



NSW RURAL FIRE SERVICE

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NSW RFS ANNUAL REPORT 2015/16

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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 ended 30 June 2016.

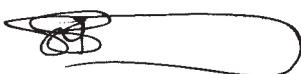
The NSW RFS was well-prepared for a busy fire season in 2015/16, with predictions for hot and dry conditions from the Bureau of Meteorology. In the end NSW experienced a quiet season than was predicted. It was in Western Australia, Victoria and Tasmania where our resources were able to assist. The Service deployed members to all three states. The Tasmanian deployment lasted more than six weeks and included the largest ever deployment of Remote Area Firefighters as well as equipment such as two helicopters and a Base camp to house 150.

The four-year program to upgrade radio systems across NSW was brought to a successful conclusion in this reporting period, providing NSW RFS members with the most reliable communications systems available.

The number of Remote Area Units was once again expanded including a further three districts and bringing the total of these specialised firefighters to 410. Plans are well underway for the construction of the new Remote Area Firefighting training centres across NSW which will be in operation in the coming reporting period.

This Annual Report has been prepared in accordance with the *Annual Reports (Departments) Act 1985*, the *Public Finance and Audit Act 1983*, the *Waste Avoidance and Resource Recovery Act 2001*, the *Government Sector Employment Act 2013*, the *Government Information (Public Access) Act 2009* and the *Public Disclosures Act 1994*.

Yours sincerely



NSW RFS Commissioner
Shane Fitzsimmons, AFSM



The Minister for Emergency Services, the Hon. David Elliott, MP speaking at the 2015 Emergency Services Volunteer Memorial Service at Mrs Macquarie's Chair. Photo by Adam Hollingworth

NSW RFS Vision & Mission

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

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

Values

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

Customers

- the people of NSW
- our members

Stakeholders

- community
- our members
- planners and developers
- media
- Minister for Emergency Services
- Office of Emergency Management
- Department of Justice
- 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
- consultative committees (Community Engagement, Infrastructure Services, Membership Services, Operations and Regional Services)
- emergency service peak groups
- insurance industry
- tourism industry groups
- peak industry groups
- non-government organisations and service providers
- other government authorities
- employers of volunteers
- other associations (Farmers Association, Country Women's Association etc)

Commissioner's Report

2015/16 was a relatively benign fire season for NSW and the NSW Rural Fire Service (NSW RFS). Predictions were for an El Nino weather event which would produce drier and hotter conditions and resultant dangerous fire weather. Fortunately, this did not come to pass in NSW.

Nevertheless NSW RFS members responded to 7,686 bush and grass fires, and a total of over 21,000 incidents across the year.

While the impact of bush fires in NSW was limited, Victoria, Tasmania and Western Australia all experienced large and destructive fires and NSW RFS members were generous in their offering of support.

NSW RFS members were deployed to Tasmania over a six-week period. This was the largest deployment of Remote Area Firefighting Teams (RAFT) by the Service, and saw the establishment of a new arduous firefighter capability for deployment. The Service coordinated resources from ten agencies and across three states on behalf of the Tasmanian Fire Service. In all 1,340 deployments were conducted. Much of the work was in remote areas, leading to the protection of large tracts of Tasmanian World Heritage Listed Areas.

The 2015/16 fire season saw a significant strengthening of operational capacity with the first year of a two-year trial of Large and Very Large Air Tankers (LATs and VLATs) in NSW. Faster airspeed and larger carrying capacity enable these aircraft to deliver more suppressant in a shorter time frame compared to aircraft currently in use in Australia. In this first year of the trial the aircraft were deployed to several fires across NSW. The Beecroft Peninsula fire in the Shoalhaven in November 2015 clearly demonstrated the positive impact these large aircraft can have. Five sorties by the LAT and VLAT released 130,000 litres of retardant onto the fireground and brought the Beecroft Peninsula fire to a halt, protecting the village of Currarong from any fire damage at all.

Following a request from the Australian Government in October 2015, the NSW RFS provided aerial firefighting assistance to Indonesia. The LAT, along with a highly trained crew and support personnel, were deployed to assist with the hundred of fires in that country which had caused major smoke issues across much of Asia.

A further enhancement saw the establishment of trail bike teams. These teams are designed for initial

attack and reconnaissance in remote areas or where access via fire truck is difficult. The Service has a capability of four trail bikes and sixteen volunteer firefighters with qualifications in remote area firefighting and experience with trail bikes. This trial will continue for the coming period.

The NSW RFS is committed to learning from all previous fire events and comprehensive incident reviews are always conducted. During the reporting year the NSW Government provided its formal response to inquiries into the 2013 Wambelong bush fire. There was both a Coronial Inquiry and a Parliamentary Inquiry into the bush fire which destroyed more than 50 homes near Coonabarabran.

These inquiries resulted in a total of 52 recommendations, 42 of which were supported in full or part. Some of the key recommendations included increased fire prediction capability, mid-week burning by mitigation crews and the development of a Strategic Fire Trail Network across NSW.

As a result of these recommendations, the NSW RFS is establishing four additional Fire Behaviour Analysts in regional areas. These analysts will provide smoke plume and fire modelling, to assist with containment efforts and community warnings. The Service is also building a weather balloon capability, used to assess weather conditions during fires, which may have an impact on fire behaviour.

Hazard reduction is an ongoing and important focus for the Service and a key part of the response in relation to increasing the amount of hazard reduction is an enhancement to the State Mitigation Crews program. The NSW RFS will engage an additional 10 mitigation crews to work with local volunteers to increase the amount of mid-week burning. The crews will assist with the preparation of control lines, and where volunteer availability may be low during the week, can assist with burning.

The NSW Government is in the process of introducing legislation to give the NSW RFS powers to create a standardised and integrated Fire Trail Network across NSW. The Bill to implement the legislation has been passed through parliament and once the Fire Trail Standards are in place, the NSW RFS will request that the legislation be assented. This is expected to occur before the end of 2016.

Using research conducted following the 2013 NSW bush fires, the Service this year developed a new public awareness campaign titled I Am

INTRODUCTION

Fire. This coordinated television, radio, print and online campaign focuses on personalising the risk of fire, while giving people simple steps that can reduce their risk of fire. The campaign, which is supported by the MyFirePlan.com.au website, has since been recognised with a number of awards for effectiveness.

Providing NSW RFS members with world-class equipment is an ongoing effort and priority within the Service. The radio project upgrade has been a focus for the past four years and was brought to a successful conclusion in the reporting period. This project included the upgrade or replacement of radio towers and huts, as well transforming the radio transmission technology to a digital platform with Internet Protocol linking. The upgrade project represents a total investment of \$50 million over four years. This huge effort and investment ensures that NSW RFS members now have the most reliable, resilient and up-to-date communication networks available.

The Fire Control Centre and Brigade Station Build continued and this year 60 new brigade stations were opened and 40 were renovated. Designs, plans and tenders for a further six Fire Control Centres, various station upgrades and improvements, and four RAFT training centres are well progressed.

In the reporting period extensive work was conducted to research, review and trial new bush fire Personal Protective Clothing (PPC). Two new types of fire trucks were introduced into the fleet - a refreshed Category 1 tanker and a new Category 10 pumper. Within Marine Operations a new light vessel was introduced and plans for more standardised marine firefighting vessels are in the pipeline for launch in the coming reporting period.

Increasing the diversity within the NSW RFS membership has been a goal for some years. To this end, the Service has spent the past 12 months developing the Next Generation Workforce Plan. A series of facilitated workshops were held around the state, involving volunteers and staff from each region. During the workshops participants explored the factors they believe will drive the NSW RFS in the future and these were incorporated into the final plan. The Plan encompasses greater inclusion of those with disabilities, multicultural groups and indigenous members. In the coming twelve months gender diversity will be in focus.

In the reporting period the first female Assistant Commissioner was appointed. Assistant Commissioner Rebel Talbert is Director of

Operational and Mitigation Services and has been an active member of the Service at the brigade level since 2002 and as a staff member since 2003.

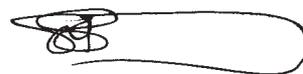
Land use changes in the Lidcombe area where the NSW RFS Headquarters is located were announced by NSW Government in 2015. The NSW Government has recommended the Service find a new location in the greater Sydney area to ensure access to facilities, utilities, communications and technological infrastructure, as well as to major transport networks. A process is currently underway to identify a location in the greater Sydney area.

The very real danger of firefighting was brought home this year when one of our members from the Hunter Valley, Paul Sanderson, died while on the fireground. 'Sando' was 48 and Deputy Captain of the North Rothbury Brigade. In November 2015 he collapsed while on firefighting duties. His fellow crew members fought courageously to save his life but sadly, Sando could not be revived. Sando left behind a wife, two adult children and a grandson.

Sando was remembered at a memorial service held in Canberra in April 2016 to remember members of the fire and emergency services community who have paid the ultimate sacrifice while helping others. He will also be included in the annual ceremony at the Volunteer Memorial Service, held at Mrs Macquarie's Chair in Sydney each October.

In conclusion, my thanks go to the members of the NSW RFS. As I travel the state to attend station openings and other events, I have the opportunity to meet with volunteers and staff across NSW. I have noticed again and again, that no matter what challenges they face, NSW RFS members demonstrate remarkable dedication, enthusiasm and commitment to serving their local communities. This is the foundation of the NSW RFS and is what makes it so successful.

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

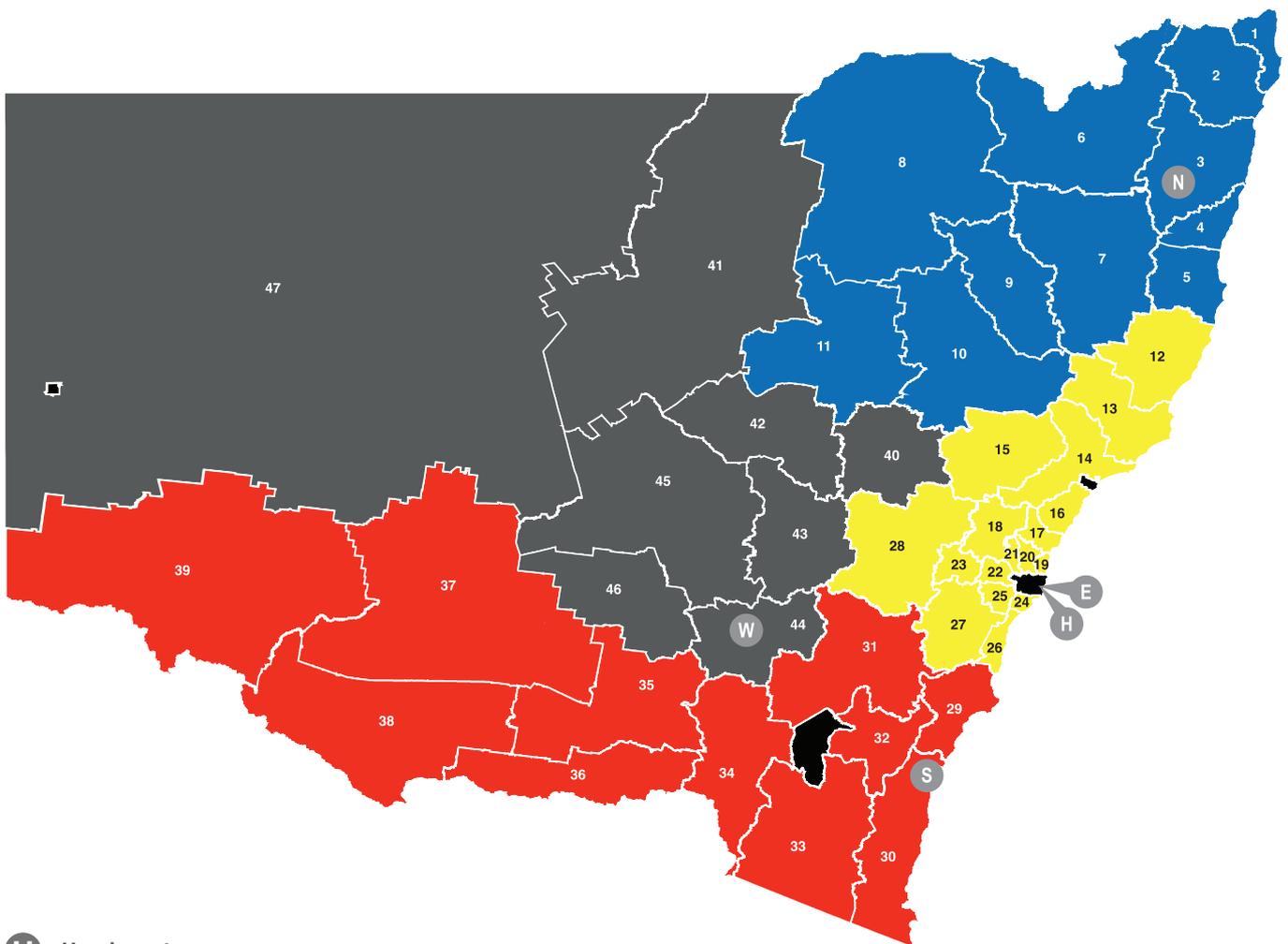


Shane Fitzsimmons, AFSM
NSW RFS Commissioner

NSW RFS Regions and Districts

as at 30 June 2016

This map shows the NSW RFS Districts, Teams and Zones as at 30 June 2016. In May 2016, the NSW Government announced changes to local government arrangements across the state, including the formation of new councils in some areas. Noted here are changes to the names of some Councils which were brought in at that time, however, as at 30 June 2016, there were no changes to NSW RFS boundaries. A Working Group has been established to assess the key areas of impact and significant changes to NSW RFS operating systems.



H Headquarters
15 Carter Street,
Lidcombe

N Region North
Level 4,
State Office Block,
Victoria Street,
Grafton

E Region East
42 Lamb Street,
Glendenning

S Region South
7-9 Kylie Crescent,
Batemans Bay

W Region West
3/21 Lovell Street,
Young

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 Mid Coast, Hastings, Lord Howe Island	29	Shoalhaven	40	Cudgegong Mid Western Regional
2	Northern Rivers Kyogle, Lismore, Richmond Valley	13	Gloucester/ Great Lakes Mid Coast	30	Far South Coast Bega Valley, Eurobodalla	41	North West Bogan, Coonamble, Walgett, Warren
3	Clarence Valley	14	Lower Hunter Cessnock, Dungog, Maitland, Port Stephens	31	Southern Tablelands Goulburn Mulwaree, Upper Lachlan, Yass Valley	42	Orana Western Plains
4	Mid North Coast Bellingen, Coffs Harbour	15	Hunter Valley Muswellbrook, Singleton	32	Lake George Palerang-Queanbeyan Regional	43	Canobolas Blayney, Cabonne, Cowra, Orange
5	Lower North Coast Kempsey, Nambucca	16	The Lakes Lake Macquarie, Central Coast	33	Monaro Snowy Monaro Regional	44	South West Slopes Hilltops, Gundagai
6	Northern Tablelands Glen Innes Severn, Inverell, Tenterfield	17	Gosford Central Coast	34	Riverina Highlands Snowy Valleys	45	Mid Lachlan Valley Forbes, Lachlan, Parkes, Weddin
7	New England Armidale Regional	18	Hawkesbury	35	Riverina Coolamon, Junee, Lockhart, Federation, Wagga Wagga	46	Bland Temora Bland, Temora
8	Namoi/Gwydir Gwydir, Moree Plains, Narrabri	19	Warringah/ Pittwater Northern Beaches	36	Southern Border Albury, Berrigan, Corowa, Greater Hume	47	Far West Bourke, Brewarrina, Central Darling, Cobar, Unincorporated NSW
9	Tamworth	20	Hornsby/ Ku-ring-gai Hornsby, Ku-ring-gai	37	MIA Griffith, Leeton, Hay, Murrumbidgee, Narrandera, Carrathool	<p><i>NOTE: Where a district is a team or zone, local government areas (LGAs) are listed.</i></p>	
10	Liverpool Range Gunnedah, Liverpool Plains, Upper Hunter	21	The Hills	38	Mid Murray Edward River, Murrumbidgee, Murray River		
11	Castlereagh Gilgandra, Warrumbungle	22	Cumberland Blacktown, Fairfield, Penrith	39	Lower Western Balranald, Wentworth		
		23	Blue Mountains				
		24	Sutherland				
		25	Macarthur Camden, Campbelltown, Liverpool				
		26	Illawarra Kiama, Shellharbour, Wollongong				
		27	Southern Highlands Wingecarribee, Wollondilly				
		28	Chifley/ Lithgow Bathurst Regional, Lithgow, Oberon				

TOTAL VOLUNTEERS 73,162

REGION NORTH
13,305
VOLUNTEERS

REGION SOUTH
21,706
VOLUNTEERS

REGION EAST
23,120
VOLUNTEERS

REGION WEST
15,413
VOLUNTEERS

NOTE: Dual
members in different
Regions are counted
in both Regions.

ABOVE: Blake Ross and Nadia Knox, Loftus Brigade. Photo by Sharon Quandt





OVERVIEW OF NSW RURAL FIRE SERVICE INFRASTRUCTURE

Brigades	2,029
Rural Fire Districts	125
NSW RFS Districts	47
Regions	4
Headquarters*	1

*The Planning and Environment Centres (formerly known as Customer Service Centres) and the Operational Mitigation Services bases are considered part of Headquarters

Planning and Environment Centres

Batemans Bay, Coffs Harbour, Glendenning,	3
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Operational and Mitigation Services Bases

Batemans Bay, Bega, Cooma, Glendenning, Mudgee, Tamworth, Taree, Wyong	8
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NUMBER OF NEW BUILDS AND RENOVATIONS IN 2015/16

Builds	New	Renovation	Total
Fire Control Centres	0	1	1
Brigade stations	66	40	106

NOTE: Maintenance, renovation and construction of NSW RFS buildings are in progress at all times. This table indicates those projects which were completed in the reporting period. Further information about building projects can be found on page 34.

TOTAL NSW RFS EXPENSES BUDGET

\$361.6M

INTRODUCTION

TOTAL VEHICLES

Vehicles	North	East	South	West	Total
Tankers	822	1,119	915	927	3,783
Pumpers	7	14	43	1	65
Personnel Transport & Command Vehicles	198	424	511	163	1,296
Bulk Water Carriers	5	20	28	6	59
All general purpose trailers and miscellaneous vehicles	701	397	337	269	1,704
Communications vehicles and dedicated communication trailers	8	9	15	8	40
Catering vehicles and dedicated catering trailers	17	17	43	4	81
Marine Craft	0	3	27	0	30
Total	1,758	2,003	1,919	1,378	7,058

NOTE: Non-Service owned vehicles are not included in these figures. In 2015/16 the SAP Enterprise Management system was introduced to audit and manage all NSW RFS assets. This upgrade has seen the data in the yearly reports for vehicle numbers improve in precision and accuracy. General purpose trailers and tanker trailers have been combined in this year's report.

NUMBER OF NEW AND REFURBISHED APPLIANCES ALLOCATED TO BRIGADES

Vehicles - Category	Style	New	Refurb	Total
Category 1 Tanker	Village	40	0	40
Category 1 Tanker	Multipurpose	10	0	10
Category 1 Tanker	Grasslands	6	0	6
Category 6 Tanker	Grasslands	6	0	6
Category 7 Tanker	Grasslands Dual Cab	17	0	17
Category 7 Tanker	Grasslands Single Cab	11	0	11
Category 9	First Response Unit	22	0	22
Category 10	Urban Pumper	5	0	5
Category 13	Bulk Water Carrier	1	0	1
Total				172

The major road between Sydney and Wollongong was shut in December 2015 by the Maddens Plain fire near Bulli Park.



INTRODUCTION

INCIDENTS

	North	East	South	West	Total
Bush and grass fires (attended by NSW RFS)	2,000	3,242	1,609	835	7,686
Structural fires	242	472	286	166	1,166
Motor Vehicle fires	365	985	288	170	1,808
Motor Vehicle accidents	906	2,305	916	435	4,562
Investigation	525	2,125	761	243	3,654
Refuse fires	80	284	101	83	548
Spillages	150	519	122	31	822
Assist other agencies	141	596	264	84	1,085
Flood	9	69	16	3	97
Other incidents	326	1,177	425	164	2,092
Totals	4,744	11,774	4,788	2,214	23,520

Controlled burns/pile burns (Rural Fire Districts)

2,502

INCIDENTS: FOUR YEAR VIEW

	2012/13	2013/14	2014/15	2015/16
Bush and grass fires	7,474	8,032	7,837*	7,686*
Structural fires	957	1,090	1,264	1,166
Motor Vehicle fires	1,638	1,535	1,633	1,808
Motor Vehicle accidents	3,881	3,909	4,236	4,562
Investigation	1,777	2,302	3,512	3,654
Controlled burns/pile burns (RFDs)	1,088	2,664	1,960**	2,502**
Refuse fires	608	634	652	548
Spillages	214	590	776	822
Assist other agencies	258	547	917	1,085
Flood	22	115	76	97
Other incidents	4,410	1,957	2,245	2,092
Totals	23,436	23,375	23,148	23,520

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

**Since the 2014/15 reporting period, controlled burns/pile burns are not included in the total incidents figure.

LEFT: 2 August 2015, Coronation Parade, Wentworth Falls. Photo by Ben Shepherd





2

**MANAGEMENT
AND GOVERNANCE**

The NSW Rural Fire Service (NSW RFS) is the lead combat agency for bush fires in NSW.

For over 100 years we have been a significant part of the history and landscape of NSW. Working closely with other agencies we also respond to a range of emergencies including structure fires, motor vehicle accidents, floods and storms that occur within rural fire districts.

The NSW RFS is widely acknowledged as the largest volunteer fire service in the world. Members of the NSW RFS are trained to very high levels of competence to ensure they 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 and property for all fire-related incidents within all rural fire districts in the state
- Safety and welfare of all volunteers
- Provision of effective training and resources to rural fire brigades
- Provision of emergency assistance to other emergency service organisations.

In the 2015/16 reporting period amendments were made to the *Rural Fires Act 1997* to include:

- people are not guilty of offences under environmental legislation merely for carrying out bush fire hazard reduction work or vegetation clearing if the work is done in accordance with the *Rural Fires Act 1997*;
- vegetation clearing work carried out to reduce bush fire risk near farm sheds is permitted in certain areas;
- clarification of how provisions authorising vegetation clearing apply to removal of trees;
- written consent is to be obtained from adjoining neighbours before certain vegetation clearing work is carried out.

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. David Elliott, MP, Member for Baulkham Hills, is the Minister for Emergency Services including responsibility for the NSW RFS.

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, Chief Financial Officer and Directors. A profile of each of the Principal Officers can be seen on pages 24-5.

Corporate Executive Group

The Corporate Executive Group (CEG) comprises the Executive Directors, Chief Financial Officer and Directors of the Service and representatives of the NSW Rural Fire Service Association (RFSA), which is the representative association of the volunteers and staff of the NSW RFS. Its principal role is to consider and provide advice to the Commissioner on strategic issues affecting the Service. Details of representation and attendance at this Group are set out in Appendix 4.3.

PREVIOUS PAGE: Captain Keith White and Senior Deputy Captain Todd Gibson from Heathcote Brigade at a pre-season training exercise at Waterfall.
Photo by Sharon Quandt

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 the Service. It also provides advice to the Commissioner on public education, programs relating to rural fire matters, the training of rural firefighters and Service Standards. Details of representation and attendances at the Council are set out in Appendix 4.3.

Bush Fire Co-ordinating Committee

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

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

The BFCC constitutes Bush Fire Management Committees (BFMCs) for all rural fire districts and areas with significant risk of bush fire. It also approves Operations Coordination and Bush Fire Risk Management Plans that are prepared by the BFMCs. Details of representation and attendance at this Committee are set out in Appendix 4.3.

Fire Services Joint Standing Committee

The *Fire Services Joint Standing Committee Act 1998* provides for the establishment of the Fire Services Joint Standing Committee (FSJSC). The major functions of the Committee are to develop and submit to the Minister strategic plans for the coordinated delivery of urban and rural fire services at the interface; to undertake periodic review of fire district and rural fire district boundaries; the minimisation of duplication and the maximisation of compatibility between the NSW RFS and Fire & Rescue NSW (FRNSW). The Committee is chaired alternately by the Commissioners of FRNSW and the NSW RFS. Details of representation and attendance at this Committee are set out in Appendix 4.3.

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

The Young Members Group is a sub-group of the Membership Services Consultative Committee and provides advice to that Committee on policy and programs, participate in decision-making at a State level and make suggestions and raise 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 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:

- Australasian Fire and Emergency Service Authorities Council (AFAC) and its various groups
- Australia/New Zealand Emergency Management Committee
- Association of Environment Education (NSW) Border Liaison Committees
- Bushfire and Natural Hazards Cooperative Research Centre
- District Emergency Management Committees/ District Rescue Committees
- Emergency Services Communications Working Party
- Emergency Services Industry Reference Group
- Emergency Services Personnel Support Advisory Group
- Emergency Service Organisation Work Health and Safety Consultative Committee
- Environmental Education Officer's Group/ Fire Protection Association
- Fuel Loads Management Working Group
- Museum Education Officer's 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 & Ethical Standards

Corporate Governance

The NSW RFS Corporate Governance Statement was reviewed with an updated Statement being published in November 2015. The update was undertaken using the Audit Office of NSW 2015 checklist.

