



NSW RURAL FIRE SERVICE ANNUAL REPORT 2018/19

CONTENTS

2	INTRODUCTION	4
	Letter to the Minister	4
	NSW RFS Vision and Mission	5
	Commissioner's Report	6
	NSW RFS Regions and Districts	8
	NSW Rural Fire Service Overview	12
3	MANAGEMENT AND GOVERNANCE	15
	Legislation	16
	NSW Government and Ministry	16
	Governance Committees	16
	Consultative and Stakeholder Committees	17
	Stakeholder liaison and collaboration	18
	Governance and Ethical Standards	18
	Matters affecting the Service	19
	Complaints Management	19
	NSW RFS Organisational Structure 2018/19	20
	Principal Officers	21
	Directors at 30 June 2019	24
4	SUMMARY REVIEW OF OPERATIONS	25
	Fire season overview	26
	Investing in rural and regional areas	27
	Preparing and protecting the community	30
	Developing our capability	32
	Keeping the community informed and safe	35
	Equipping our members	36
	Our Members	37
	Bushfire and Natural Hazards Cooperative Research Centre	40
	Australasian Fire and Emergency Services Authorities Council	40
5	KEY FOCUS AREAS	41
	KFA One: People, Property and Environmental Protection	45
	KFA Two: Coordinated Bush Firefighting and Prevention	46
	KFA Three: Community Resilience	48
	KFA Four: Our Members	49
	KFA Five: Organisational Capability and Sustainability	52
	KFA Six: Partnerships and Collaborations	56

6	FINANCIAL TABLES	58
	NSW RURAL FIRE SERVICE FINANCIAL TABLES	60
	Independent Auditor's Report of the NSW RFS	60
	Statement by the Commissioner	63
	Statement of Comprehensive Income	64
	Statement of Financial Position	65
	Statement of Changes in Equity	66
	Statement of Cash Flows	67
	Notes to the Financial Statements	68
	BUSH FIRE CO-ORDINATING COMMITTEE	104
	Independent Auditor's Report to the Bush Fire Co-ordinating Committee	104
	Statement by the Chair	107
	Statement of Comprehensive Income	108
	Statement of Changes in Equity	109
	Notes to the Financial Statements	110
7	APPENDICES	112
	Appendix 1 – Hazard Reduction	114
	Appendix 2 – Infrastructure Services	119
	Appendix 3 – Membership and Strategic Services	121
	Appendix 4 – Executive Services	135
8	GLOSSARY	150
9	INDEX	151

Cover photo: George Arronis from Uki Brigade, Far North Coast and Elizabeth Philpott, Captain of the Mid North Coast Support Brigade. Photo by Sharon Quandt.

Letter to the Minister

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 ending 30 June 2019.

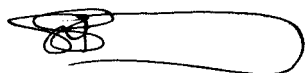
The 2018/19 fire season was a long and busy one, starting with unseasonal and intense fire activity in the south and north of the state in August. Drought, heatwaves and thunderstorms made conditions difficult for firefighters throughout the year, with significant fire activity in February and March. By the end of the fire season, NSW RFS crews had attended more than 30,000 incidents.

NSW RFS members have also been assisting other agencies where requested and engaging in a range of operations. Firefighter and aviation deployments were made to assist other states and personnel were deployed to the United States and Canada.

The Service is committed to providing our members with the resources they need to do their roles well. The 2018/19 year has seen great progress in building new or refurbishing existing brigade stations and fire control centres, as well as the relocation to our new Headquarters at Sydney Olympic Park and the construction of the NSW RFS Training Academy in Dubbo. Progress has also been made in training, community programs and fleet and equipment updates.

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*, the *Government Sector Employment Act 2013*, the *Government Information (Public Access) Act 2009* and the *Public Interests Disclosures Act 1994*.

Yours sincerely



Shane Fitzsimmons AFSM
NSW RFS Commissioner



Minister for Police and Emergency Services,
the Honourable David Elliott MP

NSW RFS 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

Stakeholders

- Community
- Our members
- Minister for Police and Emergency Services
- Office of Emergency Management
- Department of Justice
- Partner Emergency Services
- Members of Parliament – State and Federal
- Local Government NSW (LGNSW) and local councils
- Other State and Territory governments
- Rural Fire Service Association (RFSA)
- NSW RFS member representative groups
- Australasian Fire and Emergency Service Authorities Council (AFAC)
- Bushfire and Natural Hazards Cooperative Research Centre
- NSW RFS/RFSA Consultative committees (Community Engagement, Infrastructure Services, Membership Services, Operations and Young Members Group)
- Bureau of Meteorology
- Emergency service peak groups
- Media
- Insurance industry
- Peak industry groups
- Tourism industry groups
- Non-government organisations and service providers
- Other government authorities
- Employers of volunteers
- Other associations (NSW Farmers' Association, Country Women's Association, etc.)

Commissioner's Report

In 2018/19, much of NSW suffered from drought, heatwaves and thunderstorms. These conditions made for a long and difficult fire season that began with unseasonal intensity in August.

A lack of rainfall in the first half of 2018 necessitated an early start to the fire danger period for many local government areas (LGAs). The fire season began in August with five Section 44 declarations, predominantly in the south and north of the state. The Croobyar Road Fire in Shoalhaven and the Yankees Gap Fire both reached *Emergency Warning*, with the latter burning almost 20,000 hectares in 46 days.

More forgiving conditions gave firefighters some respite in November and December, though Building Impact Assessment teams were deployed in December to assist the NSW State Emergency Service in assessing thousands of storm and hail damaged properties in areas of Sydney.

Significant fire activity also occurred in February and March. Due to the forecast of widespread very high and severe fire danger ratings (with the Greater Hunter area reaching extreme) on 13 February, a number of pre-emptive Section 44 declarations were made in the north and west of the state.

The Tingha Plateau and Bruxner Highway fires both ignited in the north of the state on this day and proved particularly damaging, with 32 homes lost. Emergency Alert telephone messages were sent to people in the area, local schools were closed and evacuation centres were established for affected residents.

Across the season, the NSW RFS attended 9,675 bush, grass and forest fires and a total of over 30,000 incidents. Fifteen Section 44s and 21 Total Fire Bans were declared, with 37 homes and 147 outbuildings destroyed over the course of the reporting period.

Tragically, we lost two people in the line of service this fire season. Pilot Allan "Tully" Tull, an experienced and much-loved helicopter pilot, was killed on 17 August in a helicopter crash during firefighting operations at the Kingiman Fire in Shoalhaven. In September, Peter Mills of the Central Coast Communications Brigade suffered a heart attack while at the Brigade's monthly meeting and could not be revived. On behalf of NSW RFS members, I thank both men for their valued service and extend my deepest condolences to their respective families, friends and colleagues.

In addition to fighting fires across the state, NSW RFS members provided critical support to a number of other agencies and both national and international events. Before the NSW fire season commenced, NSW RFS members were sent on six-week-long deployments to assist firefighters in the United States in July and Canada in August.

NSW RFS members were also deployed closer to home, with over 500 personnel sent to fight fires in Queensland in December and significant deployments to Tasmania and Victoria in early 2019. In April, 20 NSW RFS members assisted with Anzac Day commemoration events on the Gallipoli Peninsula in Turkey.

To enhance our firefighting capability, the Service supported regional brigades with a significant investment in built infrastructure for the reporting period. In 2018/19, 42 new brigade stations and two new Fire Control Centres (FCCs) were completed, while a further 63 brigade stations and four FCCs underwent renovation.

Significantly, the Service completed construction of Stage 1 of the Dubbo Training Academy in 2018/19, a dedicated training facility that will give NSW RFS members throughout the state the chance to further improve their skills and knowledge in emergency situations. While the NSW RFS will be the primary user of the facility, it will also be available for use by other emergency services and will act as a meeting centre for multi-agency collaborations.

The reporting period also saw the successful relocation of the NSW RFS Headquarters to new premises at Sydney Olympic Park. Following a two-year process of planning and construction, the new state-of-the-art facility was officially opened on 21 November 2018 and will support modern firefighting and emergency operations for decades to come. The impressive new building includes technological capabilities such as live imagery and fire response information, digital mapping and media broadcasting resources, as well as a State Operations Centre that can accommodate more than 200 multi-agency personnel.

A key focus for the Service is the continual improvement of the vehicles of regional brigades. During 2018/19, 114 new firefighting appliances were allocated to brigades across NSW, with a further 51 second-hand or refurbished appliances allocated. The NSW RFS also commenced Year One of a two-year project to upgrade more than 10,000 radio terminals in appliances, support vehicles and FCCs, with more than 2,500 units delivered in 2018/19.

In 2018/19 the Service completed a trial of Automatic Vehicle Location (AVL) technology across the Government Radio Network (GRN) and new Government Public Safety Radio Network (PSN). This enables appliances in the field to transmit live location data back to Fire Control Centres and the State Operations Centre. The rollout of AVL capability to all vehicles in the

NSW RFS fleet is currently being planned and will align with the radio terminal replacement schedule.

In a world-first for a fire service, in 2018/19 the NSW RFS entered into a contract with Coulson Aviation to procure a 737 Large Air Tanker (LAT). The LAT will be permanently based in NSW from the 2019/20 fire season to support our crews on the ground and provide fast and flexible bush fire protection to communities all year round.

The Service continues to support communities in remote areas by improving our ability to respond to incidents and expanding operational capability. In 2018/19, an additional 84 volunteers were trained in Remote Area Firefighting, bringing the total number of remote area firefighters to over 600. The NSW RFS Trail Bike Units continue to expand with 13 new operators accredited and the total number of units increased to seven.

2018/19 saw the establishment of two all-indigenous State Mitigation crews in the far West of NSW. These crews, based at Bourke and Brewarrina, will undertake mitigation works and strengthen the Service's relationships with local Aboriginal communities, particularly when it comes to fire mitigation works in culturally sensitive areas.

Community protection remains a priority for the Service, especially for at-risk communities. In the reporting period, 12 Hotspots workshops were delivered to 124 landholders in areas of high fire risk and biodiversity value. Further workshops were delivered to communities recently impacted by fire in the Tathra, Pappinbarra and Tingha areas.

Work also continued on the implementation of the Enhanced Strategic Fire Trail Program, with Fire Access and Fire Trail (FAFT) processes trialled in the Lower Hunter and rolled out to over 50 other areas across the state. Improvements to fire trail networks enables the NSW RFS and other agencies to better access areas impacted by bush fires.

Engagement with the broader community to increase public awareness of and preparation for fires is very important to the Service. In the reporting period, the 'How Fireproof is your plan' public awareness campaign was developed and launched state-wide. In the tenth year of the 'Prepare Act Survive' public awareness campaign,

the proportion of people with some form of bush fire plan has risen from 30 percent to 69 percent.

During the fire season, effective communication with the public in the form of timely warnings and reliable information is crucial to the Service. In 2018/19, more than 180,000 Emergency Alert telephone warning messages were sent and 519 major fire updates were published on the NSW RFS website.

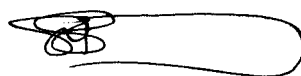
Almost 400 members of the media undertook bush fire safety training in order to be accredited to report on incidents in NSW and assist in the dissemination of important fire information to the community. There were also 10 million page views for the NSW RFS website from 6 million users, and a further 600,000 engagements on Facebook.

The year also saw the continued benefits of the state's long-standing coordinated firefighting arrangements, with agencies including Fire and Rescue NSW, National Parks and Wildlife Service and Forestry Corporation working well together to carry out hazard reduction activities and protect communities during fires. This partnership is important, and I would like to recognise the contribution of personnel from all agencies.

Our capacity to keep the community and their properties safe is achieved by the commitment of the women and men of the NSW RFS. We continually strive to improve the Service, not only to protect the community and build resilience, but we also strive to prepare and equip our volunteers so their jobs are carried out as safely as possible.

I thank all volunteers and staff for their contribution.

I also thank the Hon. David Elliott MP, the Minister for Police and Emergency Services, for his continued support of the Service and our members. I would also like to thank our former Minister, the Hon. Troy Grant MP, likewise for his support.

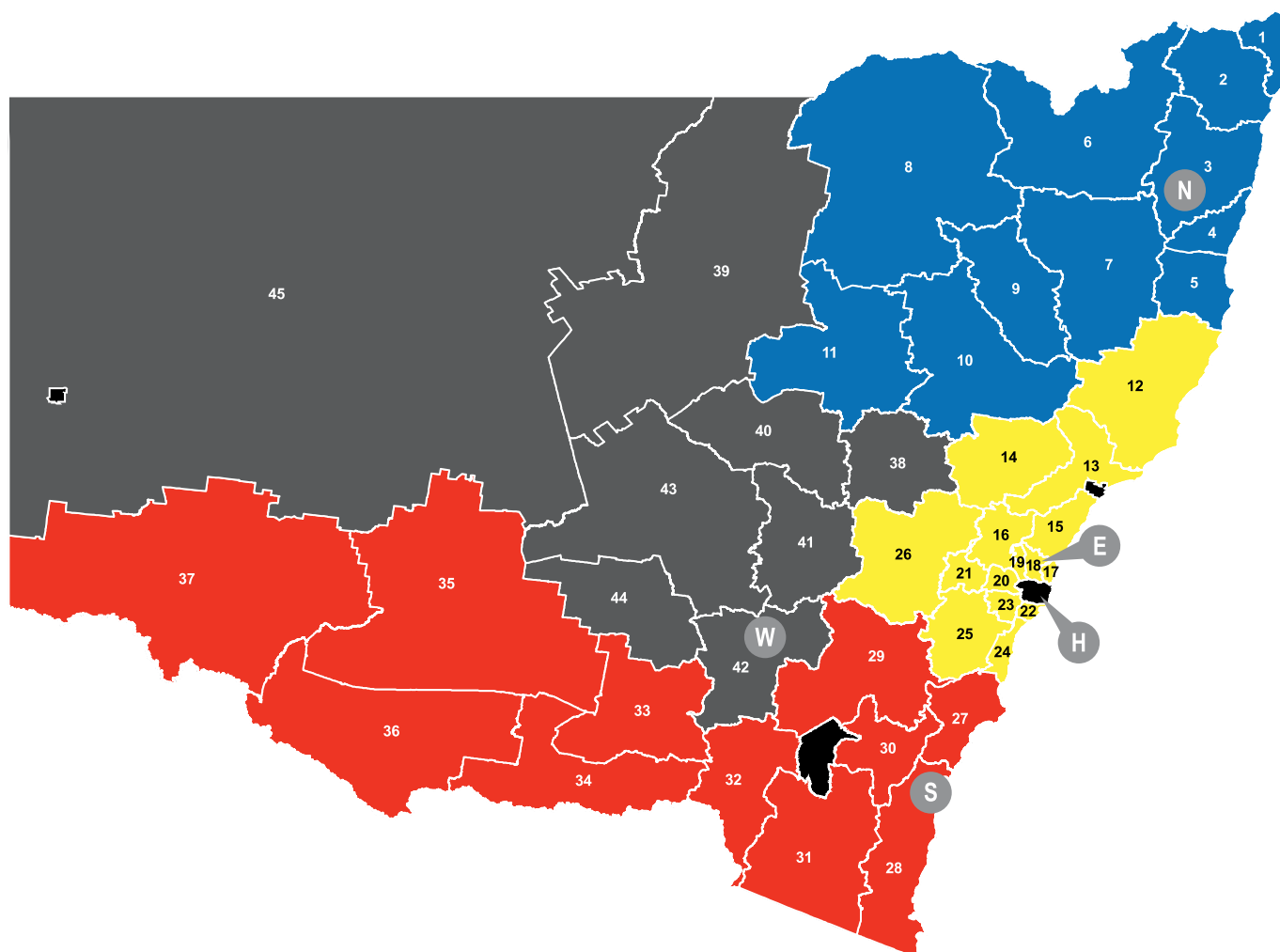


Shane Fitzsimmons AFSM
NSW RFS Commissioner

NSW RFS Regions and Districts

as at 30 June 2019

This map shows the NSW RFS Districts, Teams and Zones as at 30 June 2019. Boundaries and districts have been altered to reflect local government amalgamations.



REGION NORTH REGION EAST REGION SOUTH REGION WEST NON-RFS JURISDICTION

H Headquarters
4 Murray Rose Avenue
Sydney Olympic Park
NSW 2127

N Region North
Level 4
State Office Block
Victoria Street
Grafton
NSW 2460

E Region East
1049 Pacific Highway
Cowan
NSW 2081

S Region South
7-9 Kylie Crescent
Batemans Bay
NSW 2536

W Region West
3/21 Lovell Street
Young
NSW 2594

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

REGION NORTH	REGION EAST	REGION SOUTH	REGION WEST
1. Far North Coast Ballina Byron Tweed	12. Mid Coast Lord Howe Island Mid-Coast Port Macquarie-Hastings	27. Shoalhaven 28. Far South Coast Bega Valley Eurobodalla	38. Cudgegong Mid-Western
2. Northern Rivers Kyogle Lismore Richmond Valley	13. Lower Hunter Cessnock Dungog Maitland Port Stephens	29. Southern Tablelands Goulburn Mulwaree Upper Lachlan Yass Valley	39. North West Bogan Coonamble Walgett Warren
3. Clarence Valley	14. Hunter Valley Muswellbrook Singleton	30. Lake George Queanbeyan-Palerang	40. Orana Dubbo Regional Narromine
4. Mid North Coast Bellingen Coffs Harbour	15. Central Coast Central Coast Lake Macquarie	31. Monaro Snowy Monaro	41. Canobolas Blayney Cabonne Cowra Orange
5. Lower North Coast Kempsey Nambucca	16. Hawkesbury	32. Riverina Highlands Snowy Valleys	42. South West Slopes Cootamundra-Gundagai Hilltops
6. Northern Tablelands Glen Innes Severn Inverell Tenterfield	17. Northern Beaches	33. Riverina Coolamon Junee Lockhart Wagga Wagga	43. Mid Lachlan Valley Forbes Lachlan Parkes Weddin
7. New England Armidale Uralla Walcha	18. Hornsby/Ku-ring-gai Hornsby Ku-ring-gai	34. Southern Border Albury Berrigan Federation Greater Hume	44. Bland Temora Bland Temora
8. Namoi/Gwydir Gwydir Moree Plains Narrabri	19. The Hills	35. MIA Carrathool Griffith Hay Leeton Murrumbidgee Narrandera	45. Far West Bourke Brewarrina Central Darling Cobar Unincorporated NSW
9. Tamworth	20. Cumberland Blacktown Fairfield Penrith	36. Mid Murray Edward River Murray River	
10. Liverpool Range Gunnedah Liverpool Plains Upper Hunter	21. Blue Mountains	37. Lower Western Balranald Wentworth	
11. Castlereagh Gilgandra Warrumbungle	22. Sutherland		
	23. Macarthur Camden Campbelltown Liverpool		
	24. Illawarra Kiama Shellharbour Wollongong		
	25. Southern Highlands Wingecarribee Wollondilly		
	26. Chifley Lithgow Bathurst Lithgow Oberon		

NOTE: Where a district is a team or zone, local government areas (LGAs) are listed.



**TOTAL
VOLUNTEERS
71,234**

REGION NORTH	REGION SOUTH	REGION EAST	REGION WEST
13,147	21,000	22,614	14,915
VOLUNTEERS	VOLUNTEERS	VOLUNTEERS	VOLUNTEERS

NOTE: Dual members in different regions are counted in both regions, but counted once for calculating the total volunteer figure.

TOTAL INCIDENTS WE ATTEND

30,102

BUSH AND
GRASS FIRES
9,675



STRUCTURAL FIRES
1,514



FIRE
INVESTIGATION
4,499



FLOOD
144



MOTOR VEHICLE
FIRES
2,137



MOTOR VEHICLE
ACCIDENTS
5,496



ASSIST OTHER
AGENCIES
1,845



TOTAL OPERATIONAL VEHICLES, BOATS AND AIRCRAFT

6,288

FIREFIGHTING
APPLIANCES
3,883



ROTARY
AIRCRAFT
3



MARINE CRAFT
24



BULK WATER
CARRIERS
53



SUPPORT
VEHICLES
2,325



NSW Rural Fire Service Overview

TOTAL NSW RFS EXPENSES BUDGET

\$444.492M

Volunteers and salaried staff	72,170
Brigades	1,994
Local Government Areas	110
NSW RFS Districts	45
Regions	4
Headquarters	1

PLANNING AND ENVIRONMENT CENTRES

3

Batemans Bay
Coffs Harbour
Glendenning (relocated to Sydney Olympic Park in November 2018)

OPERATIONAL AND MITIGATION SERVICES BASES

25

Bargo (Water NSW or Sydney Basin)	Griffith
Batemans Bay	Maitland
Bathurst	Mittagong
Bega	Mudgee
Bourke	Nowra
Braidwood	Oberon
Brewarrina	Orange
Casino	Tamworth
Cooma	Taree
Coonabarabran	Urunga
Dubbo	Wagga Wagga
Glendenning	Wyong
Glen Innes	

NUMBER OF NEW AND RENOVATION BUILDS IN 2018/19

BUILDS	NEW	RENOVATION	TOTAL
Fire Control Centres	2	4	6
Brigade stations	42	63	105

TOTAL OPERATIONAL VEHICLES, BOATS AND AIRCRAFT

VEHICLES	NORTH	SOUTH	EAST	WEST	TOTAL
Tankers	830	1,176	893	921	3,820
Pumpers	5	12	45	1	63
Personnel transport and Command vehicles	138	176	396	129	839
Bulk water carriers	4	20	26	3	53
All general purpose trailers and miscellaneous vehicles	335	381	371	274	1,361
Communications vehicles and dedicated communication trailers	8	10	13	6	37
Catering vehicles and dedicated catering trailers	14	21	48	5	88
Marine craft	0	2	22	0	24
Rotary aircraft	-	-	-	-	3
TOTAL	1,334	1,798	1,814	1,339	6,288

NUMBER OF NEW, SECONDHAND AND REFURBISHED TANKERS ALLOCATED TO BRIGADES IN 2018/19

VEHICLES - CATEGORY	STYLE	NEW	SECONDHAND/ REFURBISHED	TOTAL
Category 1 Tanker	Village	24	17	41
Category 1 Tanker	Multipurpose	0	3	3
Category 1 Tanker	Grasslands	17	0	17
Category 6 Tanker	Grasslands	9	0	9
Category 7 Tanker	Grasslands Dual Cab	19	7	26
Category 7 Tanker	Grasslands Single Cab	13	8	21
Category 9	First Response Unit	27	10	37
Category 10	Urban Pumper	4	5	9
Category 13	Bulk Water Carrier	1	1	2
Total		114	51	165

INCIDENTS: 2018/19

	NORTH	SOUTH	EAST	WEST	TOTAL
Bush, grass and forest fires attended by NSW RFS	2,946	2,041	3,574	1,114	9,675
Structural fires	352	331	593	238	1,514
Motor vehicle fires	368	371	1,145	253	2,137
Motor vehicle accidents	1,153	1,035	2,738	570	5,496
Investigation	701	855	2,474	469	4,499
Refuse fires	101	138	329	91	659
Spillages	165	156	578	61	960
Assist other agencies	254	326	1,165	100	1,845
Flood	11	24	104	5	144
Rescue - general land/road/helicopter (bush fire and flood)	2	0	0	0	2
Other incidents	475	556	1,894	246	3,171
Totals	6,528	5,833	14,594	3,147	30,102

INCIDENTS: FOUR-YEAR VIEW

	2015/16	2016/17	2017/18	2018/19
Bush, grass and forest fires attended by NSW RFS	7,686*	8,288*	10,036*	9,675*
Structural fires	1,166	1,159	1,283	1,514
Motor vehicle fires	1,808	1,868	1,886	2,137
Motor vehicle accidents	4,562	4,599	4,681	5,496
Investigation	3,654	3,817	3,941	4,499
Controlled burns/pile burns (RFDs)	2,502**	2,079**	2,623**	2,688**
Refuse fires	548	519	676	659
Spillages	822	843	748	960
Assist other agencies	1,085	1,250	1,353	1,845
Flood	97	78	52	144
Rescue - general land/road/helicopter (bush fire and flood)	0	0	5***	2***
Other incidents	2,092	2,161	2,242	3,171
Totals	23,520	24,582	26,903	30,102

NOTES

* The figure of total bush and grass fires refers to the incidents in which the NSW RFS responded.

** Controlled burns/pile burns are not included in the total incidents figure.

*** From 2018/19, Rescue incidents are included in total number of incidents.

A close-up photograph of a firefighter's hands holding a white helmet. The firefighter is wearing yellow protective gear with reflective green and yellow stripes. The helmet features the NSW Rural Fire Service logo, which includes a green wreath, a red and green emblem, and the text "NSW RURAL FIRE SERVICE". A large, semi-transparent number "2" is overlaid on the center of the image.

2

MANAGEMENT AND GOVERNANCE

Management and Governance

The NSW Rural Fire Service (NSW RFS) is the lead combat agency for bush and grass 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 also respond to a range of emergencies, including structure fires, motor vehicle accidents, rescues, floods and storms that occur within rural fire districts and Community First Responder (CFR) in some areas.

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 can respond to any emergency.

The Service aims to reduce the likelihood and consequence of bush fires occurring. This involves comprehensive risk management programs to reduce bush fire hazards and fire ignitions. It also involves 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, property and environment for all fire-related incidents within all rural fire districts in the state
- Issue public warnings about bush fire threats
- 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
- Protection of infrastructure and environmental, economic and agricultural assets from destruction or damage by fires

NSW Government and Ministry

As a department of the NSW Government, the NSW RFS comes under the Emergency Services portfolio within the Justice Cluster. The Hon. Troy Grant, MP, Member for Dubbo, was the Minister for Police and the Minister for Emergency Services until March 2019. The Hon. David Elliott, MP, Member for Baulkham Hills, is the current Minister for Police and Emergency Services.

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 Commissioner and the Service's Executive Directors and Directors. A profile of each of the Principal Officers can be seen on pages 21, 22 and 23.

Corporate Executive Group

The Corporate Executive Group (CEG) comprises the Executive Directors, Chief Risk Officer and relevant Directors of the Service, Regional Managers 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 4.3.

Governance Committees

Three bodies are empowered by legislation to assist in the operation of the NSW RFS, 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 rural fire services under the Act
- advises the Commissioner on public education programs relating to rural fire matters and training of firefighters
- advises the Commissioner on the issue of Service Standards

Details of representation and attendances at RFSAC are set out in Appendix 4.3.

Bush Fire Co-ordinating Committee

The Bush Fire Co-ordinating Committee (BFCC) is established under Part 3, Division 2 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, 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 Plans, Bush Fire Risk Management Plans and Fire Access and Fire Trail Plans that are prepared by the BFMCs. Details of representation and attendance at the BFCC are set out in Appendix 4.3 (from page 141).

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 delivery of comprehensive, balanced and coordinated urban and rural fire services at the interface of fire district boundaries and rural fires boundaries;
- undertake periodic review of fire district and rural fire district boundaries and if appropriate, to make recommendations to the Minister concerning those boundaries;
- develop and submit to the Minister implementation strategies to minimise duplication and maximise compatibility between the NSW RFS and Fire and Rescue NSW (FRNSW). The Committee is chaired alternately by the Commissioners of FRNSW and the NSW RFS with particular reference to infrastructure planning, training, equipment design and community education programs.

Details of representation and attendance at this Committee are set out in Appendix 4.3.

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 consists of independent members 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 4.3.

Consultative and Stakeholder Committees

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

NSW RFS / RFSA Consultative Committees

The Rural Fire Service Association (RFSA) is a statewide 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 NSW RFS operations and management.

The committees are: Community Engagement, Membership Services (including the Young Members Group), Infrastructure Services and Operations.

The Young Members Group is a sub-group of the Membership Services Consultative Committee and provides advice to that Committee on policy and programs, participates in decision making at a state level and makes suggestions and raises ideas relevant to young members.

Details of representation and attendance at these Committees are set out in Appendix 3.11.

Local Government Liaison Committee

The principal roles of the Local Government Liaison 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 4.3.

Stakeholder liaison and collaboration

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

- Association of Environment Education (NSW)
- Australasian Fire and Emergency Service Authorities Council (AFAC) and its various groups
- Australia/New Zealand Emergency Management Committee
- Australian Institute for Disaster Resilience (AIDR)
- Aviation Advisory Committee
- Aviation Industry Reference Group
- Border Liaison Committees
- Bushfire and Natural Hazards Cooperative Research Centre (BNHCRC)
- District Emergency Management Committees
- District Rescue Committees
- Emergency Services Communications Working Party
- Emergency Services Industry Reference Group
- Emergency Services Personnel Support Advisory Group
- Emergency Service Organisation Work Health and Safety Consultative Committee
- Environmental Education Officer's Group
- Fire Protection Association
- Fuel Loads Management Working Group
- Museum Education Officers' Group
- National Aerial Firefighting Centre
- National Public Information and Warnings Group
- NSW Health Disaster Management Committee
- Standards Australia – various committees
- State Emergency Management Committee
- State Rescue Board
- The National Bush Fire Arson Prevention Working Group

Governance and Ethical Standards

Corporate Governance

The NSW RFS Corporate Governance Statement was reviewed and updated in 2018 to maintain its currency. This review used the Audit Office of NSW Governance Lighthouse (2016 update) checklist as its guide.

This year's review involved an increased number of Directors and Managers. This increase was a result of the creation of the role of Director, Finance and Program Management during 2018 and the inclusion of the Director Assets and Infrastructure and the Manager Procurement, given their developing governance roles through the procurement accreditation, delegations and contract compliance, for example.

In regard to the 2018 review, it is pleasing to note that all 17 components of public sector governance are deemed to be *Fully in Place*. This overall status is unchanged from 2017.

As a result of the review there are a number of highlights worth noting, with the corresponding reference to the Audit Office of NSW Governance Lighthouse checklist in brackets:

- **Strategic Planning** (*Ref Component #1*) – the further development of the Corporate Plan now has associated supporting plans to give greater detail to key organisational initiatives. This includes a plan focusing on Mental Health initiatives.
- **Diversity** (*Ref Component #4*) – the NSW RFS's ongoing involvement in the AFAC Male Champions of Change program.
- **Fraud Control** (*Ref Component #7*) – the Fraud Control Health Check was conducted in October 2018, demonstrating an ongoing organisational commitment to fraud control. This year's health check has resulted in all business sections and work locations being surveyed over the past three years.
- **Compliance Framework** (*Ref Component #8*) – the development of a NSW RFS Compliance Management System and the establishment of the Contract Management System.
- **Stakeholder Communication** (*Ref Component #17*) – the setup on the public website of an option for members of the general public to lodge a complaint.

Other areas of note related to the review are:

- that the Audit and Risk Committee is fully independent in its membership, and its Chair and membership was rotated during 2018 (*Ref Component #9*);
- that the update of the three-year Strategic Internal Audit Plan was undertaken in conjunction with the annual risk reviews (*Ref Component #10*); and
- that there was significant update to the Risk Management Framework to better align it with TPP 15-03 and ISO 31000:2018 (*Ref Component #15*).

Ethical Standards

CODE OF CONDUCT AND ETHICS TRAINING

The Professional Standards Unit is responsible for Code of Conduct and Ethics training in the NSW RFS.

Code of Conduct and Ethics training is designed to ensure all members are aware of their obligation to uphold the values of the NSW RFS, and the requirement to meet expected standards of behaviour.

It is mandatory for all staff members to participate in Code of Conduct and Ethics training. The training is not mandatory for volunteers, although it is encouraged.

The total number of NSW RFS staff that have completed Code of Conduct and Ethics training is 916. The total number of volunteers trained is 833. Of those trained, 152 volunteers and 176 staff participated in a Code of Conduct and Ethics workshop during the 2018/19 period.

In addition to conducting Code of Conduct and Ethics workshops, in 2017 the Professional Standards Unit embarked on a strategy to identify members who can deliver the workshops to volunteers. The purpose of this strategy is to maximise the NSW RFS's ability to deliver Code of Conduct and Ethics training to volunteers across the Service, particularly given the size of our workforce and its geographic spread. These trainers are located throughout the state and will be an important resource for Districts and Regions as they roll out Code of Conduct and Ethics training to volunteers in their area.

At the end of June 2019, the Professional Standards Unit had 32 trainers deemed competent to deliver Code of Conduct and Ethics workshops. 12 of the 32 were trained during the 2018/19 period. Additional trainers will be identified in the upcoming year.

Going forward, the Professional Standards Unit will have an ongoing role in supporting and developing Code of Conduct and Ethics trainers, as well as delivering Code of Conduct and Ethics training to staff members.

Matters affecting the Service

Audit Matters

The Audit Office of NSW reported a Significant Matter to the NSW RFS in respect of the 2018/19 financial year. The Audit Office recommended that the NSW RFS accounts for all items held in its warehouses, stores and caches as inventories in order to reduce fraud risk and the risk of material misstatement in the financial statements.

An inventory policy was implemented in 2017/18 to recognise inventory for the first time, which was acknowledged by the Audit Office as a significant achievement for the NSW RFS. This policy contained a practical expedient that involved not recognising some inventories. In the context of operations at 30 June 2019, this practical expedient was no longer appropriate.

The NSW RFS will continue to work with the Audit Office to revise its inventory policy and implement a revised inventory definition.

Service Standards and Policies

A total of 45 service standards and policies were approved by the Commissioner to be published in 2018/19, including seven new documents.

