

>>>> EDUCATION AWARENESS PREVENTION >>>>



**NSW RURAL FIRE SERVICE**  
ANNUAL REPORT 2004 - 2005

>>>>> EDUCATION AWARENESS PREVENTION >>>>>

The Hon Tony Kelly MLC  
Minister for Emergency Services  
Level 34, Governor Macquarie Tower  
1 Farrer Place, SYDNEY NSW 2000

Dear Minister

Pursuant to the provisions of the *Annual Reports (Departments) Act 1985* I have pleasure in presenting to you, for submission to the Parliament, the Annual Report of the NSW Rural Fire Service for the year ended 30 June 2005.

Highlights for the year include

- Relocation of the Service's headquarters to Homebush Bay
- Launch of the Service's new operations management system (ICON)
- Launch of the Firefighters' Pocketbook
- Realignment of learning strategies to conform to Australian Quality Training Framework guidelines
- Delivery of 164 new and 46 refurbished firefighting tankers
- Establishment of the Service's first Safety and Welfare Unit
- Significant increase in number of salaried staff achieving academic qualifications in relation to their individual job requirements
- An increase in the number of volunteer firefighters
- Review of Bushfire Environmental Assessment Code
- Donation of 12 community education trailers by ClubsNSW and Club Keno Holdings Pty Ltd.

Other highlights are contained throughout the Report, which I commend to you.

Yours sincerely



Phil Koperberg AO AFSM BEM  
Commissioner

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## >>>> WHO WE ARE AND WHAT WE DO >>>>

Over 100 years ago the residents of the south-western New South Wales township of Berrigan formed Australia's first official bush fire brigade. The residents joined together as firefighters for mutual protection against the ever-present threat of bushfires.

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

Today the Service comprises over 2,000 volunteer rural fire brigades and

a total membership of just over 70,000. In addition salaried staff are employed to manage the day to day operations of the Service at Headquarters, regional offices and district fire control centres. These staff carry out a variety of roles including operational management, administration, finance, planning, training, hazard reduction management, and engineering.

The role of volunteer fire brigades encompasses far more than fighting and preventing bushfires – for which they are best known. Volunteer firefighters are regularly called upon to attend building and structure fires, motor vehicle accidents, assist in

search and rescue operations and help with storm and flood recovery. The Service is responsible for structural firefighting in more than 1200 towns and villages across the state.

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

As a matter of daily routine we also work closely and collaboratively with government departments, rural land managers, local government, schools and the media.



## >>>> THE ROLE OF VOLUNTEER FIRE BRIGADES ENCOMPASSES FAR MORE THAN FIGHTING AND PREVENTING BUSHFIRES >>>>

»»»» THROUGHOUT THE YEAR, OUR VOLUNTEERS TURNED OUT IN ALL WEATHER TO FIGHT FIRES, ATTEND MOTOR VEHICLE ACCIDENTS AND CLEAR STORM DAMAGE »»»»



OUR VALUES UNDERPIN ALL OUR ACTIONS



#### OUR VISION

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

#### OUR MISSION

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

#### VALUES

The values that underpin all our actions are:

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



»»»» FIRE SAFETY TIP 1 »»»»  
PREPARE YOUR HOME

»»»» CLEAR GUTTERS AND REMOVE FLAMMABLE ITEMS FROM AROUND YOUR HOME »»»»

»»»» THE RURAL FIRE SERVICE ASSOCIATION PROVIDES INVALUABLE SUPPORT, ADVICE AND ASSISTANCE TO THE SERVICE AND IS AN OUTSTANDING ADVOCATE FOR THE INTERESTS OF ITS MEMBERS »»»»

01

PROFESSIONALISM IN ALL WE DO



»»»» THE YEAR IN REVIEW »»»»

COMMISSIONER'S FOREWORD

FINANCIAL OVERVIEW

## »»»» COMMISSIONER'S FOREWORD »»»»



The ongoing drought across much of NSW in 2004-05 threatened to bring with it another season of severe fires. Thankfully, that did not occur. We did have a number of intense fires in the state's north around the Tweed and in the west at Alecstown, near Parkes, but not the catastrophic fires of the last few years. But had those fires eventuated, our volunteers who selflessly give up their time to protect their communities stood ready to meet the challenge

No review of the last 12 months could possibly be undertaken without fully acknowledging the dedication and sheer professionalism of our volunteers. Throughout the year they turned out in all weather to fight fires, attend motor vehicle accidents and clear storm damage. Thanks to their commitment we have been able to ensure that the RFS is better prepared than ever before.

One key aspect of our preparedness for the 2004-05 season was the move to our new, purpose-built Headquarters at Homebush.

For the previous 14 years, the RFS worked in a series of light industrial warehouses in Rosehill. The new Headquarters includes first class communications technology; state-of-the-art meteorological and mapping equipment, new 24 hour emergency operations centre and in-house training facilities for volunteers and staff.

This will help protect the people of NSW by providing early detection and mapping of fires using advanced technology

better statewide coordination of firefighting resources (aviation, tankers, personnel); and Improved information on bushfires to the public.

2004-05 also saw a number of other significant achievements for the Service, including the on-time delivery of more than 200 tankers to our brigades. It has also seen an increase in the number of our volunteers to a record 70,964, making the NSW Rural Fire Service by far the largest volunteer fire service in the world.

Training has also been a critical element over the last year, with number of training programs being offered through the Service increasing from 25 to 60, including community safety, aviation, leadership and communications.

We have continued our commitment to streamlining processes, with a review of the Bushfire Environmental Code to assist in issuing Hazard Reduction Approval certificates, with more than 2,500 certificates issued in the last year.

We have also continued working with people and local government seeking development approvals in bushfire prone areas, with more than 2,800 development applications processed.

I would like to thank the Minister for Emergency Services, Tony Kelly for his continued championing of the Service. I would also like to thank the Minister's staff and the Director of the Office of Emergency Services, Richard Lyons and his staff.

My thanks also go to the Rural Fire Service Association, which provides invaluable support, advice and assistance to the Service and is an outstanding advocate for the interests of its members.

I also would like to acknowledge the assistance and cooperation of government agencies such as the National Parks and Wildlife Service, now part of the Department of Environment and Conservation, State Forests, NSW Fire Brigades and the Bureau of Meteorology, as well as all the agencies represented on the State Emergency Management Committee.

Again this year the efforts of the Service's salaried staff have been outstanding. Their contribution to keeping our volunteers supported and prepared right across NSW is critical to the Service's success and I thank them for their continuing determination and drive.

Ultimately though it is the volunteers who are the heart and soul of the Service, and for their ongoing commitment, courage and sacrifice I extend my most heartfelt thanks.

A handwritten signature in black ink, appearing to read 'P. Koperberg', written over a horizontal line.

Phil Koperberg AO AFSM BEM  
Commissioner



## »»»» FINANCIAL OVERVIEW »»»»



A record budget of \$M134.176 for the NSW Rural Fire Fighting Fund enabled the Service to continue the provision of upgraded firefighting equipment and the provision of protective clothing for firefighters. As a part of the ongoing vehicle replacement commitment \$M25.5 was provided for the allocation of 164 new and 46 refurbished firefighting vehicles.



»»»» FIRE SAFETY TIP 2 »»»»  
WHEN TO RELOCATE



RELOCATE IF YOU ARE UNSURE YOUR HOUSE IS PREPARED TO WITHSTAND A BUSHFIRE



»»»» THE COMMITMENT OF OUR VOLUNTEERS  
HAS ENSURED THAT THE RFS IS BETTER  
PREPARED THAN EVER BEFORE »»»»



QUALITY CUSTOMER SERVICE INTERNAL AND EXTERNAL



## »»»» STRUCTURE AND MANAGEMENT »»»»

ROLE AND FUNCTIONS

ORGANISATION  
STRUCTURE

CORPORATE  
EXECUTIVE GROUP

RURAL FIRE REGIONS AND  
OFFICE ACCESS DETAILS

## »»»» ROLE AND FUNCTIONS »»»»

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

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

The Service provides the Secretariat for the Bush Fire Coordinating Committee (BFCC), the peak planning body for bushfire management in New South Wales. The Commissioner has an overarching co-ordinating role and is Chairman of the Committee.

## »»»» ORGANISATION STRUCTURE »»»»

The functional organisation chart is shown at Appendix 'A'.

*Minister for Emergency Services*

*Commissioner*

*Salaried Staff*

*Fire Control Officers*

*Rural Fire Brigades (2,069)*

*Group Captains*

*Captains*

*Senior Deputy Captains*

*Deputy Captains*

*Members (Volunteers) (70,964)*



»»»» OVER THE LAST YEAR 164 NEW AND 46 REFURBISHED TANKERS WERE ALLOCATED TO BRIGADES SIGNIFICANTLY ENHANCING OUR FIREFIGHTING CAPABILITIES »»»»

## »»»» CORPORATE EXECUTIVE GROUP »»»»



### COMMISSIONER

#### Phil Koperberg AO AFSM BEM

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

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

Among his many roles, the Commissioner is Chair of the NSW Rural Fire Service Advisory Council, Bush Fire Coordinating Committee and the State Rescue Board.

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

### ACTING CHIEF OF STAFF

#### Mark Sullivan

As acting Chief of Staff to the Commissioner, Mr Sullivan manages the operation of the Office of the Commissioner, providing expert advice and support to the Commissioner and Executive in the management and resolution of critical policy and operations issues impacting on the Service.

Mr Sullivan joined the RFS in 1998, after many years in the NSW Police and local government. He was integrally involved in the changes which saw, among other critical things, State government employment of local government fire control staff.

Mr Sullivan has held senior roles in policy, with his substantive position being that of Director-Regional Management.

Mr Sullivan was awarded the National Medal for Service and he holds a Bachelor of Arts and a Master of Business Administration.

### EXECUTIVE DIRECTOR OPERATIONS AND REGIONAL MANAGEMENT

#### Mark Crowweller AFSM

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

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

He was awarded the Australian Fire Service Medal in 2003.

»»»» CORPORATE EXECUTIVE GROUP »»»»



**EXECUTIVE DIRECTOR  
STRATEGIC DEVELOPMENT**

**Shane Fitzsimmons AFSM**

Mr Fitzsimmons has been a member of the Service since 1984 when he joined the Duffy's 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.

He was awarded the Australian Fire Service Medal in 2001.



**EXECUTIVE DIRECTOR  
COMMUNITY SAFETY**

**Rob Rogers AFSM**

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

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

He was awarded the Australian Fire Service Medal in 2004.



**EXECUTIVE DIRECTOR  
OPERATIONS SUPPORT**

**Tony Howe AFSM**

Mr Howe joined the Service in 1998 as Assistant Commissioner Operations Support.

Prior to joining the Service Mr Howe was employed as a forester by the NSW Forestry Commission. He has extensive experience in forest and land management across NSW in native eucalypt forest, rainforest, exotic pine and eucalypt plantations in Tumut, Grafton and Eden. Mr Howe was involved in practical fire management for more than thirty years and was responsible for the Commission's statewide fire policies and strategies.

Mr Howe holds a Bachelor's degree in Forestry and was awarded the Australian Fire Service Medal in 2004.



**EXECUTIVE DIRECTOR  
ADMINISTRATION  
AND FINANCE**

**Trevor Anderson PSM**

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

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

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



**EXECUTIVE DIRECTOR  
CORPORATE COMMUNICATIONS**

**Keith Harrap AFSM**

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

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

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

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

He is a member of the International Association of Fire Chiefs (IAFC) and a Director of the International Association of Wildland Fire (IAWF). 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 OF FINANCE**

**Peter Hennessy**

Mr Hennessy has been employed in the NSW Public Service since 1969. He joined the public sector at Orange in the Lands Department and worked there for one year prior to joining the Health Department at Bloomfield Hospital.

During the next 19 years he held a variety of positions in the Health Department, mostly in the area of financial monitoring and reporting.

Mr Hennessy joined the Bush Fire Council in August 1988 in the position of Accountant. Since then he has held the positions of Manager Financial Services and now Director Finance. In this position he is responsible for the financial budgeting reporting monitoring and control for the Service as well as the Office for Emergency Services.

The current budget for the Rural Fire Fighting Fund is in excess of \$140M.

During the past 16 years Mr Hennessy has been the representative for the Service on the Financial Task Force at the Australasian Fire Authorities Council. The Task Force is responsible for recommending annual allocations for the Council to the Board of Directors.

»»»» CORPORATE EXECUTIVE GROUP »»»»



**PRESIDENT NSW RURAL  
FIRE SERVICE ASSOCIATION**

**Steve Yorke**

Mr Yorke joined the Service in 1972 and at various times has held the positions of Deputy Captain, Captain and Group Captain of brigades in both the Evans and Warringah-Pittwater Districts.

Prior to 2001 Mr Yorke held the position of Fire Control Officer in the Blacktown-Fairfield District and Deputy Fire Control Officer in Warringah-Pittwater.

In 2001 he was elected Chairman of the Central East Region of the Rural Fire Service Association and in 2002 was elected State President.



**VICE-PRESIDENT  
(VOLUNTEERS) NSW RURAL  
FIRE SERVICE ASSOCIATION**

**Andy Jaffray**

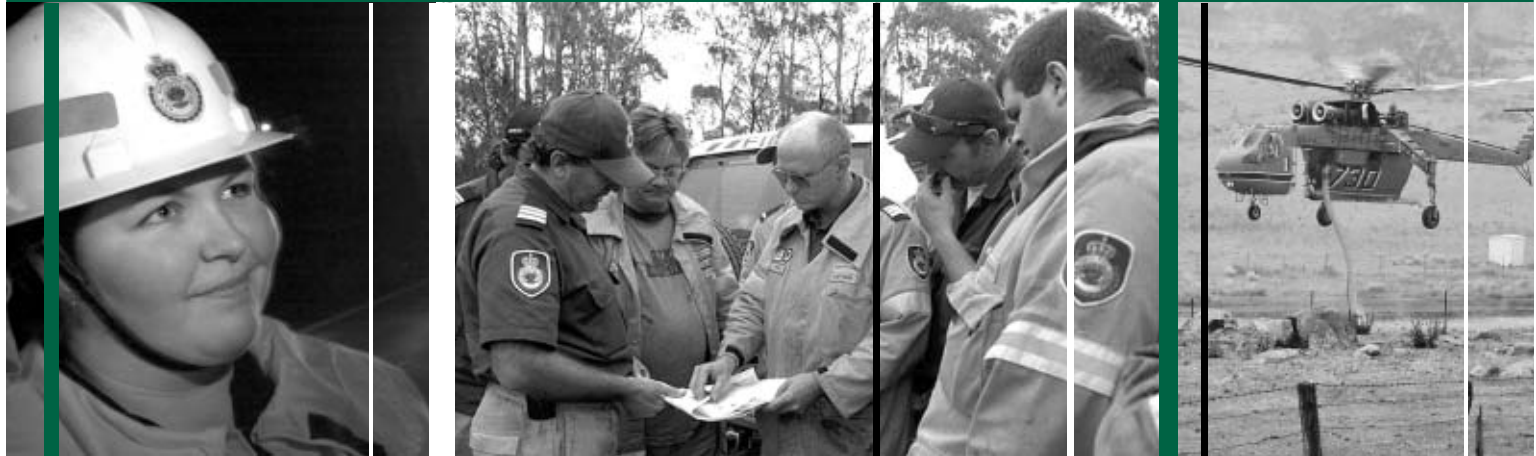
Mr Jaffray joined the Country Fire Authority of Victoria in 1965 and moved to NSW in 1974 where he joined the Oaks Flat (Kiama Shellharbour) Brigade, of which he is a Life Member.

Following the formation of the Association in 1996 Mr Jaffray was elected to the Region East Executive and was elected to the State Council in 1997. Two years later, in 1999, Mr Jaffray was elected to the State Executive and in 2003 was elected to the position of Vice-President (Volunteers).

Mr Jaffray is a recipient of the National Medal.



»»»» IT IS THE VOLUNTEERS WHO ARE THE HEART  
AND SOUL OF THE SERVICE WITH THEIR ONGOING  
COMMITMENT, COURAGE AND SACRIFICE »»»»



»»»» RURAL FIRE REGIONS AND OFFICE ACCESS DETAILS »»»»

**REGION EAST**

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

**REGION NORTH**

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

**REGION SOUTH**

7-9 Kylie Crescent  
Batemans Bay  
NSW 2536  
Tel: 02 4472 4615  
Fax: 02 4472 4126

**REGION WEST**

Shop 3 Lovell Place  
Lovell Street  
Young NSW 2594  
Tel: 02 6382 5677 or 02 6382 5678  
Fax: 02 6382 1731

**HEADQUARTERS**

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

Office hours are 0845-1700  
Mondays to Fridays



»»»» FIRE SAFETY TIP 3 »»»»  
**PERSONAL PROTECTION**

WEAR A FACE MASK TO PROTECT AIRWAYS FROM SMOKE AND HOT AIR

»»»» DURING THE YEAR UNDER REVIEW  
THE LEVEL OF FUNDING FOR THE  
SERVICE WAS SET AT \$134.176M »»»»



CONTINUOUS IMPROVEMENT MEASURABLE IMPROVEMENT



## »»»» DIVISIONAL RETROSPECTIVES »»»»

ADMINISTRATION AND FINANCE

OPERATIONS AND REGIONAL MANAGEMENT

OPERATIONS SUPPORT

COMMUNITY SAFETY

CORPORATE COMMUNICATIONS

STRATEGIC DEVELOPMENT

## ADMINISTRATION AND FINANCE

During the year under review the level of funding for the Service was set at \$134.176M and individual councils were notified of their allocations in September.

### Administrative Services

Office documentation systems were maintained as required by the *State Records Act 1998* and new systems were introduced across the Service to improve the efficiency and effectiveness of the records system.

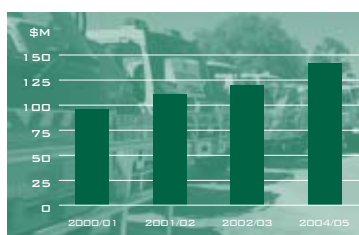
All Service assets in Headquarters and regional offices were recorded and following the relocation of staff to the new Homebush Bay Headquarters there was a demonstrated net overall reduction in energy usage in line with government energy reduction targets. The purchase of green power increased by 1% and will reach 6% in 2005-2006.

In ensuring compliance with the Government's Waste Reduction and Purchasing Policy the Service introduced new recycling initiatives covering use of cardboard, toner cartridges, PET and recycled paper.

The introduction of a standard security platform for regional and district offices was delayed consequent upon resource allocation issues relating to the relocation of the Service's Head Office. The relocation was achieved on time and within budget.

Improved systems to monitor the management of operating expenses of the Service's motor vehicle fleet were introduced.

Annual Budgets



### Staff Services

In terms of the professional development of staff a full range of learning and development actions, including secondment, mentoring, on-line and face to face training was conducted, and appropriate qualifications and competencies were provided through performance management planning and review systems.

As an initiative of the Spokeswomen's Program the Service funded and conducted a Certificate III Business Administration course via distance education for 31 female staff. Twenty-seven participants completed the course during the year. Thirty-eight staff have enrolled in follow-up courses for 2005-2006. The Service also participated in an 'Emergency Services Networking Forum for Women'.

The Service's commitment to its Ethnic Affairs responsibilities was reflected in a major review of general publications concerning fire risk and fire safety warnings and instructions to the general public. The Joint Community Safety Committee – consisting of representatives from the NSW Fire Brigades, ACT and this Service - published seven of 32 fact sheets into 22 different languages. A further seven will be similarly translated next year.

The Service maintained its commitment to the Code of Conduct with all new staff being briefed at induction and provided with a copy of the Code or electronic access to it. There were no amendments to the Code during the year.

