



Volunteer Professionals



NSW RURAL FIRE SERVICE

ANNUAL REPORT 2001/02



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 2002.

Achievements for the year include:

- Transfer of 308 fire control staff from local government to full-time employment with the Service
- Successful completion of firefighting campaign following the Christmas 2001 bushfires
- Largest ever deployment of interstate and international firefighting resources to combat NSW bushfires
- Visit by HRH Prince Andrew, Duke of York
- Introduction of new legislation following Parliamentary Inquiry into the Christmas 2001 bushfires
- Introduction of performance management and development systems
- Service Level Agreements completed with all local authorities in RFS area of operations
- Aviation management systems streamlined
- Information management strategic plan developed.

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

Yours sincerely

Phil Koperberg AM AFSM BEM
 Commissioner

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.

Financial Overview

Expenditure for the year exceeded \$179M, an increase of \$86M over the previous year.

The increase was due principally to the following factors:

- an increase of \$21M in employee related expenses. This increase was the result of the transfer of district staff to the Service from 1 July 2001;
- an increase of \$57M in the Emergency Fund – Natural Disasters expenditure. This increase was the result of the Christmas 2001/January 2002 bushfires; and
- an increase of \$8M in payments for council costs associated with rural firefighting activities and equipment.

Profile



Our Values The corporate values that underpin all our actions are:

Our People Volunteerism and commitment

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Our volunteers are our asset. They are everyday people with exceptional commitment and dedication to make our community a safer environment.



Professionalism In all we do
Community Mutual assistance



Quality Customer Service
Internal and external
Continuous Improvement
Measurable improvement



Co-operation Working together
Honesty, Integrity and Trust
Ethical standards and behaviour

Exceptional People

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Commissioner's Foreword

This year was a major milestone year for the Service. A number of key events occurred through the twelve-month period including the transfer of former Council employed Fire Control staff to the Service followed by one of the most adverse fire seasons recorded in NSW for many years.

Overshadowing all else were the very adverse fire conditions that prevailed from just prior to Christmas until well into the New Year. As has now come to be expected of the Service, its members rose to the occasion in magnificent fashion and restricted damage and losses to a far lower level than that predicted by many fire experts around the globe, who watched events unfold through satellite imagery.

New South Wales experienced severe bushfire activity between Christmas 2001 and mid January 2002. With a focus on bushland to the north, west and south of Sydney, a situation very similar to 1994 was repeated when the city was again ringed by huge fires that penetrated bushland reserves into developed areas, exposing many thousands of houses either in or close to bushland, and of course the residents of those houses. Weather conditions were atrocious – temperatures up to 45°C, wind speeds in excess of 90 km/h, humidity as low as 6% and fire danger ratings at maximum level.

As was the case in 1994, and several other notable fire seasons extending back to 1968, a huge tally of assets and people were again at risk. Despite a more extended period of adverse weather, housing losses were significantly reduced in comparison to 1994. On this occasion, 109 houses were destroyed (205 in 1994) while very adverse weather prevailed for 23 successive days (16 in 1994).

Extreme conditions on Christmas Eve, Christmas Day and Boxing day enabled many fires to make massive runs, setting the scene for a most arduous firelight in the ensuing three weeks, including additional periods of extreme fire weather at weekly intervals. In all, just over 744,000 hectares were burnt during that period, across 48 local Government areas.

Over the 23 day period, the Service, assisted by personnel from the National Parks and Wildlife Service, State Forests, New South Wales Fire Brigades, agencies from every State and Territory in Australia and resources from New Zealand, battled fires very similar in extent and occurrence to 1993/94. Direct firefighting resources were, of course, assisted by many other New South Wales and interstate support agencies, providing very necessary logistics and welfare support. Almost 50 000 firefighters and support personnel were engaged in campaigns during the fire season.

The most satisfying result for the tens of thousands of firefighters who contributed to this effort was a total absence of severe injuries or fatalities to firefighters and civilians whilst actively firefighting. It is with a profound sense of achievement that the Service is able to report no loss of life and no serious injury as a result of direct firefighting activity during 2001/02.

Of significance, as a result of fires during the year, was the introduction of the *Rural Fires and Environmental Assessment Legislation Amendment Act, 2002*. This ground-breaking legislation will provide a pragmatic approach to the mitigation of the effects of bushfires across the State. I acknowledge the foresight that the Government displayed in the development and enactment of this legislation.

On July 1 2001, an event that will serve the Service well, for the foreseeable future, occurred. This was the transfer to Service employment of fire control staff formerly employed by local Government councils. This transfer, involving 308 staff members, was foreshadowed in the previous annual report and was the culmination of several years of intensive and sensitive negotiation with involved stakeholders.

It is appropriate to place on public record, Service appreciation of the roles played by the Local Government and Shires Associations and their Senior Executives and staff, without whose input this transfer could not have been possible. It is also appropriate to place on record that this year saw, for the first time, a truly unified Rural Fire Service, emanating from that transfer. There is now a single line of accountability and responsibility for both operational and administrative issues and I believe the benefits of that are already clearly evident.

As a direct consequence of the staff transfer the Rural Fire Service and local Government put into place Service Level Agreements with each council in the Rural Fire Service area of responsibility. These agreements clearly define the nature and levels of service to be provided by the Rural Fire Service to Councils and by Councils to the Rural Fire Service.

The Service has continued to develop considerable expertise in fire investigation. Trained fire investigators worked closely with Police Task Force 'Tronto' on investigation of the Christmas 2001 fires and preparation of briefs of evidence for the State Coroner. I believe that further focus on fire investigation offers the Service a sound tool for combating arson events.

A record budget allocation of \$113.07 million enabled the Service to continue with its programme of upgrading the fire fighting vehicle fleet and providing necessary protective equipment to volunteers. The Government has maintained a very strong commitment to fire tanker replacement and specifically allocated \$26.7 million for the construction and refurbishment of 256 tankers.

The Honourable Bob Debus, MP, Attorney General, Minister for the Environment, Minister for Emergency Services and Minister Assisting the Premier on the Arts, has maintained his traditional and unswerving support for the Service. His counsel and stewardship are always evident and reflect in the Service achievements. I want to place on public record my personal appreciation of his efforts and also acknowledge very widespread appreciation that is evident from Service members.

I place on record my appreciation to the Minister's staff and to the Director and staff of the Office for Emergency Services. I similarly acknowledge the support and inputs from the Rural Fire Service Association. Without the support and counsel of such people and organisations, the Service would not be in as strong a position to undertake its community safety commitments.

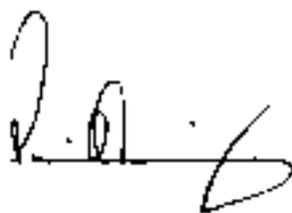
Many state agencies have assisted the Service in the course of 2001/02, but especially throughout the fire season. I particularly wish to acknowledge the support and cooperation extended by the other fire fighting authorities – National Parks and Wildlife Service, State Forests and New South Wales Fire

Brigades – as well as all other agencies represented on the State Emergency Management Committee. I would also like to record my appreciation for the manner in which fire and support services from across the nation and New Zealand, rallied to NSW aid during the December/January campaign.

The salaried staff of the Service during this year gave efforts considerably beyond that which might reasonably be expected. It is important to record that those efforts are appreciated and are not simply taken for granted. This level of commitment enables the Service to maintain a pre-eminent position, globally as well as nationally, in the management of that which is now arguably the largest cohesive volunteer based fire service in the world.

Finally, and perhaps not as eloquently as they deserve, I pay great tribute to Volunteer members of this Service. It is the Volunteers who provide the foundation stones upon which the Service is built and who unfailingly provide an almost incalculable level of service to the community of NSW. Without the Volunteers there is no Service.

I want to acknowledge the extraordinary efforts they provided during the toughest fire campaign for many years. It is my fervent hope that future campaigns can be concluded in the same fashion as 2001/02 and that we can maintain a position where we suffer no serious injuries or loss of life to our volunteer firefighters



Phil Koperberg AM AFSM BEM
Commissioner





Structure and Accountability

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 Co-ordinating Committee, the peak planning body for bushfire management in NSW. The Commissioner has an overarching co-ordinating role and chairs the Co-ordinating Committee.

CUSTOMERS

The customers of the NSWRFSS are a large, diverse group. They are the general community of NSW who may have reasons 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 landholders, local government, schools and all members and sections of the Service.

ORGANISATION CHART

The functional organisation is shown in Appendix 10.