Resulting from the review, 15 out of the 17 governance components were deemed to be Fully in Place with the remaining two being Substantially in Place. Comparing the Service's 2014 governance status and the 2015 status resulting from the review, it highlights the following in regard to those components not Fully in Place.

- Compliance Management - remains Substantially in Place
- Continuous Disclosure - has moved from Not in Place at all to Fully in Place
- Internal Controls - has moved from Substantially in Place to Fully in Place
- Stakeholder Communication - has moved from Fully in Place to Substantially in Place

The change of status for stakeholder communication was due to the NSW RFS not having a complaints management policy in place at the time of the review. On 9 May 2016 P7.1.2 Complaints Management was approved.

The NSW RFS Corporate Governance Statement is available on the public website and for staff, on the NSW RFS intranet.

Ethical Standards

Code of Conduct and Ethics Training

The Code of Conduct and Ethics training program was revised to incorporate changes to the Code as a result of the Directive from the Public Service Commissioner to all State Government agencies. This revised program was delivered to 141 salaried members and 43 volunteer members across the state with nine training sessions held in 2015/16.

Additionally presentations were delivered to 51 salaried members and 15 volunteers members at the Region East District Managers Forum, Young Members Forum and District Managers forums. Topics included Public Interest Disclosures, Grievances, Misconduct, Discipline, Record Keeping, Complaints Management, Professional Boundaries, Safety and Welfare of Children and Young Persons and Effective Teams.

Ethical Standards and Training

In September 2015 the NSW Ombudsman's Office conducted an audit into Public Interest Disclosure (PID) matters and internal reports received by the NSW RFS. This audit was conducted as part of an ongoing audit program of compliance by public authorities within the requirements of the *Public Interest Disclosures Act 1994*.

In February 2016 the NSW RFS received the NSW Ombudsman's Office Audit Report and implemented a number of changes to the NSW RFS Public Interest Disclosure (PID) management process, in response to recommendations. These changes included:

- increasing the number of NSW RFS officers nominated to receive PIDs from three to 10;
- specialised training by the NSW Ombudsman's office to support staff members appointed to the role of nominated PID officer; and
- a review of Service Standard 1.1.30 Public Interest Disclosures in the NSW RFS and related forms

Public Interest Disclosure Training

During the reporting period representatives from the NSW Ombudsman's office delivered four workshops about Public Interest Disclosure Management / Awareness training. There were 72 salaried members who attended the training.

In addition, a range of training relating to ethical standards was rolled out to members.

Fraud and Corruption Prevention Training

Fraud and Corruption prevention training was delivered to 151 salaried members across the state by representatives from the NSW ICAC with seven workshops held in 2015/16.

Resolve Case Management System

A functioning and efficient complaints handling system is an important element in the NSW RFS governance framework and a necessary part of service delivery, serving the public interest and accountability.

The development of a computerised case management system, to record, monitor and report on staff and volunteer conduct matters was approved in 2015. The Resolve Case Management System (which has been successfully implemented in a wide range of other State Government agencies) was selected and is currently being adapted to meet the specific needs of NSW RFS. This system will be managed by the Professional Standards Unit and Regional Services.

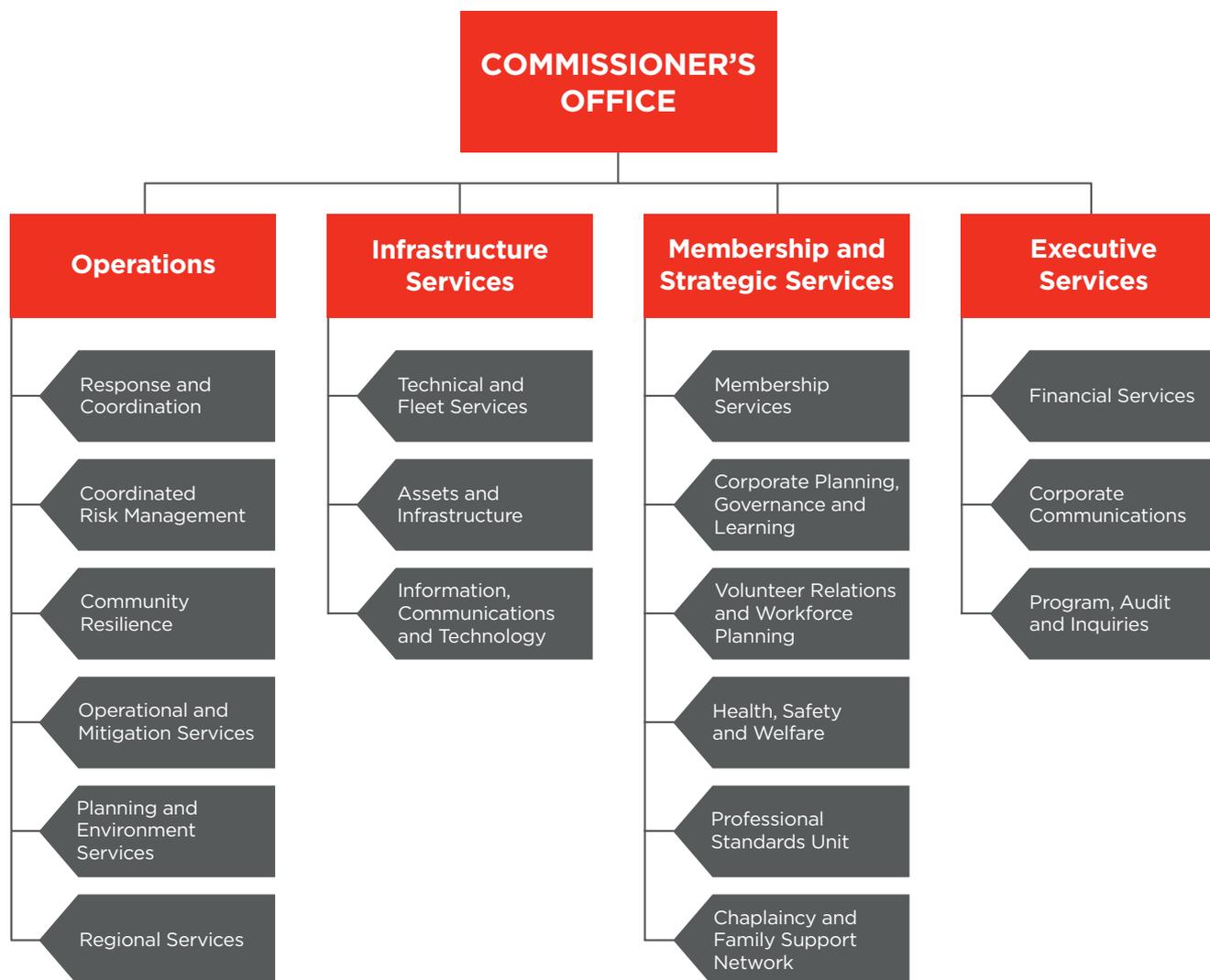
It is expected the system will reduce duplication,

increase data accuracy, streamline the process for escalation of matters where required and increase the capability of reporting of trends to the Senior Executive.

Independent Commission Against Corruption Report

In December 2015, the Independent Commission Against Corruption (ICAC) delivered its report into Operation Vika, an investigation into the corrupt conduct of officers of the NSW Rural Fire Service and others. The NSW Rural Fire Service submitted its response to ICAC on 17 March 2016 and agreed to implement the four recommendations contained in the report.

NSW RFS Organisational Structure 2015/16



Principal Officers

NSW RFS Commissioner

Commissioner Shane Fitzsimmons, AFSM

Shane Fitzsimmons has over 30 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 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 is also a member of the NSW State Emergency Management Committee and the NSW State Rescue Board and was Chairman from 2008 to November 2015. He was a Director on the Bushfire Co-operative Research Centre from 2009 to 2014. In July 2012, he was appointed a Board Member of the NSW Government Telecommunications Authority. In January 2016 he was appointed as a Councillor of the Royal Humane Society of NSW Inc.

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

Executive Director Operations

Deputy Commissioner Rob Rogers, AFSM

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

Deputy Commissioner Rogers has held various executive positions responsible for Regional Management, Community Safety and Operations, and in 2004 was awarded the Australian Fire Service Medal.

Deputy Commissioner Rogers represents the NSW RFS on several national and international bodies including the International Association of Fire Chiefs, International Asian Fire Chiefs, the Wildland Fire Policy Committee, National Bush Fire Arson Taskforce and a number of AFAC Groups.



Commissioner Shane Fitzsimmons, AFSM



Deputy Commissioner Rob Rogers, AFSM

Principal Officers - Executive Directors

Executive Director Membership and Strategic Services

Ms 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 Resource).

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, AFSM was appointed as the Director Infrastructure Services for the NSW RFS in May 2013 and Executive Director Infrastructure Services in April 2016. Senior Assistant Commissioner McDonald joined the then Bush Fire Brigade in 1980 and progressed through the organisation, holding various brigade positions culminating in Group Captain in the mid-1990s.

He commenced as a salaried officer in 1998 in the role of Deputy Fire Control Officer - Operations, bringing to a close a 25-year management career in the automotive industry. Since 2001, Senior Assistant Commissioner McDonald has held various management positions at NSW RFS Headquarters, including State Operations Officer, Manager, Operational Communications and Group Manager, Assets and Infrastructure.

In 2008 he was seconded to head up the implementation of a SAP Enterprise Resource Planning System replacing the Service's Finance and Procurement systems. Senior Assistant Commissioner McDonald was awarded an Australian Fire Service Medal in 2011.

Executive Director Executive Services

Mr Brad Scutella

Mr Brad Scutella has been employed in the NSW and Commonwealth Public Sector since 1980. Over his career he has principally worked in legal related areas in the NSW Police Force, Transport and Australian Securities and Investment Commission. Prior to his appointment to the NSW RFS in April 2015, he held the positions of Special Adviser and Chief of Staff to the Minister for Police and Emergency Services.

In 2001 Mr Scutella was awarded a scholarship from the Independent Commission Against Corruption. He attended the ICAC scholarship course in Corruption and Anti-Corruption at the Australian National University as both a participant and lecturer.

Mr Scutella is a Solicitor of the Supreme Court of NSW and has responsibility for managing the Executive Services Directorate.

Directors and Chief Financial Officer

OPERATIONS	
Director Response and Coordination	Assistant Commissioner Steve Yorke, AFSM
Director Regional Services	Assistant Commissioner Jason Heffernan
Director Operational and Mitigation Services	Assistant Commissioner Rebel Talbert
Director Coordinated Risk Management	Assistant Commissioner Stuart Midgley, AFSM
Director Community Resilience	Mr Corey Shackleton
Director Planning and Environment Services	Mr Jeff Lucas
INFRASTRUCTURE SERVICES	
Director Assets and Infrastructure	Chief Superintendent John Parnaby
Director Information & Communications Technology (ICT)	Mr Matthew Smith
MEMBERSHIP & STRATEGIC SERVICES	
Director Membership Services	Mr Daniel Moroney
Director Corporate Planning, Governance & Learning	Mr Stephen Glassock
Director Professional Standards	Ms Helen Colbey
EXECUTIVE SERVICES	
Chief Financial Officer	Mr Stephen O'Malley
Director Corporate Communications	Mr Anthony Clark
Director Program Audit and Inquiries	Ms Natalie Marsic





3

SUMMARY REVIEW OF OPERATIONS

Fire season overview

With early predictions of a long and difficult bush fire season due to a strong El Niño weather pattern and above normal fire potential across much of coastal NSW, we were fortunate to benefit from some good rainfall across the season.

Despite a relatively benign season, NSW RFS crews responded to more than 7,600 bush and grass fires, burning a total of almost 88,000 hectares.

FIRE SEASON OVERVIEW

Total bush and grass fires	7,686
Area burnt	87,810ha
Total Fire Ban declarations	14
Section 44 declarations	3
Personnel deployments	57,513
Aircraft taskings	1,097
Human lives lost	1 firefighter fatality
Loss/damage	1 habitable structure 4 sheds/outbuildings

NSW RFS members from across all four regions attended over 23,000 incidents in the reporting period, ranging from forest fires to assisting State Emergency Service (SES) with storm damage and several significant interstate deployments.

The official Bush Fire Danger Period begins in October for most part of NSW. So it looked to be an early start to a difficult season when just two weeks after snow blanketed the Blue Mountains, the Hordern Rd Fire in Wentworth Falls started on 31 July. The fire quickly became dangerous fuelled by strong and gusty winds. Homes were threatened on 2 August, 2015 and a Section 44 was declared. The fire burnt through 600 hectares but a massive effort by fire services over seven days kept the damage to a minimum.

In late November and early December several threatening fires developed. The town of Currarong on the Beecroft Peninsula in Shoalhaven came under serious threat on 26 November 2015. The fire was brought to an effective stop 700 metres from houses in Currarong by the use of the Large and Very Large Air Tankers. In five sorties, dropping about 130,000 litres of retardant, the Air Tankers created a strong containment line and protected the township from any damage.

The Terraborra North fire was one of a number of fires that started on 10 December by lightning strikes across the Hawkesbury area. A Section 44 was declared on 11 December and resources were called from a number of surrounding districts. Due to the remote and rugged terrain night time RAFT operations were used for the first time. This fire also provided the opportunity to test the new two-person trail bikes teams and to continue the trial of the LAT and VLAT aircraft. The fire burnt more than 5,300 hectares and took 10 days to contain.

Severe thunderstorms in parts of Sydney, and floods in the Hunter Valley in January, saw NSW RFS members assisting NSW SES with the extensive water and flood damage caused.

The first half of 2016 was dominated by interstate deployments.

Interstate and International deployments

The NSW RFS coordinated the resources on behalf of NSW in support of fires in Victoria (34 personnel), Tasmania (1,340 personnel) and Western Australia (132 personnel). These deployments involved incident management personnel, specialists and firefighters. The Tasmanian deployment was the most challenging, due to the logistical challenges of reaching the island and the sheer duration of the incident, which stretched to some 47 days of deployment.

During 2015/16 the Service was also involved with the other states in international deployments to Canada, involving 33 personnel, United States of America, involving 18 personnel and Indonesia where 10 people were deployed, along with aircraft including the Large Air Tanker.

Aviation

The NSW Government allocated \$9.8 million in the 2015/16 State Budget for the trial of the Large and Very Large Air Tankers (LAT and VLAT) to fight bush fires. The trial commenced in September and continued until 31 January 2016. The LAT and VLAT were deployed from Richmond RAAF base to fires both within NSW and interstate.

Apart from these large Air Tankers there were 1,100 aircraft taskings over the reporting period involving both Contract and Call When Needed aircraft. The three NSW RFS aircraft continue to be upgraded with additional camera technology and night vision capability.

PREVIOUS PAGE: Maddens Plain Fire near Bulli Tops, December 2015. Photo by Mick Reynolds

Preparing for the fire season

The prevention of bush and grass fires remained the major focus for the NSW RFS during 2015/16.

The official Bush Fire Danger Period commenced on 1 October 2015, but the NSW RFS had been preparing all its members for the fire season for several months.

In the reporting period, seven local government areas brought their official Bush Fire Danger Period forward to 1 August due to local climactic and fuel conditions.

In 2015/16 Preseason Briefings were developed utilising the 'Live Stream' online format. Presentations on the role of the various fire management agencies, season weather outlooks, Incident Management and Public Warnings, Emergency Management, Fire Investigation, Aviation and Logistics and Finance were all made available online. NSW RFS members and other fire management agencies were invited to view these briefings.

Also in August, the State Operations Exercise was held at State Operations Centre in Lidcombe. Involving all four regional offices, the Exercise saw a scenario played out where several large fires were burning at once. In this way, procedures and communication systems were tested.

The Fire Behaviour Analysis team, in conjunction with meteorologists, monitored forecast conditions along with fuel and soil dryness to remain alert to the possibility of deteriorating conditions.

Hazard reduction

The NSW Government has committed to targeting the protection of almost 600,000 homes over the next four years through hazard reduction works, and almost 750,000 hectares of hazard reduction activities across NSW firefighting and land management agencies. These works were supported in the 2015/16 Budget with \$35 million allocated to targeted hazard reduction works.

In the reporting period more than 116,100 properties were protected by hazard reduction activities with approximately 53 percent of hazard reduction burns being undertaken between March and May (typically when conditions are most suitable).

Of all these activities NSW RFS members undertook 1,687 activities comprising 34,282 hectares of hazard reduction work. Please see Appendix 1 for more details.

NSW RFS State Mitigation Support Services (SMSS) also provided assistance to volunteers

\$35 million was allocated to continue targetted hazard reduction works throughout NSW.

undertaking strategic bush fire mitigation works in order to accelerate the rate of hazard reduction across the state. Support for more mid-week burning through an increase in SMSS crews is being implemented to maximise opportunities for planned works to be completed. Currently 90 percent of hazard reduction works undertaken by NSW RFS volunteers take place on weekends.

Public information and preparedness

The reporting period saw the development and commencement of the Service's latest Prepare Act Survive public awareness campaign.

This campaign was developed using research conducted following the 2013 NSW bush fires which affected areas including the Blue Mountains, Southern Highlands, Coonabarabran, Port Stephens and Yass areas.

The campaign aimed to address the key findings of the research: that the majority of people do not personalise their risk of bush fire; many believe it is too hard or costly to prepare for bush fires; and that there is low appreciation of the benefits of preparing a property.

The campaign, titled 'I Am Fire', launched in September 2015 and included coordinated television, radio, print and online activity. It was closely aligned with the statewide Get Ready Weekend in September, which saw more than 400 brigades take part in community engagement activities across the state.

The campaign resulted in an increase in the proportion of people who correctly assessed their level of risk from 24 percent to 36 percent, and increased the number of people who had discussed their bush fire plan from 52 percent to 66 percent. Levels of preparation also increased from 38 percent to 50 percent.

All targets for the campaign were exceeded and in

2016, the campaign was recognised with a number of awards for advertising effectiveness. The three year campaign will continue each bush fire season until 2018.

The campaign was supported by a new website designed to simplify bush fire planning and preparation information.

The MyFirePlan website provides information about planning for bush fires, including a simplified risk assessment about the user's locality. The website

The 'I Am Fire' campaign was recognised with a number of awards for advertising effectiveness.

also includes extensive video content aimed at increasing community awareness about matters including bush fire danger ratings, alert levels and the steps to be undertaken to prepare a property.

NSW RFS Website

The Service's main public website remains the authoritative source for bush fire emergency information. During the reporting period, the NSW RFS public website received close to 2.2 million users, with 7.1 million page views. The busiest period on the website was December 2015, during fires which affected the Williamtown area, north of Newcastle.

Throughout the year, the Corporate Communications group and Public Liaison Unit published 115 major fire updates on bush fire activity across the state.

Demand via social media also remained strong, with 46 million people reached through the NSW RFS Facebook page, with 123 million impressions of content. 13,680 calls were made to the NSW RFS Bush Fire Information Line.

New tools for improved community protection

In late 2015, the NSW RFS launched the new *Guide to Making your Bush Fire Survival Plan*. This new resource was developed using research from the

2013 NSW bush fires, and with guidance from experts in behaviour change. Extensive consultation with members occurred in the development of the new guide. Community testing was also conducted, to ensure the resource achieved the desired result.

The Service also launched the *Guide to Working with School Communities* during the reporting period. The Guide was developed to provide members with ideas and supporting material to assist with actively engaging with school communities. The Guide is based on the Primary School Education Framework:

- Lower Primary - Helping students gain an understanding of bush fire safety and develop personal skills to ensure their own safety during a fire.
- Middle Primary - Helping students to increase their personal fire safety awareness and develop an awareness of the safety of others during a fire.
- Upper Primary - Encouraging students to reinforce and further develop personal skills to use in a bush fire or other emergency. Students should also develop knowledge and skills that will enable them to contribute to their community's bush fire preparedness.

Improving operational capacity

The NSW RFS continued to invest and implement operational capability initiatives in line with risk assessments.

Response to 2013 Wambelong bush fire

During the reporting year the NSW Government provided its formal response to inquiries into the 2013 Wambelong bush fire. There was both a Coronial Inquiry and a Parliamentary Inquiry into the bush fire which destroyed more than 50 homes near Coonabarabran.

These inquiries resulted in a total of 52 recommendations, 42 of which were supported in full or part. The following key recommendations are in progress within the NSW RFS.

➤ Increased fire prediction capability

The NSW RFS has identified four additional Fire Behaviour Analysts in regional areas. These analysts will provide smoke plume and fire modelling, to assist with containment efforts and community warnings. The Service has also identified a weather balloon capability, used to assess weather conditions during fires, which may have an impact on fire behaviour. In the reporting period one of the four Fire Behaviour Analysts had been appointed.

SUMMARY REVIEW OF OPERATIONS

➤ Mid-week burning by mitigation crews

A key part of the response in relation to increasing the amount of hazard reduction is an enhancement to the State Mitigation Crews program. The NSW RFS will establish an additional 10 mitigation crews to work with local volunteers to increase the amount of mid-week burning. The crews will assist with the preparation of control lines, and if volunteer availability is low during the week, can assist with burning.

➤ Strategic Fire Trail Networks

The NSW Government is introducing legislation to give the NSW RFS powers to create and improve a standardised and integrated Fire Trail Network across NSW. The Bill to implement the legislation has been passed through NSW Parliament and once the Fire Trail Standards are in place, the NSW RFS will request that the legislation be assented. This is expected to occur before the end of 2016.

Response and Coordination

During the reporting period, the NSW RFS continued with the program of centralised dispatch with an additional three districts coming 'on line' bringing the total to five. Further districts are scheduled for 2016/17.

The Service continued to engage with the Australasian Fire Authorities Council (AFAC) on a number of issues, including the formal documentation of the national Arrangement for Interstate Assistance and the establishment of the National Resource Sharing Centre. While also ensuring that the current Memoranda of Understanding between the agencies in other states were reviewed and maintained, other agreements continue to be forged and reviewed by the Service with NSW agencies. These included the Service's arrangements with NSW Volunteer Rescue Association and Marine Rescue NSW.

The Service continues to support the Ambulance Service of NSW by operating a number of Community Fire Responder units across the state and two NSW RFS Officer's continue to work within the NSW Police Force Counter Terrorism Unit and the Arson Squad.

The establishment of a Marine Working Group and a review into marine firefighting operations, including consideration of training requirements, regulations and standard vessel designs continues with the development of three classes of vessel design. The light Cat 15 prototype vessel was completed in September 2015 and the first boat is in service at the Christians Minde Brigade in the Shoalhaven District.

The upgrading of operational technologies continued over the reporting period with enhancements to ICON, mobile mapping connectivity and the Common Operating Picture, with future enhancements in Incident Action Plans and S52 Plans of Operations planned for 2016/17.

Fire Behaviour Analysis

In response to the recommendations from the inquiries into the 2013 Wambelong bush fire, the NSW Government recommended that the Fire Behaviour Analysis Team's capability be enhanced to include four additional Fire Behaviour Analysts (FBAn).

These positions will be located in each of the four regional offices and will provide decision-making support to Incident Management Teams. This enhancement will also include the commencement of the Enhanced Situational Awareness project which involves the unit bolstering its weather observation equipment to include an additional four portable automatic weather stations (PAWS); bringing the total capability to 12 and adding four portable atmospheric sounding units. These sounding units will enable the unit to be able to gain a better understanding of dangerous fire and other weather phenomenon (such as storms) and in particular provide a tool that can be used to interpret atmospheric stability. The equipment will improve the weather forecasting ability of the Bureau of Meteorology and in turn improve fire behaviour predictions enabling operations to make more informed decisions in relation to weather and fire behaviour.

In the reporting period further enhancements were made to reports, checklists, training and disclaimers arising from recommendations from the 2013 Wambelong bush fire inquiry.

Compared to previous seasons, the preparation of fire behaviour products for NSW was relatively quiet with around 70 fire behaviour predictions prepared. The majority of these were prepared early or late in the season. The unit did, however, support significant international and interstate deployment of FBAns. These deployments included support to Canada, Western Australia, Victoria and a major deployment of personnel and equipment to Tasmania for over six weeks.

The unit provided a number of products and services to the organisation including Fire behaviour and smoke plume predictions; routine weather briefings and monthly fire weather reports; grassland curing and fuel load grids updated at least weekly, and the deployment of Portable Automatic Weather Stations.

The 2015/16 saw the unit pilot a number of new projects including taking a lead role in the project to develop a new National Fire Danger Rating System, commencement of enhancements to the Smoke Plume Model and enhancements to Grassland Fuel State assessment and Predicted Forest and Woodland Fuel Load processes. The results of these projects are promising and it is expected that these projects will continue into the next fire season.

Further enhancements to the Fire Weather Portal were completed and the unit facilitated grassland fire behaviour experiments in Braidwood in collaboration with the CSIRO and the Victorian Country Fire Authority. A further two NSW RFS fire behaviour analysts have been assessed as competent against the National Module this reporting period. The unit has also assisted with the production of new training courses and the delivery of existing courses where fire behaviour is a key component. Prescribed Burning is becoming a new focus for the unit via support for the weekly weather briefings and the Prescribed Burn Forecast Tool.

Arson prevention

As a result of the combined efforts of NSW RFS fire investigators and the NSW Police Force, 2,485 fire investigations were conducted which resulted in 29 referrals to Police for action and with several persons apprehended for arson-related offences.

Improved information sharing between agencies has been made possible by the Arson Trend Analysis System (ATAS) analysis undertaken by the NSW RFS Arson Intelligence Office.

