



NSW RURAL FIRE SERVICE



ANNUAL REPORT 2012/13

www.rfs.nsw.gov.au

© State of New South Wales through the NSW Rural Fire Service 2013

The NSW Rural Fire Service (NSW RFS) encourages the availability, dissemination and exchange of public information. You may copy, distribute, display, download and otherwise freely deal with this material for personal, in-house or non-commercial use, on the condition that you include the copyright notice "© State of New South Wales through the NSW Rural Fire Service" [plus year of creation or first publication] on all such uses. In the event that you wish to copy, distribute, display, download, store, or use this material for a purpose other than personal, in-house or non-commercial use, you must obtain permission from the NSW RFS by writing to the following address:

Commissioner
NSW Rural Fire Service
Locked Mail Bag 17
Granville NSW 2142

You must also obtain permission from the NSW RFS if you wish to:

- charge others for access to the work (other than at cost);
- include all or part of the work in advertising or a product for sale,
- modify the material; or
- use any trade mark from this publication, including the NSW Rural Fire Service crest or MyRFS logo.

Disclaimer Statement

While the material within this publication is current at the time of writing changes in circumstances after the time of publication may impact on the accuracy of the material. Individuals are responsible for ensuring they have the most current version of this publication.

The information and material contained herein is general in nature and is intended for your use and information. The NSW Rural Fire Service (NSW RFS) disclaims, to the extent permitted by law, all warranties, representations or endorsements, express or implied, with regard to the material contained herein. The NSW RFS does not warrant or represent that the material contained herein is free from errors or omissions, or that it is exhaustive. Users should exercise their own skill and care with respect to its uses. You must not assume that this material will be suitable for the particular purpose that you had in mind when using it.

The NSW RFS disclaims any liability (including but not limited to liability by reason of negligence) to the users of the material for any loss, damage, cost or expense whether direct, indirect, consequential or special, incurred by, or arising by reason of, any person using or relying on the material and whether caused by reason of, any error, omission or misrepresentation in the material or otherwise. Users of the Website will be responsible for making their own assessment of the material and should verify all relevant representations, statements and information with their own professional advisers.

FRONT PAGE: Todd Gibson (Heathcote Brigade) and Steve Franks (Heathcote) in the background) at a Hazard Reduction burn in Engadine, May 2013. Photo by Sharon Quandt

Table of Contents

Introduction	2
Management and Governance	17
Summary Review of Operations	25
Key Focus Areas	33
Financial Tables	53
Appendices	101
Glossary	143
Index	144

Letter to the Minister

The Hon Michael Gallacher MLC
Minister for Police and Emergency Services
Level 33
Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000

Dear Minister

I have pleasure in submitting to you for presentation to Parliament the Annual Report of the NSW Rural Fire Service (NSW RFS) for the year ended 30 June 2013.

In the reporting period, the NSW RFS responded to more than 23,000 incidents. The fires in January 2013 drew much attention. For the first time Catastrophic fire dangers ratings were declared in highly populated areas – the Illawarra/Shoalhaven and Southern Ranges. Over a two week period 512 fires were attended by 10,500 firefighters. Sadly 57 homes were lost in that two week period alone. While conditions were very difficult, it is a credit to the firefighters across NSW that there was no loss of life.

A feature of the 2012/13 fire season was an unprecedented demand for information from the public. The Service met the challenge hosting considerable volumes of traffic through the NSW RFS website, social media, the Bush Fire Information Line and the smart phone applications.

Over the entire reporting period there were 26 days of State-wide total Fire Bans and 32 Section 44 bush fire emergencies declared.

The Service has performed well against the NSW 2021 Goal 28 targets including increased hazard reduction works, Neighborhood Safer Places and the successful continuation of the Secondary Schools Cadet Program.

Once again, it has been an honour to lead the NSW RFS throughout 2012/13 over such a busy period.

This Annual Report has been prepared in accordance with the *Annual Reports (Departments) Act 1985*, the *Public Finance and Audit Act 1983*, the *Waste Avoidance and Resource Recovery Act 2001* and *Public Disclosures Act 1994*.

Yours sincerely



Shane Fitzsimmons, AFSM
NSW RFS Commissioner

Commissioner's Report

NSW Rural Fire Service members are recognised across the world for their professionalism, commitment and versatility – all qualities which were on display in the reporting period.

The 2012/13 bush fire season will be remembered as one of the most challenging in recent times, in terms of the scale of threat, the conditions experienced and the impact on communities.

The season began early for many communities in northern NSW, with 1,000 fires across Region North from July to November alone. At the same time, there was the significant threat of grass fires to communities across much of western and southern NSW.

In October, properties on the NSW Central Coast were threatened due to fast moving bush fires. In the same month crews in the Blue Mountains were helping to clear snow.

In December 2012, fire weather conditions continued to deteriorate across much of south-eastern Australia. In NSW, the bush fire season peaked in early January 2013, with hot, dry and windy conditions setting in.

On 8 January, Catastrophic fire danger ratings were declared for the Illawarra/Shoalhaven and Southern Ranges. It was the first time that the rating had been used for large population centres in forested areas. Temperature records were broken in many areas. That day, and in the following weeks, a number of large and destructive fires developed in areas including Coonabarabran, Yass, Shoalhaven and Cooma.

During the January fire emergency, there were 512 bush and grass fires attended, with 10,500 firefighters deployed across the firegrounds. There were 99 activations of the Emergency Alert telephone warning system, 8.5 million views of the NSW RFS website, 80,000 fire searches per hour through the Fires Near Me smart phone app and 27 million views of the Service's Facebook page.



ABOVE: NSW RFS Commissioner Shane Fitzsimmons

Despite some of the worst conditions imaginable, thankfully, there was no loss of life. Fifty-seven homes were destroyed and there were considerable agricultural losses.

While there was significant focus on the January period the hard work for our members stretched right across the year. As is always the case, the preparatory work put in before these large emergency events is just as important.

For example, the successful *Prepare. Act. Survive.* public awareness campaign continued in 2012/13, focusing on encouraging people to complete a Bush Fire Survival Plan. In the reporting period the campaign was recognised by the advertising industry for its creative approach in driving people to make a Bush Fire Survival Plan. The Service's campaign has won numerous awards and received widespread praise.

The Service continued to invest in new equipment releasing two new models of appliances - the Category 6 Firefighting Appliance and Category 13 Bulk Water Support Unit. The Cat 6 and Cat 13 have improved capability and can be operated with small or even one-person crews.

Behind many of our dedicated firefighters there are supportive employers who allow them time off work to fight fires and protect the community. In the reporting period the NSW RFS has sought to acknowledge them. The Supportive Employer

Program was officially launched on 6 March 2013 and so far twelve businesses, ranging from self-employed volunteers, through small and medium enterprises, to large corporations, have received Special Commendations for their support of volunteers.

Ensuring that remote and Aboriginal communities are protected from bush fire has been a focus for the Service in recent years. In the reporting period Stage Two of the Bush Fire Resilience for Aboriginal Communities Project was launched. Innovative use of social media among members particularly in the Far West has also been well received.

The Service has focused on creating more opportunities for community members to participate in the NSW RFS through the Flexible Membership model. This initiative recognises the competing demands on people's time to volunteer and provides greater degrees of flexibility in order for them to make a contribution to the Service.

2012 was a significant milestone for the *Bush Fire Bulletin*, the official journal of the NSW RFS which marked its 60th anniversary. It is a credit to all involved that the *Bulletin* has continued to be read and enjoyed over such a long period.

It was my pleasure to witness the NSW RFS work in Botswana in May 2013. The Botswana Fire Management Program is in its fourth year and so far more than 70 NSW RFS members have travelled to the southern African country to assist in building an effective fire management capacity. It was humbling to observe firsthand the positive impact that the Service is making in Botswana.

I would like to thank the NSW RFS Executive for their leadership in what has been a busy year. Of particular note, thank you to Assistant Commissioner Dominic Lane. I have been inspired by his leadership over the years and wish him well in his new appointment as Commissioner of the ACT Emergency Services.

I would also like to express my gratitude to Hon. Michael Gallacher, the Minister for Police and Emergency Services, as well as Mr Les Tree, the Director General of the Ministry for Police and Emergency Services.

Thanks must also go to the small but dedicated salaried staff of the Service, particularly for their ongoing focus on ensuring our volunteers have the support, equipment and expertise required to deliver frontline services.

Of course the biggest thanks must go to those men and women on the frontline – our volunteers. Once again, you have shown professionalism, commitment and versatility.

This 2012/13 reporting period has been a team effort and I want to thank each and every person, no matter what their role, for their contribution.



Shane Fitzsimmons, AFSM
NSW RFS Commissioner

NSW Rural Fire Service Vision and Mission

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

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

Values

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

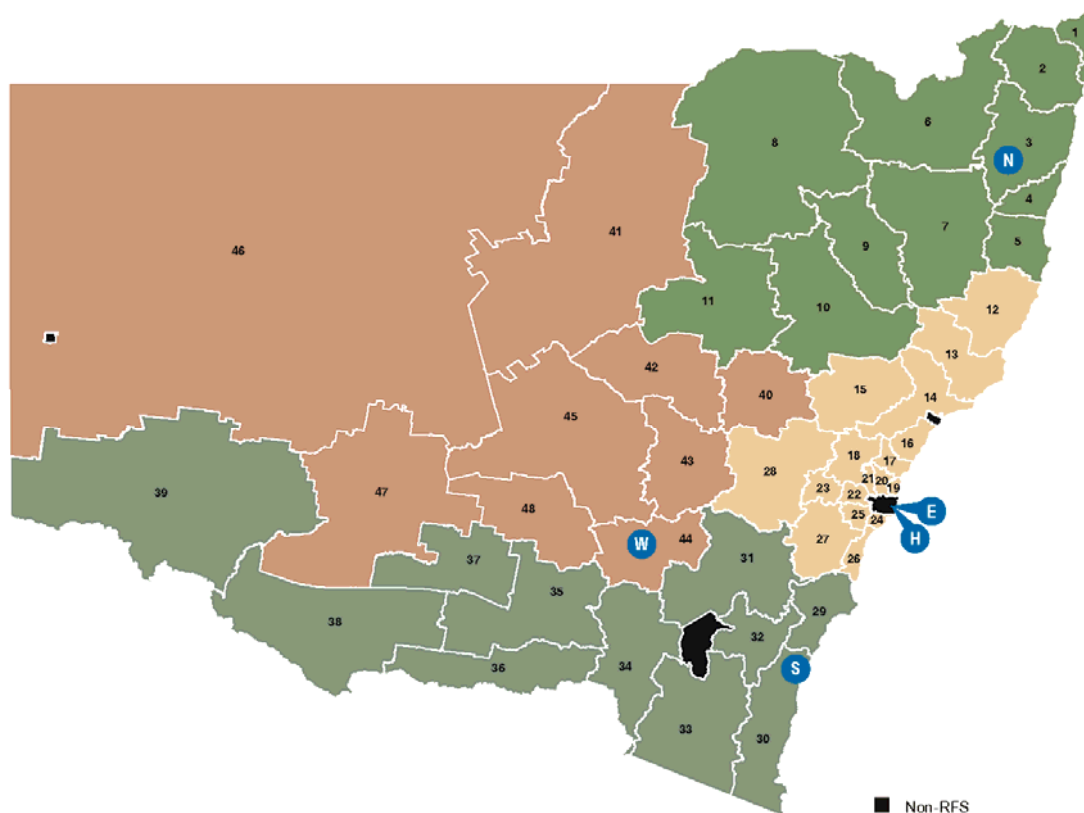
Customers

- › The people of NSW
- › Our members

Stakeholders

- | | |
|--|--|
| › Community | › Bushfire and Natural Hazards CRC |
| › Our members | › Consultative Committees (Community Engagement, Membership Services, Regional Services, Infrastructure Services and Operational Services) |
| › Planners and developers | › Emergency Service peak groups |
| › Media | › Insurance industry |
| › Minister for Police and Emergency Services | › Tourism industry groups |
| › Ministry for Police and Emergency Services (MPES) | › Peak industry groups |
| › Department of Attorney General and Justice | › NGOs and service providers |
| › Members of Parliament – State and Federal | › Other government authorities |
| › LGNSW and local councils | › Employers of volunteers |
| › Other State and Territory Governments | › Other associations (Farmers Association, Country Women's Association etc) |
| › Rural Fire Service Association (RFSA) | |
| › NSW RFS member representative groups | |
| › Australasian Fire and Emergency Service Authorities Council (AFAC) | |

NSW RFS Districts 2012/13



H: Headquarters

15 Carter Street, Lidcombe

N: Region North

Level 4, State Office Block, Victoria Street, Grafton

S: Region South

7-9 Kylie Crescent, Batemans Bay

E: Region East

Level 2, Quad 1, 8 Parkview Drive, Sydney Olympic Park

W: Region West

3/21 Lovell Street, Young

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

Totals	2012/13	2011/12	2010/11
District Offices	48	48	49
Brigades	2,031	2,036	2,039

Key to NSW RFS Districts Map

Region North

1. Far North Coast

Ballina
Byron
Tweed

2. Northern Rivers

Kyogle
Lismore
Richmond Valley

3. Clarence Valley

4. Mid North Coast

Bellingen
Coffs Harbour

5. Lower North Coast

Kempsey
Nambucca

6. Northern Tablelands

Glen Innes Severn
Inverell
Tenterfield

7. New England

Armidale Dumaresq
Guyra
Uralla
Walcha

8. Namoi / Gwydir

Gwydir
Moree Plains
Narrabri

9. Tamworth

10. Liverpool Range

Gunnedah
Liverpool Plains
Upper Hunter

11. Castlereagh

Gilgandra
Warrumbungle

Region East

12. Mid Coast

Greater Taree
Hastings

13. Gloucester / Great Lakes

Gloucester
Great Lakes

14. Lower Hunter

Cessnock
Dungog
Maitland
Port Stephens

15. Hunter Valley

Muswellbrook
Singleton

16. The Lakes

Lake Macquarie
Wyang

17. Gosford

18. Hawkesbury

19. Warringah

/Pittwater
Pittwater
Warringah

20. Hornsby/Ku-ring-gai

Hornsby
Ku-ring-gai

21. The Hills

22. Cumberland

Blacktown
Fairfield
Penrith

23. Blue Mountains

24. Sutherland

25. Macarthur

Camden
Campbelltown
Liverpool

26. Illawarra

Kiama
Shellharbour
Wollongong

27. Southern Highlands

Wingecarribee
Wollondilly

28. Chifley / Lithgow

Bathurst Regional
Lithgow
Oberon

Region South

29. Shoalhaven

30. Far South Coast

Bega Valley
Eurobodalla

31. Southern Tablelands

Goulburn Mulwaree
Upper Lachlan
Yass Valley

32. Lake George

Palerang
Queanbeyan City

33. Monaro

Bombala
Cooma-Monaro
Snowy River

34. Riverina Highlands

Gundagai
Tumbarumba
Tumut

35. Riverina

Coolamon
Jonee
Lockhart

Urana

Wagga Wagga

36. Southern Border

Albury
Berrigan
Corowa
Greater Hume

37. MIA

Griffith
Leeton
Murrumbidgee
Narrandera

38. Mid Murray

Conargo
Deniliquin
Jerilderie
Murray
Wakool

39. Lower Western

Balranald
Wentworth

Region West

40. Cudgegong

Mid Western

41. North West

Bogan
Coonamble
Walgett
Warren

42. Orana

Dubbo
Narromine
Wellington

43. Canobolas

Blayney
Cabonne
Cowra
Orange

44. South West Slopes

Boorowa
Cootamundra
Harden
Young

45. Mid Lachlan Valley

Forbes
Lachlan
Parkes
Weddin

46. Far West/Barwon Darling

Bourke
Brewarrina
Central Darling
Cobar
Unincorporated NSW

47. Mid West

Hay
Carrathool

48. Bland Temora

Bland
Temora

NSW RFS Regions – Overview and key facts for 2012/13

Region North



Volunteers	13,716
Male	10,815
Female	2,901
Incidents in 2012/13	4,725
Vehicles	2,032
NSW RFS Districts	11
NSW RFS Brigades	523
Square kilometres	152,495
Population	634,314

Landscape types

Coastal scrub, forested hills and flat cropping and grazing in the west

Region East



Volunteers	21,153
Male	15,812
Female	5,341
Incidents in 2012/13	11,750
Vehicles	1,728
NSW RFS Districts	17
NSW RFS Brigades	503
Square kilometres	55,874
Population	3,294,981

Landscape types

Urban interface, coastal heathlands, mountains and rolling farm and grasslands

Region South

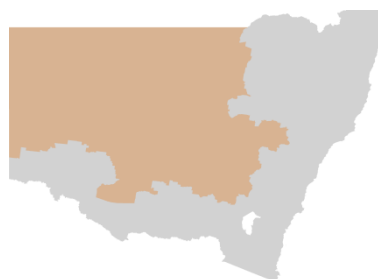


Volunteers	20,115
Male	15,893
Female	4,222
Incidents in 2012/13	4,028
Vehicles	1,684
NSW RFS Districts	11
NSW RFS Brigades	490
Square kilometres	169,060
Population	551,061

Landscape types

Native and plantation forests, coastal heathlands, alpine forests, flat and rolling grasslands

Region West



Volunteers	16,992
Male	14,054
Female	2,938
Incidents in 2012/13	2,933
Vehicles	1,524
NSW RFS Districts	9
NSW RFS Brigades	515
Square kilometres	422,600
Population	273,041

Landscape types

Region West covers more than 62 percent of the State. Largely open grasslands with cropping and grazing, also heavily timbered near Mudgee and Orange

Key facts for 2012/13

Total volunteers		71,976
Region North		13,716
Region South		20,115
Region East		21,153
Region West		16,992

NSW RFS Total Expenses budget		\$303.128M
-------------------------------	--	------------

Vehicles	
Total	6,994
Tankers	3,931
Pumpers	71
Personnel transport and command vehicles	757
Bulk water carriers	60
Tanker trailers	1,198
Cargo, top trucks, various trailers	448
Communications vehicles and trailers	42
Catering vehicles and trailers	76
Marine craft	26
Slip on trailers and miscellaneous vehicles	385

NB: Non-Service owned vehicles are not included in the 2012/13 figure for tankers.

Communications	
Radios total	22,378

Incidents: Four year view

Incidents	2012/13	2011/12	2010/11	2009/10
Bush fires	3,325	2,602	1,897	3,446
Grass fires	4,149	1,552	2,316	2,549
Building fires	957	849	846	927
Vehicle fires	1,638	1,500	1,462	1,475
Motor vehicle accidents	3,881	4,211	4,016	3,544
False alarms	1,777	2,020	2,201	2,028
Controlled burns	1,088	964	1,095	
Smoke scare	1,109	685	864	
Refuse fires	608	592	788	
Oil Spills	214	252	461	
Assist other agencies	258	318	265	
Flood	22	58	120	
Other	4,410	3,310	2,499	6,177
Total	23,436	18,913	18,830	20,146

Note: Since 2010/11 the 'Other' category has been expanded to show more details about incidents attended

Incidents: Region by Region in 2012/13

Incidents	North	South	East	West
Bush fire	811	641	1,484	389
Grass fires	1,186	699	1,245	1,019
Building fires	204	196	407	150
Vehicle fires	281	209	980	168
Motor vehicle accidents	764	769	1,965	383
False alarms	250	315	1,080	132
Other*	1,229	1,199	4,589	692
Total	4,725	4,028	11,750	2,933

*(includes other, controlled burns, smoke scares, refuse fires, oil spills, assist other agencies and flood)

Planning for the future: NSW 2021

NSW 2021: A Plan to Make NSW Number One is the NSW Government's plan to rebuild the economy, return quality services, renovate infrastructure, strengthen our local environment and communities, and restore accountability to Government over 10 years.

NSW 2021 has five strategies and 32 goals. The NSW Rural Fire Service has responsibilities under Goal 28 of the Plan and we report on those responsibilities through the annual NSW 2021 Performance Report to Parliament.

The NSW RFS Corporate Plan 2011-2015 has been aligned with Goal 28. Reports on the performance of the NSW RFS in 2012/13 appear in the Key Focus Area chapter.

NSW 2021 Goal 28 is: Ensure NSW is ready to deal with major emergencies and natural disasters and includes the following:

28.2 Defend against suburban and bushland fires

Increase community resilience to the impact of fires through prevention and preparedness activities

28.2.2 Enhance volunteer training programs with a particular focus on cadet training schemes

28.2.3 Increase the number of identified Neighbourhood Safer Places

Increase hazard reduction across NSW

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

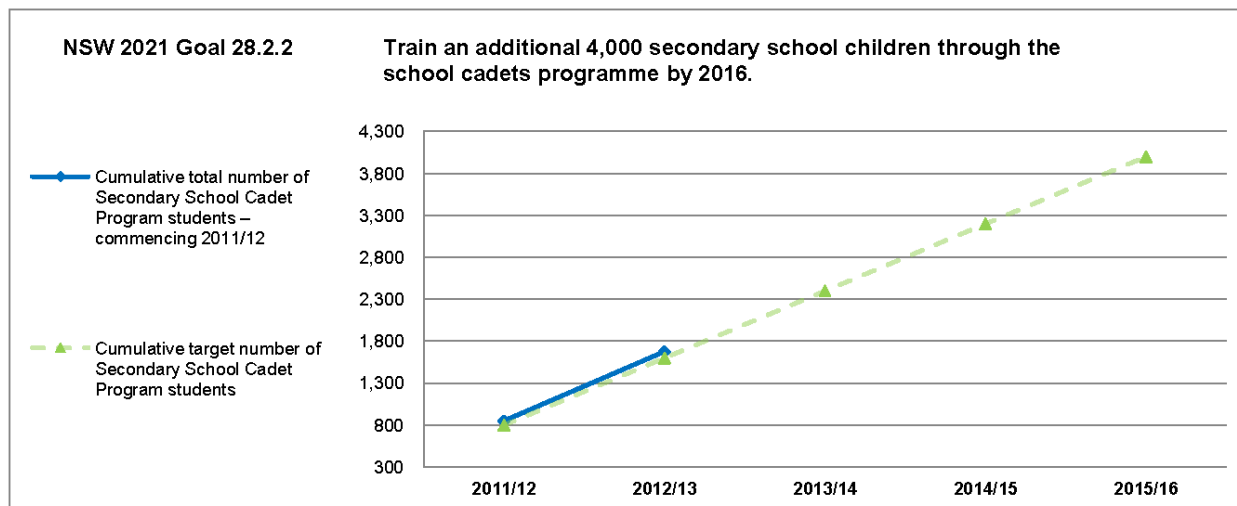
28.2.5 Increase the annual average level of area treated by hazard reduction activities by 45 percent by 2016.

NSW RFS Planning Structure



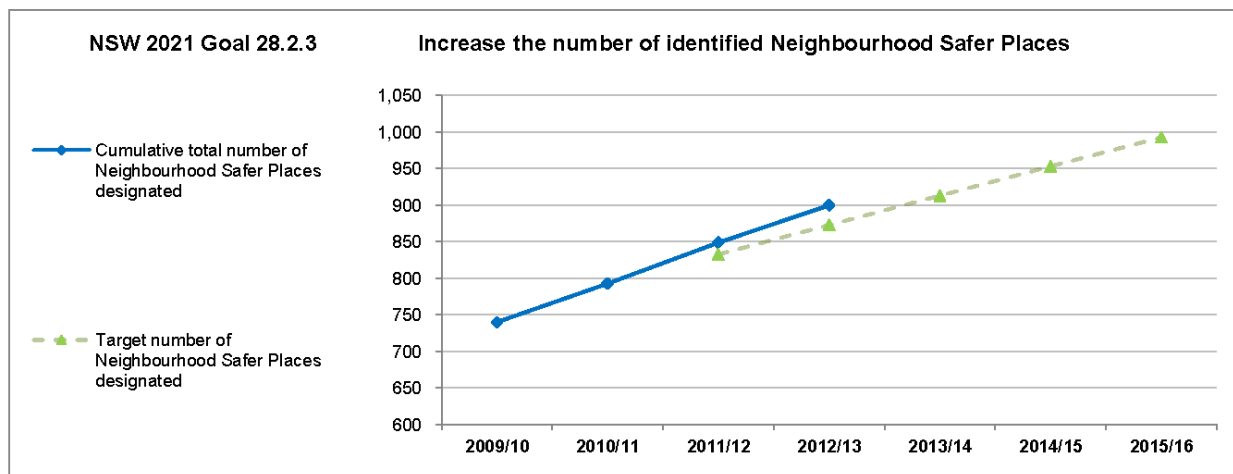
NSW 2021, Goal 28: NSW RFS Performance 2012/13

Goal 28.2.2



	2011/12	2012/13	2013/14	2014/15	2015/16
Cumulative total number of Secondary School Cadet Program students – commencing 2011/12	840	1,667 (827)			
Cumulative target number of Secondary School Cadet Program students	800	1,600	2,400	3,200	4,000

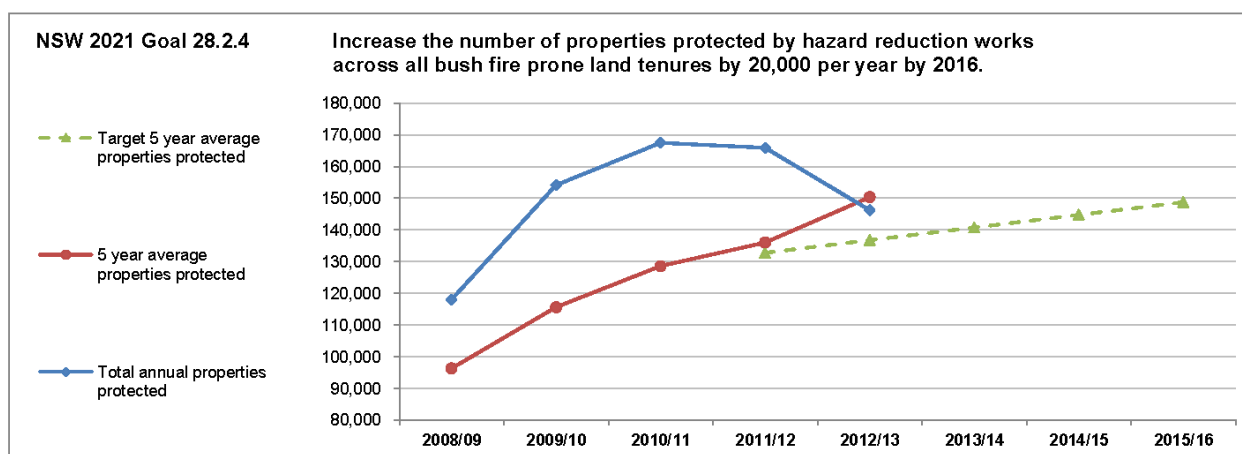
Goal 28.2.3



	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Cumulative total number of Neighbourhood Safer Places designated	740	793	849	900			
Target number of Neighbourhood Safer Places designated			833	873	913	953	993

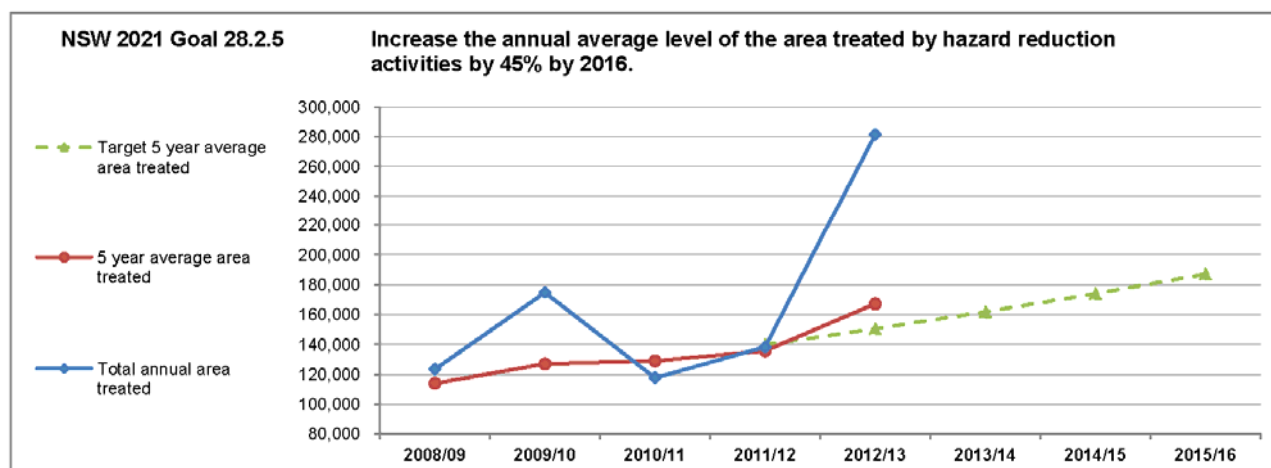
NSW 2021, Goal 28: NSW RFS Performance 2012/13

Goal 28.2.4



	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total annual properties protected by programmed hazard reduction works	118,021	154,211	167,533	165,945	146,292			
Five year average properties protected by total programmed hazard reduction works	96,313	115,612	128,593	136,063	150,400			
Target five year average properties protected by total programmed hazard reduction works				132,793	136,793	140,793	144,793	148,793

Goal 28.2.5



	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total annual area of hazard reduction works completed	123,334.51	174,705.85	117,633.25	138,211.48	281,492.19			
Five year average total area of hazard reduction works completed	113,946	126,915	128,894	135,688	167,075			
Target five year average total area of hazard reduction works completed				139,900	150,435	161,762	173,943	187,041



MANAGEMENT AND GOVERNANCE

02

Legislation and governing bodies

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

The NSW RFS is widely acknowledged as the largest volunteer fire service in the world. Members of the NSW RFS are trained to very high levels of competence to ensure they know what to do in an emergency.