— MINISTER FOR EMERGENCY SERVICES

— COMMISSIONER

— FIRE CONTROL OFFICERS (122)

— RURAL FIRE BRIGADES (2,259)

— GROUP CAPTAIN

— CAPTAIN

— SENIOR DEPUTY CAPTAIN

— DEPUTY CAPTAIN

— MEMBERS

VOLUNTEERS
(65,395)



Glenn Fahey

Profession: Farmer

Married to Jo-Anne, with two children

**Captain Darkes Forest Brigade for 7 years
and volunteer for over 20 years**



Objectives and Achievements

Sound Leadership and Management Practices

OUR GOAL	WHAT WE DID	HOW WELL WE DID IT	FUTURE GOALS
Compliance with government energy reduction targets.	<ul style="list-style-type: none"> Complied with State Contract 777. Annual Energy Management Plan prepared. Energy efficient equipment purchased. 	<ul style="list-style-type: none"> Targets met. New equipment energy efficient. 	<ul style="list-style-type: none"> Ongoing monitoring of energy consumption. Increased use of green power.
Better Records Management.	<ul style="list-style-type: none"> Audit of RFS program. 	<ul style="list-style-type: none"> Achieved preliminary compliance. 	<ul style="list-style-type: none"> Comply fully by end of 2002. Introduction of electronic records systems statewide.
Improved management of RFS passenger vehicle fleet.	<ul style="list-style-type: none"> Audited district vehicle usage. Passenger vehicles retention term increased to 60,000km. Designed, implemented, tested and rolled out relational database to capture all vehicle, driver, fuel and maintenance information. 	<ul style="list-style-type: none"> Completed by December 2001. Extension endorsed by the Corporate Executive Group (CEG). Database operational April 2002. System used daily by Fleet Office and Financial Services Section. 	<ul style="list-style-type: none"> Continually maintain information Monitor budgeted/actual savings Enhancement of system. Rollout to Regional Business Managers
Improve assets management.	<ul style="list-style-type: none"> Stocktakes conducted at Head Office and all Regional Offices. Designed, implemented, tested and rolled out asset management program and database. 	<ul style="list-style-type: none"> Completed May 2002. All assets accounted for and a detailed report submitted June 2002. System operational in May 2002. Used daily by all departments and Regional Offices. 	<ul style="list-style-type: none"> Regular stocktakes. Further analysis, testing and enhancement of system. Maintain integrity of data daily.
Improve service delivery.	<ul style="list-style-type: none"> Service Delivery Model implemented. Developed draft District Estimates policy and procedures. Revised Service's Strategic Plan. Approved Systems Audit policy and process for continuous improvement of key processes. Developed guidelines to Brigade Management Planning. Started development of Disaster Recovery and Business Continuity Management system. 		<ul style="list-style-type: none"> Complete Head and Regional Office business planning by 30 September 2002. Implement 'e-format' version. Comprehensive review of Strategic Plan. Develop and implement a complementary Corporate Performance Management System. Implement Systems Audit across the Service. Distribute guidelines to other brigades. Finalise development and start testing in selected sites.

OUR GOAL	WHAT WE DID	HOW WELL WE DID IT	FUTURE GOALS
Improve service delivery (cont).	<ul style="list-style-type: none"> Revised and redeveloped zoning model. Developed staff consolidation model. Developed draft policies supporting zoning and staff consolidation. 35 staff enhancements for placement in zones/ teams. Commenced implementation of placement policy. 	<ul style="list-style-type: none"> New model delivered on time. New model delivered on time. Policy and process endorsed by the Joint Consultative Committee and CEG. Eight zone structures formalised with 12 more nearing finalisation. 	<ul style="list-style-type: none"> Review applicability within 12 months. Review applicability within 12 months. Review policies in light of zoning roll-out issues. New positions to be placed within 12 months. Complete zoning or staff consolidation into teams, across the State, within 12 months.
Effective project management.	<ul style="list-style-type: none"> Guidelines and templates produced and endorsed. Regular reports on corporate projects to Corporate Executive Group. 	<ul style="list-style-type: none"> Templates in use for major corporate projects. First report tabled at July CEG meeting. Eight major projects scoped. Advice provided for additional four key projects at scoping stage. 	<ul style="list-style-type: none"> Promote and disseminate guidelines. Extend centralised reporting on key projects. Strengthen link to strategic planning.
Improve delivery of information services.	<ul style="list-style-type: none"> Developed Information Management Strategic Plan and Information Systems Implementation Policy. Audited network desktops. Reviewed status of Head Office server and network. Developed Firezone Reporting Module. Assist districts and brigades through Firezone information program. Development of Geographic Information System (GIS) Strategy. Rosehill GIS Unit established. 	<ul style="list-style-type: none"> Draft plan presented to Information Management governance group. 425 desktops identified. 90 need replacing. Immediate issues addressed. Replacement program proposal submitted. Internally advertised through forums, conferences, newsletters. Fire Control Centres (FCCs) identified, program team established, framework developed. Two positions graded and prepared for advertising. Infrastructure identified. Procurement commenced. 	<ul style="list-style-type: none"> Monitor implementation and compliance, review 2003. Develop program for standard operating environment for desktops by 2004/05. Rebuild and migrate server to new Head Office Implement disaster recovery for site prior to move. Complete take-up December 2002. Endorsement by CEG and review 2003. Unit infrastructure in place by September 2002. Four positions filled November 2002.
Effective allocation of resources and funding.	<ul style="list-style-type: none"> Review and evaluation of Service Level Agreement (SLA) process undertaken. 	<ul style="list-style-type: none"> Completed on time and in consultation with all stakeholders. 	<ul style="list-style-type: none"> New model SLA to be drafted and linked to Service Delivery Model.

OUR GOAL	WHAT WE DID	HOW WELL WE DID IT	FUTURE GOALS
<p>Effective human resource management.</p>	<ul style="list-style-type: none"> Implemented performance management and development system for Head and Regional Office staff. New RFS Industrial Award implemented facilitating transfer of 308 council staff to RFS. Reviewed action plan for women. Began establishing network of peer supporters across NSW. 	<ul style="list-style-type: none"> Transfer achieved on time and within budget. Spokeswomen elected across all RFS regions to represent female staff. Appointed Co-ordinator Welfare Services and developed training strategy. 	<ul style="list-style-type: none"> Implement system in all Districts. Facilitate the effective job design and recruitment of 53 new positions. Further award negotiations. Monitor and review effectiveness of policy. Develop and implement training policy linked to Performance Management, Planning and Review System (PMPRS) for provision of corporate/clerical training.
<p>Improve training services.</p>	<ul style="list-style-type: none"> Business Plan reviewed to comply with Australian Quality Training Framework (AQTF). Drafted new training Standard Operating Procedures (SOPs). Ran course for Regional Learning and Development officers. 	<ul style="list-style-type: none"> Successful audit of training management by NSW Vocational Education Training and Accreditation Board. 	<ul style="list-style-type: none"> Consolidate compliance with AQTF in all training assessment activities. Implement Performance Management and Planning System within Training Services. Implement Public Safety Training Package.
<p>Ensure compliance with Government Waste Reduction and Purchasing Policy.</p>	<ul style="list-style-type: none"> Minimised use of paper and maximised use of electronic mail; double sided printing/photocopying. Purchased photocopiers/facsimile machines capable of using recycled toner. Purchased environmentally laser printers. Greater use of recycled paper. 	<ul style="list-style-type: none"> Satisfied Government's Waste Reduction and Purchasing targets. 	<ul style="list-style-type: none"> Annual progress reports to Environmental Protection Authority. Identify new and improved methods to reduce waste.

On 1 July 2001, 308 local government fire control staff transferred employment to the RFS under the terms of the newly negotiated Rural Fire Service Industrial Award. This more than trebled the number of full-time salaried staff in the Service and required detailed and co-ordinated planning of resources to absorb and assimilate such a large number of personnel within the Service's various personnel, finance, training, safety and welfare, and operational processes. The transfer was achieved smoothly and professionally.

The Service identified and adopted 21 key goals each designed in some way to enhance the sound leadership and contemporary management practices in place throughout all offices and districts of the Service. A key achievement in this area has been the implementation of a performance management and development system for staff at head office and regional offices.

There was a proportionately high concentration of resources in areas that addressed key issues and project management techniques were applied to all major Service projects enabling co-ordination of resources and resource allocation, and providing the facility for regular reports to the Corporate Executive Group.

The new legislation, introduced following the Christmas 2001 bushfires, places greater responsibility on the Service in the areas of hazard reduction management and building development. One of the ways in which the Service seeks to achieve its goal of managing risks to life, land, property and the environment is through appropriate residential planning strategies. To this end, and in conjunction with PlanningNSW, the Service published 'Planning for Bushfire Protection – 2001', which provides local government planners and decision makers, the building industry and public with an effective guideline to bushfire protection strategies. It also describes those provisions the Service considers necessary in protecting residential developments from

the adverse effects of bushfires. Program teams were established to develop methodologies and processes for addressing the potential issues that might arise from the implementation of the new legislative requirements.

An additional 35 staff will be employed to manage the additional responsibilities devolved to the Service by the new legislation.

The Service's records management and asset management programs were subjected to audit and compliance was certified in both cases. A new asset management program and database was rolled out and became fully operational in May, 2002. An audit of the Service's passenger vehicle fleet resulted in a decision to extend the term of retention of vehicles providing a more cost efficient fleet management system. Subsequently, new practices were introduced in support of the decision.

Government energy reduction targets were fully met with all new equipment being energy efficient.

The completion of Service Level Agreements (SLAs) between the Service and local councils has formalised the mutually acceptable levels of service provision that each can expect from the other. To support the commitments in the SLAs a service delivery model has been developed and all district staff have been trained in service delivery techniques.

The concepts and benefits of zoning and staff consolidation continued to be promoted to councils at a series of workshops. Zoning enables local government districts to amalgamate their fire operations responsibilities and remains crucial to the development and implementation of common service standards and standard operating procedures. Zoning is the most cost effective and efficient use of local resources.

INFORMATION MANAGEMENT AND INFORMATION TECHNOLOGY

As with last year there were four major areas of activity:

- the provision of efficient service, support and development;
- compliance with Government requirements;
- the development of computer-based communications systems; and
- the effective use of information technology services and resources.



In addition, there was strong emphasis placed on knowledge management – an issue that will become increasingly important during the current decade.

There have been a number of important developments in the area of information management including the development of the Service's first Information Management Strategic Plan and an information systems implementation policy. The Service's Firezone information and reporting system is being continually updated and training courses for Service staff on the operation and capabilities of Firezone have been held on numerous occasions and will continue to be held.

Further developments in electronic service delivery – in line with the Government's commitment – will only enhance the Service's ability to respond to customer needs in a more cost effective and efficient manner.

ETHNIC AFFAIRS

In conjunction with the Premier's Department the Service participated in the '100 Voices' Assembly – a consultative forum with volunteers to discuss issues of concern and future plans for the Service.

Future Ethnic Affairs strategies proposed by the Service include:

- progressing towards the benchmark of 18% of the workforce being people whose first language is not English;
- increasing the representation of those same staff as a percentage of employees in occupations where they are significantly under-represented; and
- including accountabilities for specific Equal Employment Opportunities (EEO) outcomes in the performance agreements of the Senior Executive.