Of significance were:

- Service Standard 7.1.6 *Health and Safety Management System* – providing a framework for Work Health and Safety compliance, due diligence, risk management and continuous improvement.
- Service Standard 4.2.2A *Fire Permits (Deceased Livestock)* – developed to enable the streamlining of deceased livestock in rural and regional NSW during the bush fire danger period.
- Service Standard 3.1.17 *NSW RFS Rescue Operations* – developed to support the General Land Rescue Service provided by the NSW RFS in certain localities.
- Service Standard 5.3.6 *Automatic Vehicle Location* – developed to provide direction on the implementation of AVL technologies within the NSW RFS.
- P2.13 *Headquarters Security* and P2.1.7 *Headquarters and SOPA Precinct Parking* – developed to support the relocation of NSW RFS Headquarters in November 2018.
- P4.1.5 *Corporate Credit Cards* and P4.1.8 *Travel* – supporting the implementation of the travel and expense management system (SAP Concur).

Complaints Management

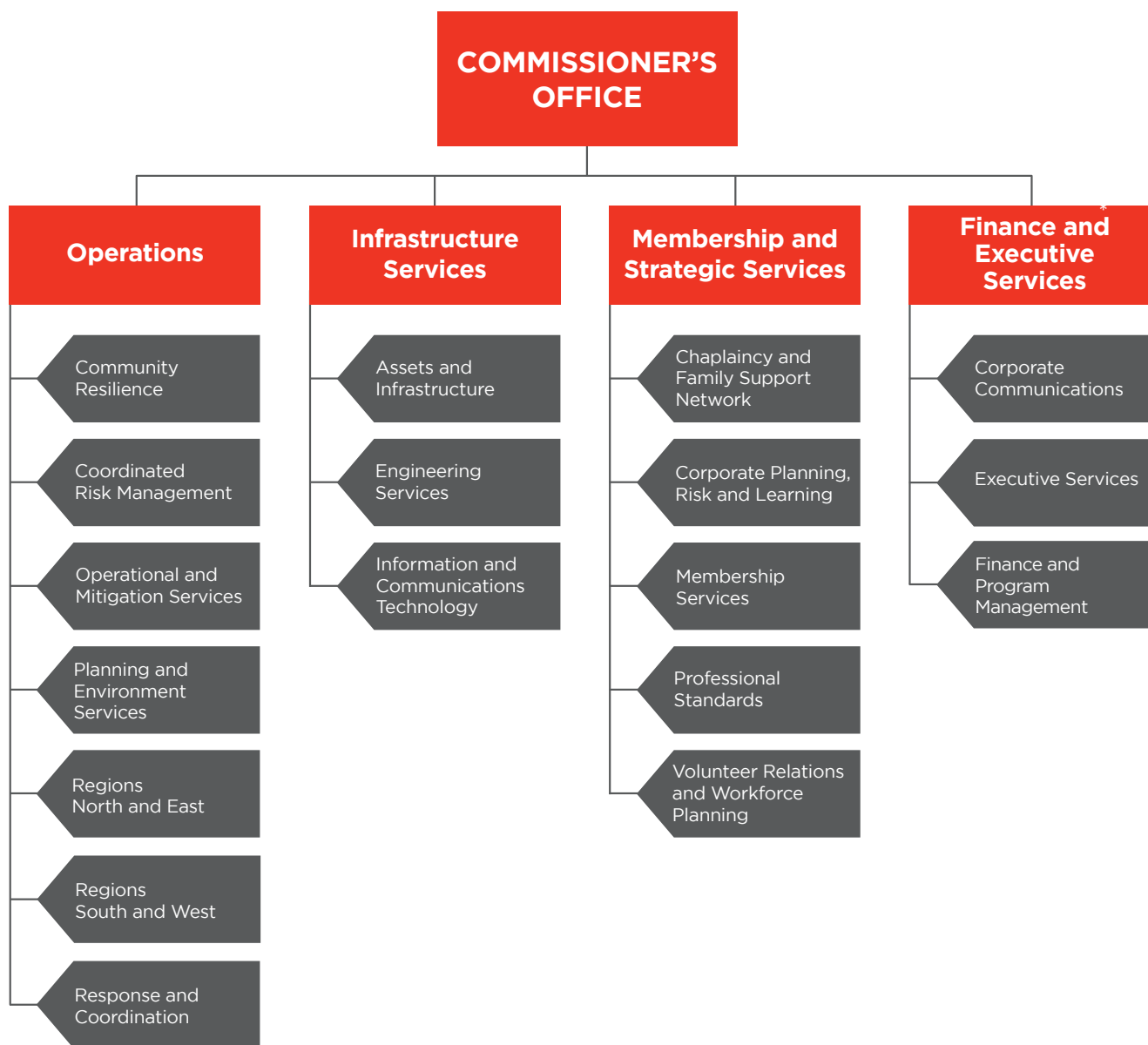
The NSW RFS has continued to implement commitments under the whole-of-government Complaint Handling Improvement Plan (CHIP). The NSW Ombudsman delivered seven Frontline Complaints Handling workshops to a total of 165 staff. The full-day workshops raised awareness of the value of complaints and covered all aspects of identifying and managing complaints from members of the public.

PUBLIC COMPLAINTS RECEIVED 2018/2019

ORGANISATIONAL AREA	TOTAL
Region East	18
Region North	9
Region South	3
Region West	3
Operations	1
Total	34

NOTE: Figures captured are public complaints in accordance with NSW RFS Policy Public Complaints Management, reported to Professional Standards Unit and/or Regional Services.

NSW RFS Organisational Structure 2018/19



As of January 2019, Regional Services was split into two areas (Regions North and East and Regions South and West) with staff reporting to the respective Directors.

Principal Officers

NSW RFS Commissioner
Shane Fitzsimmons, AFSM

Commissioner Shane Fitzsimmons has more than 35 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 (NSW RFS) and is also the Chair of the NSW RFS Bush Fire Co-ordinating Committee and the NSW Rural Fire Service Advisory Council. He is a member of the NSW State Emergency Management Committee and the NSW State Rescue Board, where he was Chair from 2008 to November 2015. In July 2012, he was appointed a Board Member of the NSW Government Telecommunications Authority.

He was appointed a Director of the National Aerial Firefighting Centre (NAFC) in March 2008 and was the Chair of the NAFC Board from 2009 to 2013. He also served as a Director of the Bushfire Cooperative Research Centre from 2009 to 2014.

The Commissioner has been a member of the Australasian Fire and Emergency Services Authorities Council (AFAC) since 2007 and a member of its Board since November 2016, currently holding the role of Deputy President.

In January 2016 he was appointed as a Councillor of the Royal Humane Society of NSW Inc, and in 2017 he was named the NSW RFS Male Champion of Change for the Fire and Emergency Male Champions of Change group.

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



Commissioner Shane Fitzsimmons, AFSM

Principal Officers

Executive Director, Operations

Deputy Commissioner Rob Rogers, AFSM

Deputy Commissioner Rob Rogers first became involved with the NSW RFS in 1979 as a volunteer member of the Belrose Rural Fire Brigade, before being appointed Deputy Fire Control Officer for the Greater Taree District in 1995.

Deputy Commissioner Rogers has held various executive roles in the NSW RFS since 2001, including responsibility for Regional Management, Community Safety and Operations. In 2011 he was appointed Deputy Commissioner.

He represents the Service on national and state bodies including as Chair of the State Bush Fire Arson Taskforce, Chair of the Australian Fire Danger Ratings Board, Chair of the Aviation Industry Reference Group and Aviation Advisory Committee, Co-chair of the Incident Management Road Safety Working Group and Co-chair of the Joint Operations Taskforce.

Deputy Commissioner Rogers was awarded the National Medal in 1995 and the Australian Fire Service Medal in 2004.



Deputy Commissioner Rob Rogers, AFSM

Principal Officers

Executive Director,
Membership and Strategic Services
(from 1 March 2019)

Trina Schmidt

Ms Trina Schmidt was appointed to the Service in March 2019.

Prior to joining the Service, Ms Schmidt had extensive senior management experience in the public sector in NSW and Queensland, largely in transport and logistics and most recently in education. Ms Schmidt's experience is in human resource management, employee relations, transformational change and strategic planning and risk management.

Ms Schmidt holds tertiary qualifications in applied psychology from Griffith University and a Master of Business Administration from the University of New England.

Executive Director,
Membership and Strategic Services
(to 28 February 2019)

Bronwyn Jones, PSM

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.

Ms Jones 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 Resources Studies) degree.

Ms Jones was awarded the Public Service Medal in 2016.

Executive Director, Infrastructure Services
Senior Assistant Commissioner

Bruce McDonald, AFSM

Senior Assistant Commissioner Bruce McDonald has been a member of the NSW RFS since joining the Beacon Hill Bush Fire Brigade in 1980. For the following eight years, Mr McDonald held various positions within the brigade, culminating in his appointment as Group Captain for the Warringah-Pittwater area in the mid-1990s.

In 1998, following a 25-year management career in the automotive industry, Mr McDonald joined the NSW RFS in a salaried capacity as Deputy Fire Control Officer for the Warringah-Pittwater District.

Since 2001, Mr McDonald has held various management positions at NSW RFS Headquarters, including State Operations Officer, Manager Operational Communications, Manager Infrastructure Projects and Group Manager, Assets and Infrastructure. In 2014, he was appointed Executive Director Infrastructure Services.

Mr McDonald has been responsible for a number of major infrastructure projects including the relocation of the NSW RFS Headquarters to new premises in Sydney Olympic Park (for which he received a Commissioner's Commendation), a number of new Fire Control Centres and the Service's Training Academy in Dubbo.

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

Executive Director, Finance and Executive Services and Chief Financial Officer

Stephen O'Malley

Mr Stephen O'Malley was appointed to the Service in November 2012 as the Chief Financial Officer, and in February 2018 as Executive Director, Finance and Executive Services.

Prior to joining the Service, Mr O'Malley had extensive senior management experience in finance and corporate services in both the NSW and South Australian public sectors, including as the Chief Finance Officer of the Ambulance Service of NSW and Director Corporate Finance of the Legal Aid Commission of NSW. Mr O'Malley's experience includes corporate strategy, financial management, information management, project management, change management and strategic planning and reporting.

Mr O'Malley holds tertiary qualifications in accounting from the University of South Australia, is a Fellow of CPA Australia and a Graduate of the Australian Institute of Company Directors.

Directors at 30 June 2019

OPERATIONS

Director Response and Coordination	Assistant Commissioner Jason Heffernan
Director Regions North and East*	Assistant Commissioner Rebel Talbert (from 28 January 2019)
Director Regions South and West*	Assistant Commissioner Peter McKechnie (from 28 January 2019)
Director Operational and Mitigation Services	Assistant Commissioner Steve Yorke, AFSM
Director Coordinated Risk Management	Assistant Commissioner Stuart Midgley, AFSM
Director Community Resilience	Mr Corey Shackleton
Director Planning and Environment Services	Mr Jeff Lucas

*On 28 January 2019, the role of Director Regional Services (held by Assistant Commissioner Rebel Talbert) was restructured into the separate roles of Director Regions North and East and Director Regions South and West.

INFRASTRUCTURE SERVICES

Director Assets and Infrastructure	Chief Superintendent John Parnaby
Director Information and Communications Technology (ICT)	Assistant Commissioner Kelly Browne, AFSM

MEMBERSHIP AND STRATEGIC SERVICES

Director Membership Services	Ms Lisa Chih
Director Corporate Planning, Risk and Learning	Mr Stephen Glassock
Director Professional Standards	Ms Narelle Koteff

FINANCE AND EXECUTIVE SERVICES

Director Corporate Communications	Mr Anthony Clark
Director Executive Services	Ms Debbie Andreatta
Director Finance and Program Management*	Mr Myles Foley (from 15 October 2018)

*The role of Director Finance and Program Management was vacant prior to the appointment of Mr Myles Foley on 15 October 2018.



3

SUMMARY REVIEW OF OPERATIONS

Summary review of operations

The 2018/19 fire season was a long and busy one, as drought, heatwaves and thunderstorms made conditions difficult for firefighters across the state. The fire season began with unseasonal intense fire activity in August, and by the end of the season NSW RFS crews had responded to more than 14,000 bush, grass and forest fires and attended more than 30,000 incidents.

FIRE SEASON OVERVIEW 2018/19

Total bush, grass and forest fires (NSW)	14,447
Bush, grass and forest fires (Rural Fire District)	8,484
Bush, grass and forest fires (NSW RFS attended)	9,675
Area burnt (total)	288,422ha
Area burnt (RFD)	286,647ha
Total Fire Ban declarations	21
Section 44 declarations	15
Personnel deployments	62,933
Aircraft taskings	1,628
Firefighter fatalities	1
Total NSW RFS attended incidents	30,102

Loss/damage

- 37 habitable structures destroyed and 27 damaged
- 147 sheds/outbuildings destroyed and 54 damaged

Fire season operations

Most of eastern and parts of southwest Australia experienced a dry 2018 summer with almost all of NSW experiencing rainfall in the lowest decile (the driest 10 percent of recordings), representing serious to severe rainfall deficiencies. This lack of rainfall led to widespread significant soil moisture deficits and an early start to the fire danger period for many local government areas (LGAs) in NSW.

The fire season kicked off with significant fire activity in the south of the state on 15 August 2018, with both the Croobyr Rd Fire (also known as the Kingiman Fire, Shoalhaven LGA) and the Yankees Gap Fire (Bega Valley LGA) reaching *Emergency Warning* and requiring Emergency Alert telephone warning messages to be issued.

Windy conditions in August resulted in many significant bush fires in forested areas up and down the east coast, with five Section 44 declarations:

- Shoalhaven – Croobyr Rd Fire
- Bega Valley and Eurobodalla – Yankees Gap Rd, Bemboka

- Clarence Valley and part of Glenn Innes Severn – Bristol Arms Rd, Ramornie
- Richmond Valley, Lismore and Kyogle – Mothersoles Rd, Ellangowan
- Port Stephens and Cessnock – Salt Ash Fire

A further four fires, within the Shoalhaven, Hawkesbury, Richmond Valley and Clarence Valley LGAs, reached *Watch and Act*. Property losses were recorded during this time. In terms of area burnt, by far the most significant fire was Yankees Gap – burning just under 20,000 hectares in 46 days.

Limited fire activity was experienced in both November and December, with Section 44 declarations in the Port Stephens and Cessnock LGAs for the Richardson Rd Fire, and in Armidale and Walcha LGAs for the Moona Plains Rd Fire.

February and March saw significant fire activity in NSW, with a number of pre-emptive Section 44 declarations on 12 February due to forecast fire weather potential:

- Blayney, Cabonne, Cowra and Orange and Parkes Shire – Curembenya
- Tamworth – Halls Creek Rd, Halls Creek
- Snowy Valleys – Little Talbingo Mountain Road
- Gunnedah, Liverpool Plains, Upper Hunter and Tamworth – Tingha Plateau
- Inverell, Glen Innes Severn and Tenterfield – Tingha Plateau and Bruxner Highway
- Tenterfield LGA – Silent Grove Rd, Torrington

13 February 2019 marked a day of increased fire weather potential, with widespread very high and severe fire danger ratings and the forecast of extreme in the Greater Hunter area. Total Fire Bans were in place for Far North Coast, New England, Northern Slopes and North Western fire weather areas.

This day saw the ignition of the Tingha Plateau and Bruxner Highway Fires in Region North. Both these fires went to *Emergency Warning*, saw property losses, the closure of local schools and the requirement to open an evacuation centre for affected residents.

The Tingha Plateau Fire spread quickly under strong and gusty winds, going in multiple directions, with an immediate threat to lives and properties. Similarly, strengthening winds pushed the Bruxner

Road Fire across Timbarra River, closing Bruxner Highway between Tambulam Rd and Bruxner Rd.

Other fires of concern at the same time were the Wallangarra Fire (Tenterfield LGA) and Linton Fire (Tamworth LGA), which both reached *Watch and Act*. The Wallangarra Fire burnt over 42,000 hectares and crossed the NSW-QLD border.

Deployments

Throughout 2018/19, the AFAC National Resource Sharing Centre managed a number of international and interstate requests for assistance.

The NSW RFS Interstate/International Liaison Unit took on the responsibility of deploying a significant number of resources as the Northern Hub, coordinating the support provided by NSW, ACT, QLD and NT agencies.

Heightened and continued fire weather in the US and Canada saw both countries seek assistance under their respective Operating Plans for the Exchange of Fire Management Resources with Australia:

- In July 2018, the NSW RFS coordinated the deployment of 67 personnel to the US, of which 43 were from the NSW RFS, for approximately a six-week period
- In August 2018, the NSW RFS coordinated the deployment of 19 personnel to Canada, of which 16 were from the NSW RFS, for approximately a six-week period

From December 2018 until March 2019, the NSW RFS coordinated Northern Hub assistance to fires burning in Queensland (December), Tasmania (January and February) and Victoria (February and March). The deployments were as follows:

- 645 personnel to Queensland, of which 513 were from the NSW RFS
- 682 personnel to Tasmania, of which 371 were from the NSW RFS
- 440 personnel to Victoria, of which 306 were from the NSW RFS

Investing in rural and regional areas

As a primarily rural-based organisation, the NSW RFS ensures volunteers and staff have access to equipment, training and resources to provide effective service delivery.

Brigade stations and fire control centres

Infrastructure Services, in conjunction with Regional Services, continues to refine and implement the ten-year Station and Fire Control Centre Strategy.

The centrally coordinated approach to building projects continues to deliver major infrastructure to rural and regional NSW with two Fire Control Centres constructed at Glen Innes (Northern Tablelands) and Deniliquin (Mid Murray). Planning is also progressing for new Fire Control Centres at Harden (South West Slopes) and at Tumut (Riverina Highlands).

During the reporting period, work continued on the establishment of four regionally based Remote Area Firefighting Training Centres, with two facilities previously completed at Mogo and Glendenning. The remaining two sites were completed at Blackmans Flat, near Lithgow, and at Armidale Airport. These training facilities are equipped with a tower, simulated helicopter airframe and a winch for training and recertification purposes.

One of our ongoing focuses is the continual upgrades to existing rural fire brigade stations, including additional appliance bays, solar power, hard stands, additional water tanks and amenities such as toilets.

Throughout the reporting period, the Service continued its infrastructure program across all regions, providing 48 new brigade stations and new or enhanced amenities to another 60.

Regional Highlights

Following a review of the Service's regional service delivery model, a realignment of responsibilities saw the establishment of two regional management teams: Regional Services North and East, based at our Sydney Olympic Park Headquarters from January 2019 under the leadership of Assistant Commissioner Rebel Talbert, and Regional Services South and West, based at the Dubbo State Mitigation facility (pending the completion of the Dubbo Training Academy) and under the leadership of Assistant Commissioner Peter McKechnie. This realignment allows the NSW RFS to provide enhanced support to our volunteers and district staff right across NSW.

SUMMARY REVIEW OF OPERATIONS

REGION WEST

Ongoing investment in infrastructure during 2018/19 saw the construction of nine new brigade stations, including those at Walgett, Quandary Pucawan, Jemalong and Wyanga and additions or enhancements to facilities at another 12 stations, including Collie, Birriwa, Frost, New Angledool and Yarragong. The Mid Lachlan Valley Fire Control Centre in Forbes also saw the addition of a new carport.

Fire Access and Fire Trail (FAFT) Plans have been endorsed by nine of the 11 Bush Fire Management Committees (BFMCs) in Region West. This important process has allowed BFMCs to clearly prioritise improvement and maintenance works to strategic fire trails within their areas.

Fire trail works and certification assessments continued across the Region in Canobolas, Cobar, Mid Lachlan Valley, Orana, South West Slopes, Barwon Darling and Bland Temora, covering 58 fire trail assessments and 344 kilometres of trails. Upgrade projects have commenced on a number of individual fire trails and significant fire trail networks in Canobolas, Mid Lachlan Valley and Cobar.

A number of District Offices within Region West also held pre-season incident management exercises, involving various government agencies, to practice and enhance local response arrangements. These local exercises have assisted in enhancing cooperative inter-agency arrangements between emergency services, and provided an opportunity for agencies to validate systems and processes leading into the fire season.

During the reporting period, Region West held its 11th annual Group Officers Forum, with 45 Group Officers attending. Senior volunteers were able to network and focus on operational and human resource developments within the NSW RFS, with sessions including discussion on infrastructure, operations and human resource management within emergency services.

Region West also coordinated a program to enhance the availability of water for firefighting operations in remote rural areas suffering from severe drought. Communities such as Wilcannia, White Cliffs, Brewarrina and Bourke were assisted with the provision of mobile bulk water resources and/or the installation of additional water tanks specifically to provide water for firefighters to protect these communities.

REGION NORTH

The Service continued its infrastructure investment program in Region North, including the completion of the new Northern Tablelands Fire Control Centre at Glen Innes in August 2018. The project included construction of the new Glen Innes Rural Fire Brigade station, area supply cache and a State Mitigation depot.

Other projects saw the construction of new brigade stations at Big Jacks Creek and Mowrock, and enhancements to a further 29 stations including Cobbadah, Gragin, Jackadgery, Moonan, Willawarrin and Wyneden.

In the Clarence Valley District, the Structural Fire Training facility at Trenayr and the Aviation Support Brigade station and district supply cache at Grafton Airport were completed. In the New England Zone, the airbase, district supply cache and Remote Area Firefighting Team (RAFT) facility are nearing completion with final minor fit-out and external works including internal roads and parking bays underway.

During the year, the FAFT program was rolled out to the 11 BFMCs across the Region. The Region North BFMCs are now in the process of preparing and finalising their FAFT Plans, in line with the legislated schedule.

Preparations, including environmental approvals, are currently underway to work on upgrading many fire trails across the state. A number of fire trails have already been upgraded in the Clarence Valley and more are planned.

In March 2019 the 19th Annual Region North Exercise in Glen Innes saw 336 personnel and 43 appliances engaged in fire-related scenarios to refresh and practice their skills. Scenarios included multi-agency exercises conducted with other emergency services, giving all parties an opportunity to review and refine their systems and arrangements.

In June 2019, Region North held a senior volunteer forum in Glen Innes. This event provided the opportunity to share information on new initiatives within the NSW RFS and to foster collaboration and information sharing.

REGION EAST

In 2018/19 construction programs continued in Region East, resulting in the completion of nine new brigade stations including those at Berkeley Vale, Bulga Plateau, Carrington Falls, Fingal Bay and

Two new state-of-the-art Fire Control Centres opened in Glen Innes (Region North) and Deniliquin (Region South).

Mayfield. A further 15 stations received additions or enhancements including at Great Lakes, Karuah, Mangoola, Port Macquarie and Tahmoor. The Mid Coast Fire Control Centre at Gloucester also underwent renovations to improve staff amenities.

The FAFT program continues to be rolled out across the Region with 16 workshops completed, including three on behalf of Fire and Rescue NSW. FAFT plans have been endorsed by 11 BFMCS for submission to the Bush Fire Co-ordinating Committee. Over 4,000 kilometres of fire trails have been identified across the Region.

As part of a pilot, the Lower Hunter District has completed seven trails to align to the requirements of the NSW RFS Fire Trail Standards, with another two nearing completion. This pilot FAFT plan is now being reviewed and updated.

Hazard reduction capability in Region East was enhanced through the delivery of five Prescribed Burn Supervisor courses. The Region has been working to strengthen operational support functions, with a number of communications centre courses delivered and a partnership with TAFE to deliver Food Safety Supervisor training for catering officers.

In May a Regional Incident Management Exercise was conducted in the Illawarra, involving more than 60 personnel from across the Region. Further exercises have been developed for delivery when conditions permit.

In September approximately 45 Group Officers came together on the Central Coast for the annual Region East Group Officers forum. Effort was made to ensure the agenda was interactive, with opportunity to interact with the Commissioner, members of the Executive and a number of District Managers.

REGION SOUTH

2018/19 saw the construction of the new Mid Murray Fire Control Centre located at Deniliquin together with the construction of 11 new rural fire brigade stations, including those at Boorooban, Gunnbar, Numeralla, Sandigo and Wantagong. A number of brigades also received significant upgrades to stations, including the construction of new amenities at Conargo, Goodnight, Narranderra, Tuppal and Wondalga.

During the year, FAFT workshops were conducted and completed in 13 BFMCS across the Region. The BFMCS identified 1,718 strategic and 1,126 tactical fire trails over an area of 19,909,494 hectares.

A Private Fire Trail Agreement trial was conducted in the Southern Tablelands which resulted in six landowners agreeing to enter into what was the first Private Fire Trail Agreement with the NSW RFS Commissioner since the *Rural Fires Amendment (Fire Trails) Bill 2016* amended the *Rural Fires Act 1997*. This provided for the completion of \$4.2 million of works on strategic fire trails in the Region, ensuring they met the requirements of the NSW RFS Fire Trail Standards.

The Region's 15th Group Officers forum was held at Mulwala, with over 60 Group Officers in attendance. The forum allowed senior volunteers to further engage in the Service's operational processes and management systems.

The Region South office coordinated the biannual staff conference held at Griffith, setting a range of goals and initiatives for the Region for the next 12 months. During the reporting period, a number of staff also attended training in Complaints Handling conducted by the NSW Ombudsman.

During the reporting period the Region successfully trialled the first volunteer Atmospheric Sounding group in NSW. The group successfully completed a number of atmospheric soundings during the 2018/19 fire season with support from the Region South Fire Behaviour Analysis unit, providing critical weather intelligence to operational staff and the Bureau of Meteorology. The trial was such a success that it is now being expanded across the state.

Supporting local activities

HOTSPOTS

Coordinated by the NSW RFS and the Nature Conservation Council of NSW (NCC), the Hotspots Fire Project provides landholders with the skills and knowledge to undertake active fire management to protect lives and property and ensure that biodiversity is protected in healthy productive landscapes. During the reporting year, 12 workshops were delivered to 124 landholders in areas of high fire risk and biodiversity value. This produced 80 Fire Management Plans which cover 7,696 hectares.

A notable achievement was the delivery of further workshops within communities who have been recently impacted by fire. Local landholders were encouraged to see fire as an integral part of the Australian landscape and as a potentially useful land management tool. The overall aim was to work with each community to improve their resilience against future bush fires.

SUMMARY REVIEW OF OPERATIONS

In the Tathra area, a three-day Hotspots workshop delivered to the Tarraganda and Reedy Swamp communities (north of Bega River) formed part of a larger community engagement collaboration with the Bega Recovery Committee, including three targeted community protection plans and a peri-urban workshop delivered by the Nature Conservation Council Bushfire Program. This workshop assisted the community to thoughtfully move forward on post-fire planning and recovery. Participants reported feeling more empowered and less afraid.

Further north, Hotspots delivered a three-day workshop to the Pappinbarra community who were affected by fire 24 months previously and experienced house losses. The workshops helped participants understand how their properties were recovering from the impact of fire and how to manage growth, regeneration and future fire risk.

In the northwest of the state a planned workshop with the Anaiwan Local Aboriginal Land Council in the Tingha area was delayed due to the impact of the Tingha Plateau Fire on the area in February 2019. The workshop went ahead in May 2019 with the support of the local Aboriginal community and was hosted by the Mooki and Bassendean Association Incorporated.

This project used fire to enhance ecosystem resilience within culturally connected landscapes, integrating contemporary and Aboriginal fire practices to create mosaics across the landscape and protect cultural assets from bush fire. These activities are strengthening relationships between Aboriginal communities, the local brigade and District, as well as providing mentorship opportunities.

Hotspots continues to create lasting impact within communities. Residents in Burra continue to conduct their own bush fire community meetings to discuss their fire management plans, while other areas have seen increased brigade membership following Hotspots workshops.

BUSH FIRE MITIGATION AND RESILIENCE PROGRAM

The Bush Fire Mitigation and Resilience Program assists public land owners/managers and rural fire brigades to carry out bush fire mitigation works throughout the state.

Over the reporting period, more than 700 bush fire mitigation projects funded through the NSW RFS were completed. This program saw an allocation of over \$11 million across NSW for the 2018/19 financial year. Of the total allocation, approximately \$5.8 million was spent on fire trail works, which includes \$1 million as an election commitment. A further \$3.7 million was used to support hazard reduction works, with \$1.5 million allocated for resilience projects that increase the bush fire protection and readiness of NSW communities.

Preparing and protecting the community

In the lead up to the bush fire season, work continued on preparing communities for the inevitable return of fire conditions.

Pre-season preparation

In 2018/19, pre-season briefings were again delivered through inter-agency cooperative events, such as regional face-to-face briefings, workshops, the state briefing and online delivery.

Incident Controllers gave important insights into previous season's incidents, talking through the lessons learnt and helping implement operational changes to prepare for the coming season. This is an important component of the NSW RFS's commitment to conducting after-action reviews and debriefs. These insights were supported with information about the seasonal outlook, incident management arrangements and priorities, operational readiness, predictive services, public information warnings, aviation and logistics.

Hazard reduction

The ability of the NSW RFS and partner agencies to complete hazard reduction activities is highly weather dependent, with limited windows of opportunity. Prolonged drought conditions in 2018/19 adversely affected the ability of agencies to complete hazard reduction works.

In the reporting period, the NSW RFS and partner agencies protected 113,130 properties and treated 199,248 hectares through hazard reduction activities. The accumulated target of local Bush Fire Management Committees' annual works program was 187,041 hectares and 148,793 properties protected within the reporting period. Therefore, the NSW RFS and partner agencies performance against these targets equates to 106.5 percent of hectares completed and 76 percent of properties protected.

State Mitigation crews also provided assistance to volunteers undertaking strategic bush fire mitigation works in order to accelerate the rate of hazard reduction across the state. Support for more midweek burning through an increase in crews has been implemented to maximise opportunities to complete planned works.

Planning for Bush Fire Protection

One of our most important assets during a bush fire is a well-prepared community.

Since 2001, Planning for Bush Fire Protection (PBP) has been considered industry best practice in the provision of bush fire protection standards. Improved government policy, industry standards, technology and research following significant fire events sees PBP continue to evolve and provide increased protection for people and their properties in bush fire prone areas.

A pre-release version of PBP was developed through an extensive targeted consultation and public exhibition process and published on the NSW RFS website in August 2018. Following publication of the pre-release, a PBP Implementation Working Group was formed to provide input and feedback into implementation issues associated with the new PBP. The PBP Implementation Working Group also provided feedback on road-testing issues related to use of the pre-release version.

A final version has now been prepared and the NSW RFS has been working closely with the Department of Planning, Industry and Environment (DPIE), who are responsible for adopting PBP through legislation.

PBP 2019 builds on the outcomes and lessons of bush fire events experienced over the past decade, including the 2009 Black Saturday bush fires in Victoria. It also draws upon the better understanding and experience of fire events in NSW, including those which impacted areas like the Blue Mountains, Coonabarabran and Southern Highlands in 2013 and Tathra in 2018.

This substantially revised 2019 edition of PBP is intended for use by councils, town planners, NSW fire authorities, developers, planning and bush fire consultants, surveyors, building practitioners and approval authorities.

While the updated PBP focuses on ensuring properties are built to appropriate standards, it also aims to streamline processes for people building in bush fire prone areas.

The principles in this revised edition of PBP will significantly assist those involved in building safe communities within bush fire prone areas, helping to increase resilience and public confidence through the NSW land use planning process. This revised version strikes an appropriate balance of flexibility, the environment, community safety and housing affordability.

Fire Trails

An access network of trails for firefighting vehicles is essential for the protection of the community and its assets. The Strategic Fire Trail Program aims to develop strategies, frameworks and tools that contribute to a strategic approach for an enhanced fire trail network.

During the year, the FAFT processes were trialed in the Lower Hunter and rolled out to over 50 other BFMCs across the state. These BFMCs are now in the process of preparing and finalising their FAFT Plans. This rollout is meeting the anticipated schedule of all BFMCs having a FAFT Plan in place within three years of the legislation commencing.

Preparations, including environmental approvals, are currently underway to work on upgrading many fire trails across the state.

A number of Fire Trails have already been upgraded in the Port Stephens area and have been formally certified as Strategic Fire Trails. Other Strategic Fire Trails are in progress around the state.

Arson Prevention

As a result of the combined efforts of NSW RFS fire investigators and the NSW Police Force, 570 fire investigations were conducted with several persons apprehended for arson-related offences.

Improved information sharing between agencies has been made possible by the Arson Trend Analysis System (ATAS), with analysis undertaken by the NSW RFS Fire Investigation and Arson Intelligence unit.

As a consequence of greater powers to issue fines for careless ignitions by landholders, a total of 916 warning letters and penalty notices were issued for illegal fires.

Legislation introduced in 2015 that allowed for infringement notices to be issued for those who discard lit cigarettes saw 2,208 warning letters and penalty notices issued during the reporting period.

The Penalty Notice and Legal Process policies continue to be reviewed and updated to ensure arrangements remain appropriate and protect the community.

Rapid Aerial Response Teams, Remote Area Firefighting Team and Trail Bike Units

The NSW RFS continues to expand its Remote Area Firefighting capability by training 84 additional volunteers and establishing two new district teams at Clarence Valley and Lower North Coast, bringing the total number of remote area firefighters to over 600.

SUMMARY REVIEW OF OPERATIONS

The NSW RFS also commissioned an additional Remote Area Training Centre at Lithgow to provide volunteers with training in helicopter and vertical operations in a simulated environment.

The 2018/19 season saw the Rapid Aerial Response Teams respond to 77 incidents, keeping 90 percent of the fires they attended contained to less than 10 hectares. The teams were on standby 60 times during the bush fire danger period.

The NSW RFS Trail Bike Units continue to expand with 13 new operators accredited and additional units being established. The Trail Bike Units assist remote area operations in gaining access to rugged bushland and undertake rapid response, fire trail inspections, dry firefighting and arson deterrence. There are seven Operational Trail Bike Units based in the Monaro, Cudgewong, Northern Tablelands, Macarthur, Hunter Valley, Blue Mountains and Cumberland districts.

