

Emergency Management NSW (EMNSW) was established in May 2009, incorporating the functions of the former Office for Emergency Services and a range of new services. Emergency Management NSW provides leadership in the coordination, delivery and support of NSW priorities in emergency management, through:

- Providing advice and policy coordination to the Minister
- Representing NSW in national emergency management forums
- Preparing for and managing disaster recovery operations
- Facilitating natural disaster risk reduction
- Delivering emergency management training and development
- Providing executive support to the State Emergency Management Committee and the State Rescue Board
- Providing information to the public
- Coordinating emergency management planning
- Managing the State Emergency Operations Centre
- Supporting the work of emergency services organisations
- Collecting contributions from the insurance industry and local government towards the emergency services

The Chief Executive of EMNSW is Mr Stacey Tannos ESM. In the reporting period the agency has developed corporate and strategic plans outlining its roles, values and goals.

Key roles

EMNSW's key roles include supporting the State Emergency Recovery Controller (SERCon), State Emergency Management Committee (SEMC), State Rescue Board (SRB) and State Disaster Recovery Advisory Group (SDRAG).

The SERCon is responsible for the development of the State's disaster recovery policies, planning and arrangements. As part of its role of supporting the SERCon, EMNSW is responsible for supporting disaster recovery operations conducted by local and district authorities and for coordinating these operations when local and district resources require supplementation.

EMNSW also provides support to the State Emergency Operations Controller (SEOCon) by ensuring the efficient and effective management of the State Emergency Operations Centre. The Centre maintains situational awareness and activates at the request of the SEOCon to support the management of major emergencies.

EMNSW provides policy, executive and operational support to the SEMC and its various sub-committees, along with the SRB and its sub-committees.

The State Disaster Recovery Advisory Group was established by the SERCon in August 2009 to bring together government agencies with disaster recovery responsibilities and expertise to provide advice and support on recovery planning and arrangements. This Group, with the assistance of EMNSW, has drafted the new NSW Recovery Plan as a supporting-plan to the State Disaster Plan.

Recovery operations

In late May and early June 2009, devastating floods swept across a large area of Northern NSW. Natural disasters were declared in 16 Local Government Areas.

EMNSW supported the SERCon and the North Coast Floods Recovery Coordinator, and former NSW Police Force Commissioner, Ken Moroney AO APM in the large-scale recovery operation to help those communities affected by the flooding to return to normal.

This operation involved establishing four one-stop shop recovery centres to provide residents and businesses with a single point of contact for assistance and advice, supporting four local Recovery Committees and facilitating the provision of financial, welfare and other assistance to those suffering damage or hardship as a result of the natural disaster.

Support was also provided to recovery operations following the Gerogery and Tumbarumba bush fires in December 2009 and floods in far west NSW that affected Brewarrina and surrounding Local Government Areas in December 2009 and January and March 2010. As part of this support effort, EMNSW coordinated a major recovery operation when the small town of Goodooga was isolated by floodwaters for several weeks in March and April 2010. EMNSW also assisted with local recovery operations following the tornado that struck Lennox Head, on the North Coast, in June 2010.

emergency management nsw

Collection of Contributions

Following reforms to the Emergency Services portfolio in 2008, Emergency Management NSW is responsible for the centralised billing and collection of legislated contributions from the insurance industry and local government towards the emergency service agencies.

In 2009/10 these contributions were:

For the NSW Fire Brigades	$467.4M
For the Rural Fire Service	$184.9M
For the State Emergency Service	$45.4M
TOTAL	**$697.7M**

Grants

EMNSW coordinates New South Wales' input to joint NSW and Commonwealth Government disaster resilience funding programs.

In 2009/10, the Commonwealth and NSW Governments signed the National Partnership Agreement on Natural Disaster Resilience and the 2009/10 and 2010/11 Implementation Plans. Under this agreement, funding is provided to support volunteers, reduce risks from the impact of natural disasters, and increase agencies' capability to prepare for, prevent, respond to and recover from disasters.

EMNSW manages grants under the Natural Disaster Resilience Grants Scheme. Under this Scheme $7.9 million in State and Commonwealth funding was allocated for the 2009/10 funding year. In addition to establishing this program, Emergency Management NSW continued to administer more than 140 projects under the previous Natural Disaster Mitigation Program.

Training

Emergency Management NSW is a Registered Training Organisation (RTO) responsible for the development, delivery and assessment of emergency management training throughout NSW.

Emergency Management NSW also developed its first round of new training courses in relation to enhanced recovery arrangements under the DISPLAN. The resources were evaluated through trial courses and are due to be implemented in 2010/2011. See Appendix L for a Statement of Performance of the Chief Executive.

Emergency Management NSW provides leadership in the coordination, delivery and support of NSW priorities in emergency management.

review of the reporting year: regional services

Region North

Region East

Region South

Region West

regional services – an overview

The Regional Services Directorate is responsible for the administration and management of more than 480 staff in 50 districts and four regional offices across the State.

Working closely with the regional staff, the Directorate oversees the allocations and annual budgets for District and Regional offices including infrastructure enhancement programs to improve and standardise operational capability.

The Directorate develops policies and procedures, monitors asset distribution and management, and oversees brigade and personnel management, interagency and local government relations, service level agreements, professional development and issues management of day to day operations to ensure consistent service delivery across the NSW RFS.

NSW RFS Members 2009/10

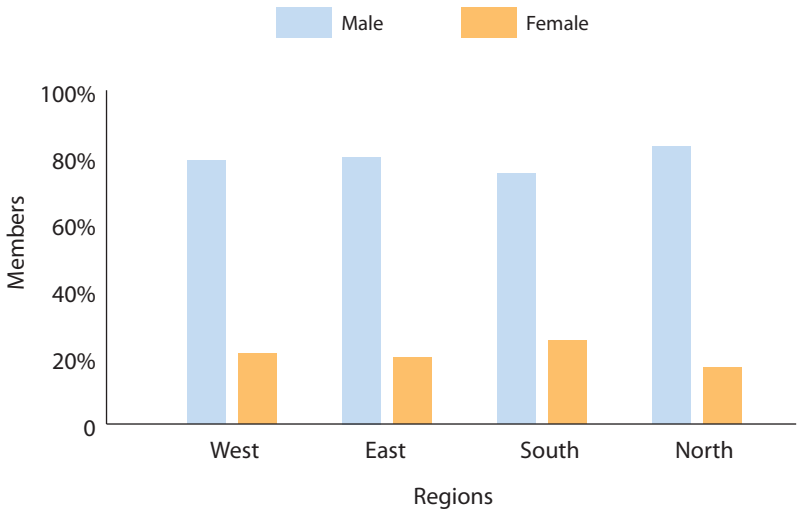
The total number of volunteer members for 2009/10 is 70,552.

While direction, policy, research, communications and management are generated at the NSW RFS Headquarters it is in the Districts where much of the frontline work is done.

The 2009/10 bush fire season was declared prior to the start of the official Bush Fire season in more than 38 percent of Districts and extended beyond the close of the fire season in more than 58 percent of Districts.

With support from the State Operations, part of the Operational Services Directorate, the Districts faced 50 *Section 44 Bush Fire Emergencies*. A total of 366,159 hectares was burned and 24 houses were lost.

Gender balance in NSW RFS Regions 2009/10



Many improvements were made and new programs were initiated in response to the 2009 Victorian Bushfires Royal Commission. In one program, Districts installed 400 new Fire Danger Ratings signs across the State. All of these signs were erected within two months of their design and manufacture.

Along with changes to the Fire Danger Ratings were changes to the National Emergency Warning systems and the Districts implemented training of staff in these important changes.

A third program guided by the 2009 Victorian Bushfires Royal Commission Interim Report and undertaken by Districts, was the complex process of identifying 740 Neighbourhood Safer Places in towns around NSW.

Ongoing programs to improve water use resulted in more installations of water tanks in brigade stations. More than 87 percent of brigade stations now have water tanks installed.

New buildings around the State

2009/10 saw the opening of Hornsby/Ku-ring-gai, Illawarra and the recently redeveloped Wingecarribee Fire Control Centres. The acquisition and redevelopment of Cumberland Fire Control Centre also took place. In Region West the Region's second standard design Fire Control Centre was built in Orana near Dubbo. It was operational in December 2009 and officially opened on 29 May 2010.

regional services – an overview

2010/11 will see construction commence on Fire Control Centres for the Lower Hunter, Hunter Valley, Bombala and Bland. Negotiation has begun with a further two Districts in relation to new Fire Control Centres.

Prevention and hazard reduction

During the reporting year, the NSW Rural Fire Service undertook approximately 44,531.8 hectares of hazard reduction work protecting a total number of 13,900 assets with a value of $6.12 billion (based on median insurance house and contents value in Sydney 2004 - McAneney K. J . 2005).

There have been more than 11,480 fire trails identified across the State.

Engaging the community

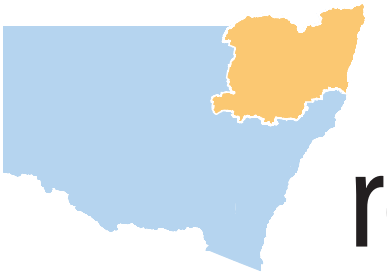
Community Engagement programs continue to be a focus of Districts and Regions, with more than 840 youth activities conducted State-wide, an increase of more than 100 activities from the previous year.

Two thousand local events and activities were held to inform and educate the general public about bush fire safety.

Recognising the great service of our members

NSW RFS members from all parts of the State were recognised for their continuing commitment and service performed to the community, with 3,138 Long Service Medals issued, and 300 National Medals awarded and 13 Australian Fire Service Medals awarded.

Full details of Internal and External Awards processed can be seen in Appendix O.



region north

KEY

1. Far North Coast Team
   - 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 Zone
   - 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
10. Liverpool Range Zone
    - Gunnedah
    - Liverpool Plains
    - Upper Hunter
11. Castlereagh Zone
    - Warrumbungle
    - Gilgandra

Region North had 22 *Section 44 Bush Fire Emergency Declarations* in the reporting period with the majority occurring in November and December 2009. Approximately 80 percent of Region North was under Bush Fire Emergency Declaration leading up to Christmas, and significant resources were deployed from both inside and outside the Region.

Volunteers and staff from Region South, Region East, ACT Fire Service and Queensland Fire and Rescue Service answered the call for assistance and were deployed to the Armidale, Tamworth, Bingara and Tenterfield areas.

In the week before Christmas weather conditions eased, allowing crews to gain the upper hand and all fires were contained. Local and out of area crews were able to return home after a busy few months and enjoy a well deserved rest and Christmas with their families.

Local crews continued to monitor the fire areas but no further Section 44 Declarations were made and the busy fire season was at an end.

In June 2010, the Lennox Head Tornado occurred and NSW RFS crews assisted the SES in the recovery operation. An Emergency Operations Centre was established at the Lennox Head Hotel and an evacuation centre was established at the Lennox Head Bowling Club. The NSW RFS contributed nine appliances and 36 personnel in the management and cleanup of the incident.

The Region exceeded its overall target for hazard reductions for the 2009/10 reporting period. This was made possible by the support of a new State Mitigation Support crew based in Coffs Harbour.

A Regional Community Engagement Forum was conducted in Tamworth in May and courses for Community Liaison Officers, Community Safety Facilitators, and Community Safety Assistants were also conducted.

In 2009/10 all training targets for active volunteers were met. The focus of training in Region North is gradually transitioning from a concentration on the achievement of mainstream skills to the enhancement of higher level skills, particularly by leaders at all levels. This is reflective of a State-wide trend.

A second Incident Management Workshop was held at Coffs Harbour in November and the very successful Region North Exercise was held for the tenth year in a row in Glen Innes in March 2010.

The 10th Region North Exercise at Glen Innes involved personnel from across Region North, the Queensland Fire and Rescue Service (QFRS) and other emergency service agencies. Approximately 432 personnel were involved in a series of incident-based scenarios designed to improve skills and knowledge. The entire weekend of the Exercise is coordinated by an Incident Management Team working within the principles of the Incident Control System in order to simulate major incident conditions.

The Region exceeded its overall target for hazard reductions for the 2009/10 reporting period.

During the year other agencies involved in fire management, including QFRS, were included in selected NSW RFS training opportunities in order to enhance interoperability with those agencies.

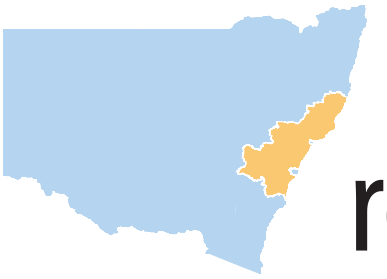
The compliance of Learning and Development with NSW RFS Training Standard Operating Procedures was tested by two satisfactory audits of Tamworth District and the Northern Tablelands Team. Training was also validated by analysis of the performance of teams at the annual Region North Exercise.

Initiatives to boost the level of professional competency of Region North staff and enhance compliance with Service Policy has resulted in over 50 percent of the Region's staff now holding tertiary qualifications relevant to their position. This includes nine staff gaining Certificate IV in Project Management, five undertaking a Certificate IV in Training & Assessment and 21 being awarded a Diploma in Management.

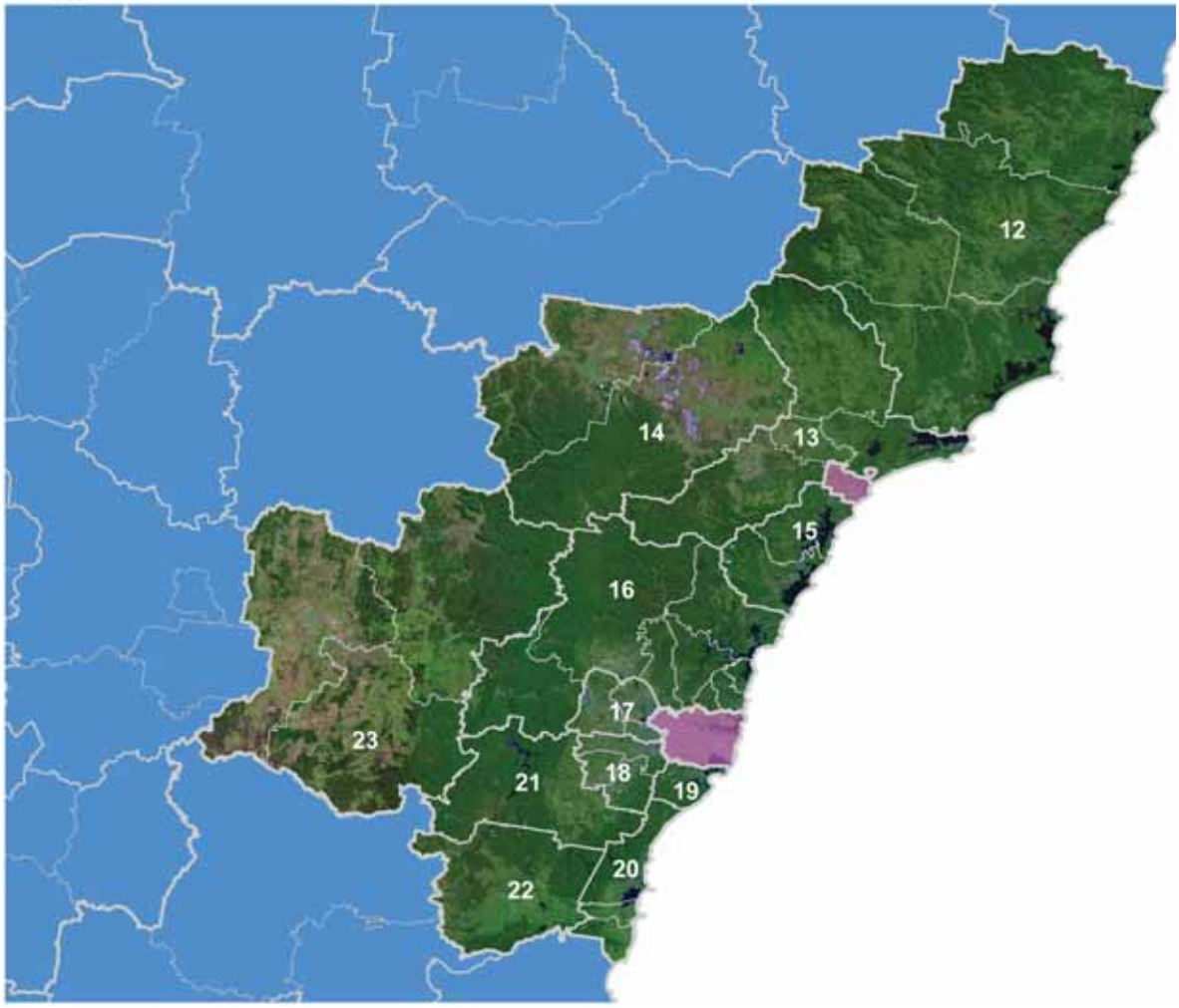
Management and Business operations have focussed on capacity and capability improvements. The delivery of a management development program has seen a sound workforce planning development opportunity and provided the Region with better governance. It has been particularly helpful in addressing attrition due to the ageing workforce.