There were no agreements entered into with the Community Relations Commission.

ACTION PLAN FOR WOMEN

Following the transfer of over 300 District staff from local government, the Service's Spokeswomens program was reviewed to ensure that it adequately addressed the needs of female employees under the expanded structure of the Service.

Service-wide elections were held to recruit Spokeswomen. Subsequently five Spokeswomen and a Womens Liaison Officer were appointed. Consistent with the new structure of the Service a Spokeswoman has been appointed to each of the Service's four regions and an additional Spokeswoman appointed to Head Office.

DISABILITY ACTION PLAN

The Disability Action Plan has been revised with a greater emphasis placed upon training of all staff in disability awareness issues and a focus on increasing the representation of people with a disability in the Service workplace through the exploration of a traineeship program.

CUSTOMER COMMENTS

The level of feedback received from our customers and stakeholders, through various fora, has been invaluable in assisting the Service to develop a range of policies, plans and initiatives that respond to the needs and expectations of the Government and the community. This feedback is essential if the Service is to fulfill its obligations and commitments to the public, which it serves.

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

CONCLUSION

There is no doubt that, over the past 12 months, the number of issues affecting the management of the Service has increased enormously, mainly due to the many issues that arose in the wake of the Christmas 2001 bushfires, many of which were not, and could not have been, foreshadowed in any business plan.

It continues to be the case that fundamental to the Service's continued growth and development remains the recognition and retention of the volunteer base. Through various initiatives in the immediate future it is proposed to give the volunteers a greater voice in the future directions of the Service. The programs of regular visits to regions by senior management; regular information workshops; more sophisticated and dynamic corporate communications; and regional volunteer meetings will, jointly and severally, ensure greater volunteer participation in every aspect of the Service's activities.

The bushfires of 2001, and their aftermath – in terms of new legislation and the devolvement of new responsibilities to the Service – have placed the Service in a unique position to meet the needs and expectations of Government and the community. The onus is squarely on the Service to deliver – and it will.

Professional Incident Response to Fire and other Emergencies

OUR GOAL	WHAT WE DID	HOW WELL WE DID IT	FUTURE GOALS
<p>Provide effective fire investigation.</p>	<ul style="list-style-type: none"> Recruited and trained investigators. Introduced first Structural Fire Investigation training. Developed and distributed Regional/District Fire Investigation Kits for statewide Service use. Developed fire investigation Service Standards and SOPs. Enhanced cross-agency co-operation. 	<ul style="list-style-type: none"> 43 personnel trained in Wildfire Fire Investigation. More than 10 trained and provided across the State. Provided training to NSW Police and NSW Fire Brigades. 25 investigators completed 150 scene examinations as RES part Police Strikeforce Tronto. Maintained a Fire Investigation Focus Group. Fire Investigation Service Standards established and promulgated. Included in basic firefighter training packages. 	<ul style="list-style-type: none"> Additional fire investigation staff. Increase number of Wildfire and Structural Fire Investigators to adequately service the State. Appoint regional-based Fire Investigation Officers. Provide additional equipment kits to Regional Fire Investigation Units. Work with the NSW Police to promote fire awareness to the public through the Crime Stoppers program.
<p>Improve training.</p>	<ul style="list-style-type: none"> Drafted Firefighter Safety training module. Drafted new Bush Firefighter Manual and materials. Produced interim SOPs for Prescribed Burning and Use of Safety Officers. 	<ul style="list-style-type: none"> Production of new training module is a world first. First half drafted. SOPs published. 	<ul style="list-style-type: none"> Develop operational exercising program. Develop training for all major incident management team positions.
<p>Enhanced aviation management.</p>	<ul style="list-style-type: none"> Drafted Bush Fire Co-ordinating Committee (BFCC) Aviation Policy. Enhanced Training program. Adopted draft aviation SOPs. Realigned aviation section. Held workshops with aim to streamline aviation management systems. 	<ul style="list-style-type: none"> BFCC Aviation Policy approved. Significant levels of aviation training. Draft SOPs adopted by RFS/NPWS. Employed Manager of Operational Development overseeing aviation unit. Industry Consultation. 	<ul style="list-style-type: none"> Continue development of Policies, Service Standards and Procedures. Align and enhance RFS and other firefighting authority training programs. Enhance industry involvement in management issues.
<p>Effective and improved operational management.</p>	<ul style="list-style-type: none"> Created Operational Development unit. 	<ul style="list-style-type: none"> Employed Manager of Operational Development and Operational Development Officer. 	<ul style="list-style-type: none"> Development of Operational Directorate Business Plan.

OUR GOAL	WHAT WE DID	HOW WELL WE DID IT	FUTURE GOALS
Effective and improved operational management (cont).	<ul style="list-style-type: none"> Refined Operational Management folder. State Incident Management exercises held. Developed S44 Incident Management Kits. 	<ul style="list-style-type: none"> Folder used as Service SOP and by external agencies. Exercises successful, skills enhanced. Changes promulgated to Districts/Regions and other stakeholders. 	<ul style="list-style-type: none"> Ongoing review. Expand exercise program to all Regions. Review of Incident Management System.
Better inter-Service liaison on 000 calls.	<ul style="list-style-type: none"> Conducted regional review and information sessions with RFS and NSWFB staff. 	<ul style="list-style-type: none"> Review completed, forwarded to Fire Services Joint Standing Committee (FSJSC) 	<ul style="list-style-type: none"> Hold annual joint workshop. Annual performance review.
Enhance radio communications.	<ul style="list-style-type: none"> Developed radio policies and Service Standards. Reviewed radio communications SOPs. Held workshops with key stakeholders. 	<ul style="list-style-type: none"> Implemented. Employed Manager Operational Communications overseeing communications unit. 	<ul style="list-style-type: none"> Continue development of Policies, Service Standards and Procedures.

The operational incident response capability of the Service was tested to the limit during the Christmas 2001 bushfires when the substantial investment in the training of operational management staff paid significant dividends as the incident management teams successfully co-ordinated the firefighting efforts of the various fire and emergency services.

The Service's Fire Investigation Unit proved effective in working with the NSW Fire Brigades and the NSW Police to identify the causes of various fires. The success of the Unit is the result of intensive training and the development and implementation of Service Standards and Standard Operating Procedures. During the year 43 Service officers were trained in Wildfire Investigation and similar training was provided for members of the NSW Fire Brigades and NSW Police.

The Bush Fire Co-ordinating Committee endorsed the Service's Aviation Policy and, subsequently, aviation training was provided to 64 Air Base Operators, 31 Flight Radio Operators, 2 Air Attack Supervisors, 3 Aircraft Officers and 18 Remote Area Firefighting Teams.

Aviation management systems were streamlined following a series of workshops held jointly with key stakeholders.

A State incident management exercise was held at Wyong and a regional operational exercise involving over 500 Service and other agency personnel was held at Grafton. Both were invaluable in testing various operational practices and have played a major role for the Service in refining incident management processes and procedures.

To address a series of issues that arose over the processing of '000' calls the Service and the NSW Fire Brigades conducted a review of procedures and held information sessions for personnel of both Services. The results of the review, and the recommendations arising from it have been forwarded to the Fire Services Joint Standing Committee.

STATE OPERATIONS AND SERVICE SUPPORT CENTRE

State Operations is the central co-ordination and communications centre for major rural firefighting operations throughout the State. As such it is the focal point for senior agency personnel from all fire combat agencies as well as liaison officers from public utilities – water and electricity – and welfare providers, such as the Department of Community Services and the Salvation Army.

During the year under review State Operations co-ordinated and managed 41 fire emergencies involving 175 separate fires.

At the height of the fires, and on any given day, State Operations was the working base for over 300 people working around the clock shifts, and co-ordinated the reception, deployment and overall management of inter-State and international firefighting and support agencies.

Under a Head Office restructure late in the year, State Operations was reorganised into three sections, each under the control of a manager, viz Manager State Operations, Manager Operational Development and Manager Operational Communications.

The Service Support Centre, located within State Operations, handles Firezone post-incident reports – of which there were 16,000 during the year – as well as disseminating information relating to Total Fire Bans and other related information.

AVIATION

The extensive management procedures, equipment, infrastructure and training programs developed by the Aviation Unit over the last three years paid dividends during the 2001/02 bushfire season which saw the largest number of aircraft ever deployed in support of ground-based firefighters.

In total 109 aircraft were deployed into the field:

- three heavy helicopters;
- 14 medium helicopters;
- 68 light helicopters;
- 16 tactical fire bombers; and

- eight reconnaissance fire spotters.

In addition, numerous commercial passenger aircraft were used to transport fire crews across the State.

Over 12,000 hours were flown and 1.2 million litres of fuel consumed, including 400,000 litres in 400 litre drums. The logistical infrastructure to support the scope of the operation included specialist personnel, foam and retardant stocks and the supply of fuel. The Service was supported in this role by inter and intra-State aviation specialists and the Department of Defence.

STATE PAGING NETWORKS

The Service continued to assist rural fire districts to improve and enhance paging networks. Many benefited from the installation of a district combined paging system to provide better coverage. One hundred and twenty rural fire districts use the dedicated system for emergency responses.

RADIO COMMUNICATIONS

The Service's districts are serviced by a comprehensive wireless communication system comprising the Government Radio Network (GRN) where available, private mobile radio (PMR) networks, UHF strategic networks and VHF Fireground radios.

All main radios used by districts and brigades contain profiles with all Service frequencies allowing radio communications between Service appliances no matter where the point of origin of the communication. These radios also contain the Service's Statewide repeater frequencies. A number of ambulatory channels and a number of emergency service liaison

channels were also fitted enabling radio communications with other emergency services and support agencies.

ENVIRONMENTAL PROTECTION

Ongoing and regular contact with the Air Quality Section of the Environmental Protection Authority throughout the year enabled the Service to maintain a close watch on air quality issues throughout the Greater Sydney Basin. This enabled hazard reduction activities to be planned and completed with minimal adverse impact on air quality.