The Service's Disability Action Plan was revised with greater emphasis being placed upon the training of staff in disability awareness issues and a focus on increasing the representation in the Service of people with a disability. The floor plan design and general layout of the Service's new Headquarters building placed special emphasis on access for the disabled in all areas of the three-level building.

The Service is consulting with Disability Works Australia to identify appropriate positions for the placement of registered disabled personnel.

### Chaplaincy

The Chaplaincy and Family Support network continued to be well regarded and was at its greatest strength in numerical terms, acceptance and service delivery.

The October 2004 chaplains' conference, with its theme 'Understanding Aboriginal Culture Creates Communication for Mission' reflected on the desirability for chaplains engaged in outback work to have language skills and cross cultural understanding.

During the year 15 chaplains were inducted into the Service and, as a consequence of clergy transfers, five chaplains relinquished their roles. Current strength of the network is a Senior Chaplain, Senior Family Support Chaplain, 53 volunteer district chaplains and seven family support volunteers. Five vacancies, in Bathurst, Warialda, Tamworth, Ballina and Gosford will be filled next year.

Overall, in carrying out its ministrations during the year, the Chaplaincy Service travelled 91,859 kilometres.

Full details of the activity of the Chaplaincy and Family Support network are set out in Appendix B.

»»»» THE SERVICE IS CONSULTING WITH DISABILITY WORKS AUSTRALIA TO IDENTIFY APPROPRIATE POSITIONS FOR THE PLACEMENT OF REGISTERED DISABLED PERSONNEL »»»»



»»»» OPERATIONS AND REGIONAL MANAGEMENT »»»»

Although the 2004/2005 fire season was a relatively quiet one there were 20 emergency declarations under section 44 of the *Rural Fires Act 1997* involving 41 local government areas resulting in 16,300 hectares of all types of land being burnt. Total Fire Bans were declared on 24 days with one being statewide.

The Service's new operations management system, ICON, was successfully launched and together with the newly developed Plan of Operations, provides the Service with unprecedented levels of pre-incident planning and operational information. This will enhance our service delivery capabilities.

The Service launched the new Firefighters' Pocketbook designed to provide all active firefighters with a fast, easy reference guide to the large amount of important information that all

firefighters need to know, from basic safety to vehicle and officer recognition.

The information is sufficient to enable operational decisions to be made. The pocketbook was designed by firefighters, for firefighters; it is concise, relevant and rugged enough to be taken on any firefighting operations.

The year also saw the implementation of Safe Working on Roads procedures, the implementation of a Memorandum of Understanding with Victoria's Country Fire Authority, and the relocation of the State Operations Centre to Homebush Bay

In the area of operational communications, key achievements include the completion of the operational communications strategic plan, a review of the Service's position relating to the management of '000' call taking and despatch methodologies. Memoranda

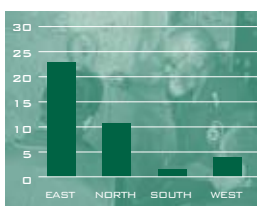
of Understanding on separate issues were signed with NSW Fire Brigades and Eurobodalla Health Service.

In the area of regional management advice and assistance was provided on a range of matters.

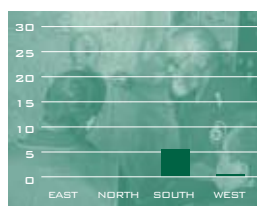
The Regional Management Section was instrumental in pursuance of the continuing zoning process while also ensuring that district managers were fulfilling the contractual obligations established within the Rural Fire District Service Agreements (RFDSA). As a part of this process the Section interacted with local government and volunteers, in conjunction with the Regional Managers as appropriate.

The Service Membership Unit (SMU) has made substantial progress in the processing of new and transferring membership applications. The number of applications processed totalled 3,832.

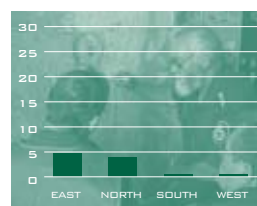
Number of S44s 2001/2002



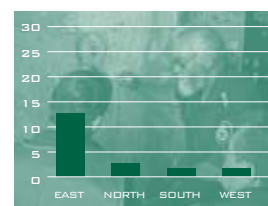
Number of S44s 2002/2003



Number of S44s 2003/2004



Number of S44s 2004/2005



## AVIATION

Fixed wing and rotary wing aircraft continued to play a significant role throughout the reporting period supporting ground based firefighters.

The Service's contracted King Air aircraft with thermal Linescanning capability was deployed to both

South Australia and Western Australia to assist in gathering fire intelligence data during periods of extreme fire activity.

Aviation training development saw a number of enhancements including the development of a number of

specialist training programs by the Service's Learning and Development section. The employment of an Aviation Learning and Development Officer next year will enable the section to be accredited under the Service's standard operating procedures.

## OPERATIONS SUPPORT

### Learning and Development

Additional Learning and Development positions were filled during the year enabling a number of programs that were formerly outside the capacity of the Service to proceed.

As a result the Service will be able to expand, from 25 to 60, the number of training programs it offers to its members. These include new programs in areas such as community safety, aviation, leadership and communications.

The Service has almost completed reformatting and realigning learning and assessment strategies to comply

with guidelines recently promulgated under the Australian Quality Training Framework. Completion is scheduled for October 2005.

While experienced trainers can deliver programs from the learning and assessment strategies alone the Service aims to provide full support materials (manuals, workbooks and course guides) for 50% of programs and at least some support materials for at least 80% of programs. This will take about 3 years to complete for the additional new programs, and will mean training support materials will be available for all programs normally delivered by volunteers.

Most RFS trainers and assessors are volunteers. Many are relatively recently qualified. Their ability to deliver advanced forms of training would be enhanced by the provision of an RFS specialist training facility where their skills in delivering more advanced programs to a quality standard could be developed. Plans exist to create regional training centres (Centres of Excellence) to overcome this problem.

Workshops conducted during the year have helped accelerate the training of firefighters, crew leaders, group leaders and selected specialists, as indicated by the following figures

	2005			2004			2003			2002		
	NEED	HAVE	%	NEED	HAVE	%	NEED	HAVE	%	NEED	HAVE	%
Bush Firefighter	45,428	39,634	87	45,733	38,846	85	43,467	37,664	87	42,872	35,119	82
Crew Leaders	9,876	6,164	62	10,018	5,941	59	10,099	5,523	55	10,119	5,142	50
Group Leaders	676	916	136	660	908	138	659	786	119	670	760	113

No of persons needing a qualification v number qualified to that level

## OPERATIONS SUPPORT

Systematic training for Service staff (as opposed to volunteers) is a relatively recent innovation in the Service. A key qualification in this system is the Certificate IV in Firefighting Supervision (recently replaced by the Certificate IV in Public Safety – Firefighting Supervision). The following table shows the annual and cumulative numbers of staff achieving this qualification over the past four years.

Of the 127 Operations and Learning and Development Officers who should have the Certificate IV a total of 75 (59%) have achieved this qualification. The year's target was 50%.

A total of another 104 staff and 36 volunteers have also achieved this Certificate IV qualification.

Relevant qualifications for virtually all Service staff were defined and accepted

during the year. Programs are being provided to give existing staff those relevant qualifications.

	2001/02	2002/03	2003/04	2004/05
Number in year	14	32	56	87
Cumulative	40	72	128	215

### Engineering Services

The new improved design of firefighters' personal protective clothing complied with international standards and will be incorporated into future production for Service supply.

Field testing of Service and Country Fire Authority (Victoria)(CFA) tankers by the CSIRO was completed at Tumbarumba (forest site) and Mogo (gas-fired simulator). The design of Service tankers will be modified to include improved protection afforded by newly designed spray systems and

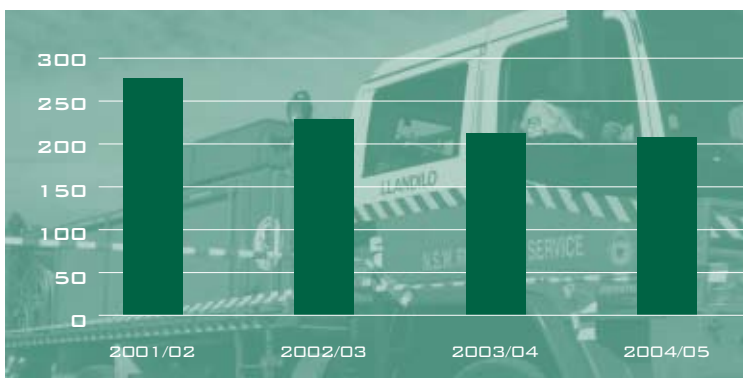
associated radiation curtains fitted inside tanker cabins. These design modifications also reflect feedback from our volunteers.

Delivery of new tankers was in accordance with the agreed production schedule enabling these vehicles to be effectively integrated into the various districts' fleets. A total of 164 new and 46 refurbished tankers were allocated to brigades.

As reported last year, a significant number of Category 1 and Category 2 tankers, built on Isuzu 4x4 cab chassis

were found to have cracks in the chassis of the larger FTS versions. In consultation with Isuzu the Service is developing a modified design for the tank platform to eliminate the likelihood of chassis cracks in the future. Computer modelling of the performance of the Isuzu chassis is being undertaken, and, as part of the re-design program, field testing of various designs will be carried out at the equipment test centre used by the Australian Defence Forces.

Number of new and refurbished tankers delivered



## OPERATIONS SUPPORT

### Occupational Health and Safety

Our commitment to the safety of our volunteers has been supported by the establishment, in June, of a Safety and Welfare unit staffed by specialists in this field. The unit's priority is to ensure there is an improved working relationship between staff, WorkCover staff – who administer workers compensation for volunteers – and injured volunteers.

The unit has concentrated its efforts towards the review and amendment of existing OH&S doctrine and the development of a comprehensive range of OH&S management procedures for the Service.

A more comprehensive injury/accident reporting system will be established to facilitate a safer operating environment, and less trauma for firefighters. The introduction of an injury/accident investigation system will provide the Service with a much needed resource.

A state Health and Safety Committee has been established.

### Critical Incident Support Services (CISS)

The second stage of the review of CISS standing protocols and procedures has been completed and involved benchmarking with other agencies and programs. The review also included a critique of the literature and delivery models

used in critical incident stress management programs.

Stage 3, scheduled for next year, will review psychosocial-educational components against best practice theory and delivery models; guidelines for teams, districts and regional offices; interagency training and multi-agency responses.

During the year the CISS team undertook advanced specialist training with the Australasian Critical Incident Stress Association and five members attended the Critical Incident Stress Management Foundation of Australia's conference in Melbourne at which the team leader delivered a keynote address.

Three members attended a World Congress on Stress, Trauma and Coping that was held in Baltimore, USA. The experience, knowledge and confirmation gained from these events has confirmed that the emphasis, direction and provision of early crisis intervention services remains in keeping with world best practice models of delivery.

### Member Assistance Program (MAP)

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

During the year this program was significantly integrated with Chaplaincy and Family Support initiatives allowing for clinical advice and services to be offered. Spot reviews indicated that the provision of such a program was perceived as highly valuable.

### Employee Assistance Program (EAP)

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

Statistically, the utilisation of this program remains similar to last year.

The referral mechanisms were reviewed in consultation with the external provider and a smoother and more effective engagement of services occurs. An electronic version of the program brochure was publicised on the Service's intranet.

An educative process both for employees and managers has begun and will continue through next year with special emphasis being placed on the Manager Assist element of the program.

In the statistical table below the figures do not account for pre-incident information/education sessions provided throughout the year and the number of hours relating to CISS does not account for training and supervision of CISS personnel.





»»»» THE DEVELOPMENT OF RFS CADET TRAINING PACKAGES FOR SCHOOLS, SCHOOL SHORT COURSE AND A YEAR 4 COURSE WERE SUCCESSFULLY DESIGNED AND DEVELOPED »»»»



»»»» COMMUNITY SAFETY »»»»

The Community Safety Directorate carries out a number of key functions for the Service, including the promotion of important safety information to the public, coordinating Bushfire Risk Management plans and efforts to reduce fuel levels across the state. Community safety is also responsible for the assessment of approvals for new developments in bush fire prone areas.

2004-05 saw a number of achievements for the Community Safety Directorate including:

- 12 new Community Education trailers handed over to brigades.
- An 87 per cent increase in the number of development applications processed
- A complete review of the Bushfire Environmental Assessment Code.
- The issuing of 2572 Bush Fire Hazard Reduction certificates.
- The development of a comprehensive training program for RFS cadets.
- Development of a junior officer advancement program in conjunction with a number of overseas fire services.

**Development Control Services**

In 2002 the NSW Government amended the *Rural Fires Act* and *Environmental Planning and*

*Assessment Act* to give the Service a role in approving new developments in bushfire prone areas.

During the year under review 2856 applications were processed, of which 353 were special protection developments (schools, hospitals, nursing homes and other vulnerable communities) and 2503 were subdivision developments. Over the same period in the previous year 2681 applications were processed however, the level of service offered in turnaround times has increased.

In terms of Infill and Dual Occupancy developments 6623 applications were processed compared to 5545 applications last year – an increase of 19%.

The Service processed 752 development applications under Sections 79C and 96 of the *Environmental Planning and Assessment Act 1979* compared to 403 applications last year – an increase of 87%.

Advice was provided to 377 local councils and other agencies in respect of local environment plans and bushfire protection under Section 117 of the *Environmental Planning and Assessment Act 1979*. The production of a number of Development Control Notes will

assist Service personnel, council staff and the general public to understand the development assessment process and other aspects relevant to building in bushfire prone land. Next year's roll-out of the revised edition of *Planning for Bushfire Protection (PFBP)* will provide assistance in

- Staff training
- Training of council staff
- Training of industry and
- In the production of a comprehensive range of supporting documents such as communications plans, fact sheets and 'question and answer' sheets.

**Natural Environment Services**

The year's major project was the review of the *Bush Fire Environmental Assessment Code*. The Code provides a streamlined approach to environmental assessment for the majority of bushfire hazard reduction works across the state. The review involved extensive consultation with government, regulatory, firefighting and land management authorities, as well as with community interest organisations, together with state-wide exhibition of the draft.

The extensive consultation process resulted in the Code being supported

## COMMUNITY SAFETY

by all users and the Minister for Emergency Services approved the amended Code which has been referred to other relevant Ministers for their concurrence prior to being gazetted.

Retraining and assessment of 120 Service staff as Certificate Issuing Officers will ensure a smooth transition between implementation of the original Code and the revised version.

During the year 2572 Bush Fire Hazard Reduction Certificates were issued by the Service compared to 3603 last year. This reflects in part a greater understanding by the community of its responsibilities for bushfire prevention. In terms of approvals the percentage has increased from 64% last year to 71% in the current year.

### Community Education

Of the many challenges presented during the year, the one that demanded significant commitment was the development of the Community Education module for the Bush Fire Information Management System (BRIMS). The design and ultimate release of the module in May 2005 provides the Service with a recording and reporting mechanism and will greatly assist in the management of resources and time and give a better picture of the level of activity across the State.

The recently developed *Certificate III and IV and Diploma in Community Safety* has provided a platform to migrate previous training workshops to nationally recognised competency based training. This will result in a three tiered training program, the first of which, *Community Safety Assistant*, was released in June 2005. The two subsequent levels, *Community Safety Facilitator* and *Community Safety Co-ordinator* will be released in 2005-6.

For the first time, the Service has developed a comprehensive Cadet Training Package that can be conducted over a four year period or can be implemented in schools for the shorter 10 week duration. This will provide a co-ordinated structured

training package available to all Districts and Zones that wish to establish Cadet Brigades.

In May 2005, thanks to the generous financial assistance of ClubsNSW and Club Keno Holdings, community partners of the Service, 12 new community education trailers were handed over, bringing the total number to 29. These trailers enhance the professionalism of presentations at a wide range of community and street meetings, shows, trade fairs and the like.

In order to evaluate the effectiveness of community education programs and to measure the level of behaviour change sought, a survey of residents in Region North and to a lesser extent in Region South was undertaken. The results will be available later in 2005. Preliminary results indicate an enhanced level of fire preparedness in areas where there has been a high level of intervention by the Service conducting programs.

With the assistance of AusAID, the Service hosted a delegation from Bhutan to extend the relationship between the two countries and also to enhance the work in community engagement, consultation and education in relation to forest fires in Bhutan.

The ninth Community Education Conference was conducted at which new resources were launched and volunteer facilitators were mentored in the delivery of programs and the use of resources. A series of regional forums attended by Service personnel followed up on the outcomes of the conference.

### Risk Management Performance

The performance audits of bushfire risk management plans continued with a total of 32 plans having been audited to date, including with 12 during 2004/05.

Bushfire Risk Management plans are developed by local Bushfire Management Committees, and approved by the State Bushfire Coordinating Committee, and provide a comprehensive set of strategies for

the reduction of bushfire hazards across all land tenures and agencies involved in bushfire management within that local area over a five year period.

Performance audits are conducted under section 62A(1) of the *Rural Fires Act 1997*, which gives the Commissioner the authority to carry out audits. The required number of audits being set out in the Strategic Audit Plan which resulted from the recommendations of the Joint Select Committee on Bushfires 2002. During the year 15 bushfire risk management plan audits were conducted.

The plans were evaluated on the percentage of strategies implemented compared to the percentage the plan was through its full five year term. The following summarises the performance results:

- The percentage implementation of strategies ranged from 12.7% to 70.2%, with the average being 39.5%.
- The span of 'plan percentage of full term @ time of audit' ranged from 60% to 90%, with the average being 70.8%. Bushfire Risk Management Plans have a five year life.
- The gap\* ranged from Nil% to 59.9%, with the average being 31.3% for all plans being audited. It should be noted that one plan exceeded the percentage required for strategy implementation.
- The average number of strategies over the twelve plans was 107.1, with the spread being 38 to 234.

\* The gap refers to the difference between the percentage of strategies that could be implemented over the full term of the plan (five years) and the actual percentage implemented at the time of the audit.

Details of the plans that were audited are set out in Appendix D.

The coordination of hazard reduction figures involved the integration of different data sets from various agencies. Further comment, and the hazard reduction figures, are set out in Appendix C.

»»»» THE SERVICE'S FIRST OFFICIAL 'OPEN DAY'  
TOOK PLACE IN OCTOBER AND MORE THAN  
300 BRIGADES TOOK PART »»»»



»»»» COMMUNITY SAFETY »»»»

The 2004-05 Bushfire Mitigation Program bids were negotiated and delivered in a very short timeframe with an additional \$238,278 secured over and above the nominal state allocation for this program. The Commonwealth contributed \$1.57 million of a total allocation of \$2.7 million for a three year program of fire trail works covering 950 fire trails with a combined length of over 6,000 kilometres.

The unit participated in state mitigation strategy planning through the State Emergency Management Committee; COAG Natural Disasters in Australia reforms workshops; business and technical input for BRIMS development and roll-out; and provided support to the BFCC and Standing Committee.

### Community Hazards Management

The section finalised a Site Assessment Methodology for adoption with *Planning for Bushfire Protection* and the revision of Australian Standard AS3959 – *Construction in Bushfire Prone Areas*. The material has been published at several conferences and was extensively peer reviewed by CSIRO

and industry representatives. The work is considered to be 'ground breaking' and led to significant improvements in the identification, assessment and implementation of improved site assessment methodologies and construction requirements in bushfire prone areas.

The section prepared guidelines for Operational Plans and Bushfire Risk Management Plans and met all deadlines necessary for presentation of the work to the BFCC Standing Committee and working parties. The work was at the forefront of best practice for these issues within Australia.

In other areas of responsibility the following projects were undertaken:

- Review of the Bushfire Risk Management Planning Process - 60% completed
- Review of Operations Plans – 100% completed
- Review of *Planning for Bushfire Protection* – 80% completed
- Lands Risk Analysis – 90% completed
- Review of Permit process – 60% completed.