As a consequence of greater powers to issue fines for careless ignitions by landholders, a total of 434 Penalty Notices were issued for illegal fires.

Legislation introduced in 2015 which allowed for infringement notices to be issued for those who discard lit cigarettes saw 881 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.

Operational Doctrine and Standards

During the reporting period 22 District/Operational Officer Induction Courses were conducted with involving 264 participants and included the national Level 2 Incident Management Team subjects (Control, Operations, Public Liaison, Intelligence, Planning and Logistics).

The annual State Operations Exercise was designed

by the unit and held in August 2015, supported by state and regional personnel.

Incident management training and assessment continued in support of the Incident Controller Major Incident (ICMI) program for senior incident managers, notably in the design, refinement and conduct of a series of nine sophisticated assessment events for 20 participants.

A further nine Incident Management Courses were conducted with 81 participants.

Operational Doctrine and Standards unit continued to refresh current operational procedures and develop new operational procedures including updating the Firefighters Pocket Book and app.

Operational and Mitigation Services

State Mitigation Support Services

Throughout 2015/16 NSW RFS Mitigation Crews based around NSW continued to provide essential hazard reduction preparation works, in support of volunteer brigades.

Mitigation Crews also completed 840 services as part of the Assist Infirm, Disabled and Elderly Residents (AIDER) Program, and completed 793 mitigation tasks including 5,109 kilometres of vegetation management as part of mitigation requests.

SMSS crews were deployed to a range of operational activities, including a six week commitment in Tasmania where a 300-person base camp was established at Mole Creek.

Other deployments included providing assistance to the Hawkesbury Section 44 while also still engaged in the Northern Territory on Elcho Island.

SMSS provided equipment and personnel support for state logistics covering a total of 124,483 kilometres in distance, transporting a range of inventory.

Remote Area Firefighting and Specialised Operations

In 2015/16 remote area operations continued to grow the services capability with the establishment of three new Remote Area Units located in Monaro, Southern Tablelands, The Lakes and further increasing the operational numbers of Remote Area Firefighters to 410 in 23 rural fire districts.

A trial of trail bikes was introduced with 16 remote area volunteers trained to operate the trail bikes. The trial also includes the testing of portable backpack style CAFS and impulse guns. The trial has been expanded in 2016/17 with an increase in the number of trail bikes and operators.

SUMMARY REVIEW OF OPERATIONS

In January 2016 remote area operations deployed to Tasmania to assist with widespread fire activity throughout parts of the Tasmanian Wilderness areas. The deployment consisted of 155 remote area volunteers and continued for 47 days including 12 separate deployments. This is the first interstate remote area deployment that was completely self sufficient with NSW RFS providing all specialist firefighting equipment, vehicles, trailers, base camp accommodation and two Service-owned BK117 winch helicopters. It was also the first time NSW RFS had undertaken winch operations in another state. The deployment successfully demonstrated the benefits of this type of access into remote areas during firefighting operations.

In 2015/16 the Rapid Aerial Response Teams (RART) undertook 21 standby days and responded to 18 fire calls utilising four aircraft. The Down the Wire Technician program expanded to incorporate assisting other agencies with search and flood related operations.

The Heavy Plant Program continued with the Heavy Plant Register having more than 450 contractors with over 3,500 items of plant preregistered with the Service. The continued training program for Plant Operations Managers and Heavy Plant Supervisors has seen greater control and operational management of heavy plant while undertaking operations.

Community Resilience

Community Protection Plans

During the 2015/16 reporting year, 34 Community Protection Plans (CPPs) were completed for communities at risk of bush fire across NSW. A further 63 were in progress. This brings the total of CPPs completed for NSW communities since the commencement of the initiative to 85.

Planning and Environment Services (previously Customer Service Centres)

In April 2016 the NSW RFS Customer Service & Support Group changed its name to Planning and Environment Services. The Planning and Environment Service Centres (PESCs) are located in Batemans Bay, Coffs Harbour and Glendenning. In conjunction with local district staff, the PESCs are responsible for the delivery of numerous programs and services including:

- Development Assessment Applications, referred under S100B of the *Rural Fires Act 1997* and S79BA of the *Environmental Planning and Assessment Act 1979*

- Identification, annual inspection and funding for works on Neighbourhood Safer Places (NSPs)
- Implementation of CPPs
- Completion of environmental assessments
- Delivery of the Hotspots program, in partnership with the Nature Conservation Council.

During 2015/16 the PESCs did not meet targets for development assessment referrals, due to an increase in the number of referrals received and staff turnover. During the same period the PESCs contributed resources to enable the increase of the total number of NSPs to 1,002, completed 34 CPPs, attracted 238 landholders to Hotspots workshops and completed all Reviews of Environmental Factors within agreed time frames, exceeding the targets for all four of these programs.

The Bush Fire Resilient Schools Program

In 2015/16, the NSW RFS completed a trial in four rural fire districts of the Bush Fire Resilient Schools Program. The aim of the program is to work with education providers to enhance the resilience of bush fire prone schools in NSW through planning and preparedness. The program enhances a Principal's existing leadership by providing the tools required to understand the local bush fire risk. The program and its tools will also support the school to prepare its own effective bush fire emergency planning. On the back of the trial, the program is being refined for implementation in 2016/17.

Neighbourhood Safer Places

Throughout 2015/16 the NSW RFS increased the number of Neighbourhood Safer Places (NSPs) within NSW to 1,002 sites in 129 Local Government Areas. In addition, the NSW RFS conducted inspections of all of these sites and facilitated works to improve the resilience of a number of NSP sites.

Read more about Neighbourhood Safer Places on page 46 and Appendix 1.2.

Hotspots Fire Project

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 actively participate in fire management for the protection of life and property while ensuring biodiversity is protected in healthy productive landscapes. During the reporting year, 12 workshops were delivered to 238 landholders in areas of high fire risk and biodiversity value. This produced 117 fire management plans covering 12,878 hectares. A notable achievement was the

piloting of an online fire management planning tool created to help facilitate completion of property fire management plans.

Firesticks Project

The NSW RFS supports the NCC in the delivery of the Firesticks Project. This project aims to use fire to enhance ecosystem resilience within culturally connected landscapes, integrating contemporary and Aboriginal fire practices to create mosaics across the landscape, reduce bush fire risk and bring Aboriginal and non-Aboriginal communities together to achieve better results for land management.

During 2015/16 the NSW RFS worked with local Aboriginal communities from the Far North Coast of NSW to deliver bush fire training to 40 Indigenous Rangers and field staff from a number of Indigenous Protected Areas, the NSW National Parks and Wildlife Service and the Working on Country Program. In return NSW RFS staff received training in cultural awareness.

Bush Fire Program Funding

The NSW RFS has a long standing funding arrangement with the NCC supporting their Bush Fire Program. In 2015/16 this financial support contributed to the delivery of four bush fire resilience workshops with peri-urban communities and supported NCCs representation on Bush Fire Management Committees across NSW and their input on fire policy for NSW. This brings to a close the 2013-2016 funding agreement. In June 2016 the continuation of financial support by the NSW RFS over the next four years (July 2016 – June 2020) was approved by the Hon. David Elliott, MP, Minister for Emergency Services.

Local Government Amalgamations

In May 2016, the NSW Government announced changes to local government arrangements across the state, including the formation of new councils in some areas. The NSW RFS has a long-standing connection to local government, including through funding contributions and the areas in which the Service operates.

To ensure a clear transition to the new arrangements, the NSW RFS has established a working group to assess the key areas of impact, such as potential changes to district operating and staffing arrangements where local government boundaries have changed, and significant changes to all NSW RFS operating systems.

Improvements in infrastructure

Building Management

In collaboration with Government Property, NSW RFS have established a preventative maintenance program for all NSW RFS leased facilities, as well as the renewal of multiple contracts to ensure the smooth running of the facilities. The NSW RFS has also re-negotiated preventative maintenance contracts for all critical infrastructure including, electrical services, security services, mechanical services, hydraulic services and audio visual services. In the previous reporting period, the reliability and resilience of the State Operations and State Air desk video walls were enhanced by integrating the power supply of the video walls into the building Uninterruptable Power Supply (UPS) system.

Building Projects

Significant effort has gone into the development of new Fire Control Centre (FCC) Infrastructure across the state. Construction has commenced for new Fire Control Centres in Castlereagh District in Coonabarabran and Chifley/Lithgow District in Bathurst.

A new FCC in the Liverpool Range in Quirindi has complete the planning phase in the reporting period with the finalisation of tender and the appointment of a Principle Contractor. Planning is in the closing stages for new FCCs in Tamworth and Glen Innes.

A renovation of the Shoalhaven FCC was completed in June 2016. Renovations and extensions commenced for the Lower North Coast FCC in Kempsey, with works to be completed in the next financial year.

Consultation has been conducted in the districts where FCCs have been recently constructed. These valuable lessons learned have influenced the plans and specifications of future Centres. Such adjustments include utilising Design Develop and Construction standards, thus providing broader savings across projects through innovative design and construction methods. This has enabled a fit-for-purpose product that looks, feels and functions as required. Indications suggest overall costs will be reduced by these recommendations.

More than 60 new fire brigade stations have been constructed in the reporting period. A further 40 stations have undergone renovations or upgrades to improve facilities such as adding tanker bays, resolving door height matters and other general improvements to the building's facility.

SUMMARY REVIEW OF OPERATIONS

Equipment Research and Development

Work continues on the next generation Bush Fire (Wildland) Personal Protective Clothing (PPC) ensemble. The PPC Working Group facilitated field trials involving over 100 NSW RFS members throughout the state. Based on the member's feedback, the garment has been further adjusted to include designs specific to male and female requirements.

As of 30 June 2016, the PPC design was in its final stage. It will now be subject to a regime of testing identified through the Australian Standard, before being endorsed as the final product by NSW RFS.

A total 4,962 of Automated External Defibrillators (AEDs) have been serviced as part of a two year program to ensure the items are ready and capable of deployment in the event of an emergency in the reporting period.

More than 60 new fire brigade stations have been constructed in the reporting period. Another 40 have undergone renovations.

Radio Communications

NSW RFS communications systems utilise over 490 radio towers that support the Private Mobile Radio (PMR), Government Radio (GRN) and Paging networks. These networks are used to minimise the impact of bush fires and emergency incidents on people, the environment and the economy.

The massive four-year program to upgrade the radio network to P25 Digital PMR and Simulcast VHF Paging networks and architecture concluded in the reporting period. The program represented a total investment of some \$50 million over the four year program and ensures that volunteer firefighters have the most up to date, reliable and resilient communication capabilities possible.

The new PMR and Paging Systems are technically sensitive and complex solutions and require a prescriptive and structured maintenance regime to ensure reliable and efficient operations. In keeping

with the new system requirements, the NSW RFS commenced a variety of planning, budgeting and contract processes to facilitate centrally coordinated maintenance and management of the network. A state-wide maintenance program will be delivered across NSW in the next financial period.

Procurement

The NSW RFS continues to evolve its procurement function through the implementation of best practice principles aligned with the improvement recommendations identified during the accreditation process.

The capability of the procurement team has been enhanced with two members completing Diploma level studies and progressing on to study for an Advanced Diploma. This core capability supports ongoing training provided across the state to non-procurement staff. Work has commenced on establishing the foundation for a future procurement e-Learning program.

Category Management planning processes are being progressively implemented with five categories under active management and a further eight plans in various stages of development. All are scheduled to be approved, implemented and operating before the end of 2016.

An audit of contracts has been completed, representing an important input into the development of an electronic Contract Lifecycle Management System. Business requirements have been gathered and documented and procurement planning was commenced. Implementation is expected in the coming reporting period.

Headquarters Relocation

Land use planning changes announced by NSW Planning & Environment known as The Carter Street Urban Activation Precinct, directly impact on the NSW RFS. The current NSW RFS Headquarters lease at 15 Carter St, Lidcombe will not be extended beyond its scheduled expiry in November 2018.

As a result, NSW RFS has established the Headquarters Relocation Program, with the aim to relocate by July 2018. A number of program outputs were delivered during the reporting year including completion of NSW RFS Headquarters Location Analysis, detailed Facilities Survey and a supporting business case. An extensive risk review was undertaken across various directorates to identify appropriate risks and mitigation strategies. Initial infrastructure design requirements for ICT, Building Services, Communications and Operations have been compiled and are subject to final building design.

Information, Communications and Technology

Aligned to the NSW Natural Disaster Risk Assessment was a recommendation for improved sharing of information between Emergency Services Organisations in NSW. Based on this requirement, NSW RFS has developed a State Common Operating Picture for Emergency Services (SCOPEs). The solution is hosted by NSW RFS and enables events to be displayed in a single multi-agency display.

NSW RFS has also successfully implemented a joint agency solution, named Emergency Management Operating System (EMOS). EMOS is a web based information management system to support the Emergency Operations Centres.

NSW RFS successfully moved its public facing website (www.rfs.nsw.gov.au) to a cloud environment. This allows for a highly available solution, which has an ability to be scaled up to meet the highly variable and extreme demand for bush fire incident and event information.

Work also concluded on the next module of the SAP solutions being Enterprise Asset Management (EAM). Aligned to the Australian Standard for ISO 55000 this solution was implemented across the three SAP partners FRNSW, NSW SES and NSW RFS.

ICON enhancements are progressively being implemented.

A full Disaster Recovery (DR) test was successfully implemented in the reporting period.

Several projects as well as minor enhancements have been completed across all modules of SAP throughout the 2015/16.

Digital Security

Processes and systems have been implemented to comply with security requirements and guidelines. These include the NSW Digital Information Security Policy and establishing the foundation for further ISO 27001 compliance. An improved antivirus system was implemented, while ICT successfully performed a security 'penetration test', further ensuring security of the Service's systems and networks.

The Digital Information Security Annual Attestation Statement can be found in Appendix 2.3.

Fleet

The Service delivered two new prototype firefighting appliances in the reporting period. The first was a Category 1 single cab carrying 4,500 litres of water, fitted with a remote controlled front mounted monitor. This prototype also has the revisions undertaken in terms of improvement to manual

handling, suction hose storage and rake hoe storage.

The second was a Category 10 Urban Firefighting appliance, also built as a prototype. This Cat 10 urban pumper will be made available over the next 12 months to various districts to validate the build concept. Lighting and livery upgrades across all firefighting fleet were tested and will be installed during the builds in future delivering an improved level of visibility and functionality, now becoming the standard for all service tankers.

A retrospective view of the in service fleet was taken in regard to pump operating noise, with noise output assessments undertaken on over 120 in service tankers, informing improvements in new builds and to develop program of noise mitigation which will be seen over the next reporting period.

A review of the Service's Marine Operations was collaboratively undertaken with Operations in the reporting period, resulting in the construction of a new NSW RFS standard light utility vessel. This new standard is designed to move people and equipment and is also fitted with a pump, delivering on operational requirements. Stability and seaworthy tests were undertaken, confirming suitability for both day and night operations before the vessel entered service at the Shoalhaven district.

Our members

Youth Participation

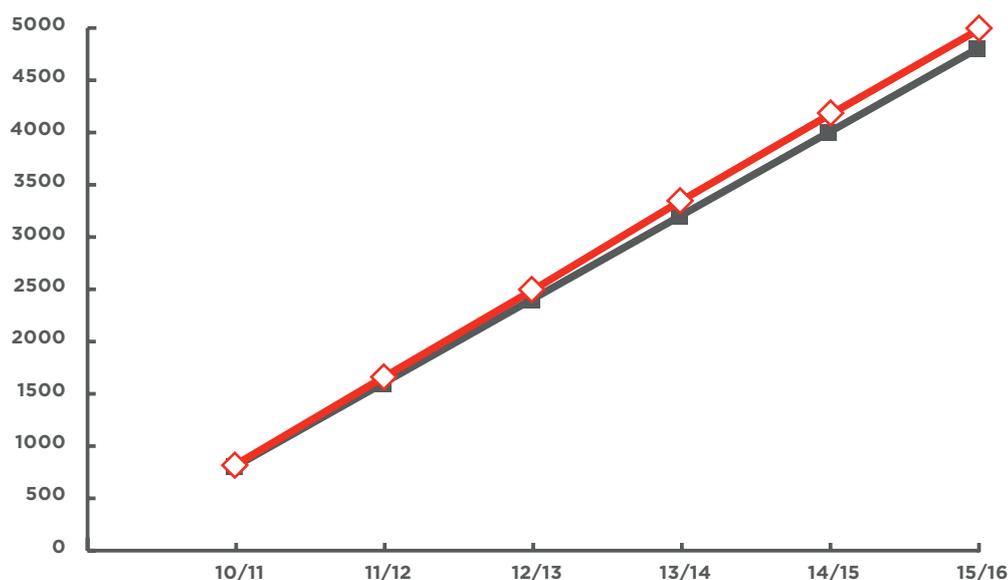
In 2015/16 the Secondary School Cadet Program continued to grow with 56 programs run in schools across the State. The program offers school students in Years 9 and 10 the opportunity to develop practical skills and to gain an appreciation of emergency service volunteering.

The cumulative numbers of Secondary School Cadets completing the program since 2010 are shown in the chart and table on the following page.

Secondary School Cadet of the Year

At a presentation held at Parliament House during National Volunteer Week, the Minister for Emergency Services the Hon. David Elliott, MP announced Sophie Cox from Hay War Memorial High School, as the NSW RFS Secondary School Cadet of the Year 2015. Sophie was recognised for a number of attributes including her excellent communication skills as a team player and leader, her understanding of firefighting and excellent memory of the procedures and technical language used on the fireground, her community spirit through volunteering for many local community organisations, and; being an exceptional role model representing the school with pride and respect.

Secondary School Cadet Program



	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Cumulative total number of Secondary School Cadet Program students - commencing 2011/12	814	1,654 (840)	2,484 (827)	3,341 (860)	4,164 (823)	4,975 (811)
Cumulative target number of Secondary School Cadet Program students	800	1,600	2,400	3,200	4,000	4,800

Child Safe, Child Friendly Plan 2014-17

In 2015/16 the NSW RFS continued to deliver outcomes from the Child Safe, Child Friendly Plan 2014-17. The Plan includes measures to keep children and young people safe from all forms of harm and to create an environment where children and young people are valued, respected and welcomed.

Some of the highlights included:

- 14 Youth Participation Workshops were conducted with 133 participants, mainly from Region West and Region East. The workshops are aimed at leaders and coordinators of programs involving junior members.
- The release of an online video during Youth Week 2016. This video recognises the efforts of our youngest members and encourages other young people in the community to consider joining their local brigade.
- A section on MyRFS, the online portal for members, was established as a single point of reference for information about working with children and young people in the NSW RFS.
- A Guide for Parents was produced to inform parents of young people seeking to join the NSW RFS about the policies and processes in place to keep their children safe.

Workforce Diversity and Equal Employment Opportunity

The NSW RFS recognises the value of having an equal employment opportunity work environment which includes employees with diverse backgrounds and experiences. The NSW RFS seeks to increase the diversity of our workforce, through inclusive and flexible membership practices. Workforce diversity initiatives implemented or progressed by the NSW RFS in 2015/16 included the following:

- The Next Generation Workforce Plan was updated for the period 2016-2021 and approved on 1 June 2016. The 2016-2021 Plan reinforces the commitment of the NSW RFS to workforce diversity and includes specific strategies and actions to ensure our membership is reflective of the diverse communities we serve.
- Service Standard 1.1.42 Respectful and Inclusive Workplace was released. This Service Standard reinforces the NSW RFS' commitment to providing and maintaining a workplace where staff and volunteer members are treated with dignity, courtesy and respect at all times. Specifically this Service Standard addresses behaviour associated with bullying, discrimination, vilification and sexual harassment.
- In support of the development of women in leadership positions, four volunteer and two staff members were sponsored to attend the Women in Emergency Services, Enforcement and Defence Leadership Summit in April 2016.

In 2016/17, the NSW RFS will:

- Update policies on Equal Employment Opportunity to align with changes to the *Government Sector Employment (GSE) Act 2013*, by embedding diversity goals into a broader workforce planning framework. Sections of the existing EEO policy dealing with bullying, harassment and discrimination have already been transferred to the Respectful and Inclusive Workforce Service Standard.
- Continue to promote and support the principles of the Flexible Membership Model, which seeks to provide more options and greater flexibility within our volunteer membership.

Multicultural Plan

The NSW RFS Multicultural Plan 2014-2017 builds on the achievements of the 2011 Plan. The 2014-2017 Plan was developed in accordance with the Multicultural Policies and Services Program (MPSP) and reflects the three Activity Areas and the seven Outcomes which form the MPSP framework.

In accordance with the Multicultural Plan targets, the NSW RFS:

- Developed and formalised the Next Generation Workforce Plan 2016-2021, incorporating strategies and actions to improve organisational diversity.
- Continued to improve mechanisms to collect and report on workforce diversity profile with diversity data collected through the membership application process. Approximately 18 percent of the volunteer workforce now has a completed diversity profile and data is reported to the senior executive annually.
- Provided training to District staff and managers on engaging volunteers from culturally diverse backgrounds through the Volunteer Recruitment and Retention Kit.
- Distributed a Multicultural Engagement Toolkit to over 400 community engagement practitioners including fact sheets translated in 12 languages.
- Promoted brigade involvement in community events such as Harmony Day, and case studies featuring recruitment of culturally diverse volunteers, through internal channels and our public facing social media channels.
- Partnered with Australian Red Cross to deliver the Many Cultures One Community pilot project, aiming to increase the emergency preparedness, response and recovery knowledge of CALD communities in the Griffith area.
- Identified a Refugee Employment Champion to be responsible for ensuring the NSW RFS is contributing to toward the overall public sector employment targets for humanitarian entrants.

In 2016/17 the NSW RFS will continue to support ongoing actions within the NSW RFS Multicultural Plan including the following:

- Roll out training workshops for learning and development staff including a component on training delivery to a culturally diverse membership.
- Develop a District Volunteer Workforce Planning Framework containing tools and guidelines to assist districts conduct workforce planning to ensure their volunteer workforce reflects the diversity of the community.
- Participate in Bushfire and Natural Hazards Cooperative Research Centre projects on the recruitment and retention of culturally diverse volunteers.
- Evaluate the outcomes of the Many Cultures One Community Project and other partnership projects for wider application in the NSW RFS.

SUMMARY REVIEW OF OPERATIONS

Disability Plan

During 2015/16 the NSW RFS developed and introduced a new Disability Plan 2016-2018. This new two year Disability Plan builds on our past achievements and allows us to continue implementing initiatives and programs that support people with a disability. The 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 programs, policies and service standards associated with employment and participation, and service delivery for people with a disability.

The Disability Plan 2016-18 was developed in a process of consultation with stakeholders and is linked to the NSW RFS Corporate Plan's Key Focus Areas and objectives.

In 2015/16 the NSW RFS:

- Continued to provide easy access and facilities for people with disabilities through standard designs for new premises across the state .
- Provided bush fire information to the community in a range of formats and channels usable by people with disabilities, including using Auslan interpreters during periods of major bush fire.
- Continued to promote the NSW RFS Flexible Membership Model which promotes the full spectrum of roles available to volunteer members to encourage greater participation from people (including people with disabilities) who in the past might not have contemplated membership.
- Continued to support the AIDER (Assist Infirm, Disabled and Elderly Residents) program. This program supports some of our most at-risk community members by helping them live more safely and confidently in their home in areas where bush fires may start.
- The adoption of W3C Web Content Accessibility Guidelines version 2 (WCAG 2.0) to Level AA is an ongoing standard to benchmark the technical accessibility of websites and apps, and the first stage in the transition to accessible digital resources. In 2015/16 the Organisational Communications unit developed the NSW RFS Accessibility Implementation Plan outlining strategies for, and commitment to, addressing accessibility issues in the Service's digital content and services. The Plan documents the accessibility status for all current NSW RFS digital assets and a sustainable pathway for achieving and maintaining WCAG 2.0 compliance.

In 2016/17 the NSW RFS will continue its focus on delivering and building on the initiatives outlined throughout the Disability Plan.

Aboriginal Services

In 2015/16 the NSW RFS developed and introduced a new Aboriginal Services Plan 2016-2018. Through our commitments in this plan the NSW RFS seeks to make a contribution to improving outcomes for Aboriginal communities across the state. The key aims of the NSW RFS Aboriginal Services Plan are to:

- Actively focus on fire prevention and increase Aboriginal communities' resilience and preparedness for fires within their local community.
- Develop internal capabilities to understand and meet the needs of Aboriginal communities.
- Improve service delivery to Aboriginal communities by involving Aboriginal people and organisations in the design, development and implementation of relevant NSW RFS programs.
- Actively work to attract, recruit and retain Aboriginal people to help achieve our objective of having a diverse, skilled and adaptable workforce.

In 2015/16 a number of local projects commenced or continued which have helped inform the development of the new Aboriginal Services Plan.

During the year the NSW RFS:

- Conducted the first 'community champions' workshop as part of the Creative Spaces: Indigenous Community Engagement Specialists and Art as Engagement Project on the Far North Coast. The Project aims to increase participation and capability of Aboriginal communities in fire safety and emergency management through delivery of culturally appropriate programs.
- Provided bush firefighting training for a group of Aboriginal rangers in the Northern Rivers area. Participants from Minyumai, Ngunya Jargoan and Dorrodong Indigenous Protected Areas (IPAs), the Darrunda Wajaarr (repair country) team and the National Parks and Wildlife Services Yaegl Aboriginal firefighting team now have TAFE NSW accreditation and skills to manage potential bush fire hazards and care for country across the Northern Rivers.
- Worked in partnership with Local Land Services to deliver bush fire training in Wagga Wagga, including a cultural burning component, which will help to increase the NSW RFS volunteer membership of Indigenous background, as well as provide opportunities for employment with the Service and other Government agencies.