Cost Effective Risk Management Principles, Policies and Processes

OUR GOAL	WHAT WE DID	HOW WELL WE DID IT	FUTURE GOALS
Develop and implement education programs targeted at specific communities.	<ul style="list-style-type: none"> Bush FireWise program piloted in Blue Mountains District. Fire Safe Towns extended to three more districts. Fire Safe Farms extended to seven extra districts. 91% of districts submitted Community Education Strategies. Schools program extended into Primary schools endorsed by NSW Board of Studies. 	<ul style="list-style-type: none"> 35% increase in number of Community Education Strategies submitted. 87% teacher evaluation sheets rated Fireguard for Kids program as excellent. 	<ul style="list-style-type: none"> Expand Education Grants Scheme to support District initiatives. Identify potential locations for Community Education Centres. Conduct Regional fora for Community Education Co-ordinators.
Promote education awareness programs within RFS.	<ul style="list-style-type: none"> More districts submitting education strategies. Conducted 10 facilitators workshops. Held 5th Annual Community Education Conference with library display. 	<ul style="list-style-type: none"> 35% increase. 260 new facilitators trained. Increased number of delegates. Display established contact with over 250 RFS members working in community. 	<ul style="list-style-type: none"> Conduct 10 facilitators workshops. Conduct 6th Community Education Conference.
Produce community and Service resources.	<ul style="list-style-type: none"> NSW Board of Studies approved new school resources. Benchmarked against Australian and New Zealand fire services. 		<ul style="list-style-type: none"> Continue to liaise with NSW Board of Studies. Work through Australasian Fire Authorities Council (AFAC) to benchmark against other fire services.
Increased community awareness and responsibility.	<ul style="list-style-type: none"> Cinema advertising on fire prevention measures. Hawkesbury Rescue Expo. Service's Centenary celebrations. 100 Voices Assembly. Documentary on the history of Service volunteers. Promoted availability of Service's library and facilities. 	<ul style="list-style-type: none"> 10 screens in metro and country locations. Awarded 'Best in Show' at Royal Easter Show. 	<ul style="list-style-type: none"> Exhibit at all major shows. Provide a comprehensive library site on the Intranet and Internet.

OUR GOAL	WHAT WE DID	HOW WELL WE DID IT	FUTURE GOALS
<p>Develop risk management ‘best practice’ in corporate planning and information services.</p>	<ul style="list-style-type: none"> Developed and implemented the ‘e-format’ version of Standards of Fire Cover program (SoFC). Incorporated SoFC in Service Delivery Model. Identified need for IT disaster recovery and business continuity planning. 		<ul style="list-style-type: none"> District completion of SoFC calculation by 30 September 2002. Validate outcomes of SoFC. Develop and incorporate additional functions and features. Conclude planning in 2002.
<p>Embed risk management into project management practices.</p>	<ul style="list-style-type: none"> Included requirement for project assessment in risk management process. 	<ul style="list-style-type: none"> Templates developed. 	<ul style="list-style-type: none"> Establish risk assessment and management strategies as mandatory requirement for corporate projects.
<p>Increase level of training for volunteers.</p>	<ul style="list-style-type: none"> State level courses. District level courses. Provided firefighter training. Provided specialist training. 	<ul style="list-style-type: none"> Increased from 21 to 22. 280,135 person hours of training delivered in 169 training courses. 79% active firefighters competent to Bush Firefighter level or higher. Trained 1,793 people in first aid. 	<ul style="list-style-type: none"> Introduce risk management concepts at basic and advanced training levels. Increase brigade officer access to crew leader training, assessment and certification. Increase assessor training, improve assessment services.
<p>Develop risk management best practice.</p>	<ul style="list-style-type: none"> Exhibited Bush Fire Risk Management plans. Publication of ‘Planning for Bushfire Protection’. Development of Bush Fire Environment Code. Research impact of fire regimes and fuel loadings of Cumberland woodland. 	<ul style="list-style-type: none"> Approved 105 plans. One month behind schedule due to Christmas 2001 bushfires. Passed new legislation 28 June 2002 and stakeholder groups consulted. Appointed researcher, first milestone reached. 	<ul style="list-style-type: none"> Finalise remaining 20 plans by 1 November 2002. Publish by August 2002. Continue research.
<p>Provide training to cover all aspects of bushfire risk management.</p>	<ul style="list-style-type: none"> Pilot course in Fire Ecology with University of Western Sydney in September 2001 	<ul style="list-style-type: none"> Full roll-out of program deferred until 2002/03 because of Christmas 2001 bushfires. 	<ul style="list-style-type: none"> Roll-out of program in 2002/03.

OUR GOAL	WHAT WE DID	HOW WELL WE DID IT	FUTURE GOALS
Provide safe working environment for all Service members.	<ul style="list-style-type: none"> Carried out worksite inspections. Developed OH&S Management Plan for staff. Instituted OH&S workplace committees. Improved OH&S records systems. Developed safe use of motor vehicle policy. Developed protocols for handling food in emergencies. 	<ul style="list-style-type: none"> Ten percent of worksites inspected. Full staff consultation. Head and Regional Office committees established. System design completed. Researched other agency protocols/practices. 	<ul style="list-style-type: none"> Fifty percent of worksites to be inspected. Plan to be implemented. Full evaluation of effectiveness of committees. System to be implemented. Policy to be implemented. Safe food handling practices to be introduced.
Efficient supply of tankers.	<ul style="list-style-type: none"> New inspection system implemented. \$26.7M funding for 256 new and refurbished tankers. Conducted 30 audit inspections of existing fleet. 	<ul style="list-style-type: none"> Acceleration in number of tankers supplied. 95% of existing tanker fleet inspected. 	<ul style="list-style-type: none"> Continue acceleration trend. Ensure fully functional tankers/appliances delivered to agreed specifications and standards on time. Consultation with end users to ensure equipment meets needs of Service.
Continuous improvement to equipment standards, processes and procedures.	<ul style="list-style-type: none"> Extensive research with CSIRO into Fire Appliance Spray Protection Systems. Research into bushfire fighting boots, protective clothing, and goggles. Reimbursement of second-hand vehicles while ensuring they meet set standards. Updated Engineering Services web page. 	<ul style="list-style-type: none"> Results from first stage testing completed. All current Personal Protective Equipment (PPE) upgraded to comply with all relevant Australian and International Standards. Over 30 second-hand vehicles processed. Extensive liaison with Rural Fire Service (RFS) web designers. 	<ul style="list-style-type: none"> Ongoing research with CSIRO. Further development in areas of pumps, lights, sirens, breathing apparatus, protective clothing, fire hoses, nozzles and foams. Ongoing development of Australian and International Standards for PPE. Improved Engineering Services web page.

Despite the enormous allocation of resources during the Christmas 2001 bushfires the prime emphasis of the Service's core activities was on the prevention of fires and to this end appropriate risk management practices were implemented.

Key initiatives included:

- community education;

- risk management planning;
- bushfire management planning;
- firefighter protection;
- safety and welfare;
- critical incident support services; and
- training.

COMMUNITY EDUCATION

A 35% increase in the number of districts submitting education strategies illustrated the success of the Service's drive to motivate and support this type of initiative. Ten new 'Community Fireguard' facilitators' workshops resulted in 26 new facilitators being trained. Another 10 workshops next year will further enhance our ability to encourage the community to take more responsibility for its own protection.

The 5th annual community education conference attracted over 300 delegates and built upon the success of previous conferences.

The NSW Board of Studies approved new school resources prepared by the Service and, in pursuit of the Service's aim to produce professionally designed resources for both the community and Service personnel, the Service will work with the Australasian Fire Authorities Council (AFAC) to benchmark its community education and other programs against other fire services.

The Service piloted its 'Bush FireWise' program in the Blue Mountains and will extend it across the State during the next twelve months. The program aims to ensure that residents know what precautions they can take themselves to prepare their properties against bushfires, what to do when a fire approaches, and how to help volunteer firefighters.

The 'Fire Safe Towns' program was extended to three additional districts while the 'Fire Safe Farms' program took in an additional seven districts. A poll of NSW teachers showed that 87% of those polled rated the Service's 'FireGuard for Kids' program as excellent.

The screening of fire prevention advertisements in cinemas at selected metropolitan and country locations increased community awareness and promoted community responsibility for fire prevention.

RISK MANAGEMENT PLANNING

As part of the program to develop risk management 'best practice' in the Service's corporate planning processes the Service developed and implemented an 'e-format' version of the Standards of Fire Cover program and incorporated that program within the Service Delivery Model. In line

with the best practice program, risk management principles were also embedded into the Service's project management processes and, as part of this ongoing initiative, the Service began planning for information technology disaster recovery and business continuity. The concepts of risk management were also introduced at basic and advanced firefighter training levels.

In September 2001, the Service, in conjunction with the University of Western Sydney, introduced a pilot course in Fire Ecology – including training to cover all aspects of bushfire risk management – although, due to the Christmas 2001 bushfires, the full roll-out of the program was deferred until 2002/03.

BUSHFIRE RISK MANAGEMENT

The introduction of new legislation as a consequence of the Christmas 2001 bushfires and the subsequent Parliamentary Inquiry to streamline the hazard reduction approvals process will help protect lives and property.

The provisions of the new *Rural Fires and Environmental Assessment Legislation Amendment Bill 2002* will formalise the Service's role in the residential planning process in bushfire prone areas. Councils will be required to refer proposals for residential subdivisions and other highly vulnerable developments to the Service for bushfire safety authorisation and the imposition of any bushfire safety conditions.

A new complaints investigation mechanism will give the Commissioner statutory powers to investigate complaints about hazards on public lands and, if requested, to review local council investigations of complaints about private lands.