Section staff also participated in meetings of the Snowy-Monaro

Plantations Landscape Strategy Reference Group and meetings to determine Site/Precinct Fuel Assessment methodologies.

### Business Development

Activity focused on new market opportunities to broaden the scope of the Service's business development program. Consequent upon an increased incidence of forest fires, interest from Asian countries has strengthened, especially from China.

The Service is working in concert with the University of Western Sydney to develop a junior officer advancement program for consideration by fire services in Malaysia, Singapore and Brunei. The course is scheduled to begin in 2006.

Domestic business opportunities include corporate training programs in fire-related issues in the areas of fireground safety and the use of fire extinguishers. South Korea has indicated a strong interest in forming a close professional relationship with the Service and staff from the Korea Forest Service will participate in a fire investigation training program in Sydney in August 2005.

### Media and Public Affairs

Despite this being a quiet year from an operational viewpoint the Media and Public Affairs team achieved major goals in the areas of media training, production of a new corporate video and the development of several key community partnerships with private sector organisations.

The Service trained 481 accredited representatives of the electronic and print media in fireground procedures and fire behaviour as well as running several regional workshops for Service staff likely to have media or community information roles during fires.

The move from Rosehill to Homebush Bay will greatly enhance the Service's media management capability with purpose built media briefing rooms, mini interview studios and the facility to coordinate all state and national media during emergencies.

The Service benefited from the establishment of a number of community partnerships with private sector organisations and places on record its appreciation of the continued commitment of these organisations in supporting the work of the volunteers in assisting the community.

The Service's first official 'Open Day' – when brigade stations are open to the general public – took place in October and more than 300 brigades took part. The day will become an annual event on the second Saturday in October each year. Chubb Fire and Safety are the sponsors for this event.

### Volunteer Relations

The Volunteer Relations section successfully participated with the Australian Catholic University in a research project (V21) to develop volunteer retention tools and recruitment strategies. Focus groups will be formed next year to review the feedback from this survey. The section also researched the strategy necessary to develop volunteer Aboriginal liaison positions with the

intent of developing position descriptions and calling for Expressions of Interest in October 2005.

As part of our continuing commitment to listen to the views of our volunteers the Service undertook and completed a volunteer survey designed to identify issues of concern. The survey, which will be held every two years, will provide information that will be used by the Service in the formulation of its strategic plan and the development of specific projects. Of the 3,200 respondents 17.2% were female and 49.6% had more than 11 years' experience as a Service volunteer. Fifty-eight point seven percent (58.7%) respondents were aged 46 years or older highlighting a need for the Service to implement programs to attract younger recruits and develop succession plans.

### Fire Investigation

Planning began for a series of seminars into the issue of arson and the minds of firesetters. The seminars will be held in September and will be led by two internationally renowned arson specialists.

In March 2005 the Manager of the Fire Investigation Unit was invited by the United States Forest Service to assist in the training of Hawaiian fire investigators in wildfire investigation. The course was provided to Hawaiian based police, US Forest Service officers, Hawaiian Department of Forestry and Wildlife officers and Maui Fire Department officers. In June, at Dubbo, the unit delivered a wildfire investigation course to NSW Police forensic officers.

Resulting from the training of additional investigators the Service now has 70 personnel qualified in wildfire investigation and 35 qualified in structural investigation.

### Ministerial Liaison Unit

The Unit handled 720 formal Ministerial and Freedom of Information requests. The Ministerial

requests consisted of replies to letters, Ministerial briefings and parliamentary documents. The unit also developed internal and external systems to facilitate the improved handling of requests lodged under Freedom of Information legislation.

Freedom of Information statistics are set out in Appendix H.

### 'MyRFS' Project

The long awaited development of a volunteers' intranet site began with the formation of the 'MyRFS' project team. This team completed the initial stage of the project in support of 'MyRFS' being launched next year. 'MyRFS' will provide volunteers with a source of information not only about themselves but also about Service activities.

### Executive Support

The provision of executive and administrative support for the Service's statutory committees was undertaken by the office of the Executive Officer, Committees.

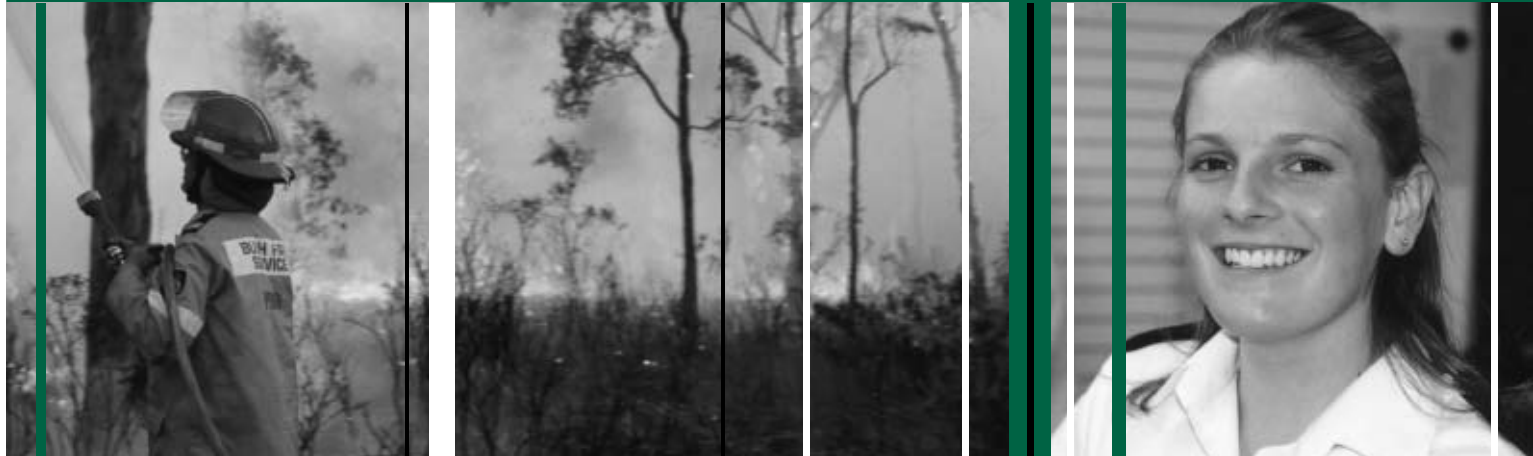
The three committees supported were

- Rural Fire Service Advisory Committee
- Bush Fire Coordinating Committee and
- Fire Services Joint Standing Committee.

The section also administered the process for the Commissioner's Internal Bravery and Service Awards which recognise the dedication and commitment of both volunteers and salaried staff. During the year the following awards were presented

- Five Commissioner's Commendations for Bravery
- Five Commissioner's Commendations for Service
- Ten Commissioner's Certificates of Commendation.

»»»» THERE WAS A SEAMLESS TRANSITION OF ALL  
COMPUTER SERVICES DURING THE MOVE FROM  
ROSEHILL TO HOMEBUSH BAY »»»»



»»»» STRATEGIC DEVELOPMENT »»»»

The Directorate is responsible for the development, maintenance and enhancement of corporate systems to better meet the Service's legislative obligations, and community expectations of continuous improvement in the delivery of its core functions.

**Corporate Planning and Performance**

Significant outcomes were achieved in new fields during 2004/05, including:

- Enhancing the Service's Internal Auditing function
- Commencing the Service's Business Continuity Management program
- Implementing the pilots for the Brigade Classification Project
- Conducting the Volunteer Survey (in conjunction with the Volunteer Relations section), and
- Developing the Organisational Performance Management Framework

These achievements in no way impacted upon the the existing roles of:

- Supporting the implementation of the Service's Standards of Fire Cover, e-Service Delivery Model

and the Personal Management, Planning and Review System, and

- Undertaking the annual review of the Service's Strategic Plan.

Many of these management systems require further development and integration. As such planning work will be required to further support the implementation of the Service's auditing program as well as developing and implementing its organisational performance management system. This is planned for next year.

**Information Services**

Achievements of previous years were enhanced, and a range of new, improved systems, policies and procedures developed:

- The RFS Information Management Strategic Plan 2004-2007
- Framework for a Standard Operating Environment
- RFS wide area network – broadband services at over 50% of locations.
- ICON (Incident Control ) System, in conjunction with Operations and Regional Management Directorate
- BRIMS (Bushfire Risk Information Management System) in conjunction

with a number of other Agencies. As an integral part of the relocation of the Service's Headquarters from Rosehill to Homebush Bay in September there was a seamless transition of all computer services for the RFS which were switched off at 1500 on Friday September 17 and restarted by Sunday afternoon September 19 with no loss of data or equipment.

The Information Management Governance Group was established as the peak body on Information and Communication Technology (ICT) issues. The Group reports to the Corporate Executive Group and oversees strategic planning, ICT policy and acts in an advocacy role. This Group plays a key role in ensuring that ICT initiatives are effectively coordinated and resourced.

In October 2004 planning began for the Service's new Standard Operating Environment (SOE), the objectives of which are to further standardise RFS hardware and software as well as provide a lock-down desktop environment, affording enhanced security and more effective systems maintenance. The SOE will be rolled-out next year.

A number of customer service

## STRATEGIC DEVELOPMENT

improvements were initiated at the IT Help Desk during the year, with 7063 calls opened and 7109 calls closed - the difference being reflective of the carry over of data from the previous year. From May 2005 customer satisfaction with each individual job was assessed through a simple survey sent to staff upon closure notification. Satisfaction is based on seven categories rated from 1 to 7. The survey covered courtesy, communications skills, technical expertise, ability to resolve requests in a timely manner, ability to listen and understand a request, waiting time for assistance and overall service. Replies were classified from lowest (1) to highest (7) and were very 'dissatisfied', 'dissatisfied', 'somewhat dissatisfied', 'no opinion', 'somewhat satisfied', 'satisfied' and 'very satisfied'. The average rating for the period May

to June 2005 was 6.61, based on 277 responses.

The Applications Development section continued to provide excellent support for business services. In early 2005 planning and design for a volunteer Intranet (MyRFS) commenced, with delivery due on July 1 2005.

A corporate inventory system which allows districts to track a range of items including protective equipment was developed and implemented and there were several releases to BRIMS. At June 30 2005 this system was being used by approximately 1100 users from five government agencies and 75 local councils.

During the same period the GIS and Applications Development sections provided spatial data in the

BRIMS application as well the new ICON (Incident Control on Line) system.

A range of external data, such as contours and roads, and internal data, such as brigade locations and bushfire prone land, was delivered to applications through the geospatial database.

These systems were tested and piloted in June 2005 and will see further releases in 2005-06. The GIS section, in conjunction with Operational Communications, also ran a pilot to downlink fire images from an aircraft and this technology was trialed during fires at Dubbo and Richmond in November-December 2005. Further work on this technology will be carried out in 2005-06.



THESE SYSTEMS WERE TESTED AND PILOTTED IN JUNE 2005 AND WILL SEE FURTHER RELEASES IN 2005-06. THE GIS SECTION, IN CONJUNCTION WITH OPERATIONAL COMMUNICATIONS, ALSO RAN A PILOT TO DOWNLINK FIRE IMAGES FROM AN AIRCRAFT AND THIS TECHNOLOGY WAS TRIALED DURING FIRES AT DUBBO AND RICHMOND IN NOVEMBER-DECEMBER 2005. FURTHER WORK ON THIS TECHNOLOGY WILL BE CARRIED OUT IN 2005-06.

»»»» THE GROWING ACCEPTANCE OF THE PROJECT MANAGEMENT METHODOLOGY AND ITS APPLICATION TO CORPORATE INITIATIVES IS ENCOURAGING AND THE BENEFITS OF THIS APPROACH ARE SELF-EVIDENT. »»»»



## »»»» STRATEGIC DEVELOPMENT »»»»

### Policy and Standards

In concert with the introduction and implementation of a centralised internal Audit program, a comprehensive review of the Service's policy documentation, document control and policy development processes was initiated. Subsequently, policy format was revised and a new format adopted focusing upon simplicity, and key performance indicators providing measures against which the implementation of Service policies can be audited.

The release of the Service Standard relating to the Brigade Constitution in February 2004 incorporated a commitment to undertake a review of the Model Constitution over the subsequent 12 months. This review has been undertaken following extensive consultation with key stakeholders including volunteer representatives

from across the State. The review was completed and a revised document submitted for comment.

Following the amendment of the Safe Foods Standard the Service sought legal advice on the application of this Standard to the Service with regard to its volunteers. It was agreed that best practice would indicate the Service provide its members with Guidelines developed in accordance with the principles of safe food handling practices. These Guidelines will be implemented in a coordinated program which will incorporate training and communication strategies.

The implementation plan will be developed and submitted to CEG for concurrent endorsement with the Guidelines.

### Project Office

Work began on the foundations for the development of Standard Brigade Station and Fire Control Centre designs, these projects, subject to available funds and management support, should be completed in the 2005/06 Financial Year.

The growing acceptance of the project management methodology and its application to corporate initiatives is encouraging and the benefits of this approach are self-evident.



»»»» FIRE SAFETY TIP 4 »»»»  
BE PREPARED FOR BLACKOUTS



»»»» IN CASE OF BLACKOUTS, KEEP A BATTERY OPERATED RADIO TO LISTEN TO FIRE UPDATES »»»»





»»»» THE REGION EAST OFFICE RELOCATED  
FROM PENRITH TO THE SERVICE'S NEW  
HEADQUARTERS AT HOMEBUSH BAY »»»»



CO-OPERATION WORKING TOGETHER



## »»»» REGIONAL REVIEW »»»»

REGION EAST

REGION NORTH

REGION SOUTH

REGION WEST

## REGION EAST



The Regional Office relocated from Penrith to the Service's new Headquarters at Homebush Bay.

The fire season began with a flurry due to the extremely dry winter conditions. A class 2 bushfire in Gosford in July threatened properties and required the activation of four strike teams under the Regional Assistance Plan to urgently supplement local resources. Similar activations occurred in October and December for assistance within the region and also in support of Regions South and West. Pre-emptive declarations under Section 44 of the *Rural Fires Act* were made on 30 November for 10 RFS districts due to critical fire weather forecasts.

Sixty-six per cent (66%) of operational district/zone/team staff have achieved the Certificate IV in Firefighting Supervision - an increase of 21% over the previous year.

During the year an Incident Management Workshop and Incident Management Exercise was held at Taree involving 15 facilitators and with 28 participants from the Service, Forests NSW, National Parks and Wildlife Service and Civil Defence Singapore.

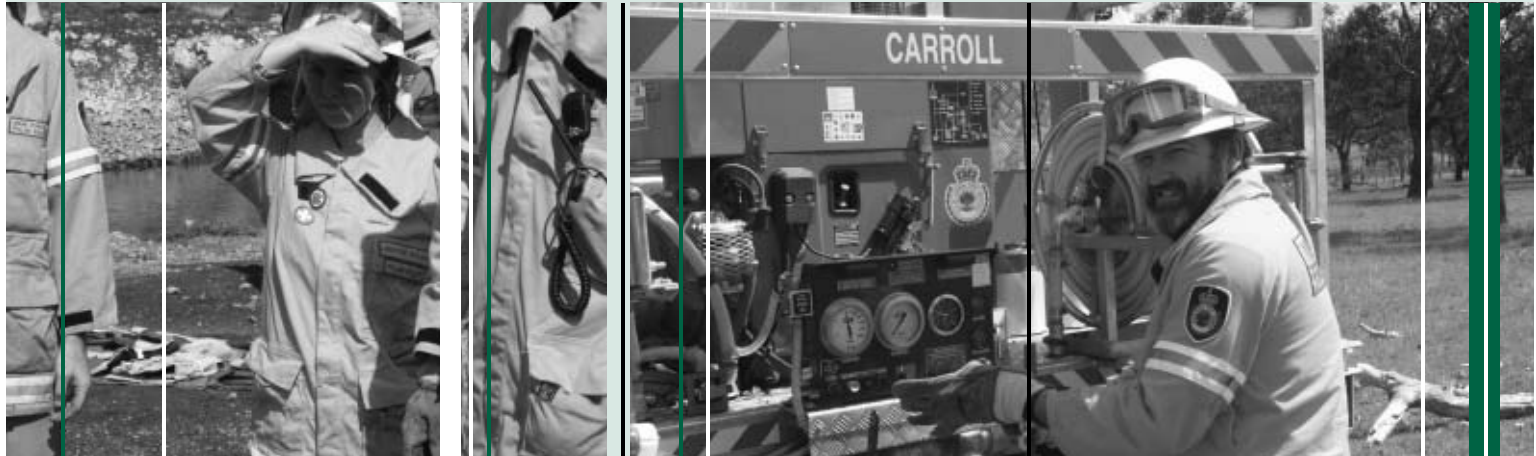
The year also saw an allocation of 64 new firefighting appliances within the region resulting in 39 tankers being made available for the Service's tanker changeover program.

In preparation for the implementation of the Service's Audit Program, four regional staff received Lead Audit training with a further three scheduled to receive similar training next year.

A Mutual Aid Agreement with the State Emergency Service was rolled out to all zones, districts and teams.

The key projects identified in last year's annual report were all completed during the year.

## REGION NORTH



The Region has formed into 11 operating Zones/Teams with all staff positions finalised following the changes to local government boundaries which impacted on council funding and areas of operation for rural fire districts. Resource sharing across districts has proved beneficial not only in the day to day management but has also provided greater flexibility for operational response.

Business planning, five year tanker procurement and station build programs have been established for all Zones/Teams and District Service Level Agreements are in place for all local government areas.

As part of the Service's annual audit schedule two Zones were audited for compliance in the functional areas of community safety and operations and training audits were conducted as part of compliance with national training standards.

Mutual Aid Agreements are in place with NSW Fire Brigades for all districts, and 60% of agreements with the State Emergency Service (SES) are finalised with the remaining 40% awaiting SES approval.

A draft Border Fire Plan was established for effective wildfire

management and liaison for fire services and agencies operating within 10 kilometres of the Queensland border from Mungindi to Tweed Heads.

Dry conditions and severe winds caused major fire problems around October. However compared to previous years fire activity was generally moderate across the western part of the Region with severe fire activity confined to the coastal areas – particularly the north-east. Declarations under Section 44 of the *Rural Fires Act* were made for the Kempsey/Nambucca, Byron/Tweed and Richmond Valley local government areas. Strike teams and liaison officers from within the Region were also tasked to Queensland to assist the Queensland Fire and Rescue Authority with property protection consequent upon fires in the Southport and Toowoomba districts. Liaison officers and crews also provided extensive logistical support to the SES for major flooding in the Lismore and Tweed/Byron areas.

Several new Bush Fire Management Committees (BFMCs) were established during the year to reflect changes in boundaries of local government areas and the formation of new Zones/Teams. And, in an effort to align the statutory bushfire

danger period (BFDP) to the type of weather conditions experienced in parts of the Region, a permanent variation to introduce the BFDP one month earlier was made to 16 local government areas in the Region. All Zones/Teams have community education strategies referenced both to Bush Fire Risk Management Plans and Service Business Plans, with resource allocation aligned to strategy. To support education coordinators an additional two community education trailers, to be based at Tamworth and Yorklea, were obtained.

A two day practical field regional exercise involving 511 personnel and 95 operational vehicles was held in Glen Innes to exercise the operational skills of firefighters and incident management teams. Additionally, two operational preparedness exercises were held during the year – one each for incident management and remote area fire teams.

Twenty-three officers were accredited for compliance to the Bush Fire Environmental Assessment Code.

## REGION SOUTH



The Region experienced an average to below average fire season with only a single emergency declaration under Section 44 of the *Rural Fires Act*.

The fire impacted on the urban interface in North Nowra but was over within 24-hours with damage limited to sheds and minor structures. There were several other fires across the Region that caused some concern during the latter part of the season but as before damage to property was limited.