Volunteer to Career

Over 70 percent of members currently employed with the NSW RFS are either drawn from the Service's volunteer membership or have become volunteers following employment. Volunteer members are encouraged to pursue a career in the Service through the Volunteer to Career Program (V2C). This is the ninth year this successful program has been run, the 2015/16 program was held on 9 April 2016. To date 580 volunteer members have attended the program.

Government Sector Employment Act 2013

The NSW RFS has continued to make significant progress in the implementation of the GSE Reform, which commenced on 24 February 2014 with a three year transition period. Two of the four key reforms areas, Senior Executive and Recruitment, have been fully implemented. The Service's GSE Reform working group continues to meet monthly. Progress towards the implementation of the two remaining key reform areas to date have included:

- **Capability Framework** - Significant progress continues to be made to the transition of role descriptions from the 2008 Capability Framework to the 2013 Capability Framework under the *GSE Act*. Most role descriptions for areas within Headquarters have been finalised. Progress towards rolling out revised role descriptions across regions and districts is nearing completion. The Capability Framework reform is on target to meet its time frame of full implementation by August 2016.
- **Performance Management** - The Membership Services Group reviewed a number of Performance Management Systems being implemented across the Public Sector. During 2016 the performance management system "SuccessFactors" was selected as the best fit for the NSW RFS. In May 2016 the Executive approved a twelve month trial of SuccessFactors with pilot groups from each of the four Directorates. A SuccessFactors Working Group was established and it is anticipated the system will go live in 2016.

Bushfire and Natural Hazards Cooperative Research

During 2015/16 the NSW RFS partnership with the national Bushfire and Natural Hazards Co-operative Research Centre (BNHCRC) focused on two research areas:

- (i) bush fire and natural hazard risks; and
- (ii) economics, policy and decision-making.

The NSW RFS participated in the BNHCRC

Research Advisory Forum (RAF) in Brisbane held from 17-18 November 2015. The RAF focussed on science and engineering projects related to: coastal management; monitoring and prediction; next generation fire modelling; prescribed burning and catchment management; and hardening buildings and infrastructure research clusters.

The NSW RFS also participated in the RAF held in Hobart from 11-12 May 2016. The focus of this forum was on Resilience and Policy projects related to: governance and institutional knowledge; economics, policy and decision-making; scenarios and loss analysis; communications and warnings; understanding and measuring social resilience; sustainable volunteering; and emergency management capability research clusters.

In April 2016 the NSW RFS, in conjunction with the BNHCRC, hosted a research presentation by Dr Sarah McCaffrey. Dr McCaffrey is a leading community engagement researcher with the United States Forest Service, and has a particular interest in developing fire adapted communities.

Details of the NSW RFS Research and Development contributions are set out in Appendix 3.10.

Industrial Relations Policies and Practices

In September 2015, the NSW RFS commenced a Section 19 Award review of the Crown Employees (NSW Rural Fire Service) Award 2012 and the Crown Employees (Rural Fire Service Major Incident Conditions 2011) Interim Award 2012. The Section 19 Award review is an Award review across the Public Sector in accordance with the *Industrial Relations Act 1996*. The purpose of the review is to modernise, consolidate and to rescind obsolete awards and occurs at least once every three years. It is anticipated the review will be finalised in early 2016/17.

Separate to the Section 19 review process, in May 2015, the Public Service Association (PSA) notified the NSW RFS of its intention to renegotiate a new Crown Employees (Rural Fire Service) Award. In November 2015, the NSW RFS received a log of claims from the PSA. Through the Workplace Advisory Committee (WAC) the log of claims has been disseminated to all NSW RFS staff for comment. Central to negotiations of a new Award is compliance with NSW Public Sector Wages Policy 2011 to ensure there is no financial impact on the sector and any changes to an Award are cost neutral. The NSW RFS and the PSA have determined a time frame for the remainder of the consultation and negotiation process for a new RFS Award which is set to conclude in July 2017.

SUMMARY REVIEW OF OPERATIONS

Statement setting out WHS performance

Further developments to the Service's Health and Safety Management System occurred during the reporting period. These included:

- The development of a NSW RFS Health and Fitness Initiatives Plan 2016–2021. This plan defines outcomes supporting and promoting the health and fitness of members, to enhance their own wellbeing and the capability of the NSW RFS to provide fire and emergency services to the community.
 - The development and implementation of health and safety related tasks and projects responding to the internal OHS Audit Program 2011/12.
 - The ongoing rollout of Part B Health and Safety Site Management Plans (SMP) to all NSW RFS fixed facilities.
 - Reviewing system documentation associated with health and safety investigations and planning to implement improvement opportunities to achieve best practice.
 - Procurement and design of a new on-line NSW RFS Work Health and Safety incident and hazard reporting system for all members.
 - Upgrade of the chemical database for NSW RFS site based chemicals accessible by all NSW RFS members and the preparation of associated chemical risk assessments.
 - Continuous monitoring of all reported WHS incidents (including injuries, property damage, near misses and hazard reports) and collating statistical information. Monitoring assists by providing advice to the Service about incident trends and tracking investigation recommendations and associated actions. Refer to Appendix 3.6 Reported Injuries and Registered Workers Compensation Claims 2015/16.
- Progress the program to upgrade the private mobile radio network and paging infrastructure to ensure volunteers have modern and reliable communication tools.
 - Enhance equipment and facilities for volunteer firefighters through the provision of tankers and other firefighting vehicles, new and upgraded Brigade Stations and Fire Control Centres and upgraded firefighting equipment including Personal Protective Equipment (PPE).
 - Improve community awareness through the Prepare Act Survive public awareness campaign.
 - Pilot the use of Large Air Tankers to combat fast-moving and dangerous bush fires, often in rugged and inaccessible terrain.

Financial Services

The NSW Budget allocation for the total expenses of the NSW RFS was \$361.6 million; an increase of \$28.7 million or 8.6 percent.

The funding provided enabled the Service to:

- Continue its commitment to bush fire prone communities through a combination of fire mitigation work crews, fire mitigation grants, hazard reduction allocations to Local Government and investment in Neighbourhood Safer Places.





4

KEY FOCUS AREAS

NSW RFS Corporate Plan

The NSW RFS Corporate Plan identifies six Key Focus Areas.

- One** People Property and Environmental Protection
- Two** Coordinated Bush Firefighting and Prevention in NSW
- Three** Community Resilience
- Four** Our Members
- Five** Organisational Capability and Sustainability
- Six** Partnerships and Collaborations

These six Key Focus Areas 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 futureS5
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 operational risk
- S6.1 Further increase accessibility, usage and integrity of organisational data through greater co-ordination and integration of data management systems and processes
- S7 Continue to engage in effective collaborations within the organisation, with other agencies, local community, local, national and international government

Key Actions 2015/16

- A1 Implement new public awareness campaign
- A1.1 Provide the community with information to improve preparedness for bush fires
- A2 Identify Bush Fire Risk Plans model and processes
- A2.1 Meet obligations under NSW 2021 in regard to Hazard Reductions
- A2.2 Enhance strategic fire trail network
- A3 Complete the NSW RFS Fire Danger Rating Trial Project
- A3.1 Seven additional districts connected to the centralized dispatch system
- A3.2 Review and consider the recommendations in the National Review of Warnings and Information 2015 report
- A4 Update the Next Generation Workforce Strategic Plan and associated documents

KEY FOCUS AREAS

- A4.1 Meet obligations under NSW 2021 in regard to the Secondary School Cadet Program
- A5 Further develop members through a planned program of health and fitness initiatives
 - A5.1 Expand blended learning delivery with supporting systems ready for implementation
 - A5.2 60 Additional people undertake the Operational Officer Program
 - A5.3 Continue education on behaving ethically supported by organisational systems and processes
 - A5.4 Consult and implement the uniform Brigade Constitution
 - A5.5 Maintain the currency of information provided to Members on NSW RFS governance arrangements
- A6 Plan, design and construct remote area firefighting training centres
 - A6.1 Undertake a pilot of the use of Large Air Tankers and evaluate their applicability and options for future use in NSW
 - A6.2 Continue to implement the Fire Control Centre and Station build program
 - A6.3 Continue to implement standard business processes for site management plans across the State
 - A6.4 Review firefighting fleet alignment with operational risk management
 - A6.5 Review bushfire PPE to ensure current and future needs of the NSW RFS members are addressed
 - A6.6 Continue to ensure that risk treatments, for critical and high risks, are embedded in directorate, section and district plans
 - A6.7 Implement GUARDIAN with an off-the-shelf solution
 - A6.8 Implement intranet replacement project to schedule
 - A6.9 Commence statewide radio terminal re-programming
 - A6.10 Identify new NSW RFS Headquarters site and design facilities
 - A6.11 Refine systems and processes to improve data integrity

- A7 Establish a dynamic directory detailing partnerships and collaborations
- A7.1 Expand inter-agency co-operative learning and development opportunities

Outcomes 2015/16

- 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 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

Alignment with State Priorities

In September 2015 the NSW Government announced a new planning framework based on 30 State Priorities including 12 Premier's Priorities. These new priorities are being taken into consideration and inform the 2016/17 planning cycle.

While the State Priorities replaced the 2021 Goals, during 2015/16 the NSW RFS continued to track its progress against the targets established in the 2015/16 Plan. These targets include:

- Hazard reduction - see Key Focus Area Two.
- The Secondary School Cadet Program - see Key Focus Area Four.
- Neighbourhood Safer Places - see Key Focus Area One.

KFA One

PROTECT PEOPLE, PROPERTY, AND THE ENVIRONMENT

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.

Corporate Objectives

All levels of leadership provide effective emergency management

Effective people and property protection programs

Sustainable environmental protection practices

Timely and relevant information and warnings

Key Actions for 2015/16

A3.2 Review and consider the recommendations in the National Review of Warnings and Information 2015 report

- A national review of Warnings and Information was conducted in 2014/15. The NSW RFS needed to determine how it measured when compared to the findings of the review. To achieve this a working group was established to review and oversee the implementation of the recommendations.

While there were no significant changes required to NSW RFS processes, a number of improvements were identified, mainly to the display of information and warnings on the NSW RFS website.

These improvements have been incorporated into the 2016/17 Corporate Plan.

Also included in this Key Focus Area were initiatives aimed at increasing the number of Neighbourhood Safer Places, enhancing incident management coordination and increasing State Mitigation Support Services.

- The NSW RFS has 998 identified Neighbourhood Safer Places which were inspected prior to the start of the bush fire danger period
Please see Appendix 1.2 for further details
- The Service's cohesive approach to fire suppression during incident management enables the NSW RFS to protect the community better. Prior to the fire season a state-wide exercise was undertaken to further develop multi-agency coordination
- State Mitigation Support Services exceeded their targets with a total of 793 jobs completed and 5,109 kilometres managed

KFA Two

COORDINATED BUSH FIREFIGHTING AND PREVENTION IN 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.

Effective campaigns designed to raise public awareness are also essential to the prevention and early detection of incidents.

Corporate Objectives

Policy and planning frameworks to lead coordinated bush firefighting and prevention

Mitigation works, hazard reduction and community engagement are prioritised in line with risk plans

Effective performance and measurement of prevention, mitigation and bush firefighting strategies

Key actions for 2015/16

- A1.1 Provide the community with information to improve preparedness for bush fires
- A2.1 Meet obligations under NSW 2021 in regard to Hazard Reductions
- A2.2 Enhanced strategic fire trail network

- Provide the community with information to improve preparedness for bush fires

Using the results of extensive community research conducted following the 2013 NSW bush fires, a new three-year public awareness campaign was developed and implemented.

This campaign focused on educating the community about the level of risk of bush fires and steps that could be taken to reduce that risk.

The campaign resulted in an increase in the proportion of people who correctly assessed their level of risk from 24 percent to 36 percent, and increased the number of people who had discussed their bush fire plan from 52 percent to 66 percent. Levels of preparation also increased from 38 percent to 50 percent.

The Service's major state-wide community engagement event, Get Ready Weekend, saw more than 400 brigades take part in September 2015.

The 2013 research was also used to inform a review of NSW RFS bush fire preparedness materials, including the new MyFirePlan website and an update of the Bush Fire Survival Plan.

A dedicated guide to Working with School Communities was also developed, in addition a new Household Assessment Tool and an online Bush Fire Prone Land tool, allowing NSW residents to more easily assess their risk of fire.

➤ Meet obligations under NSW 2021 in regard to Hazard Reduction

Hazard reduction remains a high priority for the NSW Government and is a major program that contributes to the protection of lives, property and the environment.

The NSW RFS continued to track its progress towards these targets. While the Key Action is behind target for the year, overall it is on target to meet the five year rolling average.

Unseasonable rainfall throughout the year which significantly impacted hazard reduction activities.

A total of 285,401 hectares were treated by hazard reduction works. This exceeded the target of 187,041.

A total of 131,388 properties have been protected by hazard reduction works. This was below the target of 148,793. This is an increase of approximately 14,000 properties protected compared to last year.

The NSW RFS and other agencies utilised every opportunity to undertake hazard reduction activities where suitable weather conditions allowed.

Please see Appendix 1 for further details

➤ Enhanced strategic fire trail network

The focus of this project is to develop strategies, frameworks and tools that contribute to a strategic approach to an enhanced fire trail network. An enhanced network will facilitate the coordinated management of bush fire mitigation and suppression activities.

The NSW Government is in the process of introducing legislation to give the NSW RFS powers to create and improve a standardised and integrated Fire Trail Network across NSW. The Bill to implement the legislation has been passed through parliament and once the Fire Trail Standards are in place, the NSW RFS will request that the legislation be assented. This is expected to occur before the end of 2016.

Work within NSW RFS has so far included:

- The drafting of a discussion paper to analyse the current situation and potential solution.
- Appointment of a Strategic Fire Trails Manager with recruitment undertaken to appoint additional Fire Trail Specialist Staff.
- A Cabinet agreement to a series of measures to enhance the strategic fire trail network.
- A draft Bill to make the necessary legislative changes which is scheduled to be presented to Parliament in August 2016.

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.

The main initiative in this Key Focus Area was the implementation of a new public awareness campaign aimed at increasing community engagement for bush fire preparedness, and planning for bush fire protection.

This campaign helps deliver the NSW RFS Corporate Plan objective of 'effective people and property protection programs' and having 'communities in bush fire prone areas act on their understanding of the shared responsibilities of resilience'.

More specifically the public awareness campaign aims to address some key problems highlighted by recent research.

Corporate Objectives

Communities in bush fire prone areas act on their understanding of the shared responsibilities of resilience

Empowered communities take actions based on informed decisions

Risk based land use and planning arrangements, programs and resources

Key Actions for 2015/16

A1 Implement new public awareness campaign

➤ Implement a new public awareness campaign
A new public awareness campaign was developed and implemented ahead of the statutory bush fire danger period. Consisting of coordinated television, radio, online and print advertising, the campaign aimed to increase the level of preparation in the community.

During the campaign the following results were achieved, as measured by post-campaign research:

- Increased the proportion of people who correctly identified themselves as at risk from bush fire from 24 percent to 36 percent
- Increased the number of people who had either made a bush fire plan or discussed a plan with their family from 52 percent to 66 percent
- Increased the proportion of people who have taken some action to prepare their home from 38 percent to 50 percent.

All campaign objectives were exceeded, despite the 2015/16 bush fire season being relatively benign in NSW.

This Key Action is closely aligned to A1.1 Provide the community with information to improve preparedness for bush fires which is referenced in KFA 2 Coordinated Bush firefighting and Prevention.

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 staff and volunteer.

Initiatives in this Key Focus Area strengthen the NSW RFS workforce; they include the continued implementation of site management plans across the state; implementation of a uniform brigade constitution. Defining a range of health and fitness initiatives for members. An update to the Next Generation Workforce Strategic Plan, a review of the blended learning options available to our members and continuation of the Secondary School Cadet Program.

Corporate Objectives

Safe, supportive and inclusive culture and practices

A diverse, flexible, adaptive and sustainable Membership that is representative of the community

Informed, engaged, capable and valued members

Key Actions for 2015/16

- A4 Update the Next Generation Workforce Strategic Plan and associated documents
- A4.1 Meet obligations under NSW 2021 in regard to the Secondary School Cadet Program
- A5 Further develop members through a planned program of health and fitness initiatives
- A5.1 Expand blended learning delivery with supporting systems ready for implementation
- A5.4 Consult and implement the uniform Brigade Constitution
- A6.3 Continue to implement standard business processes for Site Management Plans across the state

- Update the Next Generation Workforce Strategic Plan and associated documents

The first Next Generation Workforce Strategic Plan (2010-2015) documented actions to enhance both the staff and volunteer workforce in the coming decades.

Since the plans implementation a number of significant achievements have been made.

The aim of the Next Generation Workforce Plan 2016-2021 was to identify outcomes that are important to the NSW RFS' capacity to meet future workforce challenges with a focus on what we want to achieve in the next five years.

The plan was updated and approved on 1 June 2016. The 2016-2021 plan sets the key actions for the 2016/17 planning period. These key actions have been incorporated into the relevant business plans.

Further details about the Next Generation Workforce Plan can be found on page 39.

- Meet obligations under NSW 2021 in regard to the Secondary School Cadet Program

The secondary school cadet program provides Year 9 and 10 students (in a range of public and private schools) with an insight into fire safety and prevention while developing practical life skills and an appreciation of community service and volunteerism.

KEY FOCUS AREAS

The NSW RFS continued to track its progress towards the targets. The target was for an additional 4,000 students to progress through the Secondary School Cadet Program by 2015/16.

This target was met last year with 4,164 students completing the program. During 2015/16 an additional 811 students completed the program bringing the total to 4,975 students.

- Further develop members through a planned program of health and fitness initiatives

Following on from the recommendations of the Fitness of Firefighters Audit 2014, an ongoing program of health and fitness initiatives designed to continue the positive development of members was to be undertaken.

To address this Key Action a Health and Fitness Initiatives Working Group was established and the Health and Fitness Initiatives Plan 2016-2021 was developed and approved.

The 'Get Healthy at Work' program and outcomes linked to manual handling were not fully completed during 2015/16. These and additional developments under this initiative will continue into 2016/17.

Please see page 38 for further details.

- Expand blended learning delivery with supporting systems ready for implementation

Members of the NSW RFS are trained in a broader variety of functions than ever before. To increase the ease of access to training for all members, traditional face to face and paper based training is being converted to online modules where possible. Online training can be accessed at any time convenient to members with practical training taking place as much as possible in the workplace or at brigade level. This conversion requires a system linking online learning, practical training and various databases.

The transition of all mainstream qualifications will be on-going in the coming years as the NSW RFS moves towards a comprehensive online blended learning system. During 2015/16 the Safety Induction and Volunteer Induction were used for testing and a 'soft launch' of the system. A further 21 modules from Basic Firefighter are scheduled for launch in August 2016.

- Consult and implement the uniform Brigade Constitution

The Brigade Constitution review will provide NSW RFS with a uniform model Constitution and a consistent approach to brigade management. The revised Constitution will ensure brigades operate within current legislation and reduce the opportunity for misinterpretation.

The draft Service Standard, Brigade Constitution and Brigade Management Handbook was released for consultation period which closed on 11 January 2016. In addition the following occurred:

- Livestream briefings to NSW RFS members were delivered, with a total of 2,345 views and 1,131 unique views.
- 104 submissions were received during the consultation period which contained more than 700 individual comments.
- The Brigade Constitution Review Working Group met to comprehensively consider the feedback and draft a number of amendments.

Given the proposed amendments to the Constitution and the work required to complete the Brigade Management Handbook, the implementation date was extended to 1 October, 2016.

- Continue to implement standard business processes for Site Management Plans across NSW

Site Management Plans (SMPs) are the means by which we collect and maintain the necessary information about the hazards, risks and controls at NSW RFS fixed work sites. SMPs will be implemented into each of the 2,200 NSW RFS fixed sites through several phases over four years and is expected to be completed during 2016/17.

Regional Services the Health, Safety and Welfare team and Districts work together to ensure that data is up to date, accurate and validated against the documents held at each site.

During the year SMPs commenced in:

- 84 percent of all fixed facilities
- 71 percent of rural fire brigades stations

The target for the current year was met and is overall on target to meet the 2016/17 completion date.

KFA Five

ORGANISATIONAL CAPABILITY AND SUSTAINABILITY

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

This Key Focus Area covers a wide range of programs, such as appropriate human resourcing and education, governance and the capacity of the NSW RFS to meet the needs of the people of NSW.

Corporate Objectives

Resource allocation model based on enhanced risk profiles

Organisational capability anticipates and responds to service delivery requirements

Effective leadership, governance and business systems

Key Actions for 2015/16

- A2 Identify Bush Fire Risk Plans model and processes
- A3.1 Seven additional districts connected to the centralised dispatch system
- A5.2 60 Additional people undertake the Operational Officer Program
- A5.3 Continue education on behaving ethically supported by organisational systems and processes
- A5.5 Maintain the currency of information provided to members on NSW RFS governance arrangements
- A6 Plan, design and construct remote area firefighting training centres
- A6.1 Undertake a pilot of the use of Large Air Tankers and evaluate their applicability and options for future use in NSW

- A6.2 Continue to implement the Fire Control Centre and Station build program
- A6.4 Review firefighting fleet alignment with operational risk management
- A6.5 Review bush fire PPE to ensure current and future needs of the NSW RFS members are addressed
- A6.6 Continue to ensure that risk treatments, for critical and high risks, are embedded in directorate, section and district plans
- A6.7 Implement GUARDIAN with an off-the-shelf solution
- A6.8 Implement intranet replacement project to schedule
- A6.9 Commence state-wide radio terminal re-programming
- A6.11 Refine systems and processes to improve data integrity

KEY FOCUS AREAS

- Identify Bush Fire Risk Plans model and processes

The Bush Fire Coordinating Committee (BFCC) is responsible for the Bush Fire Management Planning framework which includes the development of a model Bush Fire Risk Management Plan (BFRMP).

BFRMPs are developed by local Bush Fire Management Committees (BFMCs) to protect assets including communities, buildings and infrastructure as well as culturally and environmentally sensitive locations. This initiative is being undertaken on behalf of the BFCC.

Significant work was undertaken on the development of models and tools to support improved risk assessment. The review is currently on target for the agreed project time frame of two years.

Achievements include:

- NSW RFS personnel were trained in 'Bayesian Networks'. This training provided the NSW RFS with specialised knowledge to elicit the parameters for contributory elements for the models.
- Presentations and workshops held with internal and external stakeholder groups, including the Bush Fire Coordinating Committee and Standing Subcommittee.
- The development of hazard modelling.
- Testing of the new Bush Fire Risk Management Plan methodology.
- Seven additional districts connected to the centralised dispatch system

A centralised dispatch system provides a modern, uniform incident response system that is efficient, leads to faster response times and the allocation of more appropriate resources.

The NSW RFS commenced integrating districts into the centralised dispatch program prior to the 2012/13 fire season. Two districts, Mid North Coast and Warringah-Pittwater, were involved in phase one of the Centralised Dispatch Trial. During the reporting period another three districts participated in the expansion and these were Shoalhaven, Orana and Tamworth.

The 2015/16 targets for this Key Action were not met. The other scheduled districts were delayed to ensure that the technical infrastructure, optimal operating requirements and the NSW RFS assistance request processes in place, were working successfully. The delayed districts which are due to be brought online in 2017 include Lake George, Hawkesbury, Cumberland, Canobolas, South West Slopes and Riverina.

- 60 additional people undertake the Operational Officer Program (OpO)

The OpO program promotes a flexible and decentralised workforce through recruitment, retention and development of candidates as part of the Service's approach to building a highly capable and agile workforce.

It was envisaged to recruit 20 members through each of the three levels of the OpO program. In line with *Government Sector Employment Act* requirements the recruitment was a merit based selection with 51 personnel selected.

- Continue education on behaving ethically supported by organisational systems and processes

Behaving ethically requires an ongoing commitment beyond setting policies, standards and procedures. The NSW RFS recognises the cultural importance of ethical behaviour and how continued education plays a role in ensuring the ethical culture remains present in the workplace.

Continued education will help to enhance the Service's ethical framework and provide guidance on key elements.

Three volunteer pilot programs on Code of Conduct were held with positive feedback received. In early 2016/17 a report will be provided to the Senior Executive outlining the proposed implementation strategy of the volunteer training program. Code of Conduct and Ethics training for staff will continue as business as usual.

A review of the Fraud and Corruption Control Plan was undertaken in the reporting period. Five Corruption Prevention workshops were held, facilitated by the Independent Commission Against Corruption with a total of 114 staff trained.

- Maintain the currency of information provided to Members on NSW RFS governance arrangements

The NSW RFS has an ongoing commitment to support its members in making a positive contribution to the Service's corporate governance arrangements.

Members require access to current information that reflects a best practice approach to governance. Governance arrangements compliment compliance requirements and support the overall performance of the Service.

During the reporting period a range of activities were undertaken to maintain the currency of information to members on NSW RFS Governance arrangements.