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

Legislation

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

- › Protection of life and property for all fire-related incidents within all rural fire districts in the State
- › 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.

A number of amendments were made to the *Rural Fires Act 1997* and introduced in December 2010. The amendments formalised arrangements for Neighbourhood Safer Places and the responsibility of the NSW RFS Commissioner to issue warnings to the public about bush fires.

PREVIOUS PAGE: Elise (Sandy Point Brigade) at an Hazard Reduction burn in Woronora, 2013. Photo by Sharon Quandt

NSW RFS Commissioner

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

NSW RFS Executive

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

The Executive consists of the Service's Directors and a profile of each of these principal officers can be seen on [pages 22-23](#).

Corporate Executive Group

The Corporate Executive Group (CEG) comprises the Executive and senior managers of the Service and representatives of the NSW Rural Fire Service Association (RFSA), which is the representative association of the volunteers and staff of the NSW RFS. Its principal role is to consider and provide advice to the Commissioner on strategic issues affecting the Service.

Details of representation and attendance at this Group are set out in [Appendix V](#).

Governance Committees

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

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

Rural Fire Service Advisory Council

The Rural Fire Service Advisory Council (RFSAC) is established under the provisions of Part 6 of the *Rural Fires Act 1997*. The Council advises and reports to the Minister and the NSW RFS Commissioner on any matters relating to the administration of the Service. It also provides advice to the Commissioner on public education, programs relating to rural fire matters, the training of rural firefighters and Service Standards.

Details of representation and attendances at the Council are set out in [Appendix V](#).

Bush Fire Co-ordinating Committee

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

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

The BFCC constitutes Bush Fire Management Committees (BFMCs) for all rural fire districts and areas with significant risk of bush fire. It also approves operations coordination and Bush Fire Risk Management Plans that are prepared by the BFMCs.

Details of representation and attendance at this Committee are set out in [Appendix V](#).

Fire Services Joint Standing Committee

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

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

The Committee is chaired alternately by the Commissioners of FRNSW and the NSW RFS.

Details of representation and attendance at this Committee are set out in [Appendix V](#).

Audit and Risk Committee

The Audit and Risk Committee provides assistance to the NSW RFS Commissioner by overseeing and monitoring the governance and accountability requirements of the NSW RFS. The Committee is chaired by an independent member and advises the Commissioner on a range of matters including: the effectiveness of the Service's internal audit function; legislative

compliance; the financial statements and financial reporting of the Service; risk and control frameworks; business continuity and corruption prevention activities.

Details of representation and attendance at this Committee are set out in [Appendix V](#).

Consultative and Stakeholder Committees

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

Consultative Committees

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

The Committees that met in the reporting period were: Community Engagement, Membership Services (including the Young Members Group), Regional Services, Infrastructure Services and Operational Services.

Details of representation and attendance at this Committee are set out in [Appendix O](#).

Local Government and Shires Associations of NSW RFS Liaison Committee

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

Details of representation and attendance at this Committee are set out in [Appendix V](#).

Stakeholder liaison and collaboration

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

- › Australasian Fire and Emergency Service Authorities Council (AFAC) 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
- › 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
- › National Emergency Management Committee
- › Fuel Loads Management Working Group
- › The National Bushfire Arson Prevention Working Group.

Governance and Ethical Standards

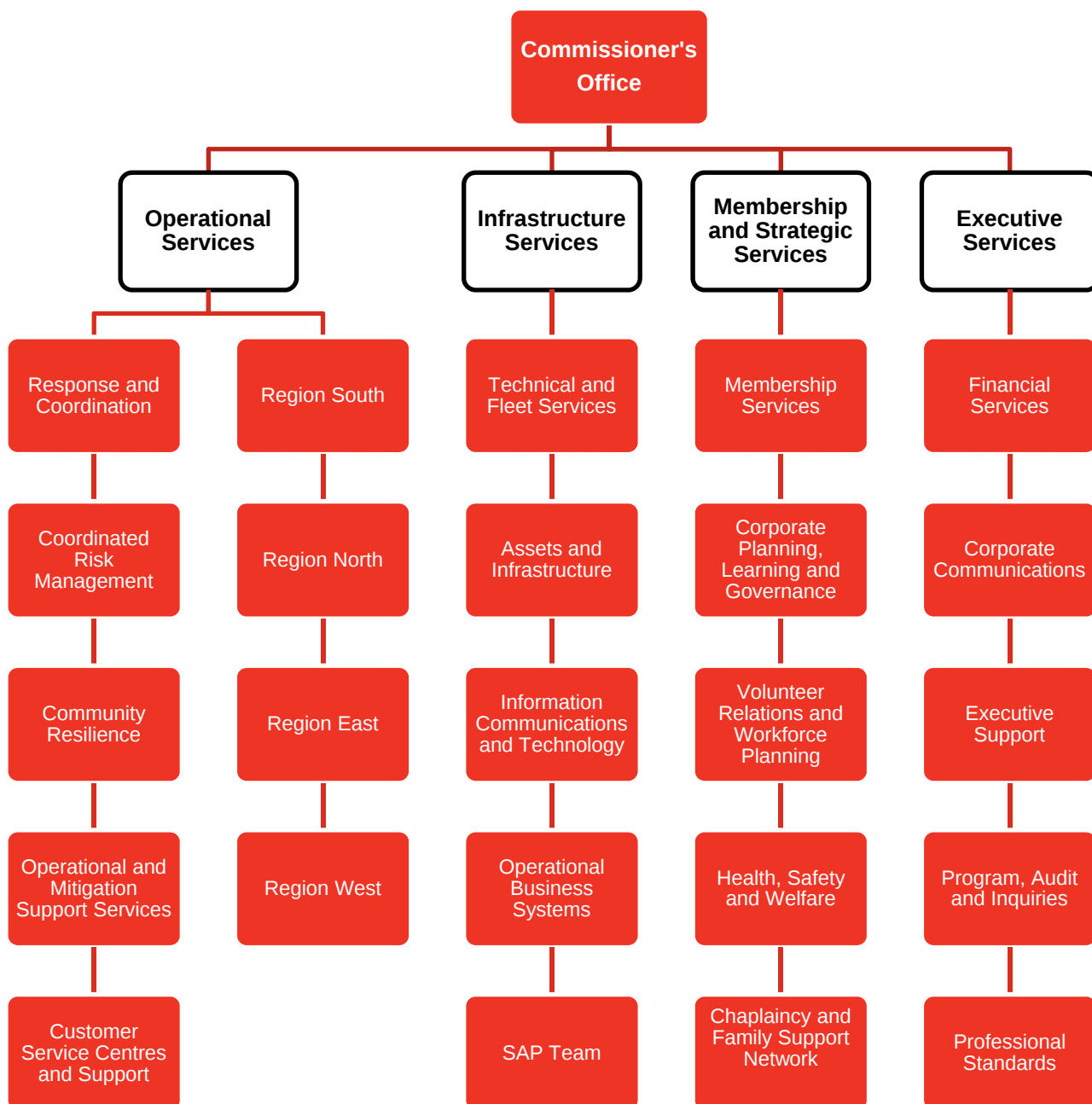
The Service remains committed to the highest level of ethical behaviour and satisfactory conduct being displayed at all times by its members. All day-to-day activities of the Service are supported by the [Service's Code of Conduct and Ethics Service Standard 1.1.7](#) which applies to volunteer and salaried members alike.

There were no changes to the Code during the reporting period.

The Service's Professional Standards Unit also provides advice, education, training and mentoring relating to fraud prevention and corruption prevention issues. It is designed to ensure the community's ongoing trust in the NSW RFS by maintaining the highest standards of ethical behaviour among our members.

NSW RFS Organisational Chart 2012/13

(as of 30 June 2013)



Principal Officers

NSW RFS Commissioner

Commissioner Shane Fitzsimmons, AFSM

Commissioner Shane Fitzsimmons has more than 25 years experience with the NSW Rural Fire Service (NSW RFS) serving as both a volunteer and salaried officer. In 1998 he was appointed an Assistant Commissioner with the NSW RFS and has held portfolio responsibilities for Operations, Strategic Development and Regional Management.

In 2004 he was appointed the inaugural Australasian Fire Authorities Council (AFAC) Visiting Fellow to the Australian Institute of Police Management (AIPM) for a period of 12 months. In September 2007 he was appointed Commissioner of the NSW Rural Fire Service. In March 2008 he was appointed a Director of the National Aerial Firefighting Centre (NAFC) and is currently the Chair of the NAFC Board. He is a member of the NSW State Rescue Board and is currently appointed as Chairman. In December 2009 he was appointed as a Director on the Bushfire Co-operative Research Centre.

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

Director Operational Services

Deputy Commissioner Rob Rogers, AFSM

Deputy Commissioner Rob Rogers joined the NSW Rural Fire Service in 1979 as a volunteer member of the Belrose Brigade.

In 1995, Deputy Commissioner Rogers commenced his career as a salaried officer as Deputy Fire Control Officer for the Greater Taree District. Since 2002, he has held various Executive positions responsible for Regional Management, Risk Management, Community Safety and Operational Services.

In 2004, he was awarded the Australian Fire Service Medal. In July 2008 Deputy Commissioner Rogers was appointed Director Operational Services which brought together the two service delivery areas of Community Safety and Operations into a single cohesive team. In 2011 he was appointed Deputy Commissioner.

In May 2013, the Service undertook a realignment that included the Regional Services Directorate being amalgamated into the Operational Services Directorate.

Deputy Commissioner Rogers represents the NSW RFS on the International Association of Fire Chiefs.

Director Membership and Strategic Services

Bronwyn Jones

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

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

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

Director Executive Services

Richard Lyons

Mr Richard Lyons has been employed in the NSW Public Sector since 1979. Over his career he has principally worked in policy-related areas in the Health and Attorney-General's Departments, the Ministry of Police and, prior to this appointment to the Service in August 2008, he held the position of Director, Office of Emergency Services for 13 years.

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

Director Regional Services

Assistant Commissioner

Dominic Lane, AFSM

(October 2008- December 2012)

Assistant Commissioner Dominic Lane was a longstanding member of the Service having joined the Milbrulong Bush Fire Brigade in 1984 just after leaving school.

Assistant Commissioner Lane was appointed to the position of Director, Regional Services in October 2008. Following an organisational realignment in October 2012, Assistant

Commissioner Lane was appointed Director Regional and Infrastructure Services.

Throughout his career with the NSW RFS he was responsible for significant service delivery and capability improvement across the entire Service. He was awarded the Australian Fire Service Medal in 2004. Assistant Commissioner Lane resigned from the NSW RFS in December 2012 to take up the position of ACT Emergency Services Commissioner.

Director Infrastructure Services

Bruce McDonald, AFSM

Assistant Commissioner Bruce McDonald was appointed as the Director Infrastructure Services for the NSW Rural Fire Service in May 2013.

Assistant Commissioner McDonald joined the then Bush Fire Brigade in 1980 and progressed through the organisation, holding various brigade positions culminating in Group Captain in the mid 1990s.

He commenced as a salaried officer in 1998 in the role of Deputy Fire Control Officer - Operations, bringing to a close a 25-year management career in the automotive industry.

Since 2001, Assistant Commissioner McDonald has held various management positions at State Headquarters, including State Operations Officer, Manager, Operational Communications and Group Manager, Assets and Infrastructure.

In 2008 he was seconded to head up the implementation of a SAP Enterprise Resource Planning System replacing the Service's Finance and Procurement systems.

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



SUMMARY REVIEW OF OPERATIONS

03

Fire season overview

The 2012/13 bush fire season will be remembered as one of the most challenging and destructive in recent times.

As early as July and August 2012 crews in northern NSW were tackling a number of significant fires which impacted on communities around the Clarence Valley, Tenterfield, Armidale and Richmond Valley areas. In Region North alone firefighters dealt with 1,000 fires between July and November 2012. In the State's west, there was extensive lightning activity. In one storm alone in October, around 40 new ignitions were reported in the Barwon Darling area. In the same period crews on the Central Coast were also kept busy with Section 44 declarations at Wyee and at Pretty Beach in the Gosford area. It was the busiest start to the fire season in many years.

By the time summer came along the fire season had escalated into one of the most challenging in recent times. The level of risk leading up to the season, the weather conditions, the scale of loss, and the public demand for timely information all contributed to the challenge.

The peak of the season was in January 2013 when there was a number of large and destructive fires in areas such as Coonabarabran, Shoalhaven, Yass, Cooma and Bega Valley. During this time temperature records were broken, the first Catastrophic fire danger ratings for forested areas with large population centres were issued and there was an unprecedented demand for information about fire activity.

In fact January 2013 was the hottest month on record for NSW.

Tuesday 8 January was the worst fire weather day ever recorded.

Hot, dry and gusty winds led to Catastrophic fire danger ratings being declared for the Illawarra/ Shoalhaven and the Southern Ranges. This was

PREVIOUS PAGE: 18 January 2013: A frightening situation at the Aberdare fire near Cessnock for Greta Brigade members. Photo courtesy of Peter Stoop, The Newcastle Herald.

the first time since December 2009 that a Catastrophic fire danger rating had been issued in NSW and it was the first time ever the rating has been used across a large urban centre. That day, a number of significant fires developed including in the Shoalhaven, Cooma and Yass areas.

The hot and dry conditions persisted for the following week. On Sunday 13 January, a large and destructive fire spread through the Warrumbungle National Park, west of Coonabarabran. This fire destroyed 53 homes, burnt through in excess of 50,000 hectares and caused damage to some facilities at the Siding Spring Observatory.

The following Friday, 18 January, the State experienced another terrible day in terms of weather conditions, with temperature records being broken in many areas. Fires in the Shoalhaven, Bega Valley and Cessnock areas, as well as those already burning, received significant focus.

Across this two-week period, NSW RFS crews and other agencies attended more than 300 bush and grass fires, with more than 650,000 hectares burnt. There were large losses of stock, as well as fencing and farming equipment. Between 7-21 January 2013, 10,500 firefighters from NSW RFS, FRNSW, National Parks and Wildlife Service (NPWS) and Forests NSW were deployed. Of the 14 days, four were Statewide Total Fire Bans and eight days had Total Fire Bans in some districts. There were 41 Section 44 declarations in that period. There were, however, 57 homes lost and 149 other structures such as outbuildings, and sheds were lost – mostly in Coonabarabran. Agricultural losses were severe in some areas with thousands of head of stock lost, 1,700km of rural fencing destroyed and 33,000ha of pasture burned.

The State Air Desk coordinated more than 650 aviation taskings during this time. A massive transport and logistical operation saw more than 450 pallets of foam, drinking water and energy packs delivered. A NSW RFS semi-trailer and tilt tray travelled more than 16,500 kilometres delivering these.

Fortunately, and to the credit of the entire Service and supporting agencies, there was no loss of human life.

Thirst for information

The public demand for information reached a level never before seen.

In the two-week period of 7-21 January there were 99 activations of the Emergency Alert telephone warning system, including 43 uses of the new location-based warning system for mobiles.

The NSW RFS public website received 8.5 million views, while there was more than 27 million views on the NSW RFS Facebook page, 15 million on Twitter, and 12,000 downloads of the Fires Near Me smart phone application. In addition, the Bush Fire Information Line received over 26,000 calls.

Many of the changes instituted after the 2009 Black Saturday fires in Victoria, were put to the test in this busy period. Communications and public information innovations were very successful in preparing the public for the very hot weather. The NSW RFS website became a trusted source of up-to-the-minute information.

While the January fires quite rightly attracted much of the attention the whole fire season from July 2012 to March 2013 was busy for the NSW RFS.

Fire season at a glance

July 2012 - March 2013

Total bush and grass fires	5,885
Area burnt	1.4 million hectares
Total fire ban declarations	26
Section 44 declarations	80
Personnel deployments	20,544
Aircraft taskings	2,066
Firefighter injuries	259
Human lives lost	0

Highlights and lessons of the 2012/13 fire season

Recent investments in public information and warnings, technology, aircraft and frontline support paid off across the 2012/13 fire season. The high availability and early activation of aircraft proved to be extremely successful in protecting homes along with strategic use of Rapid Aerial Response Teams and base camps.

Despite best efforts 62 houses were destroyed throughout the fire season. Understanding the damage and the fire behaviour that led to the losses is paramount to the NSW RFS. The Service's Bush Fire Impact Analysis teams were busy from September 2012 through to the end of January 2013, gathering information about each of the losses.

The response of residents in the stress of an approaching fire is another rich source of knowledge for the Service. In February 2013 the NSW RFS requested the Bushfire CRC to conduct research into the bush fire preparedness and behaviour of residents for three of the major fires, at Coonabarabran, Shoalhaven and Yass.

Preparing for the fire season

While response bush fire is a significant focus for the NSW RFS, prevention of fire remains the other major concern and in the reporting period there was a keen interest in the reduction of hazard and preparation of resources for the coming fire season. August 2012 saw several significant steps toward preparing for the coming fire season.

On 28 August 2012 a State Operations Exercise was held at the NSW RFS Headquarters in Lidcombe. Involving around 120 participants at Headquarters and 12 districts across the State, the Exercise consisted of a dozen scenarios. Each 'incident' is simulated by an NSW RFS District office, working to pre-arranged storyline scripts, and communicating its progress to State Operations. The Exercise provides an opportunity to update, practice and hone skills prior to the fire season, in order to be ready for major or State-wide bush fire events.

With very significant grass growth across much of western NSW, concern about grass fires was heightened in the reporting period. In order to prepare volunteers for such an event two Region West Familiarisation Tours were conducted in August 2012. The tour enabled volunteers from Region East to become familiar with the heavy grass fuel loads in the mid-north western parts of NSW, learn more about grass fire behavior and meet the local volunteers.

Hazard reduction

Substantial work has been completed in 2012/13 around the State to manage and reduce bush fire hazards. Of the 9,680 proposed Hazard Reduction works, 82.9 percent have been completed.

During 2012/13, a total of 281,492 hectares were treated by hazard reduction activities. This provided bush fire protection to 146,292 properties. Annual bush fire hazard reduction targets for land management agencies responsible for bush fire prone lands were established and the number and area of hazard reduction activities were increased on national parks and reserves. A total of 209,593 hectares of National Parks and reserves were treated.

A full report on hazard reduction activities can be found on Appendix A.

Community Resilience

Public information

The NSW RFS Prepare. Act. Survive. public awareness campaign has been running since 2009 and in 2012/13 the campaign focussed on encouraging people to complete a Bush Fire Survival Plan. The range of the 2012/13 campaign was extensive, running from September 2012 to February 2013 it included coordinated television, radio, online, print and outdoor advertising.

The campaign was recognised by the advertising industry for its creative approach in encouraging people to make a Bush Fire Survival Plan. The campaign, which was produced by the Corporate Communications team, has picked up four 'bronze pencils' at the AWARD Awards, run by the Communications Council. Each of the three 30

second TV commercials won an award, while the overall campaign also picked up an award.

Post campaign research also revealed that the campaign had a positive impact on public awareness of fire safety.

Research showed that the level of preparedness and confidence within the general community had risen to its highest level, with 50 percent of people stating they are confident or very confident, while 46 percent state they are prepared or very prepared. Twenty four percent of people state they have an official Bush Fire Survival Plan. Seventy one percent of people who have a Bush Fire Survival Plan have completed it. This is an increase from 50 percent at the end of the 2011/12 season.

The second year of the three-year Prepare. Act. Survive. campaign began at the end of the 2012/13 reporting period with a focus on mobile and digital media. A mobile and tablet version of the Plan is under development, which will provide people with tips for preparing, as well as information during fires. This will complement the Fires Near Me smart phone application.

Our members

Employer recognition program

The Supportive Employer Program was officially launched on 6 March 2013 by the Minister for Police and Emergency Services, the Hon. Michael Gallacher and Commissioner Shane Fitzsimmons. The primary intention of the program is to acknowledge and recognise the contribution that employers and self employed volunteers make to the NSW RFS, particularly by releasing volunteers to attend incidents/activities during work hours.

Following the call for nominations by the Minister and Commissioner at the program's launch, 12 businesses were honoured with the 2013 Special Commendation during National Volunteers Week in May. The businesses ranged from self-employed volunteers, through small and medium enterprises, to large corporations.

Flexible Membership Model

In March 2013 the Flexible Membership Model (FMM) was officially launched. The FMM is essentially an approach, or way of doing things, which will encourage more people to join or stay with the NSW RFS and be part of an organisation that protects their own local communities.

Flexible membership will help the NSW RFS to retain its current vibrancy, while developing new ways for more people to participate and ultimately serve the community. It is about promoting a Service that is welcoming for people of different ages, genders, cultures and situations and has a range of roles for them. It is also about removing barriers which may deter people from participating, including allowing them to change their role and level of involvement as their availability, capabilities and interests change.

A new set of recruitment resources was also developed which more accurately reflect the variety of roles that are currently being undertaken within the NSW RFS.

Organisational capability

Financial services

The NSW Budget allocation for the total expenses of the NSW RFS for 2012/13 was \$303.1 million; an increase of \$17.7 million or 6.2 percent.

The funding provided enabled the Service to:

- Continue its commitment to bush fire prone communities through a combination of fire mitigation work crews, fire mitigation grants, hazard reduction allocations to Local Government and investment in Neighbourhood Safer Places
- Progress the program to upgrade the private mobile radio network and paging infrastructure to ensure volunteers have modern and reliable communication tools
- Enhance equipment and facilities for volunteer firefighters through the provision of tankers and other firefighting vehicles, new and upgraded Brigade stations and Fire Control Centres and upgraded firefighting equipment including personal protective equipment

- Improve community awareness through the Prepare. Act. Survive. public awareness campaign

New corporate governance framework

An enhanced Corporate Governance Framework for the Service based on the 'Lighthouse' model of the Audit Office of NSW, was developed. This Corporate Governance Framework position paper was approved by the Commissioner on 18 April 2013.

While the NSW RFS is well placed in relation to its governance arrangements work is continuing to improve them. The following is being undertaken as part of the Governance Framework Project:

- developing a governance policy
- clearly documenting the NSW RFS Corporate Governance Framework
- actively communicating and promoting the NSW RFS Governance model across the Service (i.e. the Fire Tower model)
- establishing a regular reporting regime as part of the governance framework to the Executive, CEG and to the Audit and Risk Committee
- developing a governance awareness / training program based on the Framework
- assessing the opportunity for a self assessment strategy to be included in the Governance regime
- reviewing of the Service's internal control system, including compliance and the associated broader Executive assurance process related to the internal control system
- contributing to an annual governance statement on the internal controls.

Finally, in order to better contextualise the symbology of the governance framework and related concepts to the NSW RFS environment, the Audit Office 'Lighthouse' model visual representation has been revised into a NSW RFS Governance Fire Tower model.

Arson prevention

The NSW RFS is the lead agency in providing a new system to help combat arson which was implemented in the reporting period.

The Arson Trend Analysis System (ATAS) allows Fire Investigators to rapidly select, collate, assess and export information on fire incidents in NSW soon after they have occurred. The power of the system lies in its ability to very quickly generate reports which reveal patterns of behaviour – such as clusters of incidents taking place in a certain locality or connected incidents happening one after the other. The reports are easy to read – maps and graphs are automatically generated. This is the first time data about fire incidents is being shared between NSW RFS, FRNSW, NSW Police and NPWS which makes the system even more powerful for fire investigators.