Heavy Plant Program

The Heavy Plant Register has more than 650 contractors with over 4,300 items of plant pre-registered with the Service. Their readiness to assist supports the ongoing success of the Heavy Plant Program.

Neighbourhood Safer Places

Throughout 2018/19, the NSW RFS increased the number of Neighbourhood Safer Places (NSPs) within NSW to 1,013 sites in 112 LGAs. The NSW RFS conducted inspections of all these sites and facilitated works to improve the resilience of a number of these NSPs.

Community Protection Plans

During the 2018/19 reporting year, 16 Community Protection Plans (CPPs) were completed for communities at risk of bush fire across NSW. A further 35 are in progress. 134 CPPs have been completed and approved by BFMCS across NSW since the commencement of this initiative.

Development controls and assessments

The Planning and Environment Service Centres (PESCs) are located at Batemans Bay, Coffs Harbour and NSW RFS Headquarters. In conjunction with local district staff and brigades, the PESCs are responsible for delivering numerous programs and services, including Development Assessment Applications referred under Section 100B of the *Rural Fires Act 1997* and Section 4.14 of the *Environmental Planning and Assessment Act 1979*.

During 2018/19, the PESCs met targets for development assessment referrals and conducted environmental assessments for all activities where required within agreed timeframes.

Building Impact Assessment

Building Impact Assessment (BIA) teams were deployed to 14 bush fire incidents to undertake damage assessments during the 2018/2019 fire season. The NSW RFS worked closely with NSW Public Works to identify hazards such as asbestos, so residents could return to their homes safely and quickly. Over the season, 37 houses, six facilities and 141 outbuildings were destroyed with many more damaged.

In December 2018, BIA teams were also deployed to assist the NSW State Emergency Service (NSW SES) assess storm and hail damaged properties in Sutherland, The Hills and Hornsby. Over the three events, 16 teams assessed thousands of properties and provided information to NSW SES on the extent and scale of damage, assisting response and recovery operations and fulfilling the data reporting role.

Developing our capability

The NSW RFS is recognised as a leader in the bush fire and emergency management industry. During the reporting period, the Service continued to improve its capacity to respond effectively to incidents and activities by developing its resources in aviation, predictive services, State Mitigation, training and technology and more.

Aviation

During the reporting period, the Service continued to develop the use of the Large Air Tankers (LAT). During this period, four LATs were operational.

The LATs commenced operations in September and remained in action until early April. During the year, the LATs undertook 250 missions within NSW, as well as interstate deployments supporting fire suppression activity in Queensland, Tasmania, Victoria and ACT.

To enable a fast response to fires, the LATs were positioned in a number of locations during the season including RAAF Base Richmond and Tamworth, Albury and Dubbo airports. Specialist equipment has been installed at these locations to allow the aircraft to refuel and refill with rapid turnaround. The ACT government also established a base at Canberra airport that is able to support the southern areas of NSW.

The Service continued to use a range of fixed wing and rotary aircraft to respond to various incidents. Across the reporting period, there were 1,614 aircraft taskings, involving both contracted and 'call when needed' aircraft. In addition to the LAT program, the NSW RFS engaged 32 aircraft on exclusive use contracts through the National Aerial Firefighting Centre (NAFC), including fixed wing bombers, medium winch-equipped helicopters, type one high volume helicopters, linescan aircraft, air observation

and air attack platforms. The NAFC aircraft were supported by over 100 tactical aircraft available through 'call when needed' arrangements.

The three existing NSW RFS helicopters were upgraded with additional capabilities in the areas of incident intelligence gathering, Remote Area Firefighting Teams, Rapid Aerial Response Teams and night operations.

In June 2018, the Department of Defence announced it would be giving the Service two ex-military Black Hawk helicopters to support remote area firefighting and night operations. It is now expected that the Department of Defence will not release the helicopters to the NSW RFS until approximately 2022, due to a delay in the helicopters being withdrawn from active service.

Predictive Services

In response to the high level of operational activity, the Predictive Services Unit and Fire Behaviour Analysis personnel were again used extensively in 2018/19, with around 650 fire spread predictions being prepared throughout the season. Fire Behaviour Analysts (FBA) were also extensively deployed to Incident Management Teams in NSW, interstate and internationally, including jurisdictions such as Queensland, Tasmania, Victoria and Canada.

During 2018/19, the Predictive Services Unit continued to build capacity by training and nationally accrediting additional personnel in Fire Behaviour Analysis.

The Predictive Services Unit continued to utilise its portable weather observation equipment to support the implementation of hazard reductions and the management of bush and grass fires in NSW.

Developing Rescue Capability

The NSW RFS now has one General Land Rescue unit at Mungindi and two Road Crash Rescue Units at Ellerston and Moulamein.

In the last 12 months, the Howes Valley Brigade have undertaken training and been endorsed by the State Rescue Board for pre-accreditation in road crash rescue.

The NSW RFS will continue to develop a road crash rescue capability in remote parts of NSW identified by the State Rescue Board Review, with another three brigades identified for training over the next year. The introduction of this capability will see casualties of road crash trauma receive a faster rescue response.

State Mitigation

The Assist Infirm Disabled and Elderly Residents (AIDER) Program offers assistance to infirm, disabled and elderly residents to prepare their properties and reduce bush fire hazards. Mitigation crews completed 629 services as part of the AIDER Program and completed 598 mitigation tasks including 4,042 kilometres of vegetation management as part of mitigation requests.

During 2018/19, State Mitigation teams provided ongoing support to aviation operations with the provision of mixing personnel for the Richmond and Dubbo Large Air Tanker bases. State Mitigation staff provided continuous coverage at both bases, ensuring retardant and gel was correctly mixed and loaded into the aircraft.

State Mitigation successfully engaged with indigenous communities in the far west of NSW and recruited two indigenous mitigation crews, located in Bourke and Brewarrina. Since completing induction these crews have undertaken extensive mitigation and AIDER works in the Far West.

2018/19 saw continued engagement with indigenous communities in Region North. In the Tabulam area, where the community had been affected by wildfire, State Mitigation crews undertook vegetation works and assisted the community in returning to normality.

Inter-agency support was provided to NSW Police, with NSW RFS personnel clearing vegetation during search operations in the Kendall area of the Mid North Coast.

Operational Resources and Transport

This section continues to support other areas within Operational and Mitigation Services, as well as supporting Headquarters, other NSW RFS sections and districts by administering the state warehouse and coordinating a fleet of specialist transport vehicles.

In 2018/19, Operational and Mitigation Services provided equipment and personnel support for heavy transport, covering a total of 192,000 kilometres to support the operational and routine needs of the NSW RFS.

Operational Resources and Transport continue to coordinate the dispatch of centralised older generation bush fire Personal Protective Clothing (PPC), in addition to distributing Wildland PPC to all areas of NSW. This ensures maximum benefit is gained, wastage is minimised and, most importantly, members are supplied with the safety equipment necessary to undertake their work.

SUMMARY REVIEW OF OPERATIONS

Base camp capabilities

In January 2019, State Mitigation established a base camp in Fenton Forest, Tasmania in support of various remote fires. The base camp accommodated 138 personnel from various agencies and jurisdictions, including NSW RFS volunteers, and was operational for approximately six weeks. During this time, State Mitigation crews had the opportunity to mentor volunteers in base camp management.

Some weeks later, State Mitigation also established and coordinated a base camp in Tumbarumba in support of Section 44 operations in the Snowy Valleys LGA. The base camp accommodated 122 personnel including NSW RFS volunteers.

A basecamp was also established in support of the NSW RFS State Championships held in September 2018 at Temora for approximately 300 attendees.

Improving skills

In 2018/19 the NSW RFS continued to offer its members a range of learning opportunities. This included a range of internal courses focused on developing members in areas related to operational capability. These courses are designed to lead members through a learning pathway from foundational courses all the way through to command and strategic courses. The majority of these courses are underpinned by nationally recognised qualifications and units of competency, as the NSW RFS operates as a Registered Training Organisation (RTO) in its own right.

During the reporting period, examples of new courses included the Fire Boat Skipper and Fire Boat Crew courses being released. The Incident Control: Major Incident (ICMI) course was also reviewed, resulting in an ICMI version 2 course being developed. Delivery of this course is expected to commence in early 2019/20.

The NSW RFS continued to operate its Professional Development Committee, allowing individuals to develop themselves to meet both organisational needs and their professional needs.

Volunteer Rescue Association Partnership

The NSW RFS and the Volunteer Rescue Association (VRA) continued to work closely together during the reporting period.

A Heads of Agreement was developed to formalise the relationship between the two agencies and to support the governance arrangements related to this relationship.

The work with the VRA was undertaken through a number of focused working groups which included Learning and Development and Membership Services, ICT Services, Operational Communications and Infrastructure Services. These working groups

provide opportunities to learn from each other, leading to improvements in both agencies.

For example, within the Learning and Development and Membership Services area, improvements have been made related to the processes of managing the criminal record check process for new VRA members.

Building for the future

The NSW RFS successfully relocated to its new purpose-built Headquarters at 4 Murray Rose Avenue, Sydney Olympic Park, following a two-year process of planning and construction. The facility met practical completion on 26 October 2018 with functional fit-out such as ICT and audiovisual and general office fit-out completed over the following few weeks. The NSW RFS conducted a staged move of personnel occurring from 12 November to 19 November 2018, with the official opening occurring on 21 November 2018.

Stage 1 of the NSW RFS Training Academy, located at the Dubbo City Regional Airport, was also completed. The facility includes classrooms and practical training areas with a large auditorium, lecture theatre, indoor and outdoor training areas, gym and catering services with commercial kitchen. Stage 1 included completion of one of a planned three accommodation blocks equipped with 31 beds. While programmed for completion in late June 2019, the handover was delayed by wet weather and scheduled for July 2019. Stage 2, comprising of two additional 33-bed accommodation blocks, is forecast for completion in March 2020.

Procurement

During the reporting period, the Service continued to implement the improvement recommendations emanating from the Procurement Accreditation assessment. Most notable of these is the implementation of an electronic Quote to Contract (Q2C) procurement system that will provide the NSW RFS with a best-in-class procurement process and functionality for suppliers to maintain their own data in the vendor master file.

We also continued with our procurement reform program to further enhance the way Procurement contributes to the achievement of the Service's strategic objectives. The progress we have made in this area is evidenced by being shortlisted for two Chartered Institute of Purchasing and Supply Procurement Awards, Procurement Transformation and Public Procurement.

Improving Technology

The NSW RFS supported the implementation and integration of many applications and products during the reporting period, supporting organisational projects.

The implementation of the SAP Concur Travel and Expense solution has been a positive step towards digitising a number of the financial approval processes across the NSW RFS, followed by the implementation of the Q2C procurement system. Further Business Intelligence and reporting modules for the systems of finance and procurement were developed within our core Enterprise Resource Planning (ERP) system.

The addition of Watch Zones and associated notification systems into the public Fires Near Me smartphone app has allowed the tailored and timely delivery of fire locations, emergency alerts and total fire ban information to the public. The publication of planned Hazard Reduction activity to the NSW RFS public website provides timely advice regarding potential fire activity near people's homes and other areas of interest.

Inventory Management was introduced and processes developed and implemented to better manage assets across our district and regional locations and provide cost savings to the NSW RFS.

The NSW RFS are working towards a number of system improvements for our volunteer members, including a Brigade Incident Reporting System (BIRS) mobile design refresh, a new Member's Website and a Member's Availability mobile application. A range of infrastructure rollout programs for the National Broadband Network (NBN), radio terminal replacement programs and Knowledge Wall fit-outs will continue to ensure our operational members have access to fit-for-purpose technology solutions.

The new Dubbo Training Academy incorporates standard ICT functionality as well as specifically designed knowledge walls and training systems, which will ensure our members have access to high-class training facilities to prepare them for the challenges they may encounter in their operational activities.

Continual and progressive improvements are being delivered to our core operational systems, ICON (Incident Control Online), Resource Management and GUARDIAN, to ensure they are fit-for-purpose in the ever-evolving emergency services environment and providing improved integration between core ICT systems and records.

Keeping the community informed

The NSW RFS is a recognised leader in engaging with communities prior to emergency incidents, and the provision of public information and warnings during bush fires in NSW.

Public Information and Warnings

The 2018/19 bush fire season saw a number of significant fires impact on communities. The delivery of timely and relevant information and warnings was critical to the management of these emergencies and the protection of the community.

Throughout the year, more than 180,000 Emergency Alert telephone warning messages were sent to fire-affected communities, providing important information about fire activity and actions required.

A total of 519 major fire updates were posted to the NSW RFS website, including information about fire events and smoke advisories during periods of hazard reduction burning.

Digital media continued to deliver information to a broad section of the community, with the NSW RFS website seeing more than 10 million page views across the year, from nearly 6 million users. Nearly 600,000 people engaged with the NSW RFS through Facebook.

The Service also updated its Fires Near Me NSW smartphone app, to provide a better experience to users. This included the introduction of push notifications, and the ability to set watch zones for users to keep an eye on fire activity in their area.

The NSW RFS also continued its leadership of the national Public Information and Warnings Group, including the development of national policy and doctrine on warnings, and the progression of nationally consistent warning frameworks across multiple hazards.

Public Awareness

During the reporting period, the NSW RFS developed and implemented its latest large scale 'Prepare Act Survive' public awareness campaign.

Now in its tenth year, the campaign has continued to build on research and experience from previous campaigns. Over the past decade, the proportion of people with some form of plan for a bush fire has risen from around 30 percent to a peak of 69 percent. However, research also confirmed that while the majority of people now have a plan, it is quite often simple and unlikely to withstand the test of an emergency.

To focus on this issue, the Service developed the 'How Fireproof Is Your Plan' campaign. The campaign consisted of a statewide television, radio, outdoor, print and online campaign.

SUMMARY REVIEW OF OPERATIONS

The campaign delivered strong results, maintaining the level of planning and improving the quality of planning and preparation activities in the community.

A key part of the initiative was improving the integration with key community engagement activities, including the annual Get Ready Weekend. Using volunteer brigades across the state, more than 600 events were held and many brigades recorded stronger interest in planning and preparation from the community.

This is the first year of the three-year campaign.

Community Engagement

The NSW RFS has continued its implementation of the Strategic Directions for Community Engagement.

During 2018/19, NSW RFS partnered with at-risk communities including farming, school groups and indigenous communities to develop a raft of resources, tailor-made to reduce risks within these communities. In 2019/20, this focus will broaden to also include disabled, aging and multicultural communities. These new tools and resources will ensure a more consistent and purposeful delivery of community engagement activities throughout NSW. Nineteen actions have been delivered.

Highlights of items delivered in this period include: Community Engagement Facilitator training package, Project Firestorm schools program website moving into user acceptance testing, the Supporting Preparedness in At-Risk Communities (SPARC) Project engaging 16 districts for a trial over the 2019/20 season, the Farm Fire Plan delivered, the Very Real Experience moving into production, enhancement of Community Field Liaison Officer capability and the delivery of the Reedy Swamp Post-Fire Research Report.

Equipping our members

Engineering Services

During the 2018/19 reporting period, Engineering Services undertook several large bodies of work around updating specifications and contracts for appliance construction, protective clothing and equipment, as well as firefighting foams and chemicals.

Multiple existing appliance construction contracts were reviewed and consolidated into the one single contract that encompasses all firefighting appliances, support vehicles (such as Group Vehicles) and specialised appliances (such as rescue or mitigation appliances). This streamlined contract was fully resolved within the reporting year, resulting in a total of six contracted vehicle builders.

A review of Personal Protective Clothing (PPC) and Personal Protective Equipment (PPE) specifications commenced in 2018/19. The review has included all the feedback from end users of the new generation PPC and PPE. A tender for PPC and PPE will be released in the 2019/2020 financial year using the approved specifications from the review.

Engineering Services has spent the reporting period reviewing, in conjunction with other like agencies and internal users, practices and procedures in the use of firefighting foams and chemicals. Specifications are being reviewed for Class A, Class B and Class B-ARF to ensure that the NSW RFS has a suite of foams and chemicals that are fluorine free and that support its firefighting purposes. Contracts will be released in the 2019/20 financial year.

In conjunction with the Australian Maritime Safety Authority (AMSA) and the Marine Working Group, Engineering Services has reviewed its water-based firefighting vessel fleet to ensure the NSW RFS has a range of vessels to suit the requirements of water-based brigades. This has culminated in the first standard light vessel now operating at Christians Minde Brigade in the Shoalhaven area and a medium vessel in service at the Woronora Brigade in the Sutherland District. The Woronora vessel has specific cabin height limitations based on low bridges in the operating area, but forms the basis of the standard medium vessel, which is the third new standardised boat currently under construction.

Radio communications

The NSW RFS continues to work closely with the NSW Telco Authority (Telco) on the Critical Communication Enhancement Program (CCEP). The CCEP both expands and upgrades the existing Government Radio Network (GRN) with the aim of delivering an integrated public safety radio network (PSN) across the state of NSW by 2021. To date the NSW RFS has delivered, in conjunction with Telco, 36 new GRN sites across the state, particularly in the North West.

The Service has commenced Year One of a two-year funded package to upgrade more than 10,000 radio terminals in appliances and Fire Control Centre locations around NSW. The new radio terminals enhance the capacity of the GRN/PSN radio network by utilising the spectrum more efficiently, as well as carrying narrow band data across the upgraded GRN network.

Radio terminal delivery in Year One included the districts of North West, Central Coast, Lake George, Northern Beaches, Mid Coast, Far South Coast, Lower North Coast, Cumberland, Macarthur, Southern Highlands, Northern Rivers, Clarence Valley, Far North Coast, Shoalhaven, Cudgewong and Canobolas, comprising of 2,525 units within appliances, support vehicles and Fire Control Centres.

The NSW RFS website, the primary source of public warnings and information, had 10.2M page views during 2018/19.

The NSW RFS also completed a trial of Automatic Vehicle Location (AVL), which involves using the GRN and new PSN network to transmit live location information from appliances in the field back to the State Operations Centre within NSW RFS Headquarters. The trial confirmed the ability of the NSW GRN/PSN network to deliver packet data, including vehicle location. The next financial year will see a progressive addition of AVL capable radios onto the network as the statewide rollout of radios continues.

Communication Systems have upgraded 52 paging platforms across the state and implemented a new voice recording Graphical User Interface. These upgrades enable brigades to respond to incidents wherever they happen in real time, as well as record incident radio and telephone messages to ensure relevant communications are captured for future reference. The Communication Systems Section have continued to manage the fixed network of 489 radio and paging sites across New South Wales to ensure reliable and ongoing communications to meet operational requirements.

Digital Security

On 1 February 2019, the NSW Government introduced the NSW Cyber Security Policy (CSP). In compliance with this Policy all NSW Public Service Agencies are required to implement an Information Security Management System (ISMS) and report annually on the maturity levels against CSP mandatory requirements. NSW RFS has an ISMS, however the level of rigour has significantly increased. The revised ISMS must cover the agency's critical ICT and Industrial Automation and Control Systems (IACS) assets, aligned with the ISO/IEC 27001 Standard.

The NSW RFS engaged the services of an external ICT security vendor to assist with the existing systems review and to provide any required remediation of the prior NSW RFS ISMS and policies. The vendor will deliver this by conducting an audit against the established standards and the required maturity assessment schedules.

NSW RFS Library Services

The NSW RFS Library is a popular resource for members and the wider community, reopening in the new Headquarters with customised space in which members and visitors can comfortably study and meet. Membership of the library grew by 10 percent in the reporting period with new users originating from our volunteers and staff, other

Australian and international emergency service agencies, universities, schools and the public.

The library assisted those participating in Incident Controller Major Incident and Australian Institute of Police Management programs in addition to providing onsite professional development and learning opportunities for information management students studying at Charles Sturt University and Gosford TAFE. The library provides online access to magazines and access to the library's growing collection of eBooks, which exist in addition to our specialised collection of hardcopy titles. In the past year, the library answered over 3,000 queries and posted over 600 books on loan to members all across NSW.

During the reporting period, the library launched an audiobook collection for all members, built a collection to cover information resources for our catering units, lent the Children's Bush Fire Collection books to primary schools to enrich children's bush fire safety knowledge and continued to update the NSW RFS's catalogue electronically into the National Library of Australia's database, providing all libraries across Australia with access to our records.

Our Members

Our workforce comprises 71,234 volunteers and 965 staff, working together to deliver community-based fire and emergency services across NSW. During the year, the NSW RFS continued to implement the key actions and strategies of the Next Generation Workforce Plan to meet the workforce challenges of coming decades.

Youth participation in the NSW RFS

In 2018/19 the NSW RFS continued to focus on engagement with young people through a range of youth development programs and initiatives.

SECONDARY SCHOOL CADET PROGRAM

The Secondary School Cadet Program is one of our longest-running and most successful youth programs, in which local brigades partner with schools to deliver practical skills and an appreciation of emergency service volunteering through a structured training program. In 2018/19 the Secondary School Cadet Program reached a major milestone of 10,000 students participating since the program began in 2004. During the year, 56 programs were delivered across NSW to a total of 882 students.

SUMMARY REVIEW OF OPERATIONS

YOUTH AWARDS AND RECOGNITION

The Young People in Emergency Services Awards ceremony was held at Parliament House in May 2019. The annual event sees the announcement of the NSW RFS Cadet of the Year and Young Volunteer of the Year awards. The ceremony publicly recognised the achievements of young volunteers in NSW emergency services.

Awards were presented to:

- **Cadet of the Year:** Ms Olivia Cole from Bowral High School
- **Young Volunteer of the Year (16-25 years):** Mr Thomas Breed from Coleambally Brigade
- **Young Volunteer of the Year (12-15 years):** Mr Charlie Ross from Gum Flat Brigade

NSW RFS YOUNG LEADER SCHOLARSHIP

The Young Leader Scholarship recognises and develops the leadership and communication skills of our emerging young leaders through participation in an 11-day voyage aboard the STS Young Endeavour sailing ship. The 2019 Young Leader Scholarship was awarded to Jessie McMaster from Faulconbridge Brigade in the Blue Mountains and Kieren McGrath of Kentucky Brigade in New England.

NSW RFS YOUNG MEMBERS GROUP

The Young Members Group (YMG) was established in 2010 as an advisory group for young members of the NSW RFS. The YMG is made up of ten members aged between 18 and 25 years. The Group plays an important role in the Service's consultative process and has provided valuable input on a broad range of policies and issues from a youth perspective, and is due to host the Young Members Forum in July 2019 in conjunction with the NSW RFS Leadership Forum.

Volunteer Surveys

Entry and Exit Surveys continued to be distributed to volunteers who joined or left brigades in the reporting period, to gain a better understanding of how the NSW RFS could attract and retain volunteer members more effectively. In 2018/19, 510 new member surveys and 149 exit surveys were submitted. During the year, the NSW RFS commissioned researchers from the University of Western Australia to undertake a comprehensive analysis of the survey data collected over three years and report on implications and recommendations.

Volunteer to Career

Volunteer members are encouraged to pursue a career in the Service through the annual Volunteer to Career Program. This year, 49 volunteers attended the information sessions, reflecting volunteers' growing interest in applying for roles in the Operational Officer, Communications and State Mitigation recruitment programs.

Supportive Employers Program

The NSW RFS Supportive Employers Program recognises businesses who grant volunteers leave to attend emergency incidents during work hours without financial disadvantage, and who also implement measures such as specialised leave or who promote volunteering achievements.

The 12 recipients honoured this year included a range of small businesses, large corporations and government agencies located throughout the state.

Workforce Diversity and Inclusion

The NSW RFS seeks to increase the diversity of both our staff and volunteer workforce through inclusive and flexible membership practices. The Service has implemented or progressed several workforce diversity initiatives in 2018/19, including:

MARDI GRAS

March 2019 marked 11 years of NSW RFS participation in the Sydney Gay and Lesbian Mardi Gras Parade. A contingent of members marched in the Parade to promote the NSW RFS as an organisation that accepts people from all walks of life and to support, encourage and celebrate diversity within our membership.

MALE CHAMPIONS OF CHANGE - FIRE AND EMERGENCY SERVICES

The Fire and Emergency Male Champions of Change group was established in April 2017 with support from the Australasian Fire and Emergency Services Authorities Council (AFAC). During its second year of operation the NSW RFS Male Champion of Change, Commissioner Shane Fitzsimmons, led an assessment of gender representation across frontline service delivery and enablement roles in the NSW RFS and conducted an audit of the public face of the organisation.

GIRLS FIRE AND EMERGENCY SERVICES CAMP

In a unique collaboration, the first Girls Fire and Emergency Services Camp of its kind in Australia was held in December 2018 at YMCA Camp Yarramundi in Richmond, NSW. The multi-agency camp was a partnership between NSW RFS, Fire and Rescue NSW and NSW SES with the aim of teaching girls aged 15 to 17 some of the skills of firefighting and emergency services and introduce them to the range of roles available in the fire and emergency sector.

MULTICULTURAL POLICIES AND SERVICES PROGRAM (MPSP)

Outcomes achieved in 2018/19 include:

- In 2012 the NSW RFS changed the membership application process to offer all new volunteer members the option to complete a personal diversity profile including ethnic background, languages spoken and disability status.

- Reporting in June 2019 indicates that the majority (over 95 percent) of new members take the opportunity to complete the diversity profile, and the percentage of members who now have a diversity profile in their membership record has reached 28 percent.
- Throughout 2018/19, promotion of cultural diversity continued through the existing channels of social media, the intranet, the public website and publications, and included the official celebration of Harmony Day, international programs and a range of local brigade-based activities.
- The “I Am Fire” three-year public awareness campaign concluded in 2017/18 and the new campaign, “How Fireproof is Your Plan?”, commenced in September 2018 with a continued investment in targeting culturally and linguistically diverse (CALD) communities through radio, online and social media.
- Continued participation in the Refugee Employment Champions network.

Strategies and activities planned for 2019/20 include:

- With assistance from Multicultural NSW, identify regional areas experiencing humanitarian settlement and provide location-specific support to brigades and districts in those areas to engage with new and emerging communities.
- Further support tools and guidance for local workforce planning to enable districts and brigades to understand the cultural diversity of their communities and develop volunteer recruitment strategies to support diversity.

DISABILITY PLAN

The NSW RFS Disability Plan supports the overall vision and objectives of the NSW Disability Inclusion Plan to address barriers within government departments and local communities for people with a disability. The actions within the Plan focus on the programs, policies and service standards associated with employment and participation, and service delivery for people with a disability.

In 2018/19, the NSW RFS participated in a collaboration between the University of Sydney, NSW Emergency Services and the health and disability sectors to launch a toolkit to increase the resilience of people with disability to disaster and natural hazard emergencies. Designed for use by disability and health services in collaboration with people with disability, the Person-Centred Emergency Preparedness toolkit includes a user guide and case study videos. The toolkit was field-tested with community members, service providers and people with disability living in disaster-prone communities in the Mid North Coast of NSW.

ABORIGINAL SERVICES

During 2018/19, the NSW RFS implemented several strategies and programs to develop resilience in Aboriginal communities and support Aboriginal volunteering and employment opportunities.

In early 2018, discussion between the NSW RFS and Aboriginal Affairs commenced regarding the establishment of indigenous mitigation crews in the Bourke and Brewarrina areas. After information sessions held in the previous financial year, the recruitment of two indigenous Mitigation Crews was finalised in April 2019 with successful applicants undertaking an induction in early May 2019. A crew in Bourke and a crew in Brewarrina commenced in the field at the end of May 2019.

Since the crews commenced, they have completed induction training and been very active undertaking fire mitigation work. The crews have been deployed outside of the Far West area of NSW, undertaking fire mitigation works in Coonabarabran and the Dubbo region, working around culturally sensitive areas with the permission of local elders and stakeholders.

Throughout 2018/19, the NSW RFS continued to support the growth of cultural fire knowledge through collaborations with Firesticks and provision of firefighter training and mentorship.

The NSW RFS also supported the National Indigenous Fire Workshop in 2018/19 through both in-kind contribution and scholarship funding. The event was hosted by the Yuin Nation, the Djuwin Mudjingaalbaraga Firesticks and Bundanon Trust in partnership with Firesticks Alliance, Mulong Productions and Cape York Natural Resources Management. It was the first time the workshop, held on the Bundanon Trust property near Nowra from 12-15 July 2018, has been held in NSW.

The NSW RFS funding contribution provided accommodation tents and marquees for participants, as well as logistical and fire protection support throughout the workshop. Scholarships were provided for 15 NSW RFS staff and volunteers identifying as both indigenous and non-indigenous to attend the full workshop.

Following the success of the July 2018 workshop, the 2019 National Indigenous Fire Workshop was hosted in the Victorian region of Barmah near the NSW border. NSW RFS supported this workshop with scholarship places for a further 15 NSW RFS volunteers and staff to attend and learn about traditional fire management practices.

Industrial Relations Policies and Practices

In 2017, the Public Service Association of New South Wales (PSA) filed an application in the NSW Industrial Relations Commission (IRC) to vary the *Crown Employees (Rural Fire Service) Award*. Following this, the NSW RFS invited the PSA to enter into discussions outside of the IRC arbitration process, which the PSA agreed to. Regular report-backs inform the Commission of progress.

SUMMARY REVIEW OF OPERATIONS

During the 2018/19 reporting period, discussions continued between the bargaining team which consists of representatives from the NSW RFS and the PSA. Discussions progressed sufficiently to enable the NSW RFS to commence modelling and costing scenarios, starting with sample group data that is representative of the Service. Any changes to current Award provisions will need to be cost neutral in accordance with the NSW Public Sector Wages Policy. Staff members have been kept informed as part of the bargaining process and will be invited to engage in a consultation process in the upcoming period.

Statement setting out WHS performance

Development of the NSW RFS Health and Safety Management System continued during the reporting period, supported by a number of programs and initiatives:

- The Your Health Matters (YHM) program achieved some key milestones in the reporting period:
 - 790 member health checks with participants receiving individualised nutrition, physical activity and lifestyle advice targeted at reducing their risk of heart disease and Type 2 Diabetes identified during tests;
 - Distribution of Quarterly YHM Packs to NSW RFS brigade stations and offices with a focus on physical and mental health and injury prevention;
 - YHM survey of members with results informing future planning;
 - Procurement of discounted health facilities for members;
 - Mental Health Plan implementation with an emphasis on protection, promotion, intervention and training.
- Communication of new presumptive cancer legislation to members and support and management of member workers compensation cancer claims.
- Release of new Service Standard SS 7.1.6 *Health and Safety Management System* and related Health, Safety and Welfare Handbook.
- Development of new forms for Workplace Injury/Illness/Exposure and WHS Near Miss and Property Damage.
- Statewide workgroup elections conducted with the assistance of the NSW Electoral Commission for Health and Safety Representatives (HSRs). Elected HSRs commenced their three-year term on 1 March 2019.
- Detailed monitoring, investigation and analysis of WHS incidents to develop targeted WHS programs and initiatives. Reported Injuries and Registered Workers Compensation Claims are in Appendix 3.6.

Bushfire and Natural Hazards Cooperative Research Centre

During 2018/19 the NSW RFS strengthened its partnership with the Bushfire and Natural Hazards

Cooperative Research Centre (BNHCRC), and continued to contribute to, and participate in, the national research agenda.

This partnership focused on three research areas:

- bush fire and natural hazard risks
- resilient people, infrastructure and institutions
- economics, policy and decision making

In April 2019, and as part of the sixth International Fire Behaviour and Fuels conference, the NSW RFS hosted a research advisory forum (RAF) related to the practical application of fire and fuels research in prescribed burning. The Service was also represented at the RAF held in Perth in June 2019, which focused on extreme weather, and at the RAF in Brisbane in November 2018, which focused on the physical sciences of the BNHCRC research program.

The NSW RFS continues to be well represented by 40 members across all collaboration groups – including two lead-user representatives and 14 end users – and was involved in 30 projects.

Further to this, the BNHCRC, along with AFAC and AIDR, was part of the NSW RFS Leadership Forum. They provided an information booth at the forum to allow attendees to gain firsthand knowledge of the work being undertaken by the BNHCRC and how it related to the work of the NSW RFS.

Australasian Fire and Emergency Services Authorities Council

The NSW RFS is an active member of the Australasian Fire and Emergency Services Authorities Council (AFAC), the peak body for public sector fire, land management and emergency service organisations in Australia and New Zealand. This partnership is represented at the highest level, as NSW RFS Commissioner Shane Fitzsimmons has been a member of the AFAC board since October 2016.

The Service is also represented on 27 of AFAC's 32 collaborative groups, with this representation occurring at a senior level. As part of these groups, the NSW RFS benefits from multi-agency collaboration on shared challenges across the sector. Examples include the development of the Hazards Trees doctrine, the review of mental health programs so they align to agency needs and the development of a proposal to undertake research into the use of foam.

Further to this, during 2018/19 AFAC established a Research Committee, on which the NSW RFS is represented at Executive Director level.

The 2018 AFAC/BNHCRC Conference was held in Sydney in August 2018. It provided an opportunity for NSW RFS members to be involved in the organising committee, participate in the conference and facilitate post-conference workshops.

During the reporting period, engagement with AFAC also included the AFAC CEO Stuart Ellis attending the NSW RFS Learning and Development Forum and AFAC being represented again at the NSW RFS Leadership and Young Members Forum held in June 2019.