New Regional Manager

This year there was a change of leadership in the Region with the appointment of Chief Superintendent Brett Condie as Regional Manager.



region east



KEY

12. Manning Team
    - Gloucester
    - Greater Taree
    - Great Lakes
    - Hastings

13. Lower Hunter Zone
    - 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 Districts)
    - Sutherland

20 Illawarra Zone
- Kiama
- Shelharbour
- Wollongong

21. (Stand Alone District)
    - Wollondilly

22 (Stand Alone District)
- Wingecarribee

23. Chifley Zone
    - Bathurst Regional
    - Oberon
    - Lithgow

Non-RFS

Region East experienced protracted fire activity in the Blue Mountains, Chifley/ Lithgow and the Hawkesbury, as well as significant incidents in the Hunter, Lower Hunter the Lakes, Gosford, Macarthur and Cumberland late in 2009.

The Region also provided considerable resources for firefighting, Fire Investigation and Incident Management to Regions North and West and to assist the Queensland Fire and Rescue Service.

Region East performed the major incident coordination and offered strike team assistance to many declared fire emergencies. Over the fire season there were 59 strike teams involving 1,720 personnel and 306 Incident Management Team personnel.

The Region East Exercise was very successful and productive. In the reporting period two Group Officer forums were held and a Fire Investigation Forum was very well attended.

Progress has been made in a range of key areas to help mitigate bush fire risk in Region East this year.

All draft Bush Fire Risk Management Plans were either approved by the Bush Fire Coordinating Committee, or submitted for approval by the end of the reporting period. These Plans will set priorities for actions including hazard reduction and Community Engagement aimed at reducing bush fire risk to their communities for the next five years.

Significant hazard reduction burning programs prior to the 2009/10 fire season were conducted.

To enhance the skills of local staff in dealing with Bush Fire Hazard Reduction Certificates, Hazard Complaints and Development Assessment, the Region hosted two introductory and one advanced workshop in field assessments.

Three skills workshops, unique to Region East, were held on the Bush Risk Information Management System. This workshop assists staff with timely and accurate reporting of Hazard Reduction, Development Assessment and Hazard Complaints. The Region also hosted a specialist course for staff to be authorised in assessing development applications.

This year's Incident Management Workshop and Exercise was conducted at Illawarra Fire Control Centre with inter-agency participation from NSW Fire Brigades, NSW National Parks & Wildlife Service and the Fire & Emergency Services Authority of Western Australia (FESA). Two senior officers from FESA participated in the event, performing principal roles, which provided enhanced operational capacity during major fire and multi-agency incidents between NSW fire/land management agencies and our interstate counterparts.

Region East also continued to provide training for the incident management stream by delivering the Group Leader Analysis (GLA)/Group Leader Command (GLC), Group Leader (GL) courses. The GLA/GLC courses were conducted at Baulkham Hills Fire Control Centre for 20 participants.

In 2009/10, four Rural Fire Instructor courses were delivered, resulting in a further 56 volunteers being given the opportunity to become qualified as Instructors. The Region also conducted an Assessor course at Tuncurry with the assistance of NSW Surf Lifesaving Association as the training provider and Registered Training Organisation; 12 volunteers from across the Districts have now gained Assessor qualifications.

Region East conducted four Learning and Development on-site audits with a further five self-audits completed by District/Team/Zone Learning and Development staff.

The Region has started to undertake a range of Professional Development Opportunities for District Staff. These Professional Development courses started in February 2010 and will be completed in November 2010.

New Regional Manager

Superintendent John Parnaby, AFSM, formerly Region North Manager, became the Region East Manager in October 2009.

There were a number of new staff appointments, with three new Managers appointed to Hornsby/Ku-ring-gai, Sutherland and Chifley. There was an enhancement in the Fire Mitigation area with the appointment of seven new staff across the Region.

In 2009/10 12 NSW RFS members participated in a Management Leadership and Development Program.

bringing communities together

The Hotspots Fire Project brings together land owners and fire authorities to consider the best way to manage land for both biodiversity and fire management.

The successful program has been held throughout NSW in the reporting period including the Northern Rivers, Southern Rivers and Hawkesbury Nepean regions.

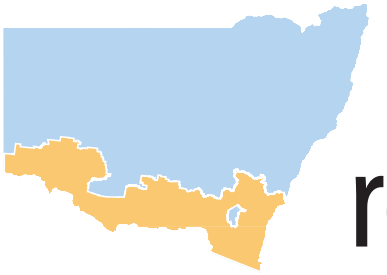
Over three field days, landholders join fire authorities, land managers, fire-ecology scientists and natural resource managers in a practical approach to learning about managing fire for biodiversity.

The NSW RFS and other fire authorities meet with an ecologists and local landholders and discuss risk planning, legislation, fire history, protection of threatened species, vegetation types and their response to fire and fire regimes.

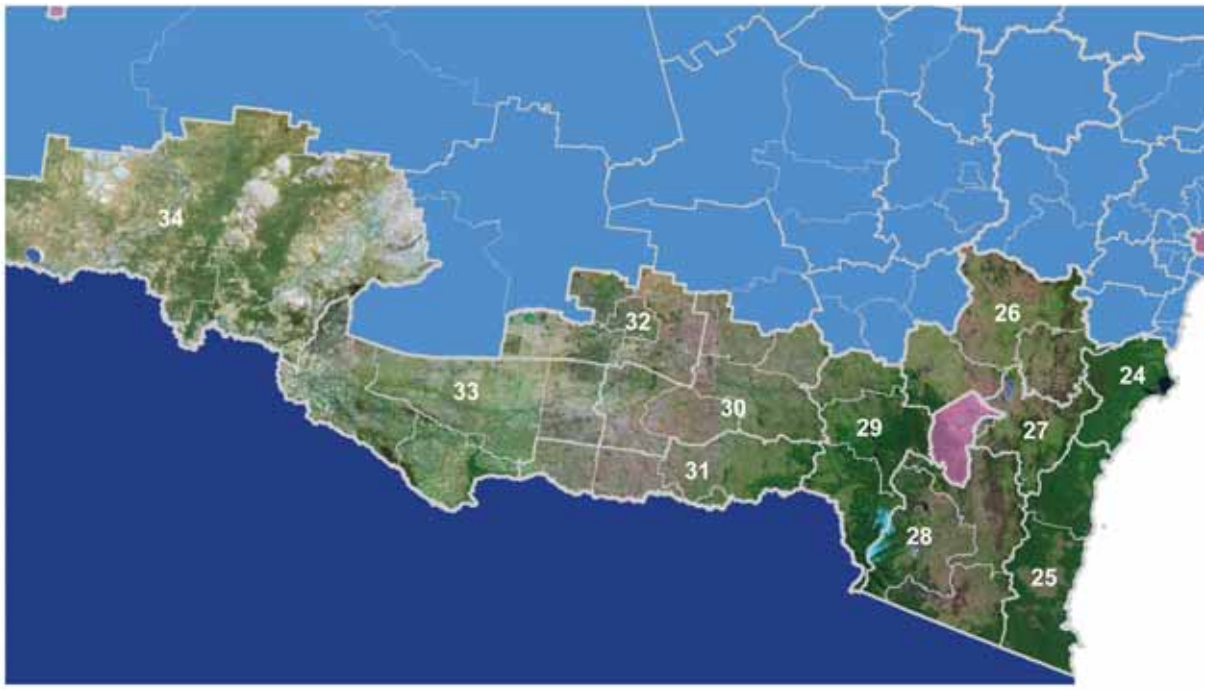
Throughout the Project each of the landowners have ecological assessments of their land and can write ecological and fire management objectives with the help of both fire managers and ecologists. Landholders are given the confidence and basic skills so they can implement their own fire management plan and a controlled burn.

Relationships between local brigades and local landowners are enhanced by the Hotspots Fire Project and the entire community benefits from the reduction in hazard and increase in bush fire safety.

Field Day discussions as part of the Hotspots Fire Project in Toonumbar 2009 Photo by K McShea.



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
    Queanbeyan City
    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

Region South experienced an above average period of fire activity at the beginning of the fire season. Seven *Section 44 Bush Fire Emergencies* were declared early in the season. Ten pre-emptive *Bush Fire Emergency* declarations were also made where Catastrophic fire weather was predicted.

In November and December volunteers and staff were deployed to Region North to assist with a busy fire season in that region. Rains in the early new year ended the fire activity and then the focus turned toward flood and storm damage in the Shoalhaven and Eurobodalla areas.

Hazard Reduction activities have been given a high priority. State Mitigation Works crews assisted with a number of hazard reductions throughout the Region, and more works crews are expected to be active within the Region in the coming year.

Learning how fast moving fires work

An initiative within the Region was the Lessons Learnt Interactive Field Trip (LLIFT). The objective of the LLIFT was for members to gain a better understanding of complex issues that accompany fast moving fires. Two trips were organised in March following the devastating fires in December in the Greater Hume, Tumbarumba and Cooma Districts where there was significant property loss and Emergency Warning Systems were used. The outcome for participants was that they were able to talk to the people involved in the fires and learn the lessons from the people involved.

The Region continued its ongoing operational preparedness program this year and completed an Incident Management Exercise (IMX) at Deniliquin Fire Control Centre. The Region also ran three one-day exercises based on IMX principles at Cooma, Tumut and Eurobodalla Fire Control Centres. The Region South Exercise was conducted in Gundagai in May 2010 with around 300 members attending.

The Region's sixth Group Officers Forum was held at Albury in August 2009, with 65 Group Officers in attendance.

To enhance the cooperation between bordering agencies, several cross border meetings were held with a number of Victorian, South Australian and ACT agencies.

Progress on the development of Bush Fire Risk Management Plans has been excellent, and there has been increased engagement with local communities as a result of the consultation process.

One staff member was also chosen to attend the AFAC Fire Industry Study Tour. A number of fire agencies from across Australia were represented on the tour. Further information about the Tour and those involved can be seen on page 32 in Membership and Strategic Services.

During 2009/10, the Learning and Development Unit provided training and support in programs such as Group Leader Analysis, Group Leader Command, Rural Fire Instructor, Safe Working on Roofs and Conduct Briefings Debriefings. The development of instructors in specialist subjects was also supported throughout the year.

The Rural Fire Instructor program continued, with one course held at Wagga Wagga. In an effort to increase the number of members who can assist with the evidence gathering process, two Assessment Advocate courses were also conducted during 2009/10. Region South continued to provide training for the incident management stream by delivering its second Conduct Briefings Debriefings course.

The NSW RFS Secondary School Cadet program saw cadets graduating from Lumen Christi Catholic College at Pambula, Monaro High School Cooma, Gundagai High School and the Menoura High School at Ariah Park.

To meet the Service's minimum requirements for qualifications in all positions, three staff completed Diploma of Business Management, three staff completed Forklift Licence and three staff completed Computer Basics Course. A further three staff are completing their Advanced Diploma of Business.

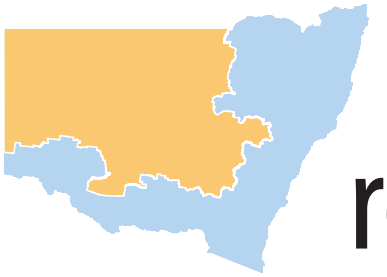
Nine Learning and Development audits were completed throughout the year with the number of corrective actions reports significantly reduced. Evidence provided by the audits shows a large percentage of Districts fully complying with the requirements of the Learning and Development function.

The number of staff and volunteers completing the self-paced learning program for Incident Management roles has increased with 66 staff qualified in Australasian Inter-Service Incident Management System (AIIMS) roles.

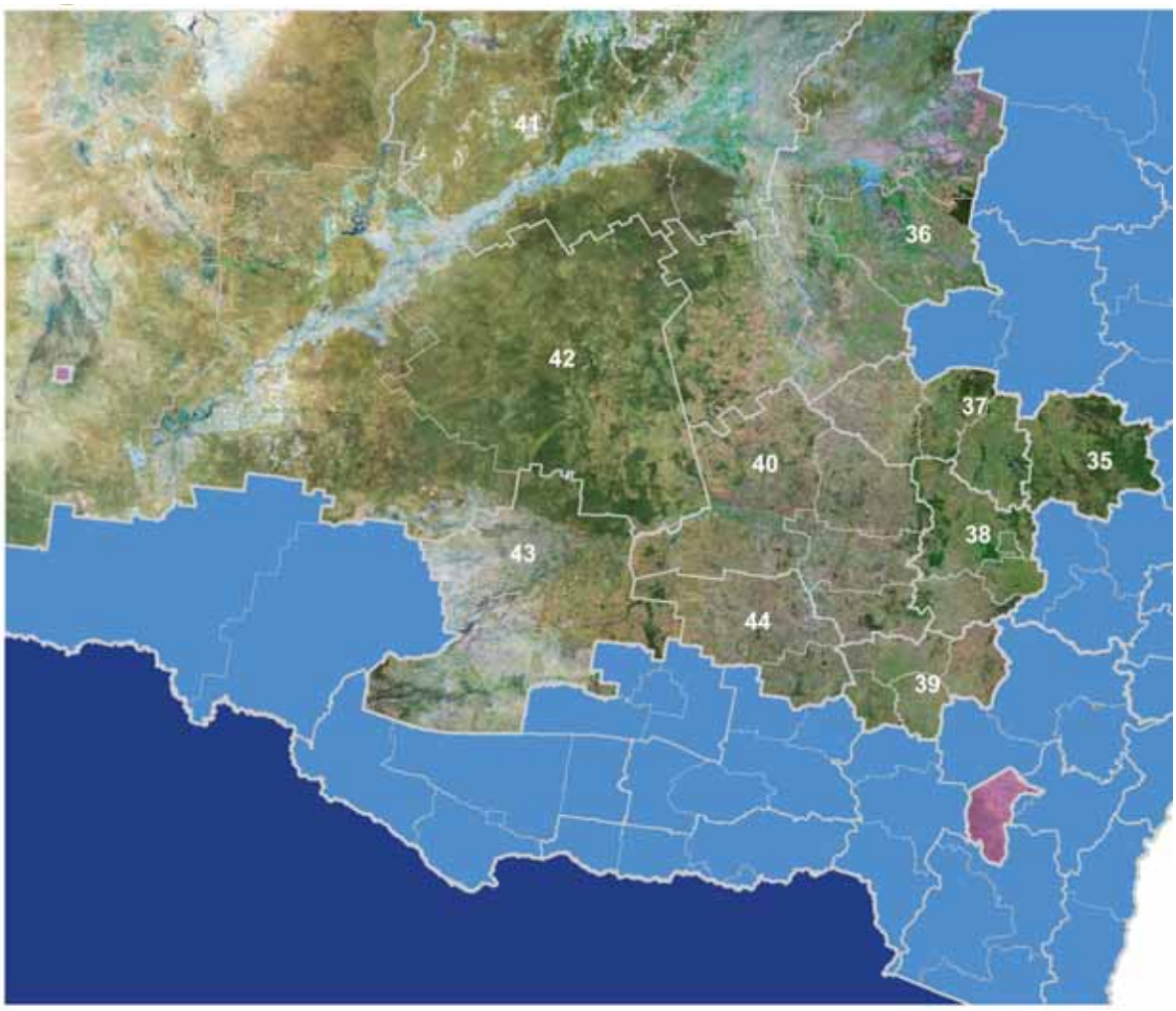
The Annual Region South Conference was held at Wagga Wagga in June 2010 with approximately 60 staff in attendance. The focus of the conference was to enhance staff communication as well as providing training in behavioural awareness and its impact when dealing with others at the workplace and fireground.

Volunteer forums were also held at Culcairn and Mulwala with 100 volunteers attending representing 41 Rural Fire Brigades from the Southern Border Team. This forum discussed a range of issues and a similar forum will be held in the following year.

During the year the Region made significant advances in audit and compliance and business plan reporting. This included full compliance with Management audits as specified in the NSW RFS Audit plan, and 100 percent of Districts reporting on performance against Business Plans using the electronic service delivery system (eSDM).



region west



KEY

35. (Cudgelong District)
    Mid Western Regional
36. North West Zone
    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 experienced four major fires during the fire season which resulted in *Section 44 Bush Fire Emergencies* Declarations. The fires were in the Cudgegong District, Canobolas and South West Slopes Zone. Three of these fires were the result of lightning and the other fire was believed to be a deliberate ignition.

The Region West Major Incident Coordination Centre at Lidcombe was activated to provide close support to the local Incident Management teams during these fires.

Above average rainfall this year has seen the increase of fuel in the grassland areas across Region West.

Significant funding enabled more reduction works to be carried out in and around vulnerable villages and towns. The majority of the hazard reduction burning program was carried out in a short period due to weather restrictions. Mechanical slashing this year increased with the excessive grass growth across the Region and the increased awareness of the hazard complaint system.

For the first time work crews were introduced to assist in the AIDER program and hazard reduction works. Work crews were also used to help members complete hazard reduction works in Cudgegong, Mid Lachlan Valley, Orana and Canobolas.

New Bush Fire Risk Management Plans have been introduced across Region West with the majority of districts completing their plans with the innovative map based format. This will help in the planning of future mitigation works to protect assets across the Region.

This year all District Operations Plans were reviewed in line with Bush Fire Coordinating Committee Guidelines.

A multi agency Exercise was held at Burrendong Dam in August 2009. This exercise involved more than 300 personnel and included the Annual Group Captain's Forum, Field Commander's Workshop and a Fuel Sampling Workshop.