During the year under review the Service, in conjunction with the Bush Fire Coordinating Committee, completed the public exhibition of all remaining bushfire risk management plans in accordance with the requirements of the *Rural Fires Act, 1997*. Of the 120 plans required, only 22 had not received final approval by the Bush Fire Coordinating Committee. The reasons for the delays relate to the necessity of amending maps, particularly in areas within the metropolitan area and completion of exhibition periods.

It is anticipated that all bushfire risk management plans will be finalised by 1 December 2002 so that measures can begin from the start of the hazard reduction season in March.

Major initiatives for the future of bushfire risk management plans include the coordinated reporting and monitoring of the effectiveness of the plans and the review of measures in the light of experiences learnt. The Service will undertake a progressive review of plans and the Bush Fire Coordinating Committee has agreed to a revision of the guidelines for preparing bushfire risk management plans with a view to enhancing the usefulness of these documents.

The second generation of bushfire risk management plans will be introduced in the 2003/04 reporting period.

Operational plans have been completed for the State, including a finalised State Bush Fire Plan which is also a sub-plan of the State Disaster Plan (Displan).

FIREFIGHTING EQUIPMENT

The objective of ensuring that firefighting appliances are supplied in accordance with agreed delivery schedules, specifications and standards

was rigidly monitored and a new pre-acceptance inspection system was implemented. During the year \$26.7M funding was allocated for the purchase of 256 new and refurbished tankers.

In terms of personal protective clothing the Service remained pre-eminent within the industry. Service officers continued their involvement with Standards Australia and the International Standards Organisation.

Resources and funds will continue to be allocated to areas of firefighter safety. Risk management and assessment practices will be applied and volunteer firefighters will continue to be provided with the highest possible levels of personal protection in line with the Government's commitment that the safety of volunteers will not be compromised.

CRITICAL INCIDENT SUPPORT SERVICES (CISS)

This program is available to all Service members on a 24 hours a day/7 days a week basis. All aspects of the services are strictly confidential and assistance is provided through peer support and trauma specialist interventions. The features of a typical incident that were most distressing involved fatalities, exposure to body parts, and threat or perceived threat to personal safety.

The first of three Peer Supporter recruitment drives resulted in five additional Peer Supporters being appointed; further recruitment will take place in 2002/03.

CISS team members participated in a large multi-agency incident management team exercise in September 2001 where a number of scenario-based learning activities were utilised to test management and co-ordination techniques.

During the year 286 requests resulted in 2,330 people being assisted by the CISS team which dedicated 4,577 working hours to their care and concerns.

A Co-ordinator for Welfare Services was appointed to provide co-ordination and management to the Critical Incident Support Services, Employee Assistance Program, Member Assistance Program, and Organisational Stress Program, for Service staff and volunteers. Over 750 requests for assistance were received during the year.

OCCUPATIONAL HEALTH AND SAFETY

During the reporting period the Service reviewed existing and developed new strategies to support an agency that had, in a period of twelve months, expanded to employ 477 staff in over 150 workplace locations. An OH&S Management Plan for staff was developed; a policy on the safe use of motor vehicles was developed; and protocols for the development of food handling practices during emergencies were developed. Worksite inspections were carried out as part of a rolling program that will eventually impact on all Service work locations.

There were sixteen recorded workers' compensation claims. There were no prosecutions under the *Occupational Health and Safety Act*.

EMPLOYEE ASSISTANCE PROGRAM

The program continued to provide an internal counselling and referral service to all staff and their families as well as access to an external, contracted agency of qualified psychologists and practitioners. There were 133 internal and 14 external applications for assistance.

In addition to these programs, a number of conference presentations were provided. These included Organisational Stress Management to the Service's

Senior Management Conference in August 2001 and a presentation to staff and volunteer representatives in October 2001 at the Service's 100 Voices Assembly.

MEMBER ASSISTANCE PROGRAM

The Service continued to recognise the need to support volunteer members affected by situations not directly related to their operational involvement. In these cases, a program of referrals and available local resources helped members find help in their local area. The program had 338 new requests for assistance.

CHAPLAINCY

The Chaplaincy and Family Support Network identified the need to attend to families, not just the people in 'yellows'. The network continued to provide a proactive and reactive response and was well accepted by Service staff and members. The Chaplaincy continually provided a service on a 24 hours/7 days a week basis.

The Chaplaincy network visited brigades with information and handouts as an introduction to its services. It was found that many families responded more openly to offers of help if they had met and spoken with the team previously.

The Chaplaincy service travelled 79,652km during the year to carry out its ministrations.

Chaplaincy activity for the year is detailed in Appendix 7.

A Continuous Learning Culture Recognising the Value of all Service Members

OUR GOAL	WHAT WE DID	HOW WELL WE DID IT	FUTURE GOALS
<p>Provide training consistent with nationally recognised standards and aligned to Service needs.</p>	<ul style="list-style-type: none"> • Renewed Registered Training Organisation (RTO) status with NSW Vocational Education and Training Accreditation Board (VETAB) to new AQTF standard. • Training development steered by staff and volunteer input to Training Committee. 		<ul style="list-style-type: none"> • Ensure training remains aligned with needs of Service, its members and community.
<p>Develop Districts as local learning units.</p>	<ul style="list-style-type: none"> • Emphasised high level of local input and control of training system. • Networked Districts to other parts of Service to form adaptable, integrated learning organisation. • Introduced requirement for Certificate IV in Assessment and Workplace Training for all District Training Co-ordinators and full-time trainers. • Introduced new Prescribed Burning Supervision pack. 	<ul style="list-style-type: none"> • 100 achieved certification. 	<ul style="list-style-type: none"> • Increase number of Certificate IV instructors. • Make Districts self-sufficient in provision of Prescribed Burning Supervision training.
<p>Changeover to Public Safety Training Package.</p>	<ul style="list-style-type: none"> • Designed process to introduce package. 		<ul style="list-style-type: none"> • Introduce Public Safety Training Package as main qualification route for operational staff and volunteers. • Update all training and assessment materials to reflect changeover.
<p>Improve skills of members and staff.</p>	<ul style="list-style-type: none"> • Introduced tailored version of crew leader training, assessment and certification for western rural areas. 	<ul style="list-style-type: none"> • Cut training time by one-third of standard crew leader program. 	



It became apparent during the year, and particularly at the time of the Christmas 2001 bushfires, that the levels of competency – at managerial and operational levels of the Service – had improved substantially since the 1994 bushfire emergency.

It is beyond question that the investment of money and time reaped dividends over and above what could reasonably have been expected of a volunteer organisation. The Service's relatively small cadre of full-time training staff worked exceptionally hard to meet high demands for training at local levels and their efforts are to be commended. Complementing the commitment of the training staff was an equal commitment from volunteers wishing to improve their competency levels over the full range of training programs. Currently, out of a Service membership of 65,395, the levels of firefighter qualifications and classifications are as follows:

- 33,962 active firefighters are competent to Bush Firefighter (BF) level or higher;
- 5,142 brigade officers are certified competent to Crew Leader (CL) level or higher;
- 760 members certified competent to Group Leader (GL) level or higher;
- 1,793 members successfully completed Service first aid training.

To support the Service's training activities there are 1,579 local instructors and 432 assessors.

The Service renewed its status as a registered training organisation with the NSW Vocational Education and Training Accreditation Board (VETAB).

Overall, the Training Committee developed training direction through significant input by salaried staff and volunteers, the prime emphasis being placed upon the development of rural fire districts as local learning units. A key component of this type of development is the high levels of local input and control of each local learning unit. Individual districts were networked to other parts of the Service to form an adaptable, integrated learning organisation.

The introduction of a Public Safety Training package next year will provide a main qualification route for operational staff and volunteers.

Providing Competitive Income Earning Services to Meet Customer Needs

OUR GOAL	WHAT WE DID	HOW WELL WE DID IT	FUTURE GOALS
<p>Market development.</p>	<ul style="list-style-type: none"> • Undertook 17 commercial projects. • Business opportunities identified in China, Indonesia, Thailand, Bhutan, PNG, Croatia and Malaysia. • Potential markets identified in South Korea, Philippines and Vietnam. • Strategic Alliances developed. 	<ul style="list-style-type: none"> • Net income increased from \$114, 330 in 1999/00 to \$205,173. • New business won in China, Indonesia, Thailand, PNG and Croatia. • Pre-project written for Philippines. • Formed alliance with International Tropical Timber Organisation (ITTO). • New sponsorships negotiated with GAAM and MSA. • Negotiated MOU with China for projects for next five years. 	<ul style="list-style-type: none"> • Exceed 2002 net income by 20%. • Win new business in Korea, Taiwan, Fiji. • Win project through ITTO in Philippines. • Sign Memorandum of Understanding (MOU) for five-year co-operation with China.
<p>Involvement of volunteers.</p>	<ul style="list-style-type: none"> • Volunteers provided field demonstrations to visiting delegations. • Volunteer participation in Malaysian project. 	<ul style="list-style-type: none"> • Visitors rated the performance of volunteers as excellent. • Performance of duties was outstanding. 	<ul style="list-style-type: none"> • Continue volunteer involvement.
<p>Quality outcomes in cost/benefit regime for stakeholders.</p>	<ul style="list-style-type: none"> • All resource orders processed within one month of receipt. • Increased sponsorship revenue. • Increased advertising revenue through Bushfire Bulletin. • Audit production methods to achieve cost/benefit outcomes. • Malaysian Community Education project completed. 	<ul style="list-style-type: none"> • 10% increase • Monitored all KPI's to achieve outcomes on time. • 23% increase in districts completing resource audit on time. 	<ul style="list-style-type: none"> • Investigate new avenues of sponsorship. • Seek out and conduct international projects. • Continue to audit all processes to achieve cost savings.
<p>Earn income through training services.</p>	<ul style="list-style-type: none"> • Completed learning manuals for fire and emergency training in general industry. 	<ul style="list-style-type: none"> • Revenue provided supplementary income for training activities. 	<ul style="list-style-type: none"> • Encourage staff participation in overseas and local training activities. • Develop domestic commercial training program for kindred agencies. • Research market for domestic commercial training programs for industry.