4

KEY FOCUS AREAS

Key Focus Areas

The NSW Rural Fire Service Plan identifies six Key Focus Areas (KFAs) with specific objectives assigned to each. These are:

KFA One: People, Property and Environmental Protection

- 1.1 All levels of leadership provide effective emergency management
- 1.2 Effective people and property protection programs
- 1.3 Sustainable environmental protection practices
- 1.4 Timely and relevant information and warnings

KFA Two: Coordinated Bush Firefighting and Prevention

- 2.1 Policy and planning frameworks to lead coordinated bush firefighting and prevention
- 2.2 Mitigation works, hazard reduction and community engagement are prioritised in line with risk plans
- 2.3 Effective performance and measurement of prevention, mitigation and bush firefighting strategies

KFA Three: Community Resilience

- 3.1 Communities in bush fire prone areas act on their understanding of the shared responsibilities of resilience
- 3.2 Empowered communities take action based on informed decisions
- 3.3 Risk-based land use and planning arrangements, programs and resources

KFA Four: Our Members

- 4.1 Safe, supportive and inclusive culture and practices
- 4.2 A diverse, flexible, adaptive and sustainable membership that is representative of the community
- 4.3 Informed, engaged, capable and valued members

KFA Five: Organisational Capability and Sustainability

- 5.1 Resource allocation model based on enhanced risk profiles
- 5.2 Organisational capability anticipates and responds to service delivery requirements
- 5.3 Effective leadership, governance and business systems

KFA Six: Partnerships and Collaborations

- 6.1 Influence the emergency management direction through partnerships

KEY FOCUS AREAS

KFA Six: Partnerships and Collaborations

6.2 Partnerships and collaboration are identified and pursued

6.3 Business and sponsorship opportunities generated with the commercial sector

These six KFAs are addressed through the following Strategies and Key Actions with the aim of achieving the stated Outcomes.

STRATEGIES

S1 Manage the expectations and capability of the community, volunteers and staff for improved levels of awareness and readiness to act

S2 Continue to employ technology and systems that meet organisational needs

S2.1 Continue to manage and quantify risks to improve community safety

S3 Continue to develop data collection and management tools, intelligence gathering and forecasting capability for evidence-based and opportunistic decision making

S4 Continue to improve organisational diversity through inclusive and flexible membership ensuring the volunteer culture remains core to our business now and into the future

S5 Continue to engage in a broad range of member training and development, increasing adaptability to unfolding events

S5.1 Continue to develop and implement organisational health and safety programs that improve the health, safety and wellbeing of our members

S5.2 Continue to increase knowledge and awareness of NSW RFS governance arrangements

S5.3 Use new and existing infrastructure, technology and systems to increase efficiency and effectiveness

S6 Use compliance controls to ensure good governance, including the management of corporate and operational risk

S6.1 Further increase accessibility, usage and integrity of organisational data through greater coordination and integration of data management systems and processes

S7 Continue to engage in effective collaborations within the organisation, with other agencies, local communities, local, national and international governments

KEY ACTIONS 2018/19

A1 Deliver the 2018/19 Targets within the 2017-2021 NSW RFS Community Engagement Directions Strategy

A2 Pilot Bush Fire Risk Plan models and processes

A2.1 Meet government hazard reduction and mitigation election commitments

A2.2 Implement the enhanced Strategic Fire Trail Program election commitment

A2.3 Implement the updated Bush Fire Environmental Assessment Code

A2.4 Implement the updated Planning for Bush Fire Protection

A3 Review and update Centralised Dispatch arrangements

A3.1 Rollout of Resource Management Framework and Brigade Capability methodology

KEY ACTIONS 2018/19

- A4 Complete 2018/19 Key Actions of the 2016-2021 Next Generation Workforce Plan
- A5 Undertake a review of the Incident Controller: Major Incident Program
- A5.1 Complete 2018/19 Key Actions of the 2016-2021 Your Health Matters Plan
- A5.2 Expand volunteer training pathways via increased online delivery options
- A5.3 Finalise the ICT Management Plan 2018-2021 and supporting framework and commence implementation of the 2018/19 key actions
- A5.4 Continue to implement the Emergency Procurement Project (Emergency Logistics, Heavy Plant, Contract Management, Valued Inventory)
- A5.5 Establish staff capabilities and requirements for the Dubbo training facility
- A6 Complete two additional Remote Area Firefighting Training Centres by 2019
- A6.1 Complete Stage 1 of the Dubbo training facility build
- A6.2 Implement the 5-10 year Station and Fire Control Centre Building Plan
- A6.3 Deliver GUARDIAN to manage information regarding bush fire risk mitigation activities
- A6.4 Complete the NSW RFS Headquarters relocation strategy to schedule
- A6.5 Deliver a combined Member website for volunteers and staff
- A6.6 Implement Year 1 of the Radio Terminal Replacement Program
- A6.7 Deliver a vehicle-based mobility framework and continue trial of an automated vehicle location (AVL) system
- A6.8 Complete the statewide strategic airbase review
- A6.9 Complete the statewide marine capability review
- A7 Conduct joint exercises and training with other Emergency Management agencies including Police
- A7.1 Build and evaluate a prototype National Fire Danger Rating System
- A7.2 Formalise collaboration and governance arrangements with the Volunteer Rescue Association (VRA)

OUTCOMES 2018/19

- O1 Communities are enabled to share responsibility for fire preparedness, prevention and actions during fire activity
- O2 Enhanced Bush Fire Risk planning, leading to improved treatment strategies
- O3 Improved intelligence gathering for detection, response and community warnings
- O4 The NSW RFS membership better reflects the local community
- O5 Members are better able to meet the needs of the community
- O5.1 Members are better able to meet governance and government requirements
- O6 The NSW RFS has fit-for-purpose systems and infrastructure
- O7 Improved emergency service outcomes through partnerships and collaborations

KFA One

PEOPLE, PROPERTY AND ENVIRONMENTAL PROTECTION

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

The community relies on the NSW RFS for timely and relevant information and warnings about incidents to make informed decisions and post-incident tools to assist with rebuilding communities devastated by fires.

- **A1 Deliver the 2018/19 Targets of the 2017-2021 NSW RFS Community Engagement Directions Strategy**
- **A2.2 Implement the enhanced Strategic Fire Trail Program election commitment**

Key Action A1

Deliver the 2018/19 Targets of the 2017-2021 NSW RFS Community Engagement Directions Strategy

The 2017-2021 NSW RFS Community Engagement Directions strategy outlines a number of key actions designed to coordinate and improve the level of community engagement activities across the state. It establishes how the NSW RFS will enhance community engagement, better support and develop our people and deliver evidence-based resources to support preparedness in at-risk communities.

During 2018/19, the NSW RFS collaborated with farming, school and indigenous communities to develop a raft of resources, tailor-made to reduce their unique risks. Nineteen key actions were delivered from the plan with the major highlights including:

- The implementation of the Community Engagement Facilitator training package
- Project Firestorm schools program website moving into user acceptance testing
- 16 Districts engaged to trial the Supporting Preparedness in At-Risk Communities (SPARC) Project over the 2019/20 fire season
- The delivery of Farm Fire Plan
- The Very Real Experience program moved into production
- Enhancement of Community Field Liaison Officer capability
- Completion of the Reedy Swamp Post-Fire Research Report

These new resources help ensure consistent, community-centred and effective delivery of engagement activities for our community across NSW. In 2019/20, the work plan will broaden to include focused programs to enhance the resilience of disabled, aging and multicultural communities.

Key Action A2.2

Implement the Enhanced Strategic Fire Trail Program election commitment

The NSW Government made a commitment to provide the necessary powers to the NSW RFS to establish an integrated network of strategic fire trails to improve access for firefighters during bush fires and better facilitate the planning and management of hazard reduction activities. Amendments to the *Rural Fires Act 1997*, through the *Rural Fires Amendment (Fire Trails Act) 2016*, provide a legislative basis for the establishment and maintenance of the enhanced strategic fire trail network. The legislation commenced on 1 July 2017 and the associated fire trail work will take a number of years to implement. This legislation gives the NSW RFS and other fire and land management agencies better access to areas that may be impacted by bush fires, as well as improved access to undertake hazard reduction works.

During 2018/19, the Enhanced Strategic Fire Trail Program continued in line with the agreed timeframes. Forty-nine Bush Fire Management Committees (BFMCs) held their initial Fire Access and Fire Trail (FAFT) workshops. Eighteen FAFT Plans were submitted for Bush Fire Co-ordinating Committee (BFCC) approval and one, the Lower Hunter, has been endorsed by both the BFMC and BFCC.

Considerable work was conducted to obtain the relevant environmental approvals and Land Agreements for fire trails throughout the state to enable physical works and gain certification for the trail complexes. Four fire trails were certified in the Lower North Coast's Tomaree National Park and these fire trails will be registered once signage has been installed. Efforts continue to finalise environmental approvals across a number of trails on private land.

KFA Two

COORDINATED BUSH FIREFIGHTING AND PREVENTION

The NSW RFS is researching and developing a range of new potential bush fire risk management models and processes. This long-term initiative will result in significant improvements to how bush fire risk is identified and managed across NSW.

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

One of the many planning strategies for bush fire suppression is an adequate access network for firefighting vehicles and appliances to be able to protect the community and its assets.

- **A2 Pilot Bush Fire Risk Plan models and processes**
- **A2.1 Meet government hazard reduction and mitigation election commitments**
- **A3 Review and update Centralised Dispatch arrangements**
- **A3.1 Rollout of Resource Management Framework and Brigade Capability methodology**

Key Action A2

Develop Bush Fire Risk Plan models and processes

The Bush Fire Co-ordinating Committee (BFCC) is responsible for the Bush Fire Risk Management Framework which includes the development of a model Bush Fire Risk Management Plan (BFRMP). BFRMPs are developed with Bush Fire Management Committees (BFMCs) to protect assets including communities, buildings and infrastructure as well as culturally and environmentally sensitive locations.

The NSW RFS is developing risk planning products and tools to support a revised BFCC policy. The new model will incorporate the latest research and improved data to quantify risk and provide decision support to committees when developing and designing treatment strategies.

The University of Melbourne (UoM) is assisting NSW RFS to finalise the methodology to develop an improved, quantitative bush fire risk assessment process and support a pilot study. In consultation with the BFMCs, the BFCC Standing Advisory Subcommittee and the University of Melbourne, the Hunter Valley and Lower Hunter BFMC areas were selected for this pilot.

The Office of Environment and Heritage (OEH) has provided data layers for environmental and cultural assets. The NSW RFS, using the best available

information, has assembled all other asset data layers and both BFMCs provided information on their likely hazard reduction burn treatment areas for the next five years.

It was anticipated that this initial pilot would be completed in 2018/19, however delays with contracted work and issues with data sources have resulted in the project being behind target. The pilot will now be finalised in the second quarter of 2019/20.

Key Action A2.1

Meet Government hazard reduction and mitigation election commitments

Hazard reduction is an ongoing priority for the NSW Government and the NSW RFS as it contributes to the protection of lives, property and the environment. This hazard reduction program provides the means by which the NSW RFS and other land managers seek to meet the NSW Government four-year target of 750,000 hectares treated and 600,000 properties protected for the period 1 April 2015 to 31 March 2019.

Between 1 March 2015 and 1 July 2019, hazard reduction activities conducted by the NSW RFS and partner agencies successfully treated 830,593 hectares, exceeding the target of 750,000 hectares treated over four years.

During the same period, hazard reduction activities conducted by the NSW RFS and partner agencies successfully protected 555,868 properties towards the target of 600,000 properties protected over four years.

Despite the NSW RFS making the most of advantageous conditions towards the end of the reporting year, hazard reduction works were adversely affected by prolonged drought conditions. These conditions limited the NSW RFS's ability to perform hazard reduction activities due to the effect of pre-conditioning fuels being more susceptible to fire.

Key Action A3

Review and update Centralised Dispatch arrangements

Centralised dispatch and incident management provides a modern, uniform incident response system with the efficient allocation of appropriate incident management resources. Expansion of the current system aims to improve communication and data capabilities by increasing the capacity and quality of fireground and resource management for all aspects of operations conducted by the NSW RFS.

At the beginning of the year, a centralised dispatch integration strategy was completed. In line with the Operational Communications Centre Integration strategies, the Special Purpose Committee of the Workplace Advisory Committee endorsed four additional districts – Illawarra, Far South Coast, Cudgegong and Castlereagh – for inclusion on the central dispatch.

A further five operators were employed and commenced training to support the additional districts moving onto the centralised dispatch. Consultation occurred with Cudgegong and Castlereagh districts, which were brought onto the Centralised Dispatch at the end of 2018/19. The Illawarra and Far South Coast districts will commence on the Centralised Dispatch after the training of new operators and an analysis of the system have been completed, which is expected to be no later than 30 July 2019.

Key Action A3.1

Rollout of Resource Management Framework and Brigade Capability methodology

To assist the NSW RFS conceptualise, generate and manage current and future operational capability in a holistic manner, an operational capability model is being developed. This framework will assist the NSW RFS in ensuring operational resources and brigade capability match identified and appropriate risk profiles.

During 2018/19, scoping was conducted for the development of an operational capability model and a draft Service Standard was developed as an interim measure. However, a large body of work on the framework still requires completion before this project will be ready for implementation. Given the size, complexity and importance of this project, the resource to risk methodology has been identified as a priority body of work to be undertaken over the coming years.

KFA Three

COMMUNITY RESILIENCE

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

Included in this Key Focus Area is the implementation of the updated Bush Fire Environmental Assessment Code and the updated Planning for Bush Fire Protection package. These strategies are aimed at increasing community engagement for bush fire preparedness and planning for bush fire protection.

➤ A2.3 Implement the updated Bush Fire Environmental Assessment Code

➤ A2.4 Implement the updated Planning for Bush Fire Protection

Key Action A2.3

Implement the updated Bush Fire Environmental Assessment Code

The Bush Fire Environmental Assessment Code provides a streamlined environmental assessment process for bush fire hazard reduction. The Code was reviewed and amended to improve its operation and incorporate new science. The amended Code provides NSW with a best practice streamlined environmental approval mechanism for bush fire hazard reduction activities.

The Draft Revised Bush Fire Environmental Assessment Code was completed last fire season. The focus for 2018/19 was gaining approval in legislation, training and informing relevant stakeholders, and updating the relevant NSW RFS systems, policies and procedures.

The revised code has been submitted for Ministerial approval, with agreement that the Code will be gazetted by the NSW Government in parallel with the release of GUARDIAN. Work is progressing to facilitate the issuing of Bush Fire Hazard Reduction Certificates within the new reporting system (GUARDIAN).

To prepare for the implementation of the revised Code, the NSW RFS delivered training for a large number of staff at sessions in Dubbo, Yass, Coffs Harbour and Headquarters and also delivered workshops for the Department of Lands and Local Government. Relevant policies and procedures have been updated and the NSW RFS website will be updated to support the Bush Fire Assessment Codes implementation.

Key Action A2.4

Implement the updated Planning for Bush Fire Protection

Planning for Bush Fire Protection (PBP) uses the NSW development assessment system to provide for the protection of human life (including firefighters) and to minimise impacts on property from the threat of bush fire, while having due regard to development potential, onsite amenity and protection of the environment.

Important steps were taken towards the implementation of the PBP in 2018/19, including the delivery of NSW RFS training and key stakeholder workshops.

A pre-release version of the PBP program was published on the NSW RFS website in August 2018 to assist with the transition. This version of the PBP was presented at the 2018 Australian Bushfire Building Conference, Forum and Expo and workshops with Local Government were held across NSW as part of the annual Local Government forums. A PBP Implementation Working Group was established which consists of representatives from NSW RFS, Department of Planning and Environment (DPE), Local Government, Fire Protection Association of Australia, Housing Industry Association and other key stakeholders.

Based on feedback from the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and DPE, a round of final changes were made to the pre-release version of PBP 2019. The final PBP has been prepared and the NSW RFS is awaiting legislative adoption timeframes. The updated Planning for Bush Fire Protection is expected to be legislated in 2019/20.

KFA Four

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 volunteer and staff.

Initiatives in this Key Focus Area are aimed at strengthening the NSW RFS workforce, supporting our values and defining a range of health and wellbeing initiatives for members.

- **A4 Complete 2018/19 Key Actions of the 2016-2021 Next Generation Workforce Plan**
- **A5.1 Complete 2018/19 Key Actions of the 2016-2021 Your Health Matters Plan**
- **A5.2 Expand volunteer training pathways via increased online delivery options**
- **A6.5 Deliver a combined Member website for volunteers and staff**

Key Action A4

Complete 2018/19 Key Actions of the 2016-2021 Next Generation Workforce Plan

The NSW RFS Next Generation Workforce Plan (NGWP) identifies the outcomes that are important to the NSW RFS's capability to meet the workforce (staff and volunteer) challenges of future decades. In 2018/19, initiatives include diversity, streamlining processes and practices and the continued roll out of Code of Conduct and Ethics training.

Considerable work has been completed to assist volunteer brigades recruit new members. A new Membership Application form has been developed and funding has been approved to scope a new e-membership project in 2019/20. Work has progressed on a suite of digital and online membership recruitment resources and a new District Volunteer Workforce Planning Framework has been developed, which will be implemented in 2019/20. This framework will assist districts with the recruitment, retention and development of the right people in the right roles, leading to a healthy and sustainable membership. Research and consultation is also progressing to develop an approach to manage spontaneous volunteers.

From 20-22 June 2019, 35 young members attended the Leadership and Young Members Forum held at Wollongong. They participated in various sessions aimed at the personal development of the future leaders of the NSW RFS.

Twenty Code of Conduct and Ethics workshops were delivered, well exceeding the target of six workshops for the year. A Train-the-Trainer course was also delivered with 47 members completing this training. This is a positive outcome for the NSW RFS as it means there are now more resources available to deliver this important training throughout NSW.

The NSW RFS engaged with the Indigenous community to establish two new State Mitigation crews in Bourke and Brewarrina, who commenced in the field during Q4 2018/19. These two State Mitigation crews are the first crews completely filled by members of indigenous backgrounds, providing major mutual benefits to the NSW RFS and the Indigenous community.

Key Action A5.1

Complete 2018/19 Key Actions of the 2016-2021 Your Health Matters Plan

The Your Health Matters (YHM) Plan has a five-year implementation period. It defines outcomes supporting and promoting the health and wellbeing of members, to enhance their health and the capability of the NSW RFS to provide fire and emergency services to the community. During 2018/19, the focus of initiatives were the Get Healthy at Work program, strategies to support mental health and health and wellbeing guides.

The 2018/19 YHM Survey was conducted and the results of 532 participants have been analysed for future planning. Get Healthy at Work health checks were made available, free of charge to all members throughout the state, with a total of 790 members completing the face-to-face health checks during the year.

YHM quarterly packs were developed and promoted in districts and displayed on the member websites to enhance members' health and wellbeing. The IMSAFER principles (Illness or Injury, Medication, Stress, Alcohol or Drugs, Fatigue, Expertise, Review) have been integrated into the Bush Firefighter course, Safety Induction, Volunteer Induction and Firefighter Pocket Book.

KEY FOCUS AREAS

The development of healthy meal guides was another focus of the NSW RFS during 2018/19. Consultation and workshops were held with regional catering brigades and the YHM Working Group approved the formation of a subgroup for Catering to review Service Standard 3.1.11 *Application of Food Safety Procedures*, with a goal of increasing consistency in catering across the service. Consultation on the planned Fit for Duty guidelines also commenced and will continue in 2019/20, with the development of these new guidelines also expected to be finalised in the same year.

The Mental Health Plan 2018-23 forms an integral part of the YHM Plan and focuses on the key areas of protection, promotion and intervention. A Mental Health Framework 2018-23 was developed to manage a whole of career approach along with a Mental Health Smartcard App, with both to be implemented in 2019/20. Mental Health Matters presentations were delivered to volunteer brigades and two Mental Health First Aid Courses coordinated by icare were made available to members and delivered at Headquarters. Mental Health was also a key focus at the Leadership and Young Members Forum, with a workshop delivered by the Black Dog Institute.

Key Action A5.2

Expand volunteer training pathways via increased online delivery options

In 2018/19 the NSW RFS continued to expand the range of blended learning programs available on FUEL. FUEL is an online portal that provides members with access to online learning and associated learning resources.

Several online training materials were released to the membership including the new Introduction to Community Engagement (ICE) training program, the Public Service Commission Merit Selection Recruitment Program, an online induction for the new Headquarters, an Asbestos Awareness Workshop and a new Organisational Risk Management module.

Work is continuing on training materials to facilitate the increase of organisational and operational capability, with several online operational courses currently in production and completion anticipated in 2019/20. These courses include Basic Life Support, First Aid Application, Navigation, Wildfire Behaviour, Hydraulics and Crew Leader Introduction.

Once these identified programs are completed, the online training program of work will be reprioritised based on the outcomes of a Learning and Development review. The program will be aligned with a new Learning and Development team commencing at the Dubbo Training Academy in 2019/20.

Key Action A6.5

Deliver a combined Member website for volunteers and staff

The Member Website Project will replace the existing NSW RFS intranet and MyRFS with a combined platform. Phase One involves the replacement of the existing staff intranet. Phase Two requires customisation to deliver a website portal for volunteers.

The NSW RFS is committed to providing members with a seamless user experience that is easily accessible, user friendly and easy to navigate. Working hand in hand with volunteer members on design, the combined Member Website will modernise and improve information flow to members with all information available through the one site.

Procurement activities are near completion with a preferred vendor identified through a competitive tender process. This process included evaluation by NSW RFS members selected as part of a member reference group. Negotiations have been finalised with the vendor and contract approval is now subject to Ministerial approval. Work has continued on user and stakeholder engagement, design and discovery, change management and user experience activities, ready for a formal commencement of the system build in the first quarter of 2019/20. Phase One will be finalised by the end of 2019, followed by testing and refinement of volunteer related tools for Phase Two.



KFA Five

ORGANISATIONAL CAPABILITY AND SUSTAINABILITY

The NSW RFS builds capable and ethical leadership at all levels of the Service. It promotes an organisational culture of reflection, learning and evidence-based decision-making, builds and promotes good corporate governance practices and principles and effectively plans and manages assets and facilities to ensure current and future needs are met. This Key Focus Area covers a wide range of programs, from the development and testing of new operational resources to specialised training for members.

To remain sustainable, the NSW RFS must ensure systems are enhanced and readily able to accommodate changes such as those that are a direct result of inquiries or in response to an evolving technological and ICT environment, as well as planning new, improved and state-of-the-art infrastructure and online services for members.

Key Actions

- **A5.3 Finalise the ICT Management Plan 2018-2021 and supporting framework and commence implementation of the 2018/19 key actions**
- **A5.4 Continue to implement the Emergency Procurement Project (Emergency Logistics, Heavy Plant, Contract Management, Valued Inventory)**
- **A5.5 Establish staff capabilities and requirements for the Dubbo training facility**
- **A6 Complete two additional Remote Area Firefighting Training Centres by 2019**
- **A6.1 Complete Stage 1 of the Dubbo training facility build**
- **A6.2 Implement the 5-10 year Station and Fire Control Centre Building Plan**
- **A6.3 Deliver GUARDIAN to manage information regarding bush fire risk mitigation activities**
- **A6.4 Complete the NSW RFS Headquarters relocation strategy to schedule**
- **A6.6 Implement Year 1 of the Radio Terminal Replacement Program**
- **A6.7 Deliver a vehicle-based mobility framework and continue trial of an automated vehicle location (AVL) system**
- **A6.8 Complete the statewide strategic airbase review**
- **A6.9 Complete the statewide marine capability review**

Key Action A5.3

Finalise the ICT Management Plan 2018-2021 and supporting framework and commence implementation of the 2018/19 key actions

Defining the program of works through the ICT Management Plan enables clarity in strategic direction and provides clear linkages to ICT support for organisational initiatives.

During the year, the 2018-21 ICT Management Plan was drafted, disseminated to all ICT members for consultation and tabled at the ICT Governance Group meeting, before being finalised and forwarded to the NSW RFS Executive for endorsement.

Given the complexity and importance of the ICT Management Plan to the NSW RFS, the Plan remains in draft format and the development of an organisation-wide ICT Roadmap will be a key milestone for 2019/20.

Key Action A5.4

Continue to implement the Emergency Procurement Project (Emergency Logistics, Heavy Plant, Contract Management, Valued Inventory)

The Emergency Procurement Program aims to address specific organisational initiatives over a number of years. This program of work will digitise current manual processes and deliver a streamlined approach to emergency procurement.

All scheduled works to implement the Emergency Procurement Program for 2018/19 were successfully completed.

The production verification for the contract management systems, known as Quote to Contract (Q2C), was completed. A soft launch for selected business groups covering procurement and ICT occurred on 13 June 2019. A comprehensive change management and training schedule was rolled out across the state and will continue into the first quarter of 2019/20. The application handover to business as usual is currently in transition and the full go-live is scheduled for August 2019.

The high-level business requirements for the next phase of implementation for the Emergency Logistics Project are complete and have been

circulated to all stakeholders for comment. ICT is currently working with Operations on the digitisation of State Assistance Procedure (SAP) forms.

The high-level business requirements for the next phase of implementation for the Heavy Plant Project are also complete. Work will proceed, in collaboration with the National Aerial Firefighting Centre (NAFC), to develop an ARENA software solution for heavy plant sourcing and booking.

All 2018/19 scheduled work packages under the Inventory Management Project (previously Valued Inventory) were also largely completed. These included enhancements to SAP, business compliance to Policy P4.1.11 *Inventories* and Organisational Standards, short-term stocktake variance mitigation, full end of financial year stocktake and phase one of airbase inventory management to improve tracking of inventory.

Key Action A5.5

Establish staff capabilities and requirements for the Dubbo training facility

This key action includes the implementation of a change management process for the establishment of the NSW RFS Training Academy at Dubbo. The process includes staff information sessions, change management plan implementation and internal liaison with activities including relevant sections.

Recruitment and transitioning of Learning and Development roles to the new Dubbo training facility was ongoing during 2018/19. All staff were required to submit their intent regarding the relocation of Learning and Development to Dubbo by 31 March 2019. This process identified the staff requirements and recruitment action needed. Recruitment began for the vacant Manager Learning and Development position in preparation of the opening of the new Dubbo training facility, scheduled for July 2019. Recruitment for all vacant reporting roles will be undertaken following the recruitment of the new Manager.

KEY FOCUS AREAS

Key Action A6

Complete two additional Remote Area Firefighting Training Centres by 2019

The dedicated training centres are designed to provide the NSW RFS with infrastructure to support specialised training and ensure specialist firefighting capability is enhanced. Once these centres are complete, Remote Area Firefighting Training (RAFT) can be undertaken with a focus on winching capability.

After a long-standing delay in the acquisition of land, the Lithgow RAFT Centre was completed and handed over at the end of the 2018/19 reporting year.

The planned location for the second RAFT Centre at Tamworth failed over protracted negotiations in relation to land tenure. A Development Application was lodged and approved by Armidale Regional Council to build the new RAFT Centre at Armidale as an alternative location. The Armidale RAFT Centre structure was built in 2018/19, however roadworks near the facility delayed the installation of the simulator and the centre will now be finalised during the first quarter of 2019/2020.

Key Action A6.1

Complete Stage 1 of the Dubbo training facility build

During 2018/19, the NSW RFS implemented the planning and coordination of project activities and engagement of specialist providers to ensure a successful program of works for Stage 1 of the Dubbo Training Academy.

Stage 1 of the Dubbo training facility – which includes the main office and training facility with classrooms and a large auditorium, lecture theatre, indoor and outdoor training areas, one accommodation block (with 31 rooms), roadworks, parking, gym and catering services with commercial kitchen – will be completed and handed over on 12 July 2019. Two more accommodation blocks will be completed in 2019/20 as part of Stage 2 and will see accommodation availability increase to 97 rooms.

This new facility, located at Dubbo City Regional Airport, gives NSW RFS members throughout NSW greater access to a dedicated training facility to further improve the skills and knowledge relied on when responding to and managing emergencies across the state. During the reporting period, the training facility was given the official title of the NSW RFS Training Academy.

While the NSW RFS will be the primary user, the facility will also be available for use by other emergency services and as a meeting centre for multi-agency collaborations.

Key Action A6.2

Implement the 5-10 year Station and Fire Control Centre Building Plan

The purpose of the 2018-2023 Station and Fire Control Centres Strategy is to develop a future plan with a medium-term focus on the replacement or renovation of fixed infrastructure. This will strengthen local communities and clearly define budget forecast information to partner councils. It will be supported by rigorous and detailed procurement and governance strategies.

The Assets and Infrastructure section continue to collaborate with Regional Services to provide support regarding Fire Control Centre and Brigade Station builds, and has also been active in the review of the expenditure for 2018/19 and 2019/20 budget allocations. Assets and Infrastructure have assisted Districts by undertaking station reviews, delivering project management services and assisting with land selection and services suitability.

Key Action A6.3

Deliver GUARDIAN to manage information regarding bush fire risk mitigation activities

GUARDIAN aims to provide a spatially-enabled workflow capability that addresses all operational risk assessments and treatments carried out by the NSW RFS and other agencies. It will replace BRIMS and better satisfy organisational needs.

The GUARDIAN project is a complex interaction of systems and vendors. Work streams include software supply and configuration, project management, integration, testing and data migration.

In 2018/19, this project had many setbacks that have delayed its implementation date. GUARDIAN Release 1 is now scheduled for implementation in September 2019.

Key Action A6.4

Complete the NSW RFS Headquarters relocation strategy to schedule

The NSW RFS Headquarters Relocation Program and transition plan was successfully implemented to schedule.

After construction began in April 2017, the new state-of-the-art NSW RFS Headquarters, located at 4 Murray Rose Avenue, Sydney Olympic Park, was finalised and officially unveiled by the Minister for Emergency Services on 21 November 2018.

Change management and transition plans from the previous site at 15 Carter Street, Lidcombe, were implemented to schedule via a staged approach. To help manage the risk of possible operational activity, State Operations was the final section to relocate in mid-November.

The new Headquarters includes capabilities such as live fire response information, intelligence sharing and digital mapping, as well as public information and media broadcasting resources, to bolster the NSW RFS firefighting operations capability.

A key feature within the facility is the State Operations Centre. Accommodating more than 200 personnel, this facility enhances inter-agency coordination and is a crucial resource for firefighting responses as well as supporting other emergencies.

Key Action A6.6

Implement Year 1 of the Radio Terminal Replacement Program

The NSW RFS, in collaboration with the NSW Telco Authority (Telco), will implement a radio terminal replacement program that compliments the NSW Government's Critical Communications Enhancement Program. Over the two-year program period, 13,120 radio terminal units will be refreshed.

Initially, 670 Motorola APX 8500 radio terminals were installed in the pilot areas of Lake George, North West and Central Coast. The success of this trial led to large-scale negotiations between NSW Telco, NSW RFS and other NSW emergency service agencies to deliver a maximum value for money approach based on whole of government purchases. The procurement of 4,924 radio terminals for Year One of the NSW RFS Radio Upgrade Program was completed along with the tender process for installation and GPS-based antennas and accessories.

Installation is occurring as per the agreed schedule with radio terminals replaced in 16 districts during the year: North West, Central Coast, Lake George, Northern Beaches, Mid Coast, Far South Coast, Lower North Coast, Cumberland, Macarthur, Southern Highlands, Northern Rivers, Clarence Valley, Far North Coast, Shoalhaven, Cudgong and Canobolas. The remaining districts will have radio terminals replaced in 2019/20.

Key Action A6.7

Deliver a vehicle-based mobility framework and continue trial of an automated vehicle location (AVL) system

The delivery of a Mobile Operational System (MOS) will enable the communication of operational information to NSW RFS systems. This five-year project commenced in 2017/18, when trials were conducted. The Government response to the Keelty Review into the Tathra fires (March 2018) included a recommendation that AVL capability be rolled out for all vehicles in the NSW RFS fleet.

AVL terminals and GPS antennas were installed in Lake George, Central Coast and North West Districts and trialled between 15 September 2018 and 31 January 2019. This trial produced data to further develop NSW RFS systems and understanding, as well as inform a pathway to migrate the solution into the production stage.

Negotiations occurred with Telco to ensure the appropriate carriage of data across the Government Radio Network. The NSW RFS also held discussions with external agencies (NSW State Emergency Service and Fire and Rescue NSW) to begin the development of AVL data sharing.

The formal load test was received from Telco, a production version of the required "intelligent middleware" (IMW) hardware was deployed, the application interface was designed and the final prototype status panel was finalised. Associated tools, installation hardware and guidelines were also developed. Ministerial approval of the prototype and procurement of 5,500 status panels has been granted and the rollout procedure is currently being drafted to align and integrate with the radio terminal replacement program schedule.

Key Action A6.8

Complete the statewide strategic airbase review

A strategic statewide review of airbases utilised by the NSW RFS was undertaken to ensure an integrated approach to aviation operations and infrastructure expenditure.

This review was completed and approved with the major outcome being the commencement of the Level 3 Airbase Strategy for Large Air Tanker (LAT) Operations. This involves the establishment of a new airbase at Coffs Harbour, to be completed in early 2019/20 to accommodate the new LAT purchased by the NSW RFS in 2018/19.

As a world-first by a fire service, the NSW Government and NSW RFS purchased a purpose built 737 Fireliner LAT to provide stronger bush fire protection to communities all year round. It will be able to reach all parts of NSW within an hour and will support our crews on the ground by providing fast, flexible and effective firefighting options.

Key Action A6.9

Complete the statewide marine capability review

A strategic statewide review of marine capability utilised by the NSW RFS is required to ensure an integrated approach to marine operations and infrastructure expenditure.