In May 2010 Region West and District Operations staff attended a Tri-State Emergency Services conference at Thargomindah in Queensland where a Mutual Aid Agreement was approved for use along the Queensland and NSW borders.

Community Engagement programs were successfully carried out across Region West with cadet programs completed in three Districts.

The Community Engagement Forum was held at Cooks Gap, North West of Mudgee in August. Vulnerable areas were targeted and properties were visited by Community Engagement facilitators to discuss bush fire preparation and plans.

Thirty volunteer members have gained the Certificate IV in Workplace Training and Assessment. This has given volunteer members the skills to lead training initiatives across the Region.

A Coaching Workshop on management skills was provided for prospective managers. The majority of candidates have had the opportunity to act in management positions since the course.

Sixteen participants also underwent project management training as part of the Region's Professional Development program.

The Region West Bush Firefighter Qualification project aims to identify all members in Region West who are eligible to be awarded a minimum qualification based on years of firefighting experience. In the reporting period 1,600 volunteers members had their prior learning successfully recognised. Recognising the prior learning of existing members will continue to be a focus in Region West next year.

A week long Incident Management Workshop and Exercise was held in Coonamble in June 2010 with 35 NSW RFS personnel and seven interagency personnel attending. Twelve volunteers and staff achieved an Incident Management Team qualification as a result.

During the reporting period Region West implemented the new electronic Service Delivery Model (eSDM) and achieved all reporting requirements within given timeframes. The Region also met its requirements in relation to Management Audits with all programs completed as per the NSW RFS Audit Schedule.

In the reporting period 1,600 volunteer members had their prior learning successfully recognised.

our performance

The implementation of eight Pathway Strategies in the Strategic Plan enabled the NSW RFS, within the context of its operating environment, to more closely align its strategic targets and performance measures with the NSW State Plan. Significant performance achievements are grouped under these pathways for reporting here.

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

our performance overview

The performance tables presented below are an indicator of the achievements for the year ending 30 June 2010. A more complete record of other achievements and business activities can be found in the chapters dedicated to each of the NSW RFS directorates.

The implementation of eight Pathway Strategies in the Strategic Plan has enabled the NSW RFS, within the context of its operating environment, to more closely align its strategic targets and performance measures with the NSW State Plan. Significant performance achievements are grouped under these pathways for reporting here.

The eight Pathway Strategies 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

Future Performance Reporting

During the reporting period the NSW RFS undertook a number of enterprise-wide strategic reviews. These reviews included: legislative compliance, organisational risk management, corporate governance, systems audit and the corporate planning process.

These reviews were still underway at the end of the reporting period and it is anticipated that they will result in a number of corporate initiatives and continuous improvements in these areas.

State Plan priorities		NSW RFS 2012 Strategic Outcomes	Organisational Performance Management Framework - Key Result Areas
RIGHTS, RESPECT & RESPONSIBILITY	**R4 –** increased participation and integration in community activities	Strong community understanding and support	Greater community awareness and involvement in reducing bush fire risk is generated Community obligations are facilitated effectively by the Service
EARLY INTERVENTION TO TACKLE DISADVANTAGE	**F4 –** embedding the principle of prevention and early intervention into Government service delivery in NSW	Integrated approach to risk and emergencies	Reductions in community losses from bush fire are achieved. Incidents are managed effectively.
GROWING PROSPERITY ACROSS NSW	**P6 –** increased business investment in rural and regional NSW **P7 –** better access to training in regional and rural NSW to support local economies	Our people reflect the diversity and values of the community they protect.	The NSW RFS continues to attract and retain sufficient members to deliver its services.
ENVIRONMENT FOR LIVING	**E4 –** better environmental outcomes for native vegetation, biodiversity, land, rivers, and coastal waterways	Modern and adaptive organisational structure and practices.	Volunteer members are competent to undertake their assigned operational role. All members of the Service work in a safe environment. Transparency and accountability is assured through Service management practice. Significant infrastructure and assets are effectively managed. Human resources are managed in a way which enhances organisational health.
		Influential in national and international agendas.	The Service is engaged as an active member of the national and international emergency services community.
		Responsible environmental management.	The NSW RFS exercises its environmental management responsibilities effectively.
		Effective financial management.	Effective financial management.

our performance

1. Appropriate and Tailored Risk Treatment

What we said we'd do	Our target	Our performance in 2009/10
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 B)	Increase target by 5% (7,908 properties protected by completed HR works). Increase target by 5% (A total property value of $3,290m protected by completed HR works).	41,152 properties $18,106.88 million
Record the suspected cause of reported fires and determine the cause and origin of investigated fires.	Increase levels of active and qualified and authorised fire investigators. Maintain existing targets for investigations i.e.: 88% of formally investigated wildfires had the cause determined. 60% of formally investigated structural fires had the cause determined.	Authorised Wild Fire Investigators increased by 15 to 157. Authorised Structural Fire Investigators increased by 12 to 93. 80% of reported fires had suspected cause identified. 87% of formally investigated wildfires had the cause determined. 68% of formally investigated structural fires had the cause determined.
Provide direction and support to NSW RFS Districts to plan, implement and record community education programs in accordance with Bush Fire Risk Management Plans (BFRMP).	Use the information gleaned from these activities to further plan and schedule Community Education programs.	Developed and delivered four workshops to improve the ability of salaried staff and volunteers to engage communities on BFRMP. Held a restructured annual conference to improve skill levels.
Facilitate and support the development and implementation of comprehensive BFRMPs on behalf of the Bush Fire Coordinating Committee.	65% to complete draft of the new format plan.	46 of 68 (68%) had submitted a draft.
Complete the implementation of the Brigade Classification Project.	Use the classification information to support the implementation of a resource allocation plan.	100% of brigades classified.
Fit water tanks to all NSW RFS stations.	Complete the water tank program.	87% of stations have now been fitted with water tanks.

something to be proud of

The NSW RFS Assist Infirmed, Disabled and Elderly Residents (AIDER) program provides help to vulnerable residents living in bush fire prone areas. The AIDER Crews conduct works such as clearing gutters, thinning vegetation, removing leaf and tree debris, trimming branches from around and overhanging the home, mowing or slashing long grass around residential homes. In 2009/10, 409 AIDER jobs were completed. The following letter was received from the Aged and Disability Support Services (ADSSI Ltd) on the Central Coast which has been involved with AIDER.

It is with much gratitude that we write this letter … to acknowledge the wonderful effort that the Rural Fire Service contributed to the clearing of a client's property in need of this service.

The contribution that this program made gave our client a greater sense of dignity where circumstances had kept him at a great disadvantage, and we believe that both your and our involvement brought a sense of community to him.

The NSW Rural Fire Service has great people to liaise with as well as having a great sense of humour with a generous spirit, which our community can be really proud of. Our thanks again for the difference you made to our client's life, and know that this project will change the lives of many Australians who can no longer maintain their properties as they would like to.

Many thanks
ADSSI Ltd

Six homes were lost in Gerogery when fires swept through on December 17, 2009. Photo courtesy of *The Border Mail*.

our performance

2. Defined and Articulated Processes

What we said we'd do	Our target	Our performance in 2009/10
Develop an asset register within a reviewed asset management system to inform the electronic service delivery (eSDM) system • Produce an annual Total Asset Management (TAM) Plan • Establish systems and applications to better link asset management, planning and budgeting	Continue to develop strategies within the NSW RFS annual asset management plan • Production of TAM Plan in line with Government policy • Continue to develop systems for asset management planning and budgeting in compliance with State Government strategy	Continue to develop strategies within the NSW RFS annual asset management plan. TAM Plan produced in line with Government policy Policies with regard to standard designs for Fire Control Centres and Stations have been completed. Preliminary work commenced on the development of a business case for SAP Asset Management in line with Government Policy.
Manage the Tanker Replacement program.	Design and construct or refurbish more than 200 tankers.	During the reporting year the NSW RFS handed over 205 new or refurbished tankers.
Finalise program to replace all Service funded petrol firefighting appliances.	Replace all Service funded petrol firefighting appliances by June 2010.	98.96% of Service funded firefighting appliances are diesel powered. The program to finalise the replacement will be completed during the next reporting year.
Implement standardised Brigade Station and Fire Control Centre designs.	Continue to implement standardised design for new building infrastructure and maintain savings in construction costs (i.e. 23% reduction in costs).	Twelve Control Centre Standard designs have been implemented for new building infrastructure. Brigade Station standard designs have been reviewed and new versions are to be rolled out in the 2010/11 reporting year. Savings have been achieved within the design costs by the use of standardised equipment across both designs.
Implement and maintain effective levels of communications technology and infrastructure.	Increase coverage to 90% with 16 planned additional sites. Continue work with other emergency services agencies towards incremental expansion of system capacities.	Locations for 12 new radio sites were identified, commissioned and operating in the reporting period. Due to the age of some existing equipment, 37 sites received full equipment upgrades. Locations for five new paging sites were identified, commissioned and operating in the reporting period. A significant focus was on the collaborative development with NSW State Emergency Services of an interlinked paging network spanning from Nambucca Heads to the Queensland border.
Develop and commence the implementation of the Business Continuity Management (BCM) Program.	BCM Service Standard and SOPs approved by target date. Comprehensive Headquarters and Regional Offices project commenced by target date.	The Policy for BCM was submitted for approval within the reporting period. Business Continuity Plans were developed for critical business functions.
Maintain currency of legislation by undertaking regular reviews of the *Rural Fires Act 1997* and Regulations.	Publication of Post Implementation Report by 1 September 2009	Report completed and published on the intranet to make it available to all NSW RFS staff.
Replacement Program for Motorola Radios	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.	The program was completed in total resulting in a completely new fleet of radios devices in all NSW RFS owned and operated assets.

our performance

3. Clear and Defined Roles

What we said we'd do	Our target	Our performance in 2009/10
Maintain currency of strategic organisational planning by undertaking regular reviews of the Strategic, Corporate and Results and Services Plans.	Review and enhance the corporate planning process to develop the 2010/13 Corporate Plan.	The Corporate plan was streamlined with a more strategic focus in 2010.
Ensure a planned approach to planning, budgeting and performance management in district, regional offices and Head Office business units.	Implement eSDM to facilitate business planning and performance reporting.	Fully implemented in NSW RFS regions.
Ensure effective and efficient management of major Service projects.	Implement and manage all future projects in accordance with the revised project management policies and procedures.	The Project Control Group was established to manage the portfolio of major projects. The majority of major projects for the reporting period were completed using the Project Management Policy.

our performance

4. Whole of Human Services Approach

What we said we'd do	Our target	Our performance in 2009/10
Promote and maintain professional standards and ethics for all salaried and volunteer members of the Service.	Maintain a comprehensive strategy of education to ensure compliance with ethical and professional standards. NSW RFS Corruption and Prevention Strategy reviewed under the auspices and management of a newly appointed Professional Standards Section.	Corruption Prevention program for Managers was adopted and the Ethics Induction Program began development. Review completed
Implement and manage the Health, Safety and Welfare NSW Government Injury Management Strategy.	Finalise a mutually agreed Memorandum of Understanding between NSW RFS and RFSA concerning Workers Compensation arrangements for volunteer members.	Target met. Memorandum of Understanding drafted and signed by the Commissioner of the NSW RFS and the President of the RFSA.
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.	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.	Conference attended by CISS personnel and a series of workshops were held and attended by all CISS personnel for the purpose of disseminating and implementing best practice counselling and support methodologies.
Develop and maintain a pool of competent trainers, assessors and training coordinators.	Maintain service delivery training programs for volunteers with sufficient numbers of trainers and coordinators. Rollout the new Assessment Advocate (ASA) Program designed to increase the opportunities for valid and reliable assessment across the NSW RFS.	Exceeded target with a pool of 2,165 trainers, 527 training coordinators and 1,201 assessors. The Assessment Advocate program roll out was commenced and is on going. The feedback on the program has been positive.
Conduct aviation training for NSW RFS personnel and on behalf of other government agencies.	Review the training plan to ensure it meets the needs of the Service and other government agencies.	The Aviation Unit conducts specialist aviation training annually for NSW RFS personnel as well as for members of intra and inter state government agencies. The Unit continues to meet its 95% target of aviation specialists being trained in order to maintain currency in their specialist aviation roles. Training plan reviewed and amended to incorporate the aviation training 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.	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: • 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 Exceeded target with 88.2% of members achieving the level of competency specified for their role. Target met Target met

our performance

What we said we'd do	Our target	Our performance in 2009/10
Establish Regional Training Centres of Excellence in Mogo (Structural Firefighting) and Orange (Incident Management and bush firefighting).	Establishment of Standard Structural Training Prop (Hot Fire Training) for districts	Learning Development Systems has developed a set of standard plans for a structural training prop and passed them onto Infrastructure Services to be used as a prototype that could be replicated in Districts. The construction of the new Fire Control Centre in Orange now provides a suitable venue for the provision of Incident Management Training.
Develop relevant training support materials.	Development of an e-learning strategy and a suite of online products. Set defined review dates for all courses.	An e-learning strategy has been developed and online products are in development. Target met. Review dates for all programs have been set.
Develop a comprehensive professional development regime for all staff linked to succession planning.	Strengthen links between Learning and Development Systems 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.	Learning and Development Systems and Workforce Planning strengthen their links with each other through collaboration on a number of key projects including flexible membership and flexible training. A suitable mentoring program has been identified and will be customised in the second half of 2010 for implementation in the 2011 training season.
Review and update position descriptions in line with Service Standard S 6.1.2.	Continue to develop and evaluate Role Statements for all Service positions i.e. 50% of total Position Descriptions converted by 30 June 2010.	Target met

In August 2009 a pod of about 60 Humpback whales were feeding off the coast of Narooma while the Mt Gulaga fire was still burning. Photo courtesy of Jonathan Poyner.

forecasting a change

A significant change to the way fire weather is forecast and viewed has been developed by the Bureau of Meteorology in conjunction with the NSW RFS in the reporting period.

The upgraded forecasting system brings a shift from text-based reporting to visual and graphical displays.

“The new information is graphic and it is quite powerful,” said Dr Simon Heemstra, NSW RFS Community Planning Manager, “It is a totally new way to do business.”

“With this new forecasting system, forecasters and firefighters can see images of the Fire Danger Ratings across the State and watch real time changes of the forecasts. It really is a matter of: ‘a picture tells 1,000 words’.”

The entire surface of NSW can be viewed in grids of six kilometres by six kilometres resolution. This means that local variables of temperature, humidity, wind speed and direction can be understood more accurately. A significant new aspect is the ability to forecast the duration of any given fire threat.

The forecast software has been in use in the US for ten years and has been on trial in Victoria for much of the reporting period. It was launched in NSW at the end of the reporting period ready for the 2010/11 fire season.

The shift from text based data to graphical data will be a watershed in fire weather forecasting for years to come.

our performance

5. Effective Communication

What we said we'd do	Our target	Our performance in 2009/10
Continue development of MyRFS volunteer website in order to improve Communication with volunteers.	Continue to grow registered users from 13,250. Develop Fire Update Module, Call out Statistics Module and Fire Weather Portal functionalities.	MyRFS has more than 16,000 registered users, with more than 80% of brigades having one or more members registered on the site. Last year MyRFS received close to 0.5 million visits and more than 3.3 million pages were served. Planning, design and development of functionality continued for future enhancements.
Increase participation across the Service in community education activities through the development of skills and knowledge exchange for both staff and volunteers.	Maintain current program performance	Current program maintained and extended to include 26 'road shows' to both salaried and volunteer members to ascertain needs and improve communication. Delivered improved communication tools. Increased attendance at regional forums. Volunteer and staff e-mail groups to improve information exchange.
Provide efficient and effective media liaison to the organisation and key stakeholders.	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.	Media Services provided a 24-hour on-call service for media outlets and Service personnel requiring assistance with issuing public safety information via the media. A record number of media personnel (590) trained, with more than 3,000 members of the media across the State who have completed NSW RFS media training. 38 Media Liaison Officers have now been accredited to assist with NSW RFS District media liaison and liaison with the media during fires. The Public Liaison System (PLO) for major fires was enhanced with the delivery of the pilot PLO course in 2009.
Ensure consultation between district staff and volunteers through brigade meetings, Captain's meetings and other forums.	Increase the percentage of staff attending AGMs by 10%. Increase the attendance at meetings to ensure regular and effective communication occurs. Ensure ongoing regular and effective communication occurs between staff and brigades.	Overall consultation between district staff and volunteers has increased during the year; with staff attending approximately 2100 formal brigade meetings including Captain's meetings, AGMs and Senior Management Team meetings. Staff consultation has also included quarterly Liaison Committee meetings and Bush Fire Risk Management Meetings across the State. Staff have also participated in a number of other forums including Training, Community Education, Technical Advisory Committees as well as Pre and Post Season briefings.

our performance

6. Evidence-Based Decision-Making

What we said we'd do	Our target	Our performance in 2009/10
Replace Firezone with a modern membership and asset enterprise ICT system that will support NSW RFS functions.	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.	The NSW RFS has implemented an enterprise architecture using the SAP Platform. During 2009/10, the NSW RFS implemented the financial package. The work on the aspects of the Firezone replacement will build upon the SAP Finance module and be carried out during the 2010/11 and 2011/12 reporting years. Agreement was reached between NSW RFS, NSWFB, SES and EMNSW to implement SAP programs on a consolidated IT platform. An inter-agency roadmap comprising a five year program of works for each agency was finalised.
Minimise delivery time of Linescanner images from aerial capture to the FCC.	Continued NDMP project work, optimising automation and processing of images.	Average time was slightly more than 40 minutes. This year saw a fundamental shift in the way the linescanner was used, with many more fires scanned each day, often with little gap in between. The NSW RFS is re-tendering for the linescanner service, and is including performance targets within the contract that will help achieve minimum turn around times.