For the review period, business development initiatives grew more strongly than the previous year. There was a balance between visitors coming to Australia and some projects where Service personnel travelled overseas. Inbound projects involved delegations from China and Bhutan, while outbound teams visited China, Malaysia, Indonesia, Thailand, Papua New

Guinea and Croatia. Potential projects were identified in Indonesia, Taiwan, the Philippines and South Korea. The potential for domestic business opportunities is also being explored through commercial fire management projects on behalf of local land managers.

A major strengthening of the relationship with China resulted in negotiation of a formal agreement to commit to a multifaceted co-operation program involving exchange of officers, commercial training, language and culture development and forest fire research. Negotiations are well advanced and it is anticipated that a document will be signed in the coming year.

Strategic partnerships were formed and strengthened with Association of South East Asian Nations (ASEAN) Haze Technical Task Force (HTTF), AusAID, International Tropical Timber Organisation (ITTO) and the World Bank. The alliance with ITTO opened access to forestry management agencies in both producer and consumer countries with the potential for identification of more business opportunities. The alliance with ASEAN HTTF remains one of the Service's most important, giving access to current political and strategic thinking on fire and smoke haze pollution across the South East Asia region.

The Minister established the Environmental Agencies Consortium (EAC) during the reporting period. This clearing house for all NSW government emergency management agencies has a special interest in international projects. The EAC has the potential to greatly strengthen multi-agency approach to environmental projects in developing countries. A significant success of the EAC was demonstrated in the signing of a Memorandum of Understanding between Bhutan and New South Wales giving agreement to co-operation on a range of areas of common interest, including forest fire management.

On behalf of the Australasian Fire Authorities Council the Service completed a comprehensive series of nationally recognised learning manuals for fire and emergency training in general industry. Commercial income derived from this project was used to supplement income for the Service's core training activities.



Melissa Fahey
Profession: Registered Nurse
Married to Lee, with 3 children
Member of Darkes Forest Brigade and
volunteer for 5 years

Corporate Executive Group





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.

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 Contoller for major bushfires burning in eastern NSW and, in September 1997, following the proclamation of the *Rural Fires Act 1997*, he was appointed Commissioner and Chief Executive Officer of the NSW Rural Fire Service.

Phil is Chair of the NSW Rural Fire Service Advisory Council, Bush Fire Co-ordinating 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.

Executive Director Regional Management and Planning

ROSS SMITH

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

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.

His initial appointment with NSW Rural Fire Service was as Manager of Planning and Research and followed a period of secondment to the Service to assist with preparation for coronial inquiries arising from the 1994 fires.

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.

Executive Director Strategic Development

MARK CROWELLER

Mark has 17 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, information management and co-ordination 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 Co-ordinating 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.

Executive Director 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 services, 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 30 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 Co-ordinating Committee and Bush Fire Council and has been an Appointee under Section 44 of the Rural Fires Act 1997.

Executive Director Operations

SHANE FITZSIMMONS AFSM

Shane has been a member of the Service since 1984 when he joined the Duffy's Forest Brigade where he remained a member for 10 years and held the positions of Captain and Deputy Group Captain. He was an active participant in district training, especially in the areas of CABA, 4WD and chainsaws.

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 1988, 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, Singapore and Malaysia.

Executive 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 Executive Director of Corporate Services. He is responsible for the finance, administration and human resource functions of Head Office.

In 1995, under the Australian System of Honours and Awards, he was awarded the Public Service Medal for outstanding service.

Manager Financial Services

PETER HENNESSY

Peter has been employed in the NSW Public Service since 1969. Most of his positions have been associated with financial budgeting and monitoring.

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

Director Corporate Communications

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 having been Deputy Captain in that Brigade.

John served on the State Executive of the NSW Rural Fire Service Association from 1998–1999 and was Chair of the Warringah Pittwater Branch. 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.

Before joining the Service he ran his own media consultancy for several years. This followed a career in human resources at two levels; public relations and as head of economic research for one of Australia's largest consultancies.

Director Business Development

DUNCAN SUTHERLAND B SC AGR, DIP ED, M ED ADMIN, GRAD DIP INT STUDIES

Duncan joined the Service in 1998 as Policy Officer, with specific responsibility for the development of a policy framework for international projects. His activities have resulted in projects in Indonesia, Malaysia, China, Thailand, Papua New Guinea and Bhutan. A key focus of this program is to open the Service up to a worldview of forest fire management and to encourage professional growth for Service members. Duncan continues this work as Director Business Development.

Duncan joined the Public Service in 1973 as a teacher of agriculture. He has worked as an Inspector of Schools, curriculum designer and publisher as well as marketing NSW education overseas. He is a member of the State Emergency Service and St John Ambulance and has strong links with the farming community.

In 1999, Duncan was awarded the Malaysian Fire Service Medal for his work in the strengthening of the relationship between the Fire and Rescue Department of Malaysia and the NSW Rural Fire Service. In 2001, Duncan completed a Graduate Diploma in International Studies specialising in Chinese language and culture.

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 TERRY TOLL AFSM JP

Born in Springwood, Terry fought his first bushfires in 1957 and 1959 in the Blue Mountains before moving on to join the NSW Police Force, as cadet, in 1960.

After leaving the Force, Terry was a farmer and grazier until 1980.

He was Fire Control Officer for Dubbo City Council in 1981 and became the first full-time FCO west of the Divide. Terry was a Section 17 Appointee in 1984 fires in Dubbo. During the Nyngan floods he co-ordinated the operations of 180 Dubbo volunteer bush firefighters taking part in sandbagging, evacuation and later recovery operations. Terry was also Deputy SES Local Controller during the Dubbo floods. Terry was appointed Fire Control Officer for Eurobodalla Council in 1992.

He was a member of the State Executive of the former Fire Control Officers' Association from 1985, and Secretary from 1989, until the Association's absorption into the Rural Fire Service Association. He was Secretary of the Association from in 1999–2000 and Vice President Salaried Officers from 1999.

Terry was awarded the Australian Fire Service Medal in 1997.



Rural Fire Regions and Office Access Details



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Tel 02 9684 4411
Fax 02 9638 7956

Region North

Level 4, State Office Block
GRAFTON NSW 2460
Tel 02 6643 2512 or 02 6643 2514
Fax 02 6643 2515 or 02 6643 4965

Region South

2 Crown Street
BATEMANS BAY NSW 2536
Tel 02 4472 4165 or 02 4472 4129
Fax 02 4472 4126 or 02 4472 4401

Region West

Shop 3, Lovell Place,
Lovell Street
YOUNG NSW 2594
Tel 02 6382 5677 or 02 6382 5678
Fax 02 6382 1731

REGION EAST

Regional Manager

Bruce Holz

Office Details

Suite 5, 235–239 High St

PENRITH NSW 2750

Tel 4722 8444

Fax 4722 9414

Statistics

Districts	33
Brigades	511
Volunteers	21,925
FCOs	33
Full-time staff	157
Area	66,072km ²
Section 44s	23

Region East, by virtue of its size, geography and demographics, provides the Service with its greatest challenge in its mission to protect life, property and the environment. It encompasses the densely populated Sydney basin, the coastal zones north to Port Macquarie and south to Kiama and stretches inland to Bathurst, Muswellbrook, Rylstone and Merriwa. Containing major industrial, commercial and residential zones and areas of significant natural beauty, the region is vital to the NSW economy. These factors also make it subject to a broad range of fire risks.

Total incidents	2001/02
Fire and explosions	5,356
Overpressure rupture	3
MVA/rescue/EMS calls	1,329
Hazardous condition	415
Incident undetermined	62
Service calls	476
Good intent calls	1,303
False alarms and calls	951
Other situations	161
Total number of incidents	10,056
% of active firefighters trained in BF	87.83
% of required VF firefighters trained in VF	29.26
% of required AF firefighters trained in AF	28.09
% of brigade officers trained in CL	18.32
% of brigade officers trained in GL	2.37

Key achievements during 2001/02

- Establishment of a Geographical Information Systems Platform to support delivery of regional audit and compliance roles.
- Completion of the Region East Community Safety Plan 2002.
- Completion of the Region East Championship held at San Remo, Wyong in June 2002.
- Conduct of the Region East Conference at Cypress Lakes Resort involving 126 attendees.
- Completion of the BFMC Bush Fire Risk Management Planning Project.

Significant incidents in 2002/02

Twenty-three declarations under Section 44 of the *Rural Fires Act 1997* covering 45 local government areas.

Key Projects for 2002/03

- Volunteers conference – Merroo – August 2002.
- State Championships – Penrith – September 2002.
- Volunteer community education conference.
- Implementation of performance management review system.
- Completion of implementation of Service Delivery Model – September 2002.



Rural Fire Regions and Office Access Details



REGION NORTH

Regional Manager

Ian Thomas

Office Details

Level 4, State Office Block, Victoria Street

Grafton NSW 2460

Tel 6643 2512

Fax 6643 2515

Statistics

Districts	37
Brigades	578
Volunteers	12,606
FCOs	33
Full-time staff	65
Area	150,710km ²
Section 44s	11

Popular coastal tourist areas from Coffs Harbour to the Tweed Shire and the large inland cities of Tamworth and Armidale make up Region North. Its rural centres include Narrabri, Gunnedah, Inverell and Moree. High summer rainfall generally produces moderate bushfire seasons. Its diverse topography and vegetation include cropping and flat grassland, coastal heath, mountainous, dry sclerophyll and rainforest. Parks and conservation areas protect remote, rugged forest and other natural and cultural assets.

Ninety-seven per cent of the region is gazetted as rural fire district. The busy Newell, New England and Pacific Highways bisect the area.