The Bush Fire Arson Taskforce (BFAT) evolved as a result of issues arising from the 2009 Black Saturday Fires in Victoria and the subsequent Federal Attorney General's Workshop on the Prevention of Arson.

Membership comprises of NSW RFS, NSW Police Force, FRNSW, NPWS and Juvenile Justice personnel. The primary role of the BFAT is to reduce the incidence and impact of arson and deliberately lit bush fires throughout NSW. Assistant Commissioner Rob Rogers represents the NSW RFS on this committee.

Fire Behaviour Analysis

Predicting how fast a fire is travelling, where embers may land and how hot a fire might get are aspects of the Fire Behaviour Analysis (FBA) and Smoke Plume Modelling which was active in the reporting period.

FBA provides timely and informative advice about the predicted passage of a fire and the actions to be taken by people in areas potentially in its path is a key recommendation. A project to expand the use of FBA in the field and integrate it into Incident Management Teams across the State was implemented in the reporting period. Two Portable Automatic Weather Stations (PAWS) have also been purchased to support FBA and Bureau of Meteorology (BOM) forecasts. So far more than 56

members have been trained as Fire Behaviour Analysts across NSW.

Enterprise Risk Management Award

The NSW RFS has continued to enhance its level of risk maturity and has further integrated risk management with planning, project management, internal audit and other decision-making processes. A risk based Internal Audit Plan was developed and a significant number of risk workshops were regularly facilitated throughout the year.

In the reporting period the NSW RFS was recognised as a leader in risk management practice within the NSW public sector at the 2012 Treasury Managed Funds Awards for Excellence.

The NSW RFS won the 'Framework and Systems Risk Management Award' - which recognised excellence in the implementation of a risk management-related framework or system. In winning this award, the NSW RFS was able to demonstrate that managing risk has been embedded within its planning processes, decision-making structures and operational procedures.

The NSW RFS's organisational performance against specific measures has improved after risk treatment, and risk management is increasingly used to inform decision-making across the NSW RFS to improve outcomes and provide value. Among the many key factors in establishing the NSW RFS's successful risk management framework have been using a formal project methodology and governance and a staged implementation approach; identifying best practice; developing networks; resourcing; extensive stakeholder consultation and building capability.

New appliances rolled out

The 2012/13 fire season demonstrated the benefits of a modern fleet. In early 2013 the Service launched two new firefighting vehicles, the Cat 6 Firefighting Appliance and Cat 13 Bulk Water Support Unit. These appliances carry 9,000 and 11,000 litres respectively. Both are based on the same Single Cab, an Isuzu FVZ 1400, powered by a six-cylinder 24 valve SOHC engine with an Allison six speed automatic transmission configured with a hand lever operated

CHAPTER THREE

transmission retarder. To improve the vehicles off road capability, the rear axles are fitted with both diff locks and cross locks. The Cat 6 and the Cat 13 bring a greater diversity and capacity to the NSW RFS operations and were designed with a view to the future. They both allow operations to be delivered effectively while using smaller crews, as well as providing improved access to possible water sources. The development of these two appliances has been the direct result of engaging with the volunteers who use these vehicles.



KEY FOCUS AREAS

04

Key strategies

- › Increase diversity through the expansion and recognition of roles
- › Strengthen and develop leadership
- › Invest in vulnerable communities and people at risk
- › Increase public information and awareness
- › Increase hazard reduction in areas most at risk
- › Develop a flexible and adaptive response model to meet community expectations
- › Integrate core information systems and utilise research evidence
- › Improve asset and infrastructure management
- › Develop new and innovative partnerships

2012/13 milestones

M1	Number of properties protected and area treated by hazard reduction increased in line with State targets
M2	Number of identified Neighbourhood Safer Places increased
M3	Number of students completing the Secondary School Cadet Program meets State target
M4	Volunteer recruitment and retention program developed
M5	Three-year bush fire safety public awareness campaign implemented
M6	Programs to improve fire safety in indigenous communities established
M7	Review of Planning for Bush Fire Protection completed
M8	Bush Fire Environmental Assessment Code review completed
M9	Computer Aided Dispatch (CAD) staged implementation commenced
M10	Ten-year strategy for aviation resourcing and management in place
M11	Organisational communications and engagement plan implemented
M12	Dual data centres to support ICT disaster recovery upgraded
M13	SAP fleet and asset management module implemented
M14	Government corporate services reform programs implemented
M15	Fatigue management guidelines implemented
M16	Number of qualified fire behaviour analysts increased
M17	Initiatives to reduce bush fire arson consistent with national priorities for action established

PREVIOUS PAGE: Region West Familiarisation Tour in August 2012. Group Captain Rick Howard from Region West explains the grass growth patterns to volunteers from Region East.

2015 targets

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

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

KFA One

PROTECT PEOPLE, PROPERTY AND THE ENVIRONMENT

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

Included in this Key Focus Area for 2012/13 were hazard reduction targets and mitigation programs, Neighbourhood Safer Places, Community Protection Plans and continuous improvement of operational procedures.

Milestones for 2012/13 and 2015 Targets

- | | |
|------------|---|
| M1 | Number of properties and area treated by hazard reduction increased in line with State targets |
| M2 | Number of identified Neighbourhood Safer Places increased |
| M7 | Review of Planning for Bush Fire Protection completed |
| M8 | Bush Fire Environmental Assessment Code review completed |
| M17 | Initiatives to reduce bush fire arson consistent with national priorities for action established |
| T1 | Number of properties protected by hazard reduction works increased by 20,000 per year |
| T2 | Annual average level of area treated by hazard reduction activities increased by 45 percent |
| T3 | 200 more Neighbourhood Safer Places created in bush fire prone areas |
| T7 | Risk assessment of all schools in bush fire prone areas in NSW |
| T11 | Communities in bush fire prone areas are more prepared and aware as a result of targeted and coordinated public awareness campaigns |

Properties and Area Treated by Hazard Reduction Works

The NSW RFS and other land management agencies are working to meet the Government's NSW 2021 targets to increase hazard reduction across NSW:

- To increase the number of properties protected by hazard reduction works across all bush fire prone land tenures by 20,000 per year by 2016; and
- To increase the annual average level of area treated by hazard reduction activities by 45 percent by 2016.

Substantial work has been completed around the State to manage and reduce bush fire hazards. Of the 9,680 proposed Hazard Reduction works, 82.9 percent have been completed.

During 2012/13, a total of 281,492 hectares were treated by hazard reduction activities. This provided bush fire protection to 146,292 properties. Annual bush fire hazard reduction targets for land management agencies responsible for bush fire prone lands were established and the number and area of hazard reduction activities were increased on national parks and reserves. A total of 209,128 hectares of national parks and reserves were treated.

Given the significant targets, the NSW RFS State Mitigation Support Service (SMSS) crews assist volunteer brigades conduct bush fire mitigation and hazard reduction work. Crews support brigades by carrying out preparation works prior to a hazard reduction burn including constructing control lines, creating and maintaining asset protection zones and assessing fuel loads. An analysis of the impact of the SMSS crews on the Hazard Reduction Works program was conducted in the reporting period. The analysis found that average annual burning works has

increased by 83 percent since the Fire Mitigation Works Crew program commenced 2009/10. It also found that 84.7 percent of local government areas in which SMSS crews have undertaken preparation works have increased the level of completed hazard reduction burns.

Total number of HR burning works completed by NSW RFS from 2010/11 to 2012/13 was 2,075. The e total number of completed HR burning works by NSW RFS prepared by SMSS from 2010/11 to 2012/13 was 785.

Number of identified Neighbourhood Safer Places

Reducing the impact of bush fires is a shared responsibility between government, emergency service organisations and the community. The community has an integral role to play in taking the necessary steps to prepare their property and to implement their Bush Fire Survival Plan. Part of this plan may include the relocation to a Neighbourhood Safer Place (NSP).

A NSP is a place of last resort for people to gather during the passing of a bush fire front. The primary purpose of a NSP is the protection of human life. NSPs are typically a building or open space within the community which provides a higher level of protection from the immediate threat of fire.

Accessibility and determining the potential exposure of a site to radiant heat are two of the key considerations when determining the potential NSP options.

An extensive audit of all NSPs was undertaken prior to the 2012/13 bush fire season to ensure they met the required standards. The audit identified the need for works to signage, maintenance of Asset Protections Zones and the development of performance based solutions.

The NSW RFS is working to meet the State Government's NSW 2021 targets to increase the number of identified Neighbourhood Safer Places.

As at 30 June 2013, there are 900 designated NSPs – many of which have been identified incidentally and through the completion of Community Protection Plans. The NSW RFS will

continue to establish strategically placed NSPs to improve community safety during bush fires.

Review of Planning for Bush Fire Protection

Planning for Bush Fire Protection 2006 (PBP) provides the necessary planning considerations for residential developments on bush fire prone land.

This milestone reflects the NSW RFS undertaking to review PBP within five years of its publication. The review includes amendments reflecting changes in legislation, learnings and policy since 2006.

The aim of PBP is to use the NSW development and assessment system to provide for the protection of human life and to minimise the impacts on property from the threat of bush fire. In line with the government's NSW Planning System Review, and an undertaking to review PBP every five years, the NSW RFS has re-drafted PBP. The draft reflects findings from the 2009 Victorian Bushfires Royal Commission, amendments to Australian Standard AS3959: Construction of Buildings in Bush Fire Prone Areas released in 2011, and 20 submissions that were received during the public consultation period. The review is expected to validate and maintain the basic principles of the current document.

The review will ensure the guideline continues to deliver a balanced, risk-based approach to planning and development in bush fire prone areas. It recognises that bush fire is a natural part of the Australian environment and acknowledges that despite best efforts bush fires will occur, and under extreme conditions, losses from bush fire are still possible. It will maintain, however, an overall position that ensuring community safety is critical to planning and development.

A final review of the draft will take place following the enactment of new planning legislation.

Review of the Bush Fire Environmental Assessment Code

The Bush Fire Environmental Assessment Code (the Code) was developed in 2003 in accordance with the *Rural Fires Act 1997*. The Code streamlines the environmental assessment and

approval process for essential bush fire hazard reduction works that comply with set minimum requirements.

Currently, the Code provides for an environmental approval for bush fire hazard reduction works without the need for additional environmental approval under State laws. However, it does not negate the need for approval under the *Commonwealth Environment Protection and Biodiversity Conservation Act 1999*.

The Code has been used successfully in facilitating bush fire hazard reduction works on both private and public lands.

The Code is subject to review every five years and as such a review of the Code was identified as a key milestone on the NSW RFS Corporate Plan for 2012/13. Having been last reviewed in 2006 a Working Group to review the Code was established in 2011. With the recent establishment of the Government's Independent Hazard Reduction Audit Panel, however, the review of the Code was deferred pending the Panel's report.

Community Protection Plans

Community Protection Plans (CPPs) are detailed, practical, community level documents that provide the public, land management agencies and fire authorities easy to understand information on the bush fire threat for a community. CPPs also outline the current and proposed risk treatment works; access and egress issues; the location of vulnerable members of the community (schools, hospitals, nursing homes, childcare centres) and available protection options.

In 2012/13, a total of 38 CPPs were completed, with another 44 CPPs in progress. While the target of 80 CPPs completed was not met, a total of 82 CPPs were started during the period. CPPs are being developed in accordance with a 12 month implementation schedule which identified the priority communities for CPPs, that is, those at extreme risk of bush fire.

Risk assessment of all schools in bush fire prone areas in NSW

The School Bush Fire Risk Treatment Program provides a framework for schools to understand and assess their level of risk from bush fires and to take the appropriate steps to mitigate this threat.

The NSW RFS has worked with the Department of Education and Training to undertake an audit of their risk assessments and a pilot was conducted in 2012/13. This initiative will continue in 2013/14.

Initiatives to reduce bush fire arson consistent with national priorities for action established

The NSW RFS is working with the Bush Fire Arson Taskforce to develop an electronic arson information database to assist in the identification and tracking of arson related incidents. The program enables the extrapolation and analysis of all fire incident data thus identifying areas with arson related issues and enabling the implementation of ignition prevention strategies as well as possible identification of serial arsonists. This program satisfies the national priority for data sharing between agencies. A State-wide multi-agency Ignition Prevention Plan was completed in 2012/13. The Ignition Prevention Plan sets strategies for all agencies to mitigate the prevention of bush fire across the State on days of very high to catastrophic fire danger. This plan meets national strategies for the prevention of arson related bush fires.

Develop and Manage the State Rapid Aerial Response Teams (RART) and Remote Area Firefighting Teams (RAFT) Program

RAFT

Remote Area Firefighting Teams (RAFT), typically hike into difficult or remote areas to help contain or extinguish fires. NSW RFS RAFT volunteers are highly trained in mapping, navigating in day and night environments, using specialised equipment and dry firefighting techniques. RAFT members may also be required to cut helicopter landing pads, mop-up and patrol fires edges, establish containment lines, set up remote area

CHAPTER FOUR

communications and undertake reconnaissance activities. In 2012/13, the NSW RFS enhanced the RAFT capability across the State bringing on two new teams – Macarthur and Hornsby – both of whom were utilised significantly throughout the fire season. The NSW RFS coordinated 88 RAFT deployments of its volunteer members.

RART

In 2010, the NSW Government committed to establishing Rapid Aerial Response Teams (RART) across the State in both the NSW RFS and NSW NPWS), in response to the outcomes of the Victorian Bushfires Royal Commission. Due to the difficult terrain of many fires, and the necessity

of providing an immediate response to new ignitions such as those caused by lightning strikes, RART teams were developed. RART teams consist of RAFT members with winch certification. This allows these specialised firefighters to be transported to new ignitions in remote areas by helicopter. In 2013/14, the RART program was reviewed and new RART Protocols were developed. The NSW RFS met with the NPWS to determine the triggers for when RART crews will be stood up and responded. These triggers were successfully implemented throughout the year. In total, there were 65 RART deployments in 2012/13 by the NSW RFS.

KFA Two

LEAD COORDINATED BUSH FIREFIGHTING AND PREVENTION IN NSW

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

This Key Focus Area covers the lead role of the NSW RFS in the Bush Fire Coordinating Committee's (BFCC) responsibility to coordinate all State firefighting operations and agencies involved in bush fire prevention, and the role of local Bush Fire Management Committees (BFMC) in developing risk management and operational coordination plans.

Milestones for 2012/13

- M10** Ten-year strategy for aviation resourcing and management

Ten-year strategy for aviation resourcing and management

The NSW RFS is currently undertaking a strategic review of its ten-year aviation needs. The review is being carried out in conjunction with partner agencies, and will include a review of contracting, leasing and purchasing arrangements of suitable aircraft. The scope of this project was expanded by Treasury to incorporate multi-agency requirements.

Drafting of Stage 1 (Scoping Strategy) of the 10-year Aviation Plan Scoping Strategy was delivered by an external consultant in early 2013. The draft is currently under review and is expected to be finalised in the new financial year.

Work to begin the 10-year strategy itself will commence upon finalisation and approval of the Scoping Strategy.

The State Air Desk

In 2012/13, the State Air Desk was operational for the tasking of 2,355 aircraft and fuel trucks to fire and emergency incidents and in support of aviation operations across NSW.

KFA Three

ENHANCE COMMUNITY RESILIENCE

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

Initiatives in this Key Focus Area addressed the delivery of bush fire alerts and warnings, public awareness campaigns, community engagement to increase bush fire preparedness, and planning for bush fire protection in the built environment.

Milestones for 2012/13

- M5** Three-year bush fire safety public awareness campaign implemented
- M6** Programs to improve fire safety in indigenous communities established

Three year bush fire safety public awareness campaign implemented

A three-year coordinated public awareness campaign was developed and approved in August 2012. The first year of the new campaign was conducted during the 2012/13 bush fire season. The campaign had strong success, particularly in improving the awareness, use and completion of the Bush Fire Survival Plan. Nearly 70,000 Bush Fire Survival Plans were downloaded in the year – 55,000 of which were downloaded in January 2013 alone. The success of the campaign was recognised with a number of local and international advertising industry awards.

Programs to improve fire safety in indigenous communities established

In some remote Aboriginal communities, the risk of bush fires is ever present and some communities may be particularly vulnerable.

In 2011/12 Stage 1 of the Bush Fire Resilience for Aboriginal Communities (BRAC) project saw funding from the Ministry of Police and Emergency Services used to complete bush fire and structure fire risk assessments in 34 Aboriginal communities throughout NSW.

Funding for Stage 2 of the BRAC Project was received in 2012/13 with a Project Manager now appointed. The Project Manager will continue to improve community liaison with the NSW and Local Aboriginal Land Councils. Districts are reviewing plans for implementation of Stage 1 recommendations during 2013/14, with progress being monitored through achievable performance measures as the project continues.

Assist Infirm, Disabled and Elderly Residents (AIDER) Program

The NSW RFS Assist Infirm Disabled and Elderly Residents (AIDER) program is a once-off free service, supporting vulnerable residents to live

more safely and confidently in their home on bush fire prone land.

NSW RFS AIDER crews help these residents with preparation of their properties to reduce bush fire hazards by clearing gutters, thinning vegetation, removing leaf and tree debris, trimming branches from around and overhanging the home, mowing or slashing long grass. AIDER services are provided to vulnerable people who have limited

domestic support available from family, relatives, friends or other services. This could include older people, people with disabling conditions and people who are already receiving community assistance and services.

In 2012/13 the NSW RFS completed 833 AIDER jobs. The NSW RFS is committed to continuing the AIDER program throughout 2013/14.

KFA Four

VALUE AND SUPPORT OUR MEMBERS

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

Initiatives in this Key Focus Area strengthen the NSW RFS workforce; they include the development of workforce metrics and the Flexible Membership Model.

Milestones for 2012/13 and 2015

Targets

M3	Number of students completing the Secondary School Cadet Program meets State target
M4	Volunteer recruitment and retention program developed
T4	Additional 4,000 secondary school students trained through the School Cadets Program
T9	Next Generation Strategic Plan implemented
T16	Learning and Development frameworks aligned with flexible membership

Secondary School Cadet Program

The Secondary School Cadet Program is a priority action in the NSW Government's NSW 2021.

Secondary School Cadet Program provides Year 9 and 10 students with an insight into fire safety and prevention while developing practical life skills and a general appreciation of community service and volunteerism. The aim of the program is to:

- › Develop an interest in the NSW RFS and its traditions
- › Provide cadets with a knowledge of fire safety and preparedness
- › Develop the qualities of leadership, self-discipline, self reliance, initiative and team work
- › Encourage cadets to continue service in the NSW RFS or other community service organisations
- › Provide training that can contribute to the NSW RFS firefighter and other specialist training.

The Secondary School Cadet Program continued its success throughout the 2012/13 period.

In the 2012/13 financial year, an additional 827 students participated in the Secondary School Cadet program, in around 60 programs across NSW.

Volunteer recruitment and retention program developed

The NSW RFS has received a National Disaster Resilience Program (NDRP) grant for the purpose of producing a volunteer recruitment and retention kit for Rural Fire Brigades.

The intention of the kit is to provide support and guidance to brigades in relation to their recruitment and retention efforts. The kit will include a self assessment component, as well as other information and resources that support recruitment

and retention generally. Brigades will have the ability to select the components that are most applicable to them; uptake of the resource will be optional. Overall, the content of the resource will be based on the principles of flexible membership and have a strong reliance on Brigade case studies.

The 2012/13 period has seen a significant amount of consultation occur with the membership. A draft version of the kit has been developed and the kit is on target for release at the end of October 2013.

Next Generation Workforce Strategic Plan (NGWSP) implemented

The NGWSP outlines nine milestones and targets in relation to the NSW RFS's human resource strategy and workforce planning. A summary of these milestones and their progress to date is outlined below:

- **Flexible Membership Model agreed (completed)** - The draft model was developed and based on research into future NSW RFS needs and extensive feedback from members (notably during the workshops for development of the NGWSP). The Flexible Membership Model is a set of initiatives designed to attract a wider variety and greater number of members; retain the right people more effectively; provide many and varied pathways of involvement and advancement; better reflect the profile of the community and equally value all roles. These qualities should provide a better, more engaged and balanced system of protection against fires for the community. The final version of the Flexible Membership Model was released in March 2013.
- **Flexible Service Structure agreed (completed)** - This milestone relates to migration to the NSW Government Capability Framework and development of more flexible structures to provide better opportunities for career progression and diversity. All District and Regional positions have migrated to the capability framework, and headquarters staff will migrate progressively in conjunction with the roll-out of e-recruitment within the NSW RFS.

- **Appropriate workforce metrics defined (completed and review as required)** - This initiative relates to developing community profile documents for each Rural Fire District in NSW. The purpose of this document is to provide Districts so that localised workforce planning can be conducted. The information contained within these documents is extracted from both NSW RFS and the Australian Bureau of Statistics data.

- **NSW RFS ready for implementation of human resource aspect of SAP system (Officially complete with enhancements continued into 2013/14)** - The SAP HR project concluded on 30 June 2012. The projects two major component were 1. The 'on boarding' of NSW RFS and NSW SES onto Fire & Rescue NSW SAP Payroll Platform and 2. integrated management improvements (i.e. volunteer data base - ESS/MSS - learning and development, volunteer recruitment and volunteer non-incident time capture, MyRFS portal). By agreement of the steering committee a key element for this reporting period was the implementation of electronic time sheets. The build for this component was completed and the first round of user testing was conducted in May 2013. Issues that arose were referred for rectification with the second round of testing occurring in June and the following months. The go live date is expected in the first quarter of 2014, with pilot programs to be run in two sections in December 2013.

- › **Communication strategy for the NGWSP developed and Phase 1 completed (completed)** – The communication strategy was developed and endorsed in May 2009. Phase 1 of the plan is complete, however communication of the plan will continue as required.
In respect to the Next Generation Workforce Strategic Plan this action is now complete; however the program will continue to be an important initiative for the NSW RFS, particularly as a mechanism to recognise the contribution that employers and self-employed volunteers make to the organisation.
- › **Flexible Training Programs designed (continuing into 2013/14)** – The implementation of flexible training programs is intended to support the Flexible Membership Model.
The NSW RFS is currently working through reviewing all its programs as part of developing them from face-to-face programs to programs that can be delivered through a blended learning approach.
A key initiative for this milestone is the redevelopment of large training programs into modules to better target specific skill sets. The modularisation of the Advanced Firefighter program is the first step in this process. This includes modules such as work autonomously, crew safety and welfare, pumps and pumping, navigation and wildfire behaviour and allows for the program to be delivered as a combined program or as standalone modules. Following on from this work is the scoping of the Bush Firefighter program and the Village Firefighter program for modularisation.
- › **A revised Risk Plan on Health and Safety published (continued, actioned and monitored)** – A specific Health, Safety and Welfare (HSW) risk register was developed for the purpose of identifying and managing risks. Actions associated with the 2012 OHS Audit (IAB) are monitored and status updates are provided to the Membership Services Consultative Committee and Audit and Risk Committee.

- › **A system of workforce planning (including succession planning) is designed for all levels of the NSW RFS (completed, support as required)** – This initiative is linked to workforce planning metrics. The intention of the workforce planning system is to develop a more formal approach to localised workforce planning, put simply a system that considers a local area's profile and individual needs so that relevant workforce planning strategies can be developed.

Learning and Development frameworks aligned with flexible membership

During the 2012/13 period work continued towards making the training more flexible in line with the Flexible Membership Model.

In particular, the roll out of the modularisation of the Advanced Firefighter program progressed with the Advanced Programs Introduction, Crew Safety and Welfare and the Navigation modules being released. The remaining two modules are in the final stage of production.

The driving program was also redeveloped into a modular format. The program was split into two, with one being the Rural Fire Driver course and the other being the Off Road Driver course. The key focus of both of these courses is on driver safety.

The community safety training pathway was revised to be in line with the Flexible Membership Model. This involved the Community Safety Assistant (CSA) and the Community Safety Facilitator (CSF) being updated and released. The Community Liaison Officer is currently being updated to build on the CSA and CSF programs.

The leadership training pathway was reviewed and refined in order to make it more robust. Volunteer training related to leadership (level three) was run at Crew Leader level to develop their skills, knowledge and understanding in this area.

Finally, the trainer and assessor training programs were updated to ensure the NSW RFS trainers and assessor have the most up to date skill set required under Registered Training Organisation obligations.

KFA Five

BUILD ORGANISATIONAL CAPABILITY AND SUSTAINABILITY

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

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

- T10** Organisational Risk Management framework integrated across the NSW RFS
- T13** Consolidated SAP solution to manage fleet and equipment implemented
- T14** Radio and pager network upgrades completed
- T15** Station/Fire Control Centre works plans implemented in line with local needs and funding provided by Government
- T17** Research framework and utilisation strategy implemented

Milestones for 2012/13 and 2015 Targets

- M9** Computer Aided Dispatch (CAD) staged implementation (renamed as NSW RFS Dispatch System).
- M12** Dual data centres to support ICT disaster recovery upgraded
- M13** SAP fleet and asset management module implemented
- M14** Government corporate services reform programs implemented
- M15** Fatigue management guidelines implemented
- M16** Number of qualified fire behaviour analysts increased
- T5** Computer Aided Dispatch system (CAD) implemented
- T6** Fire behaviour analysis capability developed State-wide
- T8** Business requirements developed for the replacement of the Bush Fire Risk Information Management System (BRIMS).

NSW RFS Dispatch staged implementation

A trial of this initiative commenced in 2011, the aim of the trial was to test communication and dispatch protocols for a 24/7 centralised dispatch process using the Operational Customer Service Centre at Headquarters in Lidcombe. The trial was deemed successful but demonstrated that State-wide implementation would prove challenging due to the unique environment of the NSW RFS.

Achievement of this milestone involves the completion of scoping work to examine the alternate dispatch models available and the use of FRNSW Emergency Services Computer Aided Dispatch system to support the NSW RFS.

In 2012/13, the NSW RFS CAD Business Requirements were developed and a gap analysis was undertaken. Two Districts also implemented the District Pilot project in 2012/13.

Dual data centres to support ICT disaster recovery upgraded

The Dual Data Centre project, completed during the reporting year, enables the NSW RFS to operate from either of two geographically separate computing facilities. This enhances NSW RFS's Disaster Recovery capability as well as delivering improved redundancy and higher availability of NSW RFS information systems.

The draft Disaster Recovery Plan has been developed and approved. Disaster Recovery testing and the Dual Data Centre upgrade was completed in June 2013.

The Dual Data centre project has delivered an equivalent computing capacity at the second data centre. This means that the same number of users and core applications that run on our primary data centre are now supported from the secondary data centre. There are also multiple redundant pathways established between the two data centres and FRNSW for SAP services.