During the year there was an increased focus on intra-regional communication issues with a number of forums being held at various locations. These included

- In conjunction with Region West, a joint community education forum discussed a range of issues including risk management planning, incident management and community meetings;
- A Group Officers' forum in Narrandera addressed issues such as occupational health and safety, Service membership, brigade classifications and the roles and responsibilities of Group Officers;
- Local government forums in Queanbeyan and Wagga Wagga where issues discussed included the Rural Fire Fighting Fund, the

Service's business cycle, asset management and the legal obligations of the Service and councils;

- A regional staff conference at Moama that covered issues such as operations, probity, critical incident stress, risk management, ethics and the media.

In addition, there were quarterly Zone meetings as well as a regional exercise at Gundagai where 300 staff and volunteers participated in a range of activities including GIS, fire investigation, motor vehicle accident procedures, first aid and other operational matters.

The strategy underpinning the communications programs was to open lines of communication not only within the Region itself but also with a wide range of stakeholders.

In a drive to target staff training programs to meet the Service's minimum requirements for qualifications in all positions, regional administration officers have been given the opportunity to undertake studies for Certificate III in Business Administration. Various courses at Certificate IV level were undertaken by staff in other functional areas. Subsequently 46 staff completed

Certificate IV (Firefighting Supervision), 30 completed Certificate IV (Training and Assessment), 2 completed Certificate IV (Business Administration) and 10 completed Certificate III (Business Administration).

The Region began preparations for functional audits and four staff were trained as Lead Auditors. Audits will begin in July 2004 and will provide Zones with a more consistent approach to issues, in line with corporate policies and standards.

Through a series of internal meetings on the subject of ethical standards, regional management reinforced the Service's commitment to ethical behaviour through decision making, accountability, conflict of interest and the appropriate handling of information.

The Hume Zone (Albury City and the Greater Hume local government areas) was formed during the year and work will continue to increase the number of zones in future years.

»»»» REGION WEST »»»»



During the year the Region made significant advances in the areas of

- Staff development
- Staff training needs analysis
- Audit and compliance of Zones/Teams
- Central West mapping project
- Mallee scheme plans
- Major incident coordination.

A fire 12 kms north of Parkes resulted in the Region's only Section 44 emergency declaration. Extreme weather conditions enabled the fire to cross the Newell Highway burning through standing crops, fully cured grasslands and stubble. After being brought under control the fire broke out and threatened rural homes, the Parkes radio telescope and the village of Alectown. Ground crews and the use of aircraft resulted in the fire being brought back under control and favourable weather conditions over the next four days enabled the fire to be blacked out completely.

Nineteen staff successfully completed the Diploma in Business

(Frontline Management) course conducted through the Riverina TAFE (Young and Cootamundra Campus). The Region's long association with TAFE was further enhanced when 17 staff successfully completed the Certificate IV in Firefighting Supervision course. Five staff completed auditor training and certification.

A regional training needs analysis was completed by TAFE to capture individual staff competencies and relate these to individual job requirements. This will enable better strategic focus of training resources.

Canobolas Zone finalised the Central Mapping Project, the outcome of which was a blueprint for the future management of the Zone including hazard reduction and pre-incident planning.

The Far West Team reviewed the Mallee Scheme that has been running for more than twenty years. The review included mapping existing trails, determining priorities for trails and completion of a future

management plan. There was extensive involvement of volunteers, the community and other government agencies.

Regional exercises - designed to further enhance the firefighting and fire management capabilities of staff and volunteers - were held at Mudgee, Cowra and Lake Burrendong.

In 2005/06 the Region will have major goals in the areas of

- Ongoing analysis of training needs
- The future strategic direction of the Region
- Exercises - to further improve management of major fires.

Volunteer Group Captain forums will be held prior to the fire season to further engage the volunteers in the Service's structure and operating processes and policies.

## 3 YEAR COMPARATIVE STATISTICS

### Region East

	2004-5	2003-4	2002-3
Bushfires	1,077	775	2,866
Grassfires	1,246	1,780	1,071
Building fires	426	119	296
Vehicle fires	766	970	650
Motor vehicle accidents	1,141	1,546	1,495
False alarms	1,237	878	1,082
Other incidents	2,982	4,360	4,043
<b>Total No of incidents</b>	<b>8,875</b>	<b>10,428</b>	<b>11,803</b>

	2004-5	2003-4	2002-3
Number of districts	34	35	36
Number of zones	10	10	6
Number of brigades	486	456	460
Number of volunteers	20,222	20,906	20,375
Number of full time staff	187	190	176
<b>Area of region (ha)</b>	<b>52,576</b>	<b>52,559</b>	<b>54,150</b>

### Region North

	2004-5	2003-4	2002-3
Bushfires	754	488	1,273
Grassfires	1,197	853	383
Building fires	223	36	140
Vehicle fires	175	207	190
Motor vehicle accidents	514	743	625
False alarms	282	148	155
Other incidents	811	1,094	948
<b>Total No of incidents</b>	<b>3,956</b>	<b>3,569</b>	<b>3,714</b>

	2004-5	2003-4	2002-3
Number of districts	31	29	39
Number of zones	9	6	7
Number of brigades	658	591	604
Number of volunteers	15,982	14,871	12,606
Number of full time staff	87	97	89
<b>Area of region (ha)</b>	<b>157,170</b>	<b>157,170</b>	<b>154,000</b>

## 3 YEAR COMPARATIVE STATISTICS

### Region South

	2004-5	2003-4	2002-3
Bushfires	508	371	920
Grassfires	624	802	375
Building fires	181	31	147
Vehicle fires	142	204	171
Motor vehicle accidents	434	591	558
False alarms	275	197	141
Other incidents	664	1,098	917
<b>Total No of incidents</b>	<b>2,828</b>	<b>3,294</b>	<b>3,229</b>

	2004-5	2003-4	2002-3
Number of districts	32	36	38
Number of zones	11	11	5
Number of brigades	483	483	455
Number of volunteers	18,767	18,329	19,521
Number of full time staff	91	91	79
<b>Area of region (ha)</b>	<b>169,115</b>	<b>169,116</b>	<b>164,448</b>

### Region West

	2004-5	2003-4	2002-3
Bushfires	320	130	583
Grassfires	466	409	225
Building fires	119	20	88
Vehicle fires	83	110	101
Motor vehicle accidents	200	272	236
False alarms	102	48	68
Other incidents	393	532	334
<b>Total No of incidents</b>	<b>1,683</b>	<b>1,521</b>	<b>1,635</b>

	2004-5	2003-4	2002-3
Number of districts	31	32	26
Number of zones	9	10	10
Number of brigades	576	564	580
Number of volunteers	15,993	15,269	14,556
Number of full time staff	64	70	67
<b>Area of region (ha)</b>	<b>422,614</b>	<b>422,614</b>	<b>427,800</b>



»»»» FIRE SAFETY TIP 5 »»»»  
PROTECT YOUR HOME

»»»» WELL WATERED LAWNS ACT AS FIREBREAKS TO HELP PROTECT YOUR HOME FROM FIRE »»»»





»»»» OUR STRATEGIC PLAN GUIDES OUR  
PERFORMANCE AND IS BASED ON  
THE DOCTRINE OF CONTINUOUS  
IMPROVEMENT »»»»

05

CONTINUOUS IMPROVEMENT MEASURABLE IMPROVEMENT



## »»»» PERFORMANCE »»»»

### DEPARTMENT PERFORMANCE RESULTS

- MANAGEMENT
- COMMUNITY SAFETY
- LEARNING AND DEVELOPMENT
- OPERATIONS

## »»»» DEPARTMENT PERFORMANCE RESULTS »»»»

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

The four key results areas that are the drivers for our performance are

- **Management** - managing our human, financial and physical resources in a competent and accountable manner
- **Community Safety** - providing a range of prevention and mitigation services to increase community awareness of risks, and involvement in their reduction

- **Learning and Development** - competent and productive leadership and management by people who our committed to our mission

- **Operations** - ensuring rapid and effective response to emergency incidents and to prevent injury and loss.

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



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

»»»» MANAGEMENT »»»»



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

WHAT WE SAID WE WOULD DO	WHAT WE DID	MEASURE	WHAT WE SHALL DO NEXT YEAR
Record all assets on Asset Management System	100% identified assets recorded	% of identified assets on system	Evaluate new systems
Refine process for capturing all RFS vehicle fuel transactions	90% of all transactions captured	% of all fuel transactions captured	Investigate new passenger vehicle fleet management technology
Compliance with Waste Reduction and Purchasing policy	85% of recyclable materials recycled/purchased	% data compiled	Refine/identify new and improved methods for reducing waste
Upgrade Headquarters security	Complied with counter terrorism directives	% staff trained in security procedures	Enhance inter-active computerised system and extend to regional offices
Increase to \$130,000 Service revenue through business development	Net revenue of \$153,000	% increase in net revenue over preceding year	Net revenue target of \$176,000
Ensure business continuity management for Headquarters relocation	Business Continuity Plan implemented	Availability of Business Continuity Plan	None relocation completed
Review of Service's Strategic Plan	Review completed	Review completed during 2004-2005	Incremental improvement of Plan's performance indicators. Incorporation of outcomes of Volunteer Survey and Organisational Risk Assessment
Implement systems audit process	Audit Coordination Group established. Internal audits conducted	Target date for implementation attained	Continue scheduled audits and implement improvements to Service's policies and systems

## MANAGEMENT

WHAT WE SAID WE WOULD DO	WHAT WE DID	MEASURE	WHAT WE SHALL DO NEXT YEAR
Replace Geographic Information Systems Storage Area Network and Hardware and Servers	Equipment replaced	Timetable for replacement	No further action – program completed
Implement Phases 1 and 2 of off-site disaster recovery solution	Implemented	Design completion	Implementation of Phase 3
Manage design and implementation of electronic service delivery model (eSDM) to Version 3	Version 2.2 delivered April 2005	Delivery timeframes	Delivery Version 3 by April 2006
Manage design and implementation of RFS interface to CRIMTRAC system	Version 1 delivered July 2004	Completion of design and implementation	Web-base version to be available 2005-2006
New releases of Bush Fire Risk Information Management System (BRIMS)	Seven modules delivered	Release of modules as business demands	Spatial Hazard Reduction module to be released August 2005. Spatial Fire Trail module to be released September 2005. Spatial Development Application module to be released November 2005
Distribute 150,000 hardcopy topographic maps to brigades in conjunction with Department of Lands	80% maps delivered	% maps delivered	Completion of distribution
Service activities to be carried out in accordance with OH&S legislation	Review of relevant Service Standards and supporting doctrine 30% complete	Review fully completed	Introduction of evaluation process
Development and implementation of intellectual property (IP) management system	Framework reviewed March 2005	Review to be completed as per Premier's Department instructions	Develop IP management policy and plan compliant with IP Management Framework for NSW Public Sector. Conduct IP audit. Develop IP asset register. Integrate into business planning process.
Completion of Total Asset Management plan	Stage 1 completed	Plan completed and approved by Treasury	Completion of Plan by April 2006
Preparation of strategic HR plan	Conducted initial research	Completion December 2005	Draft completed by October 2005

## MANAGEMENT

WHAT WE SAID WE WOULD DO	WHAT WE DID	MEASURE	WHAT WE SHALL DO NEXT YEAR
Participation in research project V21 conducted by Australian Catholic University in support of volunteer retention and recruitment	Surveys returned and analysed	Survey return by target date	Focus groups and further feedback analysis
Development of Aboriginal volunteer liaison positions	Strategy researched and scope 30% developed in conjunction with volunteers	% research and scope developed	Scope of positions to be finalised, position descriptions developed.
Participate in 'Women in Firefighting' forum covering equal employment opportunity, health and safety and general issues	10 volunteers selected	Delegates to be identified	Focus groups on forum outcomes
Development of Safe Food Handling procedures	Draft Standard Operating Procedures completed Fact sheets published.	Project team meetings, document and fact sheet development by 30 June 2005	Development and implementation of training program.
Source and deliver range of spatial data for RFS business use	Data available for BRIMS operational plans and ICON systems	Volume of spatial data available	Data to be made available to BRIMS within one month of receipt
Support volunteer fire investigators through policies and procedures	Standard Operating Procedures (SOPs) issued to all investigators	Effective consultation with volunteers	Review and update SOPs and Service Standards
Maintain and review fire investigation protocols and Memoranda of Understanding (MOUs) with NSW Fire Brigades and NSW Police	Reviews completed. MAA established with Country Fire Authority (Victoria) Fire Investigation Unit	Response arrangements established and tested	Establish strategic partnerships with other agencies to reduce incidence of deliberately lit fires
Promote RFS' role and capabilities in the field of fire investigation	Role promoted at regional conferences and to international delegations	Conduct of bi-annual conferences	Develop effective media strategy and communications program
Advance research into fire investigation	Links established with University of Technology (Sydney) and researchers	Number of universities Carrying out research	Enhance existing program
Enhance competencies of and development programs for fire investigators	100% compliance with audit program	Competency audits	Skills tests to be applied to all investigators
Wildfire investigation training to increase number and quality of authorised fire investigators	Pilot course held at Dubbo for 13 investigators	Date and venue for pilot course agreed	Continuation of training for remaining investigators

COMMUNITY SAFETY



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

WHAT WE SAID WE WOULD DO	WHAT WE DID	MEASURE	WHAT WE SHALL DO NEXT YEAR
Assess integrated development applications	90% completed within 40 days and 100% within 60 days	% completed within 40 days	100% compliance
Assess inclusions of provisions for bushfire protection in local government Local Environment Plans (LEP)	377 plans submitted and completed – 100% compliance	% compliance	100% assessment of submitted plans
Design and implement phase 1 of Fire Investigation System (FIS)	Completed	Completion by March 2005	Deliver phase 2 by August 2005
Develop and deploy Bushfire Environmental Assessment Code	100% review compliance	Two yearly review	Further review 2007
Review of Bush Fire Environmental Code	Working group established and review completed	% review completed	Code gazetted
Promote understanding by landowners/occupants to reduce spread of and danger from bushfires	Five guidelines distributed across State	Align educational material to revised Bushfire Code	Release updated standards on safe use of fire
Implement Bush FireWise programs in line with Bush Fire Risk Management Plan (BFRMP) strategies	75% compliance.	50% compliance	100% compliance during next round of BFRMPs

»»»» COMMUNITY SAFETY »»»»

WHAT WE SAID WE WOULD DO	WHAT WE DID	MEASURE	WHAT WE SHALL DO NEXT YEAR
Develop and implement state-wide FireWise program in consultation with stakeholders	Eight additional districts implementing programs (8%)	Increasing trend of 5% per annum	Audit and validate through the community education BRIMS module
Develop smoke alarm program to minimise structural fires	Program developed by due date	June 2005	Develop guidelines for the elderly in respect of battery replacement and installation
Coordination of Bush Fire Coordinating Committee's (BFCC) Communications and Education strategy	Reference group established to develop strategy elements.	Group to be established by March 2005.	All member agencies of BFCC aware of and implementing strategy
Develop and implement community education programs with tertiary institutions to meet needs of farmers and agricultural industry	Course under construction	Programs implemented across state by November 2005	Trial course at CB Alexander College in March 2006
Major events presence	Attended appropriate events	% target shows attended	Sustain presence
Promote public awareness of BFCC Evacuation Policy	65.5% surveyed residents in Region North have evacuation plan	%age public awareness of program. Annual launch in October	Develop and implement regional plans
Engage Insurance industry in FireWise partnerships	IAG/RFS partnership agreed	5% increase in number of partnerships	Enhance partnerships and increase sponsorship of FireWise program
Maintain research capability through competent library service	Increase in library visitors, loans and reference inquiries	Continuing rise in library data	Catalogue published on RFS website.
Increase profile and usage of library	Established library intranet site. 50% staff on email alert list	%age staff on email alert list	Increase numbers of visitors, total loans and reference inquiries

»»»» LEARNING AND DEVELOPMENT »»»»



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

WHAT WE SAID WE WOULD DO	WHAT WE DID	MEASURE	WHAT WE SHALL DO NEXT YEAR
Train Service personnel in implementation of OH&S responsibilities	100% training needs identified	% staff uptake of training	Creation and presentation of training packages or awareness programs
Train 100% salaried staff in communications skills including customer service, issues management, negotiation and complaints handling	50% staff attended training	% staff attending training	Remaining 50% staff trained by December 2006
Fully implement learning and development link between PMPRS and staff training	30% compliance	100% compliance by June 2005	Remaining 70% compliance by 30 June 2006
Develop and maintain appropriate training management systems	Registered Training Organisation (RTO) status maintained and self audits completed	Areas audited every three years	Scope of registration to be extended to include higher level units. Regional and local audits implemented.
Develop/maintain appropriate training record systems	50% of State on Firezone TRAIN system - 100% compliance with target.	% State on system	Increase %age



## »»»» LEARNING AND DEVELOPMENT »»»»

WHAT WE SAID WE WOULD DO	WHAT WE DID	MEASURE	WHAT WE SHALL DO NEXT YEAR
Develop/maintain competent assessors (A), trainers (T) and training coordinators (TC)	818(A) 2000 (T) 300 (TC) trained	1000 (A) 1980 (T) 322 (TC) trained	Approx 16 Learning and Development Officers to be upgraded to new Certificate IV (Training and Assessment) by December 2006
Convert RFS training to align with Public Safety Training Package (PSTP)	Achieved	Transition arrangements completed smoothly and efficiently	Scope of registration to be extended.
Identify training needs and resources for non-operational personnel	Service Standard issued	Identification of qualifications and competencies	Review Service Standard as required
Align aviation training programs with PSTP	Exceeded. Also developed five other aviation programs and workbooks	Strategies completed	Further two programs and Course Guides in 2006. Obtain accreditation
Provide and promote training for non-operational staff	Diploma program now available	Opportunities available. %age increase in appropriately qualified salaried staff	Advanced Diploma in Business program to be available. Diploma in Business program in alternating years from 2006.

## »»»» OPERATIONS »»»»



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

WHAT WE SAID WE WOULD DO	WHAT WE DID	MEASURE	WHAT WE SHALL DO NEXT YEAR
Efficient supply of tankers	164 new tankers and 46 refurbished tankers allocated to brigades	% reduction in number faults reported. % tankers delivered late.	Formalise performance/evaluation report from brigades post-tanker delivery. Maintain on time deliveries.
Develop R&D program	Completed field testing component of CSIRO research on fire tanker spray protection systems.	Publish findings and recommendations for design changes	Incorporate research results into revised tanker design
Effective and standardised incident response and management infrastructure	Implementation of standardised communications plans for insertion into Operations Plans achieved	Adoption of standardised plans	Improve modelling to improve interaction with electronic service delivery
Develop radio infrastructure strategic plan	Completed	Resource and identification and analysis completed	Develop business cases for communications infrastructure improvement in line with Total Asset Management strategy
Expand Remote Area Firefighting Team capabilities	160 (90%) personnel identified for medical and fitness testing	100% personnel identified	Reach total of 200 personnel for training and fitness testing
Development, production and distribution of Firefighters' Handbook	5,000 copies distributed	Number of copies to be distributed. Target 5,000	Copies to be printed and distributed to all active firefighters

## OPERATIONS

WHAT WE SAID WE WOULD DO.	WHAT WE DID	MEASURE	WHAT WE SHALL DO NEXT YEAR
Improved liaison with State Emergency Service	Memorandum of Understanding finalised. 60% local Mutual Aid Agreements finalised	MOU and MAAs to be finalised and posted on Intranet	Finalise remaining MAAs and post on Intranet
Improved coordination of assistance to and by Country Fire Authority of Victoria (CFA)	MOU finalised and posted on Intranet	MOU to be developed, approved, disseminated and implemented	Review and update if necessary
Completion of MOU, MAA and Operational Communications Service Level Agreement (OCSLA) between Service and NSW Fire Brigades and subsequent endorsement by Fire Services Joint Standing Committee (FSJSC)	MOU signed by Commissioners June 2005. MAA and OCSLA submitted for endorsement By FSJSC.	All documents to be endorsed by FSJSC	Signing and endorsement of MAA and OCSLA.
Monitor results/outcomes from Project VESTA and disseminate	Outcomes widely publicised	Publicity of results/outcomes	Watching brief



»»»» FIRE SAFETY TIP 6 »»»»  
**WHEN FIRE APPROACHES**

ACTIVATE ANY SPRINKLER SYSTEMS AND TAKE YOUR HOSES INSIDE



»»»» THE COMMISSIONER AND SENIOR STAFF  
OF THE SERVICE UNDERTAKE A REGULAR  
PROGRAM OF REGIONAL VISITS DURING  
WHICH VALUABLE FEEDBACK ON SERVICE  
PROVISION IS OBTAINED »»»»



TRAINING THE FUTURE FIREFIGHTERS OF OUR GENERATION



## »»»» GENERAL »»»»

- SERVICE PROVISION
- CONTRACT AND MARKET TESTING
- OVERSEAS VISITS
- CONSUMER RESPONSE
- ELECTRONIC SERVICE DELIVERY
- PRIVACY AND PERSONAL INFORMATION
- LEGAL ISSUES

## »»»» STATEMENT ON STANDARDS FOR THE PROVISION OF SERVICES »»»»

Service provision is in accordance with the commitments and criteria as detailed in the strategic plan, copies of which can be obtained free of charge from the Service's website, headquarters and regional offices or by telephoning 02 8741 5555.