The Corporate Governance Statement was updated and published in November 2015. This update was based on the 2015 update of the Audit Office of NSW Governance model.

To align with Treasury Policy Paper 15-03 regarding the risk management aspect of corporate governance, a Chief Risk Officer was appointed and a range of Governance awareness sessions were presented to members.

- Plan, design and construct remote area firefighting training centres

The focus of designing dedicated firefighting training centres is to provide the NSW RFS with infrastructure to support specialised training. Once completed, remote area firefighting training can be undertaken. This training will have a primary focus on winching capability from helicopters.

During the year suitable locations were researched with the aim of building four regionally based Remote Area Firefighting (RAF) training centres. They are likely to be located in Central West, Southern and Northern regions.

The fourth centre will cater for bush fire demands within Western Sydney, making it more convenient for volunteers to obtain or maintain their accreditation.

Tenders were prepared and released for the design, construction and installation of the simulators within the training centres.

- Undertake a pilot of the use of Large Air Tankers and evaluate their applicability and options for future use in NSW

Through the National Aerial Firefighting Centre the NSW RFS has been monitoring emerging capabilities to assess the technical and economic aspects of large fixed wing airtankers.

A two year trial of Large and Very Large Air Tankers (LAT and VLAT) is being conducted to evaluate and assess the suitability of these aircraft for conditions within NSW.

The NSW trial will be important in assisting to build a business case for the engagement and accessing the appropriateness and capability of these aircraft.

Year one of the two year trial was successfully completed. Achievements included:

- Deployment of the LAT and VLAT to incidents in NSW, Victoria, South Australia, Tasmania and Indonesia.
- Extension of the LAT and VLAT contracts.
- A preliminary report.
- Finalisation of contracts between National Aerial Firefighting Centre (NAFC) to engage

the LAT and VLAT, including contract commencement dates.

- Negotiations commenced to continue the use of the RAAF Richmond base for the upcoming fire season.

- Continue to implement the Fire Control Centre and Station build program

This four year program of work includes the provision of Brigade Stations and New Fire Control Centres (FCC).

During the year construction commenced on three new FCCs located in Bathurst, Coonabarabran and the Liverpool Range.

An agreement was reached to build a new FCC facility for the Northern Tablelands Team at Glen Innes.

More than 60 new and 40 upgraded rural fire stations were provided across the State including in Namoi Gwydir, Mid North Coast, Orana, Canobolas, Bland Temora, Bathurst, Blue Mountains, Hawkesbury, Northern Rivers, Far South Coast, Lower Western, Mid Lachlan Valley, Sutherland and Shoalhaven Rural Fire Districts.

- Review firefighting fleet alignment with operational risk management

The NSW RFS identified that a new resource allocation model is required and should be based on an enhanced risk profile.

To meet both organisational policy and external government planning requirements, an 'optimum' and 'maximum' firefighting fleet profile is required. The first component of the review was to develop a methodology and strategy to establish these profiles for the NSW RFS.

A detailed report outlining a strategic model and methodology consisting of a nine step approach is being compiled. It aligns initiatives currently underway within the Operations and Executive Services Directorates. More work will be undertaken next year to refine the methodology. This will include the use of metadata sourced from geospatial data from Bush Fire Risk Management Planning as well as other built environment and demographic geospatial data.

The capture of data for bush fire risk analysis has been integrated with geospatial mapping and bush fire behaviour modelling (Phoenix) including the F.I.R.E. D.S.T. (Fire Impact and Risk Evaluation Decision Support Tool).

- Review bush fire Personal Protective Equipment (PPE) to ensure current and future needs of the NSW RFS members are addressed

The new PPE will improve the wellbeing of the

KEY FOCUS AREAS

firefighters by providing increased safety and comfort while delivering an optimised level of fire protection. The garments will be better suited to modern firefighting they will have a more ergonomic design and high-tech fabric that is lighter, more comfortable, functional and durable.

The PPE will reduce the firefighter's heat stress and fatigue related to the metabolic heat release of the garments. The fabric is more durable delivering cost savings attributed to the longevity of the garments.

During the reporting period a PPE Working Group was established consisting of volunteers and staff drawn from the Infrastructure Services Consultative Committee. This Group worked through a series of design options and material options based on the predetermined standards outlined in AS/NZS 4824. Field trials were undertaken using three different fabrics in a new design.

Feedback indicated that further work was required for female sizing. A consultant specialising in female PPE was engaged and the Working Group increased to include another twelve female participants. The trial female PPE has been constructed and will move to field tests in 2016/17. An assessment of fabrics and flame impact testing has occurred. Further work will be undertaken during 2016/17 with the new PPE to go into production for delivery during 2017/18.

- Continue to ensure that risk treatments, for critical and high risks, are embedded in directorate, section and district plans

Embedding risk treatments into the business planning process contributes to the integration of the Service's key governance components, in particular risk management, planning, budgeting, reporting and internal controls. In accordance with best practice, NSW RFS is compliant with Treasury Policy tpp 15-03 and alignment to ISO 31000. Embedding risk treatments into the planning processes enables risks to be managed more effectively.

As part of the NSW RFS integrated approach to its corporate governance arrangements, the risk and planning teams continued to work closely together, with risks considered at all stages of the planning process. Risks and risk treatments are embedded into business plans and an action plan put in place for all critical and high risks. Action plans provide greater detail on the treatments that are being undertaken to control the risk and identify a lead business unit.

The annual review of all risk registers was completed providing the opportunity to update the status of risks to reflect changes in the operating environment and activities over the last 12 months, finalise the assessment and evaluation of any new risks. Any changes to the risk register were confirmed.

- Implement GUARDIAN with an off-the-shelf solution

GUARDIAN provides a spatially enabled workflow capability that addresses all risk assessments and treatments carried out by the NSW RFS and other agencies. It is a more appropriate product than the outdated BRIMS, which it replaces and will better meet organisational needs.

Extensive consultation was undertaken with key internal and external stakeholders in the development of the business requirements for a bush fire risk management system. Contracts have been awarded and delivery is on schedule to meet the go-live date of 30 June 2017.

- Implement intranet replacement project to schedule

The NSW RFS currently operates a number of online services for members including MyRFS and staff intranet.

A need has been identified to replace the staff intranet and improve the MyRFS website. This ensures a modern approach to information management across the organisation, while also meeting current guidelines on accessibility.

Stakeholder workshops were conducted with members throughout the state to identify tools which would benefit volunteers and staff. An options report was provided, enabling an implementation decision to be made. Work on this will continue during 2016/17.

In addition to the member website project, the NSW RFS moved the Service's public website to a new cloud-based platform. This has resulted in increased capacity and redundancy, particularly during emergency events.

- Commence statewide radio terminal re-programming

Radio communications are an essential and integral component of NSW RFS operations. NSW RFS has approximately 12,000 P25 Private Mobile Radios (PMR) and Government Radio Network (GRN) radios in operation. Under the NSW Government 400MHz Spectrum Harmonisation Initiative, all NSW government agencies were required to switch their radio operations to the government harmonised spectrum by 2015.

The purpose of this project was to service and update the P25/GRN radio terminals as a result of the above changes. This change incorporates updating the software, firmware and channels information in the terminals along with re-tuning the radio terminals.

On 12 May 2016, the NSW Government announced

changes to local government arrangements across the state. Some of these changes affect the programming of the radios therefore this project cannot progress further until council amalgamations have been finalised. A NSW RFS Working Group has been established to ensure a clear transition to the new arrangements.

By 30 June 2016 all achievable work had been completed including a profile for the radio devices.

➤ Refine systems and processes to improve data integrity

This key action aims to improve data integrity across the Service by firstly compiling a central inventory of the Service systems and data and then confirming custodial responsibilities. Any opportunities to consolidate and/or integrate data will be considered as part of the refinement of systems and to reduce duplication. It is envisaged as part of this refinement key data assets will be transitioned into better controlled and managed environment.

Any changes resulting from the refinements will be communicated to all relevant members with training provided as required.

The review of Data Management arrangements in the NSW RFS has been undertaken. The type and volume of data that NSW RFS is required to manage to support its operational and corporate functions has increased significantly in recent years. This review was undertaken with cross organisational consultation and included a detailed review of relevant government policies and consideration of leading practice in data management.

The outcome was a proposed organisational framework for the management of data and recommendations for key actions for the framework implementation. These recommendations will be implemented in 2016/17.

KFA Six

PARTNERSHIPS AND COLLABORATIONS

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

Programs under this Key Focus Area also include working on inter-agency learning and development the Head Office relocation project and the Fire Danger Rating project.

Corporate Objectives

Influence the emergency management direction through partnerships

Partnerships and collaboration are identified and pursued

Business and sponsorship opportunities generated with the commercial sector

Key Actions for 2015/16

- A3 Complete the NSW RFS Fire Danger Rating Trial Project
- A6.10 Identify new NSW RFS Headquarters site and design facilities
- A7 Establish a dynamic directory detailing partnerships and collaborations
- A7.1 Expand inter-agency cooperative learning and development opportunities

- Complete the NSW RFS Fire Danger Rating Trial Project

This national collaborative project is to incorporate contemporary science into the fire danger rating framework to provide more accurate and nuanced predictions of bush fire risk. This will, in turn, better inform decision makers in their efforts to prevent and respond to bush fires.

This incorporated:

- Parallel testing of seven Fire Behaviour indices throughout the Bush Fire Danger Period, with the trial completed.
- Preparation of a report comparing performance of the indices and presentation of a paper at Fire Behaviour and Fuels Conference in Melbourne.
- Development of a proposal for a national prototype, protocol and database to be hosted by NSW RFS for the 2016/17 fire season.

Nationally, the NSW RFS:

- Provided input in the development of project plans for the national project.
- Attended workshops in Adelaide and Canberra.
- Contributed to proposals presented to the Australia-New Zealand Emergency Management Committee (ANZEMC) and Law Crime and Community Safety Council (LCCSC) leading to the investment of \$1.5 million for next phase of the project

The NSW RFS Fire Danger Rating Trial project has been completed.

➤ Identify new NSW RFS Headquarters site and design facilities

NSW RFS Headquarters and State Operations Centre (SOC) currently occupies leased premises in Carter Street, Lidcombe. NSW Planning & Infrastructure has recently released the 'Carter Street Urban Activation Precinct' for Lidcombe, which will provide a blend of housing, offices, retail services and regional parklands.

This means that the NSW RFS Headquarters and SOC must re-locate. The existing lease expires in November 2018. Government Property NSW has advised it will not be renewed. The NSW RFS is currently working with Crown Lands investigating alternative sites.

The NSW RFS has undertaken a facilities survey, a location analysis, and an Expression of Interest process for a new building.

In the reporting period, the NSW RFS worked with Property NSW and Treasury. Tender evaluation commenced with two vendors being short-listed. Those vendors have provided detailed initial design whole-of-life costing and indicative time lines for occupation. The NSW RFS has engaged external assistance to ensure probity and process in regards to the final selection.

The initial work station design has been undertaken.

Final financial assessments are being undertaken with a view to determine the final and single successful vendor. Internally NSW RFS has developed a project board and have recruited a Project Officer.

➤ Establish a dynamic directory detailing partnerships and collaborations

During 2015/16 a directory detailing partnerships and collaborations was made available on the NSW RFS intranet. This directory provides visibility of all partnerships across the NSW RFS, providing an improved ability for working collaboratively and sharing knowledge.

It is anticipated that the dynamic directory will form part of the new NSW RFS Intranet. It will be easy to search, update and add to and will give greater visibility of our key stakeholder relationships and contacts. Subject matter experts will be required to provide input into the collation of the directory to ensure that it is comprehensive.

➤ Expand inter-agency cooperative learning and development opportunities

During the reporting period programs were identified and a trial program was run, with multi-agency participation at all relevant events.

The Multi Agency Leadership Program (MALP) is coordinated between Fire and Rescue NSW, NSW Ambulance, NSW SES and NSW RFS. Other agencies invited to attend including Queensland Fire and Emergency Service (in northern border regions); Marine Rescue Australia; ACT RFS/Ambulance/Fire and Rescue; National Parks and Wildlife Services and Forestry Corporation NSW.

To date eight MALP programs have occurred with 169 attendees. External agencies are also running their own programs using NSW RFS material.



**The *Southern Belle*
DC10 arrived in NSW in
October 2015 as part of a
two-year trial of Large and
Very Large Air
Tankers.**



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NSW Rural Fire Service 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 New South Wales Rural Fire Service (the Service), which comprise the statement of financial position as at 30 June 2016, the statement of comprehensive income, statement of changes in equity, statement of cash flows, service group statements and summary of compliance with financial directives for the year then ended, notes comprising a summary 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 2016, 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.

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

I am independent of the NSW Rural Fire Service in accordance with the auditor independence requirements of:

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

I have also fulfilled my other ethical responsibilities in accordance with the Code.

The PF&A Act further 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, but precluding the provision of non-audit services.

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

The Commissioner's Responsibility for the Financial Statements

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

In preparing the financial statements, the Commissioner must assess the Service's ability to continue as a going concern unless the Service's operations will cease as a result of an administrative restructure. The assessment must include, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibility for the Audit of the Financial Statements

My objectives are to:

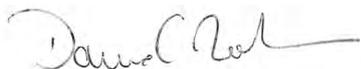
- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

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 further description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: <http://www.auasb.gov.au/Home.aspx>. 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.



David Nolan
Director, Financial Audit Services

16 September 2016
SYDNEY



**NSW RURAL FIRE SERVICE
FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30 JUNE 2016**

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 2016; 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

15 September 2016

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Statement of comprehensive income for the year ended 30 June 2016

	Notes	Actual 2016 \$'000	Budget 2016 \$'000	Actual 2015 \$'000
Expenses excluding losses				
Operating expenses				
Employee related	2(a)	97,175	102,228	94,636
Other operating expenses	2(b)	47,873	59,729	49,253
Depreciation and amortisation	2(c)	7,372	8,163	7,402
Grants and subsidies	2(d)	160,028	169,524	149,275
Other expenses	2(e)	14,142	21,957	10,619
Total Expenses excluding losses		326,590	361,601	311,185
Revenue				
Sale of goods and services	3(a)	380	-	1,340
Investment revenue	3(b)	1,992	-	2,074
Grants and contributions	3(c)	325,953	316,044	318,476
Acceptance by the Crown Entity of employee benefits	3(d)	605	688	616
Other revenue	3(e)	31,283	9,015	17,971
Total Revenue		360,213	325,747	340,477
Gain / (loss) on disposal	4	455	-	353
Net Result		34,078	(35,854)	29,645
TOTAL COMPREHENSIVE INCOME		34,078	(35,854)	29,645

The accompanying notes form part of these financial statements.

Statement of financial position as at 30 June 2016

	Notes	Actual 2016 \$'000	Budget 2016 \$'000	Actual 2015 \$'000
ASSETS				
Current Assets				
Cash and cash equivalents	6(a)	104,046	30,772	67,050
Receivables	7	26,594	4,201	26,549
Total Current Assets		130,640	34,973	93,599
Non-Current Assets				
Property, plant and equipment	8			
- Land and buildings		429	233	528
- Plant and equipment		25,458	25,363	27,121
- Infrastructure systems		3,821	-	3,308
Total property, plant and equipment		29,708	25,596	30,957
Intangible assets	9	3,427	4,242	1,734
Total Non-Current Assets		33,135	29,838	32,691
Total Assets		163,775	64,811	126,290
LIABILITIES				
Current Liabilities				
Payables	11	23,377	18,414	21,635
Provisions	12	33,050	31,500	31,475
Other	13	80	75	86
Total Current Liabilities		56,507	49,989	53,196
Non-Current Liabilities				
Provisions	12	1,485	900	1,310
Other	13	258	260	337
Total Non-Current Liabilities		1,743	1,160	1,647
Total Liabilities		58,250	51,149	54,843
Net Assets		105,525	13,662	71,447
EQUITY				
Accumulated funds		105,525	13,662	71,447
Total Equity		105,525	13,662	71,447

The accompanying notes form part of these financial statements.

Statement of changes in equity for the year ended 30 June 2016

	Notes	Accumulated Funds \$'000	Total \$'000
Balance at 1 July 2015		71,447	71,447
Net result for the year		34,078	34,078
Total comprehensive income for the year		<u>34,078</u>	<u>34,078</u>
Transactions with owners in their capacity as owners			
Increase / (decrease) in net assets from equity transfers	14	<u>-</u>	<u>-</u>
Balance at 30 June 2016		<u><u>105,525</u></u>	<u><u>105,525</u></u>
Balance at 1 July 2014		22,545	22,545
Net result for the year		29,645	29,645
Total comprehensive income for the year		<u>29,645</u>	<u>29,645</u>
Transactions with owners in their capacity as owners			
Increase / (decrease) in net assets from equity transfers	14	<u>19,257</u>	<u>19,257</u>
Balance at 30 June 2015		<u><u>71,447</u></u>	<u><u>71,447</u></u>

The accompanying notes form part of these financial statements.

Statement of cash flows for the year ended 30 June 2016

	Notes	Actual 2016 \$'000	Budget 2016 \$'000	Actual 2015 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(98,237)	(103,508)	(91,533)
Grants and subsidies		(160,028)	(119,106)	(149,275)
Other		(75,923)	(136,686)	(84,227)
Total Payments		(334,188)	(359,300)	(325,035)
Receipts				
Sale of goods and services		380	3,337	1,340
Interest received		1,992	-	2,074
Grants and contributions		334,294	279,628	304,330
GST receipts		15,323	6,550	14,540
Other		26,554	42,019	21,393
Total Receipts		378,543	331,534	343,677
NET CASH FLOWS FROM OPERATING ACTIVITIES	18	44,355	(27,766)	18,642
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of plant and equipment		2,566	4,980	2,061
Purchases of plant and equipment		(9,925)	(13,338)	(13,043)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(7,359)	(8,358)	(10,982)
CASH FLOWS FROM FINANCING ACTIVITIES				
Net cash provided / (used) from financing activities		-	-	-
NET CASH FLOWS FROM FINANCING ACTIVITIES		-	-	-
NET INCREASE / (DECREASE) IN CASH		36,996	(36,124)	7,660
Opening cash and cash equivalents		67,050	66,896	59,390
CLOSING CASH AND CASH EQUIVALENTS	6(a)	104,046	30,772	67,050

The accompanying notes form part of these financial statements.

Supplementary Financial Statements
Service group statements for the year ended 30 June 2016

	Community Safety*		Emergency Bush Fire Operations*		Operational and Administrative Support*		Not Attributable		Total	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
RURAL FIRE SERVICE'S EXPENSES & INCOME										
Expenses excluding losses										
Operating expenses										
• Employee related	5,188	5,789	69,937	66,491	22,050	22,356	-	-	97,175	94,636
• Other operating expenses	6,155	3,996	16,201	15,276	25,517	29,981	-	-	47,873	49,253
Depreciation and amortisation	59	34	4,157	4,053	3,156	3,315	-	-	7,372	7,402
Grants and subsidies	10,963	447	120,629	108,659	28,436	40,169	-	-	160,028	149,275
Other expenses	495	-	6,789	5,045	6,858	5,574	-	-	14,142	10,619
TOTAL EXPENSES EXCLUDING LOSSES	22,860	10,266	217,713	199,524	86,017	101,395	-	-	326,590	311,185
Revenue										
Sale of goods and services	-	18	7	431	373	891	-	-	380	1,340
Investment revenue	-	-	-	-	1,992	2,074	-	-	1,992	2,074
Grants and contributions	8	227	113,509	96,420	212,436	221,829	-	-	325,953	318,476
Acceptance by the Crown Entity of employee benefits	-	-	-	-	605	616	-	-	605	616
Other revenue	212	395	11,406	9,868	19,665	7,708	-	-	31,283	17,971
Total Revenue	220	640	124,922	106,719	235,071	233,118	-	-	360,213	340,477
Gain / (loss) on disposal	-	(3)	549	285	(94)	71	-	-	455	353
Net result	(22,640)	(9,629)	(92,242)	(92,520)	148,960	131,794	-	-	34,078	29,645
TOTAL COMPREHENSIVE INCOME	(22,640)	(9,629)	(92,242)	(92,520)	148,960	131,794	-	-	34,078	29,645

* The purpose of each service group is summarised in Note 5.

Supplementary Financial Statements
Service group statements (continued)

	Community Safety*		Emergency Bush Fire Operations*		Operational and Administrative Support*		Not Attributable		Total	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
RURAL FIRE SERVICE'S ASSET & LIABILITIES										
Current Assets										
Cash and cash equivalents	-	-	-	-	-	-	104,046	67,050	104,046	67,050
Receivables	-	-	1,457	1,723	25,137	24,826	-	-	26,594	26,549
Total Current Assets	-	-	1,457	1,723	25,137	24,826	104,046	67,050	130,640	93,599
Non-Current Assets										
Property, plant and equipment	176	142	19,975	22,452	9,557	8,363	-	-	29,708	30,957
Intangibles	1,127	-	182	185	2,118	1,549	-	-	3,427	1,734
Total Non-Current Assets	1,303	142	20,157	22,637	11,675	9,912	-	-	33,135	32,691
TOTAL ASSETS	1,303	142	21,614	24,360	36,812	34,738	104,046	67,050	163,775	126,290
Current Liabilities										
Payables	-	-	13,108	13,336	10,269	8,299	-	-	23,377	21,635
Provisions	-	-	-	-	33,050	31,475	-	-	33,050	31,475
Other	-	-	-	-	80	86	-	-	80	86
Total Current Liabilities	-	-	13,108	13,336	43,399	39,860	-	-	56,507	53,196
Non-Current Liabilities										
Provisions	-	-	-	-	1,485	1,310	-	-	1,485	1,310
Other	-	-	-	-	258	337	-	-	258	337
Total Non-Current Liabilities	-	-	-	-	1,743	1,647	-	-	1,743	1,647
TOTAL LIABILITIES	-	-	13,108	13,336	45,142	41,507	-	-	58,250	54,843
NET ASSETS	1,303	142	8,506	11,024	(8,330)	(6,769)	104,046	67,050	105,525	71,447

* The purpose of each service group is summarised in Note 5.

1. Summary of Significant Accounting Policies

(a) Reporting Entity

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

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

These financial statements for the year ended 30 June 2016 have been authorised for issue by the Commissioner on 15 September 2016.

(b) Basis of Preparation

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

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations);
- the requirements of the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2015*; and
- the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities or issued by the Treasurer.

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

(c) Statement of Compliance

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

(d) Funding – NSW Rural Fire Service

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

Contributions are recognised in accordance with AASB 1004.

(e) Insurance

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

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

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

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

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

(g) Income Recognition

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

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

(i) Contributions

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

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

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

(ii) Sale of Goods

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

(iii) Rendering of Services

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

(iv) Investment Revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*.

(h) Assets

(i) Acquisitions of Assets

Assets acquired are initially recognised at cost. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

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

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

Where payment for an item 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.

(ii) Capitalisation Thresholds

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

(iii) Revaluation of Property, Plant and Equipment

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 as a surrogate for fair value. The Service has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

(iv) 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, impairment can only arise in the rare circumstances where the costs of disposal are material. Specifically, impairment is unlikely for not-for-profit entities given AASB 136 modifies the recoverable amount test for non-cash generating assets of not-for-profit

entities to the higher of fair value less costs of disposal and depreciated replacement costs, where depreciated replacement cost is also fair value.

(v) Depreciation of Property, Plant and Equipment

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

All 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	Period of the Lease
Plant and equipment	3 – 20 Years

(vi) Maintenance

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

(vii) Leased Assets

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

Operating lease payments are recognised as an expense on a straight-line basis over the lease term.

There are no finance lease arrangements.

(viii) Intangible Assets

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

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.

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

The Service's intangible assets are amortised using the straight line method over their useful lives.

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

(ix) Rural Fire Fighting Equipment

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

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

(x) Loans and Receivables

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

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

(i) Liabilities

(i) Payables

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

(ii) Employee Benefits and other Provisions

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

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% (2014-15: 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 circumstances and has determined that the effect of discounting is immaterial to annual leave.

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

(b) Long Service Leave and Superannuation

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

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on 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 20.

(c) 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.

(j) Fair Value Hierarchy

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, 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 as a surrogate for 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 as a surrogate for fair value and not categorised against the fair value hierarchy.

Refer to Note 19 for further disclosures regarding fair value measurements of financial and non-financial assets.

(k) Equity and Reserves

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

(l) Equity Transfers

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

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

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

(m) Budgeted Amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget (eg adjustment for transfer of functions between entities as a result of Administrative Arrangements Orders) are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the primary financial statements is explained in Note 17.

(n) Centralised Billing and Collecting Services

The Office of Emergency Management (OEM) within the NSW Department of Justice is responsible for the centralised billing and collection of legislated contributions for the funding of Emergency Service Agencies from the insurance industry and Local Councils. OEM acts as agent for the Service, Fire and Rescue NSW and the State Emergency Service.

(o) 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.

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

(i) Effective for the first time in 2015-16

The accounting policies applied in 2015-16 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 2015-16, being:

- AASB 2013-9 Part C, AASB 2014-1 (Part E) and AASB 2014-8 regarding financial instruments
- AASB 2015-3 regarding materiality
- AASB 2015-4 regarding financial reporting requirements for Australian Groups with a foreign parent
- AASB 2015-7 *Amendments to Australian Accounting Standards – Fair Value Disclosures of Not-for-Profit Public Sector Entities*. AASB 2015-7, applicable for reporting periods beginning on or after 1 July 2016, relieves not-for-profit public sector entities from making certain disclosures for Level 3 property, plant and equipment that are held primarily for their current service potential rather than to generate future net cash inflows. This Standard has been early adopted with the approval of NSW Treasury.