As part of this project, ICT also conducted a full disaster and recovery simulation, confirming that our systems have the capacity to run from an alternative location in the event of a system failure. This included failing over the systems to our secondary data centre and then failing back to

normal, i.e. running from the primary data centre. This test ensured that should a machine or some network equipment fail, the core NSW RFS applications and ICT services become available from the secondary data centre, almost immediately and, in most cases, without the user noticing.

Comprehensive testing proved that switching to the secondary data centre for our core applications, in an event of a disaster, can now be measured in minutes and without any data loss.

Other key benefits include a minimal downtime for our core applications during a planned maintenance period. We now have the capability to switch services to the secondary data centre, partially or fully, to maintain continuity of services, while upgrades and maintenance occur at the primary data centre. The systems can also be load-balanced, that is work from both centres, sharing the network load appropriately should the demand for these systems increase during fire season.

ICT has also completed a project that provided the ability to share common data across the various applications within the NSW RFS. This enabled faster and more cost effective application development and enables obsolete applications to be removed from the system without the risk of losing data or impacting live applications.

SAP Enterprise Asset Management Project implementation (Corporate Plan reference – SAP fleet and asset management module implemented)

This program builds upon the existing SAP platform and will consolidate fleet and equipment into a single system. The SAP program of work for the Emergency Services Sector has been underway since 2008, and the development of this Enterprise Asset Management component is the next logical strategic step in that program.

The NSW RFS currently has over 7,000 operational firefighting and ancillary fleet items and approximately 200,000 items of serialised emergency equipment across the State of NSW. Implementation includes capture and recording for this extensive array of assets. It incorporates the

development of key modules for a single asset management system which also enables various legacy applications to be migrated and retired.

The joint agencies SAP Enterprise Assets Management Project Business Requirements were completed in the reporting period. System design, known as Blueprinting is next to commence with program implementation expected to be complete by December 2014. When complete the solution will be fully integrated with existing SAP applications which include financials and human resources. The result being that all assets are able to be tracked, managed and maintained for total asset life value and are linked directly to the asset register for accounting purposes.

An inventory management system is also being progressed as a component of the SAP Enterprise Asset Management Project which supports the Operational and Mitigation Support Systems (OMSS) warehouse management at Glendenning. Aligned with the EAM project, this is expected to be complete by 31 December 2014.

Government corporate services reform programs implemented

The Justice Shared Corporate Services (JSCS) has been established to support improvements to shared corporate services business practices in all agencies within the Justice Cluster. Improvement initiatives are guided by established government and industry standards and best practice benchmarks. To this end the Cluster has adopted a Centres of Excellence (CoE) approach to this initiative and its implementation.

The CoE approach is designed to support the identification and ongoing implementation of best practice strategy, policy, process and systems across the Justice Cluster in Human Resources, Financial Management, Asset Management, Procurement and Information Technology. The CoE approach will ensure the Justice Cluster agencies engage in cross-cluster sharing and collaboration needed to move business units to exceeding peer levels in the provision of shared services.

The design for identified shared services activities within the human resources component have

commenced with the establishment of the Justice Shared Corporate Services Program (JSCSP) Human Resource Functional Leadership Group (HRFLG). The JSCSP (comprising of all Agencies in the Justice Cluster) was launched on 1 March 2013. HRFLG is one of four functional leadership groups under the Program.

The HRFLG has met on four occasions in the 2012/13 Financial Year. Projects and initiatives under consideration by the HRFLG include; joint Cluster response to Public Service Commission on bullying; building respectful workplaces; Taleo (jobs.nsw) and SAPHR; fatigue management; mental health; health and safety issues; training venues; performance management; leadership and management; IR issues and criminal records checks. These are ongoing projects and it is expected there will be further policy developments in the next reporting period.

Finalisation of the establishment of new arrangements for the Service and Brigades with respect to tax deductible donations

Work continued from the previous year in finalising the establishment of a centralised public fund with Deductible Gift Recipient (DGR) status, enabling brigades to receive tax deductible donations. This fund was established in early 2013. In addition to the establishment of the central fund, a process has been developed for brigades who choose to establish their own DGR fund. The operational Central Fund bank account has been established with Westpac and the trust deed signed and five of the seven trustees are volunteer members of the Service.

Fatigue management guidelines implemented

Fatigue Management Guidelines were drafted and implemented in 2012/13. To ensure these guidelines remain fit for purpose they are subject to ongoing review through the Consultative Committee process.

The Health Safety and Welfare unit maintains a monitoring role in fatigue related injuries.

In 2013/14 it is anticipated that the Fatigue Management Guidelines and Service Standard will be reviewed following the fire season.

Fire behaviour analysis capability developed State-wide

Fire Behaviour Analysts (FBAs) are used to prepare bush fire behaviour predictions during the bush fire season and smoke plume modelling for hazard reduction activities. The NSW RFS seeks to increase the number of trained FBAs within the organisation by conducting a fire behaviour analysis course, mentoring and assessing fire behaviour as well as providing skills maintenance.

The program to achieve this goal is dependent on NSW experiencing periods of fire conditions. Fire activity throughout the year provided an opportunity to commence this program. In September 2012 the NSW RFS ran a FBA course for internal and external agency representatives. The bush fire activity then enabled the training program to commence in full and FBAs continue to be assessed during fire reduction activities.

FBAs will continue to be mentored, assessed and have their skills maintained during hazard reduction activities. The number of qualified FBAs has increased by five personnel.

Business requirements developed for the replacement of the Bush Fire Risk Information Management Systems (BRIMS)

The Bush Fire Risk Information Management System (BRIMS) is used by the NSW RFS and other agencies to document hazards, risks and mitigation activity in a bush fire context.

While it is recognised that to meet future business needs a new BRIMS platform is required funding for this project has not been finalised. As a result, there has been no action on a replacement for BRIMS during the reporting year.

Radio and pager network upgrades completed

Over the past two years the Service has focussed on two key communication projects - the P25 radio network upgrade and the paging systems upgrade. These upgrades are being undertaken due to network equipment reaching end of life cycle, deterioration in performance, 400 MHz spectrum harmonisation and the increasing cost of maintenance.

The Private Mobile Radio (PMR) upgrade project is 40 percent complete, with Murrumbidgee Irrigation Area, Southern Tablelands, Hawkesbury and Clarence Valley digital networks currently operating on digital PMR. Another 10 networks are well underway and due for completion in 2013. Planning works for 90 percent of PMR digital links has been completed with 85 percent of these new IP links now licensed with Australian Communications and Media Authority (ACMA). During this process, some significant re-work was required to take into account spectrum limitations and utilisation of existing infrastructure and sites.

To date:

- 45 out of 80 new radio transmission towers are either built, underway or in planning
- 25 out of 80 solar sites have had power upgrades completed or are near completion
- 25 out of 80 new huts have been constructed, installed or have had orders placed.

The State-wide radio re-profiling process is 60 percent complete with new radio profiles including NSW RFS digital and analogue channels, while removing analogue GRN (Government Radio Network) channelling.

The NSW RFS continues to work with NSW Telecommunications Authority to achieve expected GRN coverage and capacity to meet operational objectives and to improve the ability to transition permanently to GRN for some districts in the high spectrum density areas around Sydney, Blue Mountains, Newcastle and Wollongong.

The paging upgrade continues with all Fire Control Centres (FCC) server upgrades completed. Around 45 percent of the overall paging transmission network is now upgraded to a simulcast technology.

Station/Fire Control Centre works plans implemented in line with local needs and funding provided by Government

In the reporting period funding was allocated for newly built and refurbished buildings throughout the State. These included the following:

Region South

During 2012/13 a new Fire Control Centre (FCC) was completed at Bombala and the official opening of the Murrumbidgee Irrigation Area FCC at Griffith was held. Approximately \$2.5m was allocated to Districts for stations and FCCs in Region South in 2012/13 along with carryover funding; and \$2.7m was expended. This included the completion of the Bombala and Murrumbidgee Irrigation Area FCC and the final payment for the Southern Border FCC and works to 25 new and existing brigade stations.

Region West

During 2012/13 no new FCC facilities were built in Region West, although the finalisation of the budget for the Orana FCC project budget was made (\$80,000). Approximately \$1.1m was allocated in the 2012/13 financial year to districts for brigade stations in Region West, this along with carryover funding; saw approximately \$1.7m claimed. Works were completed for 18 new and existing stations in the 2012/13 financial year.

Region North

During 2012/13 a total of eight Fire Control Centre upgrade projects were undertaken and one Fire Control Centre new construction project reached completion. Seventeen new stations were completed from the rolling Build Program and another 33 stations had some form of upgrade or extension works completed. The total budget for 2012/13 including carryovers from previous years was \$2.99m of which \$2.157m was expended.

Region East

During 2012/13 there was ongoing critical enhancement to Stations and FCC across Region East with budgeted allocation of \$4,627,201 combined with carry over funding total expenditure

on FCC and Station works for 2012/13 was \$6,304,382. Significant Projects of note were the commencement and near completion of the Lower Hunter FCC complex; completion of Stage 1 of the Gosford FCC enhancement project (Extension to administration offices and the addition of two training rooms); completion of Valley Heights Brigade Station (Blue Mountains LGA); completion of Kur-ring-gai Brigade Station (Kur-ring-gai LGA) and the completion of Kentlyn Brigade Station (Campbelltown LGA).

Research framework and utilisation strategy implemented

Work progressed on the development of research framework in the reporting period. While a body of work was undertaken in relation to the framework, the development timeframe for the framework was extended to ensure that the research framework is a correct fit for the Service. The framework document is in a final draft stage.

As part of the work undertaken the Service now has a comprehensive research register of the research-related activities. This Register is a dynamic document and is being updated regularly. The Register highlights the strong engagement the NSW RFS has with the Bushfire CRC and other research institutions. A research utilisation strategy is being developed.

One key research initiative undertaken by the NSW during 2012/13 was following the January bush fires. The Service engaged the Bushfire CRC to conduct online and face-to-face surveys of fire affected communities. The research focused on community levels of understanding and response to information and warnings.

Major litigation case outcomes

ACT Civil Litigation

During the year, judgement was delivered in the matter relating to the 2003 ACT bush fires before the ACT Supreme Court. While many of the claims had been settled prior to judgement, the long and complex litigation concluded with judgement in favour of the NSW State agencies involved, including the NSW RFS. The decision is now under appeal.

KFA Six

FOSTER PARTNERSHIPS

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

Programs under this Key Focus Area include the Botswana Fire Management Program and the development of an Organisational Communications and Engagement Strategy.

Milestones for 2012/13 and 2015 Targets

- M11** Organisational Communication and Engagement Plan implemented
- T12** State, national and international partnerships developed to enhance shared fire management expertise and resources

Organisational Communication and Engagement Plan implemented

An Organisational Communication and Engagement Strategy was developed during the reporting period, including consultation with stakeholders across the State, member surveys and workshops. Following extensive review the strategy was refined and provided for Director approval in June. It is to be considered by the Executive at the beginning of 2013/14.

State, national and international partnerships developed to enhance shared fire management expertise and resources

The NSW RFS, in partnership with AusAid has been supporting the Botswana Fire Management Program.

In February 2013, a further two-year contract was signed with AusAid which will provide funding to support the Botswana Fire Management Program. This program has seen six RFS members involved in the Program up to June 2013, with a further 10 RFS members travelling to Botswana in 2013/14. A highlight of the year saw the NSW RFS awarded the winner of the 2012 Laurie Lavelle award (AFAC Award) for the Botswana Fire Management Program. This is the first time the NSW RFS has won this award.

Financial Tables

Year ended 30 June 2013

NSW Rural Fire Service

Independent Auditor's Report of the NSW RFS

Statement by the Commissioner

Statement of Comprehensive Income

Statement of Financial Position

Statement of Changes in Equity

Statement of Cash Flows

Service Group Statements

Notes to the Financial Statements

Bush Fire Co-ordinating Committee

Independent Auditor's Report of the Bush Fire Co-ordinating Committee

Statement by the Chairman

Statement of Comprehensive Income

Statement of Financial Position

Statement of Changes in Equity

Statement of Cash Flows

Notes to the Financial Statements



INDEPENDENT AUDITOR'S REPORT

New South Wales Rural Fire Service

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of New South Wales Rural Fire Service (the Service), which comprise the statement of financial position as at 30 June 2013, the statement of comprehensive income, statement of changes in equity and statement of cash flows and service group statements for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Service as at 30 June 2013, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010.

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

The Commissioner's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

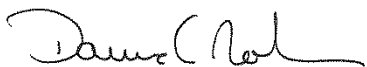
My opinion does *not* provide assurance:

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

Independence

In conducting my audit, I have complied with the independence requirements of the Australian Auditing Standards and other relevant ethical pronouncements. The PF&A Act further promotes independence by:

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



David Nolan
Director, Financial Audit Services

23 September 2013
SYDNEY

All communications to be addressed to:

Headquarters
NSW Rural Fire Service
Locked Bag 17
GRANVILLE NSW 2142

Headquarters
NSW Rural Fire Service
15 Carter Street
LIDCOMBE NSW 2141



NSW RURAL FIRE SERVICE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

Statement by the Commissioner

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

- (a) The accompanying financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the Financial Reporting Code for NSW General Government Sector Entities, the applicable clauses of the Public Finance and Audit Regulation 2010 and the Treasurer's Directions;
- (b) The financial statements exhibit a true and fair view of the financial position and financial performance of the Service for the year ended 30 June 2013; and
- (c) At the date of this statement there are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

**Shane Fitzsimmons AFSM
Commissioner**

17 September 2013

Statement of comprehensive income for the period ended 30 June 2013

	Notes	Actual 2013 \$'000	Budget 2013 \$'000	Actual 2012 \$'000
Expenses excluding losses				
Operating expenses				
Employee related	2(a)	91,213	92,512	95,054
Other operating expenses	2(b)	42,519	31,555	33,996
Depreciation and amortisation	2(c)	4,773	4,600	4,332
Grants and subsidies	2(d)	221,042	169,112	138,792
Other expenses	2(e)	14,563	5,349	14,597
TOTAL EXPENSES EXCLUDING LOSSES		374,110	303,128	286,771
Revenue				
Sale of goods and services	3(a)	250	417	170
Grants and contributions	3(b)	356,651	269,814	284,171
Other revenue	3(c)	13,641	7,970	13,062
Total Revenue		370,542	278,201	297,403
Gain / (loss) on disposal	4	(53)	-	214
Net Result		(3,621)	(24,927)	10,846
Other comprehensive income				
<i>Items that will not be reclassified to net result</i>				
Superannuation actuarial gains / (losses)	19(e)	5,258	-	(14,663)
Total other comprehensive income		5,258	-	(14,663)
TOTAL COMPREHENSIVE INCOME		1,637	(24,927)	(3,817)

The accompanying notes form part of these financial statements.

Statement of financial position as at 30 June 2013

	Notes	Actual 2013 \$'000	Budget 2013 \$'000	Actual 2012 \$'000
ASSETS				
Cash and cash equivalents	6(a)	50,702	14,208	58,228
Receivables	7	15,362	5,226	3,244
Total Current Assets		66,064	19,434	61,472
Non-Current Assets				
Property, plant and equipment	8			
- Land and buildings		779	1,510	1,336
- Plant and equipment		17,492	12,965	14,670
- Infrastructure systems		1,701	981	1,589
Total property, plant and equipment		19,972	15,456	17,595
Intangible assets	9	1,201	-	521
Total Non-Current Assets		21,173	15,456	18,116
Total Assets		87,237	34,890	79,588
LIABILITIES				
Current Liabilities				
Payables	11	30,739	15,070	17,977
Provisions	12	25,011	22,496	26,208
Other	13	76	-	-
Total Current Liabilities		55,826	37,566	44,185
Non-Current Liabilities				
Provisions	12	17,932	9,919	24,044
Other	13	483	-	-
Total Non-Current Liabilities		18,415	9,919	24,044
Total Liabilities		74,241	47,485	68,229
Net Assets		12,996	(12,595)	11,359
EQUITY				
Accumulated funds		12,996	(12,595)	11,359
Total Equity		12,996	(12,595)	11,359

The accompanying notes form part of these financial statements.

Statement of changes in equity for the period ended 30 June 2013

	Notes	Accumulated Funds \$'000	Total \$'000
Balance at 1 July 2012		11,359	11,359
Net result for the year		(3,621)	(3,621)
Other comprehensive income:			
Superannuation actuarial gains / (losses)	19(e)	5,258	5,258
Total other comprehensive income		5,258	5,258
Total comprehensive income for the year		1,637	1,637
Transactions with owners in their capacity as owners			
Increase / (decrease) in net assets from equity transfers		-	-
Balance at 30 June 2013		12,996	12,996
Balance at 1 July 2011		15,176	15,176
Net result for the year		10,846	10,846
Other comprehensive income:			
Superannuation actuarial gains / (losses)	19(e)	(14,663)	(14,663)
Total other comprehensive income		(14,663)	(14,663)
Total comprehensive income for the year		(3,817)	(3,817)
Transactions with owners in their capacity as owners			
Increase / (decrease) in net assets from equity transfers		-	-
Balance at 30 June 2012		11,359	11,359

The accompanying notes form part of these financial statements.

Statement of cash flows for the period ended 30 June 2013

	Notes	Actual 2013 \$'000	Budget 2013 \$'000	Actual 2012 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(96,685)	(92,512)	(91,944)
Grants and subsidies		(221,043)	(112,373)	(138,792)
Other		(62,016)	(99,543)	(57,550)
Total Payments		(379,744)	(304,428)	(288,286)
Receipts				
Sale of goods and services		250	417	170
Grants and contributions		351,441	269,788	284,414
GST receipts		19,534	6,550	12,697
Other		8,875	7,996	14,684
Total Receipts		380,100	284,751	311,965
NET CASH FLOWS FROM OPERATING ACTIVITIES	17	356	(19,677)	23,679
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of plant and equipment		1,831	4,980	2,711
Purchases of plant and equipment		(9,713)	(9,863)	(7,857)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(7,882)	(4,883)	(5,146)
CASH FLOWS FROM FINANCING ACTIVITIES				
Net cash provided / (used) from financing activities		-	-	-
NET CASH FLOWS FROM FINANCING ACTIVITIES		-	-	-
NET INCREASE / (DECREASE) IN CASH		(7,526)	(24,560)	18,533
Opening cash and cash equivalents		58,228	38,768	39,695
CLOSING CASH AND CASH EQUIVALENTS	6(a)	50,702	14,208	58,228

The accompanying notes form part of these financial statements.

Supplementary Financial Statements

Service group statements for the period ended 30 June 2013

RURAL FIRE SERVICE'S EXPENSES & INCOME	Service Group 1*		Service Group 2*		Service Group 3*		Not Attributable		Total	
	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Expenses excluding losses										
Operating expenses										
• Employee related	4,840	4,734	70,451	69,471	15,922	20,849	-	-	91,213	95,054
• Other operating expenses	4,516	4,430	15,034	15,508	22,969	14,058	-	-	42,519	33,996
Depreciation and amortisation	37	57	3,208	3,046	1,528	1,229	-	-	4,773	4,332
Grants and subsidies	370	332	128,875	118,806	91,797	19,654	-	-	221,042	138,792
Other expenses	-	-	9,117	7,984	5,446	6,613	-	-	14,563	14,597
TOTAL EXPENSES EXCLUDING LOSSES	9,763	9,553	226,685	214,815	137,662	62,403	-	-	374,110	286,771
Revenue **										
Sale of goods and services	250	120	-	50	-	-	-	-	250	170
Grants and contributions	-	-	97,743	114,888	258,908	169,283	-	-	356,651	284,171
Other revenue	516	327	10,283	6,324	2,842	6,411	-	-	13,641	13,062
Total Revenue	766	447	108,026	121,262	261,750	175,694	-	-	370,542	297,403
Gain / (loss) on disposal	4	3	(17)	187	(40)	24	-	-	(53)	214
Net result	(8,993)	(9,103)	(118,676)	(93,366)	124,048	113,315	-	-	(3,621)	10,846
Other Comprehensive Income										
Superannuation actuarial gains / (losses)	-	-	-	-	-	-	5,258	(14,663)	5,258	(14,663)
Total Other Comprehensive Income	-	-	-	-	-	-	5,258	(14,663)	5,528	(14,663)
TOTAL COMPREHENSIVE INCOME	(8,993)	(9,103)	(118,676)	(93,366)	124,048	113,315	5,258	(14,663)	1,637	(3,817)

* The names and purposes of each service group are summarised in Note 5.

** Appropriations are made on an entity basis and not to individual service groups. Consequently, appropriations must be included in the 'Not Attributable' column. Cluster grant funding is also unlikely to be attributable to individual service groups.

Supplementary Financial Statements
Service group statements (continued)

RURAL FIRE SERVICE'S ASSET & LIABILITIES	Service Group 1*		Service Group 2*		Service Group 3*		Not Attributable		Total	
	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current Assets										
Cash and cash equivalents	-	-	-	-	-	-	50,702	58,228	50,702	58,228
Receivables	-	-	2,580	1,971	12,782	1,273	-	-	15,362	3,244
Total Current Assets	-	-	2,580	1,971	12,782	1,273	50,702	58,228	66,064	61,472
Non-Current Assets										
Property, plant and equipment	78	80	15,982	14,228	3,912	3,287	-	-	19,972	17,595
Intangibles	-	-	334	-	867	521	-	-	1,201	521
Total Non-Current Assets	78	80	16,316	14,228	4,779	3,808	-	-	21,173	18,116
TOTAL ASSETS	78	80	18,896	16,199	17,561	5,081	50,702	58,228	87,237	79,588
Current Liabilities										
Payables	-	-	22,463	8,493	8,276	9,484	-	-	30,739	17,977
Provisions	-	-	-	-	25,011	26,208	-	-	25,011	26,208
Other	-	-	-	-	76	-	-	-	76	-
Total Current Liabilities	-	-	22,463	8,493	33,363	35,692	-	-	55,826	44,185
Non-Current Liabilities										
Provisions	-	-	-	-	17,932	24,044	-	-	17,932	24,044
Other	-	-	-	-	483	-	-	-	483	-
Total Non-Current Liabilities	-	-	-	-	18,415	24,044	-	-	18,415	24,044
TOTAL LIABILITIES	-	-	22,463	8,493	51,778	59,736	-	-	74,241	68,229
NET ASSETS	78	80	(3,567)	7,706	(34,217)	(54,655)	50,702	58,228	12,996	11,359

* The names and purposes of each service group are summarised in Note 5.

1. Summary of Significant Accounting Policies

(a) Reporting Entity

The NSW Rural Fire Service is a NSW government entity. The NSW Rural Fire Service is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

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

The financial statements for the period ended 30 June 2013 have been authorised for issue by the Commissioner on 17 September 2013.

(b) Basis of Preparation

The Service's financial statements are general purpose financial statements which have been prepared in accordance with:

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

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

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

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

(c) Statement of Compliance

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

(d) Funding – NSW Rural Fire Service

Under the *Rural Fires Act 1997* the Rural Fire Fighting Fund consists of contributions from Local Government (11.7%), the NSW Government (14.6%) and the Insurance Industry (73.7%).

Contributions are recognised in accordance with AASB 1004.

(e) Insurance

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

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

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

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

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

(g) Income Recognition

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

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

(i) Grants and Contributions

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

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

Appropriations and contributions are received from local government councils (11.7%), insurance companies (73.7%), and NSW Treasury (14.6%). All contributions are reported as grants and contributions revenue for the purposes of income recognition.

(ii) Sale of Goods

Revenue from the sale of goods is recognised as revenue when the Service transfers the significant risks and rewards of ownership of the assets.

(iii) Rendering of Services

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

(iv) Investment Revenue

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

(h) Assets

(i) Acquisitions of Assets

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

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

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

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

(ii) Capitalisation Thresholds

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

(iii) Revaluation of Property, Plant and Equipment

The Service does not revalue assets because the carrying value approximates fair value. The plant and equipment of the Service consists primarily of motor vehicles and ICT equipment.

(iv) Impairment of Property, Plant and Equipment

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

(v) Depreciation of Property, Plant and Equipment

Depreciation is provided for on a straight-line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the NSW Rural Fire Service.

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

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

<u>Asset Class</u>	<u>Useful Life</u>
Infrastructure systems	3 – 4 Years
Land and buildings	Period of the Lease
Plant and equipment	3 – 20 Years

(vi) Maintenance

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

(vii) Leased Assets

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor does not transfer substantially all the risks and benefits.

Operating lease payments are charged to the statement of comprehensive income in the periods in which they are incurred.

There are no finance lease arrangements.

(viii) Intangible Assets

The Service recognises intangible assets only if it is probable that future economic benefits will flow to the Service and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

The useful lives of intangible assets are assessed as finite.

Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the Service's intangible assets, the assets are carried at cost less any accumulated amortisation.

The Service's intangible assets are amortised using the straight line method over a period of three years for software.

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

(ix) Rural Fire Fighting Equipment

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

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

(x) Loans and Receivables

Loans and Receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest rate method, less an allowance for impairment of receivables. Any changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

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

(i) Liabilities**(i) Payables**

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

(ii) Employee Benefits and other Provisions**(a) Salaries and Wages, Annual Leave, Sick Leave and On-Costs**

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

Long-term annual leave that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 *Employee Benefits*. Market yields on government bonds of 3.76% are used to discount long-term annual leave.

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.

(b) Long Service Leave and Superannuation

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

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 12/06) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

(j) Equity and Reserves

Accumulated funds include all current and prior period retained funds.

(k) Equity Transfers

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

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

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

(l) Budgeted Amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period, as adjusted for section 24 of the PFAA where there has been a transfer of functions between departments. Other amendments made to the budget are not reflected in the budgeted amounts.

(m) Centralised Billing and Collecting Services (Ministry for Police and Emergency Services)

The Ministry for Police and Emergency Services (MPES) is responsible for the centralised billing and collection of legislated contributions for the funding of Emergency Service Agencies from the insurance industry and Local Councils. MPES acts as agent for the Service, Fire and Rescue NSW and the State Emergency Service.