Total incidents	2001/02
Fire and explosions	2,123
Overpressure rupture	2
MVA/rescue/EMS calls	560
Hazardous condition	103
Incident undetermined	13
Service calls	63
Good intent calls	260
False alarms and calls	137
Other situations	51
Total number of incidents	3,312
% of active firefighters trained in BF	74.8
% of required VF firefighters trained in VF	65.9
% of required AF firefighters trained in AF	43.5
% of brigade officers trained in CL	44.1
% of volunteers trained in GL	N/A

Key achievements during 2001/02

- Implemented regional fire investigation team. Five officers wildfire qualified and two offices urban qualified.
- Linked 18 Districts to common '000' emergency dispatch system for co-ordinated response.
- Held two-day regional field exercise involving 350 personnel, 45 appliances and 35 support vehicles.
- Deployed 23 regional task forces, inter-region and statewide during the six-week period of fires in December 2001 and January 2002.
- Held two regional conferences for Community Education Coordinators.
- All Districts completed operational and draft risk management plans.
- Delivered Community FireGuard for kids to 80% of schools in the region.
- Implemented fire asset protection zone program for managed land adjoining isolated coastal villages.
- Completed extensive training and assessment packages for staff and volunteers.
- Increased administration staff in Districts by four officers and Region by one officer to support District field staff.
- Formed 12 organisational groups of Districts in the Region and formed 12 Districts into three new zones.
- Implemented operational resource sharing for '000' response in seven organisational groups of Districts. Partially implemented resource sharing in three other groups where radio systems are linked.

Significant incidents in 2001/02

Eleven declarations under Section 44 of the *Rural Fires Act, 1997* covering 16 local government areas.

Key Projects – 2002/03

- All Community Safety DFCOs to be Fire Investigation qualified by 2003.
- Annual field exercises to be held at different venues across Region.
- Two regional community education conferences to be held each year.
- Operational and draft Risk Management plans to be reviewed in light of proposed legislative changes.
- Out of area assistance to be supplied on an 'as required' basis.
- Community FireGuard education package to be delivered in all schools.
- Isolated coastal villages to have agreed fire management plan and established fire protection zones on adjoining managed land.
- All active firefighters to be accredited to basic firefighter level.
- Provide administrative support to all field officers.
- Promotion of zoning and implementation of staff consolidation.
- Radios and emergency call out systems to be linked in organisational groups.





Rural Fire Regions and Office Access Details



REGION SOUTH

Regional Manager

Peter Ryan

Office Details

2 Crown St
 Batemans Bay 2536
 Tel 4472 4165
 Fax 4472 4126

Statistics

Districts	34
Brigades	455
Volunteers	16,998
FCOs	33
Full-time staff	65
Area	112,954km ²
Section 44s	2

Regarded as fire prone by world standards, this region takes in the South Coast, Southern Tablelands and the western areas of the Riverina. It controls most of the NSW/Victoria border, surrounds the ACT and includes areas such as the Bega Valley, the Snowy River and Wagga Wagga. Traditionally, the annual bushfire season begins along the coast in spring and closes in the Riverina in autumn. Fire managers are mindful of heavy concentrations of native and plantation forests, fragile coastal heath communities, alpine pastures and sweeping plains of crops and natural rangelands.

Total incidents	2001/02
Fire and explosions	1,380
Overpressure rupture	0
MVA/rescue/EMS calls	471
Hazardous condition	84
Incident undetermined	0
Service calls	73
Good intent calls	280
False alarms and calls	108
Other situations	0
Total number of incidents	2,396
% of active firefighters trained in BF	76.2
% of required VF firefighters trained in VF	11.8
% required AF firefighters trained in AF	16.3
% brigade officers trained in CL	8.5
% brigade officers trained in GL	1.8

Key achievements during 2001/02

- Approved or awaiting approval of 98% of Risk Management Plans.
- Implemented Service Delivery Model, including strategic and business planning processes.
- Equitable distribution of funds across Districts based on equipment requirements as determined by Standards of Fire Cover.
- Restructured Southern and Riverina Regions to form Region South with additional staff appointed.
- All regional staff working under the four functional areas to support districts.
- Transferred 60 Region South district staff from Local to State Government including eight part-time Deputy Fire Control Officers.

Significant incidents in 2001/02

Two declarations under Section 44 of the *Rural Fires Act, 1997* covering three local government areas.

Key Projects – 2002/03

- Completion of zoning and staff consolidation across Region.
- All district staff to be working under the Service's four functional areas.
- Joint regional exercise to improve staff and volunteer operational skills.
- Implementation of regional OH&S committee.
- Women's and Group Officers' forum to be held.
- Staff to be appointed to all district vacancies.





Rural Fire Regions and Office Access Details

REGION WEST

Regional Manager

Ian Gibson

Office Details

Shop 3 Lovell Pl, Lovell St

Young 2594

Tel 6382 5677

Fax 6382 1731

Statistics

Districts	27
Brigades	715
Volunteers	13,866
FCOs	23
Full-time staff	38.5
Area	471,362km ²
Section 44s	4

Rural firefighters provide protection to 98% of Region West, which covers almost two-thirds of NSW. The tablelands in the east and the vast plains in the west boast numerous towns and landscapes. Major rivers are the Lachlan, Murray and Darling and transport routes include the Newell and Hume Highways and Great Southern Rail Line. The most significant risks are grass and bushland fires although transport incidents are becoming more frequent.

Total incidents	2001/02
Fire and explosions	1,000
Overpressure rupture	1
MVA/rescue/EMS calls	227
Hazardous condition	28
Incident undetermined	11
Service calls	32
Good intent calls	102
False alarms and calls	36
Other situations	10
Total number of incidents	1,447
% of active firefighters trained in BF	58.2
% of required VF firefighters trained in VF	42.4
% of required AF firefighters trained in AF	18.7
% of brigade officers trained in CL	31.7
% of brigade officers trained in GL	24.9

Key achievements during 2001/02

- Created new Region West from the old regions of Central (Young) and Western (Cobar).
- Installed staff in new regional positions (Business, Learning & Development, Operations and Community Safety).
- Approved all Bush Fire Risk Management Plans.
- Delivered training in Certificate Four in Firefighting Supervision to FCOs and staff through Riverina TAFE Cootamundra. Awarded 'Employer who has shown commitment to Workplace Training' by Riverina TAFE.
- Supplied 1,000 staff and volunteers to areas such as the Blue Mountains, Oberon, Shoalhaven, Eurobodalla and Hawkesbury in December 2001 January 2002 fires.

Significant incidents in 2001/02

Four declarations under Section 44 of the *Rural Fires Act 1997* covering three local government areas.

Key projects 2002/03

- Continuation of zoning and implementation of staff consolidation.
- Completion and implementation of Service Delivery Model.
- Volunteer forums to be held.
- Continuation of staff development program.



Shane Sargeson
Profession: Mobil Service Station Operator
Single
Member Mt Keira Brigade
Volunteer for 1 year.

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 the Plan 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 quality management processes adopted by the Service.



CONTRACT AND MARKET TESTING

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

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

OVERSEAS VISITS

Various officers of the Service visited China, Thailand, Singapore, Papua New Guinea, Malaysia, Indonesia, Croatia and Bhutan on 10 separate occasions to discuss, new business opportunities, forest fire management, a community fire management project, and improvements to a local fire service.

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 bushfire 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 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 attention and resolved at the earliest opportunity.

ANNUAL REPORT – PRINT RUN AND 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 \$15.

ENGAGEMENT OF CONSULTANTS

Nine consultants were retained during the 2001/02 financial year at a total cost of \$840,592.

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

Personnel and Industrial

Diplomacy Management Consulting Pty Ltd	\$44,550	Monthly retainer
William M Mercer Pty Ltd	\$44,809	Job evaluations
	\$89,359	

Information Technology

Gap It Consulting Pty Ltd	\$202,041	IT projects
Logen Statal	\$ 44,019	Global information systems
Incheck Systems	\$377,341	IT projects
	\$623,401	

Finance Consulting

Systems Union Pty Ltd	\$75,054	E-purchasing and financial reporting
	\$75,054	

Total consultancies more than \$30,000 **\$787,814**

Consultancies less than \$30,000:

Personnel and industrial	\$26,970
Information technology	\$25,808
Total consultancies less than \$30,000	\$52,778

TOTAL ALL CONSULTANCIES **\$840,592**

PAYMENT PERFORMANCE

A summary of the Service's payment performance for the year is as follows

Aged analysis at the end of each quarter – \$'000

Quarter	Current (i.e. within due date)	Less than 30 days overdue	Between 30 and 60 days overdue	Between 60 and 90 days overdue	More than 90 days overdue
September	375	23	8	–	–
December	334	2	2	–	–
March	365	1	2	31	4
June	461	87	–	–	–

Accounts paid on time within each quarter \$'000

Quarter	Total Accounts Target %	Paid on Time Actual %	Total Amount Paid \$000	Total Amount Paid \$000
September	95.0	96.8	14,168	14,436
December	95.0	95.0	32,240	36,042
March	95.0	95.1	23,069	24,528
June	95.0	96.2	11,765	12,230

The Service has increasingly been able to meet targets set for payment performance by greater use of direct deposits.

There was no interest paid for late payments.



General



SALE OF PROPERTY, INCLUDING LAND

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

MAJOR ASSETS

	2001/02	2000/01
Computer Equipment	\$474,000	\$364,000
General Equipment	\$7,755,000	\$1,567,000

GRANTS TO OUTSIDE ORGANISATIONS

	2001/02	2000/01
Nature Conservation Council	\$65,000	\$60,000
Volunteer Rescue Units (through the State Rescue Board)	\$600,000	\$587,000
Rural Fire Service Association	\$38,164	\$65,000
Total	\$703,164	\$712,000

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	\$226,095

PRIVACY AND PERSONAL INFORMATION

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

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



Simon O'Connor

Profession: BHP Steel Coke Making Division

Married to Jenny

Captain of Mt Keira Brigade

Volunteer for 17 years



Financials





INDEPENDENT AUDIT REPORT

NEW SOUTH WALES RURAL FIRE SERVICE

To Members of the New South Wales Parliament

Scope

I have audited the accounts of the New South Wales Rural Fire Service for the year ended 30 June 2002. The Commissioner is responsible for the financial report consisting of the accompanying statement of financial position, statement of financial performance, 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 based on my audit as required 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.

