



Annual Report

2000



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# The strength of the Service is the volunteer



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# 2000 Annual Report

**The Hon Bob Debus, MP**

Minister for Emergency Services  
Level 25, 59-61 Goulburn Street  
SYDNEY NSW 2000

Dear Minister

Pursuant to the provisions of the Annual Reports (Departments) Act, 1985, I have pleasure in presenting to you, for submission to the Parliament, the Annual Report of the New South Wales Rural Fire Service for the year ended 30 June 2000.

**Achievements in the year include:**

- 279 new and refurbished fire tankers funded;
- In excess of \$40 million allocated for the provision of firefighting equipment;
- 20 New South Wales companies accredited to build fire tankers;
- 70% of bush fire risk management plans approved for exhibition;
- 80% of bush fire plans of operations completed and approved;
- 4th annual Community Education Conference held at Dubbo;
- 200 new Community Fireguard facilitators trained;
- 83% active firefighters certified to Basic Firefighter level;
- 100% group officers certified to Group Leader level;
- 5% head and regional office electricity now from 'green' sources;
- 1,614 working days equivalent forfeited by staff in flexitime; and
- 62,290 kilometres travelled by the Chaplaincy Service.

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

Yours sincerely

**Phil Koperberg AM AFSM BEM**  
Commissioner



**The Hon Bob Debus, MP**  
Minister for  
Emergency Services

**During what was a relatively quiet year in terms of fire-fighting activity the Service continued to focus strongly on the development of contemporary management principles and practices. There was a significant commitment at all levels to the implementation of more cohesive approaches to the provision of fire protection to the communities which we serve.**

Following the thrust of the Service's Strategic Plan, regions, districts and head office sections developed and implemented business plans aligned to the overall budget process. This has brought uniformity to the processes, policies and procedures that drive our business and, as the Service further develops, the full benefits of coordinated planning and budgeting will become self-evident and business management more proficient.

The Parliamentary Inquiry (Legislative Council) into the Service was welcomed by the majority of Service members. In responding to a diverse range of views expressed by volunteers and others we were able to show the transparency within which the Service is managed whilst at the same time being able to refute many erroneous statements, assumptions and misconceptions made and held by our critics. The Inquiry provided a unique opportunity for the Service to be examined on all aspects of

## Commissioner's Foreword

performance and philosophy and such examination was considered to be timely and proper.

The findings of the Inquiry have provided the Service with a springboard for consolidation and unification of aspects of management and leadership at all levels. Indeed, it was gratifying, but not altogether surprising, to read in the Chairman's Foreword that 'the Committee's investigations have clearly shown that there has been a major transformation of the RFS in the past decade.'

The Committee of Inquiry acknowledged that the Service is working hard to address outstanding issues or areas of concern raised during the Inquiry and in other fora. The Inquiry Chairman also stated that 'the Committee believes that the responsiveness of the RFS to this Inquiry has been positive and has pre-empted the need to make recommendations in certain instances.'

The Committee received over 600 submissions, which is the largest number of submissions ever received by a Legislative Council Committee and reflects the interest of the community, volunteers and stakeholders in our Service. That there were no adverse findings from the Inquiry is testimony that the direction and management of the Service is considered to be appropriate to meet the needs of the community.

The Committee made thirteen recommendations covering such areas as

- Standards of Fire Cover;
- Assistance with the development of rural economies;
- Extension of provision of personal protective equipment and training to non-firefighting volunteers;
- Devolution of committee meetings;
- Effectiveness of communication strategy;
- Dissemination of information to volunteers;
- Internet provision for local brigade home pages;
- Code of Ethics for volunteers;
- More 'local' command and control systems;
- Role, employment and accountabilities of Fire Control Officers;
- Process for making appointments under Section 44 of the Rural Fires Act, 1997, and
- Hazard reduction burning.

Reflecting the outcomes of the Parliamentary Inquiry, the Government approved the transfer of fire control and district staff to State government employment. Such a transfer will have a major impact on the culture and organisational structure of the Service and will accelerate the move towards the provision of a single Rural Fire Service, as opposed to 142 disparate Services. 'Agglomeration' will be replaced by 'Coordination'.



We have taken the opportunity to establish a series of program teams and committees to establish the conduits by which organisational change and continuous improvement will begin to flow through the Service.

We are continuing to develop and implement Service Standards that will strengthen organisational capacity without detracting from the ability of local communities to structure their firefighting services to align with local needs.

Our commitment to community education has continued to grow with more resources being made available and local Service members being trained to facilitate Community Fireguard programs in their own areas. The success of the fourth Community Education Conference at Dubbo reflects the wide recognition of the importance of developing local initiatives in self-help and information provision.

The Service has continued to develop mutually beneficial links with overseas agencies and has been active in seeking revenue generating opportunities in The People's Republic of China, Indonesia, Brunei, Malaysia, Singapore, the Philippines and Europe.

In terms of equipment provision, funding was made available for 279 new and refurbished tankers. In excess of \$40m was allocated for the provision of firefighting equipment.

The Service has continued to play a major role in the co-ordination of volunteers to undertake security roles at the 2000 Sydney Olympic Games. Our 1,200 Olympic Volunteers in Policing, and one hundred operational volunteers, will assist in delivering the Games.

First and foremost, I acknowledge the commitment and dedication of our volunteers and I commend their efforts to the Minister, the Government and the community. It is a fact that these men and women continue to give unstintingly of themselves in an environment of increasing and changing demand and expectations. Their efforts demand our resounding and sustained applause. We will continue to work to help them protect their communities more effectively, always recognising their status as volunteers.

I would like to place on record my appreciation of our Minister, The Honourable Bob Debus MP, without whose continuing support the Service could not have met its commitments to the community. The Minister's staff have been equally supportive and for that I thank them, as I do Richard Lyons, Director of the Office for Emergency Services, and his staff.

The support of the Rural Fire Service Association in our continuing development is also appreciated and recognised.

District Fire Control Officers and their staff have also contributed in no small measure to the maintenance and development of an effective fire and emergency service.

Finally, to Service staff, my sincere appreciation for their continuing commitment. The changes that are flowing through the Service, and the significant changes that are to come, are due in no small part to the foresight, innovation and energy of its members. The staff have worked in an extremely taxing and challenging environment where, often, demand continues to exceed capacity to supply. Their efforts are worthy of broad public recognition.

Our commitment to the volunteers remains foremost as a fundamental tenet of our organisation. It cannot be over-emphasised, with apologies to Kipling, that **'the strength of the Service is the volunteer and the strength of the volunteer is the Service'**.

## Our Values

The corporate values that underpin all of our actions are

- **Our people** – Volunteerism and commitment
- **Professionalism** – In all we do
- **Community involvement** – mutual assistance
- **Quality customer service** – internal and external
- **Continuous improvement** – measurable improvement
- **Co-operation** – working together
- **Honesty, integrity and trust** – ethical standards and behaviour.

## Vision Statement

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

## Mission Statement

"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."

# Profile

## Financial Overview

Expenditure for the year exceeded \$84M an increase of \$6M over the previous year.

The increase was due to the following factors:

- an increase of \$9M in payments for costs associated with rural firefighting activities and equipment; and
- a reduction of \$3M in payment for natural disaster expenditure. This reduction being the result of a low activity fire season.

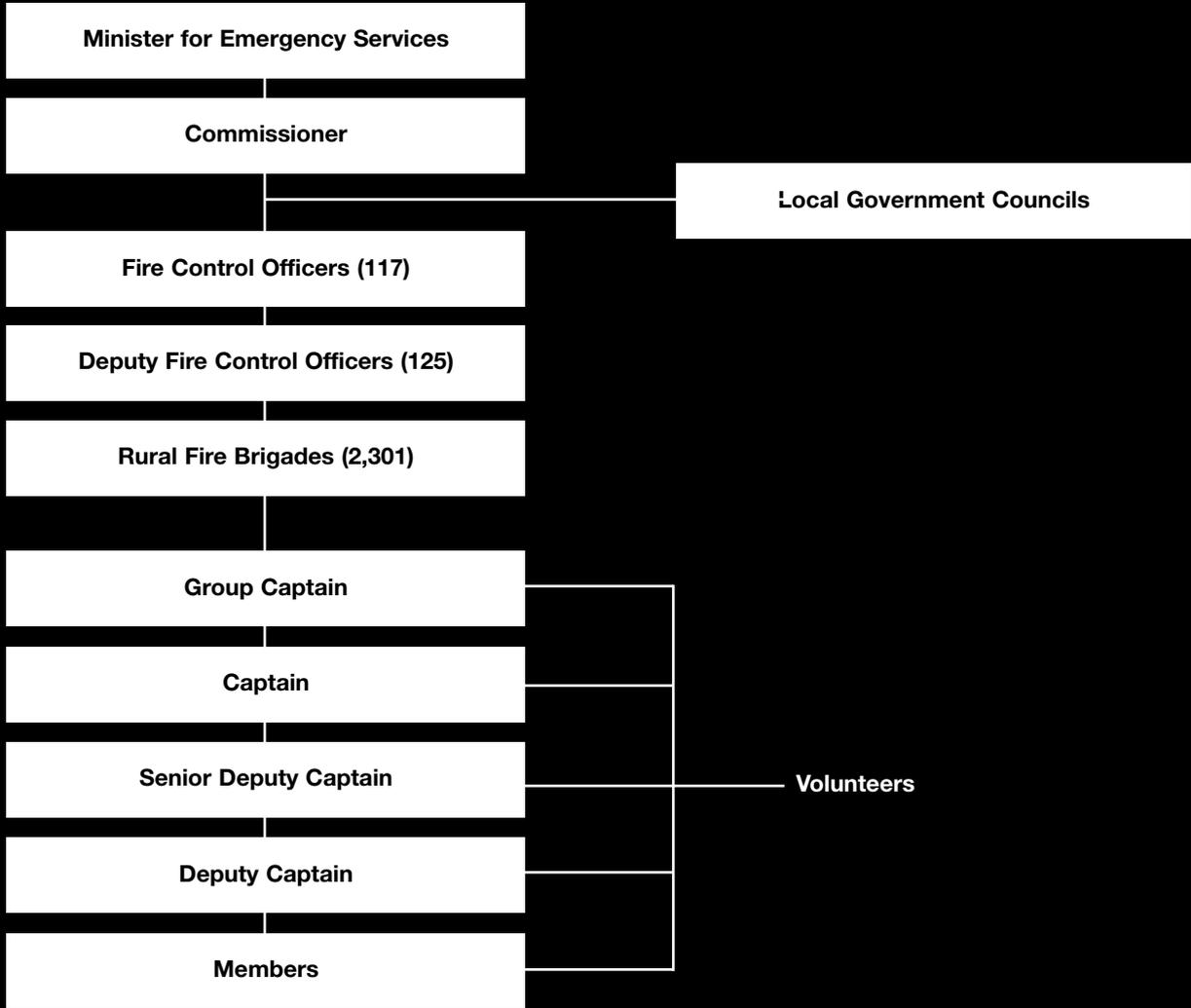
Expenditure on employee related activities reduced by \$1M over the previous year.

This reduction relates entirely to fluctuations in employer superannuation prepayments. The Superannuation Administration Authority advised greater than expected return on reserves.



# Structure and Accountability

6



# 68,983

Brigade Members

## Role and Functions

The fire management and fire protection responsibilities of the NSWRFSS arise from the Rural Fires Act, 1997.

They can be summarised as follows:

- the protection of life and property for all fire related incidents within all rural fire districts in the State;
- the safety and welfare of all volunteers;
- the provision of effective training and resources to rural fire brigades; and

- the provision of emergency assistance to other emergency service organisations.

The Service provides the Secretariat for the Bush Fire Coordinating Committee, the peak planning body for bush fire management in New South Wales.

The commissioner has an over arching coordinating role and chairs the Coordinating Committee.

### Customers

The customers of the NSWRFSS are a large, diverse group. In reality they are the general

community of New South Wales who may have reason to use or receive the Service's resources.

They include, but not exclusively, the volunteers, other agencies, the media, government departments, rural land managers and land-owners, local government, schools and all members and sections of the Service.

### Organisation Chart

The functional organisation is shown in Appendix '10'.

# Objectives and Achievements

# Leadership and Management

## Sound Leadership and Management Practices



The dynamics of structural, cultural and organisational change began to impact on the Service during the year as the Service implemented key aspects of its Strategic Plan.

Major initiatives were introduced in the areas of :

- Continuous improvement;
- Allocating funding and resources linked to risk management;
- Human resource management;
- Incident management;
- Management and administration;
- Risk management compliance programs; and
- Community protection incident prevention.

Individually and collectively these initiatives underpinned the transition of the Service to one, more responsive to customer needs and capable of delivering high quality, cost effective and efficient services.

### Change Management

Work began on various programs and projects which collectively formed part of the structural, cultural and organisational change management process that is fundamental to the Service as it develops into a world-class fire and emergency service in line with the goals of the Strategic Plan. This is a long-term project but one that, when completed, will see the Service providing total quality service capable of being benchmarked and measured against world's best practice.

The newly established Organisational Change and Continuous Improvement Steering Committee will have the overall stewardship of this major initiative.

## Achievements

- Strategic Office Accommodation Plan prepared and submitted in compliance with guidelines
- Major records archiving and disposal project to rationalise records storage completed and work to expand system to regional offices begun
- New mail register system introduced
- Warehouse manual handling assessment completed
- 20 companies, many in rural parts of the State, accredited for tanker construction
- The Service continued to represent Australia at international standards meetings concerned with personal protective clothing for firefighters
- Research and development into firefighting equipment development continued through various fora
- 279 new and refurbished firefighting tankers funded
- Response time for calls to the information technology help desk was reduced from 10 to 6 minutes
- Corporate intranet developed
- Information technology services developed to provide operational and business information to external clients
- Levels of information technology customer service were enhanced
- An officer exchange program with the Singapore Civil Defence Force was implemented
- All Y2K objectives were met
- 5% of Head Office and Goulburn training office electricity purchased from 'green' sources
- RFS Training Committee established

## Future Goals

- Further improvements to Service appliances and equipment resulting from ongoing research and development
- RFS/CSIRO research into vehicle spray protection systems will continue
- A start will be made on fitting tankers with insulated sleeves on brake, fuel and air lines, with full fleet compliance in 2001
- The equipment catalogue will be provided through the Intranet
- Electronic Service Delivery will be a focus of information technology development

The transfer of district (local government based) staff to the Service as full time employees of the State is likely to have a significant impact on the direction and performance of the Service in the short to medium term. There will be major industrial, financial, human resource and management issues to be addressed and overcome. Key performance indicators are being developed to ensure that the work is carried out with an appropriate level of professionalism.

## Zoning

The year saw a continuation of the move towards the adoption of a zone-based structure that would enable numbers of local government districts to amalgamate their fire management and operations responsibilities into a series of zones. Zoning is crucial to the development and implementation of common service standards and standard

operating procedures and enables the most economical and effective use to be made of local resources. The program will continue to be developed across the State during next year.

## Accommodation

The Department of Public Works and Services has supported the Service's Strategic Office Accommodation Plan which recognises that the present accommodation arrangements at Rosehill represent cost effective service delivery for the Service's current needs.

In keeping with equity protocols, disability access was improved at Rosehill to enable access to parking, site buildings and internal amenities.