7. Multiple Bottom Line Performance Management

What we said we'd do	Our target	Our performance in 2009/10
Demonstrated effective and efficient environmental management within bush fire risk management planning.	50% of Reviews of Environmental Factors completed within 60 days of receipt. 65% of BFRMPs identify environmental assets. 65% of BFMCs with mapped vegetation fire regimes 65% of BFMCs with mapped fire history.	17% 68% achieved 68% achieved 68% achieved

our performance

8. Branding and Marketing

What we said we'd do	Our target	Our performance in 2009/10
Further develop and consolidate business opportunities.	Maintain targets given global financial constraints: • 1 international bid won • 2 cases of knowledge and skill sharing arising from business development • 5% annual increase in revenue from business opportunities 10% increase in overseas partnerships and relationships	 Target met with Botswana Fire Management Target met through current International project in Botswana Target met through increased commercial training courses undertaken Target met with Botswana Fire Management
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.	Maintain targets given global financial constraints: • 80% AFAC interest group meetings attended by NSW RFS annually • Twelve NSW RFS papers or representations at national and international forums • Three NSW RFS staff involved in international exchange programs and visits 10% increase in overseas partnerships and relationships	Target met with 27 Groups attended, which is 100% of all AFAC Interest Group meetings where NSW RFS are members. Fifty NSW RFS members attended the AFAC Conference on the Gold Coast in September 2009 and two presentations were made. A total of 16 papers were presented at national and international forums throughout the year. Target met with current international projects undertaken in Sri Lanka, Indonesia and Botswana. 10% increase met through national and international conferences, forums and visits to Indonesia, Sri Lanka, Thailand and Botswana.

our performance – miscellaneous

Engagement of Consultants

During the year three consultants (within the Department of Premier and Cabinet's definition) were engaged at a total cost of $23,445.

	$
Consultancies equal to or more than $50,000	
	Nil
Consultancies less than $50,000	
Communications	7,500
Risk Management	15,945
Total consultancies	**23,445**

Executive Remuneration

SES Level 5 and above

Position	SES Level	Total Annual Remuneration
NSW RFS Commissioner Shane Fitzsimmons	6	$300,800
Chief Executive Emergency Management NSW Stacey Tannos	6	$270,401

Executive Remuneration: Gender balance

As 30 June 2010

	2009/10		2008/09		2007/08	
Gender	M	F	M	F	M	F
SES 6	2	0	2	0	1	0
SES 5	0	0	0	0	0	0
SES 4	1	0	2	0	3	0
SES 3	3	2	3	1	1	0
Total	**6**	**2**	**7**	**1**	**5**	**0**

These figures include staff from Emergency Management NSW.

Grants to Non-Government Organisations

	2007/08	2008/09	2009/10
Nature Conservation Council	100,000	105,500	105,000
Hydro Australia Pty Ltd	0	0	2,400
Volunteer Units (through EMNSW)	1,437,000	1,442,000	1,470,360
Total	**1,537,000**	**1,557,500**	**1,577,760**

Annual Report – External Costs and Availability

The total external costs incurred in the production of this report were $28,000 + GST. Costs were reduced this year due to using an in-house graphic designer for the original artwork. The report is accessible on the NSW RFS website www.rfs.nsw.gov.au and hard copies may be obtained by emailing: bushfire.bulletin@rfs.nsw.gov.au or from the NSW RFS Headquarters in Lidcombe, Sydney.

financial statements

Independent Auditor's Report of the NSW RFS

- Statement by the Commissioner
- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Equity
- Statement of Cash Flows
- Service Group Statements
- Summary of compliance with financial directives
- Notes to the Financial Statements

Independent Auditor's Report of the Bush Fire Coordinating Committee

- Statement by the Chairman
- Statement of Financial Position
- Statement of Comprehensive Income
- Statement of Changes in Equity
- Statement of 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 statements of the NSW Rural Fire Service (the Service), which comprises the statement of financial position as at 30 June 2010, the statement of comprehensive income, statement of changes in equity, statement of cash flows, 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 statements:

- present fairly, in all material respects, the financial position of the Service as at 30 June 2010, and its financial performance for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010.

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

Commissioner's Responsibility for the Financial Statements

The Commissioner is responsible for the preparation and fair presentation of the financial statements 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 statements that are 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 statements 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 statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, 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 statements 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 statements.

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
- 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
- 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 2010
SYDNEY

statement by commissioner

All communications to be addressed to:

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NSW Rural Fire Service
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GRANVILLE NSW 2142

Telephone: (02) 8741 5555

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

Facsimile: (02) 8741 5533

NSW RURAL FIRE SERVICE
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2010

Statement by Commissioner

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

(a) The accompanying financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the Financial Reporting Code for Budget Dependent General Government Sector Agencies, the applicable clauses of the Public Finance and Audit Regulation 2010 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 2010; and

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

S Fitzsimmons AFSM
Commissioner

Start of audited financial statements

nsw rfs
statement of comprehensive income for the year ended 30 June 2010

	Notes	Actual 2010 $'000	Budget 2010 $'000	Actual 2009 $'000
Expenses excluding losses				
Operating expenses				
Employee related	2(a)	80,876	79,804	70,334
Other operating expenses	2(b)	19,648	22,908	12,341
Depreciation and amortisation	2(c)	4,469	3,900	4,556
Grants and subsidies	2(d)	203,370	130,683	153,149
Finance costs	2(e)	40	-	252
Other expenses	2(f)	7,677	7,661	6,602
Total expenses excluding losses		**316,080**	**244,956**	**247,234**
Revenue				
Sale of goods and services	3(a)	202	-	60
Investment revenue		-	139	-
Grants and contributions	3(b)	244,783	184,908	212,433
Other revenue	3(c)	9,304	7,934	14,263
Total revenue		**254,289**	**192,981**	**226,756**
Gain / (loss) on disposal	4	329	-	112
Other gains/losses				
Net Cost of Services	**17**	**61,462**	**51,975**	**20,366**
Government Contributions				
Recurrent appropriation	5	45,633	51,165	40,369
Capital appropriation	5	485	310	310
Acceptance by the Crown Entity of employee benefits and other liabilities	6	257	-	142
Total Government Contributions		**46,375**	**51,475**	**40,821**
SURPLUS / (DEFICIT) FOR THE YEAR		**(15,087)**	**(500)**	**20,455**
Other comprehensive income				
Superannuation actuarial gains/(losses)		(2,566)	-	(8,305)
Other comprehensive income for the year		**(2,566)**	**-**	**(8,305)**
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		**(17,653)**	**(500)**	**12,150**

The accompanying notes form part of these financial statements.

nsw rfs
statement of financial position as at 30 June 2010

	Notes	Actual 2010 $'000	Budget 2010 $'000	Actual 2009 $'000
ASSETS				
Current Assets				
Cash and cash equivalents	8(a)	31,033	49,382	46,101
Receivables	9	3,134	3,410	3,410
Total Current Assets		**34,167**	**52,792**	**49,511**
Non-Current Assets				
Property, plant and equipment	10	15,666	13,839	14,429
Intangible assets	11	377	553	553
Total Non-Current assets		**16,043**	**14,392**	**14,982**
Total Assets		**50,210**	**67,184**	**64,493**
LIABILITIES				
Current Liabilities				
Payables	12	5,273	5,985	5,985
Provisions	13	21,424	19,474	19,474
Total Current Liabilities		**26,697**	**25,459**	**25,459**
Non-Current Liabilities				
Provisions	13	10,896	11,455	8,764
Total Non-Current Liabilities		**10,896**	**11,455**	**8,764**
Total Liabilities		**37,593**	**36,914**	**34,223**
Net assets		**12,617**	**30,270**	**30,270**
EQUITY				
Accumulated funds		12,617	30,270	30,270
Total Equity		**12,617**	**30,270**	**30,270**

The accompanying notes form part of these financial statements.

nsw rfs
statement of changes in equity for the year ended 30 June 2010

	Notes	Accumulated Funds $'000	Total $'000
Balance at 1 July 2009		30,270	30,270
Surplus / (deficit) for the Year		(15,087)	(15,087)
Other comprehensive income:			
Superannuation actuarial gains/(losses)		(2,566)	(2,566)
Total other comprehensive income		**(2,566)**	**(2,566)**
Total comprehensive income for the year		(17,653)	(17,653)
Balance at 30 June 2010		**12,617**	**12,617**
Balance at 1 July 2008		18,119	18,119
Surplus / (deficit) for the Year		20,456	20,456
Other comprehensive income:			
Superannuation actuarial gains/(losses)		(8,305)	(8,305)
Total other comprehensive income		**(8,305)**	**(8,305)**
Total comprehensive income for the year		12,151	12,151
Balance at 30 June 2009		**30,270**	**30,270**

The accompanying notes form part of these financial statements.

nsw rfs
statement of cash flows for the year ended 30 June 2010

	Notes	Actual 2010 $'000	Budget 2010 $'000	Actual 2009 $'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(78,794)	(76,613)	(69,668)
Grants and subsidies		(217,361)	(99,921)	(163,765)
Finance costs		(40)	-	(252)
Other		(30,156)	(67,881)	(22,187)
Total Payments		**(326,351)**	**(244,415)**	**(255,872)**
Receipts				
Sale of goods and services		202	-	60
Grants and contributions		245,011	159,600	212,525
GST Receipts		14,054	-	10,794
Other		11,036	39,931	16,753
Total Receipts		**270,303**	**199,531**	**240,132**
Cash Flows from Government				
Recurrent appropriation		45,633	51,165	40,369
Capital appropriation		485	310	310
Cash reimbursements from the Crown Entity		63		177
Net Cash Flows from Government		**46,181**	**51,475**	**40,856**
NET CASH FLOWS FROM OPERATING ACTIVITIES	17	**(9,867)**	**6,591**	**25,116**
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of Plant and Equipment		3,969	4,980	3,641
Purchases of Plant and Equipment		(9,170)	(8,290)	(7,668)
NET CASH FLOWS FROM INVESTING ACTIVITIES		**(5,201)**	**(3,310)**	**(4,027)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from borrowings and advances	8b	10,000	-	30,000
Repayments of borrowings and advances	8b	(10,000)	-	(30,000)
NET CASH FLOWS FROM FINANCING ACTIVITIES		**-**	**-**	**-**
NET INCREASE / (DECREASE) IN CASH		**(15,068)**	**3,281**	**21,089**
Opening cash and cash equivalents		46,101	46,101	25,012
CLOSING CASH AND CASH EQUIVALENTS	8a	**31,033**	**49,382**	**46,101**

The accompanying notes form part of these financial statements.

nsw rfs
service group statements for the year ended 30 June 2010

SERVICE'S EXPENSES & INCOME	Service Group 1*		Service Group 2*		Service Group 3*		Service Group 4*		Not Attributable		Total	
	2010 $'000	2009 $'000	2010 $'000	2009 $'000	2010 $'000	2009 $'000	2010 $'000	2009 $'000	2010 $'000	2009 $'000	2010 $'000	2009 $'000
Expenses excluding losses												
Operating expenses												
• Employee related	3,552	3,917	49,098	46,240	25,084	17,446	3,142	2,731	-	-	80,876	70,334
• Other operating expenses	1,252	1,178	7,083	9,230	9,746	451	1,567	1,482	-	-	19,648	12,341
Depreciation and amortisation	173	4	2,220	2,108	1,988	2,336	88	108	-	-	4,469	4,556
Grants and subsidies	17	8,085	189,488	135,086	6,203	791	7,662	9,187	-	-	203,370	153,149
Finance costs	-	-	-	-	40	252	-	-	-	-	40	252
Other expenses	-	36	7,677	1,834	-	4,732	-	-	-	-	7,677	6,602
Total expenses excluding losses	**4,994**	**13,220**	**255,566**	**194,498**	**43,061**	**26,008**	**12,459**	**13,508**	**-**	**-**	**316,080**	**247,234**
Revenue												
Sale of goods and services	-	-	-	-	202	60	-	-	-	-	202	60
Grants and contributions	-	-	74,390	211,934	170,393	-	-	499	-	-	244,783	212,433
Other revenue	2	367	1,371	7,936	7,568	5,491	363	469	-	-	9,304	14,263
Total revenue	**2**	**367**	**75,761**	**219,870**	**178,163**	**5,551**	**363**	**968**	**-**	**-**	**254,289**	**226,756**
Gain/(loss) on disposal of non-current assets	-	48	-	3,406	329	(3,342)	-	-	-	-	329	112
Net Cost of Services	**4,992**	**12,805**	**179,805**	**(28,778)**	**(135,431)**	**23,799**	**12,096**	**12,540**	**-**	**-**	**61,462**	**20,366**
Government contributions**	-	-	-	-	-	-	-	-	46,375	40,821	46,375	40,821
SURPLUS / (DEFICIT) FOR THE YEAR	**(4,992)**	**(12,805)**	**(179,805)**	**28,778**	**135,431**	**(23,799)**	**(12,096)**	**(12,540)**	**46,375**	**40,821**	**(15,087)**	**20,455**
Other Comprehensive Income												
Superannuation actuarial gains/(losses)	-	-	-	-	-	-	-	-	(2,566)	(8,305)	(2,566)	(8,305)
TOTAL OTHER COMPREHENSIVE INCOME	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(2,566)**	**(8,305)**	**(2,566)**	**(8,305)**
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	**(4,992)**	**(12,805)**	**(179,805)**	**28,778**	**135,431**	**(23,799)**	**(12,096)**	**(12,540)**	**43,809**	**32,516**	**(17,653)**	**12,150**

* The name and purpose of each service group are summarised in Note 7.

** Appropriations are made on an agency basis and not to individual service groups. Consequently, government contributions must be included in the 'Not Attributable' column.

nsw rfs
service group statements for the year ended 30 June 2010 (cont.)

SERVICE'S ASSETS & LIABILITIES	Service Group 1*		Service Group 2*		Service Group 3*		Service Group 4*		Not Attributable		Total	
	2010 $'000	2009 $'000	2010 $'000	2009 $'000	2010 $'000	2009 $'000	2010 $'000	2009 $'000	2010 $'000	2009 $'000	2010 $'000	2009 $'000
Current Assets												
Cash and cash equivalents									31,033	46,101	31,033	46,101
Receivables	1	622	331	1,199	2,799	191	3	1,398			3,134	3,410
Other												
Total current assets	**1**	**622**	**331**	**1,199**	**2,799**	**191**	**3**	**1,398**	**31,033**	**46,101**	**34,167**	**49,511**
Non-current Assets												
Plant and equipment	152	12	9,602	8,609	5,700	5,467	212	341			15,666	14,429
Intangibles					377	553					377	553
Total non-current assets	**152**	**12**	**9,602**	**8,609**	**6,077**	**6,020**	**212**	**341**			**16,043**	**14,982**
TOTAL ASSETS	**153**	**634**	**9,933**	**9,808**	**8,876**	**6,211**	**215**	**1,739**	**31,033**	**46,101**	**50,210**	**64,493**
Current liabilities												
Payables	253	-	2,685	2,381	2,294	3,454	41	150			5,273	5,985
Provisions			3,357	1,493	17,741	17,744	326	237			21,424	19,474
Total current liabilities	**253**	**-**	**6,042**	**3,874**	**20,035**	**21,198**	**367**	**387**			**26,697**	**25,459**
Non-current liabilities												
Provisions				-	10,896	8,764					10,896	8,764
Total non-current liabilities				**-**	**10,896**	**8,764**					**10,896**	**8,764**
TOTAL LIABILITIES	**253**	**-**	**6,042**	**3,874**	**30,931**	**29,962**	**367**	**387**			**37,593**	**34,223**
NET ASSETS	**(100)**	**634**	**3,891**	**5,934**	**(22,055)**	**(23,751)**	**(152)**	**1,352**	**31,033**	**46,101**	**12,617**	**30,270**

* The name and purpose of each service group are summarised in Note 7.

nsw rfs
summary of compliance with financial directives

	2010				2009			
	RECURRENT APP'N $'000	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND $'000	CAPITAL APP'N $'000	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND $'000	RECURRENT 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	51,165	45,633	310	310	45,332	37,572	310	310
	51,165	45,633	310	310	45,332	37,572	310	310
OTHER APPROPRIATIONS / EXPENDITURE								
• Treasurer's Advance	-	-	175	175	2,788	2,788	-	-
• Section 31 Transfer	-	-	-	-	9	9	-	-
Total Appropriations / Expenditure / Net Claim on Consolidated Fund	51,165	45,633	485	485	48,129	40,369	310	310
Amount drawn down against Appropriation	-	45,633	-	485	-	40,369	-	310
Liability to Consolidated Fund	-	-	-	-	-	-	-	-

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

nsw rfs
notes to the financial statements

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting Entity

The NSW Rural Fire Service is a separate reporting entity and there are no reporting entities under its control. The NSW Rural Fire Service is a NSW government department. NSW Rural Fire Service is a not-for-profit entity and it has no cash generating units. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

Emergency Management NSW is part of the NSW Rural Fire Service with responsibility to administer the State Emergency and Rescue Act 1989. Emergency Management NSW is not a separate reporting entity. Included within the Rural Fire Service's Consolidated Fund appropriation is funding to support the operations of Emergency Management NSW.