(n) Comparative Information

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

(o) New Australian Accounting Standards issued but not effective

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

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

- AASB 9, AASB 2010-7 and AASB 2012-6 regarding financial instruments
- AASB 10 *Consolidated Financial Statements*
- AASB 11 *Joint Arrangements*
- AASB 12 *Disclosure of Interests in Other Entities*
- AASB 13, AASB 2011-8 and AASB 2012-1 regarding fair value measurement
- AASB 119, AASB 2011-10 and AASB 2011-11 regarding employee benefits
- AASB 127 *Separate Financial Statements*
- AASB 128 *Investments in Associates and Joint Ventures*
- AASB 1053 and AASB 2010-2 regarding differential reporting
- AASB 2010-10 regarding removal of fixed dates for first time adopters
- AASB 2011-2 regarding Trans-Tasman convergence – Reduced Disclosure Requirements
- AASB 2011-4 removing individual Key Management Personnel disclosure requirements

NSW RURAL FIRE SERVICE

Notes to the financial statements for the period ended 30 June 2013

- AASB 2011-6 regarding Reduced Disclosure Requirements and relief from consolidation
- AASB 2011-7 regarding consolidation and joint arrangements
- AASB 2011-12 regarding Interpretation 20
- AASB 2012-1 regarding fair value measurement – Reduced Disclosure Requirements
- AASB 2012-2 regarding disclosures – offsetting financial assets and financial liabilities
- AASB 2012-3 regarding offsetting financial assets and financial liabilities
- AASB 2012-4 regarding government loans – first time adoption
- AASB 2012-5 regarding annual improvements cycle
- AASB 2012-7 regarding Reduced Disclosure Requirements
- AASB 2012-9 regarding withdrawal of Interpretation 1039
- AASB 2012-10 regarding transition guidance and other amendments
- AASB 2012-11 regarding RDR requirements and other amendments

With the exception of the application of AASB 119 *Employee Benefits*, the initial application of these Standards will have no known material impact on the financial performance or position.

The application of AASB 119 *Employee Benefits* is expected to have a material impact on the financial position of the Rural Fire Service due the impact on the closed NSW public sector defined benefit superannuation schemes. In the absence of information from the actuary for the Funds' administrator, the impact is unable to be quantified.

	2013 \$'000	2012 \$'000
2. Expenses Excluding Losses		
(a) Employee related expenses		
Salaries and wages (including recreation leave)	77,953	80,250
Superannuation – defined benefit plans*	799	1,132
Superannuation – defined contribution plans*	5,611	5,696
Long service leave	665	2,195
Workers' compensation insurance	1,127	790
Payroll tax	4,892	4,705
Fringe benefit tax	166	286
	91,213	95,054

* Refer Note 19. Superannuation actuarial gain of \$5.258m in 2012/13 (\$14.663m loss in 2011/12) is recognised as other comprehensive income.

	2013 \$'000	2012 \$'000
(b) Other operating expenses include the following:		
Advertising	2,426	1,692
Audit Fees – Internal	275	534
Auditor's remuneration		
- audit of financial statements	126	120
Buildings - all outgoings	1,095	1,242
Computer software	887	889
Consultants	126	125
Consumables	297	369
Contractors	3,043	3,283
Electricity	562	464
Equipment – Computer	2,707	2,110
Equipment – General	4,005	1,248
Fees for service	5,365	3,643
Legal Fees	443	550
Maintenance *	372	195
Operating lease rental expense		
- minimum lease payments	4,721	4,118
Other Expenses	4,903	4,323
Printing and stationery	1,121	642
Staff training	876	877
Telephony	2,977	1,575
Travel	2,599	2,897
Vehicle operation	3,593	3,100
	<u>42,519</u>	<u>33,996</u>
<i>*Reconciliation – Total maintenance</i>		
Maintenance expense – contracted labour and other (non-employee related), as above	372	195
Employee related maintenance expense included in Note 2(a)	-	-
Total maintenance expenses included in Note 2(a) + 2(b)	<u>372</u>	<u>195</u>
(c) Depreciation and amortisation expense		
Depreciation		
Infrastructure systems	612	446
Plant and equipment	3,322	3,241
Land and buildings	557	534
	<u>4,491</u>	<u>4,221</u>
Amortisation		
Intangibles	282	111
	<u>4,773</u>	<u>4,332</u>

NSW RURAL FIRE SERVICE

Notes to the financial statements for the period ended 30 June 2013

	2013 \$'000	2012 \$'000
(d) Grants and subsidies		
Fire mitigation works	10,226	6,507
Payments for Council costs associated with rural fire fighting activities and equipment	108,612	109,519
Emergency fund – natural disasters	96,361	20,677
Other	5,843	2,089
	<u>221,042</u>	<u>138,792</u>
(e) Other expenses		
Workers' compensation insurance – volunteers	2,000	3,000
Public liability and other insurance	7,245	7,227
Aerial support	5,318	4,370
	<u>14,563</u>	<u>14,597</u>

3. Revenue

(a) Sale of goods and services		
Rendering of services	250	170
	<u>250</u>	<u>170</u>
(b) Grants and contributions		
Insurance company contributions	193,986	213,808
Local Government contributions	31,284	31,795
Natural disaster relief contributions *	87,729	11,221
Other Commonwealth and State Government grants	5,145	1,926
Department of Attorney General and Justice grants:		
Recurrent grant	37,953	25,378
Capital grant	554	43
	<u>356,651</u>	<u>284,171</u>

* Natural disaster relief contributions included above consist of emergencies declared under section 44 of the *Rural Fires Act 1997* exceeding the claims threshold of \$240,000.

	2013 \$'000	2012 \$'000
(c) Other Revenue		
Sale of equipment	588	1,128
Comcover – protection of Commonwealth property	354	516
Business development – overseas training	5	272
Salary recoups (including interstate assistance)	1,998	235
Aviation – use of contract by other agencies	6,772	4,155
TMF hindsight premium receipts	96	156
Workers' compensation receipts	143	863
Insurance claims proceeds	2,097	719
Development applications	385	431
Other	1,203	4,587
	<u>13,641</u>	<u>13,062</u>

In accordance with section 119(4)(b) of the *Rural Fires Act 1997*, distribution of proceeds from the sale by Councils of fire fighting equipment is allocated between the Service and the Councils in the same proportion as each entity's contribution to the purchase of the equipment. The Service's share of such proceeds totalled \$0.588m in 2012/13 (\$1.128m in 2011/12).

4. Gain / (Loss) on Disposal

Gain / (Loss) on disposal of plant and equipment		
Proceeds from disposal	1,831	2,711
Written down value of assets disposed	(1,884)	(2,497)
	<u>(53)</u>	<u>214</u>

5. Service Groups of the Entity

(a) Service Group 1	Community Safety
Purpose:	The protection of the Community through measures that enhance community awareness of and participation in fire risk reduction while reducing environmental impact on the NSW Rural Fire Service's incident management activities.
(b) Service Group 2	Emergency Bush Fire Operations
Purpose:	To cover the rapid and effective emergency response to incidents in bushfire prone areas to minimise injury and loss to the community.
(c) Service Group 3	Operational and Administrative Support
Purpose:	Covers the management and administrative support functions of the Service including financial, human resource and operational support, fire fighting fleet maintenance and the strategy and policy development roles.

	2013 \$'000	2012 \$'000
6. Current Assets – Cash and Cash Equivalents		
(a) Cash		
Cash at bank and on hand	50,702	58,228
	<u>50,702</u>	<u>58,228</u>

For the purpose of the statement of cash flows, cash and cash equivalents include cash at bank, cash on hand, short-term deposits and bank overdraft.

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

Cash and cash equivalents (per statement of financial position)	50,702	58,228
Closing cash and cash equivalents (per statement of cash flows)	<u>50,702</u>	<u>58,228</u>

Refer to Note 18 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

(b) Financing facilities available

The Service has a financing facility still required and available through NSW Treasury Corporation to facilitate cash flow until statutory contributions are received. During the year there were no borrowings. The Service has NSW Treasury approval to borrow a maximum of \$30m.

7. Current Assets – Receivables

Fees for service	5,669	202
Less: Allowance for impairment	(5)	(19)
Other receivables	5,681	4
GST receivable	2,580	1,971
Prepayments	1,437	1,086
	<u>15,362</u>	<u>3,244</u>

Movement in allowance for impairment

Balance at 1 July	19	84
Amounts written off during the year	(17)	(84)
Amounts recovered during the year	-	-
Increase/(decrease) in allowance recognised in profit or loss	3	19
Balance at 30 June	<u>5</u>	<u>19</u>

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 18.

8. Non-Current Assets – Property, Plant and Equipment

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Total \$'000
At 1 July 2012 – fair value				
Gross carrying amount	5,146	21,666	3,920	30,732
Accumulated depreciation and impairment	(3,810)	(6,996)	(2,331)	(13,137)
Net carrying amount	1,336	14,670	1,589	17,595
At 30 June 2013 – fair value				
Gross carrying amount	5,146	26,064	4,644	35,854
Accumulated depreciation and impairment	(4,367)	(8,572)	(2,943)	(15,882)
Net carrying amount	779	17,492	1,701	19,972

Reconciliation

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

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Total \$'000
Year ended 30 June 2013				
Net carrying amount at start of year	1,336	14,670	1,589	17,595
Additions	-	8,030	724	8,754
Disposals	-	(1,884)	-	(1,884)
Depreciation expense	(557)	(3,322)	(612)	(4,491)
Prior year adjustment	-	(2)	-	(2)
Net carrying amount at end of year	779	17,492	1,701	19,972
At 1 July 2011 – fair value				
Gross carrying amount	4,931	19,722	2,818	27,471
Accumulated depreciation and impairment	(3,276)	(5,519)	(1,744)	(10,539)
Net carrying amount	1,655	14,203	1,074	16,932
At 30 June 2012 – fair value				
Gross carrying amount	5,146	21,666	3,920	30,732
Accumulated depreciation and impairment	(3,810)	(6,996)	(2,331)	(13,137)
Net carrying amount	1,336	14,670	1,589	17,595

Reconciliation

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

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Total \$'000
Year ended 30 June 2012				
Net carrying amount at start of year	1,655	14,203	1,074	16,932
Additions	216	6,187	962	7,365
Disposals	-	(2,591)	(1)	(2,592)
Depreciation expense	(535)	(3,240)	(446)	(4,221)
Prior year adjustment	-	111	-	111
Net carrying amount at end of year	1,336	14,670	1,589	17,595

9. Intangible Assets

	Software \$'000	Total \$'000
At 1 July 2012		
Cost (gross carrying amount)	1,926	1,926
Accumulated amortisation and impairment	(1,405)	(1,405)
Net carrying amount	521	521
At 30 June 2013		
Cost (gross carrying amount)	2,888	2,888
Accumulated amortisation and impairment	(1,687)	(1,687)
Net carrying amount	1,201	1,201
Year ended 30 June 2013		
Net carrying amount at start of year	521	521
Additions (acquired separately)	962	962
Disposals	-	-
Amortisation (recognised in 'depreciation and amortisation')	(282)	(282)
Net carrying amount at end of year	1,201	1,201

	Software \$'000	Total \$'000
At 1 July 2011		
Cost (gross carrying amount)	1,473	1,473
Accumulated amortisation and impairment	(1,316)	(1,316)
Net carrying amount	157	157
At 30 June 2012		
Cost (gross carrying amount)	1,926	1,926
Accumulated amortisation and impairment	(1,405)	(1,405)
Net carrying amount	521	521
Year ended 30 June 2012		
Net carrying amount at start of year	157	157
Additions (acquired separately)	481	481
Disposals	(6)	(6)
Amortisation (recognised in 'depreciation and amortisation')	(111)	(111)
Net carrying amount at end of year	521	521
	2013 \$'000	2012 \$'000

10. Restricted Assets

Cash held as part of the ICT Reinvestment Pool	488	487
	488	487

The Service holds funds that form part of the Information and Communications Technology (ICT) Reinvestment Pool which can only be expended in accordance with the requirements of NSW Treasury Policy Paper 12-05 *Information and Communications Technology (ICT) Reinvestment Pool*.

11. Current Liabilities – Payables

Accrued salaries, wages and on-costs	2,175	2,253
Creditors	28,564	15,724
	30,739	17,977

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 18.

	2013 \$'000	2012 \$'000
12. Current / Non-Current Liabilities - Provisions		
Employee benefits and related on-costs		
Recreation leave	8,772	9,837
Long service leave	17,173	17,172
Unfunded superannuation (refer Note 19)	16,993	23,155
Provisions for Fringe Benefits Tax	5	88
	<u>42,943</u>	<u>50,252</u>
Other provisions	-	-
Total provisions	<u>42,943</u>	<u>50,252</u>
Aggregate employee benefits and related on-costs		
Provisions – current	25,011	26,208
Provisions – non-current	17,932	24,044
Accrued salaries, wages and on-costs (Note 11)	2,175	2,253
	<u>45,118</u>	<u>52,505</u>
13. Current / Non-Current Liabilities – Other		
Lease incentive	559	-
	<u>559</u>	<u>-</u>
14. Commitments for Expenditure		
(a) Capital Commitments		
Aggregate capital expenditure for the acquisition of plant and equipment and infrastructure systems contracted for at balance date and not provided for:		
Not later than one year	1,133	-
Later than one year and not later than five years	-	-
Later than five year	-	-
Total (including GST)	<u>1,133</u>	<u>-</u>

Capital commitments include income tax credits of \$0.103m in 2012/13 (2011/12 \$Nil) that are expected to be recovered from the Australian Taxation Office.

	2013 \$'000	2012 \$'000
(b) Operating Lease Commitments		
Future non-cancellable operating lease rentals not provided for and payable:		
Not later than one year	5,669	5,137
Later than one year and not later than five years	10,592	11,372
Later than five year	3,798	3,603
Total (including GST)	20,059	20,112

Operating lease commitments include income tax credits of \$1.824m in 2012/13 (\$1.828m in 2011/12) that are expected to be recovered from the Australian Taxation Office.

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

15. Contingent Assets and Contingent Liabilities

Contingent liabilities

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

Contingent liabilities associated with the Local Government Superannuation Scheme are disclosed at Note 19(l).

Contingent assets

The Service has no contingent assets.

16. Budget Review

Net result

The Net Result of the Service was \$21.3m better than budget for the reporting period.

Major reasons for this variation were:

- Grants and subsidies expenses and grants and contributions revenue were both significantly impacted by natural disaster response in the reporting period. Expenses are incurred by the Service which are reimbursed from the NSW Government Disaster Response Account where the expenses exceed the Service's allocated budget and meet defined criteria. These costs and reimbursements were \$87.7m in the reporting period (refer Note 3(b));
- Under-expenditure of employee related expenses resulting from better than expected performance on long service leave and superannuation;
- Under-expenditure on the Private Radio Network and Paging project due to delays outside of the Service's control. The project will be completed in future periods and funds have been approved to be carried forward;
- Delays in the completion of fire fighting infrastructure by Local Councils which will be completed in future periods; and
- Higher than anticipated revenue, including for recoup of salary expenses and other agencies use of the Service's aerial resources.

Assets and liabilities

The Service's Net Assets were \$25.6m higher than budget for the reporting period.

Major reasons for improvements in the asset position were:

- An improved cash and receivables position resulting from under-expenditure and improved revenue referred to above, along with a higher level of creditors at the end of the reporting period meaning that higher levels of cash were held at period end;
- Additional expenditure on non-current assets compared to the budget, although this expenditure was in line with the capital program, and the variance to budget largely results from the budget having been based on forecast opening balances which differed to those actually experienced.

This was partly offset by a higher than budgeted liabilities position consisting of:

- A higher than expected level of creditors, which is offset by a higher than budget level of cash; and
- Higher than expected provisions for employee entitlements which result from the budget having been based on a forecast end of period position for 2012 rather than the actual result which saw significant increases in employee entitlement due to actuarial losses on superannuation.

Cash flows

The Service's cash position was \$36.5m higher than budget due to:

- A change in the opening cash position compared to budget of \$19.4m; and
- Under-expenditure and improved revenue referred to above.

17. Reconciliation of Cash Flows from Operating Activities to Net Result

	2013 \$'000	2012 \$'000
Net cash used on operating activities	356	23,679
Depreciation	(4,773)	(4,332)
Decrease / (increase) in provisions	7,309	(17,837)
Decrease / (increase) in other liabilities	(559)	-
Increase / (decrease) in prepayments and other assets	12,118	(1,983)
Decrease / (increase) in creditors	(12,761)	(3,558)
Superannuation actuarial loss / (gain)	(5,258)	14,663
Net gain / (loss) on sale of plant and equipment	(53)	214
Net result	<u>(3,621)</u>	<u>10,846</u>

18. Financial Instruments

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

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

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

(a) Financial instrument categories

Financial Assets	Note	Category	Carrying Amount	Carrying Amount
			2013	2012
			\$'000	\$'000
Class:				
Cash and cash equivalents	6(a)	N/A	50,702	58,228
Receivables ¹	7	Loans and receivables (at amortised cost)	11,001	187
Financial Liabilities	Note	Category	Carrying Amount	Carrying Amount
			2013	2012
			\$'000	\$'000
Class:				
Payables ²	11	Financial liabilities (at amortised cost)	28,564	15,724

Notes

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

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

(b) Credit risk

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

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

Cash

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

Receivables – trade debtors

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

The Service is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due (2012/13: \$0.553m; 2011/12: \$0.056m) and less than 6 months past due (2012/13: \$4.737m; 2011/12: \$0.094m) are not considered impaired. Together, these represent 93% of the total trade debtors.

The only financial assets that are past due or impaired are 'sales of goods and services' in the 'receivables' category of the statement of financial position.

	Total	Past due but not impaired ^{1,2}	Considered Impaired ^{1,2}
	\$'000	\$'000	\$'000
2013			
< 3 months overdue	4,737	4,737	-
3 months – 6 months overdue	372	372	-
>6 months overdue	7	2	5
2012			
< 3 months overdue	94	94	-
3 months – 6 months overdue	17	17	-
>6 months overdue	35	35	-

Notes

^{1.} Each column in the table reports 'gross receivables'

^{2.} The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7 and excludes receivables that are no past due and not impaired. Therefore the 'total' will not reconcile to the receivables total recognised in the statement of financial position.

(c) Liquidity risk

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

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

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Head of an authority (or a person appointed by the Head of an authority) may automatically pay the supplier simple interest. The rate of interest applied during the year was 10.95% (2011/12: 12.37%).

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

Maturity analysis and interest rate exposure of financial liabilities

	Weighted Average Effective Int. Rate	Nominal Amount ¹ \$'000	Interest Rate Exposure			Maturity Dates		
			Fixed Interest Rate \$'000	Variable Interest Rate \$'000	Non- Interest Bearing \$'000	<1 year \$'000	1-5 years \$'000	> 5 years \$'000
2013								
Payables	Nil	28,564	-	-	28,564	28,564	-	-
		28,564	-	-	28,564	28,564	-	-
2012								
Payables	Nil	15,724	-	-	15,724	15,724	-	-
		15,724	-	-	15,724	15,724	-	-

Notes:

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

(d) Market risk

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

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Service operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the statement of financial position date. The analysis is performed on the same basis as for 2012. The analysis assumes that all other variables remain constant.

Interest rate risk

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

	Carrying Amount	-1% Profit	-1% Equity	1% Profit	1% Equity
	\$'000	\$'000	\$'000	\$'000	\$'000
2013					
<i>Financial assets</i>					
Cash and cash equivalents	50,702	(507)	(507)	507	507
Receivables	11,001	(110)	(110)	110	110
<i>Financial liabilities</i>					
Payables	28,564	286	286	(286)	(286)
2012					
<i>Financial assets</i>					
Cash and cash equivalents	58,228	(582)	(582)	582	582
Receivables	187	(2)	(2)	2	2
<i>Financial liabilities</i>					
Payables	15,724	157	157	(157)	(157)

(e) Fair value compared to carrying amount

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

19. Superannuation – Defined Benefit Plans**Fund Information**

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

- State Superannuation Scheme (SSS)
- State Authorities Superannuation Scheme (SASS)
- State Authorities Non-Contributory Superannuation Scheme (SANCS)

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

(a) Reconciliation of the present value of the defined benefit obligation

A reconciliation of the present value of the defined benefit obligation for the period ended 30 June 2013 is as follows:

	SASS	SANCS	SSS	Total
	\$'000	\$'000	\$'000	\$'000
Present value of partly funded defined benefit obligations at the beginning of the year	10,652	2,667	39,409	52,728
Current service cost	397	106	154	657
Interest cost	309	76	1,189	1,574
Contributions by fund participants	189	-	203	392
Actuarial (gains) / losses	(320)	(270)	(2,297)	(2,887)
Benefits paid	(995)	(178)	(1,007)	(2,180)
Present value of partly funded defined benefit obligations at end of the year	10,232	2,401	37,651	50,284

Comparative information for the period ended 30 June 2012 is as follows:

	SASS	SANCS	SSS	Total
	\$'000	\$'000	\$'000	\$'000
Present value of partly funded defined benefit obligations at the beginning of the year	10,203	2,608	27,857	40,668
Current service cost	389	120	198	707
Interest cost	523	132	1,450	2,105
Contributions by fund participants	204	-	213	417
Actuarial (gains) / losses	960	288	10,544	11,792
Benefits paid	(1,627)	(481)	(853)	(2,961)
Present value of partly funded defined benefit obligations at end of the year	10,652	2,667	39,409	52,728

(b) Reconciliation of the fair value of fund assets

A reconciliation of the fair value of the fund assets for the period ended 30 June 2013 is as follows:

	SASS	SANCS	SSS	Total
	\$'000	\$'000	\$'000	\$'000
Fair value of fund assets at beginning of the year	7,807	1,999	19,768	29,574
Expected return on fund assets	635	159	1,665	2,459
Actuarial gains / (losses)	378	161	1,831	2,370
Employer contributions	315	92	269	676
Contributions by fund participants	189	-	203	392
Benefits paid	(995)	(178)	(1,007)	(2,180)
Fair value of fund assets at end of the year	8,329	2,233	22,729	33,291

Comparative information for the period ended 30 June 2012 is as follows:

	SASS	SANCS	SSS	Total
	\$'000	\$'000	\$'000	\$'000
Fair value of fund assets at beginning of the year	9,008	2,374	20,116	31,498
Expected return on fund assets	764	200	1,711	2,675
Actuarial gains / (losses)	(917)	(202)	(1,753)	(2,872)
Employer contributions	374	108	334	816
Contributions by fund participants	205	-	213	418
Benefits paid	(1,627)	(481)	(853)	(2,961)
Fair value of fund assets at end of the year	7,807	1,999	19,768	29,574

(c) Reconciliation of assets and liabilities recognised in the statement of financial position

A summary of the assets and liabilities recognised in the statement of financial position as at 30 June 2013 is as follows:

	SASS	SANCS	SSS	Total
	\$'000	\$'000	\$'000	\$'000
Present value of partly funded defined benefit				
benefit obligations	10,232	2,401	37,651	50,284
Fair value of fund assets at end of year	(8,329)	(2,233)	(22,729)	(33,291)
Net liability / (asset)	1,903	168	14,922	16,993

Comparative information as at 30 June 2012 is as follows:

	SASS	SANCS	SSS	Total
	\$'000	\$'000	\$'000	\$'000
Present value of partly funded defined benefit				
benefit obligations	10,652	2,667	39,409	52,728
Fair value of fund assets at end of year	(7,807)	(1,998)	(19,768)	(29,573)
Net liability / (asset)	2,845	669	19,641	23,155

(d) Expense recognised in income statement

A reconciliation of the expense recognised in the income statement for the period ended 30 June 2013 is as follows:

	SASS	SANCS	SSS	Total
	\$'000	\$'000	\$'000	\$'000
Components recognised in income statement				
Current service cost	397	106	154	657
Interest cost	308	76	1,189	1,573
Expected return on fund assets (net of expenses)	(635)	(159)	(1,665)	(2,459)
Expense / (income) recognised	70	23	(322)	(229)

Comparative information for the period ended 30 June 2012 is as follows:

	SASS	SANCS	SSS	Total
	\$'000	\$'000	\$'000	\$'000
Components recognised in income statement				
Current service cost	389	120	198	707
Interest cost	522	132	1,450	2,104
Expected return on fund assets (net of expenses)	(764)	(200)	(1,710)	(2,674)
Expense / (income) recognised	147	52	(62)	137

(e) Amounts recognised in other comprehensive income

A reconciliation of the amount recognised in other comprehensive income for the period ended 30 June 2013 is as follows:

	SASS	SANCS	SSS	Total
	\$'000	\$'000	\$'000	\$'000
Actuarial (gains) / losses	(698)	(432)	(4,128)	(5,258)
Adjustment for limit on net assets	-	-	-	-

Comparative information for the period ended 30 June 2012 is as follows:

	SASS	SANCS	SSS	Total
	\$'000	\$'000	\$'000	\$'000
Actuarial (gains) / losses	1,877	490	12,296	14,663
Adjustment for limit on net assets	-	-	-	-

(f) Cumulative amount recognised in other comprehensive income

A reconciliation of the cumulative amount recognised in other comprehensive income as at 30 June 2013 is as follows:

	SASS	SANCS	SSS	Total
	\$'000	\$'000	\$'000	\$'000
Actuarial (gains) / losses	2,777	505	16,418	19,700
Adjustment for limit on net assets	-	-	-	-

Comparative information as at 30 June 2012 is as follows:

	SASS	SANCS	SSS	Total
	\$'000	\$'000	\$'000	\$'000
Actuarial (gains) / losses	3,475	937	20,546	24,958
Adjustment for limit on net assets	-	-	-	-

(g) Actual return on fund assets

A summary of the actual return on fund assets for the period ended 30 June 2013 is as follows:

	SASS	SANCS	SSS	Total
	\$'000	\$'000	\$'000	\$'000
Actual return on fund assets	1,255	321	3,357	4,933

Comparative information for the period ended 30 June 2012 is as follows:

	SASS	SANCS	SSS	Total
	\$'000	\$'000	\$'000	\$'000
Actual return on fund assets	(13)	(2)	53	38

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

(i) Valuation method

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

(ii) Economic assumptions

	30 June 2013	30 June 2012
Salary increase rate (excluding promotional increases)		2.50%
2013/14 to 2014/15	2.25%	
2015/16 to 2019/20	2.00%	
2020 onwards	2.50%	
Rate of CPI increase	2.50%	2.50%
Expected return on assets	8.60%	8.60%
Discount rate	3.80%	3.06%

(iii) Demographic assumptions

The demographic assumptions at 30 June 2013 are those that were used in the 2012 triennial actuarial valuation. The triennial review report is available from the NSW Treasury website.