## Rural Assistance

The Service was able to provide a boost to some rural economies through the accreditation of several country-based manufacturers for the construction of Category 1 and 3 tankers. The new accreditations will see the number of approved vehicle builders increase from three to twenty. The Service remains at the forefront of technical development and innovation in the design of a range of firefighting appliances.

## Multiculturalism

The Service entered into a contract with the Department of Immigration and Multicultural Affairs under the Living in Harmony Initiative to encourage people from non-English speaking backgrounds to join the NSW Rural Fire Service as volunteers. A pilot program is being trialled within a brigade in Hornsby (Cherrybrook Brigade) whose members are working with community workers and leaders in the Chinese community to educate and inform the community on fire safety and volunteerism. This partnership has been developed with the assistance of the Australian Chinese Association.

The Service continued its commitment to ethnic affairs reporting requirements.

## Information Technology

The emphasis on information technology in the year has been on making the vital business resource of information assets available throughout the Service. Consistent with government policy, development projects have focussed on improving service delivery to customers. To support this emphasis, the power and availability of Internet technologies have been widely utilised to disseminate information to customers and staff. Further developments in electronic service delivery will enhance the Service's ability to respond to customer needs.

## Women's Issues

The Service was extremely proactive in developing and implementing its 'Action Plan for Women'. Improved information gathering systems were

established with resources and reference materials being obtained and promulgated to women in the Service to assist in the areas of equity and workforce planning. Women's concerns and issues were incorporated into the day-to-day workplace, with strategies being formulated to address appropriate matters. Policy and protocol development was begun into the areas of health and safety of pregnant volunteer personnel. It is expected that doctrines will be finalised, systems established and guidance material distributed next year. Participation in the Service's Inaugural Women's Conference enabled women to gain further access to information, training/ education and resources available throughout the Service. A second Women's Conference will be held next year.

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# 279

**new and refurbished  
firefighting tankers  
were funded**



While the Service is increasingly called upon to support the community in a variety of emergencies, Bush Firefighting remains both our greatest strength and principal action



### Feedback

In the non-metropolitan areas of the State the regional structure of the Service enabled it to meet the needs of its customer base. Feedback from volunteers, salaried officers, stakeholders and members of the public has been invaluable in helping the Service to develop plans and policies consistent with customer needs and government and community expectations.

### Code of Conduct

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

### Conclusion

The leadership and management of the Service were of a level consistent with the objectives and performance targets of the Strategic Plan. The introduction of strategic and business planning across the Service enabled a

comprehensive and coordinated series of objectives, goals and performance indicators to be developed and integrated with the Strategic Plan.

Fundamental to the Service's continued growth and development is the retention and recognition of the volunteer base. The change management process will provide volunteers with a greater voice in the future directions of the Service. Regular regional visits by senior management; business and strategic planning workshops; regional volunteer forums, and better communications will be designed to ensure that volunteers can contribute opinions and concerns both in person and via the electronic media.

Overall the Service has gone from strength to strength and will continue to do so. This is especially so as the various aspects of the change management program flow through the organisation and the organisational and structural benefits become evident.

Communication and transparency of processes and policies, both in theory and application, will underpin and enhance our management and leadership practices.

The year was relatively quiet for fire and other emergencies with ten Total Fire Bans and one Declaration under Section 44 of the Rural Fires Act, 1997.

### Call Centre

The Service's 24-hour Call Centre continued to expand its role with the introduction of a 'Firezone' operational management terminal. Extensive training was provided for Fire Control Officers and district staff. Compilation of district incident data utilising 'Firezone's' Fire and Incident Reporting System (FIRS) was begun.

### State Operations

Three operations officers completed their first full season in the State Operations Centre in their specialist areas of planning, aviation and communications.

The Service's Operational Management Task Group developed a number of management tools (tabards, slot cards system, folders) to assist in incident management as well as a Section 44 incident management kit.

### Aviation

As the use of aircraft in firefighting operations becomes increasingly widespread internationally the Service has moved to ensure that it has the capacity to support firefighters by air operations should this be necessary. The number of standby aircraft available for immediate response to all areas of the State has been increased from one to four.

## Incident Response Professional Incident Response to Fire and Other Emergencies



# 11,473

## Volunteers hold mainstream qualifications higher than Basic Firefighter

A review of aviation safety has resulted in an initial report and the rectification of issues in a number of important areas was begun. Emphasis was placed on amendments to new contract specifications, training, and the development and writing of standard operating procedures, as well as material for the Operations Manual. The material will be progressively published next year. In the interim, an Aviation Support Plan has been written and published in draft form and released for comment. These initiatives are in line with the objectives of the Service's Aviation Strategic Plan.

### Communications

In the area of communications, a new State-wide radio profile has been provided to all Service-issued Motorola radios of which 6,400 were reprogrammed in 1999. This reprogramming provided all radios with a standard set of frequencies/ modes that will enable communications between all Service vehicles irrespective of their district of origin. In another area, the commissioning of Private Mobile Radio (PMR) networks in rural fire districts is well advanced with ninety per cent of the State





# 200

## new Community Fireguard facilitators trained

now covered and, to assist in situations with communications difficulties, eight portable radio repeaters have been built.

The Service continued to work closely with the New South Wales Fire Brigades and, as a result, a draft Operational Communications Service Level Agreement has been prepared, and reviewed by the Rural Fire Service Association and the Fire Brigades Employees Union. It will be published next year.

### Emergency Vehicles

As a service to our volunteers and the community at large a draft precis of all legislation and Australian Road Rules relating to driving emergency vehicles has been prepared and released for public comment. It will be published before the end of the current year.

### Achievements

- First Statewide Incident Management Team training exercise completed successfully
- Call Centre Standard Operating Procedures developed
- Reprogramming of 6,400 Government Radio Network radios to deliver Statewide Field and Strategic communications network
- Regional Assistance Plans developed for Service's regions
- Pager networks used by 94 rural fire districts
- Call Centre operators completed training in use of 'Firezone' management information system
- Installation of computer aided despatch terminal initiated
- Aviation Strategic Plan published
- Aviation safety review completed
- Aviation Support Plan completed and released for comment
- Operational incident management tools (tabards, slot sheets, folders) developed and supported by on-line documentation templates

### Future Goals

- Development of radio communication policy
- Development of aviation standard operating procedures
- Review of RFS State Assistance Plan
- Provision of UHF strategic network link between Head Office and Western Region
- Commissioning of computer aided despatch terminal

# Risk Management

## Cost Effective Risk Management Principles, Policies and Processes

Assessment and management of risk is a critical part of the Service's overall responsibilities for community protection. With the worldwide move from fire suppression to fire prevention it is incumbent upon the Service to be proactive in providing appropriate levels of resources to ensure that levels of risk to the community are minimised.

A number of risk management programs and strategies, designed to protect the Service's members, assets, operational performance, reputation and the community, are in place. These cover areas of occupational health and safety, serious accident reduction, corruption and fraud prevention, and disaster recovery in the areas of communications and information technology.

Major organisational areas of the Service that are related to risk management are training services, public affairs (community education), engineering services (equipment and personal protective clothing), safety and welfare, and bush fire risk management planning. In the main, each of these areas have achieved their respective performance targets for the year as detailed in the Strategic Plan.

### Training

The Service was heavily involved in assisting with the development of the Public Safety Training Package at a national level. The package has been endorsed by the Australian National Training Authority but without the fire component which will be endorsed next year.



Nonetheless, there were seventy-two training courses held during the year with over twelve hundred volunteers participating in these courses. At the same time, the numbers of rural fire instructors and assessors continued to grow, there now being 1,220 instructors and 253 assessors. The necessity for the Service to continually train volunteers to appropriate levels of competence lies within the Service's responsibility to prevent and suppress fires. A capably led, well-trained and well-equipped rural fire service can do much to lessen the risks and fire threat to the community. The need for equity in the development and management of training for volunteers resulted

in the focus shifting to workshops on how to conduct training rather than running training courses. This has met with limited success and future emphasis will be placed on coordinating this change at regional level.

The Service has 43,874 active firefighters of whom 36,390 (83%) have been certified to basic firefighter level. At a higher level 100% of Group Officers have been certified to Group Leader level. The investment in training has had positive results in improved performance in fire management.

## Achievements

- Design of new prototypes of single-cab grassland tankers completed
- New designs of protective clothing progressively introduced throughout the Service
- Design and development of performance and general specifications for a range of tankers and equipment completed
- Two potential 'Fireguard' community education centres identified – Dubbo and Armidale
- Secondary schools program enhanced by distribution of workbook "Firescience – Workbook 1"
- Service's Rosehill library and research capability enhanced
- New corporate video produced in-house
- Fourth annual Community Education Conference held in Dubbo
- Increase of 200 in number of Community Fireguard facilitators
- 64.8% of Bush Fire Risk Management Plans approved for exhibition
- \$135,000 provided to councils to offset costs of printing and exhibiting Bush Fire Risk Management Plans
- 80% of Bush Fire Operational Plans completed and approved
- Review of Standards of Fire Cover project begun
- Research project with CSIRO on bush fire assessment methodology begun

- Spatial Information System database expanded
- Community Fireguard brochures in Chinese, Arabic, Maltese and Spanish were developed and distributed
- Nine new community safety announcements were distributed to radio stations throughout NSW
- Nearly 2,000 calls were received on the Service's bush fire information line 1800 654 443
- 56 rural fire districts submitted community education strategies, of which 32% also applied for and received grants to assist in implementing the strategies
- Number of standby aircraft for immediate response to incidents increased to four
- The Service's Disability Plan was submitted to the Ageing and Disability Department

## Future Goals

- Remaining 35.2% Bush Fire Risk Management Plans to be approved for public exhibition before end of 2000
- Review of Standards of Fire Cover model to be completed
- Release of expanded 'Planning for Bush Fire Protection' advisory document by 1 September, 2000
- Remaining Bush Fire Operational Plans to be approved before end of 2000
- Continuing internal audit program in areas of
  - Council claims for reimbursement of costs associated with firefighting;
  - Allocation of equipment to councils with emphasis on Standards of Fire Cover;
  - Procurement and accounts payable;
  - Staff travel; and
  - Use of corporate credit cards

The community should be reassured about the competence of its volunteer Rural Fire Service and the commitment of the volunteers who, by giving up their own leisure time to attend training courses, reinforce their commitment to community fire prevention and protection.

## Community Education

There was a heavy resource commitment in the area of community education supporting the drive to prevent and lessen the risk of fires with schools and local communities being targeted in the first instance. The strategies of the Strategic Plan were implemented and most key objectives were achieved with the majority of key performance measurement indicators met.

A market research survey into the needs of adults in the wider community was carried out. Utilising focus groups and people involved with Community Fireguard groups the survey contrasted earlier work into why and how some people undertake fire safety actions while others do not. The results of the survey will assist in planning information and advertising in the lead up to the next bush fire season.

The fourth Community Education Conference with the theme "Move, Motivate, Make the Difference" was held in Dubbo and was attended by a record number (265) of delegates. The intent of the conference was to equip community education facilitators with tools and ideas for starting and developing community education strategies at local levels to reduce the risk of fires. The Community Fireguard programs were expanded into the western region of the State and two hundred additional facilitators were appointed.

Nine new community service announcements were broadcast by radio stations throughout the State and provided clear and precise messages to residents about fire safety and advice on where to get further information. This initiative complemented the bush fire information line (1800 654 443).

Supporting these general initiatives was the identification of locations for two new Community Fireguard education centres, one in Dubbo (which has been completed) and the other in Armidale which will be completed next year. These unique education centres provide learning opportunities for students in an environment conducive to educational aims and objectives with all activities supported by structured lesson plans prepared for the different learning ages of students. The strategic location of these centres will enable the Service to reach more children than traditional outreach programs. A further four centres are planned for completion by 2002.

## Safety and Welfare

A comprehensive strategic business plan, aligned to the Service's Strategic Plan, was developed and the implementation of key strategies has begun. Full implementation of the Service's health, safety and welfare programs will occur next year.

Our commitment to volunteer firefighter safety is illustrated by the work being carried out through the Serious Accident Reduction Project, a three-year initiative focused on reducing



# 43,874

active firefighters

accidents but also developing systems and processes for serious accident recording, investigation and reporting. The Service was also a participant in an inter-agency group focusing on determining basic fitness and medical standards for firefighting.

Most districts within the Service have established firefighter health and safety committees with reporting and accountability systems being implemented next year. Inter-agency cooperation occurred on issues of organisational stress management covering prevention and mitigation and the impact of stress on individuals and organisations. Assessment criteria will be implemented next year. An Emergency Services Personnel

Support Advisory Group began work on planning to enable it to meet welfare obligations for the Olympic and Paralympic Games.

A key component of the Service's commitment to volunteers and staff is the Critical Incident Support Service which provided a full range of services on a 24-hour basis. This service will be enhanced next year by the recruitment and training of a further one hundred peer supporters across the State while, at a different level, the employee assistance program provided confidential assistance on an 'as required' basis.



A key component of the Service's commitment to volunteers and staff is the Critical Incident Support Service which provided a full range of services on a 24-hour basis. This service will be enhanced next year

## Chaplaincy

The Chaplaincy and Family Support Network continued to offer a variety of opportunities for helping members of the Service and their families. Development and implementation of reporting data for Associate Chaplains occurred during the year. The reports are designed not only to collect data but also to provide information that can be of operational use to the Service.

The redeployment of Associate Chaplains throughout the State enabled a better overall coverage although there will be further evaluation of the service in the Western, Riverina and Central regions to provide better coverage.

Overall the Chaplaincy Service travelled 62,290 kilometres during the year to carry out its ministrations.

Full details of the activities of the Chaplaincy and Family Support Network are included in Appendix '7'.

## Protective Clothing and Other Equipment

The Service retained its pre-eminent position in the areas of personal protective clothing for volunteer firefighters and the design of fire appliances. The Service represents Australia at meetings of the International Standards Organisation, a situation reflecting the high credibility and esteem in which the Service's expertise is held.

During the year funding was provided for the purchase of 157 new and 122 refurbished tankers and in excess of \$21 million was spent on the provision of other firefighting equipment in accordance with the objectives of the Strategic Plan. The priority given by the Service and the Government to providing the volunteers with the best protective clothing, firefighting vehicles and other equipment reflects the commitment to safety and effective risk management programs. In parallel with these initiatives the Service has also completed new designs in a new range of tankers, protective blankets, smoke goggles, smoke respirators, protective gloves, helmets and breathing apparatus. Research and development continued into a range of other associated issues.

The Service will continue its significant allocation of funds and resources to these areas and through the application of efficient risk management and assessment practices will constantly strive to be a leader in the area of firefighter protection.

## Bush Fire Risk Management Planning

The development of Bush Fire Risk Management Plans was the main focus of relevant activity to ensure operational readiness for the bush fire season. Guidelines and a model plan were released to assist regions and districts in the development of local plans for public exhibition and comment.

Subsequently, eighty-three plans were submitted for approval for exhibition and, of these, eighty-one (97.5%) were endorsed. This represents 64.8% of the 127 Bush Fire Management Committees. All remaining plans should be submitted by the end of the 2000 calendar year. The Service also provided \$135,000 to assist councils with the costs of public exhibition and printing of these plans.