The impact of these Standards, where applicable to the NSW Rural Fire Service, in the period of initial application is not material.

(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 9 and AASB 2014-7 regarding financial instruments
- AASB 14 and AASB 2014-1 (Part D) regarding Regulatory Deferral Accounts
- AASB 15, AASB 2014-5 and AASB 2015-8 regarding Revenue from Contracts with Customers
- AASB 16 *Leases*
- AASB 1056 *Superannuation Entities*
- AASB 1057 and AASB 2015-9 *Application of Australian Accounting Standards*
- AASB 2014-3 regarding accounting for acquisitions of interests in joint operations
- AASB 2014-4 regarding acceptable methods of depreciation and amortisation
- AASB 2014-6 regarding bearer plants
- AASB 2014-9 regarding the equity method in separate financial statements
- AASB 2014-10 and AASB 2015-10 regarding sale or contribution of assets between an investor and its associate or joint venture
- AASB 2015-1 regarding annual improvements to Australian Accounting Standards 2012-2014 cycle
- AASB 2015-2 regarding amendments to AASB 101 (disclosure initiative)
- AASB 2015-5 *Amendments to Australian Accounting Standards – Investment Entities: Applying the Consolidation Exception*
- AASB 2015-6 *Amendments to Australian Accounting Standards – Extending Related Party Disclosures to Not-for-Profit Public Sector Entities*
- AASB 2016-1 regarding recognition of deferred tax assets for unrealised losses
- AASB 2016-2 regarding amendments to AASB 107 (disclosure initiative)

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

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. The quantum of these transactions is unable to be reliably measured at this time, with the Standard first applicable to the 2019-20 reporting period.

	2016	2015
	\$'000	\$'000
2. Expenses Excluding Losses		
(a) Employee related expenses		
Salaries and wages (including recreation leave)	81,111	78,416
Superannuation – defined benefit plans (Refer Note 20)	1,459	1,472
Superannuation – defined contribution plans	6,509	6,257
Long service leave	1,496	2,794
Workers' compensation insurance	1,474	786
Payroll tax	5,040	4,777
Fringe benefit tax	86	134
	97,175	94,636

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2016

	2016 \$'000	2015 \$'000
(b) Other operating expenses include the following:		
Advertising	2,399	2,105
Audit Fees – Internal	403	492
Auditor's remuneration		
- audit of financial statements	140	140
Buildings - all outgoing	1,010	1,090
Computer software	350	440
Consultants	115	320
Consumables	309	42
Contractors	1,498	1,134
Electricity	309	509
Equipment – Computer	5,798	5,097
Equipment – General	5,025	4,739
Fees for service	8,426	10,425
Legal Fees	712	988
Maintenance *	460	217
Operating lease rental expense		
- minimum lease payments	4,461	4,555
Other Expenses	4,390	4,301
Printing and stationery	1,381	883
Staff training	1,783	1,235
Telephony	1,909	2,793
Travel	3,717	3,884
Vehicle operation	3,278	3,864
	<u>47,873</u>	<u>49,253</u>
<i>*Reconciliation – Total maintenance</i>		
Maintenance expense – contracted labour and other (non-employee related), as above	460	217
Employee related maintenance expense included in Note 2(a)	-	-
Total maintenance expenses included in Note 2(a) + 2(b)	<u>460</u>	<u>217</u>
(c) Depreciation and amortisation expense		
Depreciation		
Infrastructure systems	1,925	1,842
Plant and equipment	4,559	4,346
Land and buildings	282	191
	<u>6,766</u>	<u>6,379</u>
Amortisation		
Intangibles	606	1,023
	<u>7,372</u>	<u>7,402</u>

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2016

	2016 \$'000	2015 \$'000
(d) Grants and subsidies		
Fire mitigation works	5,724	4,253
Payments for Council costs associated with rural fire fighting activities and equipment	102,907	95,465
Emergency fund – natural disasters	46,483	46,202
Other	4,914	3,355
	<u>160,028</u>	<u>149,275</u>
(e) Other expenses		
Workers' compensation insurance – volunteers	3,500	2,000
Public liability and other insurance	6,375	6,618
Aerial support	4,267	2,001
	<u>14,142</u>	<u>10,619</u>

3. Revenue

(a) Sale of goods and services		
Rendering of services	380	1,340
	<u>380</u>	<u>1,340</u>
(b) Investment revenue		
Interest revenue	1,992	2,074
	<u>1,992</u>	<u>2,074</u>
(c) Grants and contributions		
Insurance company contributions	231,867	210,373
Local Government contributions	36,809	33,397
Natural disaster relief contributions *	10,413	28,917
Other Commonwealth and State Government grants	931	4,114
Department of Attorney General and Justice grants:		
Recurrent grant	44,278	40,527
Capital grant	1,655	1,148
	<u>325,953</u>	<u>318,476</u>

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

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2016

	2016 \$'000	2015 \$'000
(d) Acceptance by the Crown Entity of employee benefits		
The following liabilities and/or expenses have been assumed by the Crown Entity:		
Superannuation – defined benefit	605	616
	<u>605</u>	<u>616</u>
(e) Other Revenue		
Sale of equipment ¹	1,251	1,283
Comcover – protection of Commonwealth property	1,956	379
Aviation – use of contract by other agencies	8,181	8,352
Natural disaster recoups (interstate and overseas deployments) ²	13,312	3,938
TMF hindsight premium receipts	3,143	27
Workers' compensation receipts	495	584
Insurance claims proceeds	936	1,717
Development applications	600	558
Other	1,409	1,133
	<u>31,283</u>	<u>17,971</u>

¹ 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 \$1.251m in 2015-16 (\$1.283m in 2014-15).

² Natural disaster recoups were higher than usual in 2015-16 due to a large number of deployments including to Canada, Indonesia, USA, Victoria, Western Australia and Tasmania.

4. Gain / (Loss) on Disposal

Gain / (Loss) on disposal of plant and equipment		
Proceeds from disposal	2,566	2,060
Written down value of assets disposed	(2,111)	(1,707)
	<u>455</u>	<u>353</u>

5. Service Groups of the Entity

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

Service Group 2	Emergency Bush Fire Operations
Purpose:	To cover the rapid and effective emergency response to incidents in bushfire prone areas to minimise injury and loss to the community.
Service Group 3	Operational and Administrative Support
Purpose:	Covers the management and administrative support functions of the Service including financial, human resource and operational support, fire fighting fleet maintenance and the strategy and policy development roles.

2016	2015
\$'000	\$'000

6. Current Assets – Cash and Cash Equivalents

(a) Cash

Cash at bank and on hand	104,046	67,050
	<u>104,046</u>	<u>67,050</u>

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

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

Cash and cash equivalents (per statement of financial position)	104,046	67,050
Closing cash and cash equivalents (per statement of cash flows)	<u>104,046</u>	<u>67,050</u>

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

(b) Financing facilities available

The Service has a financing facility still required and available through NSW Treasury Corporation to facilitate cash flow until statutory contributions are received. During the year 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 \$2.5m and a transaction negotiation authority of \$21.0m are held with the Government's banker, Westpac Banking Corporation, to facilitate routine transactions.

7. Current Assets – Receivables

Fees for service	12,894	4,715
Less: Allowance for impairment	(23)	(27)
Other receivables	9,411	18,445
GST receivable	1,458	1,722
Prepayments	2,854	1,694
	<u>26,594</u>	<u>26,549</u>

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2016

	2016 \$'000	2015 \$'000
Movement in allowance for impairment		
Balance at 1 July	27	17
Amounts written off during the year	(12)	-
Amounts recovered during the year	-	-
Increase/(decrease) in allowance recognised in profit or loss	8	10
Balance at 30 June	<u>23</u>	<u>27</u>

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

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

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Total \$'000
At 1 July 2015 – fair value				
Gross carrying amount	5,646	36,062	6,736	48,444
Accumulated depreciation and impairment	(5,118)	(8,941)	(3,428)	(17,487)
Net carrying amount	<u>528</u>	<u>27,121</u>	<u>3,308</u>	<u>30,957</u>
At 30 June 2016 – fair value				
Gross carrying amount	5,828	35,894	8,894	50,616
Accumulated depreciation and impairment	(5,399)	(10,436)	(5,073)	(20,908)
Net carrying amount	<u>429</u>	<u>25,458</u>	<u>3,821</u>	<u>29,708</u>

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 2016				
Net carrying amount at start of year	528	27,121	3,308	30,957
Additions	182	4,963	2,483	7,628
Disposals	-	(2,066)	(45)	(2,111)
Depreciation expense	(281)	(4,560)	(1,925)	(6,766)
Prior year adjustment	-	-	-	-
Net carrying amount at end of year	<u>429</u>	<u>25,458</u>	<u>3,821</u>	<u>29,708</u>

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Total \$'000
At 1 July 2014 – fair value				
Gross carrying amount	5,302	28,734	6,653	40,689
Accumulated depreciation and impairment	(4,927)	(6,929)	(2,032)	(13,888)
Net carrying amount	375	21,805	4,621	26,801
At 30 June 2015 – fair value				
Gross carrying amount	5,646	36,062	6,736	48,444
Accumulated depreciation and impairment	(5,118)	(8,941)	(3,428)	(17,487)
Net carrying amount	528	27,121	3,308	30,957

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 2015				
Net carrying amount at start of year	375	21,805	4,621	26,801
Additions	344	11,441	664	12,449
Disposals	-	(1,572)	(135)	(1,707)
Depreciation expense	(191)	(4,346)	(1,842)	(6,379)
Prior year adjustment	-	(207)	-	(207)
Net carrying amount at end of year	528	27,121	3,308	30,957

9. Intangible Assets

	Software \$'000	Total \$'000
At 1 July 2015		
Cost (gross carrying amount)	4,067	4,067
Accumulated amortisation and impairment	(2,333)	(2,333)
Net carrying amount	1,734	1,734
At 30 June 2016		
Cost (gross carrying amount)	6,198	6,198
Accumulated amortisation and impairment	(2,771)	(2,771)
Net carrying amount	3,427	3,427

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2016

	Software \$'000	Total \$'000
Year ended 30 June 2016		
Net carrying amount at start of year	1,734	1,734
Additions (acquired separately)	1,886	1,886
Additions (internally developed)	413	413
Disposals	-	-
Amortisation (recognised in 'depreciation and amortisation')	(606)	(606)
Net carrying amount at end of year	<u>3,427</u>	<u>3,427</u>
	Software \$'000	Total \$'000
At 1 July 2014		
Cost (gross carrying amount)	3,267	3,267
Accumulated amortisation and impairment	(1,309)	(1,309)
Net carrying amount	<u>1,958</u>	<u>1,958</u>
At 30 June 2015		
Cost (gross carrying amount)	4,067	4,067
Accumulated amortisation and impairment	(2,333)	(2,333)
Net carrying amount	<u>1,734</u>	<u>1,734</u>
Year ended 30 June 2015		
Net carrying amount at start of year	1,958	1,958
Additions (acquired separately)	799	799
Additions (internally developed)	-	-
Disposals	-	-
Amortisation (recognised in 'depreciation and amortisation')	(1,023)	(1,023)
Net carrying amount at end of year	<u>1,734</u>	<u>1,734</u>
	2016 \$'000	2015 \$'000

10. Restricted Assets

Cash held as part of the Rural Fire Fighting Fund	104,046	66,561
Cash held as part of the ICT Reinvestment Pool	-	489
	<u>104,046</u>	<u>67,050</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.

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

	2016 \$'000	2015 \$'000
11. Current Liabilities – Payables		
Accrued salaries, wages and on-costs	548	2,884
Accrued payables	8,389	8,952
Creditors	14,440	9,799
	<u>23,377</u>	<u>21,635</u>

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

12. Current / Non-Current Liabilities - Provisions

Employee benefits and related on-costs

Recreation leave - short term benefit	6,744	6,518
Recreation leave - long term benefit	3,030	3,184
Long service leave	24,221	22,725
Provisions for Fringe Benefits Tax	65	64
	<u>34,060</u>	<u>32,491</u>

Other provisions

Restoration costs	475	294
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Total provisions

	<u>34,535</u>	<u>32,785</u>
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Aggregate employee benefits and related on-costs

Provisions - current	33,050	31,475
Provisions - non-current	1,010	1,016
Accrued salaries, wages and on-costs (Note 11)	548	2,884
	<u>34,608</u>	<u>35,375</u>

13. Current / Non-Current Liabilities – Other

Lease incentive - current	80	86
Lease incentive - non-current	258	337
	<u>338</u>	<u>423</u>

14. Increase/Decrease in Net Assets from Equity Transfers

Acceptance of defined benefit superannuation by the Crown Entity	-	19,257
	<u>-</u>	<u>19,257</u>

On 1 July 2014 the Crown Entity accepted the liability for State defined benefit superannuation schemes that previously resided with the NSW Rural Fire Service.

	2016	2015
	\$'000	\$'000

15. Commitments for Expenditure

(a) Capital Commitments

Aggregate capital expenditure for the acquisition of plant and equipment and infrastructure systems contracted for at balance date and not provided for:

Not later than one year	493	932
Later than one year and not later than five years	-	-
Later than five year	-	-
Total (including GST)	<u>493</u>	<u>932</u>

Capital commitments include goods and services tax credits of \$0.045m in 2015-16 (2014-15 \$0.085m) that are expected to be recovered from the Australian Taxation Office.

(b) Operating Lease Commitments

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

Not later than one year	4,863	4,858
Later than one year and not later than five years	12,149	16,420
Later than five year	-	583
Total (including GST)	<u>17,012</u>	<u>21,861</u>

Operating lease commitments include goods and services tax credits of \$1.547m in 2015-16 (\$1.987m in 2014-15) that are expected to be recovered from the Australian Taxation Office.

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

16. Contingent Assets and Contingent Liabilities

Contingent liabilities

At balance date the Service was a party to litigation that may result in the payment of minor amounts to settle legal claims. As the Service is insured through the Treasury Managed Fund in respect of the majority of legal claims, any residual amounts are considered to be immaterial. It is not practicable to quantify these amounts due to their nature. Contingent liabilities associated with the Local Government Superannuation Scheme are disclosed at Note 20(b)(v).

Contingent assets

The Service has no contingent assets.

17. Budget Review

The 2015-16 budget represents the initial budget as allocated by Government at the time of the 2015-16 State Budget.

Net result

The actual Net Result was \$69.9m more favourable than budget. The major factors are:

	\$'000
Employee related expenses under budget by \$5.1m – primarily attributable to higher vacancy and turnover rates than estimated, and lower than budgeted long service leave and fringe benefits tax.	5,053
Other operating expenses under budget by \$11.9m – primarily due to lower than budgeted expenditure on consultants, fees for service, other expenses and telephony. Under-expenditure was planned to allow the Service to request carry forward of funds to 2016-17 for expenditure on critical projects including planning for the State Headquarters relocation and the emergency logistics project.	11,856
Depreciation and amortisation under budget by \$0.8m – primarily resulting from a timing difference in the completion of capital projects, which will now be completed in the next financial year.	791
Grants and subsidies under budget by \$9.5m – primarily due to a timing difference in the delivery of fire fighting appliances, brigade stations and fire control centres which will be delivered in future years (\$35.8m) and a timing difference in the delivery of fire mitigation works (\$14.0m). This has been partially offset by higher than budgeted expenditure on natural disaster combat operations for which a nominal budget allocation is made in each financial year, with the balance of the expense met by the Crown Disaster Relief Account or recoveries for interstate and overseas deployments (\$39.5m).	9,496
Other expenses under budget by \$7.8m - due to deployment of aircraft interstate and overseas.	7,815
Sale of goods and services over budget by \$0.4m - due to higher than budgeted receipts.	380
Investment revenue over budget by \$2.0m - resulting from an expectation interest would not be receivable at the time of framing the budget.	1,992
Grants and contributions over budget by \$9.9m – predominantly due to the receipt of grants from the Crown Disaster Relief Account to reimburse the net cost of natural disaster combat operations (\$10.4m) and lower than budgeted other State and Commonwealth Government grants (\$0.5m).	9,909
Acceptance by the Crown Entity of employee benefits under budget by \$0.1m – due to lower than budgeted defined benefit superannuation.	(83)
Other Revenue over budget by \$22.3m – particularly due to higher than budgeted revenue for interstate and overseas deployments (\$13.3), other agency use of aviation resources (\$4.9m) and insurance hindsight adjustments (\$3.1m).	22,268
Gain on disposal favourable to budget by \$0.5m – resulting from sale proceeds above expectation.	455
Variation from budgeted Net Result	69,932

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2016

Assets and liabilities

The actual Net Assets exceeded budget by \$91.9m. The major factors are:

	\$'000
Cash and cash equivalents higher than budget by \$73.3m – primarily due to lower than budget expenditure and higher than budget revenue as described above.	73,274
Receivables above budget by \$22.4m – predominantly due to outstanding recoups from the Crown Disaster Relief Account for natural disaster combat operations; and outstanding National Aerial Firefighting Company and Tasmanian interstate assistance recoups.	22,393
Property, plant and equipment above budget by \$4.1m – mainly attributable to higher than budgeted expenditure on infrastructure systems.	4,112
Intangible assets under budget by \$0.8m – due to a timing difference for the Guardian project.	(815)
Payables over budget by \$5.0m - due predominantly to increased creditors.	(4,963)
Provisions over budget by \$2.1m – predominantly due to higher than budgeted long service.	(2,135)
Other liabilities approximated budget.	(3)
Variation from budgeted Net Assets	91,863

Cash flows

The actual Closing Cash and Cash Equivalents exceeded budget by \$73.3m. The major factors are:

	\$'000
Net cash flows from operating activities higher than budget by \$72.1m – resulting from lower than budget expenditure and higher than budget revenue as described above.	72,121
Net cash flows from investing activities higher than budget by \$1.0m – resulting from lower than budget proceeds from sale of plant and equipment (\$2.4m), and lower than budgeted expenditure on plant and equipment purchases (\$3.4m).	999
Opening cash and cash equivalents above budget by \$0.2m – represented by additional cash than projected being held at year end in 2014-15.	154
Variation from budgeted Closing Cash and Cash Equivalents	73,274

	2016	2015
	\$'000	\$'000

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

	2016	2015
	\$'000	\$'000
Net cash from operating activities	44,355	18,642
Depreciation and amortisation	(7,372)	(7,402)
Decrease/(increase) in provisions	(1,750)	16,656
Decrease/(increase) in other liabilities	86	82
Increase/(decrease) in prepayments and other assets	46	11,642
Decrease/(increase) in creditors	(1,742)	8,929
(Increase)/Decrease in net assets from equity transfers	-	(19,257)
Net gain/(loss) on sale of plant and equipment	455	353
Net result	34,078	29,645

19. Financial Instruments

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

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

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

(a) Financial instrument categories

Financial Assets	Note	Category	Carrying Amount	Carrying Amount
			2016	2015
			\$'000	\$'000
Class:				
Cash and cash equivalents	6(a)	N/A	104,046	67,050
Receivables ¹	7	Loans and receivables (at amortised cost)	22,282	23,133
Financial Liabilities	Note	Category	Carrying Amount	Carrying Amount
			2016	2015
			\$'000	\$'000
Class:				
Payables ²	11	Financial liabilities (at amortised cost)	22,829	18,751

Notes

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

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

(b) Credit risk

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

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

Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest 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.

Receivables – trade debtors

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

The Service is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due (2015-16: \$9.032m; 2014-15: \$4.538m) and less than 3 months past due (2015-16: \$3.740m; 2014-15: \$0.035m) are not considered impaired. Together, these represent 99% 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.

	Total	Past due but not impaired^{1,2}	Considered Impaired^{1,2}
	\$'000	\$'000	\$'000
2016			
< 3 months overdue	3,740	3,740	-
3 months – 6 months overdue	-	-	-
>6 months overdue	122	99	23
2015			
< 3 months overdue	35	35	-
3 months – 6 months overdue	17	17	-
>6 months overdue	125	98	27

Notes

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

(c) Liquidity risk

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

During the current and prior years, there were no defaults 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 10.28% (2014-15: 10.36%).

No interest was paid to suppliers in 2015-16 (\$Nil 2014-15).

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

Maturity analysis and interest rate exposure of financial liabilities

	Weighted Average Effective Int. Rate	Nominal Amount ¹ \$'000	Interest Rate Exposure			Maturity Dates		
			Fixed Interest Rate \$'000	Variable Interest Rate \$'000	Non- Interest Bearing \$'000	<1 year \$'000	1-5 years \$'000	> 5 years \$'000
2016								
Payables	Nil	22,829	-	-	22,829	22,829	-	-
		22,829	-	-	22,829	22,829	-	-
2015								
Payables	Nil	18,751	-	-	18,751	18,751	-	-
		18,751	-	-	18,751	18,751	-	-

Notes:

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

(d) Market risk

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

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Service operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the statement of financial position date. The analysis is performed on the same basis as for 2015. 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%		1%	
	\$'000	Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
2016					
<i>Financial assets</i>					
Cash and cash equivalents	104,046	(1,040)	(1,040)	1,040	1,040
Receivables	22,282	(223)	(223)	223	223
<i>Financial liabilities</i>					
Payables	22,829	228	228	(228)	(228)
2015					
<i>Financial assets</i>					
Cash and cash equivalents	67,050	(671)	(671)	671	671
Receivables	23,133	(231)	(231)	231	231
<i>Financial liabilities</i>					
Payables	18,751	188	188	(188)	(188)

(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.

20. 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'. Refer Notes 1(i)(b) and 14.

(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 standard 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 2015-16 and 2014-15, are:

- Division B - 1.9 times employee contributions;
- Division C - 2.5% salaries; and
- Division D - 1.64 times employee contributions.

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2016

The trustees have determined that each pooled employer will contribute additional contributions to fund the deficit of assets to accrued liabilities at 30 June 2015. The total additional contributions of \$48.7m for the year to 30 June 2016, and \$40.0 million per annum from 1 July 2016 for the 4 years to 30 June 2020, are apportioned according to each employer's share of the accrued liabilities as at 30 June 2015.

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 24 February 2016, relating to the period ending 30 June 2015.

(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 \$0.763m (2014-15 \$0.817m) and the expected additional contribution is \$0.324m (2014-15 \$0.377m).

(v) Deficit or surplus of the Scheme

The estimated employer reserves financial position for the pooled employers is:

	30 June 2016		30 June 2015	
	\$'000	Asset Coverage	\$'000	Asset Coverage
Assets	1,665,200		1,707,430	
Past service liabilities	1,739,300	95.7%	1,729,460	98.7%
Vested benefits	1,796,000	92.7%	1,761,550	96.9%

Note: employer reserves only. Excludes member accounts and reserves in both assets and liabilities.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

	2016	2015
Investment return	6.5% per annum	7.0% per annum
Salary inflation*	3.5% per annum	4.0% per annum
Increase in CPI	2.5% per annum	2.5% per annum

* Plus promotional increases

NSW RURAL FIRE SERVICE

Notes to the financial statements for the year ended 30 June 2016

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.

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 \$1.296m in additional contributions remain.

(vi) Participation in the Scheme

The Service is estimated to represent 0.81% (2014-15: 0.77%) of the Scheme at 30 June 2016 based on the Service's additional lump sum contributions per annum as a percentage of the total additional lump sum contributions for all pooled employers.

21. 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

Bush Fire Co-ordinating Committee Financial Statements



INDEPENDENT AUDITOR'S REPORT

Bush Fire Co-ordinating Committee

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements Bush Fire Co-ordinating Committee (the Committee), which comprise the statement of financial position as at 30 June 2016, the statement of comprehensive income, statement of changes in equity and the statement of cash flows for the year then ended, notes comprising a summary 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 Committee as at 30 June 2016, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

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

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

I am independent of the Committee in accordance with the auditor independence requirements of:

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

I have also fulfilled my other ethical responsibilities in accordance with the Code.

The PF&A Act further 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, but precluding the provision of non-audit services.

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

The Committee's Responsibility for the Financial Statements

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

In preparing the financial statements, the Committee must assess the Committee's ability to continue as a going concern unless the Committee's operations will cease as a result of an administrative restructure. The assessment must include, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibility 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.

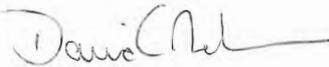
Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

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 further description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: <http://www.auasb.gov.au/Home.aspx>. The description forms part of my auditor's report.

My opinion does *not* provide assurance:

- that the Committee 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.