An initial review of current Marine Brigade locations and resources was completed during the year, including the identified at-risk locations and other agency assets. Work has commenced on a Geographic Information System (GIS) to develop a web-based mapping tool to display and interrogate this data. Once this system has been finalised, it will be analysed by the Marine Working Group to further detect at-risk locations along with any gaps in service delivery. The review will help determine if changes or additions to boat capabilities are required, including the need for a smaller trailer boat to be integrated into the Service.

It is anticipated the statewide Marine Capability Review will be finalised within the first quarter of the 2019/20 season.

KFA Six

PARTNERSHIPS AND COLLABORATIONS

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

Programs under this Key Focus Area include working on inter-agency collaborations such as the Major Incident and Inter-agency training, our partnership with the Volunteer Rescue Association and the National Fire Danger project. In addition, the NSW RFS is continuing to strengthen its collaboration with NSW farmers through the NSW Farmers' Rural Affairs Committee and other engagement activities.

Key Actions

- **A5 Undertake a review of the Incident Controller: Major Incident Program**
- **A7 Conduct joint exercises and training with other Emergency Management agencies including Police**
- **A7.1 Build and evaluate a prototype National Fire Danger Ratings System**
- **A7.2 Formalise collaboration and governance arrangements with the Volunteer Rescue Association (VRA)**

Key Action A5

Undertake a review of the Incident Controller: Major Incident Program

In 2017/18, a consultant completed a review of the Incident Controller Major Incident (ICMI) program and analysis of the status of ICMI candidates. The outcomes from this review included the implementation of Gate 1 Assessments for ICMI alumni and the requirement for four Gate 2 Assessments to be conducted over the next 12 months in order that these candidates could complete their training.

Gate 1 assessments were completed and concluded in the first quarter of 2018/19 and successful candidates then progressed onto Gate 2 Assessments, which were delivered in November 2018 and March 2019. All available candidates have completed the Gate 2 assessments. Those unavailable for the March assessment will complete this assessment in the first quarter of 2019/20.

During 2018/19, a revised ICMI Version 2 course was developed and endorsed by the ICMI Alumni. The first workshop was conducted in the fourth quarter of 2018/19. Sixteen candidates are currently involved in workshops and mentoring programs in preparation for their final assessments, which will be conducted during 2019/20.

The development of the ICMI Gate 2 program takes into account the requirements of the Australasian Fire and Emergency Service Authorities Council (AFAC) Emergency Management Professionalisation Scheme.

Key Action A7

Conduct joint exercises and training with other Emergency Management agencies including Police

This action incorporates the development of an annual multi-agency joint training schedule to enhance inter-agency operability and capability development.

A schedule of NSW RFS joint exercise and training with other emergency management agencies has been developed and distributed to the Office of Emergency Management (OEM) for inclusion in the OEM Multi-Agency Exercise Calendar.

This includes 13 multi-agency training exercises where the NSW RFS is the lead agency, as follows:

- Seven exercise boat and helicopter response capabilities across the NSW RFS and NSW SES training exercises;
- Three joint training/familiarisations exercises;
- One multi-agency exercise with agencies being tested in various response capabilities and agency interoperability exercises;
- One multi-agency boat operations and interoperability exercise; and
- One multi-agency Incident Management Teams in large bush fire event exercise.

The Manager Emergency Management and Coordination is now a member of the State Emergency Management Committee (SEMC) Exercise Advisory Group.

Key Action A7.1

Build and evaluate a prototype National Fire Danger Rating System

This is part of a five-year program designed to strengthen the ability of fire authorities to accurately communicate bush fire risk to the community, enhance agency readiness and preparedness and contribute to risk management prevention. This includes input into building standards and planning controls. The National Fire Danger Ratings System (NFDRS) is intended to implement significant improvements to current national fire danger rating systems. The NSW RFS is responsible for the development of the prototype.

The new NFDRS calculates fire danger based on eight fire behaviour models, whereas the current system is limited to only two major fuel types. It incorporates updated science based upon decades of research into fire behaviour and the ability to predict conditions, and will therefore help deliver more accurate messages to the community about the risk of fire, reflective of the conditions in a specific area. It will also help fire and emergency services better predict and understand fire behaviour, fire ignition and the potential for fires to impact the community.

During 2018/19, the NFDRS prototype continued to be tested, collecting data throughout the fire season with results returning as expected. Fire Behaviour models continued to be reviewed and a system to test and evaluate model modifications was built. Refinements to input data and some of the fuel type specific sub-models and tables were tested and improved, and work on specification of

website builds with involvement of the Programme Management Office and AFAC Predictive Services Group (PSG) was completed and sent to the PSG and NFDRS Board for comment.

A social research project engaging over 5,400 people was completed and used to evaluate public perception of the current fire danger rating system, the community's response to warnings and consideration of possible designs for the public-facing implementation of the NFDRS ratings. This report identified problems with the effectiveness of the existing ratings sign and the need for an updated version for the future. This research will also be useful when determining how to best implement the updated NFDRS within the community.

A project management plan was presented to the Australia-New Zealand Emergency Management Committee (ANZEMC) and the approval to proceed to implementation was granted by ANZEMC and the Ministerial Council for Police and Emergency Management (MCPEM). The Prime Minister and Assistant Minister for Home Affairs announced the Commonwealth Government component of funding on 5 December 2018.

After necessary approvals and funding were granted in 2018/19, the three-year build of the new NFDRS will commence in 2019/20 and will be run in dual operation with the McArthur System over a transition period, which is expected to take place during the 2021/22 fire season.

Key Action A7.2

Formalise collaboration and governance arrangements with the Volunteer Rescue Association (VRA)

The NSW RFS continued to collaborate with the VRA, building upon the work already completed. Focus areas for 2018/19 included formalising the organisations' working relationship via an endorsed Service Level Agreement (SLA) in the areas of Membership and Learning and Development, and providing governance assistance/advice to support VRA business improvements.

The Learning and Development Working Group met quarterly with the VRA to further the working agreements between the two agencies and assist the VRA with expertise in the areas of Membership and Learning and Development. Policy and governance advice has been shared with the VRA and the NSW RFS is assisting in the build of a SAP Portal to enhance their record management. The NSW RFS has also supported the VRA with knowledge and advice on how to implement Registered Training Organisation compliance requirements, including developing an information video to support VRA trainers.

A Heads of Agency agreement was developed and refined during the year. This agreement will be finalised, approved and executed by both agencies in early 2019/20. This will allow the establishment of a Strategic Governance Committee and the implementation of supporting Service Level Agreements in both Membership Services and Learning and Development.



ANNUAL FINANCIAL STATEMENTS 2018/19

1

NSW RURAL FIRE SERVICE

60

Independent Auditor's Report of the New South Wales Rural Fire Service 60

Statement by the Commissioner 63

Statement of Comprehensive Income 64

Statement of Financial Position 65

Statement of Changes in Equity 66

Statement of Cash Flows 67

Notes to the Financial Statements 68

Independent Auditor's Report of the Bush Fire Co-ordinating Committee	104
Statement by the Chair	107
Statement of Comprehensive Income	108
Statement of Financial Position	108
Statement of Changes in Equity	109
Statement of Cash Flows	109
Notes to the Financial Statements	110



INDEPENDENT AUDITOR'S REPORT

New South Wales Rural Fire Service

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of the New South Wales Rural Fire Service (the Service), which comprises the Statement of Comprehensive Income for the year ended 30 June 2019, the Statement of Financial Position as at 30 June 2019, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, notes comprising a Statement of Significant Accounting Policies and other explanatory information.

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Service as at 30 June 2019, 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* (PF&A Act) and the Public Finance and Audit Regulation 2015

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

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Service in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles 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
- precluding the Auditor-General from providing non-audit services.

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

Other Information

The Service's annual report for the year ended 30 June 2019 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Commissioner of the Service is responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the PF&A Act Statement given by the Commissioner.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Commissioner's Responsibilities for the Financial Statements

The Commissioner is responsible for the preparation and fair presentation of the financial statements 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 and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Commissioner is responsible for assessing the Service's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting, unless it is not appropriate to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

My opinion does not provide assurance:

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



Lawrissa Chan
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

30 September 2019
SYDNEY



NSW RURAL FIRE SERVICE

NSW RURAL FIRE SERVICE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019

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 2015* 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 2019; 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

30 September 2019

This page is unaudited

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Statement of comprehensive income for the year ended 30 June 2019

	Notes	Actual 2019 \$'000	Budget 2019 \$'000	Restated Actual 2018 \$'000
Expenses excluding losses				
Employee related expenses	2(a)	123,466	118,755	106,117
Operating expenses	2(b)	79,812	113,364	50,022
Depreciation and amortisation	2(c)	11,081	11,355	7,457
Grants and subsidies	2(d)	200,749	180,152	169,172
Other expenses	2(e)	137,642	20,866	38,602
Total Expenses excluding losses		552,750	444,492	371,370
Revenue				
Sale of goods and services	3(a)	108	640	1
Investment revenue	3(b)	2,768	755	2,330
Grants and contributions	3(c)	490,896	385,634	405,505
Acceptance by the Crown Entity of employee benefits	3(d)	566	741	620
Other income	3(e)	26,010	8,411	15,951
Total Revenue		520,348	396,181	424,407
Operating Result		(32,402)	(48,311)	53,037
Gain / (loss) on disposal	4	327	-	776
Net Result		(32,075)	(48,311)	53,813
Other comprehensive income				
<i>Items that will not be reclassified to net result in subsequent periods</i>				
Fair value gain / (loss) on hedging instruments	5	643	-	-
Total other comprehensive income		643	-	-
TOTAL COMPREHENSIVE INCOME		(31,432)	(48,311)	53,813

Refer to Note 25 for adjustments made due to a prior period error relating to the Bush Fire Fighters Compensation Fund. The accompanying notes form part of these financial statements.

Statement of financial position as at 30 June 2019

	Notes	Actual 2019 \$'000	Budget 2019 \$'000	Restated Actual 2018 \$'000	Restated Actual 1 July 2017 \$'000
ASSETS					
Current Assets					
Cash and cash equivalents	6	92,544	78,978	163,195	139,532
Receivables	7	54,888	20,923	49,328	16,976
Inventories	8	21,260	-	15,013	-
Total Current Assets		168,692	99,901	227,536	156,508
Non-Current Assets					
Property, plant and equipment	9				
- Land and buildings		20,345	20,624	1,675	288
- Plant and equipment		37,198	36,551	29,531	29,919
- Infrastructure systems		4,672	5,460	5,893	2,535
Total property, plant and equipment		62,215	62,635	37,099	32,742
Intangible assets	10	9,590	5,958	5,180	3,319
Total Non-Current Assets		71,805	68,593	42,279	36,061
Total Assets		240,497	168,494	269,815	192,569
LIABILITIES					
Current Liabilities					
Payables	13	48,028	19,100	47,793	43,293
Provisions	14	40,151	41,900	38,475	34,433
Other	15	75	(80)	75	76
Total Current Liabilities		88,254	60,920	86,343	77,802
Non-Current Liabilities					
Provisions	14	1,441	1,475	1,162	1,208
Other	15	31	(258)	107	182
Total Non-Current Liabilities		1,472	1,217	1,269	1,390
Total Liabilities		89,726	62,137	87,612	79,192
Net Assets		150,771	106,357	182,203	113,377
EQUITY					
Cash flow hedge reserve	5	643	-	-	-
Accumulated funds		150,128	106,357	182,203	113,377
Total Equity		150,771	106,357	182,203	113,377

Refer to Note 25 for adjustments made due to a prior period error relating to the Bush Fire Fighters Compensation Fund. The accompanying notes form part of these financial statements.

Statement of changes in equity for the year ended 30 June 2019

	Notes	Cash Flow Hedge Reserve \$'000	Accumulated Funds \$'000	Total \$'000
Balance at 1 July 2018		-	199,937	199,937
Correction of errors	25	-	(17,734)	(17,734)
Restated balance at 1 July 2018		-	182,203	182,203
Net result for the year		-	(32,075)	(32,075)
Other comprehensive income for the year				
Fair value gain / (loss) on hedging instruments	5	643	-	643
Total comprehensive income for the year		643	32,075	31,432
Balance at 30 June 2019		643	150,128	150,771
Balance at 1 July 2017		-	130,245	130,245
Correction of errors		-	(16,868)	(16,868)
Changes in accounting policy		-	15,013	15,013
Restated balance		-	128,390	128,390
Restated Net result for the year		-	53,813	53,813
Total comprehensive income for the year		-	53,813	53,813
Restated Balance at 30 June 2018		-	182,203	182,203

The accompanying notes form part of these financial statements.

NSW RURAL FIRE SERVICE

Statement of cash flows for the year ended 30 June 2019

	Notes	Actual 2019 \$'000	Budget 2019 \$'000	Actual 2018 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(121,223)	(114,515)	(103,023)
Grants and subsidies		(200,749)	(180,152)	(169,172)
Suppliers for goods and services		(263,150)	(153,729)	(103,054)
Total Payments		(585,122)	(448,396)	(375,249)
Receipts				
Sale of goods and services		108	640	1
Interest received		2,768	755	2,330
Grants and contributions		506,528	385,634	373,373
GST receipts		29,303	-	19,464
Other		16,044	27,391	16,642
Total Receipts		554,751	414,420	411,810
NET CASH FLOWS FROM OPERATING ACTIVITIES	21	(30,371)	(33,976)	36,561
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of plant and equipment		1,634	2,000	2,332
Purchases of plant and equipment		(41,914)	(31,257)	(15,230)
Other		-	(3,033)	-
NET CASH FLOWS FROM INVESTING ACTIVITIES		(40,280)	(32,290)	(12,898)
CASH FLOWS FROM FINANCING ACTIVITIES				
Net cash provided / (used) from financing activities		-	-	-
NET CASH FLOWS FROM FINANCING ACTIVITIES		-	-	-
NET INCREASE / (DECREASE) IN CASH		(70,651)	(66,266)	23,663
Opening cash and cash equivalents		163,195	145,244	139,532
CLOSING CASH AND CASH EQUIVALENTS	6	92,544	78,978	163,195

The accompanying notes form part of these financial statements.

1. Summary of Significant Accounting Policies

(a) Reporting Entity

The NSW Rural Fire Service (the Service) is a NSW government entity and is controlled by the State of New South Wales, which is the ultimate parent. The Service is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units.

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

These financial statements for the year ended 30 June 2019 have been authorised for issue by the Commissioner on 26 September 2019.

(b) Basis of Preparation

The Service's financial statements are general purpose financial statements which have been prepared on a going concern basis, an accruals basis and in accordance with:

- applicable Australian Accounting Standards (AAS) (which include Australian Accounting Interpretations);
- the requirements of the *Public Finance and Audit Act 1983* (the Act) and *Public Finance and Audit Regulation 2015*; and
- Treasurer's Directions issued under the Act.

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

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, which is the Service's presentation and functional currency.

(c) Statement of Compliance

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

(d) 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 an asset's cost of acquisition 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.

(e) Foreign Currency Translation

Transactions in foreign currencies are recorded using the spot rate at the date the transaction first qualifies for recognition.

Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the end of the reporting date.

Differences arising on settlement or translation of monetary items are recognised in net result except for exchange differences on transactions related to hedging of foreign currency risks. Refer to Notes 1(g)(i) and 5.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (ie translation differences on items whose fair value gain or loss is recognised in other comprehensive income or net results are also recognised in other comprehensive income or net results, respectively).

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

(f) 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.

(g) Changes in Accounting Policy, including New or Revised Australian Accounting Standards

(i) Effective for the first time in 2018-19

The accounting policies applied in 2018-19 are consistent with those of the previous financial year except as a result of new or revised Australian Accounting Standards that have been applied for the first time in 2018-19, being AASB 9 *Financial Instruments* (AASB 9).

The Service has adopted AASB 9, which resulted in changes in accounting policies in respect of recognition, classification and measurement of financial assets and financial liabilities; derecognition of financial instruments; impairment of financial assets and hedge accounting. AASB 9 also significantly amends other standards dealing with financial instruments such as the revised AASB 7 *Financial Instruments: Disclosures* (AASB 7R).

The Service applied AASB 9 retrospectively but has not restated the comparative information which is reported under AASB 139 *Financial Instruments: Recognition and Measurement* (AASB 139). The difference arising from the adoption of AASB 9 is not material. The accumulated funds and other components of equity have not been adjusted.

The Service applies the hedge accounting requirements of AASB 9 prospectively.

AASB 9 requires hedging gains and losses to be recognised as an adjustment to the initial carrying amount of non-financial hedged items (basis adjustment). In addition, transfers from the hedging reserve to the initial carrying amount of the hedged item are not reclassification adjustments under AASB 101 *Presentation of Financial Statements* and hence they do not affect other comprehensive income. Hedging gains and losses subject to basis adjustments are categorised as amounts that will not be subsequently reclassified to profit or loss in other comprehensive income.

There is no material impact of the adoption of AASB 9 on the statement of financial position as at 1 July 2018.

(a) Classification and measurement of financial instruments

On 1 July 2018 (the date of initial application of AASB 9), the Service's management has assessed which business models apply to the financial assets held by the Service and has classified its financial instruments into the appropriate AASB 9 categories. There are no significant effects from this reclassification, as the only class of financial instruments was receivables.

There is no impact on reserves and accumulated funds.

Under AASB 9, subsequent measurement of debt financial assets is based on assessing the contractual cash flow characteristics of the debt instrument and the Service's business model for managing the instrument.

The assessment of the Service's business model was made as of the date of initial application, 1 July 2018. The assessment of whether contractual cash flows on debt instruments are solely comprised of principal and interest was made based on the facts and circumstances as at the initial recognition of the assets.

The classification and measurement requirements of AASB 9 did not have a significant impact to the Service. The Service continued measuring at fair value all financial assets previously held at fair value under AASB 139.

The following are the changes in the classification of the Service's financial assets:

- Trade receivables and other financial assets (ie term deposits) classified as 'Loans and receivables' under AASB 139 as at 30 June 2018 are held to collect contractual cash flows representing solely payments of principal and interest. At 1 July 2018, these are classified and measured as debt instruments at amortised cost.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

- The Service has not designated any financial liabilities at fair value through profit or loss. There are no changes in the classification and measurement for the Service's financial liabilities.

In summary, upon the adoption of AASB 9, the Service had the following required or elected reclassification as at 1 July 2018:

	Measurement category		Carrying Amount		
	AASB 139	AASB 9	Original \$'000	New \$'000	Difference \$'000
Trade receivables	L&R*	Amortised cost	4,916	4,916	-
Other receivables	L&R*	Amortised cost	36,634	36,634	-

* Loans and Receivables

(b) Impairment

The adoption of AASB 9 has changed the entity's accounting for impairment losses for financial assets by replacing AASB 139's incurred loss approach with a forward looking expected credit loss (ECL) approach. AASB 9 requires the entity to recognise an allowance for ECLs for all debt instruments not held at fair value through profit and loss. There is no material impact to the Service on adopting the new impairment model.

(ii) Issued but not yet 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 15, AASB 2014-5, AASB 2014-10, AASB 2015-8, AASB 2016-3 and AASB 2016-7 regarding Revenue from Contracts with Customers
- AASB 16 *Leases*
- AASB 17 *Insurance Contracts*
- AASB 1058 *Income of Not-for-Profit Entities*
- AASB 1059 *Service Concession Arrangements: Grantors*
- AASB 2016-8 regarding Australian implementation guidance for not-for-profit entities
- AASB 2017-1 regarding transfers of investment property, annual improvements 2014-2016 cycle and other amendments
- AASB 2017-4 regarding uncertainty over income tax treatments
- AASB 2017-6 regarding prepayment features with negative compensation
- AASB 2017-7 regarding long-term interests in associates and joint ventures
- AASB 2018-1 regarding the annual improvements 2015-2017 cycle
- AASB 2018-2 regarding plan amendment, curtailment or settlement
- AASB 2018-3 regarding reduced disclosure requirements
- AASB 2018-4 regarding Australian implementation guidance for Not-for-Profit public sector licensors
- AASB 2018-5 regarding deferral of AASB 1059
- AASB 2018-6 regarding the definition of a business
- AASB 2018-7 regarding the definition of material
- AASB 2018-8 regarding right-of-use assets of Not-for-Profit entities
- Interpretation 22 *Foreign Currency Transactions and Advance Consideration*
- Interpretation 23 *Uncertainty over Income Tax Treatments*

The initial application of these Standards will have no known material impact on the financial statements, with the exception of AASB 16 *Leases*.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

Upon initial application of AASB 16 *Leases* the Service anticipates recognising a 'right-of-use' asset and a lease liability in respect of operating leases, particularly the lease of buildings.

Based on the impact assessments the Service has undertaken on currently available information, the Service estimates additional lease liabilities of \$101.288 million and right-of-use assets of \$101.288 million will be recognised as at 1 July 2019 for leases in which the Service is a lessee. The impact represents management's best estimate and is still under review. It is possible that the amount recognised at 1 July 2019 in the Statement of Financial Position will differ from this estimate, as a result of further review of underlying lease data, if new leases are entered into or terminated or from re-assessment of any key management assumptions, such as the reasonable possibility that lease extension options will or will not be exercised. Most operating lease expenses will be replaced by depreciation of the right of use asset and interest on the lease liability. The impact on the statement of comprehensive income is expected to be \$3.385 million of net additional expense in 2019-20.

2. Expenses Excluding Losses

	2019 \$'000	2018 \$'000
(a) Employee related expenses		
Salaries and wages (including annual leave)	92,558	88,971
Superannuation – defined benefit plans (Refer Note 23)	1,330	1,180
Superannuation – defined contribution plans	7,587	7,215
Long service leave	2,400	2,107
Workers' compensation insurance - staff	2,879	1,084
Workers' compensation insurance - staff (presumptive legislation)	10,888	-
Payroll tax	5,773	5,455
Fringe benefit tax	51	105
	<u>123,466</u>	<u>106,117</u>

Recognition and Measurement

Workers' compensation 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.

Presumptive Legislation

On 27 September 2018, the NSW Government announced amendments to the workers' compensation legislation to reverse the onus of proof for NSW firefighters who are diagnosed with one of twelve prescribed cancers and meet minimum qualifying service periods. Firefighters diagnosed post that date are entitled to the presumption.

The *Workers Compensation Legislation Amendment (Firefighters) Act 2018* (known as the 'presumptive legislation') was assented to on 28 November 2018 to give effect to the commitment.

Under the presumptive legislation both employed and volunteer firefighters will be entitled to a presumption that any of the twelve prescribed cancers diagnosed post 27 September 2018 is a work related injury where the firefighter has met the minimum qualifying service period detailed in the Act for that type of cancer.

Premiums for insurance under both the workers' compensation policy maintained through the TMF (for staff), and the Bush Fire Fighters Compensation Fund managed by iCare (for volunteers), have increased to accommodate the anticipated volume and value of claims from eligible firefighters.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

	2019 \$'000	2018 \$'000
(b) Other operating expenses include the following:		
Advertising	2,624	1,703
Audit Fees – Internal	174	131
Auditor's remuneration		
- audit of financial statements	145	141
Buildings - all outgoings	1,340	910
Computer software	710	195
Consultants	-	25
Consumables	452	226
Contractors	8,011	5,902
Electricity	439	442
Equipment – Computer	7,808	7,793
Equipment – General	20,461	2,776
Fees for service	10,735	9,127
Legal Fees	956	751
Maintenance *	495	981
Operating lease rental expense		
- minimum lease payments	7,038	4,516
Other Expenses	3,039	2,261
Printing and stationery	1,263	1,009
Staff training	1,891	1,589
Telephony	3,112	2,045
Travel	4,573	4,264
Vehicle operation	4,546	3,235
	<u>79,812</u>	<u>50,022</u>

*Reconciliation – Total maintenance

Maintenance expense – contracted labour and other (non-employee related), as above	495	981
Employee related maintenance expense included in Note 2(a)	-	-
Total maintenance expenses included in Note 2(a) + 2(b)	<u>495</u>	<u>981</u>

Recognition and Measurement

Maintenance costs

Day-to-day servicing costs or maintenance are charged as expenses as incurred.

Operating leases

An operating lease is a lease other than a finance lease. Operating lease payments are recognised as an operating expense in the Statement of Comprehensive Income on a straight-line basis over the lease term.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

	2019 \$'000	2018 \$'000
(c) Depreciation and amortisation expense		
Depreciation		
Infrastructure systems	2,061	1,455
Plant and equipment	5,247	5,225
Land and buildings	3,109	180
	<u>10,417</u>	<u>6,860</u>
Amortisation		
Intangibles	664	597
	<u>11,081</u>	<u>7,457</u>
(d) Grants and subsidies		
Fire mitigation works	8,793	8,077
Payments for Council costs associated with rural fire fighting activities and equipment	126,754	106,694
Other	3,868	1,668
	<u>139,415</u>	<u>116,439</u>
Overtime/Temporary staff	7,579	4,837
Aircraft hire	42,553	38,405
Fuel	129	190
Machinery and equipment hire	545	181
Heavy plant	3,171	2,311
Meals and accommodation	2,182	2,707
Other natural disaster related expenses	5,175	4,102
Emergency fund – natural disasters	61,334	52,733
	<u>200,749</u>	<u>169,172</u>

Recognition and Measurement

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 Service which is recorded on the Service's asset register.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

	2019 \$'000	Restated 2018 \$'000
(e) Other expenses		
Workers' compensation insurance – volunteers	4,967	3,366
Workers' compensation insurance – volunteers (presumptive legislation)	90,859	-
Public liability and other insurance	4,692	5,495
Aerial support	37,124	29,741
	<u>137,642</u>	<u>38,602</u>

Recognition and Measurement

Insurance

With the exception of insurance coverage for volunteers, the Service's insurance activities are conducted through the NSW Treasury Managed Fund (TMF) 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 Insurance and Care NSW (iCare), with an annual premium paid.

Presumptive Legislation

On 27 September 2018, the NSW Government announced amendments to the workers' compensation legislation to reverse the onus of proof for NSW firefighters who are diagnosed with one of twelve prescribed cancers and meet minimum qualifying service periods. Firefighters diagnosed post that date are entitled to the presumption.

The *Workers Compensation Legislation Amendment (Firefighters) Act 2018* (known as the 'presumptive legislation') was assented to on 28 November 2018 to give effect to the commitment.

Under the presumptive legislation both employed and volunteer firefighters will be entitled to a presumption that any of the twelve prescribed cancers diagnosed post 27 September 2018 is a work related injury where the firefighter has met the minimum qualifying service period detailed in the Act for that type of cancer.

Premiums for insurance under both the workers' compensation policy maintained through the TMF (for staff), and the Bush Fire Fighters Compensation Fund managed by iCare (for volunteers), have increased to accommodate the anticipated volume and value of claims from eligible firefighters.

3. Revenue

Recognition and measurement

Income is measured at the fair value of the consideration or contribution received or receivable. Comments regarding the accounting policies for the recognition of income are discussed below.

	2019 \$'000	2018 \$'000
(a) Sale of goods and services		
Sale of merchandise	108	1
	<u>108</u>	<u>1</u>

Recognition and Measurement

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 goods, which is usually on delivery of the goods.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

Rendering of services

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

	2019 \$'000	2018 \$'000
(b) Investment revenue		
Interest income	2,768	2,330
	<u>2,768</u>	<u>2,330</u>

Recognition and Measurement

Interest income

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset except for financial assets that subsequently become credit impaired. For financial assets that become credit impaired, the effective interest rate is applied to the amortised cost of the financial asset (ie after deducting the loss allowance for expected credit losses).

	2019 \$'000	2018 \$'000
(c) Grants and contributions		
Insurance company contributions	-	105
Local Government contributions	-	-
Natural disaster relief contributions	39,819	43,600
Other Commonwealth and State Government grants	8,015	4,924
Department of Justice grants:		
Recurrent grant	428,856	324,654
Capital grant	14,206	32,222
	<u>490,896</u>	<u>405,505</u>

Recognition and measurement

Income from grants (other than contributions by owners) is recognised when the Service obtains control over the contribution. The Service is deemed to have assumed control when the grant is received or receivable.

Contributions are recognised at their fair value. Contributions of services are recognised when and only when a fair value of those services can be reliably determined and the services would be purchased if not donated. Refer to Note 17 with respect to recognition of volunteer services.

Rural Fire Fighting Fund contributions

From 1 July 2017, the NSW Government is the sole contributor to the Rural Fire Fighting Fund (the contributory funding scheme in the *Rural Fires Act 1997*) via grants from the Department of Justice. Relevant councils and insurers continue to contribute towards the costs of the NSW Rural Fire Service through contributions imposed by the amended *Rural Fires Act 1997* (for councils) or the *Emergency Services Levy Act 2017* (for insurers).

Contributions are based upon a 'rural fire brigade funding target' which largely replicates the previous Rural Fire Fighting Fund calculation, and the contribution percentages are unchanged at 11.7% for Local Government and 73.7% for insurers. These contributions are now be paid to the Office of State Revenue.

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, and adjustments are made in future years to return the funds to contributors.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

Natural disaster relief contributions

Natural disaster relief contributions consist of reimbursements from the Crown Disaster Relief Account for expenses incurred in relation to declared natural disasters. Natural disaster relief contributions are recognised on an accrual basis.

(d) Acceptance by the Crown Entity of employee benefits

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

	2019 \$'000	2018 \$'000
Superannuation – defined benefit	566	620
	<u>566</u>	<u>620</u>
(e) Other income		
Sale of equipment	931	1,010
Comcover – protection of Commonwealth property	512	587
Aviation – use of contract by other agencies	6,576	7,949
Natural disaster recoups (interstate and overseas deployments)	13,163	3,128
TMF hindsight premium receipts	280	607
Workers' compensation receipts	609	398
Insurance claims proceeds	2,247	460
Development applications	587	667
Other	1,105	1,145
	<u>26,010</u>	<u>15,951</u>

Recognition and Measurement

Sale of equipment

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 \$0.931m in 2018-19 (\$1.010m in 2017-18).

4. Gain / (Loss) on Disposal

	2019 \$'000	2018 \$'000
Gain / (Loss) on disposal of plant and equipment		
Proceeds from disposal	1,634	2,332
Written down value of assets disposed	(1,307)	(1,556)
	<u>327</u>	<u>776</u>

5. Hedge accounting

The Service has entered into an arrangement with TCorp to deliver US dollars at a future date in order to purchase a large air tanker and two lead planes.

The purpose of the hedge is to eliminate the foreign currency risk associated with the transaction, and ensure that the Australian dollar price of the transaction is known from the date that NSW Government approved the purchase.

Recognition and Measurement

In accordance with AASB 9's transition provisions for hedge accounting, the Service has applied the AASB 9 hedge accounting requirements prospectively from the date of initial application on 1 July 2018. However, the Service had no hedges in place as at 1 July 2018. No rebalancing of any of the hedging relationships was necessary on 1 July 2018. As the critical terms of the hedging instruments match those of their corresponding hedged items, all hedging relationships are effective under AASB 9's effectiveness assessment requirements. The Service has also not designated any hedging relationships under AASB 9 that would not have met the qualifying hedge accounting criteria under AASB 139 *Financial Instruments: Recognition and Measurement*.

The Service designates certain derivatives as hedging instruments in respect of foreign currency risk in cash flow hedges. Hedges of foreign exchange risk on firm commitments are accounted for as cash flow hedges.

At the inception of the hedge relationship, the Service documents the relationship between the hedging instrument and the hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Service documents whether the hedging instrument is effective in offsetting changes in fair values or cash flows of the hedged item attributable to the hedged risk, which is when the hedging relationships meet all of the following hedge effectiveness requirements:

- There is an economic relationship between the hedged item and the hedging instrument;
- The effect of credit risk does not dominate the value changes that result from that economic relationship; and
- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Service actually hedges and the quantity of the hedging instrument that the Service actually uses to hedge that quantity of hedged item.

If a hedging relationship ceases to meet the hedge effectiveness requirement relating to the hedge ratio but the risk management objective for that designated hedging relationship remains the same, the Service adjusts the hedge ratio of the hedging relationship (i.e. rebalances the hedge) so that it meets the qualifying criteria again.

The Service designates the full change in the fair value of a forward contract (i.e. including the forward elements) as the hedging instrument for all of its hedging relationships involving forward contracts.

Cash flow hedges

The effective portion of changes in the fair value of derivatives and other qualifying hedging instruments that are designated and qualify as cash flow hedges is recognised in other comprehensive income and accumulated under the heading of cash flow hedge reserve, limited to the cumulative change in fair value of the hedged item from inception of the hedge. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss, and is included in the 'other gains and losses' line item.

When the hedged forecast transaction results in the recognition of a non-financial asset or a non-financial liability, the gains and losses previously recognised in other comprehensive income and accumulated in equity are removed from equity and included in the initial measurement of the cost of the non-financial asset or non-financial liability. This transfer does not affect other comprehensive income. Furthermore, if the Service expects that some or all of the loss accumulated in the cash flow hedging reserve will not be recovered in the future, that amount is immediately reclassified to profit or loss.

The Service discontinues hedge accounting only when the hedging relationship (or a part thereof) ceases to meet the qualifying criteria (after rebalancing, if applicable). This includes instances when the hedging instrument expires or is sold, terminated or exercised. The discontinuation is accounted for prospectively. Any gain or loss recognised in other comprehensive income and accumulated in cash flow hedge reserve at that time remains in equity and is reclassified to profit or loss when the forecast transaction occurs. When a forecast transaction is no longer expected to occur, the gain or loss accumulated in cash flow hedge reserve is reclassified immediately to profit or loss.