In concert with the development of risk management plans, districts were obliged to prepare Bush Fire Operational Plans and 80% were completed during the year. The remaining twenty percent will be completed next year.

Fuel management remains a cornerstone of any effective fire risk management program. The responsibility for carrying out fuel management programs lies with the many land management agencies reporting through Bush Fire Management Committees (BFMCs) which, in turn, have to report on their fuel management plans and activities to the Bush Fire Coordinating Committee. Nineteen BFMCs failed to provide activity reports and, of these, twelve were unable to provide reasons for non-compliance. This is unacceptable and will be rectified as soon as practicable. Details of fuel management achievements are set out in Appendix '1'.

The Standards of Fire Cover (SOFC) project continued throughout the year. It provides a methodology to determine the level (or standard) of firefighting resources that are necessary to provide an acceptable level of protection to a particular area given the risk of fire in that area. Ninety percent of the State has been assessed using SOFC. Completion will be by the end of the 2001/02 financial year.

modelling project, a federal research grant of \$300,000 was received to ensure continuation of the research program.

A major contributor to the bush fire risk management process is the Bush Fire Coordinating Committee which, together with its three standing committees, released a range of policies affecting risk management issues.

# 100%

## of Group Officers certified to Group Leader Level

Levels of risk are impacted heavily by building developments and, in conjunction with the Department of Urban Affairs and Planning, the advisory document 'Planning for Bush Fire Protection' will be reissued next year to coincide with the promulgation of the revised 'Environmental Planning and Assessment Regulations'.

The Service continued to provide support to several research and development projects running jointly with such agencies as CSIRO, University of Western Sydney, the Bureau of Meteorology, and the University of New South Wales. In respect of the 'Mesoscale' weather

Significant emphasis will continue to be placed on risk management issues which, by their very nature, must be the drivers of much of the direction and policies of the Service in the immediate future. The historic 'prevention is better than cure' ideology has special importance to the firefighting community and there is a responsibility on all members of the Service to ensure that risks of all types – operational and non-operational – are minimised at all times.

## Achievements

- 72 training courses for volunteers were held by Head Office staff at regional and state levels
- Increase in the number of Instructors (up by 160) and Assessors (up by 45) achieved
- New draft training and professional development policy prepared
- 145 staff training courses completed
- Despite Y2K priority resource requirements, five information technology training courses were provided for staff
- New Advanced Firefighter training package developed
- 11 major training projects completed
- 83% (36,390) active firefighters certified to Basic Bush Firefighter level
- 100% (728) group officers certified to Group Leader level
- Airbase Operations and Air Observers training courses instituted

## Future Goals

- Review and promulgation of policy for Career and Personnel Development for salaried staff
- Review and evaluation of current providers for general staff training to ensure cost effectiveness
- Review and evaluation of Flexible Working Hours agreement

# People and Learning

## A continuous Learning Culture Recognising the Value of all Service Members



It is a reasonable statement that a good organisation is an informed organisation, where management and employees 'walk the talk' and have absolute transparency in communication. The value of honesty, integrity and trust is a key component of the Service's Strategic Plan and it will continue to be integrated as a management dictum.

It should be the goal of every organisation – public or private – to have and support a workforce that is constantly striving for individual, personal and professional development. The Service has set itself this goal in the Strategic Plan as part of its strategic human resource planning initiatives.

During the year one hundred and forty five training courses were completed by head and regional office staff, courses ranging from basic information technology (despite Y2K priority resource requirements), conflict resolution, and interviewing skills through to post graduate management courses and specialist courses in particular disciplines both operational and non-operational.

Reference to the training courses undertaken by volunteers during the year is made in 'Achievements' section of this Objective.

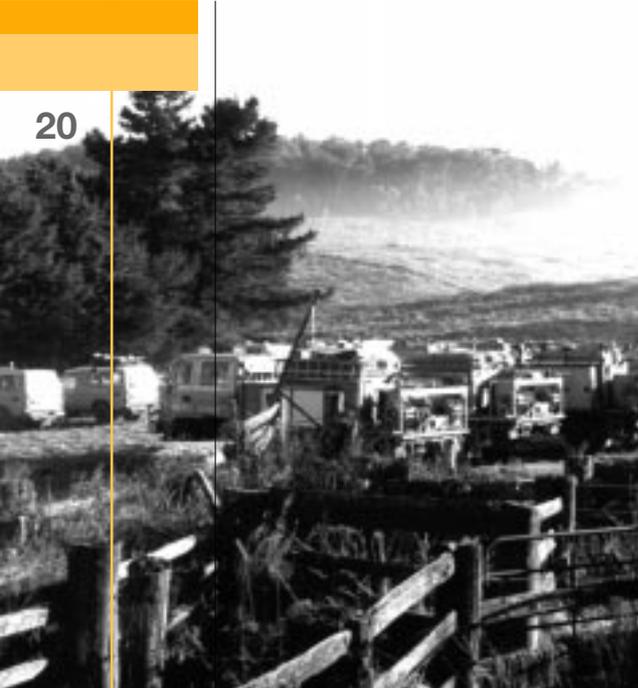
For their part, staff responded positively and underlined their continued commitment to public service by forfeiting the equivalent of 1,614 working days in flexitime entitlements. Also, the average number of sick days taken by staff during the year – 3.73 – was down considerably on last year's 4.05.

The establishment of strategic alliances with Seats of Learning, planned career development initiatives, personal and professional development programs and personal career counselling programs will all contribute to the investment in our most valuable resource – our people.

# Business Development

## Providing competitive Income earning services to meet customer needs

20



### Achievements

- Provided training for forest fire managers in Brunei
- Supervised re-forestation and fire management project in Croatia
- Monitored development of operational plan for West Kalimantan
- Undertook review of forest fire management in China
- Hosted visits by delegations from Malaysia, China and Bhutan

### Future Goals

- Opportunities will be pursued in China, Malaysia, Indonesia and other parts of SE Asia as a high priority;
- The Service will pursue opportunities to export fire management skills and technology in Europe.

The principal area of business development was in the international arena where the objectives of international projects continued to be consolidated.

While an appropriate priority was given to the generation of revenue, the Service also derived great benefit from enhanced experiences and skills for those officers who took part, as well as increasing ties with regional forest fire management agencies. The Service's strategic approach was reinforced as the focus of activities shifted from seeking out new market opportunities in numerous locations to strengthening business initiatives in those markets that have the most potential for success. Consequently priority was given to initiatives and projects in Indonesia, Malaysia and China

where extensive and detailed projects were negotiated and, in the case of Indonesia and China, projects were executed partially or in full. Other opportunities were also identified and responded to in Bhutan, India, Thailand, Fiji and South Korea. Service officers also responded to follow-up activities and on-going projects in Croatia and Greece.

In a non-commercial program designed to encourage exchange of ideas and the growth of personal skills, the Service participated in an officer exchange program with the Singapore Civil Defence Force. The success of the program will be reflected in a further exchange of officers next year.

International activities were in line with the objectives of the Service's Strategic Plan and fully met the designated performance indicators.

The Service has carved a niche for itself in the international arena and is recognised as an agency that pragmatically addresses each fire and emergency management issue on merit. Solutions proposed are always linked to the cultural, social and economic constraints that exist within the area or region of interest.



# NSW Rural Fire Service

# Corporate Executive Group

## **Commissioner Phil Koperberg AM AFSM BEM**

Phil joined the Service in 1967 as a volunteer in the Blue Mountains and progressed through the ranks to become Fire Control Officer in 1970, a position he held until 1982. He was then appointed Emergency Services Policy Analyst to the then Minister for Police and Emergency Services before being appointed Chairman of the Bush Fire Council of NSW and Executive Officer of the Bush Fires Branch of the Minister's office in 1985. From 1972-1983 he was Chairman of the Fire Control Officers' Association.

In 1989 he was appointed Director-General of the Department of Bush Fire Services and, in 1993 he was appointed Commissioner of Bush Fire Services. In January 1994 he was appointed overall Emergency Controller for major bush fires that were burning in eastern New South Wales and, in September 1997, following the proclamation of the *Rural Fires Act, 1997*, he was appointed Commissioner and Chief Executive Officer of the New South Wales Rural Fire Service.

Phil is Chair of the NSW Rural Fire Service Advisory Council, Bush Fire Coordinating Committee and the State Rescue Board.

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

He is Paul Harris Fellow of Rotary International and, in 1999, he was awarded the "Pingat Ketua Pengarah Bomba" by the Malaysian Fire Service.

## **Assistant Commissioner Regional Management and Planning Ross Smith**

Ross joined the NSW Rural Fire Service in 1994 following over 30 years of service in forestry in New South Wales. His involvement with rural fire management now exceeds 40 years.

His initial appointment was as Manager of Planning and Research and followed a period of secondment to the Service from the Forestry Commission to assist with preparation for coronial inquiries arising from the 1994 fires. He has served at a number of field locations in the State.

He transferred to the Fire Management section of the Forestry Commission in 1983 and was one of the inaugural team members developing the basic training and crew leader modules.

Ross has extensive international fire experience and has provided fire management advice to major international agencies in Europe, Asia and South-East Asia. He has also been involved extensively with fire management in North America.

## **Assistant Commissioner Strategic Development Mark Croweller**

Mark has 16 years' Service experience at all levels from firefighter to Assistant Commissioner.

His role covers a wide portfolio including the development of the Service's Strategic Plan, corporate and business plans, Service Standards, policy development, performance management systems, inter-agency liaison, legislative review, international business development, information management and coordination, and organisational structure.

Mark has held various positions. He was a member of the review sub-committee of the Fire Services Joint Standing Committee; a State Council member of the NSW Rural Fire Service Association; a member of the State Executive of that Association; and a member of the Bush Fire Coordinating Committee. Mark has represented the Service on international projects in Malaysia, Indonesia and China.

Prior to joining the Service Mark was employed in the consulting engineering industry.

## **Assistant Commissioner Operations Support Tony Howe**

Tony joined the Service in January 1999 as Assistant Commissioner Operations Support. In this role he is responsible for the Service's firefighter support program including engineering and technical services, public affairs, community education, firefighter health and safety, research and development, and training.

Prior to this, he was employed as a forester by the NSW Forestry Commission, with extensive experience in forest and land management across NSW in native eucalypt forest, rainforest, exotic pine and

eucalypt plantations in Tumut, Grafton and Eden. He was involved in practical fire management for over thirty years and then was responsible for the Commission's statewide fire policies and strategies. He was the Commission's representative on the State Bush Fire Coordinating Committee and Bush Fire Council and been an Appointee under Section 44 of the Rural Fires Act, 1997.

## **Assistant Commissioner Operations Shane Fitzsimmons**

Shane has been a member of the Service since 1984 when he joined the Duffy's Forest Brigade where he remained a member for ten years and held the positions of Captain and Deputy Group Captain. He was an active participant in district training, especially in areas of CABA, 4WD and Chainsaw.

In 1994 Shane was appointed Regional Planning Officer in Central East Region and eventually progressed to the position of Acting Regional Co-ordinator before joining the Rosehill staff as State Operations Officer. In 1998 Shane was appointed Assistant Commissioner Operations.

In addition to the responsibilities of the Operations Division, Shane is Chair of the Review and Policy Sub-Committee of the Fire Services Joint Standing Committee.

Shane has represented the Service at international meetings in the United States.

## **Director Corporate Services Trevor Anderson, PSM**

Trevor entered the NSW Public Service in 1966. In 1979 he was appointed Secretary of the Bush Fire Council which, at the time, was a branch of the Department of Services. He later transferred to the Office of the Minister for Police and Emergency Services as a result of a number of State government administrative changes. Following the establishment of the Department of Bush Fire Services as a separate Government department Trevor was appointed Assistant Commissioner Corporate Services and more recently Director Corporate Services, responsible for the finance, administration and human resource functions of Head Office.

In 1995 he was awarded the Public Service Medal for outstanding service.



**Manager, Financial Services**

**Peter Hennessy**

Peter has been employed in the New South Wales Public Service since 1969 with the majority of positions held by him being associated with financial budgeting and monitoring.

Prior to joining the NSW Rural Fire Service in 1988 in the position of Accountant, Peter spent 19 years in the Department of Health and 1 year in the Department of Lands. He is currently Manager, Financial Services, with responsibility for the financial and accounting functions of the Service.

**Senior Media Officer**

**John Winter**

John joined the NSW Rural Fire Service as Senior Media Officer in October 1999. He has been an active volunteer of Warringah Pittwater Headquarters Rural Fire Brigade since 1995. He currently holds the position of Deputy Captain in that Brigade.

John served on the State Executive of the NSW Rural Fire Service Association from 1998-1999 and has been Chair of the Warringah/Pittwater Branch of the Association since 1998. He also served as a Councillor on Pittwater Council between 1992-1995, including terms as Deputy Mayor and Chair of the Warringah/Pittwater Joint Bushfire Committee.

Prior to joining the NSW Rural Fire Service he ran his own media consultancy for several years. This followed a background in the

Human Resources industry in both a public relations capacity and as head of economic research for one of Australia's largest human resource consultancies. John authored regular columns for major New South Wales and Victorian newspapers focussing on employment issues.

**President, NSW Rural Fire Service Association**

**Don Luscombe**

Don has been a volunteer firefighter in the Service since 1976 when he joined Winmalee Brigade and currently holds the rank of Group Captain. He played a key role in the formation of the NSW Rural Fire Service Association of which he was elected President in 1998.

A Chartered Accountant by profession, Don is the managing partner of a firm of Chartered Accountants practising in Springwood in the Blue Mountains.

Don is a director (and former Chair) of a local corporate charity, which operates a flower farm, work crews, a workshop, and provides accommodation services for the disabled. He is a past Secretary and Treasurer of the Springwood Chamber of Commerce.

Don has significant firefighting experience and has also been involved at other natural disaster incidents.

He was awarded the National Medal in 1993.