## »»»» CONTRACT AND MARKET TESTING »»»»

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

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

## »»»» OVERSEAS VISITS »»»»

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



»»»» FROM MAY 2005 CUSTOMER SATISFACTION WITH EACH INDIVIDUAL JOB WAS ASSESSED THROUGH A SIMPLE SURVEY SENT TO STAFF UPON CLOSURE NOTIFICATION »»»»

## »»»» A CORPORATE INVENTORY SYSTEM WHICH ALLOWS DISTRICTS TO TRACK A RANGE OF ITEMS INCLUDING PROTECTIVE EQUIPMENT WAS DEVELOPED AND IMPLEMENTED »»»»

## »»»» CONSUMER RESPONSE »»»»

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

Any complaints received are given attention and resolved at the earliest opportunity.

## »»»» ELECTRONIC SERVICE DELIVERY »»»»

The Service's Applications Development unit continued to support business activities. In February the Service launched a corporate inventory system which allows districts to track a range of items – including personal protective equipment. At the same time planning and design for a volunteer intranet (MyRFS) began with delivery scheduled for July 2005.

There were a number of releases to the Bush Fire Risk Information Management System (BRIMS) and at 30 June the system was being used by approximately 1100 users from five government agencies and seventy-five local councils.

During the same period work continued on providing spatial data in the BRIMS application as well as the new ICON (Incident Control) system. A range of external data, such as contours and roads, and internal data, such as brigade locations and bushfire prone land, was delivered through the geospatial database. These systems were tested and piloted in June 2005 and will see further releases in 2005-06.

## »»»» PRIVACY AND PERSONAL INFORMATION »»»»

In response to the requirements of the *Privacy and Personal Information Act 1998* the Service has developed a Service Standard that specifies requirements for the handling of personal data collected during the course of non-operational activities. This includes the personal particulars of Service members and recordings of non-operational radio and telephone calls.

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

## »»»» LEGAL ISSUES »»»»

### Coronial Inquiry

Following fires that occurred in New South Wales near the border with the Australian Capital Territory, the NSW Deputy State Coroner held an inquiry into the cause and origin and management of the fires. His findings supported the actions by the relevant NSW agencies and firefighters involved in combating the fires and placed particular emphasis in supporting those actions concerned with ensuring the safety of firefighters in the field.

The ACT Coroner began an inquiry in October 2003 addressing all of the fires that impacted on Canberra. The inquiry was halted when an application was made to the ACT Supreme Court by counsel on behalf of the ACT Government and nine ACT Government officers to disqualify the Coroner on the grounds of apprehended bias.

NSW was not party to the application.

The Full Bench of the ACT Supreme Court rejected the application and the coronial inquiry is scheduled to resume in October 2005.

### Civil Actions

Civil legal actions have been initiated by landowners/residents in respect of fires in Goobang National Park, Warragamba/Silverdale, Shoalhaven and Canberra.



»»»» FIRE SAFETY TIP 7 »»»»  
AS THE FIRE PASSES OVER

CHECK FOR EMBERS BEFORE, DURING AND AFTER THE FIRE HAS PASSED



»»»» FIRE EDUCATION CENTRES CONTINUE  
TO ATTRACT INCREASING NUMBERS  
OF MEMBERS OF THE PUBLIC »»»»



»»»» CO-OPERATION WORKING TOGETHER »»»»



## »»»» 2005 FINANCIALS »»»»

INDEPENDENT AUDIT REPORT

COMMISSIONER'S STATEMENT

FINANCIAL STATEMENTS

ANNUAL REPORT COSTS

ENGAGEMENT OF CONSULTANTS

SALE OF PROPERTY

PAYMENT PERFORMANCE

MAJOR ASSETS

GRANTS TO OUTSIDE ORGANISATIONS

EXECUTIVE REMUNERATION



GPO BOX 12  
Sydney NSW 2001

INDEPENDENT AUDIT REPORT  
NSW RURAL FIRE SERVICE

To Members of the New South Wales Parliament

**Audit Opinion**

In my opinion, the financial report of the NSW Rural Fire Service:

- presents fairly the NSW Rural Fire Service's financial position as at 30 June 2005 and its financial performance and cash flows for the year ended on that date, in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia, and
- complies with section 45E of the *Public Finance and Audit Act 1983* (the Act).

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

**The Commissioner's Role**

The financial report is the responsibility of the Commissioner of the NSW Rural Fire Service. It consists of the statement of financial position, the statement of financial performance, the statement of cash flows, the program statement - expenses and revenues, the summary of compliance with financial directives and the accompanying notes.

**The Auditor's Role and the Audit Scope**

As required by the Act, I carried out an independent audit to enable me to express an opinion on the financial report. My audit provides *reasonable assurance* to members of the New South Wales Parliament that the financial report is free of *material* misstatement.

My audit accorded with Australian Auditing and Assurance Standards and statutory requirements, and I:

- evaluated the accounting policies and significant accounting estimates used by the Commissioner in preparing the financial report, and
- examined a sample of the evidence that supports the amounts and other disclosures in the financial report.

An audit does not guarantee that every amount and disclosure in the financial report is error free. The terms 'reasonable assurance' and 'material' recognise that an audit does not examine all evidence and transactions. However, the audit procedures used should identify errors or omissions significant enough to adversely affect decisions made by users of the financial report or indicate that the Commissioner had not fulfilled his reporting obligations.

My opinion does not provide assurance:

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

**Audit Independence**

The Audit Office complies with all applicable independence requirements of Australian professional ethical pronouncements. The Act further promotes independence by:

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

M P Abood CPA, CA  
Director, Financial Audit Services

SYDNEY  
14 October 2005

*All communications to be addressed to:*

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Locked Mail Bag 17  
GRANVILLE NSW 2142

Telephone: (02) 8741 5555

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

Facsimile: (02) 8741 5533



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**NSW RURAL FIRE SERVICE  
FINANCIAL STATEMENTS FOR THE YEAR  
ENDED 30 JUNE 2005**

**Statement by Commissioner**

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

The accompanying financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act, 1983, the Financial Reporting Code for Budget Dependent General Government Sector Agencies, the applicable clauses of the Public Finance and Audit Regulation 2000 and the Treasurer's Directions;

- (b) The statements exhibit a true and fair view of the financial position and transactions of the Service for the year ended 30 June 2005; 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.



P.C. Koperberg AO,AFSM,BEM  
**Commissioner**

13 October 2005

STATEMENT OF FINANCIAL POSITION  
FOR THE YEAR ENDED 30 JUNE 2005

	Notes	Actual 2005 \$'000	Budget 2005 \$'000	Actual 2004 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash	8(a)	12,975	17,977	22,952
Receivables	9(a)	2826	-	2,645
Other	9(b)	1,045	690	690
<b>Total Current Assets</b>		<b>16,846</b>	<b>18,667</b>	<b>26,287</b>
<b>Non-Current Assets</b>				
Plant and Equipment	10	16,464	15,550	11,965
<b>Total Non-Current Assets</b>		<b>16,464</b>	<b>15,550</b>	<b>11,965</b>
<b>Total Assets</b>		<b>33,310</b>	<b>34,217</b>	<b>38,252</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	11	3,040	-	10,734
Provisions	12	5,923	5,917	5,217
<b>Total Current Liabilities</b>		<b>8,963</b>	<b>5,917</b>	<b>15,951</b>
<b>Non-Current Liabilities</b>				
Provisions	12	7,906	7,418	5,508
<b>Total Non-Current Liabilities</b>		<b>7,906</b>	<b>7,418</b>	<b>5,508</b>
<b>Total Liabilities</b>		<b>16,869</b>	<b>13,335</b>	<b>21,459</b>
<b>Net Assets</b>		<b>16,441</b>	<b>20,882</b>	<b>16,793</b>
<b>EQUITY</b>				
Accumulated funds	13	16,441	20,882	16,793
<b>Total Equity</b>		<b>16,441</b>	<b>20,882</b>	<b>16,793</b>

The accompanying notes form part of these statements.

STATEMENT OF FINANCIAL PERFORMANCE  
FOR THE YEAR ENDED 30 JUNE 2005

	Notes	Actual 2005 \$'000	Budget 2005 \$'000	Actual 2004 \$'000
<b>Expenses</b>				
Operating expenses				
Employee related	2(a)	52,519	51,497	44,671
Other operating expenses	2(b)	12,415	11,220	12,088
Maintenance		115	-	252
Depreciation and amortisation	2(c)	3,280	2,670	2,259
Grants and subsidies	2(d)	75,392	77,934	77,296
Borrowing Costs	2(e) 8(b)	2	-	57
Other expenses	2(f)	8,546	6,880	4,451
<b>Total Expenses</b>		<b>152,269</b>	<b>150,201</b>	<b>141,074</b>
<b>Less:</b>				
<b>Retained Revenue</b>				
Sale of goods and services	3(a)	428	-	278
Grants and contributions	3(b)	116,957	116,732	116,960
Other revenue	3(c)	8,861	3,505	6,963
<b>Total Retained Revenue</b>		<b>126,246</b>	<b>120,237</b>	<b>124,201</b>
<b>Gain / (loss) on disposal of non-current assets</b>	<b>4</b>	<b>285</b>	<b>-</b>	<b>41</b>
<b>Net Cost of Services</b>	<b>17</b>	<b>25,738</b>	<b>29,964</b>	<b>16,832</b>
<b>Government Contributions</b>				
Recurrent appropriation	5	25,264	32,452	18,898
Capital Appropriation	5	41	-	250
Acceptance by the Crown Entity of employee benefits and other liabilities	6	81	-	92
<b>Total Government Contributions</b>		<b>25,386</b>	<b>32,452</b>	<b>19,240</b>
<b>SURPLUS / (DEFICIT) FOR THE YEAR</b>				
<b>FROM ORDINARY ACTIVITIES</b>		<b>(352)</b>	<b>2,488</b>	<b>2,408</b>
<b>TOTAL REVENUES, EXPENSES AND VALUATION ADJUSTMENTS RECOGNISED DIRECTLY IN EQUITY</b>				
		<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH OWNERS AS OWNERS</b>				
	<b>13</b>	<b>(352)</b>	<b>2,488</b>	<b>2,408</b>

The accompanying notes form part of these statements.

STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30 JUNE 2005

	Notes	Actual 2005 \$'000	Budget 2005 \$'000	Actual 2004 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Employee related		(52,339)	(47,897)	(44,644)
Grants and subsidies		(84,222)	(57,342)	(92,858)
Other		(25,101)	(56,302)	(18,216)
<b>Total Payments</b>		<b>(161,662)</b>	<b>(161,541)</b>	<b>(155,718)</b>
<b>Receipts</b>				
Sale of goods and services		467	-	109
Grants and Contributions		117,022	116,982	109,195
GST Receipts		7,818	-	6,422
Other		8,567	12,865	6,562
<b>Total Receipts</b>		<b>133,874</b>	<b>129,847</b>	<b>122,288</b>
<b>Cash Flows from Government</b>				
Recurrent appropriation		25,264	32,974	18,898
Capital appropriation		41	-	250
Cash reimbursements from the Crown Entity		-	-	19,515
<b>Net Cash Flows from Government</b>		<b>25,305</b>	<b>32,974</b>	<b>38,663</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>17</b>	<b>( 2,483)</b>	<b>1,280</b>	<b>5,233</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from sale of Plant and Equipment	4	3,570	4,810	924
Purchases of Plant and Equipment	10	(11,064)	(7,980)	(8,739)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<b>(7,494)</b>	<b>(3,170)</b>	<b>(7,815)</b>
<b>NET INCREASE / (DECREASE) IN CASH</b>		<b>(9,977)</b>	<b>(1,890)</b>	<b>(2,582)</b>
Opening cash and cash equivalents		22,952	21,220	25,534
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	<b>8</b>	<b>12,975</b>	<b>19,330</b>	<b>22,952</b>

The accompanying notes form part of these statements.

>>>> PROGRAM STATEMENT - EXPENSES AND REVENUES >>>>  
FOR THE YEAR ENDED 30 JUNE 2005

SERVICE'S EXPENSES & REVENUES	Program 1*		Program 2*		Program 3*		Program 4*		Not Attributable		Total	
	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000
<b>Expenses</b>												
<b>Operating expenses</b>												
• Employee related	48,911	41,573	701	485	772	613	2,135	2,000	-	-	52,519	44,671
• Other operating expenses	9,529	9,642	951	702	1,053	890	882	1,106	-	-	12,415	12,340
Maintenance	115	-	-	-	-	-	-	-	-	-	115	-
Depreciation and amortisation	3,280	2,259	-	-	-	-	-	-	-	-	3,280	2,259
Grants and subsidies	69,320	76,035	-	-	-	-	6,072	1,261	-	-	75,392	77,296
Borrowing Costs	2	57	-	-	-	-	-	-	-	-	2	57
Other expenses	8,546	4,451	-	-	-	-	-	-	-	-	8,546	4,451
<b>Total Expenses</b>	<b>139,703</b>	<b>134,017</b>	<b>1,652</b>	<b>1,187</b>	<b>1,825</b>	<b>1,503</b>	<b>9,089</b>	<b>4,367</b>	<b>-</b>	<b>-</b>	<b>152,269</b>	<b>141,074</b>
<b>Retained Revenues</b>												
Sale of goods and services	428	278	-	-	-	-	-	-	-	-	428	278
Grants and contributions	116,732	116,735	-	-	-	-	225	225	-	-	116,957	116,960
Other revenue	8,136	5,827	-	-	-	-	725	1,136	-	-	8,861	6,963
<b>Total Retained Revenue</b>	<b>125,296</b>	<b>122,840</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>950</b>	<b>1,361</b>	<b>-</b>	<b>-</b>	<b>126,246</b>	<b>124,201</b>
Gain/(loss) on disposal of non-current assets	285	41	-	-	-	-	-	-	-	-	285	41
<b>NET COST OF SERVICES</b>	<b>14,122</b>	<b>11,136</b>	<b>1,652</b>	<b>1,187</b>	<b>1,825</b>	<b>1,503</b>	<b>8,139</b>	<b>3,006</b>	<b>-</b>	<b>-</b>	<b>25,738</b>	<b>16,832</b>
Government contributions**	-	-	-	-	-	-	-	-	25,386	19,240	25,386	19,240
<b>NET EXPENDITURE/ (REVENUE) FOR THE YEAR</b>	<b>14,122</b>	<b>11,136</b>	<b>1,652</b>	<b>1,187</b>	<b>1,825</b>	<b>1,503</b>	<b>8,139</b>	<b>3,006</b>	<b>(25,386)</b>	<b>( 19,240)</b>	<b>352</b>	<b>(2,408)</b>

\* The name and purpose of each program is summarised in Note7

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

>>>> **STATEMENT OF COMPLIANCE WITH FINANCIAL DIRECTIVES** >>>>  
 FOR THE YEAR ENDED 30 JUNE 2005

	2005				2004			
	RECURRENT APP'N \$'000	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND \$'000	CAPITAL APP'N \$'000	EXPENDITURE/ Net Claim On Con Fund \$'000	RECURRENT APP'N \$'000	EXPENDITURE \$'000	CAPITAL APP'N \$'000	EXPENDITURE \$'000
<b>ORIGINAL BUDGET</b>								
<b>APPROPRIATION/EXPENDITURE</b>								
• Appropriation Act	32,974	25,166	-	-	18,632	18,632	311	250
• S24 PF&AA-transfers of functions between departments	(620)	-	-	-	-	-	-	-
	32,354	25,166	-	-	18,632	18,632	311	250
<b>OTHER APPROPRIATIONS/ EXPENDITURE</b>								
• Treasurer's Advance	1,370	-	4	4	266	266	-	-
• S 27-Variation of authorised payments from Consolidated Fund	98	98	37	37	-	-	-	-
• Enforced adjustment**	(6,404)	-	-	-	-	-	-	-
	(4,936)	98	41	41	266	266	-	-
Total Appropriations/Expenditure/Net Claim on Consolidated Fund (includes transfer payments)	27,418	25,264	41	41	18,898	18,898	311	250
Amount drawn down against Appropriation		25,264		41		18,898		250
Liability to Consolidated Fund		-		-		-		-

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

\*\*Natural Disaster Mitigation Program carried forward to 2005/06 (\$6,400,000) as well as transfer from recurrent appropriation to capital appropriation (\$4,000).



»»»» **NOTES TO THE FINANCIAL STATEMENTS** »»»»  
FOR THE YEAR ENDED 30 JUNE 2005

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

**(b) Basis of Accounting**

The Service's financial statements are a general purpose financial report which has been prepared on an accruals basis and in accordance with:

- applicable Australian Accounting Standards;
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB);
- Urgent Issues Group (UIG) Consensus Views;
- the requirements of the Public Finance and Audit Act and Regulations; and
- the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer under section 9(2)(n) of the Act.

Where there are inconsistencies between the above requirements, the legislative provisions have prevailed.

In the absence of a specific Accounting Standard, other authoritative pronouncements of the AASB or UIG Consensus View, the hierarchy of other pronouncements as outlined in AAS 6 "Accounting Policies" is considered.

The financial statements are prepared in accordance with the historical cost convention.

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

**(c) Revenue Recognition**

Revenue is recognised when the Service has control of the good or right to receive, it is probable that the economic benefits will flow to the Service and the amount of revenue can be measured reliably. Additional comments regarding the accounting policies for the recognition of revenue are discussed below.

**(i) Parliamentary Appropriations**

Parliamentary appropriations are generally recognised as revenues when the service obtains control over the assets comprising the appropriations / contributions. Control over appropriations is normally obtained upon the receipt of cash.

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

**(ii) Sale of Goods and Services**

Revenue from the sale of goods and services comprises revenue from the provision of products or services, ie user charges. User charges are recognised as revenue when the Service obtains control of the assets that result from them.

**(d) Employee Benefits and Other Provisions**

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

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

»»»» **NOTES TO THE FINANCIAL STATEMENTS** »»»»  
FOR THE YEAR ENDED 30 JUNE 2005

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.

(ii) **Accrued Salaries and Wages-Reclassification**

As a result of the adoption of Accounting Standard AASB 1044 "Provisions, Contingent Liabilities and Contingent Assets", accrued salaries and wages and on-costs has been reclassified to "payables" instead of "provisions" in the Statement of Financial Position and the related note disclosures, for the current and comparative period. On the face of the Statement of Financial Position and in the notes, reference is now made to "provisions" in place of "employee entitlements and other provisions". Total employee benefits are reconciled in Note 12 "Provisions".