Cash flow hedge reserve

The cash flow hedge reserve represents the cumulative amount of gains and losses on hedging instruments deemed effective in cash flow hedges. The cumulative deferred gain or loss on the hedging instrument is recognised in profit or loss only when the hedged transaction impacts the profit or loss, or is included directly in the initial cost or other carrying amount of the hedged non-financial items (basis adjustment).

As this is the initial year of recognition of a cash flow hedge reserve, analysis of movements in the reserve is not required.

Refer to Note 22 for details regarding credit risk, liquidity risk, market risk and foreign currency risk arising from financial instruments.

6. Current Assets – Cash and Cash Equivalents

	2019	2018
	\$'000	\$'000
Cash at bank and on hand	92,544	163,195
	<u>92,544</u>	<u>163,195</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:

	2019	2018
	\$'000	\$'000
Cash and cash equivalents (per statement of financial position)	92,544	163,195
Closing cash and cash equivalents (per statement of cash flows)	<u>92,544</u>	<u>163,195</u>

Refer to Note 22 for details regarding credit risk, liquidity risk, market risk and foreign currency risk arising from financial instruments, and Note 12 regarding restrictions upon cash.

7. Current Assets – Receivables

	2019	2018
	\$'000	\$'000
Fees for service	14,927	4,947
Less: Allowance for expected credit losses	(22)	-
Less: Allowance for impairment	-	(31)
Other receivables	21,643	36,634
GST receivable	14,330	4,313
Prepayments	4,010	3,465
	<u>54,888</u>	<u>49,328</u>

Movement in allowance for expected credit losses

Balance at 30 June 2018 under AASB 139	31
Amounts restated through opening accumulated funds	-
Balance at 1 July 2018 under AASB 9	<u>31</u>
Amounts written off during the year	(29)
Amounts recovered during the year	-
Increase/(decrease) in allowance recognised in net result	<u>20</u>
Balance at 30 June 2019	<u>22</u>

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

2018
\$'000

Movement in allowance for impairment	
Balance at 1 July 2017	50
Amounts written off during the year	(46)
Amounts recovered during the year	-
Increase/(decrease) in allowance recognised in net result	27
Balance at 30 June 2018	31

Details regarding credit risk, liquidity risk, market risk and foreign currency risk, including financial assets that are either past due or impaired, are disclosed in Note 22.

Recognition and Measurement

All 'regular way' purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price.

Subsequent measurement under AASB 9 (from 1 July 2018)

The Service holds receivables with the objective to collect the contractual cash flows and therefore measures them at amortised cost using the effective interest method.

Subsequent measurement under AASB 139 (for comparative period ended 30 June 2018)

Subsequent measurement is at amortised cost using the effective interest method, less any impairment. Changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

Impairment under AASB 9 (from 1 July 2018)

The Service recognises an allowance for expected credit losses (ECLs) for all debt financial assets not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows and the cash flows that the Service expects to receive, discounted at the original effective interest rate.

For trade receivables, the Service applies a simplified approach in calculating ECLs. The Service recognises a loss allowance based on lifetime ECLs at each reporting date. The Service has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to the receivable.

Impairment under AASB 139 (for comparative period ended 30 June 2018)

Receivables are subject to an annual review for impairment. These are considered to be impaired when there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

The Service first assesses whether impairment exists individually for receivables that are individually significant, or collectively for those that are not individually significant. Further, receivables are assessed for impairment on a collective basis if they were assessed not to be impaired individually.

The amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. The amount of the impairment loss is recognised in the net result for the year.

Any reversals of impairment losses are reversed through the net result for the year, if objectively related to an event occurring after the impairment was recognised. Reversals of impairment losses cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

8. Current Assets – Inventories

	2019 \$'000	2018 \$'000
<i>Held for distribution</i>		
Fire fighting consumables	7,211	7,535
Personal protective and operational clothing	5,612	7,478
Radios and related accessories	8,437	
	<u>21,260</u>	<u>15,013</u>

The cost of inventories recognised as an expense during the year was \$26.069m (2017-18: \$Nil as initial recognition of inventories resulting from a change in accounting policy occurred on 30 June 2018).

The amount of write-downs of inventory recognised as an expense during the year was \$0.457m (2017-18: \$Nil). The major reason for write-downs was stocktake variances.

No inventories are pledged as security for liabilities.

Recognition and Measurement

Inventories held for distribution are stated at cost, adjusted where applicable, for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount. Cost is calculated using the weighted average cost method.

The cost of inventories acquired at no cost or for nominal consideration is the current replacement cost as at the date of acquisition. Current replacement cost is the cost the entity would incur to acquire the asset.

Inventories are classified as current assets as it is considered probable that the inventories held at year end will be distributed within the next twelve months.

9. Property, Plant and Equipment

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Total \$'000
At 1 July 2018 – fair value				
Gross carrying amount	7,395	44,221	13,505	65,121
Accumulated depreciation and impairment	(5,720)	(14,690)	(7,612)	(28,022)
Net carrying amount	<u>1,675</u>	<u>29,531</u>	<u>5,893</u>	<u>37,099</u>
At 30 June 2019 – fair value				
Gross carrying amount	24,229	53,416	6,733	84,378
Accumulated depreciation and impairment	(3,884)	(16,218)	(2,061)	(22,163)
Net carrying amount	<u>20,345</u>	<u>37,198</u>	<u>4,672</u>	<u>62,215</u>

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

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 2019				
Net carrying amount at start of year	1,675	29,531	5,893	37,099
Additions	21,808	14,192	840	36,840
Disposals	(29)	(1,278)	-	(1,307)
Depreciation expense	(3,109)	(5,247)	(2,061)	(10,417)
Reclassifications	-	-	-	-
Net carrying amount at end of year	20,345	37,198	4,672	62,215

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Total \$'000
At 1 July 2017 – fair value				
Gross carrying amount	5,828	42,083	9,376	57,287
Accumulated depreciation and impairment	(5,540)	(12,164)	(6,841)	(24,545)
Net carrying amount	288	29,919	2,535	32,742

At 30 June 2018 – fair value

Gross carrying amount	7,395	44,221	13,505	65,121
Accumulated depreciation and impairment	(5,720)	(14,690)	(7,612)	(28,022)
Net carrying amount	1,675	29,531	5,893	37,099

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 2018				
Net carrying amount at start of year	288	29,919	2,535	32,742
Additions	1,567	6,693	3,951	12,211
Disposals	-	(1,550)	(6)	(1,556)
Depreciation expense	(180)	(5,226)	(1,454)	(6,860)
Reclassifications	-	(305)	867	562
Net carrying amount at end of year	1,675	29,531	5,893	37,099

Land and buildings consists predominantly of leasehold improvements.

Plant and equipment consists predominantly of motor vehicles, office equipment and plant.

Infrastructure systems consists predominantly of information and communications technology equipment.

Recognition and MeasurementAcquisition of property, plant and equipment

Property, plant and equipment are initially measured at cost and subsequently revalued at fair value less accumulated depreciation and impairment. 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 requirements of other Australian Accounting Standards.

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. the deferred payment amount is effectively discounted over the period of credit.

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

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.

Restoration costs

The present value of the expected cost for the restoration or cost of dismantling of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

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 material 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 – 10 Years
Land and buildings	2 – 12 Years
Plant and equipment	3 – 20 Years

Revaluation of Property, Plant and Equipment

Physical non-current assets are valued in accordance with the 'Valuation of Physical Non-Current Assets at Fair Value' Policy and Guidelines Paper (TPP 14-01). This policy adopts fair value in accordance with AASB 13 *Fair Value Measurement*, AASB 116 *Property, Plant and Equipment* and AASB 140 *Investment Property*.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by Government. In most cases, after taking into account these considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

Fair value of property plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs.

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, and as non-specialised assets with short useful lives they are measured at depreciated historical cost, which for these assets approximates fair value. The Service has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at the end of each financial year.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

Impairment of property, plant and equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise. As plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in the rare circumstances where the costs of disposal are material.

The Service assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Service estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

As a not for profit entity, an impairment loss is recognised in the net result to the extent the impairment loss exceeds the amount in the revaluation surplus for the class of asset.

After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in net result and is treated as a revaluation increase. However, to the extent that an impairment loss on the same class of asset was previously recognised in net result, a reversal of that impairment loss is also recognised in net result.

10. Intangible Assets

	Software \$'000	Total \$'000
At 1 July 2018		
Cost (gross carrying amount)	8,679	8,679
Accumulated amortisation and impairment	(3,499)	(3,499)
Net carrying amount	5,180	5,180
At 30 June 2019		
Cost (gross carrying amount)	10,254	10,254
Accumulated amortisation and impairment	(664)	(664)
Net carrying amount	9,590	9,590
Year ended 30 June 2019		
Net carrying amount at start of year	5,180	5,180
Additions (acquired separately)	387	387
Additions (internally developed)	4,687	4,687
Disposals	-	-
Amortisation (recognised in 'depreciation and amortisation')	(664)	(664)
Reclassification	-	-
Net carrying amount at end of year	9,590	9,590

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

	Software \$'000	Total \$'000
At 1 July 2017		
Cost (gross carrying amount)	6,221	6,221
Accumulated amortisation and impairment	(2,902)	(2,902)
Net carrying amount	3,319	3,319
At 30 June 2018		
Cost (gross carrying amount)	8,679	8,679
Accumulated amortisation and impairment	(3,499)	(3,499)
Net carrying amount	5,180	5,180
Year ended 30 June 2018		
Net carrying amount at start of year	3,319	3,319
Additions (acquired separately)	461	461
Additions (internally developed)	2,559	2,559
Disposals	-	-
Amortisation (recognised in 'depreciation and amortisation')	(597)	(597)
Reclassifications	(562)	(562)
Net carrying amount at end of year	5,180	5,180

Recognition and Measurement

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. Following initial recognition, intangible assets are subsequently measured at fair value only if there is an active market. If there is no active market for the Service's intangible assets, the assets are carried at cost less any accumulated amortisation and impairment losses.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

The useful lives of intangible assets are assessed as finite.

The Service's intangible assets are amortised using the straight line method over their useful lives. The amortisation period and the amortisation method for an intangible asset with a finite useful life is reviewed at least at the end of each reporting period.

In accordance with AASB 138, the table below illustrates the useful life of applicable asset categories.

<u>Asset Class</u>	<u>Useful Life</u>
Software	3 – 5 Years

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.

11. Fair value measurement of non-financial assets

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

A number of the Service's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities. When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13 *Fair Value Measurement*,

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

the Service categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- **Level 1** – quoted prices in active markets for identical assets/liabilities that the entity can access at the measurement date.
- **Level 2** – inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- **Level 3** – inputs that are not based on observable market data (unobservable inputs).

The Service recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

Physical non-current assets measured at depreciated historical cost, which for these assets approximates fair value, do not require fair value hierarchy disclosures under AASB 13 *Fair Value Measurement*. As the Service's property, plant and equipment are non-specialised short lived assets they are valued at depreciated historical cost and not categorised against the fair value hierarchy.

Refer to Note 22 for further disclosures regarding fair value measurements of financial and non-financial assets.

12. Restricted Assets

	2019 \$'000	2018 \$'000
Cash held as part of the Rural Fire Fighting Fund	92,544	163,195
	<u>92,544</u>	<u>163,195</u>

The Service holds funds that form the NSW Rural Fire Fighting Fund which is a special deposits account established under section 102 of the *Rural Fires Act 1997*. Funds in the Rural Fire Fighting Fund can only be expended for the purposes defined in the Act.

13. Current Liabilities – Payables

	2019 \$'000	Restated 2018 \$'000
Accrued salaries, wages and on-costs	328	1,033
Accrued payables	33,818	37,319
Creditors	13,882	9,441
	<u>48,028</u>	<u>47,793</u>

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 22.

Recognition and Measurement

Payables represent liabilities for goods and services provided to the Service and other amounts. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

Payables are financial liabilities at amortised cost, initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in net result when the liabilities are derecognised as well as through the amortisation process.

14. Current / Non-Current Liabilities - Provisions

	2019 \$'000	2018 \$'000
Employee benefits and related on-costs		
Annual leave - short term benefit	7,638	7,246
Annual leave - long term benefit	3,432	3,255
Long service leave	29,953	27,553
Provisions for Fringe Benefits Tax	38	60
	<u>41,061</u>	<u>38,114</u>
Other provisions		
Restoration costs - current	76	1,048
Restoration costs – non-current	455	475
	<u>41,592</u>	<u>39,637</u>
Total provisions		
	<u>41,592</u>	<u>39,637</u>
Aggregate employee benefits and related on-costs		
Provisions - current	40,075	37,427
Provisions - non-current	986	687
Accrued salaries, wages and on-costs (Note 13)	329	1,033
	<u>41,390</u>	<u>39,147</u>

Movements in provisions (other than employee benefits)

Movements in each class of provision during the financial year, other than employee benefits are set out below:

	Other Provisions \$'000	Total \$'000
Carrying amount at 1 July 2018	1,523	1,523
Additional provisions recognised	795	795
Amounts used	(1,787)	(1,787)
Unused amounts reversed	-	-
Unwinding / change in the discount rate	-	-
Carrying amount at 30 June 2019	<u>531</u>	<u>531</u>

Recognition and MeasurementEmployee benefits and related on-costs*Salaries and wages, annual leave and sick leave*

Salaries and wages (including non-monetary benefits) and paid sick leave that are due to be settled wholly within twelve months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amount of the benefits.

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the service. As such, it is required to be measured at present value in accordance with AASB 119 *Employee Benefits* (although short cut methods are permitted).

Actuarial advice obtained by Treasury has confirmed that the use of a nominal approach plus the annual leave on annual leave liability (using 7.9% (2017-18: 7.9%) of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The Service has assessed the actuarial advice based on the Service's

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

circumstances and has determined that the effect of discounting is immaterial to annual leave. All annual leave is classified as a current liability even where the Service does not expect to settle the liability within twelve months as the Service does not have an unconditional right to defer settlement.

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.

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 an annual actuarial review conducted by Mercer and is considered to approximate present value.

The Service's liability for defined benefit superannuation is assumed by the Crown Entity from 1 July 2014. The Service accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown Entity of employee benefits'.

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 (ie Basic Benefit and First State Super) is calculated as a percentage of the employee's salary. For other superannuation schemes (ie State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employee's superannuation contributions. Further information is provided in Note 23.

Consequential on-costs

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

Other provisions

Provisions are recognised when:

- The Service has a present legal or constructive obligation as a result of a past event;
- It is probable that an outflow of resources will be required to settle the obligation; and
- A reliable estimate can be made of the amount of the obligation.

When the Service expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented net of any reimbursement in the Statement of Comprehensive Income.

Any provisions for restructuring are recognised only when an entity has a detailed formal plan and the entity has raised a valid expectation in those affected by the restructuring that it will carry out the restructuring by starting to implement the plan or announcing its main features to those affected.

The effect of the time value of money has been assessed as immaterial.

15. Current / Non-Current Liabilities – Other liabilities

	2019 \$'000	2018 \$'000
Lease incentive - current	75	75
Lease incentive - non-current	31	107
	<u>106</u>	<u>182</u>

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

16. Equity

Accumulated Funds

The category 'Accumulated Funds' include all current and prior period retained funds.

Reserves

Separate reserve accounts are recognised in the financial statements only if such accounts are required by specific legislation or Australian Accounting Standards.

Equity transfers – Recognition and Measurement

There were no equity transfers in 2018-19 (2017-18: \$Nil).

17. Volunteer Services

The operations of the Service are dependent on the services provided by volunteer firefighters. Their contributions are essential to the provision of a comprehensive, efficient and effective emergency service throughout NSW.

Under AASB 1004 *Contributions*, contributions of services will be recognised as revenue and expense when the fair value of those services can be reliably measured, and the services would have been purchased if not donated.

The contribution and cost of volunteer services has not been recognised in the financial statements as the services donated would not be purchased. The Service does not currently purchase alternative services when volunteer numbers fluctuate.

18. 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:

	2019 \$'000	2018 \$'000
Not later than one year	20,246	683
Later than one year and not later than five years	-	-
Later than five year	-	-
Total (including GST)	<u>20,246</u>	<u>683</u>

Capital commitments include goods and services tax credits of \$1.840m in 2018-19 (\$0.062m in 2017-18) that are expected to be recovered from the Australian Taxation Office.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

(b) Operating Lease Commitments

Future minimum rentals payable under non-cancellable operating leases as at 30 June 2019 are as follows:

	2019 \$'000	2018 \$'000
Not later than one year	7,778	3,086
Later than one year and not later than five years	26,241	2,357
Later than five year	48,093	-
Total (including GST)	82,112	5,443

Operating lease commitments include goods and services tax credits of \$7.465m in 2018-19 (\$0.495m in 2017-18) that are expected to be recovered from the Australian Taxation Office.

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

19. Contingent Assets and Contingent Liabilities

Contingent liabilities

The Service has been made aware via preliminary NSW Environment Protection Authority (EPA) soil and water sample tests of potentially elevated readings of perfluorooctane sulfonate (PFOS) and perfluorooctanoic acid (PFOA) at a number of its sites. The Service continues to work with the EPA and is insured for any remediation work that may be required. Accordingly, the Service makes no provision this year.

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 23(b)(v).

Contingent assets

The Service has no contingent assets.

20. Budget Review

The 2018-19 budget represents the initial budget as allocated by Government at the time of the 2018-19 State Budget.

Net result

The actual Net Result was \$16.2m more favourable than budget. The major factors are:

	\$'000
Employee related expenses over budget by \$4.7m – \$10.9m unplanned Presumptive legislation expenditure relates to staff fire-fighters and a \$1.6m unanticipated workers' compensation hindsight expense contributes to majority of this over-expenditure. A classification difference of contractors between the annual financial statements and Treasury budget offsets \$3.7m of these unfavourable events. Higher vacancy rate and lower than budgeted fringe benefits tax attributed to the remaining of the offsets in this expense category.	(4,711)

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

\$'000

Other operating expenses are favourable to budget by \$33.6m – primarily due to classification difference between the annual financial statements and Treasury budget for Other Expenses (\$18.9m), Grants and Subsidies (\$4.7m) and Employee related expenses (-\$3.7m). The remaining \$13.6m favourable variance is a combination of underspend in general expenses (\$7.8m), fees for services (\$3.7m), minor equipment purchases (\$5.4m), computer support and maintenance (\$2.5m), offset by higher than budgeted spend in contractors (\$4.3m) and (\$1.5m) radio base site fees.	33,552
Depreciation and amortisation approximated budget.	274
Grants and subsidies over budget by \$20.6m – higher than budgeted expenditure on natural disaster combat operations (\$46.3m) for which a nominal budget allocation is made in each financial year, with the balance of the expense met by the Disaster Relief Account. This has been partially offset by timing differences in expenditure on fire mitigation (\$16.2m), delayed completion of projects in Local Government areas (\$15.4m) and an unplanned grant related expense (\$1.4m), which the Service will carry forward majority of these commitment to the following financial year. A classification difference between the annual financial statements and Treasury budget to Other operating expenses attributed to the remaining (\$4.7m) variance to budget.	(20,597)
Other expenses over budget by \$116.8m – primarily due to unplanned Bushfire fighter presumptive legislation premium (\$90.9m) and higher than anticipated expenditure on aerial support (\$10.0m). A classification difference between the annual financial statements and Treasury budget to Other operating expenses contributed to the remaining (\$18.9m) variance to budget.	(116,776)
Sale of goods and services under performed by \$0.5m – mainly due to a classification difference between the annual financial statements and Treasury budget for Services provided in Other Revenue (\$0.6m).	(532)
Investment revenue over budget by \$2.0m - resulting from higher than anticipated cash balances.	2,013
Grants and contributions over budget by \$105.3m – predominantly due to the grants received to meet costs of Presumptive Legislation premium (\$77.4m), receipt of grants from the Disaster Relief Account to reimburse the net cost of natural disaster combat operations (\$39.8m), higher than budgeted other State Government grants for Projects (\$3.5m), offset by reduction to State Government due to prior year under expenditure (-\$15.4m).	105,262
Acceptance by the Crown Entity of employee benefits under budget by \$0.2m – reflecting lower than budget defined benefit superannuation costs.	(175)
Other Revenue over budget by \$17.6m – predominantly due to unanticipated interstate and overseas disaster assistances. There is a classification difference between the annual financial statements and Treasury budget for Services provided in Sale of goods and services (-\$0.6m).	17,599
Gain on disposal favourable to budget by \$0.3m – resulting from sale proceeds above expectation.	327
Variation from budgeted Net Result	16,236

Assets and liabilities

The actual Net Assets exceeded budget by \$44.4m. The major factors are:

\$'000

Cash and cash equivalents higher than budget by \$13.6m – primarily due to a higher opening cash balance than budgeted (\$163.2m), lower than budget expenditure and higher than budget revenue as described above. Expenditure to utilise cash will be made in the following financial year.	13,566
Receivables higher than budget by \$34.0m – predominantly due to outstanding recoups from the Disaster Relief Account for natural disaster combat operations.	33,965
Inventories higher than budget by \$21.3m – due to initial recognition of inventories.	21,260

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

\$'000

Property, plant and equipment below budget by \$0.4m – mainly attributable to later than planned budgeted expenditure on the fit-out of the new NSW Rural Fire Service State Headquarters. The Emergency Aircraft project has been delayed to a change of Defence aircraft release date. This spend delay has been substituted by the post budget initiative on Large Air Tanker acquisition. The Emergency Aircraft expenditure limit has been carried forward and will complete in the following financial year.	(420)
Intangible assets over budget by \$3.6m – due to higher than anticipated expenditure on software development projects.	3,632
Payables over budget by \$28.9m - due predominantly to increased accrued payables, and the adjustment for the Bush Fire Fighters Compensation Fund liability (refer Note 25).	(28,928)
Provisions under budget by \$1.8m – predominantly due to higher than budgeted long service leave.	1,783
Other liabilities approximated budget.	(444)
Variation from budgeted Net Assets	44,414

Cash flows

The actual Closing Cash and Cash Equivalents exceeded budget by \$13.6m. The major factors are:

\$'000

Net cash flows from operating activities lower than budget by \$3.6m – resulting from higher than budget expenditure and revenue, and carry forward of expenditure as described above.	3,605
Net cash flows from investing activities higher than budget by \$8.0m – resulting from finalisation of State Headquarters and the purchase of large air tankers and lead planes that was not budgeted.	(7,990)
Opening cash and cash equivalents above budget by \$18.0m – represented by additional cash than initially budgeted being held at year end in 2017-18.	17,951
Variation from budgeted Closing Cash and Cash Equivalents	13,566

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

	2019 \$'000	2018 \$'000
Net cash from operating activities	(30,371)	36,561
Depreciation and amortisation	(11,081)	(7,457)
Decrease/(increase) in provisions	(1,955)	(3,995)
Decrease/(increase) in other liabilities	76	76
Increase/(decrease) in prepayments and other assets	5,560	32,352
Increase/(decrease) in inventory	6,247	-
Decrease/(increase) in creditors	(235)	(4,500)
Net gain/(loss) on sale of plant and equipment	327	776
Decrease/(increase) in derivatives	(643)	-
Net result	(32,075)	53,813

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

22. 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 Service on a continuous basis.

(a) Financial instrument categories

As at 30 June 2019 under AASB 9

Financial Assets	Note	Category	Carrying Amount
			2019
			\$'000
Class:			
Cash and cash equivalents	6	N/A	92,544
Receivables ¹	7	Loans and receivables (at amortised cost)	36,548
	5,7	Fair value through other comprehensive income	643
Financial Liabilities	Note	Category	Carrying Amount
			2019
			\$'000
Class:			
Payables ²	13	Financial liabilities measured at amortised cost	47,339

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)

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

As at 30 June 2018 under AASB 139 (comparative period)

Financial Assets	Note	Category	Carrying Amount
			2018 \$'000
Class:			
Cash and cash equivalents	6	N/A	163,195
Receivables ¹	7	Loans and receivables (at amortised cost)	41,550
Financial Liabilities	Note	Category	Carrying Amount
			2018 \$'000
Class:			
Payables ²	13	Financial liabilities measured at amortised cost	46,760

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)

The Service determines the classification of its financial assets and liabilities after initial recognition and, when allowed and appropriate, re-evaluates this at each financial year end.

Derivatives

The Service only uses derivatives for hedging purposes and not as trading or speculative instruments.

Forward foreign exchange contracts are used to mitigate exchange rate exposure arising from firm commitments for the purchase of goods and services in foreign currency.

All forward foreign exchange contracts have been designated as hedging instruments in cash flow hedges in accordance with AASB 9 *Financial Instruments*. The gain or loss from remeasuring the hedging instruments at fair value is recognised in other comprehensive income and deferred in equity in the hedging reserve, to the extent that the hedge is effective. There was no hedge ineffectiveness in the current year.

Changes in the fair value of derivative instruments that are not designated in a hedge relationship are recognised immediately in profit or loss as part of gain / (loss) in fair value of financial instruments although the Service has not had any hedges with this designation.

The Service held \$0.643m (2017-18: \$Nil) in derivative financial assets and \$Nil (2018: \$Nil) in derivative financial liabilities.

The following table indicates the periods in which the cash flow associated with cash flow hedges are expected to occur and the carrying amounts of the related hedging instruments.

		Weighted Average Exchange Rate	Contract Value \$'000	Expected Cash flow			Total \$'000
				No later than 3 months \$'000	Later than 3 months and no later than 12 months \$'000	Later than 12 months \$'000	
2019	Denominated in USD	0.7262	20,628	16,595	4,033	-	20,628
2018	Denominated in USD		-	-	-	-	-

(b) Derecognition of financial assets and financial liabilities

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the entity transfers its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either:

- The Service has transferred substantially all the risks and rewards of the asset; or
- The Service has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control.

When the Service has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. Where the Service has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset continues to be recognised to the extent of the Service's continuing involvement in the asset. In that case, the Service also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the entity has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Service could be required to pay.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the net result.

(c) Offsetting financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the Statement of Financial Position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

(d) Financial risks

(i) 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 credit losses or 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 and cash equivalents

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

Accounting policy for impairment of trade debtors and other financial assets under AASB 9

Receivables – trade debtors

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.

The Service applies the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade debtors.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are based on historical observed loss rates. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

to settle the receivables. The entity has identified the GDP and the unemployment rate to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors.

Trade debtors are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others a failure to make contractual payments for a period of greater than twelve months past due.

The loss allowance for trade debtors as at 30 June 2019 and 1 July 2018 (on adoption of AASB 9) was determined as follows:

30 June 2019						
\$'000						
	Current	<30 days	30-60 days	61-90 days	>91 days	Total
Expected credit loss rate (%)	-	-	-	-	16.1	
Estimated total gross carrying amount						
at default	10,981	2,924	475	410	137	14,927
Expected credit loss	-	-	-	-	(22)	(22)

1 July 2018						
\$'000						
	Current	<30 days	30-60 days	61-90 days	>91 days	Total
Expected credit loss rate (%)	-	-	-	-	44.0	
Estimated total gross carrying amount						
at default	4,342	529	2	4	70	4,947
Expected credit loss	-	-	-	-	(31)	(31)

Notes: The analysis excludes statutory receivables and prepayments as these are not within the scope of AASB 7. Therefore, the 'total' will not reconcile to the receivables total in Note 7.

The Service is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors as at 30 June 2019. Most of the entity's debtors have a AAA credit rating.

Accounting policy for impairment of trade debtors and other financial assets under AASB 139 (comparative period only)

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 (2017-18: \$4.342m) and less than 3 months past due (2017-18: \$0.535m) are not considered impaired. Together, these represent 98% of the total trade debtors.

The only financial assets that are past due or impaired are 'fees for service' in the 'receivables' category of the statement of financial position. As at 30 June 2018, the ageing analysis of 'fees for service' is as follows:

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

	Total	Past due but not impaired	Considered Impaired
	\$'000	\$'000	\$'000
2018			
< 3 months overdue	535	535	-
3 months – 6 months overdue	33	33	-
>6 months overdue	37	6	31

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

(ii) 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.

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 \$30.0m.

A cheque cashing facility of \$0.01m, a credit card facility of \$10.0m and a transaction negotiation authority of \$30.0m are held with the Government's banker, Westpac Banking Corporation, to facilitate routine transactions.

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 periods' 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 9.96% (2017-18: 9.77%).

No interest was paid to suppliers in 2018-19 (\$Nil 2017-18).

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

NSW RURAL FIRE SERVICE
Notes to the financial statements for the year ended 30 June 2019
Maturity analysis and interest rate exposure of financial liabilities

	Weighted Average Effective Int. Rate	Interest Rate Exposure				Maturity Dates		
		Nominal Amount ¹ \$'000	Fixed Interest Rate \$'000	Variable Interest Rate \$'000	Non- Interest Bearing \$'000	<1 year \$'000	1-5 years \$'000	> 5 years \$'000
2019								
Payables	Nil	47,700	-	-	47,700	47,700	-	-
		47,700	-	-	47,700	47,700	-	-
2018								
Payables	Nil	46,760	-	-	46,760	46,760	-	-
		46,760	-	-	46,760	46,760	-	-

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.

(iii) 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. Other than in relation to the purchase of aircraft (refer below and to Note 5), 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 2018. 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
2019					
<i>Financial assets</i>					
Cash and cash equivalents	92,544	(925)	(925)	925	925
Receivables	36,548	(365)	(365)	365	365
<i>Financial liabilities</i>					
Payables	47,700	477	477	(477)	(477)
2018					
<i>Financial assets</i>					
Cash and cash equivalents	163,195	(1,632)	(1,632)	1,632	1,632
Receivables	41,550	(416)	(416)	416	416
<i>Financial liabilities</i>					
Payables	46,760	468	468	(468)	(468)

(iv) Foreign currency risk

Exposure to foreign exchange risk has arisen through the purchase of aircraft denominated in US dollars. The risk is measured using sensitivity analysis and cash flow forecasting.

The Service manages its foreign exchange risk by entering into forward exchange contracts in accordance with risk management policies. The foreign exchange risk related to the principal amount of overseas purchase commitments made, that are dominated in US dollars have been fully hedged using forward contracts that will mature on the same dates as the forecast purchase payments are due. These contracts are designated as cash flow hedges.

The Service's exposure to foreign exchange risk is set out in the table below, with all other variables being held constant. All underlying exposure and related hedges are taken into account. The impact on equity is via other comprehensive income and is due to changes in the fair value of forward exchange contracts designated as cash flow hedges.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

A sensitivity of 10% movement in the exchange rates has been selected for use in the sensitivity analysis at the reporting date, as this is considered reasonable, based on the current Australian dollar level and the historical volatility of the Australian dollar against other currencies.

Based on the value of the Australian dollar at the reporting date as compared with the currencies below, adverse or favourable movements in the foreign exchange rates would result in an increase or decrease in the Australian dollar fair value respectively.

		Contract value	10%		-10%	
			Net result	Equity	Net result	Equity
		\$'000	\$'000	\$'000	\$'000	\$'000
2019	Denominated in US Dollars	20,628	-	1,875	-	(2,292)
2018	Denominated in US Dollars	-	-	-	-	-

In management's opinion, the sensitivity analysis is unrepresentative of the inherent foreign exchange risk as the period end exposure does not reflect the exposure during the year.

(e) Fair value compared to carrying amount

Financial instruments are generally recognised 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.

23. Superannuation – Defined Benefit Plans

(a) NSW Government Defined Benefit Superannuation Schemes

The Crown Entity assumed responsibility for the closed NSW public sector superannuation schemes on 1 July 2014. The Service accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown Entity of employee benefits'.

(b) The Local Government Superannuation Scheme

Fund Information

The Service has a number of employees who are members of the Local Government Superannuation Scheme Pool B (the Scheme) as a result of the transfer of local government employees to the Service.

The Scheme consists of three Divisions. Division B and Division C comprise of both a defined benefit component and a defined contribution component, whilst Division D is a defined benefit scheme. All divisions are closed to new members, except for members of eligible entities who can transfer their entitlements into the Scheme.

The Scheme is deemed to be a "multi-employer defined benefit plan" for the purpose of AASB 119 as:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer;
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer;
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer; and
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors set out above, each sponsoring employer is exposed to the actuarial risk associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses (to the extent that they are not borne by members). As such, there is insufficient reliable information to allow each sponsoring employer to account for its proportionate share of the defined benefit obligation, sub-group assets and

costs associated with the sub-group in the same way as it would for a single employer sponsored defined benefit plan.

As a result, the Service accounts for the Scheme as a defined contribution plan.

(i) Funding arrangements

Pooled employers are required to pay standard employer contributions and additional lump sum contributions to the Scheme.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current standard employer contribution rates, which applied to both 2018-19 and 2017-18, are:

- Division B - 1.9 times employee contributions and nil for 180 point members*;
- Division C - 2.5% salaries; and
- Division D - 1.64 times employee contributions.

* For 180 point members, employers are required to contribute 7% of salaries to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The trustees have determined that each pooled employer will contribute additional contributions to fund. The total additional contributions of \$40.0 million per annum are estimated to remain in place until 30 June 2021, are apportioned according to each employer's share of the accrued liabilities as at 30 June 2018. However the Trustee determined in March 2019 that should the funding on both Vested Benefit and Accrued Benefit funding levels exceed 100%, the Fund will suspend the request for past service contributions. This is subject to the outcome of each annual funding update.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials. The last valuation of the Scheme was performed by Mr Richard Boyfield, FIAA on 31 December 2018, relating to the year ending 30 June 2018.

(ii) Liability for other entities obligations

Each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares the associated gains and losses.

However, there is no relief under the Scheme's trust deed for employers to walk away from their obligations. Under limited circumstances an employer may withdraw from the plan (ie when there are no active members and on full payment of outstanding additional contributions). There is no provision for allocation of any surplus which may be present at the date of withdrawal of the entity.