**Vice President (Salaried Officers)**

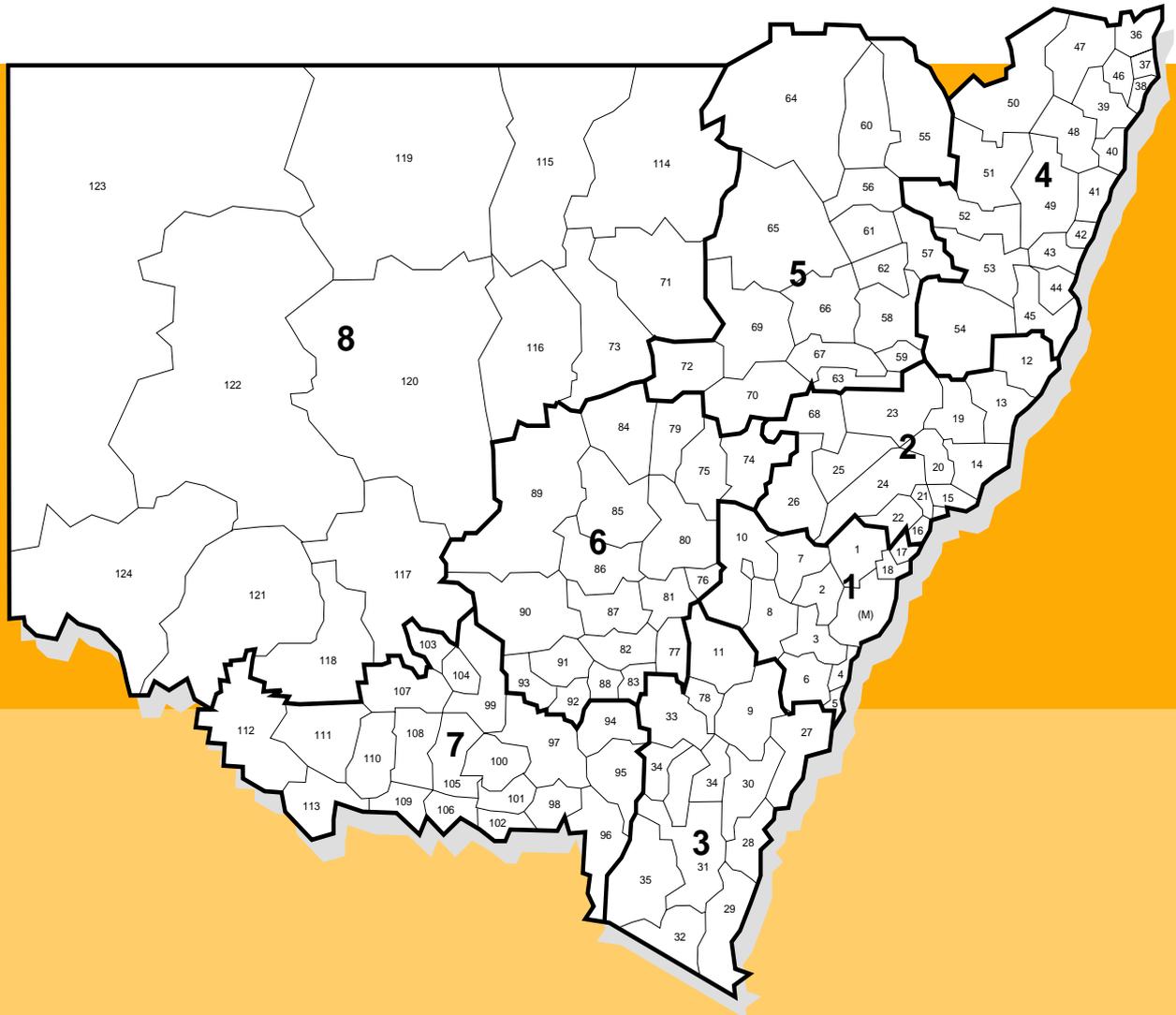
**NSW Rural Fire Service Association Superintendent Keith Harrap, AFSM Fire Control Officer**

**Hornsby Council**

Keith joined the (then) Bush Fire Service in 1968 as a member of the Ku-ring-gai Brigade and eventually held appointments as Brigade Secretary, Deputy Captain and, for six years, Captain. He also served as Deputy Group Captain and Group Captain for Hornsby where, in 1988, he was appointed Deputy Fire Control Officer, and in 1993, Fire Control Officer.

In 1994 Keith was elected to the Executive of the (then) Fire Control Officers' Association and was a member of the team that worked for the formation of the Rural Fire Service Association (RFS). Keith was elected the Association's Vice-President (Salaried Officers) in its inaugural year and held the position for three years.

Keith has extensive operational and administrative service and has served on numerous committees.



# Regions

On this map of New South Wales local government areas are grouped into Regions. Some of the numbered subdivisions include a Shire plus the adjacent City or Municipality and may include either the whole or part of a Rural Fire District

# NSW Rural Fire Regions 1999-2000

## 1 Central East Region

### (M) Metropolitan - includes

Baulkham Hills  
Blacktown  
Camden  
Campbelltown  
Fairfield  
Hornsby  
Ku-ring-gai  
Liverpool  
Penrith  
Sutherland  
Warringah/Pittwater

- 1 Hawkesbury
- 2 Blue Mountains
- 3 Wollondilly
- 4 Wollongong
- 5 Kiama + Shellharbour
- 6 Wingecarribee
- 7 Greater Lithgow
- 8 Oberon
- 10 Evans
- 17 Wyong
- 18 Lord Howe Island

## 2 Hunter Region

- 12 Hastings
- 13 Greater Taree
- 14 Great Lakes
- 15 Port Stephens
- 16 Lake Macquarie
- 19 Gloucester
- 20 Dungong
- 21 Maitland
- 22 Cessnock
- 23 Scone
- 24 Singleton
- 25 Muswellbrook
- 26 Rylstone
- 68 Merriwa

## 3 Southern Region

- 9 Mulwaree
- 11 Crookwell
- 27 Shoalhaven
- 28 Eurobodalla
- 29 Bega Valley
- 30 Tallaganda
- 31 Cooma-Monaro
- 32 Bombala
- 33 Yass
- 34 Yarrowlumla + Queanbeyan
- 35 Snowy River
- 78 Gunning

## 4 Northern Region

- 36 Tweed
- 37 Byron
- 38 Ballina
- 39 Richmond Valley
- 40 Maclean
- 41 Ulmarra
- 42 Coffs Harbour
- 43 Bellingen
- 44 Nambucca
- 45 Kempsey
- 46 Lismore
- 47 Kyogle
- 48 Copmanhurst
- 49 Nymboida + Grafton
- 50 Tenterfield
- 51 Severn
- 52 Guyra
- 53 Armidale/Dumaresq
- 54 Walcha

## 5 Castlereagh Region

- 55 Inverell
- 56 Bingara
- 57 Uralla
- 58 Parry + Tamworth
- 59 Nundle
- 60 Yallaroi
- 61 Barraba
- 62 Manilla
- 63 Murrurundi
- 64 Moree Plains
- 65 Narrabri
- 66 Gunnedah
- 67 Quirindi
- 69 Coonabarabran
- 70 Coolah
- 72 Gilgandra

## 6 Central Region

- 74 Mudgee
- 75 Wellington
- 76 Blayney
- 77 Boorowa
- 79 Dubbo
- 80 Cabonne + Orange
- 81 Cowra
- 82 Young
- 83 Harden
- 84 Narromine
- 85 Parkes
- 86 Forbes
- 87 Weddin
- 88 Cootamundra
- 89 Lachlan
- 90 Bland
- 91 Temora
- 92 Junee
- 93 Coolamon

## 7 Riverina Region

- 94 Gundagai
- 94 Tumut
- 96 Tumbarumba
- 97 Wagga Wagga
- 98 Holbrook
- 99 Narrandera
- 100 Lockhart
- 101 Culcairn
- 102 Hume + Albury
- 103 Griffith
- 104 Leeton
- 105 Urana
- 106 Corowa
- 107 Murrumbidgee
- 108 Jerilderie
- 109 Berrigan
- 110 Conargo + Deniliquin
- 111 Windouran
- 112 Wakool
- 113 Murray

## 8 Western Region

- 114 Walgett
- 115 Brewarrina
- 116 Bogan
- 117 Carrathool
- 118 Hay
- 119 Bourke
- 120 Cobar
- 121 Balranald
- 122 Central Darling
- 123 Western Division Unincorporated Zone
- 124 Wentworth
- 71 Coonamble
- 73 Warren

# Head and Regional Office Locations and Access

The Service maintains eight regional offices throughout the State each staffed by a Regional Co-ordinator, Deputy Regional Co-ordinator, Regional Planning Officer and a Regional Assistant. There is also a training facility based at Goulburn.

Regions are based on local government boundaries, office hours are from 0845-1700, and regional details are as under:

## Castlereagh Region

<b>No of Councils</b>	17
<b>No of Fire Control Officers</b>	13
<b>No of brigades</b>	322
<b>No of volunteers</b>	5790
<b>Regional Co-ordinator</b>	Lance Rainey

Cnr Barwan and Bowen Streets  
(PO Box 566)  
NARRABRI NSW 2390

**Tel** 02 6792 4915 or 02 6792 4916  
**Fax** 02 6792 3803 or 02 6792 4256

## Central Region

<b>No of Councils</b>	20
<b>No of Fire Control Officers</b>	16
<b>No of brigades</b>	476
<b>No of volunteers</b>	12,885
<b>Regional Co-ordinator</b>	Peter Ryan

Shop 3, Lovell Place  
Lovell Street  
(PO Box 1342)  
YOUNG NSW 2594

**Tel** 02 6382 5677 or 02 6382 5678  
**Fax** 02 6382 1731

## Central East Region

<b>No of Councils</b>	25
<b>No of Fire Control Officers</b>	20
<b>No of brigades</b>	309
<b>No of volunteers</b>	14,890
<b>Regional Co-ordinator</b>	Bruce Holz

Suite 5  
235-239 High Street  
PENRITH NSW 2750

**Tel** 02 4722 8444  
**Fax** 02 4722 9414 or 02 4722 8588

## Hunter Region

<b>No of Councils</b>	14
<b>No of Fire Control Officers</b>	14
<b>No of brigades</b>	248
<b>No of volunteers</b>	6,642
<b>Regional Co-ordinator</b>	Brian Pickford

Suite 1, 20 Cumberland Street  
(PO Box 233)  
CESSNOCK NSW 2325

**Tel** 02 4991 1233 or 02 4991 1302  
**Fax** 02 4991 1405 or 4991 1472

## Northern Region

<b>No of Councils</b>	20
<b>No of Fire Control Officers</b>	17
<b>No of brigades</b>	262
<b>No of volunteers</b>	7,567
<b>Regional Co-ordinator</b>	Ian Thomas

Level 4, State Office Block  
Victoria Street  
(PO Box 1)  
GRAFTON NSW 2460

**Tel** 02 6643 2512 or 6643 2514  
**Fax** 02 6643 2515 or 6643 4965

## Riverina Region

<b>No of Councils</b>	22
<b>No of Fire Control Officers</b>	16
<b>No of brigades</b>	267
<b>No of volunteers</b>	8,056
<b>Regional Co-ordinator</b>	Mick Beltran

584 Stanley Street  
(PO Box 1033)  
ALBURY NSW 2640

**Tel** 02 6041 5384 or 02 6041 1446  
**Fax** 02 6021 7092 or 02 6023 2011

## Southern Region

<b>No of Councils</b>	13
<b>No of Fire Control Officers</b>	12
<b>No of brigades</b>	202
<b>No of volunteers</b>	8,732
<b>Regional Co-ordinator</b>	Barry Belt

2 Crown Street  
(PO Box 138)  
BATEMANS BAY NSW 2536

**Tel** 02 4472 4165 or 02 4472 4129  
**Fax** 02 4472 4126 or 02 4472 4401

## Western Region

<b>No of Councils</b>	12
<b>No of Fire Control Officers</b>	9
<b>No of brigades</b>	215
<b>No of volunteers</b>	4,421
<b>Regional Co-ordinator</b>	Gordon Hill

62 Marshall Street  
(PO Box 468)  
COBAR NSW 2835

**Tel** 02 6836 1566 or 02 6836 1564  
**Fax** 02 6836 1563 or 02 6836 4509

## Goulburn Training Office

NSW Government Offices  
159 Auburn Street  
(PO Box 701)  
GOULBURN NSW 2580

**Tel** 02 4822 1238 or 02 4822 1116  
**Fax** 02 4821 9833

## Head Office

**3/175 James Ruse Drive  
ROSEHILL NSW 2142  
(Locked Bag 17  
GRANVILLE NSW 2142)**

**Tel** 02 9684 4411  
**Fax** 02 9638 7956

A black and white photograph showing the silhouettes of several firefighters in full protective gear. They are positioned in front of a massive, bright fire that fills the upper half of the frame. The firefighters are looking towards the fire, and one in the foreground is holding a long tool, possibly a pike pole. The scene is dramatic and captures the intensity of a firefighting operation.

# General

## Statement on Standards for the Provision of Services

Service provision is in accordance with the commitments and criteria as detailed in the Strategic Plan, copies of which can be obtained free of charge from the Service's head and regional offices or by telephoning 9684 4411.

The review process for assessing levels of service performance is itself under review to ensure that it complies with the review of quality management processes being developed within the Service.

### Contracting and Market Testing

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

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

### Overseas Visits

Various officers of the Service visited Malaysia, Singapore, China, the Philippines, Indonesia, and Brunei on twelve separate occasions to discuss regional issues, training opportunities, possible Asian Development Bank project funding and to sign a Memorandum of Understanding with the Singapore Civil Defence Force.

On behalf of the Australasian Fire Authorities Council and Standards Australia an officer attended meetings of the International Standards Organisation in Czechoslovakia, Hungary, The Netherlands, the United Kingdom and Spain.

An officer, funded by the World Bank, supervised the forest fire management component of a World Bank forest reconstruction and fire management project in Croatia.

A member of the Engineering Services section travelled to the University of Alberta, Canada to undertake testing of fabric used in the manufacture of protective clothing.

The Manager, Engineering Services attended the Interschutz Trade Fair in Germany during the course of his work for Standards Australia.

## Guarantee of Service

The Service's customer service Vision Statement remains

*"To consistently deliver to our customers the highest possible levels of service".*

Underpinning the Vision is our Customer Service Commitment, which is to

### **Listen**

*to the needs and concerns of our customers and stakeholders*

### **Respond**

*to needs and concerns by finding and implementing the most cost-effective and environmentally acceptable solutions*

### **Inform**

*the community to the fullest extent possible of bush fire*

# Service

**"To consistently deliver to our customers the highest possible levels of service"**

prevention, protection and safety measures available to assist in reducing the threat of and potential losses from fire; and

#### **Deliver**

our services in a manner that ensures we provide value for money in the operations and management of a rural fire service.

The Guarantee of Service itemises measurable commitments and constant monitoring of them has enabled the Service to identify and remedy any service deficiencies.

Future performance measurement will be by way of benchmarking and the pursuit of best practice as part of the process of continuous improvement.

#### **Consumer Response**

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

The Guarantee of Service encourages the lodgement of complaints where this is considered justified and provides detailed information as to how this should be done.

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

#### **Annual Report – Print Run and Unit Cost**

One thousand copies of this Report have been published with copies available for sale to the general public at \$15 each. The unit cost for production was \$12.

#### **Payment Performance**

A comparative summary of the Service's head office payment performance for the year under review, and the previous financial year, is as follows:

	1999/00	1998/99
Interest paid due to late payments	Nil	Nil
Total dollar value of accounts paid	\$75,716,000	\$72,399,084
Total dollar value of accounts paid on time	\$73,686,811	\$70,552,907
Amounts payable as at 30 June (all within 30 day limit)	\$3,248,000	\$3,129,000
Percentage of accounts paid on time	97.32	97.45

#### **Engagement of Consultants**

Fourteen consultants were retained during the 1999/2000 financial year at a total cost of \$851,873 compared with six consultants at a total cost of \$224,470 for the previous year.

Consultants engaged at a cost exceeding \$30,000 were as follows:

##### **Incheck Systems**

Computer Systems Development and Implementation, Y2K, Firezone, training	\$178,549
-----------------------------------------------------------------------------	-----------

##### **TSG**

Internet development	\$41,135
Firezone	\$55,220
Y2K and network development	\$80,945
Systems development	\$76,097

##### **BDH Strategic**

Firezone systems (Y2K)	\$191,501
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##### **MicroSource Consulting**

Information technology	\$51,013
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##### **Onsen Intermedia**

Re-engineering of RFS Website	\$44,528
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##### **McKay and Associates**

Radio reprogramming	\$35,230
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Eight other consultants were engaged at a total cost of \$97,655.