The financial statements for the year ended 30 June 2010 have been authorised for issue by the Commissioner on 19 October 2010.

(b) Basis of Preparation

The Service's financial statements are general purpose financial statements which have 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
Except as specified below, parliamentary appropriations and contributions from other bodies (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.

In accordance with the Rural Fire Service Act 1997, any unspent appropriations and contributions made towards estimated rural fire brigades expenditure are to remain within the Rural Fire Fighting Fund.

(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) Investment revenue

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

(e) Funding – NSW Rural Fire Service

Under the Rural Fires Act 1997 the contribution from Local Government is 11.7%, the NSW Treasurer 14.6% and the Insurance Industry 73.7%.

	2010 $(M)		2009 $(M)	
Local Government	11.7%	25.3	13.3%	28.2
Insurance Industry	73.7%	159.6	73.7%	155.9
NSW Treasurer	14.6%	31.6	13.0%	27.5

Contributions are recognised in accordance with AASB 1004.

(f) Borrowing Costs

Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's Mandate to not-for-profit 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; and
- receivables and payables are stated with the amount of GST included.

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

nsw rfs
notes to the financial statements

(i) Assets

(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.

(ii) Capitalisation thresholds

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

(iii) 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.

(iv) 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.

(v) 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.

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

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.

(vi) Maintenance

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

(vii) 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 surplus/deficit in the periods in which they are incurred.

There are no finance lease arrangements.

(viii) 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.

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

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.

(ix) 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.

(x) 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.

(xi) Other assets

Other assets are recognised on a cost basis.

(j) Liabilities

(i) 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.

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(ii) Employee Benefits and other Provisions

a) Salaries and Wages, Annual Leave, Sick Leave and OnCosts

Liabilities for salaries and wages (including non-monetary benefits), annual leave and paid sick leave that are due to be settled within 12 months after the end of the period in which the employees render the service 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.

b) 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 nonmonetary revenue item described as "Acceptance by the Crown Entity of Employee Benefits and other Liabilitiesî.

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 recognised in other comprehensive income in the year in which they occur.

c) 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.

(k) Equity and reserves

Accumulated funds include all current and prior period retained funds.

(l) Budgeted amounts

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

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

(m) Centralised billing and collecting services (Emergency Management NSW)

Following budget reforms to the Emergency Service portfolio in 2008, Emergency Management NSW assumed responsibility for the centralised billing and collection of legislated contributions for the funding of Emergency Service Agencies from the insurance industry and Local Councils. Emergency Management acts as agent for the Service, the NSW Fire Brigades and the State Emergency Service.

(n) 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.

(o) 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 statements.

(p) 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 material impact on the financial performance or position.

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2. Expenses Excluding Losses

		2010 $'000	2009 $'000
(a)	**Employee related expenses**		
	Salaries and wages (including recreation leave)	69,827	60,562
	Superannuation – defined benefit plans*	311	105
	Superannuation – defined contribution plans*	5,880	5,380
	Long service leave	116	61
	Workers compensation insurance	631	422
	Payroll tax	4,111	3,804
		80,876	**70,334**

* Refer Note 20. Superannuation actuarial losses of $2.6M (2009: $8.3M) are recognised as other comprehensive income.

		2010 $'000	2009 $'000
(b)	**Other operating expenses include the following :**		
	Auditor's remuneration		
	- audit of financial statements	95	86
	Operating lease rental expense		
	- minimum lease payments	3,218	2,919
	Maintenance	799	770
	Travel	1,335	1,165
	Telephones	1,149	1,020
	Fees for Service	4,925	3,767
	Printing and stationery	897	967
	Consumables	255	513
	Vehicle operation	674	845
	All outgoings – Buildings	538	444
	Staff Training	483	497
	Legal Fees	321	289
	Rescue and Emergency Training	309	258
	Other expenses	4,650	(1,199)
		19,648	**12,341**

		2010 $'000	2009 $'000
(c)	**Depreciation and amortisation expense**		
	Depreciation		
	Computer equipment	536	686
	Plant and equipment	3,105	3,007
	Fitouts	477	477
		4,118	**4,170**
	Amortisation		
	Intangibles	351	386
		4,469	**4,556**

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2. Expenses Excluding Losses (cont.)

		2010 $'000	2009 $'000
(d)	**Grants and Subsidies**		
	Natural Disaster Mitigation Program	8,549	7,745
	Volunteer Rescue Units	1,470	1,442
	Regional Fire Associations	7,207	6,070
	Payments for Council costs associated with Rural Fire Fighting activities and equipment	100,369	103,645
	Emergency Fund – Natural Disasters	85,668	34,142
	Other	107	105
		203,370	**153,149**

		2010 $'000	2009 $'000
(e)	**Finance costs**		
	Interest on short-term borrowings	40	252
		40	**252**

		2010 $'000	2009 $'000
(f)	**Other expenses**		
	Workers compensation insurance-volunteers	2,726	2,001
	Public liability and other insurance	3,130	2,727
	Aerial support	1,821	1,874
		7,677	**6,602**

3. Revenue

		2010 $'000	2009 $'000
(a)	**Sale of goods and services**		
	Rendering of services	202	60
		202	**60**

		2010 $'000	2009 $'000
(b)	**Grants and contributions**		
	New South Wales Fire Brigades	225	225
	Insurance Company Contributions	146,660	169,030
	Local Government Contributions	23,508	29,881
	*Natural Disaster Relief Contributions	74,390	13,297
		244,783	**212,433**

* Natural Disaster Relief Contributions included above consist of emergencies declared under Section 44 of the Rural Fires Act exceeding the claims threshold of $240,000.

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3. Revenue (cont.)

		2010 $'000	2009 $'000
(c)	**Other revenue**		
	Sale of equipment	496	605
	Comcover-protection Commonwealth property	514	480
	Business Development-Overseas Training	254	142
	Section 44 – Interstate Assistance	296	6,946
	Aviation – Use of contract by other agencies	4,243	3,913
	Other	3,501	2,177
		9,304	**14,263**

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 $496,343 ($604,697 in 2008/09).

4. Gain / (Loss) on Disposal

	2010 $'000	2009 $'000
Gain / (Loss) on disposal of Plant and Equipment		
Proceeds from disposal	3,969	3,641
Written down value of assets disposed	(3,640)	(3,529)
	329	**112**

5. Appropriations

	2010 $'000	2009 $'000
Recurrent appropriations		
Total recurrent draw-downs from NSW Treasury (per Summary of Compliance)	45,633	40,369
	45,633	**40,369**
Recurrent appropriations (per Statement of Comprehensive Income)	**45,633**	**40,369**

	2010 $'000	2009 $'000
Capital appropriations		
Total recurrent draw-downs from NSW Treasury (the Summary of Compliance)	485	310
	485	**310**
Capital appropriations (per Statement of Comprehensive Income)	**485**	**310**

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

The following expenses have been assumed by the Crown Entity

	2010 $'000	2009 $'000
Long service leave	257	142
	257	**142**

Also refer to Note 1(j) (ii) (b)

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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 minimise 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 coordinated rescue services and emergency management throughout New South Wales.

8. Current Assets – Cash and Cash Equivalents

	2010 $'000	2009 $'000
(a) Cash		
Cash at bank and on hand	31,033	46,101
	31,033	**46,101**

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

Cash and cash equivalent assets recognised in the Statement of Financial Position are reconciled at the end of the financial year to the Statement of Cash Flows as follows:

	2010 $'000	2009 $'000
Cash and cash equivalents (per Statement of Financial Position)	31,033	46,101
Closing cash and cash equivalents (per Statement of Cash Flows)	**31,033**	**46,101**

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

(b) Financing facilities available
The Service has a financing facility still required and available through NSW Treasury Corporation to facilitate cash flow until Statutory Contributions are received. During the year amounts totalling $10M were borrowed and fully repaid. The Service has NSW Treasury approval to borrow a maximum of $30M per annum.

9. Current Assets – Receivables

	2010 $'000	2009 $'000
Grants and contributions/Other	495	1,275
Less: Allowance for impairment	93	-
	402	**1,275**
GST receivable	2,119	1,453
	2,521	**2,728**
Prepayments	613	682
	3,134	**3,410**

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9. Current Assets – Receivables (cont.)

	2010 $'000	2009 $'000
Movement in the allowance for impairment		
Balance at 1 July	-	-
Amounts written off during the year	-	-
Amounts recovered during the year	-	-
Increase/(decrease) in allowance recognised in profit or loss	93	-
Balance at 30 June	93	-

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

10. Non Current Assets- Property, Plant and Equipment

	Computer Equipment $'000	Plant and Equipment $'000	Leasehold Improvements (Fitouts) $'000	Total $'000
At 1 July 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**
At 30 June 2010 – Fair Value				
Gross carrying amount	3,808	17,694	4,768	26,270
Accumulated depreciation	2,293	5,528	2,783	10,604
Net carrying amount	**1,515**	**12,166**	**1,985**	**15,666**

Reconciliation

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

	Computer Equipment $'000	Plant and Equipment $'000	Leasehold Improvements (Fitouts) $'000	Total $'000
Year ended 30 June 2010				
Net Carrying amount at start of year	1,019	10,948	2,462	14,429
Additions	1,061	7,924	-	8,985
Disposals	29	3,601	-	3,630
Depreciation expense	536	3,105	477	4,118
Net carrying amount at end of year	**1,515**	**12,166**	**1,985**	**15,666**

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10. Non Current Assets – Property, Plant and Equipment (cont.)

	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**

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the previous financial year is 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 – Intangible Assets

	Software $'000	Total $'000
At 1 July 2009		
Cost (gross carrying amount)	1,370	1,370
Accumulated amortisation	817	817
Net carrying amount	553	553
At 30 June 2010		
Cost (gross carrying amount)	1,468	1,468
Accumulated amortisation	1,091	1,091
Net carrying amount	**377**	**377**

	Software $'000	Total $'000
Year ended 30 June 2010		
Net Carrying amount at start of year	553	553
Additions	185	185
Disposals	10	10
Amortisation (recognised in 'depreciation and amortisation expense')	351	351
Net carrying amount at end of year	**377**	**377**

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11. Non Current Assets – Intangible Assets (cont.)

	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**

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

12. Current Liabilities – Payables

	2010 $'000	2009 $'000
Accrued salaries, wages and on-costs	1,389	963
Creditors	3,815	1,701
Grants and subsidies	-	3,004
Unearned revenue	-	61
Other	69	256
	5,273	**5,985**

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

13. Current/Non Current Liabilities – Provisions

	2010 $'000	2009 $'000
Employee benefits and related on-costs		
Recreation leave	8,477	8,057
Long Service Leave	13,701	12,127
Unfunded Superannuation (refer note 20)	10,142	8,054
Total Provisions	**32,320**	**28,238**

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.

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13. Current/Non Current Liabilities – Provisions (cont.)

	2010 $'000	2009 $'000
Aggregate employee benefits and related on-costs		
Provisions – current	21,424	19,474
Provisions – non current	10,896	8,764
Accrued salaries, wages and on-costs (Note 12)	1,389	963
	33,709	**29,201**

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	8,477	12,947	-
More than 12 months	-	754	10,142
	8,477	**13,701**	**10,142**

14. Commitments for Expenditure

(a) Other Expenditure Commitments

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

	2010 $'000	2009 $'000
Not later than one year	57,374	50,602
Total (including GST)	**57,374**	**50,602**

Other Expenditure Commitments include input tax credits of $1,812,255 ($1,579,745 in 2008/2009) 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

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

	2010 $'000	2009 $'000
Not later than one year	2,794	3,409
Later than one year but not later than five years	11,511	13,417
Later than five years	2	1,447
Total (including GST)	**14,307**	**18,273**

Operating lease commitments include input tax credits of $1,300,647 ($1,661,182 in 2008/2009) 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.

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15. Contingent Assets and Contingent Liabilities

At balance date the Service had a contingent liability of $4,000 relating to court proceedings by a staff member.

Subsequent to 30 June 2010, the Service has been advised that it is no longer entitled to concessions in respect of Fringe Benefits Tax (FBT). The loss of concessional treatment for FBT may be applied retrospectively giving rise to a liability for prior tax years. This is yet to be determined making it not possible to quantify such a liability at this stage.

The Service's FBT concessional treatment has been historically based on its status as a Public Benevolent Institution and confirmed in writing by the Australian Taxation Office on a number of occasions.

16. Budget Review

Net Cost of Services

The actual net cost of services was higher than budget by $9.487M. This variation relates primarily to an increase in payments to councils for costs associated with rural fire fighting activities and equipment.

Current Assets

Current Assets were $18.625M under budget. The decrease relates primarily to the budget for cash and cash equivalents which allowed for funds received in advance of $14.776M in 2008-09 for insurance industry and local government contributions which didn't occur in 2009-10.

Non-Current Assets

Non-current assets were over budget by $1.651M due to additional expenditure on plant and equipment.

Current Liabilities

Current liabilities were $1.238M over budget due to provisions for recreation leave and long service leave assessed as current liabilities being higher than anticipated in the budget.

Non-Current Liabilities

Non-Current Liabilities were $0.559M below budget due to provisions for long service leave and superannuation assessed as non-current liabilities being lower than anticipated.

Cash Flows

Total payments were above budget by $81.936M primarily due to an increase in grants and subsidies payments and in particular the Natural Disaster Program where expenditure was in excess of budget by $70.367M due to the protracted fire season.

Total receipts were $70.772M in excess of budget due to recoups from Treasury for declared emergencies totalling $74.390M which isn't budgeted for.

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

	2010 $'000	2009 $'000
Net cash used on operating activities	(9,867)	25,116
Cash flows from Government/Appropriations	(46,118)	(40,679)
Acceptance by the Crown Entity of employee benefits and other liabilities	(257)	(142)
Depreciation	(4,469)	(4,556)
Decrease/(increase) in provisions	(4,082)	(9,388)
Increase/(decrease) in prepayments and other assets	(276)	(864)
Decrease/(increase) in creditors	712	1,730
Superannuation actuarial loss	2,566	8,305
Net gain/(loss) on sale of plant and equipment	329	112
Net cost of services	**(61,462)**	**(20,366)**

18. Non Cash Financing and Investment Activities

	2010 $'000	2009 $'000
Long service leave liability assumed by Crown Entity	257	142
	257	**142**

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19. Financial Instruments

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

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

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

(a) Financial instrument categories

Financial Assets	Note	Category	Carrying Amount[3] 2010 $'000	Carrying Amount 2009 $'000
Class:				
Cash and cash equivalents	8	N/A	31,033	46,101
Receivables[1]	9	Loans and receivables (at amortised cost)	495	1,275
Financial Liabilities	**Note**	**Category**	**Carrying Amount 2010 $'000**	**Carrying Amount 2009 $'000**
Class				
Payables[2]	12	Financial liabilities (at amortised cost)	5,273	5,924

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).
3. The carrying amount of these financial instruments approximates their fair value.

(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 Service's 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.

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19. Financial Instruments (cont.)

	$'000		
	Total [1,2]	Past due but not impaired [1,2]	Considered impaired [1,2]
2010			
< 3 months overdue	369	369	-
3 months – 6 months overdue	19	19	-
> 6 months overdue	107	14	93
2009			
< 3 months overdue	928	928	-
3 months – 6 months overdue	-	-	-
> 6 months overdue	347	347	-

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

(c) Liquidity risk

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

During the current and prior years, there were no defaults 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 the prior period's data and the 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.

20. 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); and
- 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 new members.