(h) Historical information

	SASS	SANCS	SSS
	Financial	Financial	Financial
	Year to	Year to	Year to
	30 June 2013	30 June 2013	30 June 2013
	\$'000	\$'000	\$'000
Present value of defined benefit obligation	10,232	2,401	37,651
Fair value of fund assets	(8,329)	(2,233)	(22,729)
(Surplus) / Deficit in fund	1,903	168	14,922
Experience adjustments – fund liabilities	(320)	(270)	(2,297)
Experience adjustments – fund assets	(378)	(161)	(1,831)

	SASS	SANCS	SSS
	Financial	Financial	Financial
	Year To	Year To	Year To
	30 June 2012	30 June 2012	30 June 2012
	\$'000	\$'000	\$'000
Present value of defined benefit obligation	10,652	2,667	39,409
Fair value of fund assets	(7,807)	(1,998)	(19,768)
(Surplus) / Deficit in fund	2,845	669	19,641
Experience adjustments – fund liabilities	960	288	10,544
Experience adjustments – fund assets	917	202	1,753

	SASS	SANCS	SSS
	Financial	Financial	Financial
	Year To	Year To	Year To
	30 June 2011	30 June 2011	30 June 2011
	\$'000	\$'000	\$'000
Present value of defined benefit obligation	10,203	2,608	27,857
Fair value of fund assets	(9,008)	(2,373)	(20,116)
(Surplus) / Deficit in fund	1,195	235	7,741
Experience adjustments – fund liabilities	447	(45)	(497)
Experience adjustments – fund assets	(107)	3	(377)

	SASS	SANCS	SSS
	Financial	Financial	Financial
	Year To	Year To	Year To
	30 June 2010	30 June 2010	30 June 2010
	\$'000	\$'000	\$'000
Present value of defined benefit obligation	9,372	2,372	27,060
Fair value of fund assets	(8,281)	(2,029)	(18,352)
(Surplus) / Deficit in fund	1,091	343	8,708
Experience adjustments – fund liabilities	406	104	2,115
Experience adjustments – fund assets	(200)	(11)	151

	SASS	SANCS	SSS
	Financial	Financial	Financial
	Year To	Year To	Year To
	30 June 2009	30 June 2009	30 June 2009
	\$'000	\$'000	\$'000
Present value of defined benefit obligation	8,617	2,119	23,781
Fair value of fund assets	(7,559)	(1,810)	(17,094)
(Surplus) / Deficit in fund	1,058	309	6,687
Experience adjustments – fund liabilities	388	91	3,998
Experience adjustments – fund assets	663	306	2,858

	SASS	SANCS	SSS
	Financial	Financial	Financial
	Year To	Year To	Year To
	30 June 2008	30 June 2008	30 June 2008
	\$'000	\$'000	\$'000
Present value of defined benefit obligation	6,917	1,683	19,596
Fair value of fund assets	(6,762)	(1,714)	(19,318)
(Surplus) / Deficit in fund	155	(31)	278
Experience adjustments – fund liabilities	(240)	(45)	(928)
Experience adjustments – fund assets	809	261	3,275

(i) Fund assets

The percentage invested in each asset class at the balance sheet date is as follows:

	30 June 2013	30 June 2012
Australian equities	30.4%	28.0%
Overseas equities	26.1%	23.7%
Australian fixed interest securities	6.9%	4.9%
Overseas fixed interest securities	2.2%	2.4%
Property	8.3%	8.6%
Cash	13.1%	19.5%
Other	13.0%	12.9%

Fair value of fund assets

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

Expected rate of return on assets

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

(j) Expected contributions

Expected employer contributions to be paid in the next reporting period are as follows:

	SASS Financial Year to 30 June 2013 \$'000	SANCS Financial Year to 30 June 2013 \$'000	SSS Financial Year to 30 June 2013 \$'000
Expected employer contributions	359	105	325

Comparative information as at 30 June 2012 is as follows:

	SASS Financial Year to 30 June 2012 \$'000	SANCS Financial Year to 30 June 2012 \$'000	SSS Financial Year to 30 June 2012 \$'000
Expected employer contributions	388	124	340

(k) Funding arrangements for employer contributions

(i) Surplus / (Deficit)

The following is a summary of the 30 June 2013 financial position of the Fund calculated in accordance with AAS 25 *Financial Reporting by Superannuation Plans*:

	SASS	SANCS	SSS	Total
	\$'000	\$'000	\$'000	\$'000
Accrued benefits	8,900	2,030	21,661	32,591
Net market value of fund assets	(8,329)	(2,233)	(22,729)	(33,291)
Net (surplus) / deficit	571	(203)	(1,068)	(700)

Comparative information as at 30 June 2012 is as follows:

	SASS	SANCS	SSS	Total
	\$'000	\$'000	\$'000	\$'000
Accrued benefits	8,990	2,185	20,564	31,739
Net market value of fund assets	(7,807)	(1,998)	(19,768)	(29,573)
Net (surplus) / deficit	1,183	187	796	2,166

(ii) Contribution recommendations

Recommended contribution rates for the Service as at 30 June 2013 are:

SASS	SANCS	SSS
Multiple of member contributions	% member salary	Multiple of member contributions
1.9	2.5	1.6

Comparative information as at 30 June 2012 is as follows:

SASS	SANCS	SSS
Multiple of member contributions	% member salary	Multiple of member contributions
1.9	2.5	1.6

(iii) Funding method

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

(iv) Economic assumptions

The economic assumptions adopted for the 2012 actuarial review of the fund are:

	30 June 2013	30 June 2012
Weighted Average Assumptions		
Expected rate of return on fund assets backing current pension liabilities	8.3% per annum	8.3% per annum
Expected rate of return on fund assets backing other liabilities	7.3% per annum	7.3% per annum
Expected salary increase rate	2.7% per annum for 6 years then 4.0% per annum	4.0% per annum
Expected rate of CPI increase	2.5% per annum	2.5% per annum

Nature of asset / liability

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

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

(l) The Local Government Superannuation Scheme

The Local Government Superannuation Scheme – Pool B (the Scheme) is a defined benefit plan that has been deemed to be a “multi-employer fund” for purposes of AASB 119. Insufficient information under AASB 119 is available to account for the Scheme as a defined benefit plan, because the assets to the Scheme are pooled together for all employers.

The amount of employer contributions to the defined benefit section of the Local Government Superannuation Scheme are recognised as an expense for the period ending 30 June 2013 was \$1.210m (\$0.955m 2012). The last valuation of the Scheme was performed by Mr Martin Stevenson BSc, FIA, FIAA on 16 February 2010 and covers the period ended 30 June 2009. However the position is monitored annually and the actuary estimated that as at 30 June 2012 a deficit still existed. Effective from 1 July 2009, employers are required to contribute additional contributions to assist in extinguishing this deficit. The amount of additional contribution advised above is \$0.934m.

The share of this deficit that can be broadly attributed to the employer was not available as at 30 June 2013.

20. Events after the Reporting Period

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

End of audited financial statements



INDEPENDENT AUDITOR'S REPORT

Bush Fire Co-ordinating Committee

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of Bush Fire Co-ordinating Committee (the Committee), which comprise the statement of financial position as at 30 June 2013, the statement of comprehensive income and statement of changes in equity and statement of cash flows, for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Committee as at 30 June 2013, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010.

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

The Committee's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

My opinion does *not* provide assurance:

- about the future viability of the Committee
- that it has carried out its activities effectively, efficiently and economically
- about the effectiveness of its internal control
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about other information which may have been hyperlinked to/from the financial statements

Independence

In conducting my audit, I have complied with the independence requirements of the Australian Auditing Standards and other relevant ethical pronouncements. The PF&A Act further promotes independence by:

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

A handwritten signature in dark ink, appearing to read 'David Nolan', with a stylized flourish at the end.

David Nolan
Director, Financial Audit Services

23 September 2013
SYDNEY



Please Address Correspondence to:

The Executive Officer
Bush Fire Co-ordinating Committee
NSW Rural Fire Service
Locked Mail Bag 17
GRANVILLE NSW 2142

**BUSH FIRE CO-ORDINATING COMMITTEE
FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30 JUNE 2013**

Statement by the Chairman

Pursuant to section 41C of the Public Finance and Audit Act 1983 I state that:

- (a) The accompanying financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the applicable clauses of the Public Finance and Audit Regulation 2010 and the Treasurer's Directions;
- (b) The financial statements exhibit a true and fair view of the financial position and financial performance of the Committee for the year ended 30 June 2013; and
- (c) At the date of this statement there are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

Shane Fitzsimmons AFSM
Chairman

17 September 2013

BUSH FIRE CO-ORDINATING COMMITTEE

Notes to the financial statements for the period ended 30 June 2013

Statement of comprehensive income for the period ended 30 June 2013

	Notes	Actual 2013 \$'000	Actual 2012 \$'000
Expenses excluding losses			
Personnel services	2	27	34
TOTAL EXPENSES EXCLUDING LOSSES		27	34
Revenue			
Grants and contributions	2	27	34
Total Revenue		27	34
Net Result		-	-
Total other comprehensive income		-	-
TOTAL COMPREHENSIVE INCOME		-	-

The accompanying notes form part of these financial statements.

Statement of financial position as at 30 June 2013

	Notes	Actual 2013 \$'000	Actual 2012 \$'000
Total Assets		-	-
Total Liabilities		-	-
Net Assets		-	-
EQUITY			
Accumulated funds		-	-
Total Equity		-	-

The accompanying notes form part of these financial statements.

BUSH FIRE CO-ORDINATING COMMITTEE

Notes to the financial statements for the period ended 30 June 2013

Statement of changes in equity for the period ended 30 June 2013

	Notes	Actual 2013 \$'000	Actual 2012 \$'000
Balance at 1 July		-	-
Net result for the year		-	-
Total other comprehensive income		-	-
Total comprehensive income for the year		-	-
Balance at 30 June 2013		-	-

The accompanying notes form part of these financial statements.

Statement of cash flows for the period ended 30 June 2013

	Notes	Actual 2013 \$'000	Actual 2012 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash provided / (used) from operating activities		-	-
NET CASH FLOWS FROM OPERATING ACTIVITIES		-	-
CASH FLOWS FROM INVESTING ACTIVITIES			
Net cash provided / (used) from investing		-	-
NET CASH FLOWS FROM INVESTING ACTIVITIES		-	-
CASH FLOWS FROM FINANCING ACTIVITIES			
Net cash provided / (used) from financing activities		-	-
NET CASH FLOWS FROM FINANCING ACTIVITIES		-	-
NET INCREASE / (DECREASE) IN CASH		-	-
Opening cash and cash equivalents		-	-
CLOSING CASH AND CASH EQUIVALENTS		-	-

The accompanying notes form part of these financial statements.

1. Summary of Significant Accounting Policies

(a) Reporting Entity

The Bush Fire Co-ordinating Committee is a corporation constituted under section 46 of the *Rural Fires Act 1997*. The Committee is the peak planning body for bush fire management in New South Wales.

The Committee is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating activities.

The financial statements for the period ended 30 June 2013 have been authorised for issue by the Bush Fire Co-ordinating Committee on 17 September 2013.

(b) Basis of Preparation

The Committee's financial statements are general purpose financial statements which have been prepared in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations); and
- the requirements of the *Public Finance and Audit Act 1983* and Regulation.

Financial statement items are prepared in accordance with the historical cost convention.

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

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

(c) Statement of Compliance

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

(d) Income Recognition

Income is measured at the fair value of the consideration or contribution received or receivable. Revenue (in the form of a grant from the NSW Rural Fire Service) is recognised as income when the Committee gains control over the assets comprising the grant / contribution.

(e) Administrative Support

The NSW Rural Fire Service provides miscellaneous goods and services as administrative support to the Committee at no charge. The value of this minor administrative support is not material.

(f) Personnel Services

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

(g) Equity and Reserves

The Committee does not hold its own insurance coverage as it does not have any employees, hold any assets or have any potential liability exposure.

BUSH FIRE CO-ORDINATING COMMITTEE

Notes to the financial statements for the period ended 30 June 2013

(h) Comparative Information

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

(i) New Australian Accounting Standards issued but not effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise. At the reporting date there are a number of new Accounting Standards that have not been applied and are not yet effective. The initial application of these standards will have no known material impact on the financial performance or position.

	2013 \$'000	2012 \$'000
2. Revenue and Expenses		
Revenue		
Grants from the NSW Rural Fire Service	27	34
	<u>27</u>	<u>34</u>
Expenses		
Personnel services provided by the NSW Rural Fire Service	27	34
	<u>27</u>	<u>34</u>

3. Contingent Assets and Contingent Liabilities

As at 30 June 2013 the Committee had no contingent assets or contingent liabilities (Nil in 2012).

4. Financial Instruments

The Committee does not hold any financial instruments.

5. Events after the Reporting Period

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

End of audited financial statements

Appendices

OPERATIONAL SERVICES

A	Bush Fire Community Protection: Properties Protected	102
	Properties Protected by Agency	104
	Completed Hazard Reduction Works Summary by Tenure	104
	Hazard Reduction Areas Completed by Land Tenures	105
	Hazard Reduction Areas Completed By Land Tenures Versus Target	106
	Hazard Reduction Undertaken By The NSW RFS	106
	Hazard Reduction Certificates Issued	106
B	Neighbourhood Safer Places	108

INFRASTRUCTURE SERVICES

C	Waste Handling Report	109
D	Environmental Performance Score Report	109

MEMBERSHIP AND STRATEGIC SERVICES

E	Chaplaincy and Family Support Network	110
F	Counselling and Support Unit	111
G	Membership Applications, Criminal History and Child Related Activity Checks	111
	Equal Opportunity Statistics, Multicultural Plan and Disability Plan, Industrial	112
H	Relations Policy, Work, Health and Safety Report	
I	Staff Establishment/ FTE	115
J	Reported Injuries and Registered Workers Compensation Claims 2011/12	115
K	Executive Remuneration	116
L	Learning and Development - Training Activity	117
M	Volunteer to Career	117
N	Secondary School Cadet Program	118
O	Consultative Committees	119
P	Research and Development	121
Q	Awards	122

EXECUTIVE SERVICES

R	Internal Audit and Risk Management Statement	125
S	Government Information Public Access	126
T	Report to NSW Ombudsman	131
U	Statement of Performance of NSW RFS Commissioner and Deputy Commissioner	132
V	Committees	134
W	International Travel	138
X	Annual Report costs	139

Financial Services

Y	Risk Management and Insurance	139
Z	Review of Use of Credit Cards	139
AA	Payment Performance	140-42
BB	Engagement of Consultants	142
CC	Funds granted to non-government organisations	142
Glossary		143
Index		144

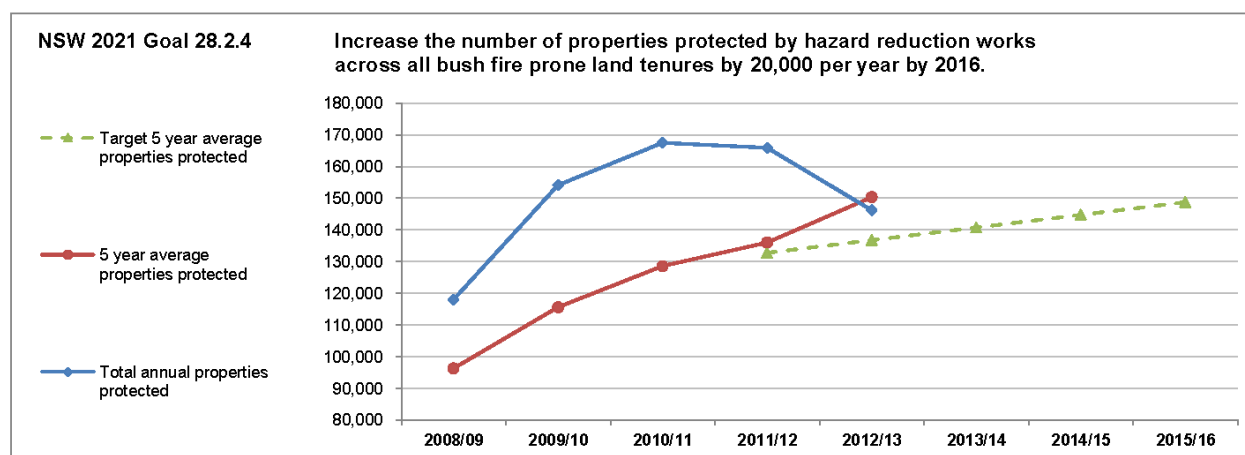
Appendix A

Bush Fire Community Protection: Properties Protected Report

	Number of works planned #	Number of works completed #	Proportion of works completd v planned %	Number of properties covered by completed works #	Value of properties covered by completed works \$M
Total bush fire protection works	21,436	18,504	86.3%	253,848	\$120,559
Total programmed hazard reduction works	9,680	8,026	82.9%	146,292	\$64,368.50
Bush fire hazard complaints	2,618	2,265	86.5%	3,802	\$1,672.9
Private land hazard reduction certificates	1,152	1,099	95.4%	2,997	\$1,318.7
Development control assessments	4,589	4,158	90.6%	40,673	\$26,762.1
Community education programs	3,397	2,956	87.0%	60,084	\$26,437.0

1. The 'Total programmed hazard reduction works' data set is derived from the Bushfire Risk Information Management System (BRIMS) records as at 8 October 2013.
2. The 'Number of works planned' data set is comprised of activities with a scheduled or completed date occurring during 2012/13.
3. The 'Number of works completed' data set comprises activities with a completion date occurring during 2012/13.
4. The 'Value of properties covered by completed works' uses a standard property value of \$440,000 per property which was sourced from a published paper (McAneney K.J. 2005).
5. The planned works for hazard complaints comprise the complaints received in this reporting period and the carryovers.
6. The planned works for DA's comprise the DAs received in this reporting period and the carryovers.

NSW 2021 Goal 28.2.4



	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total annual properties protected by programmed hazard reduction works	118,021	154,211	167,533	165,945	146,292			
Five years average properties protected by total programmed hazard reduction works	96,313	115,612	128,593	136,063	150,400			
Target five years average properties protected by total programmed hazard reduction works				132,793	136,793	140,793	144,793	148,793

Properties Protected By Agency

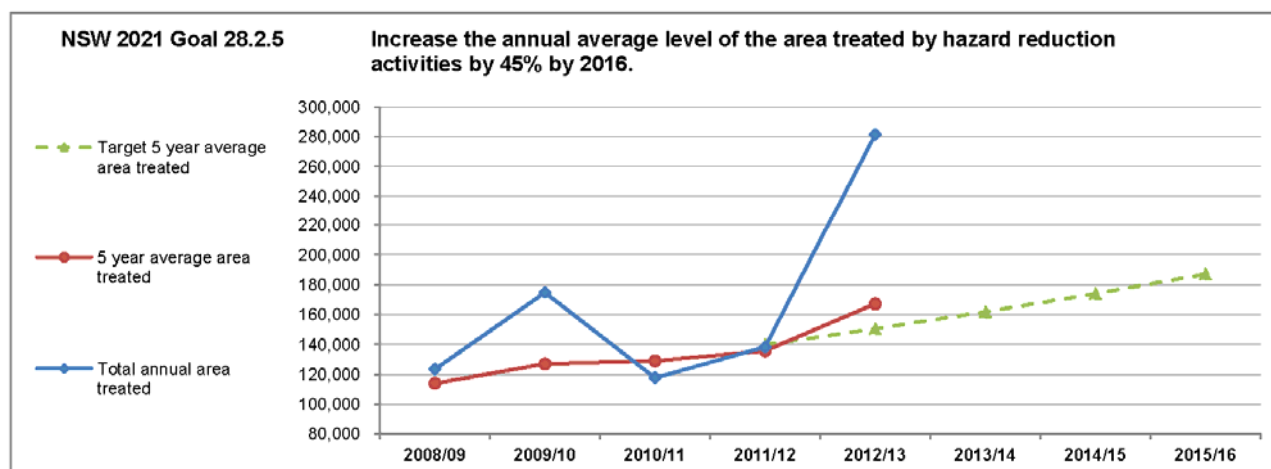
	Target #	Number of properties protected	Completed v target (%)
Department of Primary Industries	17,253	19,848	115.0%
Local Govt Authority	54,081	59,945	110.8%
NSW National Parks and Wildlife Service	14,493	17,685	122.0%
Other	900	941	104.6%
Forests NSW	1,193	1,504	126.1%
Fire & Rescue NSW	3,879	632	16.3%
NSW Rural Fire Service	44,994	45,737	101.7%

Completed Hazard Reduction Works Summary by Tenure

	Burning (ha)	Mechanical (ha)	Other (ha)	Total (ha)
Australian Rail Track Corporation	201.04	390.28	0.00	591.32
Catchment Authority	0.00	0.00	0.00	0.00
Commonwealth	1,317.10	0.06	0.00	1,317.16
Dept of Primary Industries (Crown Lands)	2,393.30	2,306.86	254.57	4,954.73
Local Government Authority	1,010.58	13,133.88	6,165.89	20,310.35
NSW National Parks and Wildlife Service	207,072.17	2,350.49	170.85	209,593.51
Other	7,798.03	1,470.81	256.10	9,524.94
Private	11,503.65	1,608.99	107.69	13,220.33
Railcorp	9.17	62.71	0.00	71.88
Roads and Maritime Services	1.16	437.93	0.73	439.82
Forests NSW	21,428.58	31.83	7.74	21,468.15
Total hazard reduction areas	252,734.78	21,793.84	6,963.57	281,492.19

NOTE: The total hazard reduction areas on land tenures exclude 57.38 hectares by grazing means.

NSW 2021 Goal 28.2.5



	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total annual hazard reduction area completed	123,334.51	174,705.85	117,633.25	138,211.48	281,492.19			
Five year average total area of hazard reduction works completed	113,946	126,915	128,894	135,688	167,075			
Target five years average total area of hazard reduction works completed				139,900	150,435	161,762	173,943	187,041

NOTE: All measurements are in hectares.

Hazard Reduction Areas Completed By Land Tenures versus Target

Land tenure	Target	Completed HR Area by method				Completed v target (%)
		Burning	Mechanical	Other	Total	
Australian Rail Track Corporation	235.0	201.04	390.28	0.00	591.32	251.6%
Catchment Authority	349.7	0.00	0.00	0.00	0.00	0.0%
Commonwealth	109.6	1,317.10	0.06	0.00	1,317.16	1201.8%
Dept of Primary Industries (Crown Lands)	2,238.7	2,393.30	2,306.86	254.57	4,954.73	221.3%
Local Government Authority	10,052.4	1,010.58	13,133.88	6,165.89	20,310.35	202.0%
NSW National Parks and Wildlife Service	108,578.7	207,072.17	2,350.49	170.85	209,593.51	193.0%
Other	2,198.8	7,798.03	1,470.81	256.10	9,524.94	433.2%
Private	8,964.1	11,503.65	1,608.99	107.69	13,220.33	147.5%
Railcorp	194.7	9.17	62.71	0.00	71.88	36.9%
Roads and Maritime Services	508.1	1.16	437.93	0.73	439.82	86.6%
Forests NSW	17,004.7	21,428.58	31.83	7.74	21,468.15	126.2%

Hazard Reduction Undertaken By the NSW RFS

While not a land management agency, members of the Service contribute significantly to hazard reduction activities in support of land management agencies and private property owners. During the reporting year, the NSW RFS undertook 1,938 hazard reduction works comprising approximately 26,408 hectares of hazard reduction work protecting a total number of 45,737 assets with a value of \$20.1 billion (based on median insurance house and contents value in Sydney 2004 - McAneney K. J . 2005).

Hazard Reduction Certificates Issued

Certificate issuing agency	Number Issued	% of total
Dept of Primary Industries (Crown Lands)	246	7.52%
Local Government Authority	767	23.46%
NSW National Parks and Wildlife Service	333	10.18%
NSW Rural Fire Service	1,902	58.17%
Other	22	0.67%
Total	3,270	100%

Hazard Complaints Received

Land tenure	Complaints received	% of total
Private land	1,545	67.41%
Council land	533	23.25%
State Government land	183	7.98%
Commonwealth land	4	0.17%
Australian Rail Track Corporation land	2	0.09%
To be determined	25	1.09%
Total	2,292	100%

Inspections, Formal Notices and Enforcement Works

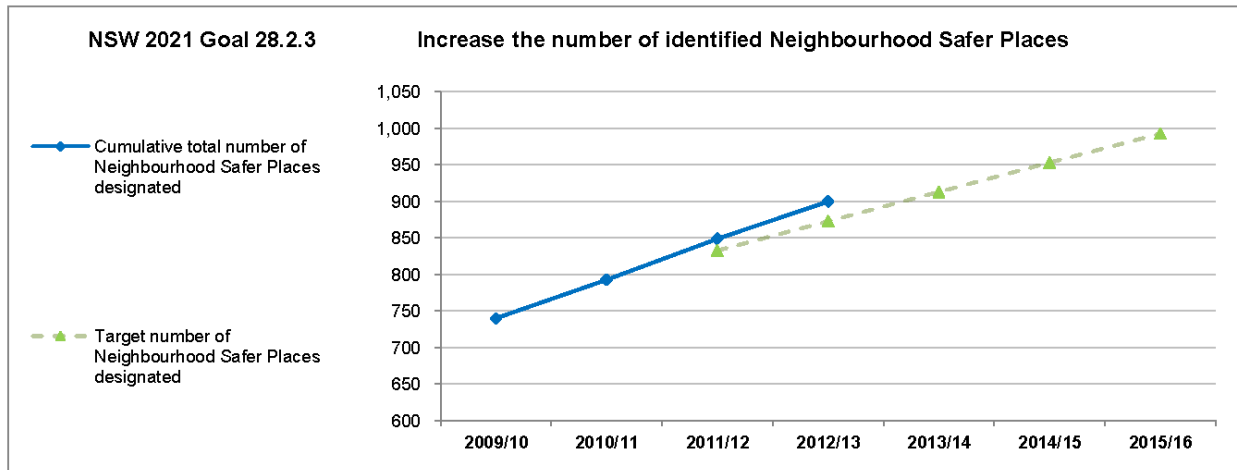
Number of hazard complaints inspections undertaken	Number of formal notices issued under Section 66 of the Act	Enforcement works undertaken under Section 70 of the Act
2,625	192	12

Permits Issued Under The *Rural Fires Act 1997*

Permits issued by	Number Issued	% of total
Fire & Rescue NSW	310	1.69%
NSW Rural Fire Service	18,035	98.31%
Total	18,345	100%

Appendix B

Neighbourhood Safer Places



	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Cumulative total number of Neighbourhood Safer Places designated	740	793	849	900			
Target number of Neighbourhood Safer Places Designated			833	873	913	953	993

Appendix C

Waste Handling Report: July 2012–June 2013

The NSW Rural Fire Service continues to be committed to reducing the amount of waste to landfill and improving procurement procedures to ensure the Government's targets in this area are achieved. In the reporting period, a waste audit was conducted to determine the effectiveness of the waste minimisation and recycling strategies currently in place. Data was also compiled on the amount of paper recycled and office equipment wastes, including toner cartridges and printer ribbons. Paper avoidance strategies continue through the extensive use of email, computer generated forms and the internet as well as double-sided printing and photocopying of documents.