(iii) Allocation of deficit or surplus

There are no specific provisions under the Scheme's trust deed dealing with a deficit or surplus on wind up of the Scheme.

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

(iv) Expected contributions

The expected standard employer contributions for the next financial year are \$0.631m (2017-18: \$0.662m).

(v) Deficit or surplus of the Scheme

The estimated employer reserves financial position for the pooled employers is:

	30 June 2019		30 June 2018	
	\$'000	Asset Coverage	\$'000	Asset Coverage
Assets	1,798,700	N/A	1,817,800	
Past service liabilities	1,784,200	100.8%	1,787,500	101.7%
Vested benefits	1,792,000	100.4%	1,778,000	102.2%

Note: employer reserves only. Excludes member accounts and reserves in both assets and liabilities.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

The key economic long term assumptions used to calculate the present value of accrued benefits are:

	2019	2018
Investment return	5.75% per annum	6.0% per annum
Salary inflation*	3.5% per annum	3.5% per annum
Increase in CPI	2.5% per annum	2.5% per annum

* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however any adjustment to the funding program would be the same for all sponsoring employers in the pooled employers group.

The Service has a contingent liability with respect to the deficit in the Scheme which it needs to continue to pay in future periods, and it is currently estimated at \$0.699m (2017-18: \$1.056m).

(vi) Participation in the Scheme

The Service has an estimated percentage representation of the Scheme at 30 June 2019 of 0.89% (2017-18: 0.88%).

24. Related party disclosures

The Service's key management personnel compensation is as follows:

	2019 \$'000	2018 \$'000
Short-term employee benefits:		
Salaries	1,606	1,524
Other monetary allowances	-	-
Non-monetary benefits	67	75
Other long-term employee benefits	-	-
Post-employment benefits	110	108
Termination benefits	-	256
Total compensation	<u>1,783</u>	<u>1,963</u>

During the year, the Service did not enter into transactions with key management personnel, their close family members or controlled or jointly controlled entities of key management personnel.

During the year, the Service entered into transactions with entities that are controlled or jointly controlled by the Service's ultimate parent, being the Government of New South Wales.

Significant income transactions included grants and contributions from the NSW Department of Justice representing the NSW Government statutory contribution to the Rural Fire Fighting Fund required by the *Rural Fires Act 1997*.

Significant expenditure transactions included payments to the NSW Self Insurance Corporation for insurance premiums, including presumptive legislation premiums (2018-19: \$114.285m; 2017-18: \$6.557m), NSW Government Telecommunications Authority for radio network fees (2018-19: \$12.267m; 2017-18: \$9.488m) and Government Property NSW for leasehold rent and make good payments (2018-19: \$7.049m; 2017-18: \$4.693m).

At 30 June 2019 a receivable was due from Department of Justice amounting to \$17.241m for expenses recoverable under the Natural Disaster Relief and Recovery Arrangements. Additionally, at 30 June 2019, an amount was owed to iCare amounting to \$17.865m relating to workers' compensation contributions for volunteers.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

25. Prior Period Error

The *Workers Compensation (Bush Fire, Emergency and Rescue Services) Act 1987* extends workers' compensation rights and certain other compensation benefits to volunteer emergency service workers.

The Bush Fire Fighters Compensation Fund is established by the *Workers Compensation (Bush Fire, Emergency and Rescue Services) Act 1987* to fund these benefits for volunteer fire fighters.

With the introduction of the *Workers Compensation Legislation Amendment (Firefighters) Act 2018* (known as the 'presumptive legislation') (refer to Note 2(e)), the accounting treatment of the Bush Fire Fighters Compensation Fund has been re-examined.

Under section 20 of the *Workers Compensation (Bush Fire, Emergency and Rescue Services) Act 1987*:

- iCare, as the administrator of the Fund, is required in each year to determine whether any contribution is required into the Bush Fire Fighters Compensation Fund in the next financial year in order to maintain the Fund on a sound financial basis in that year;
- Any contribution determined is reviewed and approved by the State Insurance Regulatory Authority, and is to be paid from the Rural Fire Fighting Fund established under the *Rural Fires Act 1997* which is administered by the NSW Rural Fire Service.

The amount determined by iCare to be required as a contribution may not reflect the total expected cost of claims incurred, as the timing of costs expected to be incurred for existing claims may mean that a contribution is not required in the next financial year (ie the costs are expected to be incurred by the Fund in a financial year after the next financial year).

This results in a liability for claims on hand that may not be matched by contributions.

The prevailing view is that this liability should be:

- Recognised by the Service in its financial statements as the custodian of the Rural Fire Fighting Fund. The Rural Fire Fighting Fund is the sole and ultimate contributor into the Bush Fire Fighters Compensation Fund. It is noted that the Crown (represented by the Treasurer) is the sole and ultimate contributor to the Rural Fire Fighting Fund; and
- Recognised as an account payable, although an invoice may not be presented requesting payment in the financial year.

The Service has adjusted its financial statements to reflect its requirement to ultimately fund this liability through the Rural Fire Fighting Fund. This resulted in an increase in accounts payable and workers' compensation insurance expense by \$0.866m.

The error identified above has been correct by restating the balance at the earliest period presented (1 July 2017) and taking the adjustment through to accumulated funds at that date. Comparatives have been changed to reflect the correction of errors.

The following table discloses the restatement of line items impacted by the prior period error in the Statement of Comprehensive Income for the year ended 30 June 2018.

Statement of Comprehensive Income	Balance 30 June 2018 Actual \$'000	Impact Increase / (Decrease) \$'000	Restated Balance 30 June 2018 Actual \$'000
Workers compensation insurance			
- volunteers	2,500	866	3,366
Other Expenses	37,736	866	38,602
Total Expenses excluding losses	370,504	866	371,370
Operating Result	53,903	(866)	53,037
Net Result	54,679	(866)	53,813
Total Comprehensive Income	54,679	(866)	53,813

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2019

The following table discloses the restatement of line item impacts by the prior period error in the Statement of Financial Position as at 30 June 2018 and 1 July 2017.

Statement of Financial Position

	Balance 30 June 2018 Actual \$'000	Impact Increase / (Decrease) \$'000	Restated Balance 30 June 2018 Actual \$'000	Balance 1 July 2017 Actual \$'000	Impact Increase / (Decrease) \$'000	Restated Balance 1 July 2017 Actual \$'000
<i>Current Liabilities</i>						
Payables	30,059	17,734	47,793	26,425	16,868	43,293
Total Current Liabilities	68,609	17,734	86,343	60,934	16,868	77,802
Total Liabilities	69,878	17,734	87,612	62,324	16,868	79,192
Net Assets	199,937	(17,734)	182,203	130,245	(16,868)	113,377
Accumulated funds	199,937	(17,734)	182,203	130,245	(16,868)	113,377
Total Equity	199,937	(17,734)	182,203	130,245	(16,868)	113,377

26. 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

New South Wales Rural Fire Service

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of the New South Wales Rural Fire Service (the Service), which comprises the Statement of Comprehensive Income for the year ended 30 June 2019, the Statement of Financial Position as at 30 June 2019, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, notes comprising a Statement of Significant Accounting Policies and other explanatory information.

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Service as at 30 June 2019, 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* (PF&A Act) and the Public Finance and Audit Regulation 2015

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

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Service in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles 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
- precluding the Auditor-General from providing non-audit services.

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

Other Information

The Service's annual report for the year ended 30 June 2019 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Commissioner of the Service is responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the PF&A Act Statement given by the Commissioner.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Commissioner's Responsibilities for the Financial Statements

The Commissioner is responsible for the preparation and fair presentation of the financial statements 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 and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Commissioner is responsible for assessing the Service's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting, unless it is not appropriate to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

My opinion does not provide assurance:

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



Lawrissa Chan
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

30 September 2019
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 2019

Statement by the Chair

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 2015* 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 2019; 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
Chair**

30 September 2019

BUSH FIRE CO-ORDINATING COMMITTEE

Statement of comprehensive income for the year ended 30 June 2019

	Notes	Actual 2019 \$'000	Actual 2018 \$'000
Expenses excluding losses			
Personnel services	2	34	36
TOTAL EXPENSES EXCLUDING LOSSES		34	36
Revenue			
Grants and contributions	2	34	36
Total Revenue		34	36
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 2019

	Notes	Actual 2019 \$'000	Actual 2018 \$'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

Statement of changes in equity for the year ended 30 June 2019

	Notes	Actual 2019 \$'000	Actual 2018 \$'000
Balance at 1 July		-	-
Net result for the year		-	-
Total other comprehensive income		-	-
Total comprehensive income for the year		-	-
Balance at 30 June		-	-

The accompanying notes form part of these financial statements.

Statement of cash flows for the year ended 30 June 2019

	Notes	Actual 2019 \$'000	Actual 2018 \$'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 activities		-	-
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.

BUSH FIRE CO-ORDINATING COMMITTEE

Notes to the financial statements for the year ended 30 June 2019

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.

These financial statements for the year ended 30 June 2019 have been authorised for issue by the Bush Fire Co-ordinating Committee on 26 September 2019.

(b) Basis of Preparation

The Committee's financial statements are general purpose financial statements which have been prepared on a going concern basis, an accruals basis and 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 year ended 30 June 2019

(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.

	2019 \$'000	2018 \$'000
2. Revenue and Expenses		
Revenue		
Grants from the NSW Rural Fire Service	34	36
	<u>34</u>	<u>36</u>
Expenses		
Personnel services provided by the NSW Rural Fire Service	34	36
	<u>34</u>	<u>36</u>

3. Contingent Assets and Contingent Liabilities

As at 30 June 2019 the Committee had no contingent assets or contingent liabilities (Nil in 2017-18).

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

1	APPENDIX 1 – HAZARD REDUCTION	114
1.1	Bush Fire Community Protection: Properties Protected Report	114
1.2	Number of properties protected by hazard reduction works	115
2	APPENDIX 2 – INFRASTRUCTURE SERVICES	119
2.1	Waste Handling Report	119
2.2	Cyber Security Annual Attestation Statement for the 2018/19 Financial Year for NSW Rural Fire Service	120
3	APPENDIX 3 – MEMBERSHIP AND STRATEGIC SERVICES	121
3.1	Salaried and volunteer members	121
3.2	Executive remuneration	121
3.3	Membership applications	122
3.4	Workforce diversity	122
3.5	Public Interest Disclosures (PID)	124
3.6	Reported injuries and registered workers compensation claims	125
3.7	Learning and Development – NSW RFS training activity by year	126
3.8	Mental Health, Counselling and Support Services	126
3.9	Chaplaincy and Family Support Network activity	127
3.10	Bushfire and Natural Hazards Cooperative Research Centre	128
3.11	NSW RFS / RFSA Consultative Committees	129
3.12	Awards	132



4	APPENDIX 4 – EXECUTIVE SERVICES	135
4.1	Internal Audit and Risk Management Statement 2018/19	135
4.2	Government Information (Public Access) 2018/19 statistics	137
4.3	Committees	141
4.4	Minister-approved travel	145
4.5	Annual Report costs	146
4.6	Risk management and insurance	146
4.7	Review use of credit cards	147
4.8	Payment Performance	147
4.9	Engagement of consultants	149
4.10	Funds granted to non-government organisations	149
4.11	Privacy statement	149

APPENDIX 1 – HAZARD REDUCTION

1.1 Bush Fire Community Protection: Properties Protected Report

LOCATION	NUMBER OF WORKS PLANNED	NUMBER OF WORKS COMPLETED	PROPORTION OF WORKS COMPLETED VS PLANNED %	NUMBER OF PROPERTIES COVERED BY COMPLETED WORKS	VALUE OF PROPERTIES COVERED BY COMPLETED WORKS \$M
Total bush fire protection works	19,896	16,556	83.2%	225,163	\$112,766
Total programmed hazard reduction works	9,516	7,236	76.0%	113,130	\$49,777.2
Bush fire hazard complaints	1,045	930	89.0%	1,346	\$592.2
Private land hazard reduction certificates	417	398	95.4%	856	\$376.6
Development control assessments	6,166	5,617	91.1%	59,151	\$39,721.0
Community education programs	2,752	2,375	89.3%	50,680	\$22,299.2

NOTES

1. The 'Total programmed hazard reduction works' data set is derived from the Bushfire Risk Information Management System (BRIMS) records as at 2 September 2019.
2. The 'Number of works planned' data set is comprised of activities with a scheduled or completed date occurring during 2018/19.
3. The 'Number of works completed' data set comprises activities with a completion date occurring during 2018/19.
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 DAs comprise the DAs received in this reporting period and the carryovers.

HAZARD REDUCTION

1.2 Number of properties protected by hazard reduction works

PROPERTIES PROTECTED BY AGENCY

	Target	Number of properties protected	Completed vs target (%)
Department of Primary Industries (Crown Lands)	18,854	21,146	112.2%
Local Government Authority	57,737	37,461	64.9%
NSW National Parks and Wildlife Service	16,852	22,282	132.2%
Other	1,384	854	61.7%
Forestry Corporation of NSW	1,297	1,476	113.8%
Fire and Rescue NSW	4,219	2,426	57.5%
NSW Rural Fire Service	48,450	27,485	56.7%

COMPLETED HAZARD REDUCTION AREAS SUMMARY BY TENURE AND METHOD

	Burning (ha)	Mechanical (ha)	Other (ha)	Total (ha)
Australian Rail Track Corporation	93.35	62.21	0.00	155.56
Catchment Authority	949.33	0.00	0.00	949.33
Commonwealth	89.39	2.40	0.00	91.79
Department of Primary Industries (Crown Lands)	1,404.33	2,378.32	11.19	3,793.84
Local Government Authority	438.92	7,212.45	1,492.81	9,144.18
NSW National Parks and Wildlife Service	136,157.37	1,588.59	17.55	137,763.51
Other state Government land	6,856.25	44.29	0.00	6,900.54
Private	4,469.75	1,716.77	0.00	6,186.52
RailCorp	5.41	0.02	0.00	5.43
Roads and Maritime Services	43.74	134.88	0.00	178.62
Forestry Corporation of NSW	33,786.98	265.06	26.95	34,078.99
Total hazard reduction areas	184,294.82	13,404.99	1,548.50	199,248.31

NOTES

1: The total hazard reduction areas on land tenures exclude 939.44 hectares by grazing means.

HAZARD REDUCTION

HAZARD REDUCTION AREAS COMPLETED BY LAND TENURES VERSUS TARGET

Land tenure	Target (ha)	Completed HR Area (ha) by method				Completed vs target(%)
		Burning	Mechanical	Other	Total	
Australian Rail Track Corporation	292.2	93.35	62.21	0.00	155.56	53.2%
Catchment Authority	434.8	949.33	0.00	0.00	949.33	218.3%
Commonwealth	136.3	89.39	2.40	0.00	91.79	67.3%
Department of Primary Industries (Crown Lands)	2,783.5	1,404.33	2,378.32	11.19	3,793.84	136.3%
Local Government Authority	12,498.6	438.92	7,212.45	1,492.81	9,144.18	73.2%
NSW National Parks and Wildlife Service	135,000.0	136,157.37	1,588.59	17.55	137,763.51	102.0%
Other state Government land	2,733.8	6,856.25	44.29	0.00	6,900.54	252.4%
Private	11,145.4	4,469.75	1,716.77	0.00	6,186.52	55.5%
RailCorp	242.1	5.41	0.02	0.00	5.43	2.2%
Roads and Maritime Services	631.8	43.74	134.88	0.00	178.62	28.3%
Forestry Corporation of NSW	21,142.6	33,786.98	265.06	26.95	34,078.99	161.2%

HAZARD REDUCTION CERTIFICATES ISSUED

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

Certificate issuing agency	Number issued	% of total
Department of Primary Industries (Crown Lands)	188	15.86%
Local Government Authority	271	22.87%
NSW National Parks and Wildlife Service	0	0.00%
NSW Rural Fire Service	693	58.48%
Other	33	2.78%
Total	1,185	100%

HAZARD COMPLAINTS RECEIVED

Land tenure	Complaints received	% of total
Private Land	554	60.35%
Council Land	255	27.78%
State Government Land	96	10.46%
Commonwealth Land	1	0.11%
Australian Rail Track Corporation Land	5	0.54%
To be determined	7	0.76%
Total	918	100%

INSPECTIONS, FORMAL NOTICES AND ENFORCEMENT WORKS

Number of hazard complaints inspections undertaken	Number of formal notices issued under Section 66 of the <i>Act</i>	Enforcement works undertaken under Section 70 of the <i>Act</i>
1,011	38	1

PERMITS ISSUED UNDER THE *RURAL FIRES ACT 1997*

Permits issued by	Number issued	% of total
Fire and Rescue NSW	1,252	5.10%
NSW Rural Fire Service	23,302	94.90%
Total	24,554	100%

APPENDIX 2 – INFRASTRUCTURE SERVICES

2.1 Waste Handling Report

The NSW RFS continues its commitment to minimising the amount of waste sent to landfill and improving procurement procedures to ensure the NSW Government targets in this area are achieved.

With the relocation to the new Headquarters premises occurring during this reporting period, the NSW RFS has been working towards strategies for further improving waste handling procedures, as well as identifying other resource efficiencies for the new facility. Disused furniture, office equipment and ICT equipment located at our former premises was actively recycled to other NSW RFS locations throughout the state.

The waste strategy at the new Headquarters involves four waste streams, being Paper/Cardboard, Organics, Glass and General Waste. This is controlled and managed through the building owners, who provide periodic waste audits on all tenants' waste.

Given the change of premises and initiation of process change, the data available for this reporting period is as follows:

- 100 percent of all used toner cartridges were recycled
- obsolete computer equipment was recycled

The new Headquarters building has a five-star NABERS rating and the NSW RFS will continue to maintain this standard and seek opportunities for improvements in waste reduction with consultation of the building owners.

2.2 Cyber Security Annual Attestation Statement for the 2018/19 Financial Year for NSW Rural Fire Service (NSW RFS)

I, Commissioner Shane Fitzsimmons, am of the opinion that NSW Rural Fire Service (NSW RFS) have managed cyber security risks in a manner consistent with the Mandatory Requirements set out in the NSW Government Cyber Security Policy.

Risks to the information and systems of NSW RFS have been assessed and are managed using the risk assessment methodology prescribed by ISO 27001 Standard.

Governance is in place to manage the cyber-security maturity and initiatives of NSW RFS.

The NSW RFS cyber incident response plan has been documented as part of establishing the Information Security Management System, but it has not been tested during the last reporting period.

An independent review and audit of NSW RFS's ISMS, the effectiveness of controls implemented and the assessment against the mandatory requirements of NSW Cyber Security Policy was undertaken by Centium and the risks and gap identified are being addressed in a timely manner.

A handwritten signature in black ink, appearing to be 'SF', enclosed within a horizontal oval shape.

Shane Fitzsimmons, AFSM
NSW RFS Commissioner

APPENDIX 3 – MEMBERSHIP AND STRATEGIC SERVICES

3.1 Salaried and volunteer members

	2019	2018	2017
Full Time Equivalent Positions (FTE)*	936	911	878
Headcount at Census*	965	948	913
Volunteer members	71,234	72,491	73,223

* This report is based on the Workforce Profile Report submitted to the Public Service Commission.

3.2 Executive remuneration

Senior Executives	2019		2018		2017	
Band	Female	Male	Female	Male	Female	Male
Band 4	0	0	0	0	0	0
Band 3	0	1	0	1	0	1
Band 2	*2	3	1	3	1	4
Band 1	5	*11	5	9	4	9
Totals	7	15	6	13	5	14
	22		19		19	

* there are two PSSE currently on leave pending retirement at Band 1 and Band 2.

Band	2019 Range	Average Remuneration		
		2019	2018	2017
Band 4	475,151-548,950	-	-	-
Band 3	337,101-475,150	439,015	428,310	417,876
Band 2	268,001-337,100	310,326	300,270	280,666
Band 1	187,900-268,000	220,723	213,275	207,552

NOTE

- 5.44% of NSW RFS employee-related expenditure in 2019 was related to senior executives, compared with 4.74% in 2018 and 4.83% in 2017.

3.3 Membership applications

	2019	2018	2017
New member applications	3,701	4,416	4,120
(includes junior member applications)	(400)	(356)	(363)

3.4 Workforce diversity

Trends in the representation of Workforce Diversity Groups

Workforce Diversity Group	Benchmark/ target	2019	2018	2017
Women	50%	34.6%	34%	34.2%
Aboriginal people and Torres Strait Islanders	3.3%	2.9%	1.9%	2.1%
People whose first language spoken as a child was not English	23.2%	5.5%	5.4%	5.5%
People with a disability	5.6%	5.6%	4.4%	4.6%
People with a disability requiring work-related adjustment	N/A	2.2%	2.2%	2.5%

NOTES

1. The benchmark of 50% for representation of women across the sector is intended to reflect the gender composition of the NSW community.
2. The NSW Public Sector Aboriginal Employment Strategy 2014-17 introduced an aspirational target of 1.8% by 2021 for each of the sector's salary bands. If the aspirational target of 1.8% is achieved in salary bands not currently at or above 1.8%, the cumulative representation of Aboriginal employees in the sector is expected to reach 3.3%.
3. A benchmark from the Australian Bureau of Statistics (ABS) Census of Population and Housing has been included for People whose First Language Spoken as a Child was not English. The ABS Census does not provide information about first language, but does provide information about country of birth. The benchmark of 23.2% is the percentage of the NSW general population born in a country where English is not the predominant language.
4. In December 2017 the NSW Government announced the target of doubling the representation of people with a disability in the NSW public sector from an estimated 2.7% to 5.6% by 2027. The benchmark for "People with a Disability Requiring Work-Related Adjustment" was not updated.

3.4 Workforce diversity (cont.)

Trends in distribution of Workforce Diversity Groups

Workforce Diversity Group	Benchmark/ target	2019	2018	2017
Women	100	96	95	92
Aboriginal people and Torres Strait Islanders	100	83	N/A	87
People whose first language spoken as a child was not English	100	106	106	103
People with a disability	100	102	108	110
People with a disability requiring work-related adjustment	100	120	121	118

NOTES

1. A Distribution Index score of 100 indicates that the distribution of members of the Workforce Diversity group across salary bands is equivalent to that of the rest of the workforce. A score less than 100 means that members of the Workforce Diversity group tend to be more concentrated at lower salary bands than is the case for other staff. The more pronounced this tendency is, the lower the score will be. In some cases, the index may be more than 100, indicating that members of the Workforce Diversity group tend to be more concentrated at higher salary bands than is the case for other staff.
2. The Distribution Index is not calculated when the number of employees in the Workforce Diversity group is less than 20 or when the number of other employees is less than 20.

3.5 Public Interest Disclosures (PID)

The table below provides the information that is mandatory for the NSW RFS to include in the Annual Report in accordance with the *Public Interest Disclosures Act 1994* and the *Public Interest Disclosures Regulation 2011*.

	Made by public officials performing their day to day functions	Under statutory or other legal obligation	All other PIDs
Number of public officials who made PIDs directly	0	0	0
Number of PIDs received	0	0	1
Of PIDs received, number primarily about:			
Corrupt Conduct	0	0	1
Maladministration	0	0	0
Serious and substantial waste	0	0	0
Government Information Contravention	0	0	0
Local Government pecuniary interest contravention	0	0	0

Number of PIDs finalised

3

NOTE: PIDs finalised in 2018/19 includes PIDs received in previous financial years.

Additional Information	Response
Does NSW RFS have an internal reporting policy?	NSW RFS Service Standard 1.1.30 <i>Public Interest Disclosures</i> published 2 May 2016.
Has head of agency taken actions to meet staff awareness obligations?	Publication of Service Standard 1.1.30 on the public website, intranet and MyRFS. Public Interest Disclosures is a component of the Code of Conduct and Ethics Training provided to staff and senior volunteers.

3.6 Reported injuries and registered workers compensation claims

Injury Type	Reported Injuries			Workers Compensation Claims	
	Volunteer member	Salaried Member	Non RFS Personnel	Volunteer Member	Salaried Member
Breathing difficulties	12	3	1	0	0
Burns	27	1	0	8	0
Contusion/crush	33	10	2	2	3
Dislocation	3	1	0	0	0
Faintness	5	0	0	1	0
Fatality	1	0	1	0	0
Foreign body in eye, ear, nose, respiratory or digestive systems	24	6	0	9	2
Fracture	22	2	0	20	2
Head injury	14	1	1	0	1
Heart attack/chest pains	4	0	1	4	0
Heat stress/heat stroke	41	1	3	16	1
Internal injury	31	7	0	4	8
Laceration/abrasion	99	18	2	28	5
Poisoning and toxic effects of substances	57	31	1	8	2
Psychological injury	16	9	0	12	6
Smoke inhalation	27	1	0	12	0
Spinal injury	2	0	0	2	0
Sprains and strains of joints and adjacent muscles	154	61	2	69	20
Cancer (claims lodged)	28	0	0	28	0
TOTAL	600	152	14	223	50
GRAND TOTAL	766			273	

NOTE: There were no prosecutions under the *Work Health and Safety Act 2011* in the reporting period.

3.7 Learning and Development – NSW RFS training activity by year

Qualifications issued to volunteers	2019	2018	2017
Bush Firefighters	2,223	2,272	2,187
Village Firefighters	813	847	980
Advanced Firefighters	573	704	715
Crew Leaders	610	858	354
Group Leaders	66	79	70
First Aid	1,674	1,629	1,936
Breathing Apparatus	666	605	730
Chain Saw Operators	665	818	905
Rural Fire Drivers	779	792	875
NSW RFS Instructors	208	156	234
NSW RFS Training Coordinators	3	27	26
NSW RFS Assessors	129	39	91
Assessor Advocates	1	6	1

NOTE

- Figures generated by SAP LSO database only cover qualifications generated by electronic databases within each reporting year. Figures are inclusive of newly certified and recertified members.

3.8 Mental Health, Counselling and Support Services

	Critical Incident Support Services (CISS)			Member Assistance Program (MAP)	Employee Assistance Program (EAP)	
	Number of activations	Number of personnel assisted	Hours	Number of new requests	Internal	External
2019	286	1,993	11,709	391	73	44
2018	352	2,123	15,881	477	84	41
2017	373	966	17,853	446	91	34

3.9 Chaplaincy and Family Support Network activity

Chaplaincy activity	Totals – Senior Chaplain and Senior Family Support Chaplain			Totals – Volunteer Fire District Chaplains and Family Support volunteers		
	2019	2018	2017	2019	2018	2017
Visits to NSW RFS Headquarters	118	132	128	3	0	12
Visits to Fire Control Centres	24	26	28	410	400	408
Visits with Fire Control Officers	21	23	22	165	180	198
Visits to Rural Fire Brigades	8	13	6	138	129	134
Regional Conferences	0	2	1	0	0	0
State Management Conferences	1	2	1	0	0	0
Brigade Captains Meetings	0	0	0	40	43	38
Seminars and Conferences	3	5	4	29	0	27
Station Openings and Dedications	9	12	8	12	14	4
Fire Fleet Blessings and Services	8	13	15	28	30	32
Personal and Family Counselling	78	75	62	235	215	340
Telephone Support and Counselling	225	229	215	255	236	316
Home Visits – Members and Family	60	43	49	162	140	170
Hospital Visitation – Members	59	52	34	72	86	136
Funeral Services Conducted	11	11	10	6	10	8
Infant Christenings/Dedications	0	0	1	0	0	0
Service Weddings	2	1	6	0	2	2
Rural Fire Service Callouts	2	2	3	55	65	68
Fire and Rescue NSW Callouts	0	0	0	0	0	1
NSW Parks and Wildlife Callouts	0	0	0	0	0	0
Respond to Suicides/Postvention	5	4	0	2	1	2
Championship and Field Days	4	3	5	2	2	2
Critical Incident Support	8	11	13	12	16	18
Workers Compensation and other NSW RFS Meetings	24	26	35	0	0	0
Total kilometres travelled	63,238	54,672	53,516	10,855	10,308	9,656

3.10 Bushfire and Natural Hazards Cooperative Research Centre (BNHCRC)

Year	Cash Contribution	In-kind Contribution*	Additional BNHCRC Research Contribution
2019	\$416,000	\$242,194.85	N/A
2018	\$404,000	\$300,000	\$97,500**
2017	\$392,101	\$310,856	N/A

* The in-kind contribution is based on a schedule of predetermined values for various levels of contribution towards BNHCRC 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.

** For the research project into the Reedy Swamp/Tathra fire.

3.11 NSW RFS / RFSA Consultative Committees

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

The Young Members Group was established as a sub-group of the Membership Services Consultative Committee and provides advice to that Committee on policy and programs, participates in decision-making at a state level and makes suggestions and raises ideas relevant to young members.

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

Details of representation and attendance at these Committees are set out below.

RFSA CONSULTATIVE COMMITTEE MEMBERSHIP AND ATTENDANCE FROM JULY 2018 – JUNE 2019

COMMUNITY ENGAGEMENT CONSULTATIVE COMMITTEE

Name	Attendance	Number eligible to attend
Stephen O'Malley (Chair)	3	3
Brian Millar (Deputy Chair)	2	3
David Harris	1	3
Irene Hancock	3	3
Leah Ross	3	3
Zofie Lahodny-Gecso	3	3
Daniel Osborne	3	3
Colin Segelov	3	3
Susanne Barker	3	3
Brian Jewell	2	3

INFRASTRUCTURE SERVICES CONSULTATIVE COMMITTEE

Name	Attendance	Number eligible to attend
Senior Assistant Commissioner Bruce McDonald AFSM (Chair)	2	3
Brian McDonough (Deputy Chair)	2	3
Mark Ross	3	3
Patrick Bradley	2	3
Troy Dowley	3	3
Steve Jones	3	3
Vikki Bingley	2	3
Adrian Reynolds	2	3
Garry Barrett	1	3
Errol Hockley	3	3

MEMBERSHIP SERVICES CONSULTATIVE COMMITTEE

Name	Attendance	Number eligible to attend
Bronwyn Jones PSM (Chair)+	1	2
Trina Schmidt (Chair)++	1	1
Scott Campbell (Deputy Chair)	3	3
Helen Carlos	3	3
Bill Elder	2	3
Greg Fisher	3	3
Craig Murphy	3	3
Michael Lane	3	3
Bert Clarke	2	3
Terry Job	2	3
Dennis Hancock	3	3

+ Tenure ceased February 2019

++ Tenure commenced March 2019

MEMBERSHIP AND STRATEGIC SERVICES

OPERATIONS CONSULTATIVE COMMITTEE

Name	Attendance	Number eligible to attend
Deputy Commissioner Rob Rogers AFSM (Chair)	1	3
David Turner (Deputy Chair)	3	3
Elizabeth Ferris AFSM	2	3
Brendon Ede	3	3
Krystaal Hinds	3	3
Phil Spicer+	2	2
Geoff Ryan	3	3
James Brady	2	3
Andrew McDonald	3	3
Les Ayres	3	3
Graeme Wilson++	1	1

+ Tenure ceased February 2019

++ Tenure commenced March 2019

YOUNG MEMBERS GROUP

Name	Attendance	Number eligible to attend
Nathan Barnden (Chair)	3	3
Christian Bond (Deputy Chair)	3	3
David Stimson	2	3
Alexander Milgate	2	3
Ben Albers	2	3
Adrian David	2	3
James Boyle	2	3
Lewis Drayton	2	3
Cassandra Williams	3	3
Jessie McMaster	3	3
Zain Allam+	1	2

+ Tenure ceased October 2018

3.12 Awards

BRAVERY AND SERVICE AWARDS (INTERNAL)

	Volunteer Members	Salaried Members	Total
Commissioner's Award for Valour	0	0	0
Commissioner's Commendation for Bravery	0	0	0
Commissioner's Commendation for Service	6	6	12
Firefighter Brian Baker Bulli Rural Fire Brigade, Illawarra, Region East			
Group Captain Paul Bourne Yarrahapinni/Stuarts Point Rural Fire Brigade, Lower North Coast, Region North			
Superintendent Victoria Campbell Central Coast, Region East			
Captain Sharon Hedley Hunter Valley Support Rural Fire Brigade, Hunter Valley, Region East			
Group Captain Clinton Jessop-Smith AFSM Berkshire Park Rural Fire Brigade, Cumberland, Region East			
Mr Philip Christian Koperberg AO, AFSM, BEM Former Commissioner NSW Rural Fire Service			
Senior Assistant Commissioner Bruce McDonald AFSM Infrastructure Services, NSW RFS Headquarters			
Assistant Commissioner Peter McKechnie Director Regions South and West, NSW RFS Headquarters			
Mr Aidan Moore Infrastructure Services, NSW RFS Headquarters			
District Officer Albert Pipan Lower Hunter, Region East			
Retired Group Captain Rodney Purcell Brungle Rural Fire Brigade, Riverina Highlands, Region South			
Inspector Benjamin Shepherd Corporate Communications, NSW RFS Headquarters			
Commissioner's Certificate of Commendation (Unit)	7	3	10
Bega Valley Rural Fire Brigades Far South Coast, Region South			
Botswana Fire Management Program			
Central Coast Communications Rural Fire Brigade Central Coast, Region East			
Ellerston Rural Fire Brigade Liverpool Range, Region North			
HQ Relocation Teams Building Services, Communication Systems, Information Communications Technology and Corporate Communications Teams, NSW RFS Headquarters			
Illawarra Communications After Hours Team Illawarra Communications, Illawarra, Region East			
Ingleside 1A and Ingleside 1B Northern Beaches, Region East			

MEMBERSHIP AND STRATEGIC SERVICES

BRAVERY AND SERVICE AWARDS (INTERNAL) (cont.)