### Sale of Property, including Land

The Rural Fire Service does not own any land or property.

### Year 2000 (Y2K) Millennium Bug

The Service's peak management body – the Y2K Steering Committee – met six times during 1999-2000.

The scope of the project was broadly that

- The Service has accepted responsibility for its own system and those items of equipment supplied to rural fire districts through the Equipment Catalogue;

- Local government was responsible for the management of infrastructure within rural fire districts; and
- The Service would provide support to local government in recognition that continued operations during the critical Y2K period relied on the ability of rural fire districts to maintain an adequate level of service.

The Service implemented its plans during the critical periods, in particular New Year's Eve, 1999 and 28 February, 2000. No Y2K related problems were experienced and the Service was able to maintain full capability.

The total estimated cost of the project was \$795,710.

### Major Assets

	1999/00	1998/99
Computer equipment	\$372,000	\$419,000
General equipment	\$1,007,000	\$1,215,000

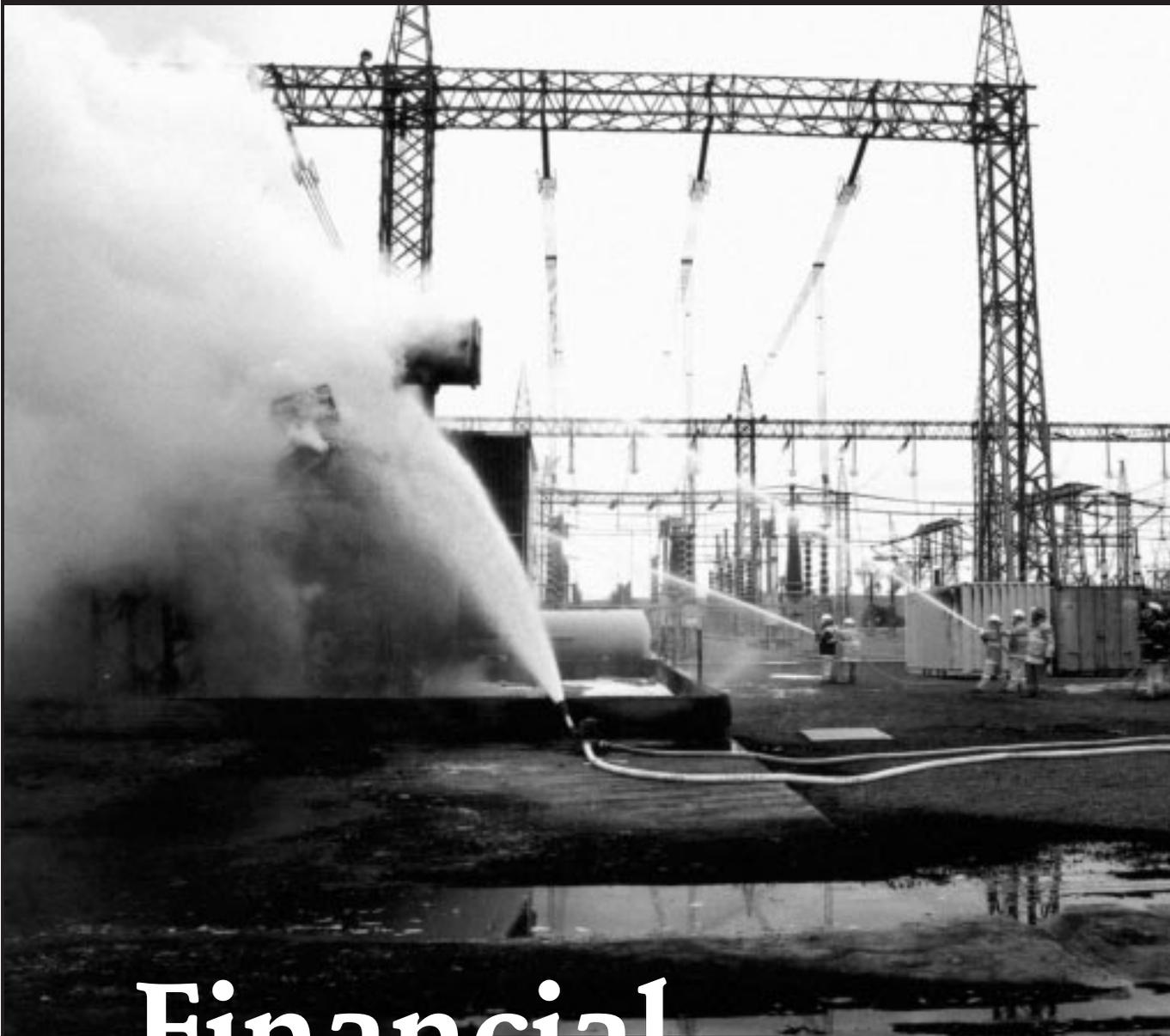
### Grants to Outside Organisations

	1999/00	1998/99
Nature Conservation Council	\$40,000	\$27,390
Volunteer Rescue Units (through Office for Emergency Services)	\$575,000	\$697,000
Rural Fire Service Association	\$15,000	\$15,000
Total	\$630,000	\$724,990

### Executive Remuneration

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

Position	SES Level	Total Annual Remuneration
Commissioner, Mr P C Koperberg	5	\$187,202



# Financial Statements



BOX 12 GPO  
SYDNEY NSW 2001

## INDEPENDENT AUDIT REPORT

### New South Wales Rural Fire Service

To Members of the New South Wales Parliament and the Commissioner

#### Scope

I have audited the accounts of the New South Wales Rural Fire Service for the year ended 30 June 2000. The Commissioner is responsible for the financial report consisting of the accompanying statement of financial position, operating statement, statement of cash flows, program statement - expenses and revenues and summary of compliance with financial directives, together with the notes thereto, and information contained therein. My responsibility is to express an opinion on the financial report to Members of the New South Wales Parliament and the Commissioner based on my audit as required by sections 34 and 45F(1) of the *Public Finance and Audit Act 1983* (the Act). My responsibility does not extend to an assessment of the assumptions used in formulating budget figures disclosed in the financial report.

My audit has been conducted in accordance with the provisions of the Act and Australian Auditing Standards to provide reasonable assurance whether the financial report is free of material misstatement. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates.

In addition, other legislative and policy requirements, which could have an impact on the Service's financial report, have been reviewed on a cyclical basis. For this year, the requirements examined comprised compliance with:

- core business activities being in accordance with the *Rural Fires Act 1997*
- key provisions of Part 2 of the *Public Sector Management Act 1988* and Parts 2, 3, 4, 5 and 6 of the *Public Sector Management (General) Regulation 1996*;
- operation of Special Deposits Account in accordance with the *Rural Fires Act 1997*; and
- the Premier's Department, SES Guidelines in respect of the Commissioner's contract of employment.

These procedures have been undertaken to form an opinion whether, in all material respects, the financial report is presented fairly in accordance with the requirements of the Act, Accounting Standards and other mandatory professional reporting requirements, in Australia, so as to present a view which is consistent with my understanding of the Service's financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

#### Audit Opinion

In my opinion, the financial report of the New South Wales Rural Fire Service complies with section 45E of the Act and presents fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements the financial position of the Service as at 30 June 2000 and the results of its operations and its cash flows for the year then ended.

P Carr FCPA  
Director of Audit  
(duly authorised by the Auditor-General of New South Wales  
under section 45F(1A) of the Act)

SYDNEY  
16 August 2000

All communications to be addressed to:

Head Office  
NSW Rural Fire Service  
Locked Mail Bag 17  
Granville NSW 2142

Telephone: (02) 9684 4411

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Your Ref:  
Our Ref:

14.06.2000

**NSW RURAL FIRE SERVICE  
FINANCIAL STATEMENTS FOR THE YEAR  
ENDED 30 JUNE 2000**

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

- (a) The accompanying financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act, 1983, the Financial Reporting Code for Budget Sector Dependent General Government Sector Agencies, the applicable clauses of the Public Finance and Audit (General) Regulation 1995 and the Treasurer's Directions;
- (b) The statements exhibit a true and fair view of the financial position and transactions of the Service; and
- (c) There are no circumstances which would render any of the particulars included in the financial statements to be misleading or inaccurate.

M. Crosweller  
**Acting Commissioner**

## Operating Statement

for the year ended 30 June 2000

	Notes	Actual 2000 \$'000	Budget 2000 \$'000	Actual 1999 \$'000
<b>Expenses</b>				
Operating expenses				
Employee related	2(a)	7,957	9,432	9,081
Other operating expenses	2(b)	7,047	6,337	7,044
Maintenance	2(c)	9	20	16
Depreciation	2(d)	747	700	638
Grants and subsidies	2(e)	64,259	66,361	58,502
Other expenses	2(f)	4,110	3,000	3,224
<b>Total Expenses</b>		<b>84,129</b>	<b>85,850</b>	<b>78,505</b>
Less:				
<b>Retained Revenue</b>				
Sale of goods and services	3(a)	144	200	144
Grants and contributions	3(b)	70,162	69,156	65,167
Other revenue	3(c)	543	500	456
<b>Total Retained Revenue</b>		<b>70,849</b>	<b>69,856</b>	<b>65,767</b>
<b>Gain/(loss) on sale of non-current assets</b>	4	-	-	10
<b>NET COST OF SERVICES</b>	15(c)	<b>13,280</b>	<b>15,994</b>	<b>12,728</b>
<b>Government Contributions</b>				
Recurrent appropriation	5	13,094	13,094	10,576
Acceptance by the Crown Entity of employee entitlements and other liabilities	6	29	-	67
<b>Total Government Contributions</b>		<b>13,123</b>	<b>13,094</b>	<b>10,643</b>
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>(157)</b>	<b>(2,900)</b>	<b>(2,085)</b>

The accompanying notes form part of these statements.

# Statement of Financial Position

as at 30 June 2000

	Notes	Actual 2000 \$'000	Budget 2000 \$'000	Actual 1999 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash	8	17,380	14,008	18,031
Receivables	9(a)	396	140	914
Other	9(b)	2,225	886	457
<b>Total Current Assets</b>		<b>20,001</b>	<b>15,034</b>	<b>19,402</b>
<b>Non-Current Assets</b>				
Plant and Equipment	10	1,379	1,670	1,634
<b>Total Non-Current Assets</b>		<b>1,379</b>	<b>1,670</b>	<b>1,634</b>
<b>Total Assets</b>		<b>21,380</b>	<b>16,704</b>	<b>21,036</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Accounts Payable	11	3,248	2,061	3,129
Employee entitlements	12	1,287	1,111	1,039
<b>Total Current Liabilities</b>		<b>4,535</b>	<b>3,172</b>	<b>4,168</b>
<b>Non-Current Liabilities</b>				
Employee entitlements	13	1,518	1,659	1,384
<b>Total Non-Current Liabilities</b>		<b>1,518</b>	<b>1,659</b>	<b>1,384</b>
<b>Total Liabilities</b>		<b>6,053</b>	<b>4,831</b>	<b>5,552</b>
<b>NET ASSETS</b>		<b>15,327</b>	<b>11,873</b>	<b>15,484</b>
<b>EQUITY</b>				
Accumulated funds	16	15,327	11,873	15,484
<b>TOTAL EQUITY</b>		<b>15,327</b>	<b>11,873</b>	<b>15,484</b>

The accompanying notes form part of these statements.

# Statement of Cash Flows

for the year ended 30 June 2000

	Notes	Actual 2000 \$'000	Budget 2000 \$'000	Actual 1999 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Employee related		(9,394)	(9,032)	(8,173)
Grants and Subsidies		(63,792)	(65,361)	(57,563)
Other		(10,928)	(10,357)	(9,980)
<b>Total Payments</b>		<b>(84,114)</b>	<b>(84,750)</b>	<b>(75,716)</b>
<b>Receipts</b>				
Sale of goods and services		23	200	144
Other		70,838	69,656	64,849
<b>Total Receipts</b>		<b>70,861</b>	<b>69,856</b>	<b>64,993</b>
<b>Cash Flows from Government</b>				
Recurrent Appropriation		13,094	13,094	10,576
<b>Net Cash Flows from Government</b>		<b>13,094</b>	<b>13,094</b>	<b>10,576</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	15(c)	<b>(159)</b>	<b>(1,800)</b>	<b>(147)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from sale of plant and equipment	15(a)	92	-	30
Purchases of plant and equipment	15(a)	(584)	(800)	(811)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<b>(492)</b>	<b>(800)</b>	<b>(781)</b>
<b>NET INCREASE/(DECREASE) IN CASH</b>				
Opening cash and cash equivalents		18,031	16,608	18,959
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	15(b)	<b>17,380</b>	<b>14,008</b>	<b>18,031</b>

The accompanying notes form part of these statements.

# Program Statement Expenses and Revenues

for the year ended 30 June 2000

	Program 1*		Program 2*		Program 3*		Program 4*		Not Attributable		Total		
	2000 \$'000	1999 \$'000	2000 \$'000	1999 \$'000	2000 \$'000	1999 \$'000	2000 \$'000	1999 \$'000	2000 \$'000	1999 \$'000	2000 \$'000	1999 \$'000	
<b>SERVICE'S</b>													
<b>EXPENSES &amp; REVENUES</b>													
<b>Expenses</b>													
Operating expenses													
Employee related	6,416	7,509	320	422	347	312	874	838	-	-	7,957	9,081	
Other operating expenses	4,654	5,150	472	499	1,202	972	719	423	-	-	7,047	7,044	
Maintenance	-	-	-	-	-	-	9	16	-	-	9	16	
Depreciation	725	614	-	-	-	-	22	24	-	-	747	638	
Grants and subsidies	63,591	57,805	93	-	-	-	575	697	-	-	64,259	58,502	
Other expenses	4,110	3,224	-	-	-	-	-	-	-	-	4,110	3,224	
<b>Total Expenses</b>	<b>79,496</b>	<b>74,302</b>	<b>885</b>	<b>921</b>	<b>1,549</b>	<b>1,284</b>	<b>2,199</b>	<b>1,998</b>	<b>-</b>	<b>-</b>	<b>84,129</b>	<b>78,505</b>	
<b>Retained Revenues</b>													
Sale of goods and services	137	134	7	-	-	10	-	-	-	-	144	144	
Grants and contributions	69,862	65,017	-	-	-	-	300	150	-	-	70,162	65,167	
Other revenue	543	456	-	-	-	-	-	-	-	-	543	456	
<b>Total Retained Revenue</b>	<b>70,542</b>	<b>65,607</b>	<b>7</b>			<b>10</b>	<b>300</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>70,849</b>	<b>65,767</b>	
Gain/(loss) on sale of non-current assets	-	10	-	-	-	-	-	-	-	-	-	10	
<b>NET COST OF SERVICES</b>	<b>8,954</b>	<b>8,685</b>	<b>878</b>	<b>921</b>	<b>1,549</b>	<b>1,274</b>	<b>1,899</b>	<b>1,848</b>	<b>-</b>	<b>-</b>	<b>13,280</b>	<b>12,728</b>	
Government contributions†	-	-	-	-	-	-	-	-	-	13,123	10,643	13,123	10,643
<b>NET EXPENDITURE/ (REVENUE) FOR THE YEAR</b>	<b>8,954</b>	<b>8,685</b>	<b>878</b>	<b>921</b>	<b>1,549</b>	<b>1,274</b>	<b>1,899</b>	<b>1,848</b>	<b>(13,123)</b>	<b>(10,643)</b>	<b>157</b>	<b>(2,085)</b>	

\* The name and purpose of each program is summarised in Note 7

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

## Summary of Compliance with Financial Directives

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	2000				1999			
	Recurrent Appropriation \$'000	Expenditure/ Net Claim on Consolidated Fund \$'000	Capital Appropriation \$'000	Expenditure/ Net Claim on Consolidated Fund \$'000	Recurrent Appropriation \$'000	Expenditure \$'000	Capital Appropriation \$'000	Expenditure \$'000
<b>ORIGINAL BUDGET APPROPRIATION/ EXPENDITURE</b>								
Appropriation Act	13,094	13,094	-	-	11,367	10,366	-	-
	13,094	13,094	-	-	11,367	10,366	-	-
<b>OTHER APPROPRIATIONS/ EXPENDITURE</b>								
Treasurer's Advance			-	-	210	210	-	-
			-	-	210	210	-	-
<b>Total Appropriations/ Expenditure/Net claims on Consolidated Fund (includes Transfer payments)</b>	<b>13,094</b>	<b>13,094</b>	<b>-</b>	<b>-</b>	<b>11,577</b>	<b>10,576</b>	<b>-</b>	<b>-</b>
<b>Amount drawdown against Appropriation</b>		<b>13,094</b>		<b>-</b>		<b>11,577</b>		<b>-</b>
<i>Liability to Consolidated Fund</i>		-		-				

# Notes

## 1. Summary of Significant Accounting Policies

### (a) Reporting Entity

The NSW Rural Fire Service, as a reporting entity, comprises all the operating activities for the Rural Fire Fighting Fund, the Office for Emergency Services and the 1994 Bush Fire Fighting Fund-Brigade Relief.