Recycling at the NSW RFS Headquarters in Lidcombe based on the office waste stream assessment included:

- › 4,630 kg paper waste
- › 1,870 kg co-mingled (glass bottles, aluminium cans, PET)
- › 7,510 kg cardboard
- › 100 percent of all used toner cartridges
- › 100 percent of obsolete computers; and
- › computer monitors through the recycled through Reconnect Program

Appendix D

Environmental Performance Score Report

Environmental Performance Score (All Corporate Vehicles)		Target
EPS (All Corporate Passenger Vehicles)	13.7	13.5
EPS (All Corporate Light Commercial Vehicles)	9.00	9
	11.35	11.25

The figures are based on corporately marked vehicles; no operationally marked vehicles have been included in this report.

Appendix E

Chaplaincy and Family Support Network

Chaplaincy Activity	Totals - Senior Chaplain and Senior Family Support Chaplain			Totals - Volunteer Fire District Chaplains and Family Support Volunteers		
	2013	2012	2011	2013	2012	2011
Visits to NSW RFS Headquarters	141	153	360	5	5	1
Visits to Fire Control Centres	35	27	133	439	410	451
Visits with Fire Control Officers	28	18	45	230	210	175
Visits to Rural Fire Brigades	57	48	46	122	120	108
Regional Conferences	0	2	3	0	0	5
State Management Conferences	0	0	4	0	0	0
Brigade Captains Meetings	2	0	19	42	48	43
Seminars & Conferences	3	2	6	23	11	42
Station Openings & Dedications	15	7	8	12	10	11
Fire Fleet Blessings & Services	9	14	18	56	58	102
Personal and family counselling	58	45	74	352	368	310
Telephone support and counselling	221	209	308	284	296	222
Home visits-members and family	30	42	201	164	158	75
Hospital visitation-members	58	48	46	152	130	115
Funeral Services conducted	9	6	9	20	19	21
Infant christenings/ dedications	1	3	5	18	17	18
Service weddings	3	4	7	7	10	9
NSW Rural Fire Service Callouts	8	6	9	117	115	136
NSW Fire Brigades Callouts	0	1	1	2	2	4
NSW Parks and Wildlife Callouts	0	0	14	0	0	0
Respond to actual suicides	0	0	0	0	2	9
Championship and Field Days	5	2	2	3	2	4
Critical Incident Support	8	2	2	25	6	5
Work Cover and other RFS meetings	42	45	38	0	0	0
Total kms travelled	57,666	56,236	67,878	17,342	16,428	9,505

Appendix F

Counselling and Support Unit

Critical Incident Support Services (CISS)				Member Assistance Program (MAP)	Employee Assistance Program (EAP)	
	# of requests	# of personnel assisted	Hours	# of new requests	Internal	External
2013	283	992	9,445	351	107	26
2012	257	1,018	8,753	387	119	29
2011	274	1,214	6,038	293	88	19

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

Appendix G

Membership Applications, Criminal History and Child Related Activity Checks

	2011	2012	2013
New Member Applications (includes junior member applications)	3,259 (373)	3,918 (303)	4,503 (317)
Existing Internal Member Criminal History and Child Related Activity Checks	1,896	1,709	1,555
Total	5,155	5,627	6,058

Appendix H

Equal Opportunity Statistics, Multicultural and Disability Plans

Trends in representation of EEO Groups				
EEO Group	Benchmark/ Target	2011	2012	2013
Women	50%	33.2%	32.4%	33.0%
Aboriginal People and Torres Strait Islanders	2.6%	1.2%	1.3%	1.5%
People whose First Language Spoken as a Child was not English	19.0%	26.6%	5.2%	5.4%
People with a Disability	N/A	5.1%	4.9%	4.8%
People with a Disability Requiring Work-Related Adjustment	1.5%	0.0%	3.9%	3.8%

Trends in the distribution of EEO Groups				
EEO Group	Benchmark/ Target	2011	2012	2013
Women	100	90	91	92
Aboriginal People and Torres Strait Islanders	100	N/A	N/A	N/A
People whose First Language Spoken as a Child was not English	100	89	108	110
People with a Disability	100	113	115	116
People with a Disability Requiring Work-Related Adjustment	100	N/A	115	118

Note 1: A Distribution Index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels.

Note 2: The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.

Equal Employment Opportunity

The NSW Rural Fire Service has a range of initiatives that promote the principles of EEO within the organisation. During 2012/13 the NSW RFS updated its Equal Opportunity policy and EEO Management Plan. The policy and plan will be subject to a consultation period in early 2013/14 with an expected release in latter part of 2013.

The NSW RFS recruitment system continues to stress EEO principles through convenor training and a thorough job analysis and development process.

The NSW RFS Next Generation Workforce Strategic Plan contains other equity and diversity strategies with a key focus on increasing the participation of women, indigenous people and people from culturally diverse backgrounds within our membership.

A key achievement for the period was the release of the Flexible Membership Model in March 2013. This initiative seeks to provide more options and greater flexibility within our volunteer membership.

Flexible training options are another key strategy that will help us attract and retain members from diverse backgrounds simply by providing a wider range of delivery modes for training in the NSW RFS.

Disability Plan

Throughout 2012/13 the NSW RFS focused on;

- Encouraging a diverse membership, including people with disabilities, through our approach to flexible membership and our EEO Policy and Management Plan.
- Providing work facilities that enable easy public access and facilitate the employment of people with disabilities.
- Providing bush fire information to the community in a range of formats and channels useable by people with disabilities, and:
- Including specific arrangements for the protection of people with disabilities from fire through land use planning and building controls on bush fire prone land.

The NSW RFS will continue its focus on delivering and building on the initiatives outlined above.

*For further work in this area see the AIDER program under the Operational Services Directorate.

Multicultural Plan

During the reporting period, the NSW RFS released its flexible membership model; a key strategy to increase diversity within the organisation's volunteer membership. Throughout the 2012/13 year the NSW RFS also:

- Reviewed the corporate plan and included a key focus area and objectives relating to diversity.
- Commenced collecting voluntary demographic and cultural data from new volunteer members to enable us to better profile the diversity of our volunteer membership.
- Included information on translation services in the NSW RFS Bush Fire Information Line Coordinators Manual which may be activated when fires impact areas of large numbers of known linguistically and culturally diverse groups.
- Continued to supply a range of communication materials in other community languages as part of the Prepare Act Survive public awareness campaign.
- Monitored progress on the actions within the NSW Rural Fire Service Multicultural Plan

In the next reporting period, the NSW RFS will focus on providing our membership with information and strategies aimed at increasing diversity. This will be achieved through the development of a volunteer recruitment and retention resource which will help Rural Fire Brigades promote membership that is inclusive, diverse and reflective of the community.

Aboriginal Services

Throughout the 2012/13 reporting period, the NSW Rural Fire Service continued to monitor the actions within the Aboriginal Services Plan.

A key project for the period was the Bushfire Resilience Project for Aboriginal Communities Phase 2. This program, led by Region West, aims to increase resilience of remote Aboriginal communities to the threats posed by fire. Phase 1

of this project was completed in 2012. It undertook hazard and risk assessments to determine the preparedness levels of individual aboriginal communities from the impacts of fire and other hazards. This project (Phase 2) plans to implement many of these recommendations.

Industrial Relations Policies and Practices

During the reporting period our industrial agenda focussed internally including discussions with industrial representatives and central agencies on specific subjects such as major incident conditions, agreed absences (AAs) and the Joint Consultative Committee (JCC).

Authority was granted from the Wages Policy Taskforce to start discussions on the Major Incident clause within our Award and following consultation with the PSA we retained the provisions of our Major Incident Conditions Interim Award indefinitely.

During the period there were a couple of notable exceptions that were not in the business as usual category:

- Some minor amendments were made to our Award in that the RFS Conditions of Employment Award 2009 was subject to an IR Act 1996, Section 19 review in March 2012. Moreover the Award was updated by the IRC with involvement from RFS and PSA. The changes applied to updated salary rates, removal of redundant allowance rates, and the most notable change: the title of the Award no longer contains the year of creation. It is simply titled the Crown Employees (Rural Fire Service) Award.
- A new consultation policy and Workplace Advisory Committee (WAC) was established on 16 April 2013. The Workplace Advisory Committee (WAC) is a high level advisory committee to the Commissioner of the NSW Rural Fire Service (NSW RFS), chaired by the Deputy Commissioner. The primary role of the WAC is to critically examine employee related issues, proposals and other high level workplace and employment relations matters. The inaugural meeting was held on 14 May 2013.

Statement setting out OH&S Performance

The primary focus of the HSW Section in the reporting period was the consolidation and monitoring of strategies associated with:

- the continued transition to the new *Work Health Safety Act 2011* and associated Regulation;
- the internal administration of the *Workers Compensation Legislation Amendment Act 2012*;
- the commencement of the NSW RFS Manual Handling Program 2012/13 and;
- the development and implementation of Health and Safety related tasks linked to the internal OHS Audit Program 2011/12.

Information about the Work, Health and Safety Risk register can be found on [page 45](#) and the table on Reported Injuries and Workers Compensation Claims can be found on [page 116](#).

Appendix I

Staff Establishment / FTE

Comparative figures for the past three years	2011	2012	2013
Full Time Equivalent Positions (FTE)	920	908	846
Permanent Position Count	792	807	773
Headcount at Census	923	942	883

The Public Service Commission collects workforce profile data from Public Sector Agencies

Appendix J

Reported Injuries and Registered Workers Compensation Claims 2011/12

Injury Type	Reported Injuries			Workers Compensation Claims	
	Volunteer member	Salaried member	Non-NSW RFS personnel	Volunteer member claims	Salaried member claims
Burns	31	4	1	23	0
Contusion with skin intact	50	16	3	20	7
Deafness	1	0	0	1	0
Diseases and other non traumatic injury	2	1	0	2	0
Dislocation	38	2	1	18	1
Effects of weather, exposure, air pres. & other ext. causes	0	3	0	0	1
Electrocution	1	0	0	1	0
Eye disorders	14	3	0	9	0
Foreign body in eye, ear, nose, resp. or digestive systems	14	0	1	14	1
Fracture	3	0	0	3	0
Injuries to nerves and spinal cord	1	0	0	1	1
Internal injury of chest, abdomen and pelvis	5	1	0	5	0
Intracranial injury	2	0	0	2	1

APPENDICES - MEMBERSHIP AND STRATEGIC SERVICES

Reported Injuries and Registered Workers Compensation Claims (continued)	Reported Injuries			Workers Compensation Claims	
	Volunteer member	Salaried member	Non-NSW RFS personnel	Volunteer member claims	Salaried member claims
Open wound not involving traumatic amputation	41	10	1	29	4
Poisoning and toxic effects of substances	79	33	1	55	8
Psychological disorders	5	4	0	5	5
Sprains and strains of joints and adjacent muscles	159	55	6	104	33
Superficial injury	45	20	0	14	0
Traumatic amputation, including enucleation of eye	11	2	1	12	2
TOTAL	502	154	15	318	64

* Includes Workers Compensation claims corresponding to injuries occurring in previous financial years.

Appendix K

Executive Remuneration: SES Level 5 and Above

Position	SES Level	Total Annual Remuneration
Commissioner Shane Fitzsimmons	6	\$328,650
Deputy Commissioner Rob Rogers	5	\$292,450

Executive Remuneration: Gender Balance

NSW RFS	2013		2012		2011	
Gender	M	F	M	F	M	F
SES 6	1	-	1	-	1	-
SES 5	1	-	1	-	1	-
SES 4	-	1	-	1	-	1
SES 3	2	-	3	-	3	-
SES 2	1	-	-	-	-	-
TOTAL	5	1	5	1	5	1

Appendix L

Learning and Development - Training Activity

Volunteers and their qualifications	2013	2012	2011
Bush Firefighters	2100	2421	3503
Village Firefighters	547	647	929
Advanced Firefighters	404	497	622
Crew Leaders	548	500	1140
Group Leaders	43	62	61
First Aid	1794	1761	1957
Breathing Apparatus	524	202	239
Chain Saw Operators 3&4	710	592	574
Rural Fire Drivers	417	377	458
NSW RFS Instructors	317	346	148
NSW RFS Training Facilitators	-	-	26
NSW RFS Training Coordinators	89	120	59
NSW RFS Assessors	113	129	87
Assessor Advocates	10	80	19

1. Figures generated by SAP LSO database only cover qualifications generated by electronic databases within each reporting year
2. Crew leader numbers have been adjusted to only count those with the full CL qualification rather than its individual components of CLW and CLV
3. Figures are inclusive of newly certified and recertified members
4. Training facilitators were deleted from 2011/12 due to change to TAA qualification

Appendix M

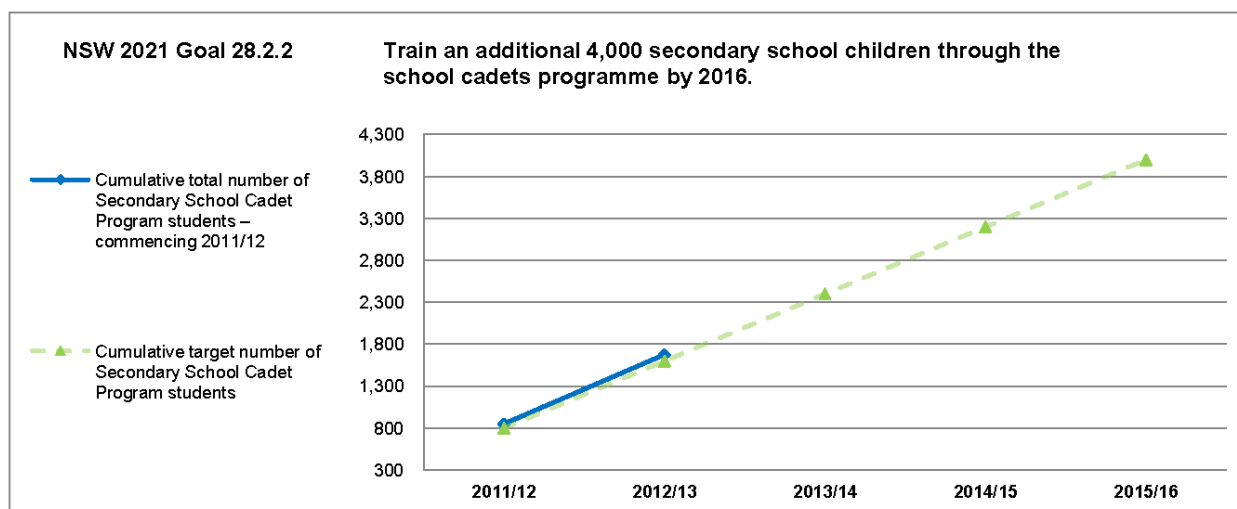
Volunteer to Career

Approximately 72 percent of members currently employed with the NSW RFS are drawn from the Service's volunteer membership. Volunteer members are encouraged to pursue a career in the Service. The RFSA is a valued partner of the RFS in conducting the Volunteer to Career Program (V2C) which are held over a weekend. This is the sixth year that this successful program has been run.

In the reporting period V2C programs were held in two locations; Coffs Harbour in July and Regentville in August of 2012. To date 450 volunteer members have attended the program with 21 percent of attendees having gained some form of employment with the NSW RFS, across a range of employment types.

Appendix N

Secondary School Cadet Program



	2011/12	2012/13	2013/14	2014/15	2015/16
Cumulative total number – commencing 2011/12	840	1,667 (827)			
Cumulative target number of Secondary School Cadet Program students	800	1,600	2,400	3,200	4,000

Appendix O

Attendance at Consultative Committees

Regional Services Consultative Committee*		
Name	Attendance	No. Eligible to Attend
Assistant Commissioner Dominic Lane, AFSM (Chair 2012)	1	1
Assistant Commissioner Bruce McDonald, AFSM (Chair 2013)	1	1
Brian McDonough (Deputy Chair)	2	2
Bert Brand	1	2
Ian Stewart, AFSM	0	2
Steve Robinson	1	2
Paul Whiteley, AFSM	1	2
Michael Brett	1	2
Vic Walker	2	2
Jason Heffernan	1	2
Christopher Williams	2	2

*This committee amalgamated with the Operational Services Consultative Committee May 2013 due to the organisational realignment at that time.

Infrastructure Services Consultative Committee		
Name	Attendance	No. Eligible to Attend
Assistant Commissioner Dominic Lane, AFSM (Chair Oct 2012)	1	1
Chief Superintendent John Parnaby (Chair March 2013)	1	1
Assistant Commissioner Bruce McDonald, AFSM (Chair June 2013)	1	1
David Hoadley, AFSM (Deputy Chair)	3	3
Errol Hockley	3	3
Mark Ross	3	3
Troy Dowley	3	3
Steve Jones	3	3
Steve Smith	3	3
Ron Bridge	3	3
Geoff Andrew	2	3
John Fitzgerald, AFSM	3	3

APPENDICES - MEMBERSHIP AND STRATEGIC SERVICES

Membership Services Consultative Committee		
Name	Attendance	No. Eligible to Attend
Bronwyn Jones (Chair)	3	3
Ken Middleton (Deputy Chair)	3	3
Steve Mephram	3	3
William Bean	3	3
Glen Wall	3	3
Peter Mooney	3	3
Nicole Vidler	2	3
Sean McArdle	2	3
Len Carter, AFSM<	3	3
Captain Tom Nolles, AFSM	3	3

Community Engagement Consultative Committee		
Name	Attendance	No. Eligible to Attend
Richard Lyons (Chair)	3	3
Marcia LeBusque (Deputy Chair)	3	3
Neil Thompson	3	3
Helen Riedl	2	3
Gary Walker	1	3
Garry Barrett	3	3
Zofie Lahodny-Gesco	3	3
David Donaldson	3	3
David Stimson	3	3
Victoria Williams	3	3

Operational Services Consultative Committee		
Name	Attendance	No. Eligible to Attend
Deputy Commissioner Rob Rogers, AFSM (Chair)	2	3
Stephen Raymond (Deputy Chair)	0	3
Wayne Halliday	2	3
Chris Powell, AFSM	3	3
Jim Smith, AFSM	3	3
Mark Mulheron	2	3
Angela Daly	2	3
Brendon Ede	3	3
Don Carter, AFSM	1	3
Geoff Ryan	2	3

Appendix P

Research and Development

Bush Fire Cooperative Research Centre (CRC)

Year	Cash Contribution	In-kind Contribution*	Additional Bush Fire CRC Research Contribution
2011	\$310,000	311,422	
2012	\$322,000	413,958	
2013	\$334,000	575,260	\$150,000**

* The in-kind contribution is based on a schedule of predetermined values for various levels of contribution towards Bushfire CRC outcomes or research utilisation. It also includes a component of actual costs incurred by the NSW RFS towards achieving these outcomes, such as travel expenses to attend conferences.

** In addition to the above - \$150,000 to the Bushfire CRC for the commissioned research into the January 2013 Fires in NSW - 'Community Understanding and awareness of bushfire safety – January 2013 bushfires'.

Research undertaken by Monash University looked at the health of Australian firefighters. As a member of the Australasian Fire and Emergency Service Authorities Council (AFAC), the NSW RFS participated in the study and provided a payment of \$91,500 (plus GST) in 2012/13.

With regard to the new Bushfire and Natural Hazards CRC (BNHCRC) there was a jurisdictional commitment of \$50,000 to support the implementation of the BNHCRC up to 30 June 2013. This amount was split amongst the agencies with the NSW RFS contributing \$12,500 of the share.

Appendix Q

Awards

Internal Awards

Internal Bravery and Service Awards	Volunteer members	Salaried members	Total
Commissioner's Award for Valour	Nil	Nil	Nil
Commissioner's Commendation for Bravery	Nil	Nil	Nil
Commissioner's Commendation for Service	10	3	13
Group Captain Craig Bardney and Group Captain Colin Smeeth, Myall Park Rural Fire Brigade and Wyangan Rural Fire Brigade, MIA Zone, Region South Firefighter Vernon Dunning, Cooma Rural Fire Brigade, Monaro, Region South Group Captain Leslie Fowler, Central Warren Rural Fire Brigade, North West Zone, Region West Deputy Captain Raymond Hehir, Murrumbateman Rural Fire Brigade, Southern Tablelands Zone, Region South Captain Leslie Irvin, Barellan Rural Fire Brigade, MIA Zone, Region South Assistant Commissioner Dominic Lane, AFSM, (former) Director, Regional and Infrastructure Services Firefighter Judith Moore, Eurobodalla Fire Control Support, Far South Coast, Region South Senior Deputy Captain Helen Riedl, Malua Bay Rural Fire Brigade, Far South Coast, Region South Deputy Commissioner Rob Rogers, AFSM, Director Operational Services Captain Brian Schloeffel, Burrabadine Rural Fire Brigade, Orana, Region West Rebel Talbert, Group Manager, Operational and Mitigation Support Services Firefighter Malcolm Weir, Gerringong Rural Fire Brigade, Illawarra, Region East			
Commissioner's Certificate of Commendation (Unit)	7	1	8
Bland Temora Zone Volunteers and Staff, Region West Gloucester/Great Lakes Team Volunteers and Staff, Region East Hazelbrook Rural Fire Brigade, Blue Mountains, Region East Lake Albert Bush Fire Brigade, Wagga Wagga, Riverina Zone, Region South Macarthur Remote Area Firefighting Team (RAFT) Brigade, Macarthur Zone, Region East MIA Zone Volunteers and Staff, Region South			

APPENDICES - MEMBERSHIP AND STRATEGIC SERVICES

NSW RFS Courage Under Fire, RFSA Kokoda Trek Initiative Riverina Zone Volunteers and Staff			
Commissioner's Certificate of Commendation (individual)	Nil	1	1
Sharon Saunders, Coordinator, Audit, Inquiries and Legal, Executive Services			
Commissioner's Unit Citation for Bravery	Nil	Nil	Nil
Commissioner's Unit Citation for Service	3	Nil	3
Eurobodalla Training Centre Support Group, Far South Coast, Region South Moree Rural Fire Brigade, Namoi Gwydir, Region North Narrabri Headquarters Rural Fire Brigade, Namoi Gwydir, Region North			
Totals	20	5	25

Long Service Medals	Volunteer members	Salaried members	Totals
10 yr Long Service Medal	596	22	618
20 yr Long Service Medal	297	13	310
30 yr Long Service Medal	228	5	233
40 yr Long Service Medal	153	4	157
50 yr Long Service Medal	87		87
60 yr Long Service Medal	41		41
70 yr Long Service Medal	2		2
Totals	1,404	44	1,448

External Awards

Australian Fire Service Medal	Volunteer members	Salaried members	Totals
Australia Day Group Captain Lindsay Ronald Henley, Bland FCC, Region West Group Captain Barrie John Hewitt, Cudgegong FCC, Region West Captain Tom Nolles, Canobolas Support Brigade, Region West Superintendent Ian Charles Stewart, Shoalhaven District, Region South Group Captain Errol James Smith, Singleton FCC, Region East Group Captain James Patrick (Pat) Smith, Lockhart RFB, Region South Deputy Group Captain Barry Tindall, Port Stephens FCC, Region East	6	1	7
Queen's Birthday Group Captain Gary Kadwell, Crookwell, Southern Tablelands Zone, Region South Group Captain Elizabeth (Liz) Ferris, Devils Pinch, Region North Deputy Captain Keith Robinson, Bulli Rural Fire Brigade, Region East Captain Ronald Headon, Hay Headquarters, Mid West Team, Region West Superintendent Christopher (Chris) Favelle, Far West Team, Region West Superintendent Arthur Sharp, Canobolas Zone, Region West	4	2	6
Totals	10	3	13

National Medal/Clasps	Volunteer members	Salaried members	Totals
Medals	75	1	76
Clasps	70	2	72
Totals	145	3	148

Appendix R

Internal Audit and Risk Management Statement

All communications to be addressed to:

Headquarters
NSW Rural Fire Service
Locked Bag 17
GRANVILLE NSW 2142

Telephone: (02) 8741 5555

e-mail: shane.fitzsimmons@rfs.nsw.gov.au

Headquarters
NSW Rural Fire Service
15 Carter Street
LIDCOMBE NSW 2141

Facsimile: (02) 8741 5550



Your Ref:

Our Ref: PRO/0275

August 29th 2013

Internal Audit and Risk Management Statement for the 2012-2013 Financial Year for the NSW Rural Fire Service

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

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

- Mr Arthur Butler, Independent Chair, appointed for a 4 year term commencing October 2009, ending October 2013
- Dr Dale Cooper, Independent Member, appointed for a 4 year term commencing January 2010, ending January 2014
- Mr Richard Lyons, Non-independent Member, (Director Executive Services, NSW Rural Fire Service), appointed October 2009 until June 2014.

These processes provide a level of assurance that enables the senior management of the NSW Rural Fire Service to understand, manage and satisfactorily control risk exposures. As required by the policy, I have submitted an Attestation Statement outlining compliance with the policy to Treasury on behalf of the Treasurer.

Shane Fitzsimmons AFSM
Commissioner NSW Rural Fire Service

Appendix S**Government Information (Public Access) Regulation 2009****Schedule 2 – Statistical information about access applications**

Table A: Number of applications by type of applicant and outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application is withdrawn
Media	1	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	8	23	2	7	0	0	0	2
Not for profit organisations or community groups	0	1	0	0	0	0	0	0
Members of the public (application by legal representative)	0	11	0	2	0	0	0	0
Members of the public (Other)	3	8	0	0	0	0	0	0

Government Information (Public Access) Regulation 2009 (cont)**Table B: Number of applications by type of application and outcome**

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application is withdrawn
Personal information applications	0	0	0	0	0	0	0	0
Access applications (other than personal)	12	43	2	9	0	0	0	2
Access applications that are partly personal information	0	0	0	0	0	0	0	0

Government Information (Public Access) Regulation 2009 (cont)

Table C: Invalid applications	
Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	5
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	5
Invalid applications that subsequently became valid applications	3

Government Information (Public Access) Regulation 2009 (cont)

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act	
	Number of times consideration used
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

Government Information (Public Access) Regulation 2009 (cont)

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	2
Law enforcement and security	1
Individual rights, judicial processes and natural justice	43
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timelines

	Number of applications
Decided within the statutory timeframe (20 plus any extensions)	67
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	3
Total	70

Note: 72 valid or subsequently valid applications received in total and 2 withdrawn

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Decision pending	Total
Internal review	0	0	0	0
OIC review	0	0	0	0
Internal review following recommendation under section 93 of the Act	0	0	0	0
Review by ADT				0
Total	0	0	0	0

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of the access application relates (see section 54 of the Act)	0

Statistics required by Clause 7 of the Government Information (Public Access) Regulation 2009

Total number of access applications received by the agency during the reporting year (including withdrawn application but not including invalid applications)	72
Total number of access applications received by the agency during the reporting year that the agency refused, either wholly or partly because the application was for the disclosure of information referred to in Schedule 1 to the Act.	0

Reviews pending from last reporting period finalised in 2011/12

	Decision varied	Decision upheld
Internal review	0	0
OIC review	0	0
Internal review following recommendation under section 93 of the Act	0	0
Review by ADT	0	0

Appendix T

Report to NSW Ombudsman

Statistical Data on all Public Interest Disclosures During the Reporting period 1 January 2013-30 June 2013

Report submitted to the NSW Ombudsman's Office On-line Reporting Tool in accordance with the *Public Interest Disclosures Act 1994* and Public Interest Disclosures Regulation 2011.