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notes to the financial statements

20. Superannuation – Defined Benefit Plans (cont.)

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 2010 is as follows:

	SASS $'000	SANCS $'000	SSS $'000	TOTAL $'000
Present value of partly funded defined benefit obligations at beginning of the year	8,617	2,119	23,781	34,517
Current service cost	356	100	207	663
Interest cost	456	113	1,313	1,882
Contributions by fund participants	173	-	193	366
Actuarial (gains)/losses	406	104	2,115	2,625
Benefits paid	(636)	(64)	(548)	(1,248)
Present value of partly funded defined benefit obligations at end of the year	**9,372**	**2,372**	**27,061**	**38,805**

Comparative information as at 30 June 2009 as follows:

	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**

Reconciliation of the Fair Value of Fund Assets

A reconciliation of the fair value of fund assets for the financial year to 30 June 2010 is as follows:

	SASS $'000	SANCS $'000	SSS $'000	TOTAL $'000
Fair value of fund assets at beginning of the year	7,559	1,810	17,093	26,462
Expected return on fund assets	624	153	1,458	2,235
Actuarial gains (losses)	200	11	(151)	60
Employer contributions	361	119	307	787
Contributions by Fund participants	173	-	193	366
Benefits paid	(636)	(64)	(548)	(1,248)
Fair value of fund assets at end of the year	**8,281**	**2,029**	**18,352**	**28,662**

Comparative information as at 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**

nsw rfs
notes to the financial statements

20. Superannuation – Defined Benefit Plans (cont.)

Reconciliation of Assets and Liabilities

A summary of assets and liabilities recognised in the Statement of Financial Position as at 30 June 2010 is as follows:

	SASS $'000	SANCS $'000	SSS $'000	TOTAL $'000
Present value of partly funded defined benefits obligations	9,372	2,372	27,060	38,804
Fair value of fund assets at end of year	(8,281)	(2,029)	(18,352)	(28,662)
Subtotal	1,091	343	8,708	10,142
Net liability/(asset)	1,091	343	8,708	10,142

Comparative information 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

A summary of actual return on fund assets for the year ended 30 June 2010 is provided below:

	SASS $'000	SANCS $'000	SSS $'000	TOTAL $'000
Actual return on plan assets	(675)	(164)	(1,544)	(2,383)

Comparative information as at 30 June 2009 is as follows:

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

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 2010	30 June 2009
Salary increase rate (excluding promotional increases)	3.5%	3.5%
Rate of CPI Increase	2.5%	2.5%
Expected return on assets	8.60%	8.13%
Discount rate	5.17%	5.59%

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notes to the financial statements

20. Superannuation – Defined Benefit Plans (cont.)

c) Demographic Assumptions

The demographic assumptions at 30 June 2010 are those that were used in the 2009 triennial actuarial valuation. The triennial review report is available from the NSW Treasury website.

Historical Information

	SASS Financial Year to 30 June 2010 A$	SANCS Financial Year to 30 June 2010 A$	SSS Financial Year to 30 June 2010 A$
Present value of defined benefit Obligation	9,372	2,372	27,060
Fair value of Fund assets	(8,281)	(2,029)	(18,352)
(Surplus)/Deficit in Fund	1,091	343	8,708
Experience adjustments – Fund Liabilities	406	104	2,115
Experience adjustments – Fund assets	(200)	(11)	151

Comparative information as at 30 June 2009 is as follows:

	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

Comparative information as at 30 June 2007 is as follows:

	SASS Financial Year to 30 June 2007 A$	SANCS Financial Year to 30 June 2007 A$	SSS Financial Year to 30 June 2007 A$
Present value of defined benefit Obligation	6,613	1,646	19,803
Fair value of Fund assets	(6,877)	(1,835)	(21,343)
(Surplus)/Deficit in Fund	(264)	(189)	(1,540)
Experience adjustments – Fund Liabilities	409	34	(965)
Experience adjustments – Fund assets	(559)	(102)	(1,113)

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notes to the financial statements

20. Superannuation – Defined Benefit Plans (cont.)

Comparative information as at 30 June 2006 is as follows:

	SASS Financial Year to 30 June 2006 A$	SANCS Financial Year to 30 June 2006 A$	SSS Financial Year to 30 June 2006 A$
Present value of defined benefit Obligation	5,764	1,599	19,767
Fair value of Fund assets	(5,751)	(1,674)	(18,801)
(Surplus)/Deficit in Fund	13	(75)	966
Experience adjustments – Fund Liabilities	449	(68)	(1,682)
Experience adjustments – Fund assets	(679)	(113)	(1,996)

Expense recognised in the surplus/deficit

Components recognised in the surplus/deficit for the year ended 30 June 2010 is summarised below:

	SASS $'000	SANCS $'000	SSS $'000	TOTAL $'000
Current service cost	356	101	207	664
Interest cost	456	113	1,313	1,882
Expected return on fund assets (net of expenses)	(624)	(153)	(1,458)	(2,235)
Actuarial losses/(gains) recognised in year	-	-	-	-
Expenses/(income) recognised	188	61	62	311

Comparative information as at 30 June 2009 is as follows:

	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	-	-	-	-
Expense/(income) recognised	191	54	(140)	105

Amounts recognised in other comprehensive income

The following has been recognised in other comprehensive income for the year ended 30 June 2010:

	SASS $'000	SANCS $'000	SSS $'000	TOTAL $'000
Actuarial (gains)/losses	207	92	2,267	2,566

Comparative information as at 30 June 2009 is as follows:

	SASS $'000	SANCS $'000	SSS $'000	TOTAL $'000
Actuarial (gains)/losses	1,051	397	6,857	8,305

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notes to the financial statements

20. Superannuation – Defined Benefit Plans (cont.)

Fund Assets

The percentage invested in each asset class at the reporting date:

	30 June 2010	30 June 2009
Australian equities	31.0%	32.1%
Overseas equities	26.8%	26.0%
Australian fixed interest securities	6.1%	6.2%
Overseas fixed interest securities	4.3%	4.7%
Property	9.5%	10.0%
Cash	9.6%	8.0%
Other	12.7%	13.0%

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 2010 $'000	SANCS Financial Year to 30 June 2010 $'000	SSS Financial Year to 30 June 2010 $'000
Expected employer contributions	329	114	309

Comparative information as at 30 June 2009 is as follows:

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

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notes to the financial statements

20. Superannuation – Defined Benefit Plans (cont.)

Funding Arrangements for Employer Contributions

a) Surplus/Deficit

The following is a summary of the 30 June 2010 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	8,575	2,097	18,411	29,083
Net market value of Fund assets	(8,281)	(2,029)	(18,352)	(28,662)
Net (surplus)/deficit	294	68	59	421

Comparative figures as at 30 June 2009 are as follows:

	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

b) Contribution recommendations

Recommended contribution rates for the Service as at 30 June 2010 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 2009 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

Contribution rates are set after discussions between the employer, STC and NSW Treasury.

d) Economic Assumptions

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

	30 June 2010	30 June 2009
Weighted-Average Assumptions		
Expected rate of return on Fund assets backing current pension liabilities	8.3% per annum	8.3% per annum
Expected rate of return on Fund assets backing other liabilities	7.3% per annum	7.3% 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

nsw rfs
notes to the financial statements

20. Superannuation – Defined Benefit Plans (cont.)

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 2010
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 expense for the year ending 30 June 2010 was $1,228,107. The last valuation of the Scheme was performed by Mr Martin Stevenson BSc, FIA, FIAA on 16th February 2010 and covers the period ended 30 June 2009. However the position is monitored annually and the actuary has estimated that as at 30th June 2010 a deficit still 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 $2,324,368 as at 30 June 2010.

21. After Balance Day Events

Other than the disclosure made for the unquantifiable contingent liability for Fringe Benefits Tax in Note 15 of the financial statements, there are no events which occurred after balance date which effect the financial statements.

End of audited financial statements

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 statements of the Bush Fire Co-ordinating Committee (the Committee), which comprises the statement of financial position as at 30 June 2010, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, a summary of significant accounting policies and other explanatory notes.

Auditor's Opinion

In my opinion, the financial statements:

- present fairly, in all material respects, the financial position of the Committee as at 30 June 2010, and its financial performance for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010.

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

The Committee's Responsibility for the Financial Statements

The members of the Committee are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (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 financial statements that are 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 statements 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 statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, 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 statements 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 statements.

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
- 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
- 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 2010
SYDNEY

Bush Fire Coordinating Committee
Chairman's Report

Please Address Correspondence to:
The Executive Officer
Bush Fire Coordinating Committee
Headquarters
NSW Rural Fire Service
Locked Mail Bag 17
GRANVILLE NSW 2142

Telephone: 61 2 8741 5473
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BUSH FIRE CO-ORDINATING COMMITTEE
FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30 JUNE 2010

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 2010 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 2010; and

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

S Fitzsimmons AFSM
Chairman

Start of audited financial statements

Bush Fire Coordinating Committee
Statement of Financial Position as at 30 June 2010

	NOTES	2010 $'000	2009 $'000
TOTAL ASSETS		-	-
TOTAL LIABILITIES		-	-
NET ASSETS		-	-
EQUITY		-	-
Accumulated funds		-	-
TOTAL EQUITY		-	-

(The accompanying notes form part of these financial statements.)

Statement of Comprehensive Income for the year ended 30 June 2010

	NOTES	2010 $'000	2009 $'000
REVENUE			
Grants	2	31	32
		31	**32**
EXPENDITURE			
Personnel Services	2	31	32
		31	**32**
SURPLUS FOR THE YEAR		-	-
TOTAL COMPREHENSIVE INCOME		-	-

(The accompanying notes form part of these financial statements.)

Statement of Changes in Equity for the year ended 30 June 2010

	NOTES	2010 $'000	2009 $'000
EQUITY OPENING BALANCE			
Accumulated funds		-	-
Surplus for the Year		-	-
EQUITY CLOSING BALANCE		-	-
ACCUMULATED FUNDS		-	-

(The accompanying notes form part of these financial statements.)

Bush Fire Coordinating Committee
Statement of Cash Flows for the year ended 30 June 2010

	NOTES	2010 $'000	2009 $'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net Cash Provided/(Used) by Operating Activities		-	-
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 financial statements.)

Notes to and forming part of the Financial Statements for the year ended 30 June 2010

1. SUMMARY OF ACCOUNTING POLICIES

(a) Reporting Entity

The Bush Fire Coordinating 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 statements for the year ended 30 June 2010 have been authorised for issue by the Bush Fire Coordinating Committee on 19 October 2010.

(b) Basis of Preparation

The Committee's financial statements are general purpose financial statements which have 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 statements items are prepared in accordance with the historical cost convention.

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

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

(c) Statement of Compliance

The 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) Personnel Services

Committee members are engaged and remunerated by the NSW Rural Fire Service and their services are provided to the Committee for a fee, which includes a component for relevant on-costs.

(g) 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.

Bush Fire Coordinating Committee

(h) 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 material impact on the financial performance or position.

(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.

(j) Prior Period Error

Comparatives have been adjusted following the detection of a prior period error. The error relates to the omission of personnel services provided by NSW Rural Fire Service.

	2009		
	Original Amount $'000	Correction due to error $'000	Revised amount as per financial statements $'000
Revenue – Grants	6	26	32
Expense – Personnel Services	6	26	32
Surplus for the year	-	-	-

2. REVENUE AND EXPENSES

	2010 $'000	2009 $'000
Revenue		
Grants from NSW Rural Fire Service	31	32

	2010 $'000	2009 $'000
Expenditure		
Personnel services provided by NSW Rural Fire Service	31	32

3. CONTINGENT ASSETS AND CONTINGENT LIABILITIES

As at 30 June 2010 the Committee had no contingent assets and contingent liabilities. (Nil in 2008-09).

4. FINANCIAL INSTRUMENTS

The Committee does not hold any financial instruments.

5. COMMITMENTS

As at 30 June 2010 the Committee had no commitments. (Nil in 2008-09).

6. AFTER BALANCE DATE EVENTS

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

End of audited financial statements of the Bush Fire Coordinating Committee

appendices

a Chaplaincy and Family Support Network activity report

b Bush Fire Community Protection

Properties Protected

Completed hazard reduction works summary by tenure

Hazard Reduction Undertaken by the NSW RFS

c Bush Fire Risk Management Plans – Performance Audits

d Internal Audit and Risk Management Statement 2009/10

e Risk Management and Insurance

f Review of Use of Credit Cards

g Equal Opportunity Statistics

h Staff Establishment

i Freedom of Information Statistics

j Payment Performance

k Statement of Performance of NSW RFS Commissioner

l Statement of Performance of Emergency Management NSW Chief Executive

m Committees

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o Internal Awards and External Awards

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q Research and Development

r After Balance Date Events

Glossary

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Appendix A

Chaplaincy and Family Support Network Activity Report: June 30, 2010

Chaplaincy Activity	Totals Carried Forward January 1997 - June 30, 2009	Senior Chaplain and Senior Family Support Chaplain 2009/10	Totals 44 Volunteer Fire District Chaplains and 13 Family Support Volunteers 2009/10	Totals January 1997 - June 30, 2010
Visits to NSW RFS Headquarters	2,225	327	11	2,563
Visits to Fire Control Centres	5,586	72	421	6,079
Visits with Fire Control Officers	5,640	51	367	6,058
Visits to Rural Fire Brigades	4,397	64	153	4,614
Regional Conferences	64	2	3	69
State Management Conferences	12	0	0	12
Brigade Captain's Meetings	1,028	16	97	1,141
Seminars and Conferences	268	6	16	290
Station Openings and Dedications	215	9	9	233
Fire Fleet Blessings and Services	402	11	21	434
Personal and Family Counselling	5,169	42	621	5,832
Telephone Support and Counselling	4,549	242	397	5,188
Home Visits – Members and Family	5,225	174	301	5,700
Hospital Visitation – Members	1,791	21	124	1,936
Funeral Services Conducted	459	9	32	500
Infant Christenings / Dedications	407	9	19	435
Service Weddings	223	4	11	238
Rural Fire Service Callouts	2,317	23	69	2,409
Police Service Callouts	136	3	7	146
NSW Fire Brigades Callouts	102	0	4	106
NSW Parks and Wildlife Callouts	69	13	0	82
Salvo Care Line Callouts	169	4	0	173
Respond to Actual Suicides	59	1	2	62
Championship and Field Days	148	2	5	155
Critical Incident Support	192	2	9	203
Work Cover and other RFS Meetings	390	59	26	475
Total Kilometres Travelled	**887,403**	**44,865**	**4,398**	**936,666**
*Salvation Army Supplied Vehicle kilometres		*3,396		

Appendix B

Bush Fire Community Protection

Properties protected report

	Number of works planned / received	Number of works completed #	Proportion of works completed v's planned %	Number of properties covered by completed works #	Value of properties covered by completed works $'m
TOTAL BUSH FIRE PROTECTION WORKS	**23,968**	**20,268**	**84.6%**	**263,855**	**$127,172**
Total programmed hazard reduction works	6,738	4,658	69.1%	154,211	$67,852.8
Bush fire hazard complaints	3,279	2,780	84.8%	3,015	$1,326.6
Private land hazard reduction certificates	2,042	2,000	97.9%	2,597	$1,142.7
Development control assessments	9,008	8,200	91.0%	52,930	$34,364.9
Community education programs	2,901	2,630	90.7%	51,102	$22,484.9

1. The 'Total programmed hazard reduction works' data set is derived from the Bushfire Risk Information Management System (BRIMS) records as at 11 Oct 2010
2. The 'Number of works planned' data set is comprised of activities with a scheduled or completed date occurring during 2009/10.
3. The 'Number of works completed' data set comprises activities with a completion date occurring during 2009/10.
4. The 'Value of properties covered by completed works' uses a standard property value of $440,000 per property which was sourced from a published paper (McAneney K.J. 2005).
5. The planned works for DA's includes a number received in this reporting period which will be completed and reported on in the 2010/11 reporting period.

Completed hazard reduction works summary by tenure

	Burning (hectares)	**Mechanical** (hectares)	**Other** (hectares)	**Total** (hectares)
Australian Rail Track Corporation	-	332.31	-	332.31
Catchment Authority	505.30	9.09	-	514.39
Commonwealth	248.35	0.20	0.01	248.56
Crown Land	4,546.50	1,206.73	32.90	5,786.13
Local Government	980.65	12,830.29	2,280.14	16,091.08
National Park	93,423.71	2,165.96	83.73	95,673.40
Other	2,627.00	104.67	69.04	2,800.71
Private	16,071.89	658.36	27.90	16,758.15
RailCorp	7.75	92.77	-	100.52
RTA	9.83	175.17	-	185.00
State Forests	36,083.04	128.54	4.02	36,215.60
Total hazard reduction work	**154,504.02**	**17,704.09**	**2,497.74**	**174,705.85**

Hazard Reduction Undertaken by the NSW RFS

While not a land management agency, members of the Service contribute significantly to hazard reduction activities in support of land management agencies and private property owners. During the reporting year, the Rural Fire Service undertook over 830 hazard reduction works comprising approximately 44,531.8 hectares of hazard reduction work protecting a total number of 13,900 assets with a value of $6.12 billion (based on median insurance house and contents value in Sydney 2004 – McAneney K. J . 2005).

Appendix B

Hazard Reduction Certificates Issued

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

Certificate issuing Agency	Number issued	% of total
Department of Lands	191	4.82%
Local Government Authority	572	14.43%
National Parks	317	8.00%
Rural Fire Service	2,881	72.70%
Other	2	0.05%
Total	**3,963**	**100%**

Hazard Complaints Received

Land Tenure	Complaints Received	% of total
Private Land	2,376	72.46%
Council Land	554	16.90%
State Government Land	300	9.15%
Commonwealth Land	12	0.37%
Australian Rail Track Corporation Land	3	0.09%
To be Determined	34	1.04%
Total	**3,279**	**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*.
3,344	267	25

Permits Issued under the Rural Fires Act 1997

Permits issued by:	Number issued	% of total
NSW Fire Brigades	-	0.00%
Rural Fire Service	14,367	100.00%
Total	**14,367**	**100%**

Appendix C

Bush Fire Risk Management Plans – Performance Audits

Two performance audits of Bush Fire Risk Management Plans were underway during the reporting period however final reports were not completed as at 30/06/2010.