David Nolan
Director, Financial Audit Services

16 September 2016
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 2016**

Statement by the Chairman

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

- (a) The accompanying financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the applicable clauses of the *Public Finance and Audit Regulation 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 2016; and
- (c) At the date of this statement there are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

Shane Fitzsimmons AFSM
Chairman

15 September 2016

BUSH FIRE CO-ORDINATING COMMITTEE

Statement of comprehensive income for the year ended 30 June 2016

	Notes	Actual 2016 \$'000	Actual 2015 \$'000
Expenses excluding losses			
Personnel services	2	25	25
TOTAL EXPENSES EXCLUDING LOSSES		25	25
Revenue			
Grants and contributions	2	25	25
Total Revenue		25	25
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 2016

	Notes	Actual 2016 \$'000	Actual 2015 \$'000
Total Assets		-	-
Total Liabilities		-	-
Net Assets		-	-
EQUITY			
Accumulated funds		-	-
Total Equity		-	-

BUSH FIRE CO-ORDINATING COMMITTEE

Statement of changes in equity for the year ended 30 June 2016

	Notes	Actual 2016 \$'000	Actual 2015 \$'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 2016

	Notes	Actual 2016 \$'000	Actual 2015 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash provided / (used) from operating activities		-	-
NET CASH FLOWS FROM OPERATING ACTIVITIES		-	-
CASH FLOWS FROM INVESTING ACTIVITIES			
Net cash provided / (used) from investing		-	-
NET CASH FLOWS FROM INVESTING ACTIVITIES		-	-
CASH FLOWS FROM FINANCING ACTIVITIES			
Net cash provided / (used) from financing activities		-	-
NET CASH FLOWS FROM FINANCING ACTIVITIES		-	-
NET INCREASE / (DECREASE) IN CASH		-	-
Opening cash and cash equivalents		-	-
CLOSING CASH AND CASH EQUIVALENTS		-	-

The accompanying notes form part of these financial statements.

BUSH FIRE CO-ORDINATING COMMITTEE

Notes to the financial statements for the year ended 30 June 2016

1. Summary of Significant Accounting Policies

(a) Reporting Entity

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

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

The financial statements for the period ended 30 June 2016 have been authorised for issue by the Bush Fire Co-ordinating Committee on xx September 2016.

(b) Basis of Preparation

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

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

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

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

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

(c) Statement of Compliance

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

(d) Income Recognition

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

(e) Administrative Support

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

(f) Personnel Services

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

(g) Equity and Reserves

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

BUSH FIRE CO-ORDINATING COMMITTEE

Notes to the financial statements for the year ended 30 June 2016

(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.

	2016 \$'000	2015 \$'000
2. Revenue and Expenses		
Revenue		
Grants from the NSW Rural Fire Service	25	25
	<u>25</u>	<u>25</u>
Expenses		
Personnel services provided by the NSW Rural Fire Service	25	25
	<u>25</u>	<u>25</u>

3. Contingent Assets and Contingent Liabilities

As at 30 June 2016 the Committee had no contingent assets or contingent liabilities (Nil in 2014-15).

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

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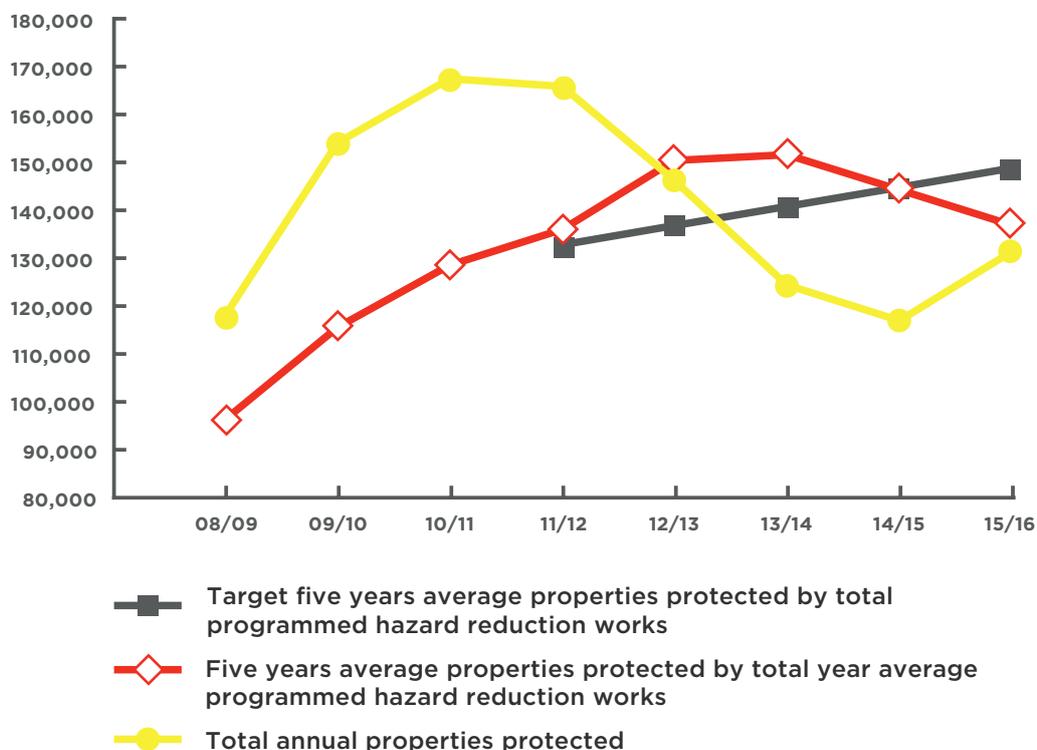


1.1 Bush Fire Community Protection: Properties Protected Report

Location	Number of works planned	Number of works completed	Proportion of works completed v planned %	Number of properties covered by completed works	Value of properties covered by completed works \$M
Total bush fire protection works	20,787	17,258	83.0%	237,841	\$116,189
Total programmed hazard reduction works	10,312	8,050	78.1%	131,388	\$57,810.7
Bush fire hazard complaints	1,793	1,648	91.9%	2,390	\$1,051.6
Private land hazard reduction certificates	455	437	96.0%	1,069	\$470.4
Development control assessments	5,520	4,809	87.1%	55,102	\$35,784.3
Community education programs	2,707	2,314	85.5%	47,892	\$21,072.5

1. The 'Total programmed hazard reduction works' data set is derived from the Bush Fire Risk Information Management System (BRIMS) records as at 1 August 2016.
2. The 'Number of works planned' data set is comprised of activities with a scheduled or completed date occurring during 2015/16.
3. The 'Number of works completed' data set comprises activities with a completion date occurring during 2015/16.
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.

1.2 Number of properties protected by hazard reduction works across all bush fire prone land tenures



NUMBER OF PROPERTIES PROTECTED BY HAZARD REDUCTION WORKS

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total annual properties protected by programmed hazard reduction works	118,021	154,211	167,533	165,945	146,292	124,414	116,977	131,388
Five years average properties protected by total programmed hazard reduction works	96,313	115,612	128,593	136,063	150,400	151,679	144,232	137,003
Target five years average properties protected by total programmed hazard reduction works				132,793	136,793	140,793	144,793	148,793

PROPERTIES PROTECTED: BY AGENCY

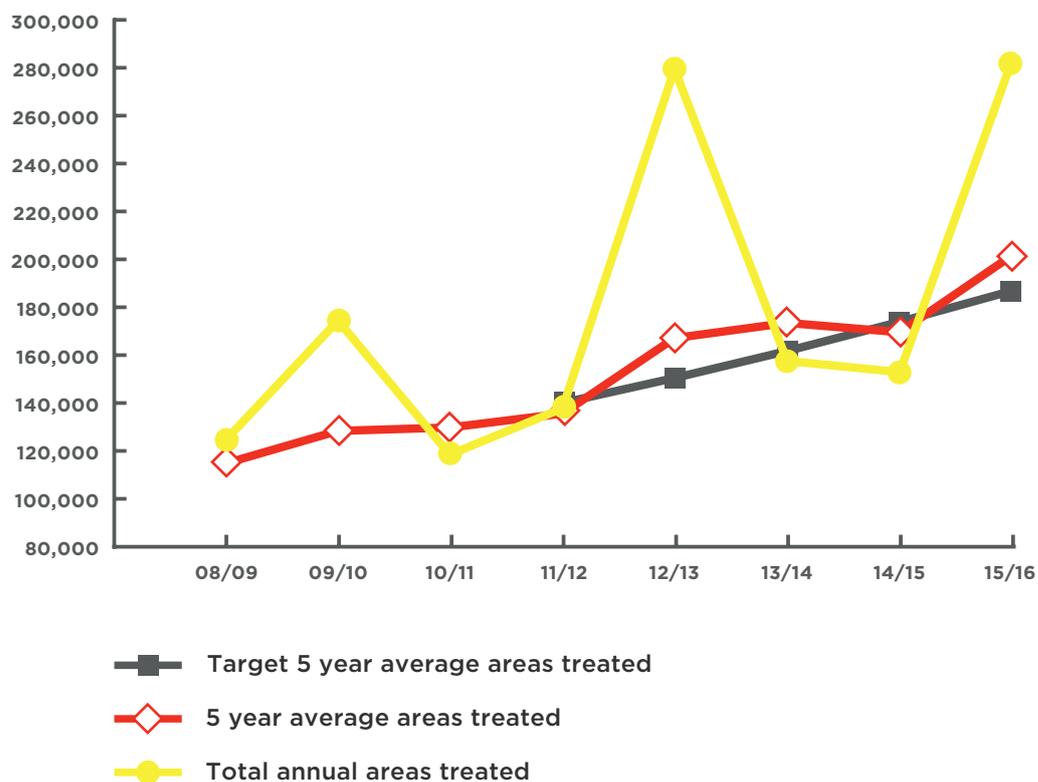
	Target	Number of properties protected	Completed v target (%)
Department of Primary Industries (Crown Lands)	18,854	24,219	128.5%
Local Government Authority	57,737	42,466	73.6%
NSW National Parks and Wildlife Service	16,852	20,848	123.7%
Other	1,384	2,040	147.4%
Forests Corporation of NSW	1,297	4,346	335.1%
Fire & Rescue NSW	4,219	2,735	64.8%
NSW RFS	48,450	34,734	71.7%

COMPLETED HAZARD REDUCTION WORKS SUMMARY BY TENURE

	Burning (ha)	Mechanical (ha)	Other (ha)	Total (ha)
Australian Rail Track Corporation	124.15	62.21	0.00	186.36
Catchment Authority	169.94	23.49	234.01	427.44
Commonwealth	119.74	0.90	0.00	120.64
Dept of Primary Industries (Crown Lands)	5,379.69	2,743.10	65.70	8,188.49
Local Government Authority	1,386.85	10,517.88	2,959.31	14,864.04
NSW National Parks and Wildlife Service	203,608.69	2,279.55	1.09	205,889.33
Other	9,180.72	654.26	0.00	9,834.98
Private	10,964.87	371.47	11.29	11,347.63
Railcorp	1.59	0.83	0.00	2.42
Roads and Maritime Services	0.00	450.07	67.27	517.34
Forests Corporation of NSW	33,991.71	30.75	0.00	34,022.46
Total hazard reduction areas	264,927.95	17,134.51	3,338.67	285,401.13

NOTE: The total hazard reduction areas on land tenure exclude 299.49 hectares by grazing means.

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



AVERAGE LEVEL OF THE AREA TREATED BY HAZARD REDUCTION

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total annual hazard reduction area completed (ha)	123,334.51	174,705.85	117,633.25	138,211.48	281,492.19	157,222.46	152,157.44	285,401.13
Five year average total area of hazard reduction work completed (ha)	113,946	126,915	128,894	135,688	167,075	173,853	169,343	202,897
Target five years average total area of hazard reduction works completed (ha)				139,900	150,435	161,762	173,943	187,041

NOTE: All measurements are in hectares.

HAZARD REDUCTION AREAS COMPLETED: BY LAND TENURES VERSUS TARGET

Land tenure	Target	Completed HR Area by method				Completed v target(%)
		Burning	Mechanical	Other	Total	
Australian Rail Track Corporation	292.2	124.15	62.21	0.00	186.36	63.8%
Catchment Authority	434.8	169.94	23.49	234.01	427.44	98.3%
Commonwealth	136.3	119.74	0.90	0.00	120.64	88.5%
Dept of Primary Industries (Crown Lands)	2,783.5	5,379.69	2,743.10	65.70	8,188.49	294.2%
Local Government Authority	12,498.6	1,386.85	10,517.88	2,959.31	14,864.04	118.9%
NSW National Parks and Wildlife Service	135,000	203,608.69	2,279.55	1.09	205,889.33	152.5%
Other	2,733.8	9,180.72	654.26	0.00	9,834.98	359.8%
Private	11,145.4	10,964.87	371.47	11.29	11,347.63	101.8%
Railcorp	242.1	1.59	0.83	0.00	2.42	1.0%
Roads and Maritime Services	631.8	0.00	450.07	67.27	517.34	81.9%
Forestry Corporation of NSW	21,142.6	33,991.71	30.75	0.00	34,022.46	160.9%

Hazard Reduction Undertaken By the NSW RFS

While not a land management agency, members of the Service contribute significantly to hazard reduction activities in support of land management agencies and private property owners. During the reporting year, the NSW RFS undertook 1,687 hazard reduction works comprising approximately 34,282 hectares of hazard reduction work protecting a total number of 34,734 assets with a value of \$15.3 billion (based on median insurance house and contents value in Sydney 2004 - McAneney K. J . 2005).

HAZARD REDUCTION CERTIFICATES ISSUED

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

Certificate issuing agency	Number Issued	% of total
Department of Primary Industries (Crown Lands)	265	14.19%
Local Government Authority	333	17.83%
NSW National Parks and Wildlife Service	131	7.01%
NSW RFS	1,104	59.10%
Other	35	1.87%
Total	1,868	100%

HAZARD COMPLAINTS RECEIVED

Land tenure	Complaints received	% of total
Private land	1,033	64.28%
Council land	412	25.64%
State Government land	140	8.71%
Commonwealth land	2	0.12%
Australian Rail Track Corporation land	8	0.50%
To be determined	12	0.75%
Total	1,607	100%

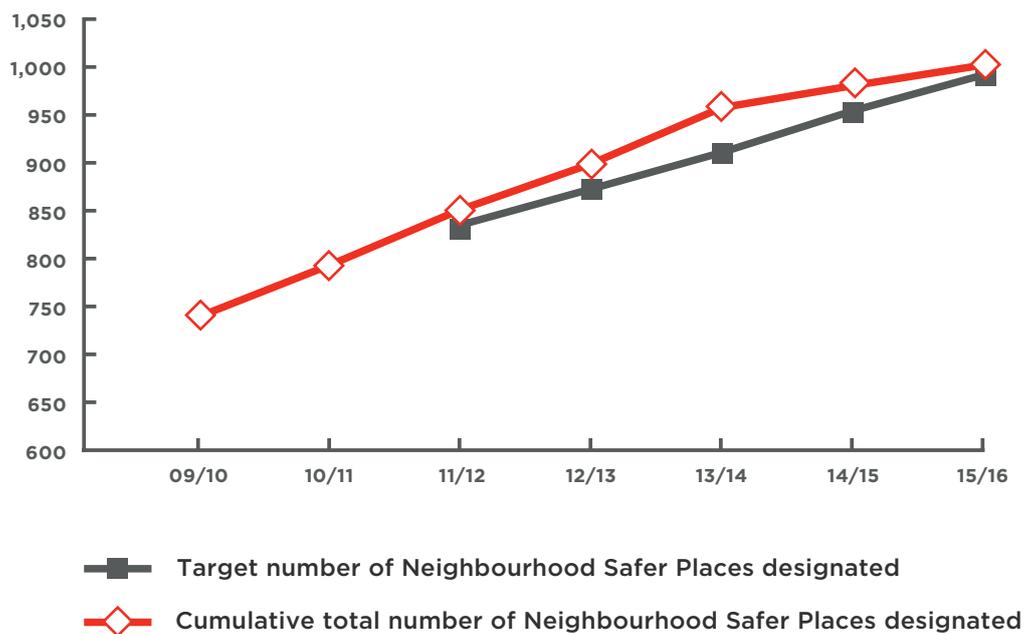
INSPECTIONS, FORMAL NOTICES AND ENFORCEMENT WORKS

Land tenure	Complaints received	% of total
1,984	140	25

PERMITS ISSUED UNDER THE *RURAL FIRES ACT 1997*

Permits issued by	Number Issued	% of total
Fire & Rescue NSW	621	2.53%
NSW RFS	23,893	97.47%
Total	24,514	100%

1.3 Neighbourhood Safer Places



NEIGHBOURHOOD SAFER PLACES

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Cumulative total number of Neighbourhood Safer Places designated	740	793	849	900	959	983	1,002
Target number of Neighbourhood Safer Places designated			833	873	913	953	993

2.1 Waste Handling Report

The NSW Rural Fire Service continues to be committed to minimising the amount of waste to landfill and improving procurement procedures to ensure the Government’s targets in this area are achieved. Waste separation procedures were introduced to further the organisation’s ability to achieve improved targets.

Data was compiled on the amount of paper recycled and office equipment wastes, including toner cartridges and printer ribbons. Paper avoidance strategies continue through the extensive use of email, computer generated forms and the internet as well as double-sided printing and photocopying of documents.

Recycling at the NSW RFS Headquarters in Lidcombe included:

- 4,150 kg paper waste
- 740 kg co-mingled (glass bottles, aluminium cans, PET)
- 8,300 kg cardboard
- 100 percent of all used toner cartridges
- 100 percent of obsolete computers and computer monitors

Additionally, the NSW Rural Fire Service incorporates sustainable energy management practices, including using whole of government energy contracts and purchasing 6% green power.

2.2 Environmental Score Performance Report

	Score
EPS (All Corporate Passenger Vehicles)	14.1
EPS (All Corporate Light Commercial Vehicles)	9.5

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

2.3 Digital Information Security Annual Attestation Statement for the 2015-2016 Financial Year for NSW Rural Fire Service (RFS)

I, Commissioner Shane Fitzsimmons, am of the opinion that RFS had an Information Security Management System in place during the 2015-2016 financial year that is consistent with the Core Requirements set out in the NSW Government Digital Information Security Policy.

The controls in place to mitigate identified risks to the digital information and digital information systems of RFS are adequate.

- A. There is no agency under the control of RFS which is required to develop an independent ISMS in accordance with the NSW Government Digital Information Security Policy.
- B. The RFS has maintained compliance with ISO 27001 Information technology - Security techniques - Information security management systems - Requirements and independently reviewed by an independent party during the 2015-2016 financial year.

Information security is a key focus area for RFS and, as such a risk based approach has been taken to implement the current security controls. A number of independent third party reviews of the RFS ISMS have been carried out, which assessed compliance against various sections of the ISO 27001:2013 standard. As a result, actions to align the current ISMS to the ISO 27001:2013 standard have been undertaken, and are in progress.

The RFS ISMS has matured over the last 12 months, and is better aligned to the ISO 27001:2013 standard. As RFS continues to operate the current ISMS, RFS will continually monitor its compliance, effectiveness, and benefits, in order to decide if certification to ISO 27001:2013 will be targeted for this financial year.



Shane Fitzsimmons, AFSM
NSW RFS Commissioner

NB: Risk management and insurance activities appear on page 146.

3.1 Salaried and volunteer members

	2016	2015	2014
Full Time Equivalent Positions (FTE)	855	824	822
Headcount at Census	884	849	858
Volunteer members	73,162	74,516	73,746

This report is based on the Workforce Profile Report submitted to the Public Service Commission.

3.2 Executive Remuneration

Senior Executives	2016		2015		2014	
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	1	3	1	4	1	2
Band 1	3	11	2	11	1	15
Totals	4	15	3	16	2	18
	19		19		20	

Band	2016 Range	Average Remuneration		
		2016	2015	2014
Band 4	(441,201 - 509,750)	-	-	-
Band 3	(313,051 - 441,200)	407,663	397,720	336,850
Band 2	(248,851 - 313,050)	277,345	265,031	273,633
Band 1	(174,500 - 248,850)	201,923	190,102	178,302

5.08 % of NSW RFS employee related expenditure in 2016 was related to senior executives, compared with 4.87% in 2015 and 4.67% in 2014.

3.3 Membership applications

	2016	2015	2014
New member applications	4,128	4,558	6,408
(includes junior member applications)	(134)	(298)	(410)

3.4 Equal opportunity and Workforce Diversity

Trends in representation of EEO Groups				
EEO Group	Benchmark/Target	2016	2015	2014
Women	50%	34.4%	34.2%	34.4%
Aboriginal People and Torres Strait Islanders	2.6%	2.0%	1.2%	1.3%
People whose First Language Spoken as a Child was not English	19.0%	5.0%	5.2%	5.6%
People with a Disability	N/A	4.7%	5.1%	5.0%
People with a Disability Requiring Work-Related Adjustment	1.5%	2.7%	3.1%	3.4%

3.4 Equal opportunity and Workforce Diversity (cont.)

Trends in distribution of Workforce Diversity Groups				
Workforce Diversity Group	Benchmark/ Target	2016	2015	2014
Women	100	92	90	91
Aboriginal People and Torres Strait Islanders	100	N/A	N/A	N/A
People whose First Language Spoken as a Child was not English	100	110	107	106
People with a Disability	100	110	109	113
People with a Disability Requiring Work-Related Adjustment	100	116	114	116

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

NOTE 2: The Distribution Index is not calculated where Workforce Diversity Group or non-Workforce Diversity Group numbers are 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	2	0	7
Number of PIDs received	2	0	9
<i>Of PIDs received, number primarily about:</i>			
<i>Corrupt Conduct</i>	1	0	5
<i>Maladministration</i>	0	0	4
<i>Serious and Substantial waste</i>	1	0	0
<i>Government Information Contravention</i>	0	0	0
<i>Local Government pecuniary interest contravention</i>	0	0	0

Number of PIDs finalised (since 1 January 2012)

12

Additional Information	Response
Does NSW RFS have an internal reporting policy?	Yes. NSW RFS Service Standard 1.1.30 V1 Public Interest Disclosures was revised and V2 was 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 NSW RFS tailored PID training conducted by the NSW Ombudsman in Q4 2015/16 Additional PID officers nominated

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	10	0	0	1	0
Burns	15	3	0	3	0
Contusion with skin intact	40	10	3	8	2
Dislocation	9	1	0	9	0
Foreign body in eye, ear, nose, respiratory or digestive systems	16	12	0	3	4
Fracture	14	0	0	14	1
Head injury	9	2	1	3	3
*Heart attack / chest pains	4	0	1	2	0
Heat stress / heat stroke	32	0	1	12	0
Injuries to nerves and spinal cord	4	0	0	1	0
Internal injury of chest, abdomen and pelvis	6	3	0	0	0
Laceration / abrasion	74	22	3	21	7
Other muscle stress	8	4	0	8	3
Poisoning and toxic effects of substances	57	26	1	8	4
Psychological disorders	7	4	0	6	6
Smoke inhalation	16	1	0	15	1
Sprains and strains of joints and adjacent muscles	127	43	5	55	29
Superficial injury	28	11	1	14	4
TOTAL	476	142	16	183	64
GRAND TOTAL			634		247

*One injury resulted in a firefighter fatality

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

Volunteers and their qualifications	2016	2015	2014
Bush Firefighters	2,674	3,176	3,319
Village Firefighters	729	860	652
Advanced Firefighters	527	591	628
Crew Leaders	292	333	245*
Group Leaders	24	55	40
First Aid	1,826	2,266	1,839
Breathing Apparatus	559	646	561
Chain Saw Operators	616	789	798
Rural Fire Drivers	650	602	565
NSW RFS Instructors	123	134	114
NSW RFS Training Coordinators	15	58	41
NSW RFS Assessors	76	118	91
Assessor Advocates	6	6	23

*Crew Leaders are members attaining CLS (pre-requisite for CLS is to hold CLV & CLW)

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 Counselling and Support Unit

	Critical Incident Support Services (CISS)		Member Assistance Program (MAP)		Employee Assistance Program (EAP)	
	# of requests	# of personnel assisted	Hours	# of new requests	Internal	External
2016	259	808	10,401	363	77	21
2015	273	786	8,522	347	92	26
2014	259	617	8,203	308	89	22

NOTE: These figures do not account for pre-incident information and education sessions provided throughout the reporting year.

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		
	2016	2015	2014	2016	2015	2014
Visits to NSW RFS Headquarters	148	155	160	0	0	2
Visits to Fire Control Centres	41	19	38	410	435	455
Visits with Fire Control Officers	35	17	31	204	215	225
Visits to Rural Fire Brigades	32	38	45	152	148	140
Regional Conferences	3	0	0	1	0	0
State Management Conferences	0	0	0	0	0	0
Brigade Captains Meetings	0	0	0	42	36	38
Seminars & Conferences	3	4	3	0	23	0
Station Openings & Dedications	3	4	3	6	8	5
Fire Fleet Blessings & Services	8	11	9	28	48	54
Personal & Family Counselling	87	78	84	352	364	372
Telephone Support & Counselling	242	210	255	290	320	295
Home Visits-Members & Family	73	35	27	168	175	182
Hospital Visitation-Members	51	40	62	125	169	165
Funeral Services Conducted	10	7	11	5	9	8
Infant Christenings/ Dedications	1	0	1	0	4	6
Service Weddings	4	5	4	2	6	4
Rural Fire Service Callouts	4	9	8	77	136	130
FRNSW Callouts	1	0	0	0	0	0
NSW Parks and Wildlife Service Callouts	0	0	0	0	0	0
Respond to Suicides/Postvention	0	0	0	12	0	1
Championship & Field Days	3	5	6	2	2	2
Critical Incident Support	18	30	35	15	19	28
Work Cover and other NSW RFS Meetings	115	51	49	0	0	0
Total kms travelled	56,412	53,021	50,764	10,936	18,660	22,515

3.10 Bushfire Natural Hazards Cooperative Research Centre (BNHCRC)

Year	Cash Contribution	In-kind Contribution*	Additional Bush Fire CRC Research Contribution
2014	\$334,000	\$562,912	\$250,000*
2015	\$370,000	\$457,008	N/A
2016	\$380,717	\$306,722	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 commissioned research into the October 2013 Fires in NSW.