### (b) Basis of Accounting

The Service's financial statements are a general purpose financial report which has been prepared on an accruals basis and in accordance with applicable Australian Accounting Standards, other authoritative pronouncement of the Australian Accounting Standards Board (AASB), Urgent Issues Group (UIG) Consensus Views, the requirements of the Public Finance and Audit Act and Regulations and the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer under section 9(2)(n) of the Act. Where there are inconsistencies between the above requirements, the legislative provisions have prevailed. In the absence of a specific Accounting Standard other authoritative pronouncement of the AASB or UIG Consensus View the hierarchy of other pronouncements as outlined in AAS6 "Accounting Policies is considered. The financial statements are prepared in accordance with the historical cost convention. All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency. The accounting policies adopted are consistent with those of the previous year. When necessary comparative figures have been adjusted to conform with changes in presentation in the current year.

### (c) Revenue Recognition

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

#### (i) *Parliamentary Appropriations and contributions from other bodies.*

From this financial year there is a change in accounting policy for the recognition of parliamentary appropriations. Parliamentary appropriations are generally recognised as revenues when the agency obtains control over the assets comprising the appropriations / contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash.

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

The effect of this change for the year ending 30 June 2000 is NIL.

It is impracticable to restate the comparatives for this change in accounting policy, as agencies were not required to determine any final amount owed to the Consolidated Fund for the year ending 30 June 1999.

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

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

### (d) Employee Entitlements

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

Liabilities for wages and salaries, annual leave and vesting sick leave are recognised and measured as the amount unpaid at the reporting date at current pay rates in respect of employees' services up to that date.

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 entitlements accrued in the future.

The outstanding amounts of payroll tax and workers' compensation insurance premiums which are consequential to employment, are recognised as liabilities and expenses where the employee entitlements to which they relate have been recognised.

*(ii) Long Service Leave*

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

Long service leave is measured on a nominal basis. The nominal method is based on the remuneration rates at year end for all employees with five or more years of service. It is considered that this measurement technique produces results not materially different from the estimate determined by using the present value basis of measurement.

*(iii) Superannuation*

The Superannuation liabilities are assumed by the Service as required by Treasury.

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

**(e) Insurance**

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

This cover includes property, public liability, motor vehicles, workers compensation and miscellaneous.

**(f) Acquisition of Assets**

The cost method of accounting is used for the initial recording of all acquisition of assets controlled by the Service.

Cost is determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and revenues at their fair value at the date of acquisition. Fair value means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

**(g) Plant and Equipment**

Plant and equipment costing \$5000 and above individually are capitalised. In addition and in accordance with Service policy some assets costing less than \$5,000 and forming part of a network are capitalised.

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

Depreciation is provided on a straight line basis against all depreciable assets so as to write off the depreciable amount of each depreciable asset as it is consumed over its useful life to the Service. General equipment is depreciated at the rate of 20%, computer equipment at 33.3% per annum.

**(i) Leased Assets**

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

**(j) 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.

**(k) Donations – Trust Account**

As a result of the January 1994 bushfires, the 1994 Bush Fire Fighting Fund-Brigade Relief was established to administer the funds received by way of donation. The Trust funds are held by the Service. The Trust received no donations during the year and expenditure incurred is disclosed in Note 2(e).

## (l) Funding - NSW Rural Fire Service

Contributions are received as follows:

		2000 \$(mil)	1999 \$(mil)
Local Government	12.3%	9.9	8.7
Insurance Industry	73.7%	59.3	51.9
Treasury	14.0%	11.2	9.9

Contributions are recognised when invoices are raised.

## (m) Financial Instruments

Financial instruments give rise to positions that are a financial asset of either Rural Fire Service or its counterparty and a financial liability (or equity instrument) of the other party. For Rural Fire Service these include cash at bank, receivables and creditors.

In accordance with AAS 33 "Presentation and Disclosure of Financial Instruments" information is disclosed below, in respect of the credit risk and interest rate risk of financial instruments. All such amounts are carried in the accounts at net fair value unless otherwise stated. The specific accounting policy in respect of each class of such financial instruments is stated hereunder.

Classes of instruments recorded at cost comprise:

- cash
- receivables
- creditors and accruals

### *Cash*

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

### *Receivables*

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off. A provision for doubtful debts is raised when some doubt as to collection exists. The credit risk is the carrying amount (net of any provision for doubtful debts). No interest is earned on the trade debtors. The carrying amount approximates net fair value. Sales are made on [30] day terms. Under S106 of the Rural Fires Act 1997 a ten percent surcharge is levied if contributions from Insurance Companies and Councils are not received within 60 days of assessment unless the Minister otherwise determines.

### *Creditors and Accruals*

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

## 2. Expenses

	2000 \$'000	1999 \$'000
<b>(a) Employee related expenses comprise the following specific items:</b>		
Salaries and wages (including recreation leave)	7936	7,171
Superannuation *	(816)	1,019
Long service leave	252	311
Payroll tax	523	512
Workers' Compensation Insurance	62	68
	<b>7,957</b>	<b>9,081</b>
* Abnormal Item: Superannuation expense was offset by the increase of \$1.836M in the prepaid amount resulting from better than expected fund earnings.		
<b>(b) Other operating expenses</b>		
Auditor's remuneration	68	52
Rental expense relating to operating leases	907	753
Travel	783	773
Telephones	685	450
Fees for Service	619	685
Printing and Stationery	935	895
Consumables	693	953
Vehicle Operation	607	379
All Outgoings – Buildings	192	157
Other Expenses	1,558	1,947
	<b>7,047</b>	<b>7,044</b>
<b>(c) Maintenance</b>		
Repairs and maintenance	9	16
	<b>9</b>	<b>16</b>
<b>(d) Depreciation</b>		
Computer Equipment	285	265
Other property, plant and equipment	349	245
Fitouts	113	128
	<b>747</b>	<b>638</b>
<b>(e) Grants and Subsidies</b>		
Volunteer Rescue Units	575	697
Trust Expenditure	136	344
Regional Fire Associations	693	529
Payments for Council costs associated with Rural Fire Fighting activities and equipment	61,553	52,388
Emergency Fund – Natural Disasters	1,247	4,467
Other	55	77
	<b>64,259</b>	<b>58,502</b>
<b>(f) Other Expenses</b>		
Workers' Compensation Insurance	2,654	2,029
Public Liability and other insurance	361	357
Aerial support	1,095	838
	<b>4,110</b>	<b>3,224</b>

### 3. Revenues

	2000 \$'000	1999 \$'000
<b>(a) Sale of goods and services</b>		
Rendering of service	144	144
	<b>144</b>	<b>144</b>
<b>(b) Grants and contributions</b>		
New South Wales Fire Brigades	225	150
Insurance Company Contributions	59,265	51,890
Local Government Contributions	9,891	8,660
Natural Disaster Welfare Relief*	781	4,467
	<b>70,162</b>	<b>65,167</b>
<b>(c) Other revenue</b>		
Sale of Equipment	192	315
Other	351	141
	<b>543</b>	<b>456</b>

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

In accordance with Section 119(4)(b) of the Rural Fires Act, distribution of proceeds from the sale by councils of fire fighting equipment between the Service and the councils is in the same proportion to each body's contribution to the purchase of equipment as shown above. The Service's share of such proceeds totalled \$191,601 (\$315,051 in 1998/99).

#### 4. Gain/(Loss) on Sale of Non-Current Assets

	2000 \$'000	1999 \$'000
Motor Vehicles	–	10
Other	–	–
	<u>–</u>	<u>10</u>

[refer note 15(a)]

#### 5. Appropriations

	2000 \$'000	1999 \$'000
Total drawdowns from Treasury (per summary of compliance)	13,094	11,577
less return to Consolidated Fund	–	1,001
Total	<u>13,094</u>	<u>10,576</u>
Comprising:		
Recurrent appropriations (per operating statement)	<u>13,094</u>	<u>10,576</u>

#### 6. Acceptance by the Crown Transactions Entity of Employee Entitlements and Other Liabilities

	2000 \$'000	1999 \$'000
The following liabilities and/or expenses have been assumed by the Crown Entity		
Long service leave	29	67
	<u>29</u>	<u>67</u>

Also refer to Note 1(d) (ii)

## 7. Programs/Activities of the Service

### (a) Program 1: Funding and administration of Rural Firefighting Services

Objective: To promote effective rural firefighting services within the State including the co-ordination of bush firefighting and prevention activities.

### (b) Program 2: Training of Volunteer Bush Fire Fighters

Objective: To facilitate and promote the training of bush fire fighters.

### (c) Program 3: Public Education and Information Services

Objective: To promote community awareness of bush fire issues and generally educate the community in bush fire prevention, protection and safety.

### (d) Program 4: Planning and Co-ordination of Rescue Services and Emergency Management

Objective: To ensure the provision of comprehensive, balanced and coordinated rescue services and emergency management throughout New South Wales.

## 8. Current Assets – Cash

	<b>2000</b>	<b>1999</b>
	<b>\$'000</b>	<b>\$'000</b>
Cash at Bank	17,376	18,027
Cash on Hand	4	4
	<b>17,380</b>	<b>18,031</b>

## 9. Current Assets – Receivables

### (a) Trade

Grants and contributions	108	110
Less: Provision for doubtful debts	20	20
	88	90
Other	308	824
	<b>396</b>	<b>914</b>

### (b) Other

Prepaid superannuation contributions	2,215	434
Prepayments	10	23
	<b>2,225</b>	<b>457</b>

## 10. Non-Current Assets

	Computer Equipment \$'000	General Plant & Equipment \$'000	Fitouts \$'000	Total \$'000
<b>(a) Plant &amp; Equipment</b>				
<b>At Cost</b>				
Balance 1 July 1999	1,067	1,640	641	3,348
Additions	245	339	–	584
Disposals	320	112	–	432
Balance at 30 June 2000	992	1,867	641	3,500
<b>Accumulated depreciation</b>				
Balance 1 July 1999	648	538	528	1,714
Depreciation for the year	285	349	113	747
Writeback on disposal	313	27	–	340
Balance at 30 June 2000	620	860	641	2,121
<b>Written down Value</b>				
At 1 July 1999	419	1,102	113	1,634
At 30 June 2000	372	1,007	nil	1,379

### (b) Summary of fully depreciated assets still in use

Description of Asset	At Cost \$'000	Number of Assets
Photocopying Equipment	75	9
Computers	309	100
Laptop Computers	19	4
Telephone System	7	1
Other	761	10
<b>Total</b>	<b>1,171</b>	<b>124</b>

	2000 \$'000	1999 \$'000
<b>11. Current Liabilities – Accounts Payable</b>		
Payroll Tax	–	44
Other operating expenses	456	418
Grants and Subsidies	2,771	2,610
Superannuation	21	57
	<b>3,248</b>	<b>3,129</b>
<b>12. Current Liabilities – Employee Entitlements</b>		
Accrued Salaries and Wages	157	99
Recreation Leave Provision	1,130	940
	<b>1,287</b>	<b>1,039</b>
<b>13. Non Current Liabilities – Employee Entitlements</b>		
Long Service Leave Provision	1,518	1,384
	<b>1,518</b>	<b>1,384</b>
<b>14. Commitments for Expenditure</b>		
<b>(a) Capital Commitments</b>		
	–	–
<b>(b) Other Expenditure Commitments</b>		
Not later than one year	17,990	17,887
<p>The Service includes as commitments all outstanding amounts identified in councils' estimates for specific projects that are not at this stage completed. Whilst some of these are covered by contractual obligations and/or unfulfilled purchase orders, others relate to circumstances where contractual obligations have not been formalised.</p>		
<b>(c) Operating Lease Commitments</b>		
Aggregate non-cancellable operating lease expenditure contracted for at balance date, but not provided for in the accounts:		
Not later than one year	899	851
Later than one year but not later than two years	728	627
Later than two years but not later than five years	277	837
	<b>1,904</b>	<b>2,315</b>

	2000 \$'000	1999 \$'000
<b>15. Note to Cash Flow Statement</b>		
<b>(a) Plant and Equipment</b>		
Additions at cost – Cash Paid	<b>584</b>	<b>811</b>
Disposal of Plant and Equipment		
Cost	432	840
Less:		
Accumulated depreciation	340	820
Book Value	92	20
Gain on sale	–	10
<b>Cash received</b>	<b>92</b>	<b>30</b>
<b>(b) Cash and Cash Equivalents</b>		
For the purpose of the statement of cash flows, the Service considers cash to include cash on hand and at bank. Cash, \$17,380,297 (\$18,030,121 in 1998/99) at the end of the reporting period as shown in the statement of cash flows is reconciled in note 8 to the related items in the statement of financial position.		
<b>(c) Reconciliation of Net Cash Used on Operating Activities to Net Cost of Services</b>		
Net Cost of Services	(13,280)	(12,728)
Depreciation	747	638
Increase (Decrease in creditors)	119	1,255
Increase in employee entitlements	382	370
(Increase) Decrease in prepayments	(1,768)	458
(Increase) Decrease in receivables	518	(773)
(Gain) Loss on sale of plant & equipment	–	(10)
Crown Acceptance – Long Service Leave Liability	29	67
Cash Flows from Government	13,094	10,576
<b>Net Cash used in Operating Activities</b>	<b>159</b>	<b>147</b>
<b>(d) Non Cash Financing and Investing Activities</b>		
Long Service Leave Liability assumed by Crown Entity	29	67
	<b>29</b>	<b>67</b>
<b>16. Equity</b>		
Accumulated Surplus at 1 July 1999	15,484	17,569
Surplus (Deficit) for the year	(157)	(2,085)
	<b>15,327</b>	<b>15,484</b>

## 17. Contingent Asset

The total commitments for expenditure in Note 14 includes input tax credits of \$492,000 that are expected to be recoverable from ATO.