Appendix D

Internal Audit and Risk Management Statement 2009/10

All communications to be addressed to:

Headquarters
NSW Rural Fire Service
Locked Bag 17
GRANVILLE NSW 2142

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

Headquarters
NSW Rural Fire Service
15 Carter Street
LIDCOMBE NSW 2141

Facsimile: (02) 8741 5550

Our ref: PRO/0275

Internal Audit and Risk Management Statement for the 2009-2010 Financial Year for NSW Rural Fire Service

I, Shane Fitzsimmons am of the opinion that the NSW Rural Fire Service has internal audit and risk management processes in place that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 Internal Audit and Risk Management Policy.

I, Shane Fitzsimmons am of the opinion that the Audit and Risk Committee for NSW Rural Fire Service is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09-08. The Chair and Members of the Audit and Risk Committee are:

Mr Arthur Butler - Independent Chair for a 3 year term commencing Oct 2009
Mr Dale Cooper - Independent Member for a 3 year term commencing Jan 2010
Mr Richard Lyons - Non Independent Member

These processes provide a level of assurance that enables the senior management of NSW Rural Fire Service to understand, manage and satisfactorily control risk exposures.

Shane Fitzsimmons AFSM
Commissioner

Appendix E

Risk Management and Insurance

Total Deposit Premiums (Excluding GST) Paid	2009/10 $	2008/09 $	2007/08 $	2006/07 $
Workers Compensation – Salaried staff	465,200	405,360	363,150	383,889
Workers Compensation – Volunteers	3,000,000	2,000,000	2,000,000	2,000,000
Motor Vehicle	255,590	293,680	316,640	269,030
Public Liability	2,788,750	2,271,670	1,682,720	1,246,460
Property	26,930	29,890	31,920	10,880
Other	59,260	93,240	85,890	7,180
Totals	**6,595,730**	**5,093,840**	**4,480,320**	**3,917,439**

Insurance coverage is provided by the NSW Treasury Managed Fund for all areas except for workers compensation coverage for volunteers. NSW RFS volunteers are covered by the Bush Firefighters Compensation Fund administered by the WorkCover Authority.

During the year the NSW RFS received a hindsight premium refund of $0.279 million for workers compensation with respect to the 2004/05 financial year.

The increase in the premium for Worker's Compensation for Volunteers in 2009/10 is based on an actuarial assessment of the funding required to meet the current and future claim costs of the Bush Firefighters Compensation Fund.

Appendix F

Review of Use of Credit Cards

All communications to be addressed to:
Headquarters
NSW Rural Fire Service
Locked Bag 17
GRANVILLE NSW 2142

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

Headquarters
NSW Rural Fire Service
15 Carter Street
LIDCOMBE NSW 2141

Facsimile: (02) 8741 5550

30 June 2010

REVIEW OF USE OF CREDIT CARDS

Credit card use

Corporate credit cards are available to approved staff of the NSW RFS upon the approval of the Chief Financial Officer or delegate.

There was one case of misuse of a corporate credit card during the year. Disciplinary action was taken against the officer concerned and the matter finalised.

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

Shane Fitzsimmons AFSM
Commissioner

Appendix G

Equal Employment Opportunity Statistics

Trends in the representation of EEO Groups as 30 June 2010

Percentage of total staff, excluding casual staff and inclusive of 36 staff from Emergency Management NSW for whom the NSW RFS provides the employee relations function.

EEO Group	Benchmark or Target	2008	2009	2010
Women	50%	34%	35%	36%
Aboriginal People & Torres Strait Islanders	2.6%[1]	0.8%	0.6%	0.9%
People Whose Language was not English	19%	11%	16%	26%
People with a disability	12%	7%	6%	6%
People with a disability requiring work-related adjustment[2]	7%	n/a[2]	n/a[2]	n/a[2]

1 Minimum target by 2015
2 The Service's current Human Resource Information System does not allow for the collection of this data

Trends in the distribution of EEO Groups as 30 June 2010

Distribution Indexes.

EEO Group	Benchmark or Target	2008	2009	2010
Women	100	78	82	83
Aboriginal People & Torres Strait Islanders[1]	100	n/a[1]	n/a[1]	n/a[1]
People Whose Language was not English	100	96	90	84
People with a Disability	100	101	106	108
People with a disability requiring work-related adjustment[2]	100	n/a[2]	n/a[2]	n/a[2]

1 The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.
2 The Services current Human Resource Information System does not allow for the collection of this data.

A distribution index of 100 indicates that the centre of distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. An index of more than 100 indicates that the EEO group is less concentrated at the lower salary levels.

NOTES:
1 Information for the above tables is provided by the Workforce Profile Unit, Public Sector Workforce Branch, Department of Premier and Cabinet.
2 Statistical data collated above is inclusive of 36 staff from Emergency Management NSW for whom the NSW RFS provides the employee relations function.

Appendix H

Staff Establishment

	2010	2009	2008
Equivalent Full Time Positions (EFT)	822	752	710
Permanent Position Count	779	748	722

Equivalent Full Time Positions

The increase in staffing figures from the 2008/09 reporting period is mainly attributed to the enhancement of State Mitigation Support Services. The part-year temporary workforce of this area increased to carry out essential hazard mitigation work throughout the State and to deliver NSW State Government initiatives such as the AIDER program where hazard mitigation work is undertaken at properties on or near bush fire prone land.

NOTES:

1. Statistical data collated above is the staffing numbers as at 30 June 2010
2. Excludes casual staff
3. EFT figure includes temporary and Senior Executive Staff
4. Above figures include 36 staff from Emergency Management NSW for whom the NSW RFS provides the employee relations function.
5. Information for the EFT figure is provided by the Workforce Profile Unit, Public Sector Workforce Branch, Department of Premier and Cabinet.

Appendix I

Freedom of Information Statistics 2009/10

Section A – New FOI applications	Personal	Other (Non Personal)
New (including transferred in)	5	68
Brought forward from previous period	0	3
Total	**5**	**71**
Completed requests	4	58
Discontinued	0	4
Total	**4**	**62**
Unfinished requests (carried forward)	2	**4**

Section B – Discontinued applications	Personal	Other (Non Personal)
Requests transferred out to another agency (s.20)	0	0
Applicant withdrew request	0	1
Applicant failed to pay advance deposit	0	3
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	**0**	**4**

Section C – Completed applications	Personal	Other (Non Personal)
Granted or otherwise available in full	3	31
Granted or otherwise available in part	1	14
Refused	0	5
No documents held	0	8
Total	**4**	**58**

Section D – Applications granted or otherwise available in full	Personal	Other (Non Personal)
All documents requested were:		
Provided to the applicant	3	31
Provided to the applicant's medical practitioner	0	0
Available for inspection	0	0
Available for purchase	0	0
Library material	0	0
Subject to deferred access	0	0
Available by a combination of any of the reasons listed in D1-D6 above	0	0
Total granted or otherwise in full	**3**	**31**

Section E – Applications granted or otherwise available in part	Personal	Other (Non Personal)
Documents made available were:		
Provided to the applicant	1	14
Provided to the applicant's medical practioner	0	0
Available for inspection	0	0
Available for purchase	0	0
Library material	0	0
Subject to deferred access	0	0
Available by a combination of any of the reasons listed in E1-E6	0	0
Total granted or otherwise available in part	**1**	**14**

Section F – Refused FOI applications	Personal	Other (Non Personal)
Why was access to the documents refused?		
Exempt	0	5
Deemed refused	0	0
Total refused	**0**	**5**

Appendix I

Freedom of Information Statistics 2009/10 (cont.)

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

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	11
Number of persons formally consulted	0	38

Section J – Amendment of Personal Records	Personal	Other (Non Personal)
Agreed in full	0	0
Agreed in part	0	0
Refused	0	0

Section K – Notation of Personal Records	Personal	Other (Non Personal)
Applications for notation	0	0

Section L – Fees and Costs	Personal	Other (Non Personal)
(Do not include costs and fees for unfinished applications)		
All completed applications		
Assessed costs	60	$5,715
Fees received	60	$5,318

Appendix I

Freedom of Information Statistics 2009/10 (cont.)

Section M – Fees Discounts	Personal	Other (Non Personal)
Processing fees waived in full	60	1050
Public interest discounted	0	
Financial hardship discounts - pensioner or child	0	15
Financial hardship discounts - non profit organisation	0	
Total	**60**	**1065**
Significant corrections of personal records		

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	4	45
22-35 days – extended for Third Party consultation	0	13
Over 21 days – deemed refusal where no extended determination period applies	0	
Over 35 days – deemed refusal where extended determination period applies	0	
Total processed	**4**	**58**

Section P – Processing time: hours	Personal	Other (Non Personal)
0-10 hours	4	57
11-20 hours	0	4
21-40 hours	0	1
Over 40 hours	0	0
Total Processed	**4**	**62**

Section Q – Number of Reviews		Finalised
Internal reviews		2
Ombudsman's reviews finalised		0
Administrative Decisions Tribunal (ADT)		0
Total		**2**

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**

Appendix J

Payment Performance

Accounts paid on time each quarter

YR09/10	Total accounts paid on time			Total amount paid
Quarter	Target	Actual	$'000	$'000
September	100%	96%	27,043	30,310
December	100%	97%	62,746	82,667
March	100%	96%	73,254	81,162
June	100%	95%	73,566	90,414

Aged analysis at the end of each quarter 2009/10

YR09/10	Current (i.e. within due date)	Between 30 and 60 days overdue	Between 60 and 90 days overdue	More than 90 days overdue	Total Trade Creditors
Quarter	$'000	$'000	$'000	$'000	$'000
September	1,159	144	132	-	1,435
December	1,739	1	2	-	1,742
March	1,226	-	79	-	1,305
June	-	4	-	-	4

Aged analysis at the end of each quarter 2008/09

YR 08/09	Current (i.e. within due date)	Between 30 and 60 days overdue	Between 60 and 90 days overdue	More than 90 days overdue	Total Trade Creditors
Quarter	$'000	$'000	$'000	$'000	$'000
September	1,364	332	9	4	1,709
December	852	-	-	-	852
March	1,146	276	2	25	1,449
June	1,702	(1)	-	-	1,701

Notes:
(Amounts) indicate credit notes waiting to be offset against invoices in the following month.
Time for payment of accounts showed a consistent performance over the year.
There have been no instances leading to payments of interest on overdue accounts in accordance with the Public Finance and Audit Regulation 2010 and Treasurer's Direction TD 219.01.

Appendix K

The Hon Steve Whan MP
Minister for Primary Industries
Minister for Emergency Services
Minister for Rural Affairs
Member for Monaro

Statement of Performance

Rural Fire Service Commissioner, Shane Fitzsimmons AFSM

The first half of the bush fire season was very active with fires burning in many parts of the State. In all, the Commissioner determined 65 days of total fire ban based on prevailing weather conditions and made 50 bush fire emergency declarations under the Rural Fires Act.

Volunteer fire fighters responded to more than ten thousand fires and other incidents over the course of the year.

The Commissioner responsibly managed the record budget of $216.5 million for the NSW Rural Fire Service during the reporting period. The record funding allowed for the continuation of the bush fire tanker replacement program and for the building and upgrading of brigade stations and fire control centres across the State. It also provided for a significant expansion of the seasonal works crews program to undertake more hazard reduction and additional funds to boost aerial fire fighting resources.

Under the stewardship of Commissioner Shane Fitzsimmons the 2009/10 bushfire season saw the very successful introduction of the "Prepare. Act. Survive" public awareness campaign using television, radio, print, online and outdoor media across NSW.

This campaign informed the community about new fire danger ratings, new bush fire alert warnings and messages about the importance of deciding to leave home early on days when the fire danger is predicted to be so high that people are unlikely to defend their homes from bushfire, no matter how well prepared or designed and built.

These new bush fire protection initiatives were developed nationally and were directly related to the important findings of the interim report of the Royal Commission into the bushfires which had devastated many communities in Victoria early in 2009.

Other bush fire protection measures introduced following the Royal Commission's interim report were:

- the national telephone based emergency warning system to directly warn individuals about bush fires;
- the designation of more than 740 Neighbourhood Safer Places across the State for people to shelter from bush fires;
- a web-based self- assessment tool to help residents work out their bush fire risk and the defendability of their properties.

Under the Commissioner's sound leadership significant work continues to recruit and retain volunteer members of the NSW Rural Fire Service particularly through the expansion of the school cadet and junior membership programs and by increasing the opportunities for existing members to make a contribution to the organisation and the community it protects.

Steve Whan MP
Minister for Primary Industries
Minister for Emergency Services
Minister for Rural Affairs

Level 33, Governor Macquarie Tower
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Sydney NSW 2000
Phone: 02 9230 2291
Fax: 02 9230 2086

The Hon Steve Whan MP
Minister for Primary Industries
Minister for Emergency Services
Minister for Rural Affairs
Member for Monaro

Appendix L

Statement of Performance

Emergency Management NSW Chief Executive, Stacey Tannos ESM

Emergency Management NSW (EMNSW) was established in May 2009, under the leadership of Chief Executive, Mr Stacey Tannos ESM. Throughout the 2009/10 reporting year, Mr Tannos has guided the establishment and development of the new agency.

Mr Tannos also holds the statutory position of State Emergency Recovery Controller (SERCon), with responsibility for developing and maintaining the State's disaster recovery policies, plans and arrangements.

As well as continuing the roles of the former Office for Emergency Services, Mr Tannos has overseen the implementation of a range of additional roles and responsibilities for EMNSW. A new corporate structure, Corporate Plan 2010 – 2015 and annual Strategic Plan have been delivered to align and focus the agency's efforts and resources to ensure it is in a position to meet its objectives in line with agency results and services plans and Government priorities.

One of EMNSW's key roles is to support the SERCon in developing and maintaining comprehensive disaster recovery plans and processes. This involves supporting disaster recovery operations by local and district authorities and coordinating these operations when this is beyond the capability of local/district resources.

In late May/early June 2009, devastating floods swept across a large area of Northern NSW, with natural disasters declared in 16 Local Government Areas. This was the first large-scale test of the State Government's new recovery arrangements – that have since been formalised in the NSW Disaster Recovery Plan - under the SERCon's leadership. EMNSW worked with the SERCon and the appointed North Coast Floods Recovery Coordinator, Mr Ken Moroney AO APM MA, on a major recovery operation to help communities affected by the flooding return to normal. Support also was provided to recovery operations following the Gerogery and Tumbarumba bush fires in December 2009 and floods in far west NSW affecting Brewarrina and surrounding Local Government Areas in December 2009, January 2010 and again in March.

This included an extended recovery operation when the small town of Goodooga was isolated by floodwaters for several weeks in March and April 2010. EMNSW also assisted with local recovery operations following the tornado that struck Lennox Head, on the North Coast, in June 2010.

EMNSW has been appointed as the centralised billing and collection agency for legislated contributions to the funding of the emergency service agencies from the insurance industry and Local Government. As this is the first time a single collection agency has been appointed, Mr Tannos has guided the development of new standard operating procedures for the collection process, implementation of audit requirements and the collection of a total of $697.7 million on behalf of the NSW Fire Brigades, Rural Fire Service and State Emergency Service.

Throughout the year, EMNSW provided executive support services to the State Emergency Management Committee (SEMC), State Rescue Board (SRB) and State Disaster Recovery Advisory Group (SDRAG) and operational support services to the State Emergency Operations Controller, including the management of the State Emergency Operations Centre (SEOCon).

Mr Tannos provided high-level strategic policy coordination and advice to the Government on a range of matters affecting the emergency services portfolio and emergency management sector.

Other key achievements included managing $7.9 million in Commonwealth-State funding under the new Natural Disaster Resilience Grants Scheme and continuing to administer more than 140 projects under the legacy Natural Disaster Mitigation Program. EMNSW also coordinated the delivery of training in the areas of Risk Management, Mitigation, Emergency Operations, Evacuation and Planning by District Emergency Management Officers, who are employed by the NSW Police Force.

Mr Tannos' strong strategic management of EMNSW will ensure that the agency continues to provide leadership in the emergency management sector and professional, timely and efficient services to the Government and NSW emergency service agencies.