(iii) **Long Service Leave and Superannuation**

The Service recognises liabilities for long service leave and superannuation for all employees, except for those of the Office for Emergency Services. The liability in relation to the Office for Emergency Services is assumed by the Crown Entity, and the Service accounts for the liability as having been extinguished resulting in the amount assumed being shown as part of the non-monetary revenue item described as "Acceptance by the Crown Entity of Employee Benefits and other Liabilities". Long service leave is measured using the Present Value Method.

The Superannuation liabilities are assumed by the Service as required by Treasury. The Superannuation Schemes relating to the employees of the NSW Rural Fire Service are: the State Super Scheme; the State Authorities Superannuation Scheme; the State Authorities Non-Contributory Superannuation Scheme (Basic Benefits Scheme) - these funds are now closed to new entrants; the First State Super Scheme, the Public Sector Executives Superannuation Scheme and the Local Government Employees Superannuation Scheme. Details of the reserves, assessed liabilities, overfunding and provisions are shown in note 21.

**(e) Borrowing Costs**

Borrowing costs are recognised as expenses in the period in which they are incurred.

**(f) Insurance**

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

**(g) Accounting for the Goods and Services Tax (GST)**

Revenues expenses and assets are recognised net of the amount of GST, except: the amount of GST incurred by the service as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense. receivables and payables are stated with the amount of GST included.

**(h) 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 determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

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

Fair value means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

**(i) Plant and Equipment**

Plant and equipment costing \$5,000 and above individually are capitalised. In addition and in accordance with Service policy some assets costing less than \$5,000 and forming part of a network are capitalised.

»»»» **NOTES TO THE FINANCIAL STATEMENTS** »»»»  
FOR THE YEAR ENDED 30 JUNE 2005

**(j) Depreciation of Non-Current Physical Assets**

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. Plant and Equipment and Fitout are depreciated at the rate of 20%, computer equipment at 33.3% per annum. The leasehold for Homebush Bay is amortised over the period of the lease.

**(k) Maintenance and Repairs**

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

**(l) Leased Assets**

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

**(m) 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.

**(n) Funding - NSW Rural Fire Service**

Under the Rural Fires Act 1997 the contribution from Local Government is 13.3%, Treasury 13% and the Insurance Industry 73.7%. In addition, \$ 0.1 million was received as supplementation from Treasury.

	2005 \$(M)		2004 \$(M)	
Local Government	13.3%	17.8	13.3%	16.6
Insurance Industry	73.7%	98.9	73.7%	92.2
Treasury	13.0%	17.4	13.0%	16.3

Contributions are recognised when invoices are raised.

**(o) Receivables**

Receivables are recognised and carried at cost, based on the original invoice amount less a provision for any uncollectable debts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off as incurred.

**(p) Other Assets**

Other assets including prepayments are recognised on a cost basis.

**(q) Payables**

These amounts represent liabilities for goods and services provided to the service and other amounts including interest. Interest is accrued over the period it becomes due.

**(r) 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 Financial Performance and the Statement of Cash Flows 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).

»»»» NOTES TO THE FINANCIAL STATEMENTS »»»»  
FOR THE YEAR ENDED 30 JUNE 2005

2. EXPENSES

(a) Employee Related Expenses	2005 \$'000	2004 \$'000
Salaries and wages (including recreation leave)	43,618	37,970
Superannuation	3,153	3,474
Long service leave	2,673	697
Workers' compensation insurance	449	320
Payroll tax	2,626	2,210
	<b>52,519</b>	<b>44,671</b>

(b) Other Operating Expenses	2005 \$'000	2004 \$'000
Auditor's remuneration		
- audit of the financial report	74	78
Operating lease rental expense		
- minimum lease payments	2,211	1,337
Travel	1,261	1,260
Telephones	824	1,222
Fees for Service	971	711
Printing and stationery	786	1,006
Consumables	562	387
Vehicle operation	313	669
All outgoings – Buildings	541	366
Other expenses	4,872	5,052
	<b>12,415</b>	<b>12,088</b>

(c) Depreciation and Amortisation Expense	2005 \$'000	2004 \$'000
Depreciation		
Computer equipment	250	237
Other property, plant and equipment	3,030	2,022
	<b>3,280</b>	<b>2,259</b>

(d) Grants and Subsidies	2005 \$'000	2004 \$'000
Natural Disaster Mitigation Program	4,740	-
Volunteer Rescue Units	1,332	947
Regional Fire Associations	984	1,058
Payments for Council costs associated with Rural Fire Fighting activities and equipment	61,618	61,818
Emergency Fund – Natural Disasters	6,436	13,053
Other	282	420
	<b>75,392</b>	<b>77,296</b>

»»»» **NOTES TO THE FINANCIAL STATEMENTS** »»»»  
FOR THE YEAR ENDED 30 JUNE 2005

(e) Borrowing Costs	2005 \$'000	2004 \$'000
Interest on short-term borrowings	2	57
	<b>2</b>	<b>57</b>

(f) Other Expenses	2005 \$'000	2004 \$'000
Workers' compensation insurance	3,513	2,004
Public liability and other insurance	1,204	1,187
Aerial support	3,829	1,260
	<b>8,546</b>	<b>4,451</b>

### 3. REVENUES

(a) Sale of Goods and Services	2005 \$'000	2004 \$'000
Rendering of services	428	278
	<b>428</b>	<b>278</b>

(b) Grants and Contributions	2005 \$'000	2004 \$'000
New South Wales Fire Brigades	225	225
Insurance Company Contributions	98,887	92,155
Local Government Contributions	17,845	16,631
*Natural Disaster Welfare Relief	-	7,949
	<b>116,957</b>	<b>116,960</b>

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

(c) Other Revenue	2005 \$'000	2004 \$'000
Sale of equipment	282	302
Other	8,579	6,661
	<b>8,861</b>	<b>6,963</b>

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 \$ 281,904 (\$ 302,036 in 2003/04)

»»»» **NOTES TO THE FINANCIAL STATEMENTS** »»»»  
FOR THE YEAR ENDED 30 JUNE 2005

**4. GAIN / (LOSS) ON DISPOSAL OF NON-CURRENT ASSETS**

	2005	2004
	\$'000	\$'000
Gain / (Loss) on disposal of Plant and Equipment		
Proceeds from disposal	3,570	924
Written down value of assets disposed	3,285	883
	<b>285</b>	<b>41</b>

**5. APPROPRIATIONS**

	2005	2004
	\$'000	\$'000
<b>Recurrent Appropriations</b>		
Total recurrent drawdowns from Treasury (per Summary of Compliance)	25,264	18,898
	<b>25,264</b>	<b>18,898</b>
 Comprising:		
Recurrent appropriations (per Statement of Financial Performance)	25,264	18,898
Capital Appropriations	41	250

**6. ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE BENEFITS AND OTHER LIABILITIES**

The following liabilities and/or expenses have been assumed by the Crown Entity

	2005	2004
	\$'000	\$'000
Long service leave	81	92
	<b>81</b>	<b>92</b>

Also refer to Note 1(d) (iii)

**7. PROGRAMS/ACTIVITIES OF THE SERVICE**

- (a) **Program 1      Funding and Administration of Rural Firefighting Services**  
Objectives:      To promote effective rural firefighting services within the State, including the co-ordination of bush fire fighting and prevention activities.
- (b) **Program 2      Training of Volunteer Bush Fire Fighters**  
Objectives:      To facilitate and promote the training of bush fire fighters.
- (c) **Program 3      Public Education and Information Services**  
Objectives:      To promote community awareness of bush fire issues and generally educate the community in bush fire prevention, protection and safety.
- (d) **Program 4      Planning and Co-ordination of Rescue Services and Emergency Management**  
Objectives:      To ensure the provision of comprehensive, balanced and co-ordinated rescue services and emergency management throughout New South Wales.

»»»» **NOTES TO THE FINANCIAL STATEMENTS** »»»»  
FOR THE YEAR ENDED 30 JUNE 2005

**8 . CURRENT ASSETS - CASH**

	2005 \$'000	2004 \$'000
(a) Cash		
Cash at bank and on hand	12,975	22,952
	<b>12,975</b>	<b>22,952</b>

(b) Financing Facilities Available

The Service has a financing facility available through NSW Treasury Corporation to facilitate cash flow until Statutory Contributions are received. During the year amounts totalling \$10M were borrowed and fully repaid.

**9. CURRENT ASSET - RECEIVABLES**

	2005 \$'000	2004 \$'000
(a) Grants and contributions	19	84
Less: Provision for doubtful debts	2	2
	17	82
Other	2809	2,563
	<b>2,826</b>	<b>2,645</b>

	2005 \$'000	2004 \$'000
(b) Prepaid superannuation contributions (refer note 21)	799	366
Other Prepayments	246	324
	<b>1,045</b>	<b>690</b>

**10. NON-CURRENT ASSETS - PLANT AND EQUIPMENT**

	2005 \$'000	2004 \$'000
<b>Computer Equipment</b>		
At Fair Value	2,079	1,560
Less: Accumulated Depreciation	1,321	1,320
	<b>758</b>	<b>240</b>
<b>Plant &amp; Equipment</b>		
At Fair Value	15,911	15,404
Less: Accumulated Depreciation	4,573	3,679
	<b>11,338</b>	<b>11,725</b>
<b>Fitouts</b>		
At Fair Value	4,768	641
Less: Accumulated Depreciation	400	641
	<b>4,368</b>	<b>-</b>
Total Property, Plant and Equipment at Net Book Value	16,464	11,965

»»»» **NOTES TO THE FINANCIAL STATEMENTS** »»»»  
 FOR THE YEAR ENDED 30 JUNE 2005

**Reconciliations**

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

	Computer Equipment \$'000	Plant & Equipment \$'000	Fitouts \$'000	Total \$'000
<b>2005</b>				
Carrying amount at start of year	240	11,725	-	11,965
Transfers	-	(2,000)	2,000	-
Additions	779	7,517	2,768	11,064
Disposals	11	3,274	-	3,285
Depreciation expense	250	2,630	400	3,280
<b>Carrying amount at end of year</b>	<b>758</b>	<b>11,338</b>	<b>4,368</b>	<b>16,464</b>

**11 . CURRENT LIABILITIES - PAYABLES**

	2005 \$'000	2004 \$'000
Accrued salaries, wages and on-costs	80	1,426
Other operating expenses	832	1,947
Grants and subsidies	1,400	5,208
Other expenses	79	49
G.S.T	79	601
Unfunded Superannuation (refer note 21)	570	1,503
	<b>3,040</b>	<b>10,734</b>

**12 . CURRENT LIABILITIES / NON CURRENT LIABILITIES - PROVISIONS**

	2005 \$'000	2004 \$'000
<b>Provisions</b>		
<b>Employee benefits and related on-costs</b>		
Recreation leave	5,097	4,605
Long Service Leave	8,728	6,116
Payroll Tax	4	4
<b>Total provisions</b>	<b>13,829</b>	<b>10,725</b>

	2005 \$'000	2004 \$'000
<b>Aggregate employee benefits and related On-costs</b>		
Provisions- Current	5,923	5,217
Provisions- Non-Current	7,906	5,508
Accrued salaries, wages and on-costs (Note 11)	80	1,426
	<b>13,909</b>	<b>12,151</b>



»»»» **NOTES TO THE FINANCIAL STATEMENTS** »»»»  
 FOR THE YEAR ENDED 30 JUNE 2005

**13. CHANGES IN EQUITY**

	2005 \$'000	Accumulated Funds 2004 \$'000
Balance at beginning of the financial year	16,793	14,385
<u>Changes in equity – other than transactions with owners as owners</u>		
Surplus / (deficit) for the year	(352)	2,408
<b>Balance at end of the financial year</b>	<b>16,441</b>	<b>16,793</b>

There were no transactions with owners as owners

**14 . COMMITMENTS FOR EXPENDITURE**

	2005 \$'000	2004 \$'000
<b>(a) Other Expenditure Commitments</b>		
Aggregate other expenditure for the acquisition of equipment contracted for at balance date and not provided for:		
Not later than one year (including GST)	24,486	20,643

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 formalized. The Service did not have open orders at balance date.

Other Expenditure Commitments include input tax credits of \$681,622 (\$746,455 2003/2004) that are expected to be recoverable from the ATO.

**b) Operating Lease Commitments**

	2005 \$'000	2004 \$'000
Future non-cancellable operating lease rentals not provided for and payable		
Not later than one year	2,163	2,306
Later than one year but not later than five years	10,117	9,131
Later than 5 years	10,552	8,271
<b>Total (including GST)</b>	<b>22,832</b>	<b>19,708</b>

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

Operating Lease Commitments include input tax credits of \$2,075,694 (\$1,791,589 in 2003/04) that are expected to be recoverable from the ATO.

»»»» **NOTES TO THE FINANCIAL STATEMENTS** »»»»  
 FOR THE YEAR ENDED 30 JUNE 2005

**15 . CONTINGENT LIABILITIES**

At balance date the Service had no contingent liabilities.

**16 . BUDGET REVIEW**

**Net Cost of Services**

The actual net cost of services was favourable by \$4.226M. This variation relates primarily to excess other revenue.

**Assets and Liabilities**

Current Assets were \$1.821M below budget due to decreases in Cash. The decrease in Cash results from an increase in the purchases of Plant and Equipment and expenses paid in relation to the relocation to Homebush Bay. The decrease in receivables relates primarily to an increase in cash payments and 27 pay days in the financial year.

**Non-Current Assets**

Non- Current Assets exceeded budget by \$0.914M solely as a result of delays in the completion of the Homebush Bay Complex, which increased costs. The complex was completed in September 2004 in lieu of the previous financial year.

**Cash Flows**

Total payments exceeded budget by \$0.121M primarily due to an increase in grants and subsidies payments..

Total receipts were \$4.027M in excess of budget due to GST receipts..

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

	2005 \$'000	2004 \$'000
Net cash used on operating activities	(2,483)	5,233
Cash Flows from Government	(25,305)	(19,148)
Acceptance by the Crown Entity of employee benefits and other liabilities	(81)	(92)
Depreciation	(3,280)	(2,259)
(Decrease)/increase in provisions	(3,104)	(778)
(Increase)/decrease in prepayments and other assets	536	(11,280)
Increase/(decrease) in creditors	7,694	11,451
Net loss/(gain) on sale of plant and equipment	285	41
<b>Net cost of services</b>	<b>(25,738)</b>	<b>(16,832)</b>

**18 . NON-CASH FINANCING AND INVESTMENT ACTIVITIES**

	2005 \$'000	2004 \$'000
Long service leave liability assumed by Crown Entity	81	92
	<b>81</b>	<b>92</b>

»»»» **NOTES TO THE FINANCIAL STATEMENTS** »»»»  
FOR THE YEAR ENDED 30 JUNE 2005

**19 . FINANCIAL INSTRUMENTS**

**Cash**

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

**Receivables**

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. A provision for doubtful debts is raised when some doubt as to collection exists. The credit risk is the carrying amount (net of any provision for doubtful debts). No interest is earned on trade debtors. The carrying amount approximates net fair value.

**Trade Creditors and Accruals**

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payment. No interest was paid during the year.

**20 . CONSULTANCIES**

Consultancy fees paid for the year totaled \$ 646,903 (\$1,530,143 in 2003-04).

**21 . SUPERANNUATION**

The assessed liability for the NSW Rural Fire Service at 30 June 2005 and funds held in reserve accounts at the Superannuation Administration Corporation (trading as Pillar Administration) (including accrued interest) and prepaid superannuation were:

Calculation of the 30 June 2005 superannuation position has created movement in the accrued superannuation liability. Thus, the superannuation funding position as at 30 June 2005 has changed from 30 June 2004 to the extent that the Service is now prepaid to the extent of \$228,826. The financial assumptions that have been applied for 2005 and thereafter are:

	%
Rate of Investment return	7.0
Rate of Salary increase	4.0
Rate of increase in CPI	2.5

	Accrued Liability		Reserve Account		Net Liability/ (Pre-paid Contributions)	
	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000
SASS	2,789	2,454	3,290	2,664	(501)	(210)
SANCSS	1,367	1,229	1,665	1,384	(298)	(155)
SSS	11,787	10,442	11,217	8,939	570	1,503
	<b>15,943</b>	<b>14,125</b>	<b>16,172</b>	<b>12,987</b>	<b>(229)</b>	<b>1,138</b>

The liability for the State Superannuation Scheme has been determined by the Fund's Actuary as at 30 June 2005 using the government bond rate.

»»»» **NOTES TO THE FINANCIAL STATEMENTS** »»»»  
**FOR THE YEAR ENDED 30 JUNE 2005**

**22. ADOPTION OF INTERNATIONAL ACCOUNTING STANDARDS**

The NSW Rural Fire service will apply the Australian Equivalents to International Financial Reporting Standards (AEIFRS) from 2005/2006.

The following strategy is being implemented to manage the transition to AEIFRS:

- A team consisting of the Finance Officer, Manager, Accounting Services and Director, Finance has been set up to review the changes in the Accounting Standards with regard to the changes required to accounting and other systems for the Service. As the Service is a not-for-profit entity many of the changes do not impact on the Service. As a result the Service has prepared Statement of Financial Position as required by Treasury based on the changes proposed for AEIFRS.
- The Service has been represented at various information sessions conducted by Treasury to ensure that the latest and most up to date information is available and acted upon.

As a result of this exercise, the agency has taken the following steps to manage the transition to the new standards:

- The agency's Audit Committee is overseeing the transition. The Manager Accounting Services is responsible for the project and reports regularly to the Committee on progress against the plan.
- The following phases that need to be undertaken have been identified:  
 Establish Balance Sheet at 1 July 2005 in accordance with AEIFRS.

NSW Rural Fire Service has determined the key area where changes in accounting policies are likely to impact the financial report. Some of these impacts arise because AEIFRS requirements are different from existing AASB requirements(AGAAP). Other impacts are likely to arise from options in AEIFRS. To ensure consistency at the whole of government level, NSW Treasury has advised agencies of options it is likely to mandate for the NSW Public Sector. The impacts disclosed below reflect Treasury's likely mandates (referred to as "indicative mandates").

Shown below are management's best estimates as at the date of preparing the 30 June 2005 financial report of the estimated financial impacts of AEIFRS on the Service's equity and profit/loss. The Service does not anticipate any material impacts on its cash flows. The actual effects of the transition may differ from the estimated figures below because of pending changes to the AEIFRS, including the UIG Interpretations and/ or emerging accepted practice in their interpretation and application. The Service's accounting policies may also be affected by a proposed standard to harmonise accounting standards with Government Finance Statistics (GFS). However, the impact is uncertain because it depends on when this standard is finalized and whether it can be adopted in 2005-2006.

**(a) Reconciliation of key aggregates**

Reconciliation of equity under existing Standards (AGAAP) to equity under AEIFRS

	Note	30 June 2005 \$000's	30 June 2004 \$000's
<b>Total equity under AGAAP</b>		<b>16,441</b>	<b>16,793</b>
Defined benefit superannuation adjustment for change in discount rate	1	(5,494)	(2,633)
<b>Total Equity under AEIFRS</b>		<b>10,947</b>	<b>14,160</b>

»»»» **NOTES TO THE FINANCIAL STATEMENTS** »»»»  
 FOR THE YEAR ENDED 30 JUNE 2005

Reconciliation of surplus / (deficit) under AEIFRS:		
Year ended 30 June 2005	Notes	\$000's
Surplus / (deficit) under AGAAP		(352)
Defined benefit superannuation	1	(5,494)
<b>Surplus/ (deficit) under AEIFRS</b>		<b>(5,846)</b>

Note to table above:

1. AASB 119 Employee Benefits requires the defined benefit superannuation obligation to be discounted using the government bond rate as at each reporting date, rather than the long-term expected rate of return on plan assets. Where the superannuation obligation is not assumed by the Crown, this will increase the defined benefit superannuation liability (or decrease the asset for those agencies in an over-funded position) and change the quantum of the superannuation expense.