3.11 Consultative Committees

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

The Committees that met in the reporting period were: Community Engagement, Membership Services (including the Young Members Group, a sub-group of the Membership Services Consultative Committee), Infrastructure Services and Operations. Details of representation and attendance at this Committee are set out as follows.

APPENDICES - MEMBERSHIP AND STRATEGIC SERVICES

COMMUNITY ENGAGEMENT CONSULTATIVE COMMITTEE

Name	Attendance	No. Eligible to Attend
Brad Scutella (Chair)	2	3
Marcia LeBusque (Deputy Chair)	3	3
Neil Thompson#	2	2
Bruce (Jamie) Bertram	3	3
Helen Riedl#	2	2
Barry Kennedy#	2	2
Glenn O'Rourke	3	3
Donna Brotherson	3	3
Jayne Leary	3	3
Victoria Williams#	2	2
Raewyn Macky*	1	1
David Harris*	1	1
Richard Thorek*	1	1
Irene Hancock*	1	1

*Appointed January 2016; #Appointment ceased January 2016

INFRASTRUCTURE SERVICES CONSULTATIVE COMMITTEE

Name	Attendance	No. Eligible to Attend
Assistant Commissioner Bruce McDonald, AFSM (Chair)	3	3
Brian McDonough (Deputy Chair)	3	3
Mark Ross	3	3
Pat Bradley	3	3
Troy Dowley	3	3
Sally Smith#	2	2
Steve Jones	0	2
Jim Smith, AFSM	1	2
Steve Smith	1	3
Tom Nolles, AFSM	0	2
Jason Lewington*	1	1
David Wynd	1	1
Terry Job	1	1

*Appointed January 2016; #Appointment ceased January 2016

MEMBERSHIP SERVICES CONSULTATIVE COMMITTEE

Name	Attendance	No. Eligible to Attend
Bronwyn Jones, PSM (Chair)	1	3
Ken Middleton (Deputy Chair until September 2015)	1	1
Chris Powell, AFSM (Deputy Chair from September 2015)	2	2
Steve Mepham#	2	2
Helen Carlos	3	3
David Doblinger	3	3
Sean McArdle, AFSM	2	2
Glenn Wall#	2	2
Peter Burfitt	3	3
Peter Mooney#	2	2
Robyn Martyn#	1	2
Gerard McLellan*	1	1
Bill Elder*	1	1
Greg Fisher*	1	1
Michael Cooksley*	1	1
Philip Baer, AFSM*	1	1

* Appointed January 2016; # Appointment ceased January 2016

APPENDICES - MEMBERSHIP AND STRATEGIC SERVICES

YOUNG MEMBERS GROUP

Name	Attendance	No. Eligible to Attend
Narelle Koteff	2	3
Kristine Wendtman	2	3
Tim Arnott+	1	1
David Stimson^	1	2
Brooke Bevan *	1	3
Christopher Syme *	3	3
Megan Goddard	3	3
Nathan Barnden	3	3
Nathan Inwood *	3	3
Stephanie Huysmans (Chair)	3	3
Jayden Nichols *	2	3
Renee Smith#	1	3
Jackson Meaney#	2	3
Jamie Laws#	1	3
Christian Bond*	1	1
Liz Algie*	1	1
Morgan Fraser*	1	1
Philip Brunsdon*	1	1

+ Appointment ceased September 2015

^ Appointment commenced September 2015

* Appointed January 2016

Appointment ceased January 2016

OPERATIONS CONSULTATIVE COMMITTEE

Name	Attendance	No. Eligible to Attend
Deputy Commissioner Rob Rogers, AFSM (Chair)	1	3
David Hoadley, AFSM (Deputy Chair until July)	1	1
Ken Middleton (Deputy Chair July-March 2016)	1	1
Peter Mooney (Deputy Chair from March 2016)	1	1
Wayne Halliday#	0	2
Peter Arthur#	2	2
Krystaal Hinds	1	3
Brendon Ede	3	3
David Stimson#	1	2
Steve Robinson#	2	2
Bill Clifford	2	2
Geoff Ryan	2	3
Donald Peach	1	1
Elizabeth Ferris, AFSM*	1	1
John Fitzgerald, AFSM*	1	1
Phil Spicer*	1	1
Brenton Walton*	1	1

*Appointed January 2016

Appointment ceased January 2016

3.12 Awards

BRAVERY AND SERVICE AWARDS (INTERNAL)

	Volunteer Members	Salaried Members	Total
Commissioner's Award for Valour	Nil	Nil	Nil
Commissioner's Commendation for Bravery	Nil	Nil	Nil
Commissioner's Commendation for Service	2	Nil	2
Deputy Captain Derek Colebrook, Nelligen Rural Fire Brigade, Far South Coast Team, Region South			
Firefighter Rudy Schuett AFSM, Moonee Brigade, Mid North Coast Team, Region North			
Commissioner's Certificate of Commendation (Unit)	5	1	6
Braefield/Dury 1, Wallabadah 1, Big Jacks Creek 1, Curabubula Rural Fire Brigade and Merriwa River Rural Fire Brigade, Liverpool Range Zone, Region North			
Kenthurst Rural Fire Brigade, The Hills District, Region East			
Lithgow District Brigades, Region East			
Lower Hunter Zone, Region East			
Professional Standards Unit - Operation Vika Response, NSW RFS Headquarters			
The Lakes Team Brigades, Region East			
Commissioner's Certificate of Commendation (individual)	4	3	7
Chief Superintendent Alan Brinkworth (ret'd) AFSM, NSW RFS Headquarters			
Captain Michael Browne, Forbes Central Brigade, Mid Lachlan Valley Team, Region West			
District Officer Alex Chesser, Warringah Pittwater District, Region East			
Firefighter Brendon Lewis, Pacific Palms Rural Fire Brigade, Gloucester Great lakes Team, Region East			
Firefighter Barbara McMillen, Eglington Rural Fire Brigade, Chifley Zone, Region East			
Group Captain Maurice McMillen, Eglington Rural Fire Brigade, Chifley Zone, Region East			
Michelle Wakka, Professional Standards Unit, NSW RFS Headquarters			

	Volunteer Members	Salaried Members	Total
Commissioner's Unit Citation for Bravery	Nil	Nil	Nil
Commissioner's Unit Citation for Service	4	0	4
Jeremy Wong, Paul Moroney, Nicholas Samaan, Nathan Bower, William Shearman, Mark Unwin, Grahame McLeod, Peter Nixon, Timothy Stocker and Lachlan Crammond, Kellyville Rural Fire Brigade, The Hills District Region East			
Bill Duncan OAM, Chris Talbert, Sue Talbert, Ray Hancock and Jenny Hancock, Kenthurst Firewise Resident Awareness Program Coordinating Group Kenthurst Rural Fire Brigade, The Hills District, Region East			
Vic Fischer, David Aberdeen and Cody Runciman, Kyogle Rural Fire Brigade, Northern Rivers Zone, Region North			
Ken Thornton, Justin Honnor, Bradley Feddersen, Sonia Broadbent, Nikolaus Ramin and Tim Honnor, Willow Tree 2 and Willow Tree 7, Willow Tree Rural Fire Brigade, Liverpool Range Zone, Region North			
Totals	15	4	19

NSW RFS LONG SERVICE MEDALS/CLASPS

Long Service Medals	Volunteer members	Salaried members	Totals
10 yr Long Service Medal	639	6	645
20 yr Long Service Medal	405	5	410
30 yr Long Service Medal	259	4	263
40 yr Long Service Medal	181	6	187
50 yr Long Service Medal	122	0	122
60 yr Long Service Medal	54	0	54
70 yr Long Service Medal	6	0	6
Totals	1,666	21	1,687

APPENDICES - MEMBERSHIP AND STRATEGIC SERVICES

PUBLIC SERVICE MEDAL (AUSTRALIAN HONOURS SYSTEM)

Public Service Medal	Volunteer members	Salaried members	Totals
Queen's Birthday	0	1	1
Bronwyn Jones, Executive Director, Membership and Strategic Services			
Totals			

AUSTRALIAN FIRE SERVICE MEDAL (AUSTRALIAN HONOURS SYSTEM)

Australian Fire Service Medal	Volunteer members	Salaried members	Totals
Australia Day	7	0	7
Phillip William Baer, Deputy Captain, South West Slopes Zone, Region West			
John Maurice Bourke, Firefighter, Illawarra Zone, Region East			
Darryl Max Lang, Senior Deputy Captain, Lower North Coast Zone, Region North			
Kevin Joseph Martin, Group Captain, The Lakes Team, Region East			
Leslie Prosper Nowland, Communications Deputy Captain, Hunter Valley Team, Region East			
William Pownall, Group Captain, Namoi-Gwydir Team, Region North			
Colin Smeeth, Captain, MIA Zone, Region South			
Queen's Birthday	4	1	5
Joseph Brown, Firefighter, Canobolas Zone, Region West			
Alec Ralph Byers, Group Captain, Namoi-Gwydir Team, Region North			
Patrick James Linnane, Group Captain, Chifley Zone, Region East			
Christopher Gilbert Nesbitt, Firefighter/Inspector-Retired, The Hills District, Region East			
Alfred Henry Snowden, Firefighter, Mid Coast, Region East			
Totals	11	1	12

NATIONAL MEDAL/CLASPS

National Medal/Clasps	Volunteer members	Salaried members	Totals
Medals	51	2	53
Clasps	50	0	50
Totals	101	2	103

4.1 Internal Audit and Risk Management Statement 2015/16



NSW RURAL FIRE SERVICE



Internal Audit and Risk Management Attestation Statement for the 2015-2016 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 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*, specifically:

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 ISO 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'	In Transition
3. Audit and Risk Committee	
3.1. An independent Audit and Risk Committee with appropriate expertise has been established	In Transition
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'	In Transition

4.1 Internal Audit and Risk Management Statement 2015/16 (cont.)

Membership

The chair and members of the Audit and Risk Committee are:

- Independent Chair, Ms Gerardine Brus, 2 October 2014 to 1 October 2018.
- Independent Member, Mr Arthur Butler, 2 October 2014 to 1 October 2018
- Independent Member, Mr David Roden, 25 February 2016 to 24 February 2020
- Non-independent member, Mr Brad Scutella, 26 June 2015 to 24 February 2016

I, Shane Fitzsimmons, advise that the internal audit and risk management processes for the NSW Rural Fire Service depart from the following core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector:

The departure from the core requirements is due to the agency implementing measures to achieve compliance with new policy requirements consistent with the permitted transitional arrangements.

Departure In Transition	Reason for departure and description of practicable alternative measures implemented/being implemented
2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	New Internal Audit Charter consistent with the 'model charter' approved and implemented February 2016
3.1 An independent Audit and Risk Committee with appropriate expertise has been established	Independent Audit and Risk Committee established in February 2016
3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	New Audit and Risk Committee Charter consistent with the 'model charter' approved and implemented February 2016

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: 13-9-16



Brad Scutella
Executive Director, Executive Services
Telephone: 8741 5102
Email: brad.scutella@rfs.nsw.gov.au

13/9/16

4.2 Government Information (Public Access) 2015/16 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								
Members of Parliament		1						
Private sector business	1	43	1	1				2
Not for profit organisations or community groups		1				1		
Members of the public (application by legal representative)	1	14						
Members of the public (Other)	4	19		1	1		1	

4.2 Government Information (Public Access) 2015/16 statistics (cont.)

TABLE B: NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications		5						
Access applications (other than personal information applications)	6	71	1	2	1	1	1	2
Access applications that are partly personal information applications and partly other		2						

4.2 Government Information (Public Access) 2015/16 statistics (cont.)

TABLE C: INVALID APPLICATIONS

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the <i>Act</i>)	4
Application is for excluded information of the agency (section 43 of the <i>Act</i>)	
Application contravenes restraint order (section 110 of the <i>Act</i>)	
Total number of invalid applications received	4
Invalid applications that subsequently became valid applications	3

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	
Cabinet information	
Executive Council information	
Contempt	
Legal professional privilege	
Excluded information	1
Documents affecting law enforcement and public safety	
Transport safety	
Adoption	
Care and protection of children	1
Ministerial code of conduct	
Aboriginal and environmental heritage	

4.2 Government Information (Public Access) 2015/16 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	1
Law enforcement and security	1
Individual rights, judicial processes and natural justice	74
Business interests of agencies and other persons	9
Environment, culture, economy and general matters	
Secrecy provisions	
Exempt documents under interstate Freedom of Information legislation	

TABLE F: TIMELINES

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	102
Decided after 35 days (by agreement with applicant)	2
Not decided within time (deemed refusal)	1
Total	105

4.2 Government Information (Public Access) 2015/16 statistics (cont.)

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		2	2
OIC review			
Internal review following recommendation under section 93 of the Act			
Review by NCAT			
Total		2	2

TABLE H: APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE OF APPLICANT)

	Number of applications for review
Applications by access applicants	2
Applications by persons to whom information the subject of the access application relates (see section 54 of the Act)	

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	18
Applicant-initiated transfers	

4.2 Government Information (Public Access) 2015/16 statistics (cont.)

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)	109
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 <i>Act</i> .	2

4.3 Committees

RURAL FIRE SERVICE ADVISORY COUNCIL (RFSAC)

The RFSAC met on two occasions during the reporting period and attendance was as follows:

Name	Organisation	Attendance/ Represented
Commissioner Shane Fitzsimmons, AFSM	NSW RFS	2
Cr Keith Rhoades AFSM	Local Government NSW	1
Cr Chris Manchester	Local Government NSW	2
Mr John Parker	NSW Rural Fire Service Association	1
Mr Warren Cree	NSW Rural Fire Service Association	2
Mr Michael Brett	NSW Rural Fire Service Association	2
Mr Rob Pallin	Nature Conservation Council of NSW	1
Mr Graham Brown	NSW Farmers Association	2
Mr Karl Sullivan	Insurance Council of Australia	0/1

AUDIT AND RISK COMMITTEE (ARC)

The ARC met on seven occasions during the reporting period and attendance was as follows:

Name	Role	Attendance
Ms Gerardine Brus	Independent Chair	7
Mr Arthur Butler	Independent Member	7
Mr David Roden	Independent Member	3
Mr Brad Scutella	Member, Executive Director Executive Services, NSW RFS	4

NOTE: Mr David Roden was appointed as an independent member in February 2016 (replacing Mr Brad Scutella)

BUSH FIRE CO-ORDINATING COMMITTEE (BFCC)

The BFCC met on four occasions during the reporting period and attendance was as follows:

Name	Organisation	Attendance/ Represented
Commissioner Shane Fitzsimmons, AFSM	NSW RFS	4
Deputy Commissioner Jim Smith, AFSM	Fire & Rescue NSW	1/3
Dr Ross Dickson	Forestry Corporation NSW	3
Ms Naomi Stephens	National Parks & Wildlife Service	3/1
Cr Keith Rhoades, AFSM	Local Government NSW	1
Cr Chris Manchester	Local Government NSW	1
Superintendent David Hoadley AFSM	NSW Rural Fire Service Association	4
Assistant Commissioner Alan Clarke, APM	NSW Police Force	0/2
Mr Bob Conroy	Representing Minister for the Environment	2
Mr Rob Pallin	Nature Conservation Council of NSW	3/1
Mr Graham Brown	NSW Farmers Association	3
Dr Allison Rowlands	Department of Justice (Disaster Welfare)	1/2
Mr Tim Wilkinson	NSW Trade & Investment (Crown Lands)	0/3
Mr Simon Oliver	NSW Trade & Investment (Biosecurity NSW)	1/2

APPENDICES - EXECUTIVE SERVICES

FIRE SERVICES JOINT STANDING COMMITTEE (FSJSC)

The FSJSC met on four occasions during the reporting period and attendance was as follows:

Name	Organisation	Attendance/ Represented
Commissioner Greg Mullins, AFSM	Fire and Rescue NSW	4
Commissioner Shane Fitzsimmons, AFSM	NSW RFS	2/2
Chief Superintendent Paul McGuiggan	Fire and Rescue NSW	3
Superintendent Paul Jones	NSW RFS	4
Mr Jim Casey	Fire Brigade Employees' Union of NSW	1/2
Superintendent Michael Brett	NSW Rural Fire Service Association	3/1

LOCAL GOVERNMENT LIAISON COMMITTEE (LGLC)

The LGLC met on two occasions during the reporting period and attendance was as follows:

Name	Organisation	Attendance/ Represented
Commissioner Shane Fitzsimmons, AFSM	NSW RFS	2
Mr Brad Scutella	NSW RFS	1/1
Assistant Commissioner Jason Heffernan	NSW RFS	2
Cr Keith Rhoades, AFSM	Local Government NSW	1
Cr Chris Manchester	Local Government NSW	1
Mr Chris Powell	NSW Rural Fire Service Association	1/1

CORPORATE EXECUTIVE GROUP (CEG)

The CEG met on eight occasions during the reporting period and attendance was as follows:

Name	Organisation	Attendance / Represented
Commissioner Shane Fitzsimmons, AFSM	NSW RFS	7
Deputy Commissioner Rob Rogers, AFSM	NSW RFS	6
Senior Assistant Commissioner Bruce McDonald, AFSM	NSW RFS	8
Mr Brad Scutella	NSW RFS	7
Ms Bronwyn Jones, PSM	NSW RFS	6
Mr Stephen O'Malley	NSW RFS	5
Assistant Commissioner Jason Heffernan	NSW RFS	8
Chief Superintendent Brett Condie	NSW RFS	7
Chief Superintendent Ken Hall	NSW RFS	6
Mr Paul Smith	NSW RFS	5
Chief Superintendent Benjamin Watson	NSW RFS	4
Ms Marcia LeBusque	NSW Rural Fire Service Association	5
Mr Steve Robinson	NSW Rural Fire Service Association	3
Mr Ken Middleton	NSW Rural Fire Service Association	8
Mr Bernard Cox	NSW Rural Fire Service Association	4
Assistant Commissioner Stuart Midgley, AFSM	NSW RFS	6
Assistant Commissioner Steve Yorke, AFSM	NSW RFS	6
Mr Matthew Smith	NSW RFS	6
Mr Stephen Glassock	NSW RFS	6

4.4 International Travel

Overseas visits undertaken by officers and employees from 1 July 2015 to 30 June 2016

Date	Country	Officer/s	Trip details
10 - 27 July 2015	Botswana	Alan Holley, Sandra Huer	Phase V Botswana Fire Management Program
29 July - 10 August 2015	Botswana and South Africa	Brian Graham, Warwick Teasdale, Danny Busch	Conclusion to the Botswana Project
16 - 20 August 2015	Rotorua NZ	Tracy McDermott Kynan Gowland Matthew Reeves	Attend NZFS structural fire fighting course
11 - 16 October 2015	Korea	Steve Yorke, Brian Graham	Wildland Fire Conference
9 - 21 November 2015	Indonesia, Thailand	Brian Graham	AHA Centre workshop and ASEAN training
9 - 15 November 2015	Singapore	Peter McKechnie	Singapore Global Fire Fighters and Paramedics Challenge
25 February 2016	Lord Howe Island	Kam Baker	Meetings (Lord Howe Island Board, Local Emergency Management Committee) and training (Lord Howe Rural Fire Brigade)
7 - 12 March 2016	USA	Peter McKechnie	Wildland Urban Fire Interface Conference
21 - 24 March 2016	USA	Stuart Midgley	Aerial Fire Fighting International Conference
6 - 12 June 2016	Osaka, Japan	Shane Fitzsimmons, Brian Graham	Represent NSW RFS at the 29th International Fire Chiefs' Association of Asia General Conference - followed by Osaka International Fire & Safety Exhibition.

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 or from the NSW RFS Headquarters, 15 Carter St, Lidcombe, 2142.

4.6 Risk Management and Insurance

Total deposit premiums (excluding GST) paid	2015/16	2014/15	2013/14	2012/13
	\$	\$	\$	\$
Workers compensation - salaried staff	843,308	680,117	758,513	1,075,260
Workers compensation - volunteers	3,500,000	2,000,000	2,000,000	2,000,000
Motor vehicle	3,374,980	3,361,510	4,981,140	3,722,780
Public liability	2,911,530	3,073,780	3,457,420	3,376,260
Property	65,630	48,610	36,010	53,390
Other	17,760	13,150	11,370	16,410
Totals	10,713,208	9,177,167	11,244,453	10,244,100

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

4.7 Review Use of Credit Cards

30 June 2016

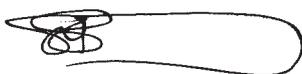
Corporate credit cards are available to approved staff of the NSW RFS upon the approval of the Chief Financial Officer or delegate.

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 2015/16

Quarter	Current (i.e. within due date)\$'000	Less than 30 days overdue \$'000	Between 30 and 60 days overdue \$'000	Between 61 and 90 days overdue \$'000	More than 90 days overdue \$'000
All suppliers					
September	1,865	200	18	(152)	(259)
December	3,228	1,841	1,160	91	253
March	920	392	938	12	738
June	1,726	6,163	142	19	248
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

Payment Performance (cont)

ACCOUNTS DUE OR PAID WITHIN EACH QUARTER 2015/16

Measure	Sept 2015	Dec 2015	March 2016	June 2016
All suppliers				
Number of accounts due for payment	5,687	5,264	5,449	6,220
Number of accounts paid on time	4,766	4,475	5,018	5,919
Actual percentage of accounts paid on time (based on number of accounts)	83.8%	85.0%	92.1%	95.2%
Dollar amount of accounts due for payment \$'000	58,417	40,475	57,876	34,853
Dollar amount of accounts paid on time \$'000	50,413	29,453	50,250	32,815
Actual percentage of accounts paid on time (based on \$)	86.3%	72.8%	86.8%	94.2%
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	1	7	10	11
Number of accounts due to small businesses paid on time	1	5	10	10
Actual percentage of small business accounts paid on time (based on number of accounts)	100%	71%	100%	91%
Dollar amount of accounts due for payment to small businesses \$'000	9	5	16	15
Dollar amount of accounts due to small businesses paid on time \$'000	9	3	16	15
Actual percentage of small business accounts paid on time (based on \$)	100%	69%	100%	99%
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

During the reporting period, one consultant was engaged at a total cost of \$114, 945.

Consultancies equal to or more than \$50,000	Cost (\$)
Personnel and industrial	
Diplomacy Management Consulting (industrial relations advice and advocacy service)	\$114,945
Consultancies less than \$50,000	Cost (\$)
Accounting general	-
Total consultancies	\$114,945

4.10 Funds granted to non-government organisations

	Program area	2011/12	2012/13	2013/14	2014/15	2015/16	Nature and purpose
Nature Conservation Council of NSW	Operations	111,796	115,485	118,372	121,331	124,364	Annual funding to allow the Council to meet its responsibilities under the <i>Rural Fires Act 1997</i> .
Total		111,796	115,485	118,372	121,331	124,364	

Glossary

ACRONYM	MEANING
AFAC	Australasian Fire and Emergency Services Authorities Council
AFSM	Australian Fire Service Medal
AIDER	Assist Infirm, Disabled and Elderly Residents
BFCC	Bush Fire Co-ordinating Committee
BFHC	Bush Fire Hazard Complaint
BFIL	Bush Fire Information Line
BFMC	Bush Fire Management Committee
BNHCRC	Bushfire and Natural Hazards Cooperative Research Centre
BRIMS	Bush Fire Risk Information Management System
CEG	Corporate Executive Group
CFU	Community Fire Unit
CISS	Critical Incident Support Services
CPP	Community Protection Plan
CRC	Cooperative Research Centre
EAM SAP	Enterprise Asset Management project
EEO	Equal Employment Opportunities
FBA	Fire Behaviour Analysis
FBA _n	Fire Behaviour Analyst
FCC	Fire Control Centre
FRNSW	Fire & Rescue NSW
FSJSC	Fire Services Joint Standing Committee
GIPA	Government Information (Public Access)
GIS	Geographic Information System
<i>GSE Act</i>	<i>Government Sector Employment Act</i>
ICMI	Incident Controller Major Incident

ACRONYM	MEANING
ICON	Incident Control On Line
IMT	Incident Management Team
LGA	Local Government Area
MAA	Mutual Aid Agreement
MIC	Major Incident Coordination
MICC	Major Incident Coordination Centre
MLU	Ministerial Liaison Unit
MoU	Memorandum of Understanding
MyRFS	www.myrfs.nsw.gov.au (volunteer extranet)
NGWSP	Next Generation Workforce Strategic Plan
NPWS	National Parks and Wildlife Service (NSW)
NSP	Neighbourhood Safer Places
NSW RFS	NSW Rural Fire Service
NSW SES	NSW State Emergency Service
PSU	Professional Standards Unit
RAFSO	Remote Area Firefighting and Specialised Operations
RAFT	Remote Area Firefighting Team
RART	Rapid Aerial Response Team
RFSA NSW	NSW Rural Fire Service Association
RFSAC	Rural Fire Service Advisory Council
s44	s44 Section 44 of the <i>Rural Fires Act 1997</i> (declaration of major fire emergency)
SOC	State Operations Centre
SOE	Standard Operating Environment
SOP	Standard Operating Procedure
SWS	Static Water Supply
V2C	Volunteer to Career program

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COVER PHOTO: Clodagh Cole of the Loftus Brigade at a Training Day in February 2016. Photo by Sharon Quandt

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