## 18. Contingent Liability

At balance date contingent liabilities totalled \$40,000 (\$200,000 in 1998/99)

## 19. Consultancies

Consultancy fees paid for the year totalled \$853,002 (\$224,470 in 1998/99).

## 20. Budget Review

### Net Cost of Services

The actual net cost of services was less than budget by \$2.714M This variation relates primarily to natural disaster expenditure being lower than anticipated. As a result the amount spent on Grants and Subsidies was below budget.

### Assets

Current Assets were \$4.967M in excess of budget due principally to prepayments for employers superannuation and an increase in cash at bank due to favourable expenditure.

### Liabilities

Total liabilities were above budget by \$1.222M principally and as a result of increases in accrued expenditure.

### General

Expenditure on employee related expenses has decreased significantly over the 1998/99 level due to increased prepayments in employers superannuation.

### Cash Flows

Net Cash Flows from operating activities was \$1.641M better than budget, primarily because of the fact that expenditure on Natural Disasters was less than anticipated due to a low activity fire season.

## 21. Superannuation

The assessed liability for the NSW Rural Fire Service at 30 June 2000 and funds held in reserve accounts at the Superannuation Administration Authority of New South Wales (including accrued interest) and prepaid superannuation were:

Calculation of the 30 June 2000 superannuation position uses actuarial assumptions revised from assumptions used in previous years. This change has created significant movement in the accrued superannuation liability. Thus, the superannuation funding position as at 30 June 2000 has changed significantly from 30 June 1999.

Further, the Superannuation Administration Corporation made a distribution from the SSS Contributors' Reserve to the Service during the year ended 30 June 2000. This increased the SSS reserve by \$300,152.

	Accrued Liability		Reserve Account		Net Liability/ (Pre-paid Contributions)	
	2000 \$'000	1999 \$'000	2000 \$'000	1999 \$'000	2000 \$'000	1999 \$'000
SASS	973	1,163	1,631	1,357	(658)	(194)
SANCCS	614	653	976	893	(362)	(240)
SSS	6,414	6,491	7,609	6,434	(1,195)	57
	<b>8,001</b>	<b>8,307</b>	<b>10,216</b>	<b>8,684</b>	<b>(2,215)</b>	<b>(377)</b>

The liability for the State Superannuation Scheme has been determined by the Government Actuary as at 30 June 2000.

The assumptions are as follows:

	2000/01 % and thereafter
Rate of investment return	7.0
Rate of salary increase	4.0
Rate of increase in CPI	2.5

## 22. Material Assistance provided by Other Persons and Bodies

The Service received no material assistance from other persons or bodies.

## 23. Year 2000

The Service established a program to ensure that the impact of Y2K was minimised. The program proved successful in that there was no affect on the activities of the service.



# Appendices

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# Appendix 1

## Fuel Management

### Reports 1999-2000

#### Bush Fire Management Committee Fuel Reduction

REGION	ACTIVITY										
	HAZARD REDUCTION		TRAIL WORK		LINEAL FEATURE		S66 NOTICES (#)			PERMITS ISSUED (#)	
	Proposed	Complete	Proposed	Complete	Proposed	Complete	Inspect	s66	s70	s86	s88
	ha	ha	km	km	km	km		issue	action	(RFS)	NSWFB
Castlereagh	135475	<b>96985</b>	1437	<b>1740</b>	8410	<b>8518</b>	88	50	5	1932	162
Central	31586	<b>57449</b>	340.2	<b>263</b>	9313	<b>6822.2</b>	158	375	28	2820	29
Central East	46745	<b>13088</b>	618	<b>923</b>	910	<b>1850</b>	2756	970	121	1620	158
Hunter	56650	<b>28163</b>	1760	<b>1570</b>	8101	<b>8668</b>	249	249	6	3437	145
Northern	138784	<b>11350</b>	1882	<b>1680</b>	323	<b>1565</b>	1102	10	0	5650	120
Riverina	104513	<b>175124</b>	6957	<b>6592</b>	7388	<b>6635</b>	0	901	297	3245	53
Southern	80960	<b>25159</b>	1881	<b>1812</b>	1256	<b>1247</b>	2520	956	4	2079	12
Western	62113	<b>66691</b>	1532	<b>988</b>	3387	<b>53834</b>	21	3	0	591	12
<b>TOTAL</b>	<b>656826</b>	<b>474009</b>	<b>16407.2</b>	<b>15568</b>	<b>39088</b>	<b>89139.2</b>	<b>6894</b>	<b>3514</b>	<b>461</b>	<b>21374</b>	<b>691</b>

NB: Nineteen Committees did not provide data. See Page 18.

## Appendix 2 Equal Opportunity Statistics

### Equal Employment Opportunity Statistics 1998/1999

Grading	Total Staff	Women	%	NESB*	%
Below CO 1-2	0	0	0	0	0
CO1-2/ GS	11	7	64	0	0
A&C GDS 1-2	25	20	80	4	16
A&C GDS 3-5	14	11	79	3	21
A&C GDS 6-9	55	15	28	0	0
A&C G 10-12	29	3	11	0	0
Above G 12	7	-	0	1	14
<b>TOTAL</b>	<b>141</b>	<b>56</b>	<b>41</b>	<b>8</b>	<b>6</b>

\*NESB = Non-English Speaking Background

### Equal Employment Opportunity Statistics 1999/00

Grading	Total Staff	Women	%	NESB*	%
Below CO 1-2	0	0	0	0	0
CO1-2 / GS	9	5	56	1	11
A&C GDS 1-2	29	24	83	3	10
A&C GDS 3-5	33	17	52	3	9
A&C GDS 6-9	38	11	29	1	3
A&C G 10-12	29	4	14	0	0
Above G 12	6	0	0	1	17
<b>TOTAL</b>	<b>144</b>	<b>61</b>	<b>42</b>	<b>9</b>	<b>6</b>

\*NESB = Non-English Speaking Background

### Representation and Recruitment of Aboriginal Employees and Employees with Physical Disability

1998/99	Total Staff	Aboriginal Employees	PWPD
Total Employees	141	0	0
Recruited in Year	0	0	0

1999/00	Total Staff	Aboriginal Employees	PWPD
Total Employees	144	0	1
Recruited in Year	1	0	1

## Appendix 3 Freedom of Information Statistics

New Requests received and processed	1
Requests granted in full and processed	1

### Costs of and fees received for requests processed

Assessed costs	Fees Received
\$30	\$30 (Application Fee Only)

There were no reviews or appeals finalised during the period.

## Appendix 4 Circulars Issued

<b>02.07.99</b>	Guide to establishing Zones for Rural Fire Districts	<b>03.02.00</b>	Supply of Earmuffs – Requirement to meet Australian Standards
<b>07.07.99</b>	Recommendations from Accident Investigation	<b>03.02.00</b>	2000 Training Services Information Booklet
<b>07.07.99</b>	Coroner's Inquest – Wingello	<b>03.02.00</b>	Certification of Section 44 Controllers
<b>03.07.99</b>	Certification of Section 44 Controllers	<b>20.03.00</b>	Draft Firefighters Accident Prevention SOPs 1-5 for review, trial & comment
<b>27.08.99</b>	Insurance Protection & Unregistered Bush Fire Vehicles	<b>21.03.00</b>	P&O Fair Princess ~ 2 for 1 Offer
<b>27.08.99</b>	NSWRFS Group Leader (GL) Course Materials now Available	<b>28.03.00</b>	Goods and Services Tax
<b>03.09.99</b>	Entry into National Parks NSWRFS Active Volunteers	<b>31.03.00</b>	Agreement between the Minister for Land and Water Conservation and the Bush Fire Coordinating Committee
<b>29.09.99</b>	NSW Rural Fire Fighting Fund Allocations 99/00	<b>13.04.00</b>	Serious Accident Reduction Project – Call for EOI use of Crew Resource Management for Improving Firefighter Safety
<b>05.10.99</b>	Distribution of Service Standards		
<b>11.10.99</b>	Serious Accident Reduction Project		
<b>11.10.99</b>	Code of Practice for NSWRFS Accredited Volunteer Training	<b>17.05.00</b>	Accident Prevention Workshop – Port Stephens – 19/20 August 2000
<b>20.10.99</b>	NSW Rural Fire Fighting Fund – Purchase Local Items 99/00	<b>17.05.00</b>	Serious Accident Reduction Project Call for EOI Developing Firefighter Safety Management System
<b>27.10.99</b>	Internal Service Awards		
<b>29.10.99</b>	Minimum Construction Standards	<b>24.05.00</b>	Pocket Sized Versions of SOPs Now Available
<b>11.11.99</b>	Rural Fire District Staffing during critical Y2K Periods	<b>31.05.00</b>	CABA Approval to Supply Equipment & CABA Initial Training
<b>30.11.99</b>	Vehicle Water Spray Protection Systems		
<b>03.12.99</b>	License Condition Reminder Spatial Information	<b>02.05.00</b>	2000 Training Register now Available
<b>21.12.99</b>	Serious Accident Reduction Project	<b>21.06.00</b>	Recall Notice – Flash Hoods (Can't Tear 'Em Pty Ltd)
<b>31.12.99</b>	Updating Training Register Information & Instructor Database	<b>19.06.00</b>	Transfer of District Staff
<b>10.01.00</b>	1999 Circulars	<b>21.06.00</b>	Inter-agency Radio Liaison Channels/ Talkgroups
<b>10.01.00</b>	Guidelines for Permit Issuing Officers	<b>23.06.00</b>	Construction of Category 1/3 Appliances
<b>13.01.00</b>	New South Wales Rural Fire Service Annual Report 1998/99		
<b>14.01.00</b>	2000/2001 Estimates – New South Wales Rural Fire Fighting Fund		
<b>19.01.00</b>	New Firefighter Safety Posters		
<b>19.01.00</b>	Accident Prevention Workshops – 2000		
<b>19.01.00</b>	Fireground & Communications SOPs Workshops – 2000		
<b>24.01.00</b>	Draft Crew Leader Grassland (CLG) Workbook – available for comment & trial		
<b>08.02.00</b>	Preliminary Findings of Project Vesta		
<b>18.02.00</b>	Category 1 Tanker Fault		
<b>21.02.00</b>	2000/2001 Amended Equipment Catalogue		

## Appendix 5

### Allocations to Councils

#### 1999/2000

#### Castlereagh

Barraba	\$163,010.18
Bingara	\$185,707.34
Coolah	\$317,434.50
Coonabarabran	\$474,362.27
Gilgandra	\$455,196.64
Gunnedah	\$459,124.76
Inverell	\$351,504.20
Manilla	\$134,716.64
Moree Plains	\$607,781.55
Murrurundi	\$298,763.59
Narrabri	\$440,495.38
Nundle	\$162,936.37
Parry	\$519,785.29
Quirindi	\$174,816.12
Tamworth	\$184,112.12
Uralla	\$299,849.30
Yallaroi	\$222,056.90
<b>Region Total</b>	<b>\$5,451,653.15</b>

#### Central

Bland	\$673,036.58
Blayney	\$410,407.01
Boorowa	\$425,429.17
Cabonne	\$956,244.71
Coolamon	\$476,740.95
Cootamundra	\$363,333.53
Cowra	\$538,504.96
Dubbo City	\$647,563.96
Forbes	\$455,023.57
Harden	\$401,788.95
Junee	\$395,764.25
Lachlan	\$621,250.04
Mudgee	\$847,722.97
Narromine	\$526,203.03
Orange	\$394,631.11
Parkes	\$565,728.00
Temora	\$467,964.87
Weddin	\$347,068.15
Wellington	\$594,105.99
Young	\$442,911.19
<b>Region Total</b>	<b>\$10,551,422.99</b>

#### Central East

Baulkham Hills	\$1,313,981.58
Blacktown City	\$597,092.61
Blue Mountains	\$1,517,047.87
Camden	\$513,780.28
Campbelltown	\$620,466.21
Evans	\$575,338.39
Fairfield	\$152,621.42
Gosford	\$1,058,669.24
Lithgow	\$934,703.66
Hawkesbury	\$1,173,417.41
Hornsby	\$1,511,151.77
Kiama	\$369,566.24
Ku-ring-ai	\$149,346.76
Liverpool	\$652,645.94
Lord Howe Island	\$22,799.42
Oberon	\$446,283.83
Penrith	\$898,760.53
Shellharbour	\$417,029.61
Sutherland	\$1,106,085.17
Warringah	\$941,404.16
Wingecarribee	\$1,186,326.83
Wollondilly	\$1,131,475.42
Wollongong	\$1,149,071.13
Wyong	\$1,290,312.63
<b>Region Total</b>	<b>\$19,729,378.11</b>

#### Hunter

Cessnock	\$1,172,810.71
Dungog	\$755,437.28
Gloucester	\$494,045.56
Great Lakes	\$951,223.21
Greater Taree	\$980,057.02
Hastings	\$1,084,164.22
Lake Macquarie	\$1,489,166.96
Maitland	\$520,142.15
Merriwa	\$502,384.94
Musswellbrook	\$550,967.58
Port Stephens	\$978,557.65
Rylstone	\$359,775.67
Scone	\$379,507.32
Singleton	\$911,887.83
<b>Region Total</b>	<b>\$11,130,128.10</b>

**Northern**

Ballina	\$289,781.71
Bellingen	\$674,582.81
Byron	\$482,693.91
Coffs Harbour City	\$880,731.14
Copmanhurst	\$533,665.27
Dumaresq	\$448,470.70
Grafton	\$31,709.47
Guyra	\$459,232.40
Kempsey	\$684,470.51
Kyogle	\$532,322.99
Lismore	\$695,220.49
Maclean	\$620,289.80
Nambucca	\$555,892.80
Nymboida	\$476,208.50
Richmond Valley	\$588,774.25
Severn	\$491,150.41
Tenterfield	\$307,687.23
Tweed	\$577,494.53
Ulmarra	\$600,593.87
Walcha	\$262,724.51
<b>Region Total</b>	<b>\$10,193,697.30</b>

**Riverina**

Albury City	\$170,737.84
Berrigan	\$291,978.82
Conargo	\$191,321.41
Corowa	\$353,727.14
Culcairn	\$334,687.53
Deniliquin	\$68,892.20
Griffith	\$498,145.35
Gundagai	\$215,400.34
Holbrook	\$387,074.54
Hume	\$508,249.67
Jerilderie	\$338,623.55
Leeton	\$386,690.50
Lockhart	\$352,282.06
Murray	\$391,376.18
Murrumbidgee	\$185,118.67
Narrandera	\$412,317.05
Tumbarumba	\$413,850.95
Tumut	\$390,882.86
Urana	\$342,168.30
Wagga Wagga	\$842,500.86
Wakool	\$400,826.27
Windouran	\$179,439.38
<b>Region Total</b>	<b>\$7,656,291.47</b>