*End of audited financial statements*

## ANNUAL REPORT - EXTERNAL COSTS AND AVAILABILITY

The total external costs incurred in the production of this report were \$41,000. The report is accessible on the Service's website [www.rfs.nsw.gov.au](http://www.rfs.nsw.gov.au) and copies may be obtained from the Service's Headquarters at Homebush Bay.

## ENGAGEMENT OF CONSULTANTS

Fourteen consultants were retained during the year at a total cost of \$646,903.

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

Personnel and Industrial	\$
Diplomacy Management Consultants (Industrial relations advocacy)	57,200
<b>Information Technology</b>	
Incheck Systems (General support and development of Bushfire Risk Information Management System)	225,915
CCS Technology (BRIMS development and volunteer intranet)	86,665
<b>Management Services</b>	
Woodhead International (Brigade Station Planning and Development)	59,142
<b>Legal</b>	
Clayton Utz (General support)	130,172
<b>Operations</b>	
Gaztek International (Operations Management System Development – ICON)	46,778
<b>Consultancies less than \$30,000</b>	
Management Services	27,413
Personnel	13,618
<b>Total</b>	<b>646,903</b>

Comparative figures for all consultancies for the three previous years were - 2001-02 \$840,592; 02-03 \$732,308 and 03-04 \$1,530,143.

### Consultancy Costs

Fourteen Consultants were retained during the year 2003/2004	<b>Total cost</b>	<b>\$1,530,143</b>
Eight Consultants were retained during the year of 2002/2003	<b>Total cost</b>	<b>\$732,303</b>
Nine consultants were retained during the 2001/2002 financial year	<b>Total cost</b>	<b>\$840,592</b>

## FINANCIALS

### SALE OF PROPERTY

The Service does not own any property or land.

### PAYMENT PERFORMANCE

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

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

There was no interest paid for late payments.

### MAJOR ASSETS

	01/02	02/03	03/04	04/05
	\$	\$	\$	\$
Computer Equipment	474,000	393,000	240,000	758,000
General Equipment	7,755,000	5,975,000	9,625,000	11,338,000
Fit-out	-	-	2,000,000	4,368,000

### GRANTS TO OUTSIDE ORGANISATIONS

	01/02	02/03	03/04	04/05
	\$	\$	\$	\$
Nature Conservation Council	65,000	70,000	83,700	80,667
Volunteer Rescue Units (through State Rescue Board)	600,000	848,000	947,000	1,251,405
NSW Rural Fire Service Association	38,164	61,869	70,000	-
<b>Total</b>	<b>703,164</b>	<b>979,869</b>	<b>1,100,700</b>	<b>1,332,072</b>

### EXECUTIVE REMUNERATION

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

Position	SES level	Total Annual Remuneration
Commissioner Mr P C Koperberg	6	\$257,000



»»»» FIRE SAFETY TIP 8 »»»»

## WHEN THE FIRE HAS PASSED

CHECK THE ROOF AND ROOF SPACES FOR FIRE



»»»» THE FIREWISE NSW PROJECT  
WAS RECOGNISED AS A NATIONAL  
LEADER BY OTHER AGENCIES AND  
HAS BEEN ADOPTED BY THE ACT,  
QLD AND WA FIRE SERVICES »»»»



»»»» HONESTY, INTEGRITY AND TRUST ETHICAL STANDARDS AND BEHAVIOR »»»»



»»»» 2005 APPENDICES »»»»

»»»» APPENDIX A »»»»  
ORGANISATIONAL CHART



»»»» **APPENDIX B** »»»»

**CHAPLAINCY AND FAMILY SUPPORT NETWORK - ACTIVITY REPORT**

Chaplaincy Activity	Totals Carried Forward January 1997 - June 30, 2004	Senior Chaplain & Family Support Chaplain 2004/05	58 Volunteer Fire District Chaplains & Family Support Volunteers 2004/05	Col "E" Totals January 1997 - June 30, 2005
Visits to RFS Headquarters	1146	223	11	1380
Visits to Fire Control Centres	3046	143	387	3576
Visits with Fire Control Officers	4192	127	201	4520
Visits to Rural Fire Brigades	2203	119	464	2786
Regional Conferences	36	2	2	40
State Management Conferences	8	0	0	8
Brigade Captains Meetings	360	9	129	498
Seminars & Conferences	150	5	11	166
Station Openings & Dedications	136	4	9	149
Fire Fleet Blessings & Services	201	19	23	243
Personal & Family Counselling	2473	27	342	2842
Telephone Support&Counselling	1533	278	187	1998
Home Visits-Members & Family	2229	168	473	2870
Hospital Visitation-Members	950	23	69	1042
Funeral Services Conducted	254	11	29	294
Infant Christenings/ Dedications	154	14	29	197
Service Weddings	127	4	9	136
Rural Fire Service Callouts	1485	13	124	1622
Police Service Callouts	77	3	6	86
NSW Fire Brigades Callouts	52	1	11	64
NSW Parks and Wildlife Callouts	63	17	0	17
Salvo Care Line Callouts	90	11	0	11
Respond to Actual Suicades	35	0	2	37
Championship & Field Days	77	4	11	92
Critical Incident Support	103	4	13	120
Work Cover and other RFS Meetings	114	25	16	155
<b>Total Kilometres Travelled</b>	<b>580665</b>	<b>55611</b>	<b>36248</b>	<b>672524</b>

## »»»» APPENDIX C »»»» HAZARD REDUCTION

### HAZARD REDUCTION

Section 74 of the Rural Fires Act 1997 requires that local authorities and public authorities report, within 3 months after the end of each financial year, to the Commissioner on the implementation of hazard reduction schemes and for local authorities report on hazard complains and the actions taken to resolve those complaints.

Under section 51 (1A), the Act further requires that the Bush Fire Management Committees (BFMC) report to the BFCC within 2 months after the end of each financial year on implementation of its bush fire risk management plan in force. (For the purposes of both of these reports, the Rural Fire Service reports on behalf of Local Government in accordance with Service Level Agreements).

For this reporting year, the BFMCs have been directed by the BFCC to use the Bushfire Risk Information Management System (BRIMS) as the main reporting means for the above two reports. A supplementary reporting form is also designed and sent to the BFMC Executive Officers to collect the data associated with fire trail works, committee meetings and operational exercises as well as community education and preparedness, which are currently not being able to be reported through the BRIMS.

The use of BRIMS provides a single and consistent means for all agencies to collect, enter and report bushfire hazard reduction data and allows the data stored in the system to be analyzed thoroughly and accurately. However, the accuracy and completeness of the reports generated from the BRIMS will depend on the accuracy and completeness of the data entered by the member agencies.

Based on the data drawn from both the BRIMS and the BFMC reporting forms submitted by the BFMCs, the performance measures implemented in accordance with the Bushfire Risk Management Plans within the State for the financial year of 2004/2005 are reported below:

### BUSH FIRE HAZARD REDUCTION BY ZONE

Hazard Reduction is work carried out to reduce fuel levels to provide protection for life and property from bush fires. The areas to be hazard reduced are divided into Hazard Management Zones. These zones are based on the priority of the area and the level of threat.

A very high priority for hazard reduction is in Asset Protection Zones (APZ's). APZ's are areas located around buildings, property or other assets where fuel has been reduced. This provides direct protection for life and property.

In 2004-05 the total Bush Fire Hazard Reduction completed in Asset Protection Zones was:

Burning	2,839	Hectares
Mechanical	2,893	Hectares
Grazing	18,489	Hectares
Other	231	Hectares

<b>Total</b>	<b>24,452</b>	<b>Hectares</b>
--------------	---------------	-----------------

A total of 3,087 kilometres of hazard reduction was done to hazard reduce lineal features in APZ's. These include fire trails, railway lines and road verges.

Immediately adjacent to APZ's are Strategic Fire Advantage Zones (SFAZ). SFAZ's are areas where fuel is reduced to complement Asset Protection Zones or in areas of high ignition potential (eg along roads, rail lines, power lines)

SFAZ,s slow the development of fires, reduce their spread, and provide for safer suppression.

## »»»» APPENDIX C »»»»

### HAZARD REDUCTION

In 2004-05 the total Bush Fire Hazard Reduction completed in Strategic Fire Advantage Zones was:

Burning	31,768	Hectares
Mechanical	5,044	Hectares
Grazing	1,491	Hectares
Other	1,979	Hectares
<b>Total</b>	<b>40,282</b>	<b>Hectares</b>

A total of 9,380 kilometres of hazard reduction of lineal features was conducted in Strategic Fire Advantage Zones.

Land Management Zones are areas more removed from the urban interface and hazard reduction carried out in these areas is designed for both fire management and land management objectives which may be commercial or environmental. This includes reducing fuel levels in more remote areas of National Parks, State Forests or on agricultural holdings.

In 2004-05 the total Bush Fire Hazard Reduction completed in Land Management Zones was:

Burning	44,751	Hectares
Mechanical	15,050	Hectares
Grazing	1,471,139	Hectares
Other	5,280	Hectares
<b>Total</b>	<b>1,536,220</b>	<b>Hectares</b>

A total of 10,317 kilometres of hazard reduction of lineal features was conducted in Land Management Zones.

The final Hazard Management Zones for hazard reduction are Fire Exclusion Zones (FEZ's). These are areas such as rainforest, fire intolerant vegetation communities, fire sensitive cultural/historic heritage sites, pine plantations, commercial crops, where it is appropriate to exclude fire completely. It is only in extreme cases that hazard reduction work is carried out in these areas.

In 2004-05 the total Bush Fire Hazard Reduction completed in Fire Exclusion Zones was:

Burning	20	Hectares
Mechanical	2	Hectares
Grazing	0	Hectares
Other	1	Hectares
<b>Total</b>	<b>23</b>	<b>Hectares</b>

A total of two kilometres of hazard reduction of lineal features was conducted in Fire Exclusion Zones.

## »»»» APPENDIX C »»»»

### HAZARD REDUCTION

#### • Bush Fire Hazard Reduction by Land Tenure

	Total	Lineal Features (km)
CA	640	3
Commonwealth	1	0
Council	22,652	18,306
Crown Land	1,013,447	*228
National Park	47,780	88
Private	17,724	1,042
RailCorp	183	187
RTA	60	36
State Forest	498,490	2,893
<b>Total</b>	<b>1,600,976</b>	<b>22,784</b>

In future years these figures may be recorded differently to ensure compliance with the requirements of local bush fire risk management plans and the BRIMS database.

The RFS, while not being a land management agency, does contribute significantly to hazard reduction burning in support of land management agencies and on private lands. The RFS has completed a total of 24,487ha of hazard reduction, including 24,390ha of burning, for the reporting period.

#### HAZARD REDUCTION CERTIFICATES

##### • Applications for Hazard Reduction Certificates Referred to the Service

Region	2003/2004			2004/2005		
	100F	100G	Total	100F	100G	Total
East	2,396	567	2,963	1,806	423	2,229
North	298	10	308	221	61	282
South	305	900	1,205	163	180	343
West	92	2	94	43	33	76
<b>Total</b>	<b>3,091</b>	<b>1,479</b>	<b>4,570</b>	<b>2,233</b>	<b>697</b>	<b>2,930</b>

##### • Applications for Hazard Reduction Certificates Referred to All Agencies

Region	2003/2004			2004/2005		
	100F	100G	Total	100F	100G	Total
East	2,418	732	3,150	1,839	833	2,672
North	298	31	329	222	129	351
South	308	1,013	1,321	163	284	447
West	92	3	95	43	36	79
<b>Total</b>	<b>3,116</b>	<b>1,779</b>	<b>4,895</b>	<b>2,267</b>	<b>1,282</b>	<b>3,549</b>

\* The overall reduction in the number of permits being issued is indicative of the success of educating the rural community they do not require permits for agricultural purposes.

»»»» **APPENDIX C** »»»»  
HAZARD REDUCTION

**HAZARD COMPLAINTS**

Hazard Complaints Received From RFS Regions for Different Land Tenures

Region	Private Land	Council Land	State Gov. Land	Commonwealth Land	To be Determined	Total
East	745	288	104	9	17	1,163
North	131	54	29	2	0	216
South	750	83	39	2	2	876
West	578	18	3	23	1	623
<b>Total</b>	<b>2,204</b>	<b>443</b>	<b>175</b>	<b>36</b>	<b>20</b>	<b>2,878</b>

**INSPECTIONS, SECTION 66 NOTICES AND SECTION 70 WORKS**

Region	Number of Inspections		Number of s66 Notices		Number of s70 Works	
	2003/2004	2004/2005	2003/2004	2004/2005	2003/2004	2004/2005
East	2,674	1,413	873	158	86	22
North	401	236	19	12	1	1
South	1,934	935	1,383	153	23	41
West	1,059	740	29	124	7	28
<b>Total</b>	<b>6,068</b>	<b>3,324</b>	<b>2,304</b>	<b>447</b>	<b>117</b>	<b>92</b>

**FIRE PERMITS**

• Permits Issued By NSW Rural Fire Service under the Rural Fires Act 1997

Region	Number of Permits Issued		Number of Fire Escapes		Percentage of Escape (%)	
	2003/2004	2004/2005	2003/2004	2004/2005	2003/2004	2004/2005
East	4,134	7,886	6	5	0.15	0.06
North	9,310	15,663	4	42	0.04	0.27
South	7,257	5,584	2	20	0.03	0.36
West	2,229	2,405	0	4	0.00	0.17
<b>Total</b>	<b>22,930</b>	<b>31,538</b>	<b>12</b>	<b>71</b>	<b>0.05</b>	<b>0.23</b>

• Permits Issued By NSW Fire Brigade under of the Rural Fires Act 1997

Region	Number of Permits Issued		Number of Fire Escapes		Percentage of Escape (%)	
	2003/2004	2004/2005	2003/2004	2004/2005	2003/2004	2004/2005
East	88	104	0	0	0	0
North	322	437	0	0	0	0
South	12	0	0	0	0	0
West	11	9	0	0	0	0
<b>Total</b>	<b>433</b>	<b>550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

»»»» APPENDIX D »»»»

BUSH FIRE RISK MANAGEMENT PLANS - PERFORMANCE AUDITS

BUSHFIRE RISK MANAGEMENT PLANS - PERFORMANCE AUDITS

Bush Fire Risk Management Plan audited	Total Number of strategies	Plan % of full term @ audit date	Total strategies implemented @ audit date %	Implementation Gap %
Albury	38	90	35.5	54.5
Baulkham Hills	67	90	70.2	19.8
Bombala	163	80	20.1	59.9
Coffs Harbour	201	60	61.8	NIL
Eurobodalla	201	60	44.0	16.0
Evans	59	85	33.1	51.9
Griffith	40	70	53.8	16.2
Hornsby/ Ku-ring-gai	66	60	35.9	24.1
Lake Macquarie	91	60	33.5	26.5
Mudgee	76	60	24.1	36.0



»»»» **APPENDIX E** »»»»  
**REVIEW OF USE OF CREDIT CARDS**

**REVIEW OF USE OF CREDIT CARDS**

Irregularities were found in two instances in relation to the use of corporate credit cards during the year.

These instances were properly reported and investigated. Appropriate action will be taken against the staff concerned at the conclusion of the investigation procedure.

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



Phil Koperberg AO AFSM BEM  
Commissioner

»»»» **APPENDIX F** »»»»  
**EQUAL OPPORTUNITY STATISTICS**

**STAFF NUMBERS BY SALARY LEVELS AND EEO GROUPS**

LEVEL	TOTAL STAFF	Respondents	Men	Women	Aboriginal & Torres Strait Islanders	People from Racial Ethnic, Ethno-Religious Minority Groups	People Whose Language First Spoken as a Child was not English	People with a Disability	People with a Disability Requiring Work-related Adjustment
< \$31,352	1	1	0	1	0	0	0	0	0
\$31,352 - \$41,177	19	19	9	10	0	0	0	1	0
\$41,178 - \$46,035	99	99	17	82	0	2	2	3	0
\$46,036 - \$58,253	170	170	101	69	0	3	3	2	0
\$58,254 - \$75,331	267	267	214	53	2	3	3	13	0
\$75,332 - \$94,165	64	64	55	9	0	0	0	0	0
> \$94,165 (non SES)	27	27	25	2	0	1	1	1	0
> \$94,165 (SES)	2	2	2	0	0	0	0	0	0
<b>TOTAL</b>	<b>649</b>	<b>649</b>	<b>423</b>	<b>226</b>	<b>2</b>	<b>9</b>	<b>9</b>	<b>20</b>	<b>N/A</b>

**DISTRIBUTION OF EEO GROUPS**

EEO Reporting Groups	EEO Benchmark	RFS Percentage based on respondents 2004 / 05	RFS Percentage based on respondents 2003 / 04	RFS Percentage based on respondents 2002 / 03
Men	-	65%	67.5%	70%
Women	50%	35%	32.5%	30%
Aboriginal People & Torres Strait Islanders	2%	0.3%	0.5%	0.4%
People Whose First Spoken Language as a Child was not English	20%	1%	2.3%	2%
People with a Disability	12%	3%	4.7%	4%

»»»» APPENDIX G »»»»  
HUMAN RESOURCES

HUMAN RESOURCES

Comparative figures for the past four years in terms of Equivalent Fulltime Positions (EFT) are as follows:

2004-5	2003-4	2002-3	2001-2
649	601	570	477

»»»» **APPENDIX H** »»»»  
**FREEDOM OF INFORMATION STATISTICS**

**FREEDOM OF INFORMATION STATISTICS**

<b>FOI requests received:</b>	<b>Personal</b>	<b>Other</b>	<b>Total</b>
New (including transferred in)	14	10	24
Brought forward from previous period	1	0	1
<b>Total to be processed</b>	<b>15</b>	<b>10</b>	<b>25</b>
Completed requests	13	8	21
Requests transferred out	0	1	1
Withdrawn requests	0	0	0
Total processed	13	9	22
<b>Unfinished requests (carried forward)</b>	<b>2</b>	<b>1</b>	<b>3</b>

<b>Results of FOI requests:</b>			
Granted in full	10		
Granted in part	7		
Refused	5		
Deferred	0		
<b>Consultations:</b>			
Number of 3rd party consultations received	18		
Number of applications requiring consultation	16		
Granted in full	8		
Number of exemptions	8		
Number of actual consultations undertaken	36		
<b>Total consultations</b>	<b>36</b>		

<b>Requests granted in part or refused - basis of disallowing or restricting access</b>	
s.19 application incomplete, wrongly directed	2
s.22 deposit not paid	0
s.25(1)(a1) diversion of resources	0
s.25(1)(a) exempt	8
s.25(1)(b), (c), (d) otherwise available	0
s.28(1)(b) documents not held	2
s.24(2) deemed refused, over 21 days	0
s.31(4) released to medical practitioner	0
<b>Total</b>	<b>12</b>

<b>Ministerial Certificates</b>	
Issued	0

<b>Costs and fees of requests processed:</b>	
Assessed costs	\$1152.50
Fees received	\$1130

<b>Discounts allowed:</b>	
Public interest	0
Financial hardship: pensioner/child	1
Financial hardship: non-profit organisation	2
<b>Total</b>	<b>3</b>

## »»»» APPENDIX H »»»»

### FREEDOM OF INFORMATION STATISTICS

Days to Process:	Personal	Other	Total
0-21 days	5	7	12
22-35 days	5	1	6
Over 35 days	3	1	4
<b>Total processed</b>	<b>13</b>	<b>9</b>	<b>22</b>

Processing time:	Personal	Other	Total
0-10 hours	11	8	19
11-20 hours	2	0	2
21-40 hours	0	1	1
Over 40 hours	0	0	0
<b>Total Processed</b>	<b>13</b>	<b>9</b>	<b>22</b>

Reviews and appeals finalised:	Personal	Other	Total
Internal reviews	1		1
Ombudsman's reviews	0		0
Administrative Decisions Tribunal appeals	0		0

#### Internal review details – grounds on which requested

Upheld:	Personal	Other	Total
Access refused	0		0
Exempt matter	1		1
Unreasonable charges	0		0
Charge unreasonably incurred	0		0
<b>Total upheld</b>	<b>1</b>	<b>0</b>	<b>1</b>

Varied:	Personal	Other	Total
Access refused	0		0
Exempt matter	0		0
Unreasonable charges	0		0
Charges unreasonably incurred	0		0
<b>Total varied</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Total</b>	<b>1</b>	<b>0</b>	<b>1</b>
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#### Comments:

The trend of an increasing number of requests is continuing, up from 10 applications in 2001-2; 14 applications in 2002-3; and 18 in 2003-4. The complexity of the requests processed has also increased, with 36 third party consultations taking place for applications processed during the year. A further 18 requests were received from other agencies requiring our comment of their proposed release of RFS documents. In most cases the RFS did not object.