	Volunteer Members	Salaried Members	Total
Kenthurst RFB Hazard Reduction Crew The Hills, Region East			
Road Crash Rescue Program Remote Area Firefighting and Specialised Operations, NSW RFS Headquarters			
Your Health Matters Working Group NSW RFS Headquarters			
Commissioner's Certificate of Commendation (individual)	6	3	9
Mr Richard Angel Infrastructure Services, NSW RFS Headquarters			
Captain Danielle Brice Eurobodalla Volunteer Operational Support and Tuross Head Rural Fire Brigades, Far South Coast, Region South			
Firefighter Ryan Hutchinson Benwerrin Rural Fire Brigade, Lower Hunter, Region East			
Firefighter Veronica Jones Benwerrin Rural Fire Brigade, Lower Hunter, Region East			
Firefighter Daryl Meppem Davidson Rural Fire Brigade, Northern Beaches, Region East			
Firefighter Stuart Mitchell Ebenezer Rural Fire Brigade, Hawkesbury, Region East			
District Officer Matthew Reeves Illawarra, Region East			
Captain Adam Rutter Hawkesbury Catering and Oakville Rural Fire Brigades, Hawkesbury, Region East			
Mr Matthew White Infrastructure Services, NSW RFS Headquarters			
Commissioner's Unit Citation for Bravery	0	0	0
Commissioner's Unit Citation for Service	1	0	1
Ridgeway and Queanbeyan City Rural Fire Brigades Lake George, Region South			
Totals	19	13	32

LONG SERVICE AWARDS (INTERNAL)

Long Service Medal/Clasps	Volunteer Members	Salaried Members	Totals
10-year Long Service Medal	1,360	18	1,378
20-year Long Service Clasp	463	18	481
30-year Long Service Clasp	294	7	301
40-year Long Service Clasp	215	4	219
50-year Long Service Clasp	134	2	136
60-year Long Service Clasp	51	0	51
70-year Long Service Clasp	13	0	13
Totals	2,530	49	2,579

AUSTRALIAN FIRE SERVICE MEDALS (AUSTRALIAN HONOURS SYSTEM)

Australian Fire Service Medal	Volunteer Members	Salaried Members	Totals
Australia Day	6	0	6
William Bean Group Captain, Shoalhaven, Region South			
Gordon Heckendorf Group Captain, Orana Team, Region West			
Peter Alan Holding Group Captain, South West Slopes Zone, Region West			
Harry Alfred LeBusque Firefighter, Clarence Valley, Region North			
Marcia May LeBusque Firefighter, Clarence Valley Region North			
James Albert Simpson Group Captain, Riverina, Region South			
Queen's Birthday	7	1	8
Larry Bagnell Group Captain, Cumberland Zone, Region East			
Richard Eade Group Captain, Orana Team, Region West			
Peter Geoffrey Evans Group Captain, Sutherland, Region East			
Robert John Field Group Captain, South West Slopes Zone, Region West			
Walter Reginald Gately Group Captain, Mid North Coast Team, Region East			
Geoffrey John Selwood District Officer/Group Captain, Canobolas Zone, Region West			
Robert Brian Thatcher Firefighter, Far South Coast, Region South			
Velma Elaine Walker Deputy Captain, Shoalhaven, Region South			
Totals	13	1	14

NATIONAL MEDALS/CLASPS

	Volunteer Members	Salaried Members	Totals
Medals	125	8	133
Clasps	125	13	138
Totals	250	21	271

APPENDIX 4 – EXECUTIVE SERVICES

4.1 Internal Audit and Risk Management Statement 2018/19



NSW RURAL FIRE SERVICE

Internal Audit and Risk Management Attestation Statement for the 2018-2019 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, excluding the exceptions or transitional arrangements described below, compliant with the eight (8) core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*,

Core Requirements	Compliance
1. Risk Management Framework	
1.1. The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2. A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS IS) 31000:2009	Compliant
2. Internal Audit Function	
2.1. An internal audit function has been established and maintained	Compliant
2.2. The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3. The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
3. Audit and Risk Committee	
3.1. An independent Audit and Risk Committee with appropriate expertise has been established	Non-compliant
3.2. The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3. The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

Membership

The chair and members of the Audit and Risk Committee during 2018-2019 were:

- Ms Gerardine Brus, Independent Chair, appointed for a four year term, commencing 2 October 2014, ending 1 October 2018
- Mr Garry Dinnie, Independent Chair, appointed for a three year term, commencing 2 October 2018, ending 1 October 2021 and as Independent Member from 2 October 2017 to 1 October 2018.
- Mr David Roden, Independent Member, appointed for a four year term, commencing 25 February 2016, ending 24 February 2020
- Ms Marcia Doheny, Independent Member, appointed for a three year term, commencing 13 November 2018, ending 12 November 2021.

Departures from Core Requirements

I, Shane Fitzsimmons advise that the internal audit and risk management processes for NSW Rural Fire Service depart from the following core requirement set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*:

The circumstances giving rise to these departures have been determined by the Portfolio Minister and the NSW Rural Fire Service has implemented the following practicable alternative measures to meet the core requirements:

Departure	Reason for departure and description of practicable alternative measures implemented/being implemented
Non-Compliance	
<ul style="list-style-type: none">➤ 3.1 An Independent Audit and Risk Committee with appropriate expertise has been established➤ 3.1.2 The Audit and Risk Committee must have no fewer than three (3) members and no more than five (5) members. Depending on the size and complexity of the agency, more than three members may be required for the committee to effectively discharge its responsibilities.	<p>A member resigned from the Audit and Risk Committee resulting in a two independent member committee for the period 2 October 2018 to 12 November 2018 whilst recruitment was underway. An active recruitment program was undertaken to replace the outgoing member to ensure that the period of non-compliance was kept to a minimum. Audit and Risk Committee meetings were not held within the period of 2 October 2018 to 12 November 2018, therefore having two members during this time did not affect the work or performance of the Audit and Risk Committee. As of 13 November 2018 compliance has been maintained.</p>

These processes, including the practicable alternative measures implemented, demonstrate that the NSW Rural Fire Service has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within the NSW Rural Fire Service.



Shane Fitzsimmons AFSM
Commissioner
NSW Rural Fire Service
Date: 16-5-19

4.2 Government Information (Public Access) 2018/19 statistics

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 withdrawn
Media	1	0	1	0	0	0	0	0
Members of Parliament	2	0	0	0	0	0	0	0
Private sector business	0	41	1	3	0	0	0	4
Not-for-profit organisations or community groups	2	2	0	0	0	0	0	0
Members of the public (application by legal representative)	2	10	3	0	1	0	0	0
Members of the public (Other)	0	22	1	1	0	0	0	0

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 withdrawn
Personal information applications	1	4	0	0	0	0	0	0
Access applications (other than personal information applications)	5	64	9	4	0	0	0	1
Access applications that are partly personal information applications and partly other	0	6	0	0	0	0	0	0

TABLE C: INVALID APPLICATIONS

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the <i>Act</i>)	12
Application is for excluded information of the agency (section 43 of the <i>Act</i>)	0
Application contravenes restraint order (section 110 of the <i>Act</i>)	0
Total number of invalid applications received	14
Invalid applications that subsequently became valid applications	12

TABLE D: CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE: MATTERS LISTED IN SCHEDULE 1 TO 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	4
Documents affecting law enforcement and public safety	1
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

4.2 Government Information (Public Access) 2018/19 statistics (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	4
Law enforcement and security	4
Individual rights, judicial processes and natural justice	79
Business interests of agencies and other persons	9
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

TABLE F: TIMELINESS

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	100
Decided after 35 days (by agreement with applicant)	6
Not decided within time (deemed refusal)	2
Total	108

TABLE G: NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)

	Decision varied	Decision upheld	Total
Internal review	0	4	4
Review by Information Commissioner	0	2	2
Internal review following recommendation under section 93 of the Act	0	0	0
Review by Administrative Decisions Tribunal (ADT)	0	0	0
Total	0	6	6

TABLE H: APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT
(BY TYPE OF APPLICANT)

	Number of applications for review
Applications by access applicants	4
Applications by persons to whom information the subject of the access application relates (see section 54 of the Act)	4

TABLE I: APPLICATIONS TRANSFERRED TO OTHER AGENCIES UNDER DIVISION 2 OF PART 4 OF THE ACT (BY TYPE OF TRANSFER)

	Number of applications transferred
Agency-initiated transfers	12
Applicant-initiated transfers	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 applications but not including invalid applications)	117
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

4.3 Committees

AUDIT AND RISK COMMITTEE (ARC) AND FINANCIAL STATEMENT MEETINGS

The ARC met on seven occasions during the reporting period and attendance was as follows:

Member	Agency	Attended/ Represented
Ms Gerry Brus (resigned 1/10/18)	Independent Chair	3/0
Mr Garry Dinnie (appointed Chair 2/10/18)	Independent Member / Independent Chair	7/0
Mr David Roden	Independent Member	7/0
Ms Marcia Doheny (appointed 13/11/18)	Independent Member	4/0

RURAL FIRE SERVICE ADVISORY COUNCIL (RFSAC)

The RFSAC met on two occasions during the reporting period and attendance was as follows:

Member	Agency	Attended/ Represented
Commissioner Shane Fitzsimmons AFSM	NSW Rural Fire Service	2/0
Cr Keith Rhoades AFSM	Local Government NSW	1/0
Cr Denise Knight	Local Government NSW	1/0
Mr Christopher Powell AFSM	Rural Fire Service Association	2/0
Mr Russell Perry	Rural Fire Service Association	1/0
Mr Michael Brett	Rural Fire Service Association	1/0
Mr Rob Pallin	Nature Conservation Council of NSW	2/0
Mr Graham Brown	NSW Farmers Association	2/0
Mr Nick Wiesener	Insurance Council of Australia	0/0

BUSH FIRE CO-ORDINATING COMMITTEE (BFCC)

The BFCC met on four occasions during the reporting period and attendance was as follows:

Member	Agency	Attended/ Represented
Commissioner Shane Fitzsimmons AFSM	NSW Rural Fire Service	3/1
Deputy Commissioner Jim Hamilton AFSM	Fire and Rescue NSW	2/2
Mr Simon Oliver	NSW Department of Industry - Primary Industries	4/0
Mr George Schneider	NSW Department of Industry - Crown Lands	4/0
Ms Naomi Stephens	NSW National Parks and Wildlife Service	1/3
Cr Denise Knight	Local Government NSW	2/0
Cr Keith Rhoades AFSM	Local Government NSW	2/0
Mr Gregory Wardle	NSW Rural Fire Service Association	3/0
Deputy Commissioner Jeff Loy APM	NSW Police Force	0/3
Mr Robert Conroy	Representing Minister for the Environment	2/0
Mr Rob Pallin	Nature Conservation Council of NSW	2/1
Mr Graham Brown	NSW Farmers Association	4/0
Ms Sonya Ramke	Office of Emergency Management (Disaster Welfare Services)	3/0
Dr Ross Dickson	Forestry Corporation	2/0

EXECUTIVE SERVICES

FIRE SERVICES JOINT STANDING COMMITTEE (FSJSC)

The FSJSC met on three occasions during the reporting period and attendance was as follows:

Member	Agency	Attended/ Represented
Commissioner Shane Fitzsimmons AFSM	NSW Rural Fire Service	2/0
Commissioner Paul Baxter	Fire and Rescue NSW	2/1
Assistant Commissioner Paul McGuiggan AFSM	Fire and Rescue NSW	3/0
Superintendent Paul Jones	NSW Rural Fire Service	3/0
Mr Leighton Drury (membership lapsed 5/07/18)*	Fire Brigade Employees' Union of NSW	0/2
Superintendent Michael Brett	NSW Rural Fire Service Association	3/0

*Note: An FBEU representative attended during the FBEU membership vacancy period of 06/07/18 to 30/06/19.

NSW RFS AND LOCAL GOVERNMENT LIAISON COMMITTEE (LGLC)

The LGLC met on three occasions during the reporting period and attendance was as follows:

Member	Agency	Attended/ Represented
Commissioner Shane Fitzsimmons AFSM	NSW Rural Fire Service	2/0
Mr Stephen O'Malley	NSW Rural Fire Service	2/0
Assistant Commissioner Rebel Talbert	NSW Rural Fire Service	1/0
Cr Keith Rhoades AFSM	Local Government NSW	2/0
Cr Denise Knight	Local Government NSW	1/0
Mr Steve Robinson	Rural Fire Service Association	2/0

CORPORATE EXECUTIVE GROUP (CEG)

The CEG met on eight occasions during the reporting period and attendance was as follows:

Member and Position	Agency	Attended / Represented
Commissioner Shane Fitzsimmons AFSM Chair	NSW Rural Fire Service	5/0
Deputy Commissioner Rob Rogers AFSM Executive Director, Operations	NSW Rural Fire Service	4/0
Senior Assistant Commissioner Bruce McDonald AFSM Executive Director, Infrastructure Services	NSW Rural Fire Service	7/0
Ms Bronwyn Jones PSM (resigned 05/02/19) Executive Director, Membership and Strategic Services	NSW Rural Fire Service	4/1
Ms Trina Schmidt (appointed 19/03/19) Executive Director, Membership and Strategic Services	NSW Rural Fire Service	1/1
Mr Stephen O'Malley Executive Director, Finance and Executive Services; Chief Financial Officer	NSW Rural Fire Service	8/0
Assistant Commissioner Stuart Midgley AFSM Director, Coordinated Risk Management	NSW Rural Fire Service	5/0
Assistant Commissioner Kelly Browne AFSM Director, Chief Information Officer	NSW Rural Fire Service	6/0
Assistant Commissioner Jason Heffernan Director, Response and Coordination	NSW Rural Fire Service	6/1
Assistant Commissioner Rebel Talbert Director, Regions North and East	NSW Rural Fire Service	2/0
Assistant Commissioner Peter McKechnie (appointed 5/02/19) Director, Regions South and West	NSW Rural Fire Service	3/0
Mr Anthony Clark Director, Corporate Communications	NSW Rural Fire Service	7/0
Mr Stephen Glasscock (appointed 23/10/18) Director, Corporate Planning, Risk and Learning	NSW Rural Fire Service	5/0
Chief Superintendent Ken Hall Regional Manager, Region South	NSW Rural Fire Service	7/0
Chief Superintendent Jayson McKellar Regional Manager, Region East	NSW Rural Fire Service	6/0
Chief Superintendent Brett Condie Regional Manager, Region North	NSW Rural Fire Service	1/6
Ms Renee Williams (resigned 30/04/19) Acting Regional Manager, Region West	NSW Rural Fire Service	3/1
Superintendent Andrew Dillon (appointed 18/06/19) Acting Regional Manager, Region West	NSW Rural Fire Service	1/0
Mr Ken Middleton President	NSW Rural Fire Service Association	7/0
Mr Brian McDonough Vice President	NSW Rural Fire Service Association	7/1

4.4 Minister-approved travel

Overseas travel approvals from 1 July 2018 to 30 June 2019

Date	Country	Officer/s	Trip details
30 August to 2 September 2018	New Zealand	Bruce McDonald AFSM, Executive Director Infrastructure Services	Attend funeral of Sydney Helicopters Pilot Allan Tull on 31 August 2018.
26 to 28 September 2018	New Zealand	WAFA conference (ten personnel)	Women and Firefighting Australasia (WAFA) conference.
8 to 23 November 2018	Coimbra, Portugal	Dr Simon Heemstra, Manager Planning and Predictive Services	Attend the 8th International Conference on Forest Fire Research as a keynote speaker presenting paper submitted by the NSW RFS and attend the centre for Forest Fire Studies.
3 to 7 December 2018	Fiji	Chief Superintendent Ben Millington, Manager Emergency Management Coordination	Assist with Health Emergency Operations Centre's training course.
11 to 15 March 2019	Nadi, Fiji	Chief Superintendent Ben Millington	To present at Train-the-Trainer workshops for the Incident Management and Emergency Operations Centre training to be delivered in the Pacific.
16 to 20 March 2019*	Nimes, France	Deputy Commissioner Rob Rogers AFSM	To attend the Aerial Fire Fighting Europe 2019 conference and exhibition.
25 to 29 March 2019	Pohnpei, Micronesia	Assistant Commissioner Peter McKechnie	To present at Train-the-Trainer workshops for the Incident Management and Emergency Operations Centre training to be delivered in the Pacific.
23 to 30 March 2019	Reno, USA	Assistant Commissioner Kelly Browne AFSM	Attend the 2019 International Association of Fire Chiefs (IAFC) Wildland Urban Interface Conference and meetings as a member of the Wildland Fire Policy Committee (WFPC) in Reno, Nevada, USA from 23-28 March 2019.
19 to 28 April 2019	Turkey	21 NSW RFS members selected via an EOI	Travel to Gallipoli to provide support to the Commonwealth Dept. of Veteran's Affairs with the 2019 ANZAC day commemorations.
1 May 2019	New Zealand to Canberra	Mr Allan Tull's partner, son and daughter-in-law	Travel from Auckland, New Zealand to Canberra to attend AFAC memorial service.
16 to 28 May 2019	Baltimore, USA	NSW RFS senior chaplains Ian and Kerry Spall	The 15th ICISF World Congress on Crisis, Stress and Human Resilience.
4 to 14 June 2019	Boise, USA	Assistant Commissioner Jason Heffernan	Travel to Boise, Idaho to represent NSW RFS at a pre-season meeting with personnel from the National Interagency Fire Centre (NIFC) and Canadian Interagency Forest Fire Centre.
29 June to 14 July 2019	Vancouver, Canada	Inspector Keith Mackay	Travel to Vancouver to assist with factory acceptance audit for NSW RFS Large Air Tanker.

*Note: This travel was approved during the 2018/19 FY, however travel was not undertaken.

4.5 Annual Report costs

The Organisational Communications team is 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

4.6 Risk management and insurance

Total deposit premiums (excluding GST) paid	2018/19 \$	2016/17 \$	2015/16 \$	2014/15 \$
Workers compensation – salaried staff	13,767,204	1,059,763	1,182,260	843,308
Workers compensation – volunteers	96,859,504	2,500,000	3,000,000	3,500,000
Motor vehicle	1,780,180	2,614,550	3,016,610	3,374,980
Public liability	2,769,560	2,741,900	2,964,320	2,911,530
Property	103,980	108,050	98,120	65,630
Other	37,890	32,360	23,970	17,760
Totals	115,318,318	9,056,623	10,285,280	10,713,208

NOTES

- 1: 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 icare.
- 2: In September 2018, the NSW Government introduced amendments to workers compensation legislation to reverse the onus of proof for NSW firefighters who are diagnosed with one of 12 prescribed cancers and meet the applicable minimum qualifying service periods. This resulted in a significant increases in workers compensation for both staff and volunteers in the 2018/19 period, as reflected in the table above.

4.7 Review use of credit cards

30 June 2019

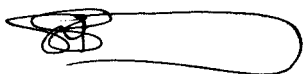
Corporate credit cards are available to approved staff of the NSW RFS upon the approval of the Chief Financial Officer or delegate.

NSW RFS corporate and purchasing credit cards are used for approved business related expenditure.

Credit card transactions by cardholders are reviewed by officers within the NSW RFS and any irregularities are reported to management.

I certify that credit card use in the NSW RFS has been in accordance with the established NSW RFS policy, Premier's Memoranda and Treasurer's Directions.

SIGNED:



Shane Fitzsimmons, AFSM
NSW RFS Commissioner

4.8 Payment Performance

AGED ANALYSIS AT THE END OF EACH QUARTER 2018/19

Quarter	Current (i.e. within due date) \$'000	Less than 30 days overdue \$'000	Between 30 and 60 days overdue \$'000	Less than 30 days overdue \$'000	Between 30 and 60 days overdue \$'000
All suppliers					
September	888	388	586	96	171
December	1,325	(660)	231	118	192
March	967	981	479	204	343
June	10,955	1,047	536	1,092	252
Small business suppliers					
September	0	0	0	0	0
December	0	0	0	0	0
March	0	0	0	0	0
June	0	0	0	0	0

ACCOUNTS DUE OR PAID WITHIN EACH QUARTER 2018/19

Measure	Sept 2018	Dec 2018	March 2019	June 2019
All suppliers				
Number of accounts due for payment	7,516	9,227	7,732	8,418
Number of accounts paid on time	7,212	8,700	6,028	7,225
Actual percentage of accounts paid on time (based on number of accounts)	96%	94%	92%	86%
Dollar amount of accounts due for payment \$'000	63,724	105,003	93,758	75,096
Dollar amount of accounts paid on time \$'000	60,298	100,242	87,115	64,861
Actual percentage of accounts paid on time (based on \$)	95%	95%	93%	86%
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 business	29	82	30	191
Number of accounts due to small businesses paid on time	28	82	28	177
Actual percentage of small business accounts paid on time (based on number of accounts)	97%	100%	93%	93%
Dollar amount of accounts due for payment to small businesses \$'000	178	314	190	910
Dollar amount of accounts due to small businesses paid on time \$'000	175	314	184	892
Actual percentage of small business accounts paid on time (based on \$)	98%	100%	97%	98%
Number of payments to small business for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts	0	0	0	0

4.9 Engagement of consultants

Consultancies equal to or more than \$50,000	Cost (\$)
	Nil
Consultancies less than \$50,000	Cost (\$)
	Nil
Accounting general	Nil
Total consultancies	Nil

4.10 Funds granted to non-government organisations

	Program area	2014/15	2015/16	2016/17	2017/18	2018/19	Nature and purpose
Nature Conservation Council of NSW	Operations	\$121,331	\$124,364	\$134,671	\$139,699	\$146,745	Annual funding to allow the Council to meet its responsibilities under the <i>Rural Fires Act 1997</i> .
Total		\$121,331	\$124,364	\$134,671	\$139,699	\$146,745	

4.11 Privacy statement

The *Privacy and Personal Information Protection Act 1998* (PPIPA) establishes certain principles governing the manner and circumstances in which personal information may be collected and used. The *Health Records and Information Privacy Act 2002* (HRIPA) also stipulates the responsibilities of private organisations and public agencies in dealing with health information.

The NSW RFS Service Standard, 1.1.14 *Personal Information and Privacy*, sets out the manner in which members of the NSW RFS shall collect and use personal information in carrying out the functions of the NSW RFS, so as to comply with the provisions of the PPIPA and HRIPA. The NSW RFS Privacy Management Plan also forms part of this Service Standard and articulates the responsibilities of the NSW RFS under PPIPA and HRIPA.

An application for internal review under the PPIPA was received by the NSW RFS in the 2017/18 financial year. The internal review was completed on 20 August 2018. An application for external review of that decision was lodged with the NSW Civil and Administrative Tribunal (NCAT), with the matter being heard before the NCAT on 17 December 2018. On 21 January 2019, the NCAT reserved its decision in relation to the application. As at 30 June 2019, the NCAT had not issued its decision. There were no further applications for review in 2018/19.

Glossary

Acronym	Meaning
AFAC	Australasian Fire and Emergency Service Authorities Council
AFSM	Australian Fire Service Medal
AIDER	Assist Infirm, Disabled and Elderly Residents
APM	Australian Police Medal
ATAS	Arson Trend Analysis System
AVL	Automatic Vehicle Location
BFCC	Bush Fire Co-ordinating Committee
BFMC	Bush Fire Management Committee
BFRMP	Bush Fire Risk Management Plan
BIA	Building Impact Assessment
BNHCRC	Bushfire and Natural Hazards Cooperative Research Centre
BRIMS	Bush Fire Risk Information Management System
CALD	Culturally and Linguistically Diverse
CCEP	Critical Communication Enhancement Program
CEG	Corporate Executive Group
CHIP	Complaint Handling Improvement Plan
CISS	Critical Incident Support Services
CPP	Community Protection Plan
CRC	Cooperative Research Centre
CSP	Cyber Security Policy
DPE	Department of Planning and Environment (NSW)
FAFT	Fire Access and Fire Trail
FBA _n	Fire Behaviour Analyst
FRNSW	Fire and Rescue NSW
FSJSC	Fire Services Joint Standing Committee
GIPA	Government Information (Public Access)
GIS	Geographic Information System
GPS	Global Positioning System
GRN	Government Radio Network
ICMI	Incident Controller Major Incident
ICON	Incident Control On Line

Acronym	Meaning
ICT	Information and Communications Technology
IRC	Industrial Relations Commission
ISMS	Information Security Management System
LAT	Large Air Tanker
LGA	Local Government Area
MyRFS	www.myrfs.nsw.gov.au (volunteer extranet)
NAFC	National Aerial Firefighting Centre
NFDRS	National Fire Danger Ratings System
NGWP	Next Generation Workforce Plan
NSP	Neighbourhood Safer Places
NSW RFS	NSW Rural Fire Service
NSW SES	NSW State Emergency Service
PBP	Planning for Bush Fire Protection
PESC	Planning and Environment Service Centres
PID	Public Interest Disclosures
PPC	Personal Protective Clothing
PPE	Personal Protective Equipment
PSA	Public Service Association (of NSW)
PSM	Public Service Medal
PSN	Government Public Safety Radio Network
PSSE	Public Service Senior Executive
RAF	Research Advisory Forum
RAFT	Remote Area Firefighting Team
RART	Rapid Aerial Response Team
RFD	Rural Fire District
RFSA NSW	NSW Rural Fire Service Association
RFSAC	Rural Fire Service Advisory Council
S44	Section 44 of the <i>Rural Fires Act 1997</i> (declaration of major fire emergency)
SOC	State Operations Centre
SOPA	Sydney Olympic Park Authority
VRA	Volunteer Rescue Association
WHS	Workplace Health and Safety
YHM	Your Health Matters
YMG	Young Members Group

Index

Aboriginal Services (see also <i>Indigenous</i>)	39	Community Engagement – Strategic Directions	7, 36, 45
Access – NSW RFS Office locations	8	Community First Responder Program	16
Account payments	147-8	Community Protection Plans	7, 30, 32
Aims and objectives	5	Complaints Handling Improvement Plan (CHIP)	19
Annual Report – costs	146	Complaints and suggestions (see also <i>Hazard reduction complaints</i>)	19, 114, 118
Appendices	112-49	Comprehensive income statements	64, 108
Arson prevention	31	Consultants	149
Assistant Commissioners	24	Consultative committees	5, 17, 129-31
Audit and Risk Committee	17, 141	Corporate Executive Group (CEG)	16, 144
Audit Matters	19	Corporate Governance	18
Auditors reports	60-2, 104-6	Corporate Plan	41-57
Australasian Fire and Emergency Service Authorities Council (AFAC)	5, 18, 40	Credit card use	147
Automatic Vehicle Location (AVL) program	7, 37, 55	Critical Incident Support Services	126
Australian Fire Service Medal (AFSM)	134	Customers	5
Aviation	32-3	Cyber Security Annual Attestation Statement	37, 120
Awards	38, 132-4	Deployments	6, 27
Brigades, total number	12	Deputy Commissioner	22, 131, 144, 145
Budget, total expenses	12	Development controls and assessments	32, 114
Building Impact Assessment	6, 32	Digital security	37
Bush Fire Co-ordinating Committee	17, 46, 104-11, 142	Director, Finance and Executive Services	23
Bush Fire Environmental Assessment Code	48	Director, Infrastructure Services	23
Bush Fire Risk Management Plan	46	Director, Membership and Strategic Services	23
Bushfire and Natural Hazards CRC	5, 18, 40, 128	Disability plan	39
Cadets	37-8	Districts, NSW RFS	8-9, 12
CALD	39	Diversity (see <i>Gender balance and diversity</i>)	
Cash flow statements	67, 109	Elliott, the Hon. David (see <i>Minister for Police and Emergency Services</i>)	
Centralised Dispatch	47	Equal Employment Opportunity (see <i>Workforce Diversity</i>)	
Changes in equity statements	66, 109	Ethical standards	18-9, 20, 21, 60, 104
Chaplaincy and Family Support Network	127	Ethics and code of conduct	18-9
Charter (see <i>Mission</i>)		Executive	16, 21-3, 144
Chief Financial Officer	23, 144, 147	Executive remuneration	121
Code of Conduct and Ethics	19, 49, 124	Family Support (see <i>Chaplaincy and Family Support Network</i>)	
Commissioner	4, 6-7, 16-7, 21, 38, 63, 107, 120, 141, 142, 143, 144, 147	Financial position statements	65, 108
Commissioner's Report	6-7	Financial statements, notes to	68-103, 110-1
Committees	5, 16-8, 104-11, 129-31, 141-3		
Community Engagement	5, 7, 17, 30, 36, 45, 50, 129		

Fire behaviour analysis _____	29, 33, 57	Industrial relations policies and practices ____	39-40
Fire control centres _____	4, 6, 12, 27, 28, 29, 54	Infrastructure _____	5, 6, 17, 20, 23, 24, 27, 34, 54, 55, 119-20, 130
Fire Danger Rating system _____	57	Injuries _____	40, 125
Fire season overview _____	26-7	Inspections, formal notices and enforcement works _____	118
Fire Services Joint Standing Committee _____	16, 17, 143	Insurance _____	71, 74, 146
Firesticks Project _____	39	Jones, Bronwyn _____	23, 130, 144
Fire Trails _____	7, 28, 29, 31, 45	Key Focus Areas _____	41-57
Fires Near Me app _____	35	LAT (Large Air Tankers) _____	7, 32, 55
Fire Access and Fire Trails (FAFT) (see also <i>Fire Trails</i>)		Learning and development _____	34, 50, 53, 57, 126
Fitzsimmons, Shane (see <i>Commissioner</i>)		Legislation _____	16
FUEL online training portal _____	50	Library, NSW RFS _____	37
Funds granted to non-government organisations _____	149	Local Government Liaison Committee ____	17, 143
Gender balance and diversity _____	18, 38-40, 49, 122	Male Champions for Change _____	18, 38
GIPA _____	137-40	Management and governance _____	15-24
Governance and ethical standards _____	18-9	McDonald, Bruce _____	23, 130, 132, 144, 145
Governance committees _____	16-7	Mardi Gras _____	38
Government Information (Public Access) Regulation 2009 _____	140	Membership Applications _____	38-9, 49, 122
<i>Government Sector Employment Act 2013</i> _____	4	Member Website project _____	50
Grant, the Hon. Troy _____	16	Mental Health, Counselling and Support Services _____	129
GUARDIAN project _____	48, 54	Minister for Police and Emergency Services _____	4, 5, 7, 16
Hazard reduction _____	30, 46-7, 48, 114-8	Mission _____	5
Hazard reduction complaints _____	114, 118	Multicultural Policies and Plans _____	38-9
Hazard reduction statistics _____	114-8	National Fire Danger Ratings _____	57
Headquarters _____	4, 6, 8, 19, 34, 37, 54-5, 119	Neighbourhood Safer Places (NSP) _____	32
Health and fitness initiatives (see <i>Your Health Matters program</i>)		Next Generation Workforce Plan _____	9
Heavy plant program _____	32, 53	Objectives (see <i>Aims and objectives</i>) _____	
Hotspots program _____	7, 29-30	Office hours _____	8
ICON _____	35	Offices _____	8
ICT (Information Communications and Technology) _____	35, 37, 53	O'Malley, Stephen _____	23, 129, 143, 144
IMSAFER _____	49	Operational resources and transport _____	33
Incidents _____	6-7, 11, 14, 26-7, 34, 35, 56	Organisational Structure _____	20
Incidents, four-year view _____	14	Payment performance _____	147-8
Indigenous (see also <i>Aboriginal Services</i>) _____	7, 33, 39, 49	Permits issued _____	118
		Personal Protective Clothing (PPC) _____	33, 36
		Planning and Environment services _____	20, 32

INDEX

Planning for Bush Fire Protection (PBP)	31, 48	Summary Review of Operations	25-40
Predictive Services	33	Tankers	13
Principal Officers	21-3	Trail Bike units	7, 31-2
Privacy Statement	149	Training (<i>see Learning and Development</i>)	
Procurement	34, 53	Train-the-Trainer	49, 145
Properties protected by agency	115	Travel, Minister-approved	145
Public information and warnings	35	Values	5
Public Interest Disclosures (PID)	124	Vehicles	6-7, 11, 13, 36
Radio communications	6-7, 36-7, 55	Vision	5
Rapid Aerial Response Team (RART)	31-2, 33	Volunteer to Career program	38
Refugee Employment Champions	39	Volunteer Rescue Association Partnership	34
Regional highlights	27-9	Volunteers, statistics	10, 121-2
Remote Area Firefighting Team (RAFT)	7, 31-2, 54	Waste Handling Report	19
Research and Development	40, 128	Work Health and Safety	40, 49, 125
Risk management and insurance	146	Workers compensation statistics	125, 146
Rogers, Rob (<i>see Deputy Commissioner</i>)		Workforce Diversity	38-40, 122-3
Rural Fire Service Advisory Council (RFSAC)	16, 141	Workforce Plan (<i>see Next Generation Workforce Plan</i>)	
Rural Fire Service Association (RFSA)	5, 16, 17, 129	Young Leader Scholarship	38
<i>Rural Fires Act 1997</i>	16, 17, 118	Young Members Group (<i>see Youth participation</i>)	
Schmidt, Trina	23, 130, 144	Your Health Matters (YHM)	40, 49-50
Secondary School Cadets Program (<i>see Cadets</i>)		Youth participation in NSW RFS	17, 37-8, 131
Section 44	6, 16, 26		
Service Standards and Policies	19		
Stakeholders	5		
State Mitigation	7, 12, 30, 33, 34, 39		
Structure (<i>see Organisational Structure</i>)			

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