**Southern**

Bega	\$1,091,977.83
Bombala	\$379,761.69
Cooma-Monaro	\$696,155.69
Crookwell	\$994,988.01
Eurobodalla	\$1,389,823.37
Gunning	\$816,451.21
Mulwaree	\$857,011.80
Queanbeyan	\$153,209.58
Shoalhaven	\$1,565,519.83
Snowy River	\$706,095.80
Tallaganda	\$402,470.19
Yarrowlumla	\$1,047,857.23
Yass	\$1,097,444.80
<b>Region Total</b>	<b>\$11,198,767.03</b>

**Western**

Balranald	\$374,379.89
Bogan	\$346,132.59
Bourke	\$331,415.93
Brewarrina	\$243,635.36
Carrathool	\$435,128.02
Central Darling	\$371,087.92
Cobar	\$539,118.32
Coonamble	\$265,175.12
Hay	\$364,411.12
Walgett	\$372,427.99
Warren	\$201,225.84
Wentworth	\$658,523.75
<b>Region Total</b>	<b>\$4,502,661.85</b>

## Appendix 6 Publications

1. Bush Fire Danger Season/Total Fire Bans
2. Barbecues and Campfires
3. Tree Selection for Fire Prone Areas
4. Trees and Fire Resistance
5. Regeneration and Care of Fire-Damaged Trees
6. LP Gas Safety
7. Bush Fire Readiness Check List
8. Home Fire Safety Check List
9. Bush Fire Preparedness. Your Family, Your Pets.
10. Industrial and Commercial Fire Prevention in Bush Fire Prone Areas
11. After the Fire Guide
12. Equipment & Machinery Use in Bush Fire Prone Areas
13. Holiday Fire Safety
14. Personal Safety Equipment During Bush Fires and Other Emergencies
15. Hazard Reduction
16. Pre-schoolers and Fire Safety
17. What is Community Fireguard?
18. Publications and Educational Resources Produced by the NSW Rural Fire Service
19. Fires in Pine Forests
20. Vehicles: How they can both protect you and cause bush fires
21. First Aid during Bush Fires
22. Why Flammable Liquids need careful handling for those who live in Bush Fire Prone Areas
23. Additional Fire Protection for your Home
24. The Effects of Weather on Bush Fires
25. Controlling Bush Fires
26. Survival Flow Chart
27. Before you light that fire
28. Bush Fire Operations, Planning
29. Bush Fire Risk Management Planning
30. A Guide to the Rural Fires Act, 1997
31. What does that mean? Terms used by the Rural Fire Service
32. Incident Control Systems
33. Other Resources
  - Fireguard for Kids Kit (Whole)
  - Fireguard for Kids Kit (Refill)
  - Balloons
  - Showbags
  - Bush Fire Puzzle Book
  - Smokey's Activity Book
  - Smokey's Home – Story Book
  - NSW RFS Corporate Folder
  - Bush Fire Protection for new and existing houses in urban areas
  - Bush Fire protection for new and existing rural properties
  - The Burning Question
  - Fifty Years of Fire
  - Fire! The Australian Experience
  - A State Ablaze
  - Bookmark
  - Word Puzzle Activity Sheet
  - Word Search Activity Sheet
  - Brochure – Join you Local RF Brigade
  - Poster – Fire Safety (Several Versions)
  - Poster – Join your Local RF Brigade
  - Poster – Fire Awareness Week (Annually)
  - Sticker – Corporate "Heart of NSW"
  - Sticker – Corporate "Peace of Mind"
  - Sticker – Children's Fire Safety
  - Magnet – Animation/Hotline
  - Magnet – '000' emergency
  - Pens
  - Rulers
  - Fire Prevention Presentation Handbook
  - Fire Safe, Book 1 (Primary Teachers)
  - Fire Safe, Book 2 (Primary Teachers)
  - Fire Safe, Book 3 (Primary Teachers)
  - Fire Science, Book 1 (Secondary Teachers)
  - Fire Science, Book 2 (Secondary Teachers)
  - Geography Resource for Secondary Teachers

## Appendix 7 Chaplaincy Activity Report

### Chaplaincy and Family Support Network Activity Report- June 30, 2000

Chaplaincy Activity	Totals Carried Forward June 30, 1999	Senior Chaplain & Family Support Chaplain	51 Volunteer Fire District Chaplains	Totals June 30, 2000
Visits to Rosehill Headquarters	365	107	16	486
Visits to Fire Control Centres	430	98	118	646
Visits with Fire Control Officers	499	168	76	743
Visits to Rural Fire Brigades	324	121	25	470
Regional FCO'S Conferences	17	3	0	20
State FCO Management Conference	4	1	0	5
Brigade Captains Meetings	62	16	14	92
Seminars & Conferences	43	11	7	61
Station Openings & Dedications	55	6	8	69
Fire Fleet Blessings & Services	56	9	12	77
Personal & Family Counselling	983	32	96	1111
Telephone Support&Counselling	474	92	26	592
Home Visits-Members & Family	473	119	47	639
Hospital Visitation-Members	401	116	19	536
Funeral Services Conducted	92	13	12	117
Infant Christenings/ Dedications	21	11	6	38
Service Weddings	30	14	5	51
Rural Fire Service Callouts	379	11	42	432
Police Service Callouts	34	5	2	41
NSW Fire Brigades Callouts	31	1	3	35
Salvo Care Line Callouts	20	19	0	39
Respond to Actual Suicides	10	5	3	18
Championship & Field Days	22	5	8	35
Critical Incident Support	29	6	3	38
Work Cover and other meetings	17	11	3	31
<b>Total Kilometres Travelled</b>	<b>196957</b>	<b>54253</b>	<b>8037</b>	<b>259247</b>

## Appendix 8

### Statement of Performance of Chief Executive Officer

**Name:** Phil Koperberg

**Position:** Commissioner NSW Rural Fire Service

**Period** 1 July 1999 to 30 June 2000

#### Results

During what was a relatively quiet year in terms of firefighting activity Commissioner Koperberg continued to focus strongly on the development of the New South Wales Rural Fire Service as a coordinated, well-resourced and effective emergency service organisation.

Throughout the year Commissioner Koperberg has continued to strengthen the NSW Rural Fire Service through strong and focused leadership and an emphasis on improved operational capabilities and support system management.

Achievements of particular note during 1999/00 are:

- participation in a major parliamentary review of the NSW Rural Fire Service;
- preparation and execution of plans to mitigate the Y2K Millennium Bug;
- preparation for participation in the Sydney Olympic and Paralympic Games;
- seventy-two training courses were held during the year for volunteers and over twelve hundred volunteers participated in these courses. At the same time the number of rural fire instructors and assessors continued to grow, there now being 1,220 instructors and 253 assessors.
- the progressive introduction of "zoning" for rural fire districts to better utilise fire fighting resources;
- the establishment of a Serious Accident Reduction Unit within the Service to improve volunteer firefighter safety;
- the expansion of the Community Fireguard program.

The Annual Report reflects the significant achievements of the Service under the leadership of Commissioner Koperberg.



**Bob Debus**  
Minister for Emergency Services

## Appendix 9 Committees

### Rural Fire Service Advisory Council

The Rural Fire Service Advisory Council (RFSAC) met on four occasions during the year.

**Commissioner Phil Koperberg**

AM AFSM BEM (Chair)

**Councillor June Baker** (retired)

**Councillor M Banasik** (appointed 8 Feb 2000)

**Councillor S Bragg** (retired)

**Councillor R Pantan** (appointed 8 Feb 2000)

**Superintendent K Harrap, AFSM**

**Mr A Holding**

**Mr H Manglesdorf**

**Dr J Messer** (retired)

**Mr R Pallin** (appointed 8 Feb 2000)

**Mr M Swayn.**

RFSAC has responsibilities that cover

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

RFSAC may give advice and make reports whether or not the advice or reports were requested.

### Bush Fire Coordinating Committee

The Bush Fire Coordinating Committee (BFCC) met on five occasions during the year.

**Commissioner Phil Koperberg**

AM AFSM BEM (Chair)

**Assistant Commissioner R Adams**

(NSW Police Service)

**Mr J Asquith** (retired)

**Councillor J Baker** (retired)

**Councillor M Banasik** (appointed 8 Feb 2000)

**Councillor S Bragg** (retired)

**Mr R Conroy** (appointed 8 Feb 2000)

**Mr H Manglesdorf**

**Superintendent S Midgley** AFSM

**Mr P Olney**

**Mr R Pallin** (appointed 8 Feb 2000)

**Councillor R Pantan** (appointed 8 Feb 2000)

**Ms A Reeves**

**Mr D Ridley**

**Mr A Tennie** (appointed 8 Feb 2000)

**Assistant Commissioner K Thompson** (NSWFB)

**Mr G Worboys** (retired).

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

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

## Corporate Executive Group

The Corporate Executive Group, the Service's senior policy making committee, met on ten occasions in 1999/2000.

### **Commissioner Phil Koperberg**

AM AFSM BEM

### **Ross Smith**

Assistant Commissioner Regional Management and Planning

### **Tony Howe**

Assistant Commissioner Operations Support

### **Shane Fitzsimmons**

Assistant Commissioner Operations

### **Mark Croweller**

Assistant Commissioner Strategic Development

### **Trevor Anderson**

Director Corporate Services

### **John Winter**

Senior Media Officer

### **Peter Hennessy**

Manager, Financial Services

### **Don Luscombe**

President, Rural Fire Service Association

### **Superintendent Keith Harrap**

Vice President (Salaried Officers),  
Rural Fire Service Association.

## Fire Services Joint Standing Committee

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

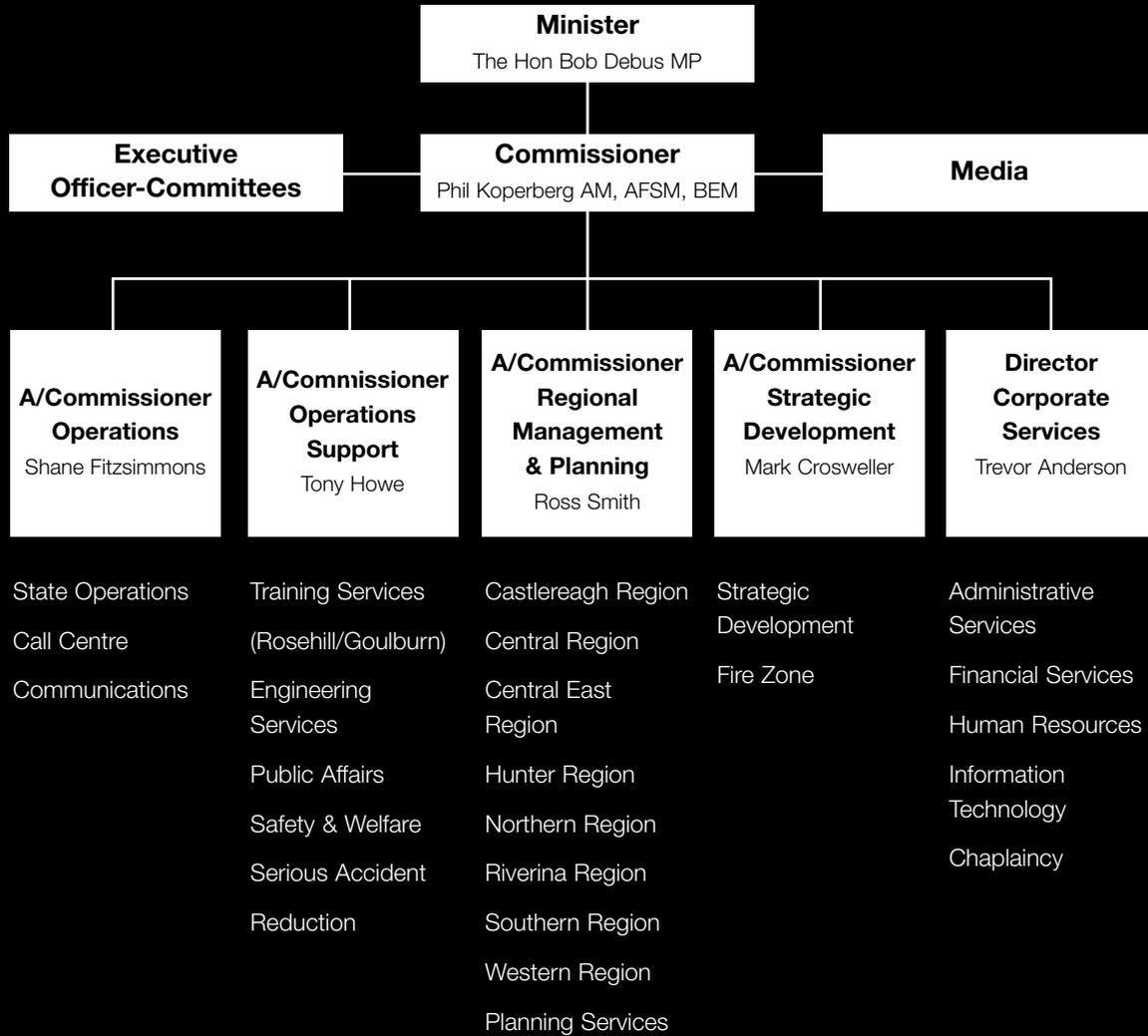
The Committee's work of coordinating the activities of the fire services was supported by the Service's representatives, Commissioner Phil Koperberg AM AFSM BEM and Superintendent S Midgley AFSM. Mr D Luscombe represented the Rural Fire Service Association on this Committee.

## Other

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

- Australasian Fire Authorities Council and sub-committees, strategy groups
- Fire Protection Association, Australia
- Fire Awareness Week Committee (NSW)
- Emergency Services Communications Working Party
- Standards Australia – various committees
- State Emergency Management Committee
- State Rescue Board
- District Emergency Management Committees
- District Rescue Committees
- Environmental Education Officers' Group (NSW)
- Association for Environmental Education (NSW)
- Museum Education Officers' Group (NSW)
- GRN Joint Management Board – Department of Public Works and Services
- Radio Advisory Committee – Department of Public Works and Services
- Border Liaison Committees
- Roadside Environment Committee (NSW)
- Fire Services Joint Standing Committee
- NSW Health Disaster Management Committee
- Public Sector Occupational Health and Safety Group
- Emergency Services Industry Reference Group
- Emergency Services Personnel Support Advisory Group

# Appendix 10 Organisation Chart



## Appendix 11 Risk Management and Insurance

The NSW Rural Fire Service is a member of the NSW Treasury Managed Fund that provides all the insurance requirements for most public sector agencies in this State. Total Deposit premiums paid to the Treasury Managed Fund (with comparisons from the last two financial years) are set out below:

<b>Coverage</b>	<b>1997/1998</b>	<b>1998/1999</b>	<b>1999/2000</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
Workers Compensation	51,743	60,890	75,471
Motor Vehicle	31,632	29,636	37,366
Public Liability	257,000	307,794	307,259
Property	12,009	11,982	11,083
Other	3,383	3,832	3,410
<b>TOTALS</b>	<b>355,767</b>	<b>414,134</b>	<b>434,609</b>

## Appendix 12 Human Resources

	<b>1997/1998</b>		<b>1998/1999</b>		<b>1999/2000</b>	
	<b>Approx</b>	<b>Actual</b>	<b>Approx</b>	<b>Actual</b>	<b>Approx</b>	<b>Actual</b>
Comparative Figures for the Past Three Years (Equivalent Full-time Positions)	116	<b>116</b>	141	<b>141</b>	144	<b>144</b>

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