Most requests for documents were granted in full or with minor deletions to documents to allow their release. In the 22 applications processed, 320 documents were released in full. Only 8 documents were held to be exempt. Of those applications in the refused category, one application was incomplete, one was wrongly directed, and in two cases the documents requested were not held by the RFS.

At the end of the reporting period one matter was awaiting judgment before the Administrative Decisions Tribunal, relating to an exemption granted over material provided in confidence.

»»»» APPENDIX I »»»»

ALLOCATIONS TO COUNCILS 2004/2005 - IN REGIONAL ORDER

ALLOCATIONS TO COUNCILS 2004/2005 IN REGIONAL ORDER

REGION EAST	\$	REGION NORTH	\$
Baulkham Hills	\$2,898,391.04	Armidale/Dumaresq	\$1,026,047.06
Blacktown City	\$866,157.68	Ballina	\$712,774.41
Blue Mountains	\$2,931,878.91	Bellingen	\$1,097,570.61
Camden	\$835,230.00	Byron	\$614,059.19
Campbelltown	\$860,184.80	Clarence Valley Zone	\$3,779,668.21
Chifley Zone	\$1,669,111.43	Coffs Harbour City	\$1,688,050.24
Dungog	\$1,334,236.10	Coolah	\$483,171.90
Fairfield	\$322,751.59	Coonabarabran	\$779,106.29
Gloucester	\$1,141,893.92	Gilgandra	\$680,929.02
Gosford	\$2,152,163.04	Gunnedah	\$534,732.04
Great Lakes	\$1,455,099.86	Guyra	\$570,220.62
Greater Taree	\$1,376,086.65	Gwydir	1,470,402.40
Hawkesbury	\$2,923,698.10	Hastings	1,724,352.56
Hornsby	\$2,335,314.03	Inverell	\$737,271.72
Hunter Zone	2,753,017.36	Kempsey	\$1,130,077.53
Kiama	\$612,385.52	Kyogle	\$719,188.21
Ku-ring-ai	\$162,247.04	Lismore	\$939,182.46
Lake Macquarie	\$2,291,265.76	Liverpool Plains	\$954,339.96
Lithgow	\$1,209,074.30	Moree Plains	\$1,168,933.50
Liverpool	\$714,604.47	Nambucca	\$955,126.12
Lord Howe Island	\$54,750.80	Narrabri	\$840,240.22
Muswellbrook	\$1,250,842.34	Richmond Valley	\$719,108.00
Penrith	\$1,338,273.79	Severn	\$653,766.52
Port Stephens	\$1,492,953.98	Tamworth Regional	\$2,336,888.55
Shellharbour	\$536,166.77	Tenterfield	\$829,530.98
Singleton	\$1,501,131.20	Tweed	\$1,050,660.92
Sutherland	\$2,760,408.96	Upper Hunter	1,752,399.51
Warringah	\$2,700,628.73	Uralla	\$464,021.91
Wingecarribee	\$1,732,635.24	Walcha	\$390,577.64
Wollondilly	\$1,539,870.83	<b>Region Total</b>	<b>\$30,802,398.30</b>
Wollongong	\$1,869,053.10		
Wyang	\$2,105,584.91		
<b>Region Total</b>	<b>\$49,727,092.25</b>		

»»»» APPENDIX I »»»»

ALLOCATIONS TO COUNCILS 2004/2005 - IN REGIONAL ORDER

ALLOCATIONS TO COUNCILS 2004/2005 IN REGIONAL ORDER

REGION SOUTH	\$	REGION WEST	\$
Albury City	\$359,877.08	Barwon Darling Zone	\$936,824.67
Bega	\$1,517,883.06	Bland	\$970,917.36
Berrigan	\$510,273.88	Bogan	\$279,877.14
Bombala	\$780,520.06	Canobolas Zone	\$4,172,779.70
Conargo	\$702,588.45	Carrathool	\$713,443.86
Coolamon	\$799,631.31	Central Darling	\$506,844.51
Cooma-Monaro	\$933,097.20	Cobar	\$506,995.16
Corowa	\$642,334.64	Coonamble	\$660,458.15
Deniliquin	\$146,094.82	Dubbo City	\$1,127,395.93
Eastern Capital City	\$1,586,822.85	Forbes	\$877,455.94
Eurobodalla	\$2,158,616.85	Hay	\$597,145.45
Greater Argyle	\$1,375,529.90	Lachlan	\$1,197,688.90
Greater Hume	\$1,649,594.49	Mudgee	\$1,159,887.09
Greater Queanbeyan	164,786.91	Narromine	\$738,509.64
Griffith	\$809,978.55	Parkes	\$1,182,554.31
Gundagai	\$531,803.48	Rylstone	\$827,061.03
Jerilderie	\$592,950.96	South West Area Group	\$2,569,471.14
Junee	\$720,615.01	Temora	\$1,102,882.88
Leeton	\$447,275.44	Walgett	\$406,589.22
Lockhart	\$584,978.15	Warren	\$270,916.22
Lower Western Zone	\$1,691,099.38	Weddin	\$705,500.43
Murray	\$822,855.03	Wellington	\$765,204.58
Murrumbidgee	\$481,619.84	<b>Region Total</b>	<b>\$22,276,403.31</b>
Narrandera	\$573,570.57		
Shoalhaven	\$3,456,963.36		
Snowy River	\$1,049,765.41		
Tumbarumba	\$571,054.00		
Tumut	\$587,235.48		
Upper Lachlan	1,597,641.37		
Urana	\$415,581.01		
Wagga Wagga	\$1,379,952.97		
Wakool	\$739,514.35		
Yass	\$988,000.28		
<b>Region Total</b>	<b>\$31,370,106.14</b>		

»»»» **APPENDIX J** »»»»  
**PAYMENT PERFORMANCE**

QUARTER	Current (ie within due date)			Less than 30 days overdue			Between 30 & 60 days overdue			Between 60 & 90 days overdue			More than 90 days overdue		
	04/05	03/04	02/03	04/05	03/04	02/03	04/05	03/04	02/03	04/05	03/04	02/03	04/05	03/04	02/03
September	163	443	134	68	9	-	1	19	-	-	-	-	-	-	-
December	3	45	260	12	-	3	9	-	-	2	-	-	-	-	-
March	232	1562	267	160	209	-	3	85	50	3	5	-	-	-	-
June	286	632	1022	184	7	4	5	1	8	2	-	38	-	-	-



»»»» **APPENDIX K** »»»»  
**RISK MANAGEMENT AND INSURANCE**

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

Coverage	2001/02	2002/03	2003/04	2004/05
	\$	\$	\$	\$
Workers Compensation	206,316	332,442	302,220	493,427
Motor Vehicle	64,911	67,694	61,540	145,123
Public Liability	747,868	1,009,624	917,840	1,150,050
Property	12,859	6,743	6,130	14,201
Other	6,600	7,700	7,000	8,800
<b>Totals</b>	<b>1,038,554</b>	<b>1,424,203</b>	<b>1,294,730</b>	<b>1,811,601</b>

»»»» **APPENDIX L** »»»»  
**CURRENT PUBLICATIONS**

A State Ablaze – January 1994 Fires  
Kids' Activity Sheet  
Annual Report  
Before You Light that Fire.....  
Bushfire Bulletin  
Bushfire Environmental Assessment Code  
Bush FireWise 2, 3 and 4  
Corporate Brochure  
Crime Stoppers poster  
Crime Stoppers stickers  
Firesafe 1 for K-6 teachers  
Firesafe 2 for K-6 teachers  
Firesafe 3 for K-6 teachers  
Fire Presentation Handbook  
Fire Science Workbook 1 for Teachers – years 7-12  
Fire – The Australian Experience  
Guidelines for Asset Protection Zones  
Guidelines for Low Intensity Bushfire Hazard Reduction Burning  
Application Instruction for a Bush Fire Hazard Reduction Certificate  
Guidelines for Permit Issuing Officers  
Guidelines for Subdivision Applications  
Guidelines for Single Dwelling Development Applications  
Guidelines for Pile Burning  
Jigsaw Puzzles  
Kids Activity Books (8+ years)  
Magpie's Challenge Puzzle Book – 5-8 Years  
Magpie's Fire Posters  
Magpie's Fire Storybook  
Planning for Bush Fire Protection  
Regulation for Open Burning in NSW  
50 Years of Fire booklet

## »»»» APPENDIX M »»»»

### STATEMENT OF PERFORMANCE OF COMMISSIONER KOPERBERG

Throughout 2004/05, Commissioner Koperberg has reinforced the Rural Fire Service's commitment to improve its services to the NSW community and the State's preparedness for and protection from bushfires and other emergencies.

In August 2004, the RFS relocated its headquarters from a series of light industrial warehouses at Rosehill to a new purpose-built facility at Homebush designed to meet the specific requirements of the RFS. The new headquarters provides improved facilities and vastly upgraded technological support for staff and volunteers and includes:

- First class communications technology;
- State-of-the-art meteorological and mapping equipment;
- A new 24 hour emergency operations centre; and
- In-house training facilities for volunteers and staff.

Despite the ongoing drought conditions across much of the state, the 2004/05 bushfire season could be described as relatively mild, without bushfire of the magnitude of previous severe seasons.

The Commissioner's focus on ensuring that RFS volunteers are provided with world class training, equipment and other resources has enhanced their safety and skills levels, while also helping minimise property losses from bushfires.

Under his leadership, the RFS has become internationally recognised for its expertise. In 2004/05, the Service continued to attract interest and to develop relationships with overseas fire services seeking to learn from its training, equipment and operational practices.

The Commissioner continues to play a leading role nationally in bushfire management through his activities with the Australian Fire Authorities Council and the Bushfire Cooperative Research Centre and his chairmanship of the National Aerial Firefighting Centre. The Commissioner's role as Chairman of the State Rescue Board also ensures the State's rescue services maintain a high level of readiness to assist the community.

Commissioner Koperberg's continuing commitment to excellence in training and equipment for the State's 70,000 volunteers, together with his leading role in bushfire and rescue management across NSW, has ensured that the State is better prepared to respond to emergencies whenever and wherever they occur.



Tony Kelly  
Minister for Emergency Services

## »»»» APPENDIX N »»»» COMMITTEES

### RURAL FIRE SERVICE ADVISORY COUNCIL (RFSAC)

The Council met on two occasions during the year.

Commissioner PC Koperberg AO AFSM BEM (Chair)  
Mr Allan Hansell (Insurance Council of Australia)  
Councillor A Smith JP (Local Government Association)  
Councillor Ross Panton OAM (Shires Association)  
Superintendent W Roche (NSW Rural Fire Service Association)  
Mr F Gannell (NSW Rural Fire Service Association)  
Mr B McKinlay (NSW Rural Fire Service Association)  
Mr R Pallin (Nature Conservation Council)  
Mr A Brown (NSW Farmers' Association)  
Mr T Anderson PSM (NSW Rural Fire Service).

#### RFSAC has the following functions

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

### BUSH FIRE COORDINATING COMMITTEE (BFCC)

The BFCC met on five occasions during the year.

Commissioner PC Koperberg AO AFSM BEM (Chair)  
Assistant Commissioner J Anderson AFSM (NSW Fire Brigades)  
Mr P de Mar (State Forests)  
Mr B Conroy (National Parks and Wildlife Service)  
Councillor A Smith JP (Local Government Association)  
Councillor R Panton OAM (Shires Association)  
Superintendent Michael Brett (NSW Rural Fire Service Association)  
Inspector W Laycock (NSW Police)  
Ms A Reeves OAM (Minister for the Environment)  
Mr R Pallin (Nature Conservation Council)  
Mr A Brown (NSW Farmers' Association)  
Mr S Frost (Department of Community Services)  
Mr T Wilkinson (Department of Lands)

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

Additionally the Committee must report to the Minister on any matter referred by the Minister and may report on any matter relating to the prevention and suppression of bushfires, whether referred to it or not. Further, the Committee may enter into arrangements with the Minister for Lands and Water Conservation or any public authority with respect to the reduction of bushfire hazards.

## »»»» APPENDIX N »»»» COMMITTEES

### FIRE SERVICES JOINT STANDING COMMITTEE (FSJSC)

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

The Committee's work of co-ordinating the activities of the fire services was supported by the Service's representatives, Commissioner PC Koperberg AO AFSM BEM and Chief Superintendent S Midgley AFSM.

### CORPORATE EXECUTIVE GROUP (CEG)

The CEG, the Service's senior policy making body, met on seven occasions during 2004-2005.

Commissioner PC Koperberg AO AFSM BEM (Chair)  
Mr M Sullivan (Acting Chief of Staff)  
M Crossweller AFSM – Executive Director Operations and Regional Management  
R Rogers AFSM – Executive Director Community Safety  
T Howe AFSM – Executive Director Operations Support  
S Fitzsimmons AFSM – Executive Director Strategic Development  
T Anderson PSM – Executive Director Administration and Finance  
K Harrap AFSM – Executive Director Corporate Communications  
P Hennessy – Director of Finance  
S Yorke – NSW Rural Fire Service Association  
A Jaffray – NSW Rural Fire Service Association

### OTHER

The Service is represented on a number of external organisations by various staff members

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

»»»» **APPENDIX O** »»»»  
**INTERNATIONAL TRAVEL**

Date	Destination	Personnel	Purpose
7-10 July 2004	Brazil and Chile	R Rogers	Attend volunteer fire service conference
21-25 July 2004	Vietnam	D Sutherland	Presentation of paper on forest fire prevention and negotiation of business opportunities
5-9 September 2004	Malaysia and Singapore	R Rogers K Simpson Commissioner Koperberg	Negotiation of officer exchange program and officer training program
12-19 October 2004	USA	K Harrap	<b>IAFC Wildland Best Practice and Planning Workshop</b>
17-26 February 2005	Malaysia, China & Korea	R Rogers D Sutherland	Negotiation of business opportunities
February 2005	USA	P Scott	8th World Congress on Stress, Trauma and Counselling
14-21 June 2005	Brazil and Chile	Commissioner Koperberg R Rogers	Presentation

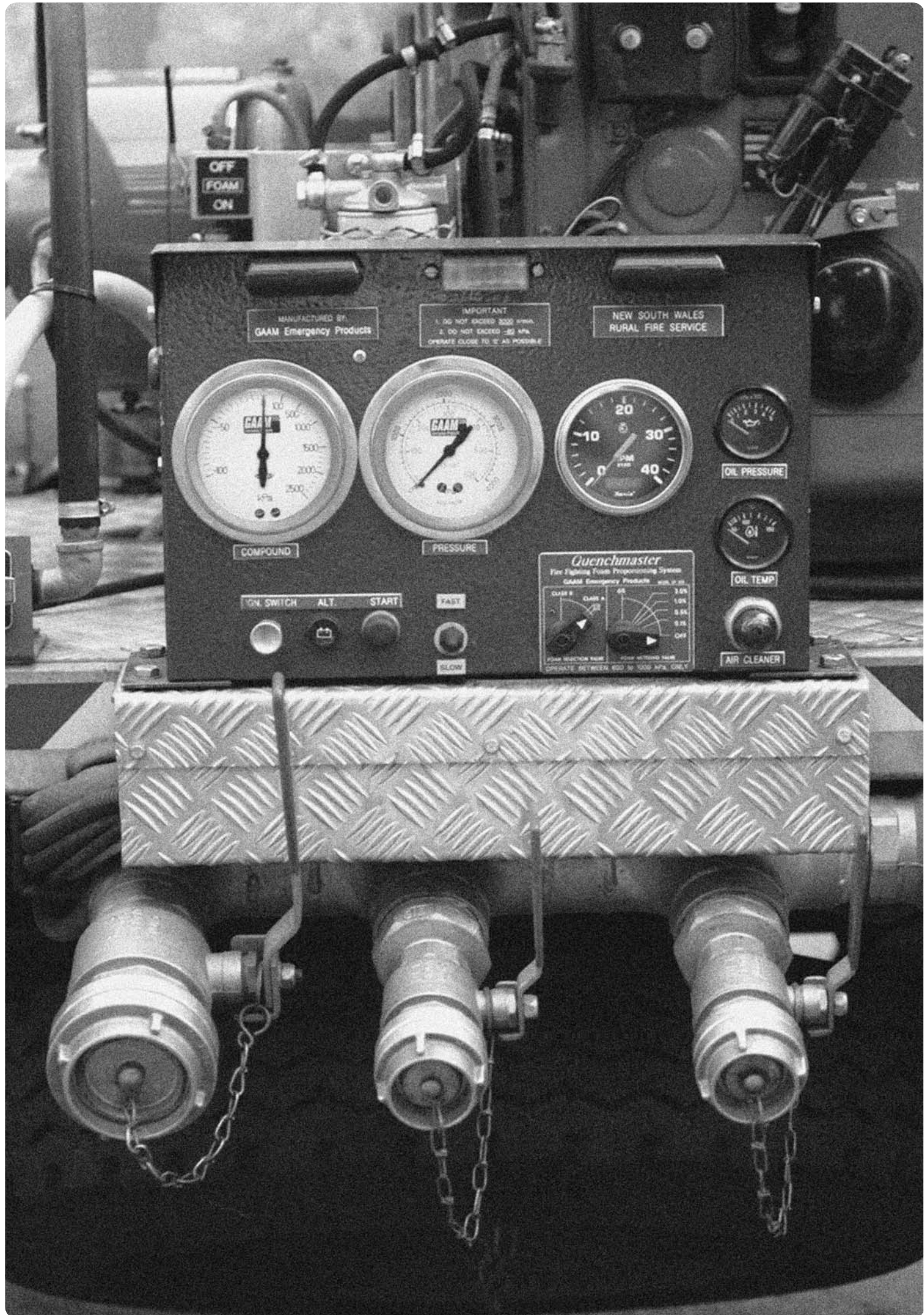
»»»» APPENDIX P »»»»  
GLOSSARY

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

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OFF  
FOAM  
ON

MANUFACTURED BY  
GAAM Emergency Products

IMPORTANT  
1. DO NOT EXCEED 3000 rpm  
2. DO NOT EXCEED -80 MPa  
OPERATE CLOSE TO 0° AS POSSIBLE

NEW SOUTH WALES  
RURAL FIRE SERVICE



COMPOUND



PRESSURE

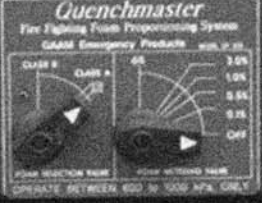


OIL PRESSURE



OIL TEMP

IGN. SWITCH    ALT.    START    FAST    SLOW



AIR CLEANER



>>>>> EDUCATION AWARENESS PREVENTION >>>>>



**NSW RURAL FIRE SERVICE**

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