Statistical Information:		Total
No of Public Officials who made Public Interest Disclosures to the NSW RFS		0
No of Public Interest Disclosures received by NSW RFS		0
Of all Public Interest Disclosures received how many were about		
Corrupt Conduct		0
Maladministration		0
Serious and Substantial Waste		0
Government Information Contravention		0
Local Government pecuniary interest contravention		0
No of Public Interest Disclosures (received since 1 Jan 2013) that have been finalised in this reporting period;		
Additional Data		Response
Does NSW RFS have an internal reporting policy?		Yes
Has head of agency taken actions to meet staff awareness obligations?		Yes – training, publication of information on intranet sites and access to Service Standards

Appendix U

Statement of Performance of NSW RFS Commissioner

Name	Shane Alan Fitzsimmons, AFSM (appointed September 2007)
POSITION	NSW Rural Fire Service Commissioner
SES LEVEL	6
REMUNERATION	\$328,650

The 2012/13 bush fire season will be remembered as one of the most challenging in recent times. The peak of the season was in January, when we saw temperature records broken, the first Catastrophic fire danger ratings, and an unprecedented demand for information about fire activity.

There were a total of 26 days of total fire ban determined by the Commissioner, and 80 bush fire emergency declarations made under the *Rural Fires Act 1997*.

RFS volunteers responded to more than 23,000 incidents, including over 5,800 bush and grass fires across the State from September 2012 to March 2013.

In the Reporting period, the Commissioner oversaw the enhancement of the RAFT capability across the State, adding two new teams, and coordinating 88 RAFT deployments of its volunteer members.

During the reporting period the Commissioner oversaw the continuation of work to meet the Government's *NSW 2021* targets to increase hazard reduction across NSW. Of the proposed works, approximately 80% were completed.

An extensive audit of Neighbourhood Safer Places (NSP) was undertaken to ensure they met the required standards. As at 30 June 2013, there were 900 designated NSPs.

Other operational achievements of the Commissioner during this reporting period include the review of *Planning for Bush Fire Protection 2006*; the development of 82 Community Protection Plans, with 38 completed; the initiation of a strategic review of the Service's 10 year aviation needs; and the continuation of the public awareness campaign during the 2012/13 fire season.

The Commissioner continues to provide strong leadership as evidenced by a continued emphasis on recruiting and retaining RFS members. During this reporting period, the final version of the Flexible Membership Model was released, and a volunteer recruitment and retention kit was developed; further the Secondary School Cadet program saw more than 800 students participating in a total of 60 programs across the State. Another important initiative was the Supportive Employer Program launched in March 2013.

Commissioner Fitzsimmons' sound management of the NSW Rural Fire Service builds and supports the Service's organisational capability and sustainability, and ensures that the Service's strong traditions of community service are maintained and fostered. Under the Commissioner's leadership, the RFS continues to increase its already recognised high level of knowledge, skills and capacity to share knowledge and resources with key partners, in the State, National and International arenas.

SIGNED Hon. Michael Gallacher, MLC
Minister for Police and Emergency Services

Appendix U

Statement of Performance of NSW RFS Deputy Commissioner

Name	Rob Rogers, AFSM
POSITION	Director of Operational Services (appointed 22 August 2008)
RANK	Deputy Commissioner (appointed 1 February 2011)
SES LEVEL	5
REMUNERATION	\$292,450

The Deputy Commissioner was instrumental in ensuring the NSW RFS and its partner agencies were in a high state of readiness for the bush fire season, through such strategies as the delivery of Pre-Season Briefings and extensive exercising at District, Regional and State levels; the strategic placement of resources (ground / aerial); pre-emptive Section 44 appointments; and the development of triggers for the deployment of Remote Area Firefighting Teams and Rapid Aerial Response Teams.

2012/13 saw an increased level of fire activity from August 2012 to March 2013. Significant fire activity was experienced within a two week period (7-21 January 2013), with 5,142 bush and grass fires resulting in more than 650,000 hectares burnt. Deputy Commissioner Rogers provided oversight and coordination to the extensive firefighting efforts and support provided by more than 10,500 firefighters from the NSW RFS, Fire & Rescue NSW, National Parks and Wildlife Service and State Forests. He was also responsible for the oversight of emergency alert messaging and the dissemination of advice to the community including 99 emergency alert campaigns and the receipt of more than 23,600 calls to the Bush Fire Information Line.

With respect to fire prevention, suppression and mitigation management, Deputy Commissioner Rogers was responsible for the establishment and achievement of targets to increase hazard reduction across the State in alignment with the NSW 2021 Plan; the ongoing development of State Mitigation Support Services crews and the introduction of initiatives to reduce bush fire arson consistent with national priorities including the development with the Bush Fire Arson Taskforce of an electronic database to assist in the identification and tracking of arson-related incidents

In 2012/13, the Deputy Commissioner's existing portfolio of Operational Services was combined with that of Regional Services. This move streamlined policy development and service delivery. Deputy Commissioner Rogers provided excellent leadership and guidance to members of the NSW RFS throughout this time of change. Some achievements within this new portfolio included the enhancing of staff flexibility, mobility, promotion, professional development and pathways for Volunteer to Career, delivery of Group Managers Forums State-wide; and the development and progression of the Bushfire Resilience for Aboriginal Communities Program.

Deputy Commissioner Rogers has continued to provide me with sound advice and support throughout the 2012/13 reporting period, and I am therefore more than satisfied with his performance.

SIGNED Commissioner Shane Fitzsimmons, AFSM
NSW RFS Commissioner

Appendix V

Committees

Rural Fire Service Advisory Council (RFSAC)

The RFSAC met on two occasions and attendance was as follows:

		Attendances/ Represented
Commissioner Shane Fitzsimmons, AFSM	Chair, NSW RFS	2
Mr Karl Sullivan	Insurance Council of Australia	-
Cr Allan Smith JP	NSW Local Government Association	1
Cr Ray Donald	Shires Association of NSW	1
Superintendent Stephen Raymond	NSW Rural Fire Service Association	1
Group Captain Jim Fahey	NSW Rural Fire Service Association	-
Group Captain William Bean	NSW Rural Fire Service Association	1
Mr Graham Brown	NSW Farmers Association	1
Mr Rob Pallin	NSW Nature Conservation Council	2

The Bush Fire Co-ordinating Committee (BFCC)

The BFCC met on four occasions and attendances were as follows:

		Attendances/ Represented
Commissioner Shane Fitzsimmons, AFSM	NSW Rural Fire Service	4
Deputy Commissioner Jim Smith, AFSM	Fire & Rescue NSW	2
Dr Ross Dickson	Department of Trade & Investment, Regional Infrastructure and Services Department of Primary Industries Forests NSW	3
Mr Bob Conroy	Department of Premier and Cabinet Office of Environment and Heritage National Parks & Wildlife Service Parks & Wildlife Service	2
Cr Allan Smith JP	Local Government Association of NSW Local Government NSW	1
Cr Ray Donald	Shires Association of NSW Local Government NSW	Nil
Superintendent David Hoadley, AFSM	NSW Rural Fire Service Association	4
Assistant Commissioner Denis Clifford, APM JP	NSW Police Force	Nil
Ms Anne Reeves, OAM	Nominee of the Minister for the Environment	4
Mr Rob Pallin	Nature Conservation Council of NSW	4
Mr Graham Brown	NSW Farmers Association	4
Dr Allison Rowlands	Ministry for Police and Emergency Services, (Disaster Welfare)	3
Mr Tim Wilkinson	Department of Finance and Services Land & Property Information NSW Trade & Investment	4
Mr Andrew Lewis	NSW Trade & Investment – Energy Industry & Investment	4

Fire Services Joint Standing Committee (FSJSC)

The FSJSC met on two occasions and attendances were as follows:

		Attendances/ Represented
Commissioner Greg Mullins, AFSM	Fire & Rescue NSW	2
Commissioner Shane Fitzsimmons, AFSM	NSW Rural Fire Service	2
Superintendent Darryl Dunbar	Fire & Rescue NSW	1
Mr Paul McGuiggan	Fire & Rescue NSW	1
Assistant Commissioner Stuart Midgley, AFSM	NSW Rural Fire Service	2
Mr Jim Casey	Fire Brigades Union of NSW	1
Group Captain Brian McKinlay, AFSM (ret)	NSW Rural Fire Service Association	1

Local Government & Shires Associations of NSW Liaison Committee (LGLC)

The LGLC met on one occasion and attendances were as follows:

		Attendance/ Represented
Commissioner Shane Fitzsimmons, AFSM	NSW Rural Fire Service	1
Cr Ray Donald	Shires Association of NSW	1
Cr Allan Smith JP	Local Government Association of NSW	1
Cr Bruce Miller	Shires Association of NSW	1
Cr Keith Rhoades, AFSM	Local Government Association of NSW	1
Mr Richard Lyons	NSW Rural Fire Service	1
Mr Ken Middleton	NSW Rural Fire Service Association	1

Corporate Executive Group (CEG)

The CEG met on eight occasions during the reporting period and attendances were as follows:

Name	Agency	Attendance
Commissioner Shane Fitzsimmons, AFSM	NSW Rural Fire Service	4
Deputy Commissioner Rob Rogers, AFSM	NSW Rural Fire Service	6
Mr Richard Lyons	NSW Rural Fire Service	5
Ms Bronwyn Jones	NSW Rural Fire Service	6
Assistant Commissioner Dominic Lane, AFSM	NSW Rural Fire Service	4
Assistant Commissioner Bruce McDonald, AFSM	NSW Rural Fire Service	3
Chief Superintendent John Parnaby	NSW Rural Fire Service	8
Chief Superintendent Brett Condie	NSW Rural Fire Service	8
Chief Superintendent Ken Hall	NSW Rural Fire Service	8
Mr Paul Smith	NSW Rural Fire Service	8
Superintendent Jason Heffernan	NSW Rural Fire Service	4
Group Captain Brian McKinlay, AFSM (ret)	NSW Rural Fire Service Association	7
Superintendent Stephen Raymond	NSW Rural Fire Service Association	6

Audit and Risk Committee

During 2012/13 the Audit and Risk Committee met on six occasions, including twice to discuss the financial statements of the NSW RFS. Attendances were as follows:

	Role	Attendance
Mr Arthur Butler	Independent Chairman	6
Dr Dale Cooper	Independent Member	3
Mr Richard Lyons	Director Executive Services, NSW RFS	6

Appendix W

International Travel - Approvals from 1 July 2012 to 30 June 2013

Date	Country	Officer/s	Trip details
4-15 July 2012	France	Steve Yorke	To participate in the AFAC and Bushfire CRC Collaborative IMT Research & Firefighters Study tour.
3-17 August 2012	Botswana	Brian Graham David Phillips Glen McCartney Alan Holley	Continuation of Phase III of the Fire Management Assistance Program. <i>Fully funded by AusAID</i>
4-12 August 2012	Botswana	Richard Lyons Phillip Koperberg	To give presentations at the National Fire Management Conference. <i>Fully funded by AusAID</i>
3-23 November 2012	Canada	Harry Vertsonis	To supervise laboratory testing of the Service's Personal Protective Clothing (PPC) at the University of Alberta.
27 October to 12 November 2012	Indonesia & China	Brian Graham	To attend workshops and meetings with the Indonesian National Agency for Disaster Management Indonesia and the Beijing Social Administration Vocational College, China.
18-27 February 2013	USA	Paul Scott Ian Spall Kerry Spall <i>Paul Sweeney Carolyn Noon</i>	To attend the International Critical Incident Stress Foundation (ICISF) 12th World Congress on Stress, Trauma & Coping.
17-20 March 2013	USA	Rob Rogers	To present at the International Association of Fire Chiefs Wildland Urban Conference 2013 and attend the Wildland Fire Policy Committee at same location.
8-18 April 2013	Papua New Guinea	<i>Daven Patton David Patton Keyla Patton Robert Moses Eleanor Moses Dane McAndrew Lauren Shiel Laura Wilson Jason Conn John Parnaby Ian Spall Phil Brokett</i>	To take part in the NSW RFS Courage under Fire RFSA Kokoda Trek.
10-27 May 2013	Botswana	Brian Graham Warwick Teasdale <i>Andrew MacDonald Rob Davies</i>	To attend Phase VI of Fire Management Assistance Program. <i>Fully funded by AusAID</i>
15-24 May 2013	Botswana	Shane Fitzsimmons Richard Lyons	To attend meetings and 2nd National Fire Conference in Botswana. <i>Fully funded by AusAID</i>
28 June-15 July 2013	Botswana	Sean McArdle Steve Prior <i>Pat Bradley</i>	Second NSW RFS deployment, Phase IV of the Botswana Fire Management Assistance Program 2013. <i>Fully funded by AusAID</i>

NB: *Italics indicate volunteers*

Appendix X

Annual Report costs

The Organisational Communications team is also responsible for the production of the Annual Report. The total external costs incurred in the production of this report were \$0.

The report is accessible on the NSW RFS website www.rfs.nsw.gov.au. Copies may be obtained by emailing organisational.communications@rfs.nsw.gov.au or from the NSW RFS Headquarters, 15 Carter St, Lidcombe.

Appendix Y

Risk Management and Insurance

Total Deposit Premiums (Excluding GST) Paid	2012/13 \$	2011/12 \$	2010/11 \$	2009/10 \$
Workers Compensation – salaried staff	1,075,260	790,510	497,540	465,200
Workers Compensation – volunteers	2,000,000	3,000,000	3,000,000	3,000,000
Motor Vehicle	3,722,780	3,939,380	250,690	255,590.
Public Liability	3,376,260	3,223,740	3,185,020	2,788,750
Property	53,390	64,310	36,360	26,930
Other	16,410	-	38,010	59,260
Totals	10,244,100	11,017,940	7,007,620	6,595,730

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

During the reporting period the NSW RFS received an Interim Hindsight (3 year) refund adjustment of \$55,085 for Staff Workers Compensation coverage for the 2008/09 financial year and a Final Hindsight Adjustment (5 year) refund for Staff Workers Compensation of \$40,464 for 2006/07.

Appendix Z

Review of Use of Credit Cards

30 June 2013

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

NSW Rural Fire Service corporate and purchasing credit cards are used for approved business related expenditure.

Credit Card transactions by cardholders are reviewed by officers within the NSW Rural Fire Service and any irregularities are reported to management.

I certify that credit card use in the NSW Rural Fire Service has been in accordance with the established NSW Rural Fire Service Policy, Premier's Memoranda and Treasurer's Directions. During the year two incidents of credit cards being used for purposes outside of our policies were identified. These matters were investigated and appropriate action was taken.

SIGNED: Shane Fitzsimmons, AFSM

NSW RFS Commissioner

Appendix AA

Payment Performance

Aged analysis at the end of each quarter 2012/13

Quarter	Current (i.e. within due date) \$'000	Less than 30 days overdue \$'000	Between 30 and 60 days overdue \$'000	Between 61 and 90 days overdue \$'000	More than 90 days overdue \$'000
All suppliers					
September	2,545	42	0	332	0
December	1,467	2,360	5	0	338
March	2,252	315	86	3	339
June	1,547	16,188	4	0	333
Small business suppliers					
September	150	0	0	0	0
December	32	0	0	0	0
March	181	0	0	0	0
June	362	0	0	0	0

Accounts due or paid within each quarter 2012/13

Measure	Sept 2012	Dec 2012	Mar 2013	Jun 2013
All suppliers				
Number of accounts due for payment	5,049	7,657	8,203	9,115
Number of accounts paid on time	4,661	6,902	6,981	7,982
Actual percentage of accounts paid on time (based on number of accounts)	92.3%	90.1%	85.1%	87.6%
Dollar amount of accounts due for payment \$'000	59,263	93,652	88,263	68,280
Dollar amount of accounts paid on time \$'000	48,914	88,129	78,817	62,429
Actual percentage of accounts paid on time (based on \$)	82.5%	94.1%	89.3%	91.4%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts	0	0	0	0
Small business suppliers				
Number of accounts due for payment to small businesses	42	36	21	47
Number of accounts due to small businesses paid on time	42	36	20	36
Actual percentage of small business accounts paid on time (based on number of accounts)	100%	100%	95.2%	76.6%
Dollar amount of accounts due for payment to small businesses \$'000	239	424	155	345
Dollar amount of accounts due to small businesses paid on time \$'000	239	424	155	341
Actual percentage of small business accounts paid on time (based on \$)	100%	100%	100%	98.8%
Number of payments to small business for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts	0	0	0	0

NB: NSW RFS continues to inform all small business vendors of the advantages of being registered as a small business supplier.

Appendix BB

Engagement of Consultants

During the reporting period four consultants were engaged at a total cost of \$125,753.

Consultancies equal to or more than \$50,000		Cost (\$)
Personnel and Industrial		
Diplomacy Management Consulting		100,353
(Industrial relations advocacy service)		
Consultancies less than \$50,000		
Accounting General		
YTBN Services		8,900
(Aviation Services)		
T Rodgers		14,400
(White fleet review)		
A J Culnane Consultant		2,100
(Clinical consultant)		
Total Consultancies		125,753

Appendix CC

Funds Granted to Non-Government Organisations

	Program Area	2009/10	2010/11	2011/12	2012/13	Nature and purpose
Nature Conservation Council	Operation	105,000	108,255	111,796	115,485	Annual funding to allow the Council to meet its responsibilities under the <i>Rural Fires Services Act 1997</i> .
Hydro Australia Pty Ltd	Operational and Administrative Support	2,400	0	0	0	Support and minor enhancement to software (Resource Allocation Planning System)
Volunteer Units	Emergency Management NSW	1,470,360	8,418,702*	0	0	Funding support for NSW Volunteer Rescue Association, Marine Rescue NSW and various volunteer brigades and stations
Total		1,557,760	8,526,957	111,796	115,485	

*The Public Sector Employment and Management (Departments) Order 2011 issued in April 2011 abolished Emergency Management NSW and transferred its operation to the Ministry for Police and Emergency Services. The figure included in the above table reflects operations up to 31 March 2011.,.

GLOSSARY

ACMA	Australian Communications and Media Authority
AFAC	Australasian Fire and Emergency Services Authorities Council
AIDER	Assist Infirm, Disabled and Elderly Residents
BFCC	Bush Fire Coordinating Committee
BFHC	Bush Fire Hazard Complaint
BFIL	Bush Fire Information Line
BFMC	Bush Fire Management Committee
BFRMP	Bush Fire Risk Management Plan
BRIMS	Bushfire Risk Information Management System
CEG	Corporate Executive Group
CFU	Community Fire Unit
CISS	Critical Incident Support Services
CRC	Cooperative Research Centre
EEO	Equal Employment Opportunities
FCC	Fire Control Centre
FRNSW	Fire & Rescue NSW (formerly NSW Fire Brigades)
FSJSC	Fire Services Joint Standing Committee
GIPA	Government Information (Public Access)
GIS	Geographic Information System
ICON	Incident Control On Line
ICS	Incident Control System
LGA	Local Government Area
MAA	Mutual Aid Agreement
MIC	Major Incident Coordination
MICC	Major Incident Coordination Centre
MLU	Ministerial Liaison Unit
MoU	Memorandum of Understanding
MyRFS	www.myrfs.nsw.gov.au – volunteer extranet
NDRP	Natural Disaster Resilience Program
NPWS	National Parks and Wildlife Service (NSW)
NSW RFS	NSW Rural Fire Service
NSW SES	NSW State Emergency Service
RAFT	Remote Area Firefighting Team
RART	Rapid Aerial Response Team
RFSANZ	Rural Fire Service Association
RFSAC	Rural Fire Service Advisory Council
RMS	Resource Management System
S44	Section 44 of the Rural Fires Act (declaration of major fire emergency)
SOC	State Operations Centre
SOE	Standard Operating Environment
SOP	Standard Operating Procedure
SWS	Static Water Supply
V2C	Volunteer to Career

INDEX

Aboriginal Services	41,113	Consultants	142
Access – NSW RFS Office locations	6	Consultative Committees	19, 119-21
Account payments	140-41	Corporate Executive Group (CEG)	18,137
AFSM (Australian Fire Service Medal)	124	Corporate Governance framework	29
AIDER	41-2	Corporate Plan	33-50,
Aims and objectives	5	Counselling and Support Unit	111
Annual Report – availability and external costs	139	Credit card use	139
Appendices	101	Criminal Checks	111
Arson prevention	30, 38	Critical Incident Support Services program	111
Asset management	48	Customers	5
Assistant Commissioners	23	Deputy Commissioner	22,133
Audit and Risk Committee	19, 125,137	Director Executive Services	23
Auditors reports	54-55,93-4	Director Infrastructure Services	23
Aviation	40	Director Membership and Strategic Services	22
Awards	122-24	Disability Action Plan	112-3
Botswana Fire Management Program	51	Dispatch project	47
Brigades, total number	6	Districts, list	6-7
Bush Fire Arson Taskforce	30	Districts, total number	6-7
Bush Fire Co-ordinating Committee (BFCC)	19, 93-99,135	Donations	48
Bush Fire Environmental Assessment Code	38	Employer recognition program	28
Bushfire CRC	121	Enterprise Risk Management	30
Cadets	43,118	Environmental Performance Score Report	109
Cash flow statements	60, 97	Equal Employment Opportunity (EEO)	112-14
CEG	18,137	Ethical standards	20
Changes in equity statements	59,97	Executive	18, 22-3,132-33
Chaplaincy and Family Support Network	110	Executive gender balance	116
Charter see Mission	5	Executive remuneration	116
Child Related activity Checks	111	Family Support see Chaplaincy and Family Support Network	110
Code of Conduct and Ethics	20	Fatigue management	49
Commissioner	18,22,132	Financial directives: compliance with	
Commissioner's Report	3-4	Financial position statements	58,96
Committees	134-37	Financial Services	29
Communications Plan	51	Financial statements, notes to	53-96
Community Protection Plans	38	Fire behaviour analysis	30,50
Complaints and suggestions, see also Hazard reduction complaints	107	Fire season 2012/13	26-27
Comprehensive income statements	57,96	Fire Services Joint Standing Committee (FSJSC)	19,136

INDEX

Fitzsimmons, Shane see <i>Commissioner</i>			
Flexible Membership Model	29,44-45		
Freedom of information see Government Information, (Public Access) Regulation 2009	126-30		
Funds granted to non-government community organisations	142		
Gallacher, The Hon Michael	2,4		
Gender balance	116		
GIPA	126-30		
Glossary	143		
Goal 28	11-15, 103, 105,118		
Governance and Ethical Standards	20		
Governing bodies	18-20		
Government Information (Public Access)Regulation 2009	126-30		
Hazard Reduction complaints	107		
	14-15,28, 36-		
Hazard reduction statistics	7, 102-7		
Headquarters	6		
Incidents, Four year view	10		
Incidents, region by region	10		
Indigenous communities	41, 113		
Industrial Relations Policies and Practices	114		
Information Communications and Technology	47		
Injuries	115-6		
Inspections, Formal Notices and Enforcement Works	107		
Insurance	139		
International travel	138		
Joint Consultative Committee	114,136		
Jones, Bronwyn	23		
Justice Shared Corporate Services	48		
Key focus areas	33-50		
Key strategies	34		
Lane, Dominic	23		
Legislation	18		
Letter of submission	2		
Litigation	50		
		Local Government & Shires Associations of NSW Liaison Committee (LGLC)	19,136
		Lyons, Richard	23
		Management and governance	17
		McDonald, Bruce	23
		Membership Applications	111
		Milestones	34
		Minister for Police and Emergency Services	2,4
		Mission	5
		Multicultural Plans	112-13
		Neighbourhood Safer Places	13,37,108
		Next Generation Workforce Strategic Plan	44-5
		NSW 2021	11-15,
		Objectives see Aims and objectives	5, 18
		Occupational Health and Safety see WHS	
		Office hours	6
		Offices	6
		Ombudsman, report to	131
		Organisational Chart	21
		Overseas travel	138
		Payment Performance	140-41
		Performance and numbers of executive officers	132-33
		Permits issued	107
		Planning	11
		Planning for bush fire protection	37
		Preparation	27-28
		Principal officers	22-3
		Properties Protected By Agency	104
		Public awareness campaign	41
		Public information	27, 28
		Radio and pager network upgrade	50
		Radios, total	9
		Rapid Aerial Response Teams (RART)	39
		Recruitment and retention kit	43-4
		Region East	6,8,10,50
		Region North	6,8,10,50
		Region South	6,8,10,50

INDEX

Region West	6,8,10,50
Remote Area Firefighting Teams (RAFT)	38
Research and Development	50,121
Risk management and Insurance	139
Rogers, Rob see Deputy Commissioner	22, 133
Rural Fire Service Advisory Council (RFSAC)	18,134
Rural Fire Service Association	18,117,123
SAP	47
School Bush Fire Risk Treatment Program	38
Secondary School Cadets Program	12, 43,118
Senior Executive Service	116
Service group statements	61-2
Staff establishment	115
Stakeholders	5,19-20
Statement of Performance - Commissioner, Deputy Commissioner	132-33
Structure see Organisational chart; Principal officers	21
Summary Review of Operations	25-31
Tankers	9
Targets	35
Total expenses budget	9
Training activity	117
Values	5
Vehicles	9, 30
Vision	5
Volunteers, statistics	8,9
Waste Handling Report	109
Work Health and Safety	45,114,116
Workers Compensation Statistics	115-6
Works plans	50