Steve Whan MP
Minister for Primary Industries
Minister for Emergency Services
Minister for Rural Affairs

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Appendix M

NSW RFS Committees

Rural Fire Service Advisory Council (RFSAC)

The Council met on two occasions and attendances were as follows:

		Attendances
NSW RFS Commissioner Shane Fitzsimmons, AFSM	Chair, NSW RFS	2
Mr Karl Sullivan	Insurance Council of Australia	0
Cr Allan Smith, JP	NSW Local Government Association	0
Cr Bruce Miller	Shires Association of NSW	0
Superintendent Stephen Raymond	NSW Rural Fire Service Association Inc	1
Group Captain William Bean	NSW Rural Fire Service Association Inc	2
Group Captain Jim Fahey	NSW Rural Fire Service Association Inc	1
Mr Graham Brown	NSW Farmers Association	2
Mr Rob Pallin	NSW Nature Conservation Council	2

Bush Fire Coordinating Committee (BFCC)

The Council met on four occasions and attendances were as follows:

		Attendances
NSW RFS Commissioner Shane Fitzsimmons, AFSM	NSW Rural Fire Service	4
Deputy Commissioner John Benson, AFSM	NSW Fire Brigades	1
Dr Ross Dickson	Department of Industry and Investment	3
Mr Bob Conroy	Department of Environment, Climate Change and Water	3
Cr Allan Smith, JP	Local Government Association of NSW	3
Cr Bruce Miller	Shires Association of NSW	0
Superintendent David Hoadley	NSW Rural Fire Service Association Inc	3
Assistant Commissioner Denis Clifford, APM, JP	NSW Police Force	1
Ms Anne Reeves, OAM	Nominee of the Minister for Climate Change and the Environment	4
Mr Rob Pallin	Nature Conservation Council of NSW	3
Mr Graham Brown	NSW Farmers Association	4
Ms Helen Freeland	Department of Human Services	1
Mr Tim Wilkinson	Land and Property Management Authority	4

Fire Services Joint Standing Committee (FSJSC)

The Committee met on three occasions and attendances were as follows:

		Attendances
Commissioner Shane Fitzsimmons, AFSM	Commissioner NSW Rural Fire Service	3
Commissioner Greg Mullins AFSM	Commissioner NSW Fire Brigades	3
Superintendent Darryl Dunbar	NSW Fire Brigades	3
Chief Superintendent Stuart Midgley, AFSM	NSW Rural Fire Service	2
Mr Jim Casey	NSW Fire Brigade Employees' Union	3
Mr Brian McKinlay, AFSM	NSW Rural Fire Service Association	2

Local Government Association & Shires Association of NSW Liaison Committee

The Committee met on three occasions during the year and attendances were as follows:

		Attendances	Role
Commissioner Shane Fitzsimmons, AFSM	NSW Rural Fire Service	1	Alternating Chairman
Cr Bruce Miller	Shires Association	2	Alternating Chairman
Cr Allan Smith, JP	Local Government Association	3	Member
Mr Richard Lyons	NSW Rural Fire Service	3	Member
Cr Ray Donald	Shires Association	3	Member
Cr Adam Searle	Local Government Association	1	Member
Mr Steve Yorke, AFSM	NSW Rural Fire Service Association Inc	0	Member
Assistant Commissioner Rob Rogers, AFSM*	NSW Rural Fire Service	2	
Cr John Martin, OAM*	Shires Association	0	
Cr John Barham*	Local Government Association	0	

*At its meeting in October 2009 the committee adopted a revised charter which reduced the representation from the NSW Rural Fire Service, Local Government and Shires Associations by one. Rob Rogers from the NSW RFS, John Martin from the Shires Association and John Barham from the LGA are no longer members of this committee.

Appendix M

NSW RFS Committees (cont.)

Corporate Executive Group

The Committee met on five occasions during the year and members and members' attendances were as follows:

		Attendances
Commissioner Shane Fitzsimmons, AFSM	NSW Rural Fire Service	4
Assistant Commissioner Rob Rogers, AFSM	NSW Rural Fire Service	1
Mr Richard Lyons	NSW Rural Fire Service	3
Ms Bronwyn Jones	NSW Rural Fire Service	4
Assistant Commissioner Mark Crosweller, AFSM (To December 2009)	NSW Rural Fire Service	2
Assistant Commissioner Keith Harrap, AFSM	NSW Rural Fire Service	3
Assistant Commissioner Dominic Lane, AFSM	NSW Rural Fire Service	4
Group Captain Brian McKinlay, AFSM	NSW Rural Fire Service Association	4
Superintendent Steve Raymond	NSW Rural Fire Service Association	4
Chief Superintendent Paul Smith	NSW Rural Fire Service	4
Chief Superintendent Brett Condie (from November 2009)	NSW Rural Fire Service	2
Chief Superintendent John Parnaby	NSW Rural Fire Service	5
Chief Superintendent Jeff Lucas	NSW Rural Fire Service	5
Superintendent Mark Ryan (Acting to November 2009)	NSW Rural Fire Service	2
Mr Peter Hennessy (To October 2009)	NSW Rural Fire Service	1
Mr John Gregor (from October 2009)	NSW Rural Fire Service	3

Audit and Risk Committee

The Audit and Risk Committee membership consists of:

Period 01/07/2009 to 31/12/2009	
Mr Arthur Butler	Independent Chairman
Mr Richard Lyons	Director Executive Services
Mr Rob Rogers	Director Operational Services
Mr Mark Crosweller	Director Strategic Services
Mr John Parnaby	Regional Manager

Period 01/01/2010 to 30/06/2010	
Mr Arthur Butler	Independent Chairman
Mr Richard Lyons	Director Executive Services
Mr Dale Cooper	Independent Member

The Committee met on four occasions and attendances were:

Mr Arthur Butler	4
Dr Dale Cooper	2*
Mr Richard Lyons	4
Mr Rob Rogers	0
Mr Mark Crosweller	2*
Mr John Parnaby	2*

*Due to changes in Policy by NSW Treasury, the structure of the Audit and Risk Committee was changed from having five members to three members. These changes took effect from the first meeting commencing 1 January 2010. Dr Cooper was appointed as independent Member for a period of three years commencing 31 January 2010 as a result of these changes.

Profiles of the members not on NSW RFS staff

Arthur Butler BEc, FCPA

Mr Butler was appointed Chair of the NSW Rural Fire Service Audit and Risk Committee in November 2008 and formally re-appointed under the NSW Government's Internal Audit and Risk Management Policy in October 2009.

Mr Butler has held senior executive positions with major State-owned corporations and a number of non-executive director positions.

He is a former Chief Financial Officer of Sydney Water, a past non-executive director of the NSW Rail Corporation, a past or present Chair and Member of a number of State Government Audit and Risk Management Committees and has participated on several government committees.

Dr Dale Cooper

Dale Cooper is an independent member of the NSW Rural Fire Service Audit and Risk Committee and is also currently the independent Chair of the Finance, Audit and Risk Committee for the Transport Construction Authority. He has more than 35 years experience as a senior line manager and an international consultant, with particular expertise in enterprise, strategic and project risk management.

Dr Cooper is an active member of the Standards Australia and Standards New Zealand Joint Risk Management Technical Committee OB-007 that developed the Australian and New Zealand Standard for Risk Management AS/NZS 4360, the basis for the new international risk management standard ISO 31000, and associated handbooks.

Appendix N

International Travel

Date	Country	Officer/s	Trip details
10-15 August, 2009	Thailand and Indonesia	Brian Graham	To present paper and assist with training at an Incident Command Systems Training course and meet with ASEAN Secretariat.
24 July-10 August, 2009	Botswana	Peter Evans Geoff Parish	First round of firefighting training, Botswana. Fully funded by AusAID.
16-18 October, 2009	New Zealand	Kootingal/Moonbi Rural Fire Brigade Kendall Thompson Allen Medden John Clason Phil Moore	To compete in Australasian Firefighter Championships.
14 August 2009 -22 February, 2010	Botswana	 Glen McCartney Ashley Blackman Stuart Frost Russell Perry Steve Donkers Terry O'Leary Elizabeth Ferris Frank Overton Alan Holley Matthew Johnson Rod Walker Mathew Wormald	Provision of Basic Firefighter training for Department of Forest and Range Resources, Botswana. Fully funded by AusAID 14-31 August, 2009 11-28 September, 2009 9-26 October, 2009 13-30 November, 2009 15 January -1 February, 2010 5 February-22 February, 2010
16-30 August, 2009	USA	Keith Harrap	Meetings with California Emergency Management Authority; California Dept of Forestry and Fire Management (CalFire); City of San Diego and Ventura County, California
27-30 October, 2009	Singapore	Brian Graham	To represent NSW RFS at sub-regional Ministerial Steering Committee on Trans-boundary Haze Forum on Prevention and Mitigation of Land and Forest Fires within ASEAN region.
31 October - 7 November 2009	India	Richard Lyons Brian Graham	Attend second Indian Disaster Management Congress.
8-11 December, 2009	India	Brian Graham	To attend World Vision Learning Summit in Chennai
18-25 January, 2010	Botswana	Russell Taylor Brian Graham	To review and report on first stage of NSW RFS Fire Training Project to Government of Botswana. Fully Funded By AusAID.
21 March-3 April, 2010	USA	Keith Harrap	To attend Wildland Urban Interface Fire Conference and present Conference Paper. To complete discussions on NSW RFS's contract work developing a US version of Recognition of Prior Learning for US fire agencies. Attend meeting of the International Association of Fire Chiefs (IAFC) Wildland Policy Committee.
28 March, 2010-19 April, 2010	USA	Brett Storey	To take up Recognition of Prior Learning Project Contract on behalf of IAFC.
18-23 April, 2010	Sri Lanka	Brian Graham Allan Holley	Provide training and workshop in Sri Lanka.
23-28 April, 2010	Indonesia	Brian Graham	Meet with disaster management officials Jakarta.
15 May, 2010-11 June, 2010	USA	Brett Storey	Continuing the Recognition of Prior Learning Project Contract. Fully Funded by IAFC.

Appendix N

International Travel (cont.)

Date	Country	Officer/s	Trip details
28 May-21 June, 2010	Botswana	Matt Johnson Scott Callan Danny Busch	Train the Trainer instruction, training management and accreditation. Fully funded by AusAID
31 May-6 June, 2010	USA	Rob Rogers Steve Yorke	Meetings with California Dept of Forestry and Fire Protection to ensure NSW is maintaining best practice in aviation management and suppression techniques; meet with California Emergency Management Agency to discuss their community education campaign.
31 May-13 June, 2010	UK and Dubai	Mathew Smith	To participate in a NSWFB /NSWRFS Incident Management System study tour.
18 June-5 July, 2010	Botswana	Russell Taylor Brian Graham	Budget, Phase 2 and specifics. Standards of Fire cover in Kgatlang, Botswana. Fully funded by AusAID
26 June-3 July, 2010	Botswana	Richard Lyons	Third deployment to meet with President, funding and establishment of fire management division within the Department of Forestry and Range Resources, Botswana. Fully funded by AusAID

Appendix O

NSW RFS Awards (cont.)

Internal Awards

Internal Bravery and Service Awards	Volunteers	Salaried Staff	Total
Medal for Valour	Nil	Nil	Nil
The Commissioner's Commendation for Bravery	3	Nil	3
Group Officer Brett Turner, Macarthur Zone, Region East			
Firefighter Alexander White, Austral RFB, Macarthur Zone, Region East			
Firefighter Peter Hamori, Austral RFB, Macarthur Zone, Region East			
The Commissioner's Commendation for Service	2	2	4
Firefighter Archie Fletcher, Moona-Winterbourne RFB, New England Zone, Region North			
Acting Fire Mitigation Officer Bronwyn Waters, Dumaresq RFB, New England Zone, Region North			
Temporary Operations Support Officer David Curry, Bland/ Temora District, Region West			
Volunteer Chaplain Father Peter McGrath, Warringah/Pittwater District, Membership Services Directorate			
The Commissioner's Unit Citation for Bravery	Nil	Nil	Nil
The Commissioner's Unit Citation for Service	5	Nil	5
Bulahdelah Rural Fire Brigade-Manning Team, Region East			
Deputy Captain Trevor Hoare			
Deputy Captain Ronald Pile			
Firefighter Laurence Sumner			
Firefighter Andrew Gilbert			
Firefighter Joel Smith			
The Commissioner's Certificate of Commendation (Unit)	4	2	6
Southern Border Team, Volunteers of the Albury Staging Area Group and Staff of the Albury and Corowa Offices			
Austral RFB, Macarthur Zone, Region East			
Casula RFB, Macarthur Zone, Region East			
Lynwood Park RFB, Macarthur Zone, Region East			
Varroville RFB, Macarthur Zone, Region East			
Media Services Unit, Executive Services, HQ			
The Commissioner's Certificate of Commendation (Indiv)	2	Nil	2
Group Officer Patrick Bradley, Dumaresq RFB, New England Zone, Region North			
Group Officer Rex Kemp, Wardell RFB, Far North Coast Team, Region North			
Totals:	**16 or 80 %**	**4 or 20%**	**20**

Long Service Badges	Volunteers	Salaried Staff	Totals
	2	Nil	2

Long Service Certificates	Volunteers	Salaried Staff	Totals
	6	Nil	6

Long Service Medals	Volunteers	Salaried Staff	Totals
10yr Long Service Medal	1,296	84	1,380
20yr Long Service Medal	642	56	698
30yr Long Service Medal	472	23	495
40yr Long Service Medal	297	15	312
50yr Long Service Medal	192	1	193
60yr Long Service Medal	60	Nil	60
Totals:	**2,959 or 94.3%**	**179 or 5.7%**	**3,138**

NB: The introduction of the Long Service Medal in May 2009 to replace the Long Service Badge has resulted in sharp increase in the number of Long Service Medals awarded in the reporting period.

Appendix 0

NSW RFS Awards (cont.)

External Awards

Australian Fire Service Medal	Volunteers	Salaried Staff	Totals
Australia Day	6	1	7
Group Officer Ian Smith, Wingecarribee District, Region East			
Deputy Captain Colin Dowling, Burrabadine RFB, Region West			
Group Captain Neville Roberts, Euromedah RFB, Region West			
Group Captain Lance Howley, Balranald RFB, Region South			
Superintendent Angelo Baldo, Headquarters, Lidcombe			
Captain Greg Green, Bargo RFB, Region East			
Captain Richard Parish, Bringelly RFB, Region East			
Queen's Birthday	4	2	6
Fire Fighter Dr Kenneth Hughes, Coal and Candle RFB, Region East			
Group Captain Barry Carr, Canobolas Zone, Region West			
Group Officer Kevin Cooper, Macarthur Zone, Region East			
District Manager Kenneth Neville, Mid Lachlan Valley Team, Region West			
Group Captain Geoffrey Thiessen, Wingecarribee District, Region East			
Inspector Ian Bartholomew, Gosford District, Region East			
Totals:	**10 or 76.9%**	**3 or 23.1%**	**13**

National Medal/Clasps	Volunteers	Salaried Staff	Totals
Medals	169	17	186
Clasps	103	11	114
Totals:	**272 or 90.6%**	**28 or 9.3%**	**300**

Appendix P

NSW Rural Fire Service Workers Compensation Statistics 2009/10

NSW RFS STAFF

Injuries reported 2009/10	
Effects of weather, exposure, air pressure, allergic reaction & other causes	7
Foreign body in eye, ear, nose, respiratory or digestive systems	7
Open wound not involving traumatic amputation	6
Sprains, breaks and strains of joints and adjacent muscles	27
Motor Vehicle Accident	0
Psychological injury	7
Spider, tick, snake, dog bites	11
TOTAL	**65**

NSW RFS VOLUNTEER

Injuries reported 2009/10 *	
Sprains and strains of joints and adjacent muscles	128
Poisoning and toxic effects of substances (smoke inhalation)	58
Open wound not involving traumatic amputation	32
Contusion with intact skin surface or crushing injury	31
Effects of weather, exposure & other ext. causes (heat stress)	25
Superficial injury	24
Burns	21
Unable to ascertain	17
Foreign body in eye, ear, nose, respiratory or digestive systems	16
Fracture	10
Psychological disorders	8
Internal injury of chest, abdomen and pelvis	4
Intracranial injury	4
Eye disorders	4
Diseases and other non traumatic injury	1
Total	**383**

* Grouped according to National Standard Injury descriptors

Appendix Q

NSW RFS contributions to Research and Development

Bush Fire Cooperative Research Centre

Year	Cash contribution	In-kind contribution
2009/10	$200,000	$216,077

University of Wollongong, Centre for Environmental Risk Management and Bushfires

Year	Cash contribution	In-kind contribution
2009/10	$80,000	$43,956

Appendix R

After Balance Date Events – Financial Operations

Subsequent to 30 June 2010, the Service has been advised that it is no longer entitled to concessions in respect of Fringe Benefits Tax (FBT). The loss of concessional treatment for FBT may be applied retrospectively giving rise to a liability for prior tax years. This is yet to be determined making it not possible to quantify such a liability at this stage.

The Service's FBT concessional treatment has been historically based on its status as a Public Benevolent Institution and confirmed in writing by the Australian Taxation Office on a number of occasions.

Glossary

AFAC	Australasian Fire and Emergency Services 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
CFA	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)
EEO	Equal Employment Opportunities
eSDM	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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after victoria

keeping the public aware and informed

Following the interim recommendations from the 2009 Victorian Bushfires Royal Commission there was a national review of the public messaging system.

The NSW RFS Media Services Unit had significant input into the development and implementation of the nationally agreed alert levels and warning systems that were subsequently put in place.

The Media Services Unit launched the **PREPARE. ACT. SURVIVE.** public awareness campaign in NSW in October 2009. The aim of the campaign was to inform the public of the newly introduced Fire Danger Ratings (FDRs) and associated alert levels, and to raise awareness about preparing for the threat of bush fire.

The campaign had broad saturation across the State via television, radio, print, online and outdoor advertising.

Post campaign research demonstrates that the campaign had measurable success in increasing community awareness:

- 56 percent of respondents recalled the campaign
- 55 percent of respondents recalled the term **PREPARE. ACT. SURVIVE.**
- There was a seven-fold increase in the recognition of the highest fire danger rating
- 16 percent increase in the number of people actively seeking information on bush fire planning.

In May 2010 the Media Services Unit was presented with NSW RFS Commissioner's Certificate of Commendation (Unit) as a formal recognition of their excellent work on this campaign.

The day after fires swept through Gerogery on December 17, 2009 specialist tree felling crews from Greater Hume and Wagga worked tirelessly to fell over 150 burning or damaged trees. Photo courtesy of *The Border Mail*.

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