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 2002 and the results of its operations and its cash flows for the year then ended.



P. Boulos, CA
Director of Audit

SYDNEY
18 October 2002

Statutory Audit Report



GPO BOX 42
SYDNEY NSW 2001

Tel: 9285 0166
Ref: z346

Mr P Koperberg
Commissioner
Unit 3, 175-179 James Ruse Drive
ROSEHILL, NSW 2142

18 October 2002

Dear Mr Koperberg

STATUTORY AUDIT REPORT For the Year Ended 30 June 2002

New South Wales Rural Fire Service

I have audited the accounts of the New South Wales Rural Fire Service as required by the *Public Finance and Audit Act 1983*. This Statutory Audit Report outlines the results of my audit for the year ended 30 June 2002, including details of any significant matters that were found during the audit. The Act requires that I send this report to the Minister and to the Treasurer.

This report is not the Independent Audit Report, which expresses my opinion on the Service's annual financial report. The Independent Audit Report, together with the Service's annual financial report is forwarded herewith.

Audit Result

I expressed an unqualified opinion on the Services's annual financial report and my audit did not identify any significant matters.

Auditor-General's Report to Parliament

Comment on the Service's operations will appear in the Auditor-General's Report to Parliament, which should be tabled during December. I will send you a draft of this report for your comment before it is tabled in Parliament.

Scope of the Audit

As advised in the Engagement Letter, my audit procedures are targeted specifically towards forming an opinion on the Service's financial report. The results of the audit are reported in this context.

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Statutory Audit Report

The Audit Office also reviews legal and policy requirements which may affect the determination of material amounts and disclosures in the financial report. This year I examined compliance with the Records Management Programs standard and aspects of the recordkeeping in the Electronic Business Environment standard issued pursuant to the *State Records Act 1998*. Areas of non-compliance have been discussed with the Service's staff and will be reported in a forthcoming management letter.

Acknowledgment

I thank the management and staff of the Service for their courtesy and assistance.

Yours sincerely



P.J. Boulous
Director of Audit

cc Minister for Emergency Services
Treasurer

Commissioner's Statement

All communications to be addressed to:

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

Telephone: (02) 9684 4411

e-mail: firstname.lastname@bushfire.nsw.gov.au

Head Office
NSW Rural Fire Service
Unit 3, 175-179 James Ruse Drive
Rosehill NSW 2142

Facsimile: (02) 9638 7956



Your Ref:
Our Ref:

17 October 2002

NSW RURAL FIRE SERVICE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2002

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 Regulation 2000 and the Treasurer's Directions;
- (b) The statements exhibit a true and fair view of the financial position and transactions of the Service; and
- (c) There are no circumstances which would render any of the particulars included in the financial statements to be misleading or inaccurate.


P.C. Koperberg AM, AFSM, BEM
Commissioner

◆ Rural Fire Service Advisory Council ◆ Bush Fire Co-ordinating Committee



Statement of Financial Position

As at 30 June 2002

	Notes	Actual 2002 \$'000	Budget 2002 \$'000	Actual 2001 \$'000
ASSETS				
Current Assets				
Cash	8	19,027	15,902	15,808
Receivables	9(a)	7,248	466	2,121
Other	9(b)	263	2,225	1,734
Total Current Assets		26,538	18,593	19,663
Non-Current Assets				
Plant and Equipment	10	2,229	3,479	1,931
Total Non-Current Assets		2,229	3,479	1,931
Total Assets		28,767	22,072	21,594
LIABILITIES				
Current Liabilities				
Payables	11	7,887	3,405	2,909
Employee entitlements and other provisions	12	3,940	1,930	1,430
Total Current Liabilities		11,827	5,335	4,339
Non-Current Liabilities				
Employee entitlements and other provisions	13	4,429	2,468	1,464
Total Non-Current Liabilities		4,429	2,468	1,464
Total Liabilities		16,256	7,803	5,803
Net Assets		12,511	14,269	15,791
EQUITY				
Accumulated funds	14	12,511	14,269	15,791
Total Equity		12,511	14,269	15,791

The accompanying notes form part of these statements.



Statement of Financial Performance

for the Year Ended 30 June 2002

	Notes	Actual 2002 \$'000	Budget 2002 \$'000	Actual 2001 \$'000
Expenses				
Operating expenses				
Employee related	2(a)	32,090	30,109	11,182
Other operating expenses	2(b)	7,827	6,640	7,203
Maintenance		–	–	10
Depreciation and amortisation	2(c)	781	1,000	673
Grants and subsidies	2(d)	135,142	77,048	69,921
Borrowing costs	2(e)	31	–	–
Other expenses	2(f)	3,347	3,619	4,211
Total Expenses		179,218	118,416	93,200
Less:				
Retained Revenue				
Sale of goods and services	3(a)	120	–	96
Grants and contributions	3(b)	157,175	98,420	78,496
Other revenue	3(c)	1,433	800	502
Total Retained Revenue		158,728	99,220	79,094
Gain/(loss) on disposal of non-current assets	4	19	–	2
Net Cost of Services	19(c)	20,471	19,196	14,104
Government Contributions				
Recurrent appropriation	5	17,158	17,158	14,507
Acceptance by the Crown Entity of employee entitlements and other liabilities	6	33	–	61
Total Government Contributions		17,191	17,158	14,568
SURPLUS/(DEFICIT) FOR THE YEAR FROM ORDINARY ACTIVITIES		(3,280)	(2,038)	464
TOTAL REVENUES, EXPENSES AND VALUATION ADJUSTMENTS RECOGNISED DIRECTLY IN EQUITY		–	–	–
TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH OWNERS AS OWNERS	14	(3,280)	(2,038)	464

The accompanying notes form part of these statements.



Statement of Cash Flows

for the year ended 30 June 2002

	Notes	Actual 2002 \$'000	Budget 2002 \$'000	Actual 2001 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(25,402)	(28,809)	(10,470)
Grants and subsidies		(115,068)	(56,548)	(56,644)
Other		(35,716)	(34,759)	(30,305)
Total Payments		(176,186)	(120,116)	(97,419)
Receipts				
Sale of goods and services		120	–	96
Grants and Contributions		84,769	83,338	65,845
GST Receipts		9,413	–	4,954
Other		16,490	19,882	11,668
Total Receipts		110,792	103,220	82,563
Cash Flows from Government				
Recurrent appropriation		17,158	17,158	14,507
Cash reimbursements from the Crown Entity		52,515	–	–
Net Cash Flows from Government		69,673	17,158	14,507
NET CASH FLOWS FROM OPERATING ACTIVITIES	19(c)	4,279	262	(349)
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of Plant and Equipment	19(a)	295	200	100
Purchases of Plant and Equipment	19(a)	(1,355)	(1,200)	(1,323)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(1,060)	(1,000)	(1,223)
NET INCREASE/(DECREASE) IN CASH				
Opening cash and cash equivalents		15,808	16,640	17,380
CLOSING CASH AND CASH EQUIVALENTS	19(b)	19,027	15,902	15,808

The accompanying notes form part of these statements.



Program Statement – Expenses and Revenues

for the year ended 30 June 2002

SERVICE'S EXPENSES & REVENUES	Program 1*		Program 2*		Program 3*		Program 4*		Not Attributable		Total	
	2002 \$'000	2001 \$'000	2002 \$'000	2001 \$'000	2002 \$'000	2001 \$'000	2002 \$'000	2001 \$'000	2002 \$'000	2001 \$'000	2002 \$'000	2001 \$'000
Expenses												
Operating expenses												
Employee related	30,045	9,317	481	437	467	412	1,097	1,016	–	–	32,090	11,182
Other operating expenses	5,694	5,147	475	492	1,169	1,022	489	542	–	–	7,827	7,203
Maintenance	–	–	–	–	–	–	–	10	–	–	–	10
Depreciation and amortisation	781	673	–	–	–	–	–	–	–	–	781	673
Grants and subsidies	134,445	69,203	32	27	–	112	665	579	–	–	135,142	69,921
Borrowing costs	31	–	–	–	–	–	–	–	–	–	31	–
Other expenses	3,347	4,211	–	–	–	–	–	–	–	–	3,347	4,211
Total Expenses	174,343	88,551	988	956	1,636	1,546	2,251	2,147	–	–	179,218	93,200
Retained Revenues												
Sale of goods and services	120	96	–	–	–	–	–	–	–	–	120	96
Grants and contributions	157,175	78,241	–	–	–	–	–	255	–	–	157,175	78,496
Other revenue	793	422	–	–	–	–	640	80	–	–	1,433	502
Total Retained Revenue	158,088	78,759	–	–	–	–	640	335	–	–	158,728	79,094
Gain/(loss) on disposal of non-current assets	19	2	–	–	–	–	–	–	–	–	19	2
NET COST OF SERVICES	16,236	9,790	988	956	1,636	1,546	1,611	1,812	–	–	20,471	14,104
Government contributions**	–	–	–	–	–	–	–	–	17,191	14,568	17,191	14,568
NET EXPENDITURE (REVENUE) FOR THE YEAR	16,236	9,790	988	956	1,636	1,546	1,611	1,812	(17,191)	(14,568)	3,280	(464)

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

** Appropriations are made on an agency basis and not to individual programs. Consequently, Government contributions have been included in the 'Not Attributable' column.



Summary of Compliance with Financial Directives

	2002				2001			
	RECURRENT APPROPRIATION \$'000	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND \$'000	CAPITAL APPROPRIATION \$'000	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND \$'000	RECURRENT APPROPRIATION \$'000	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND \$'000	CAPITAL APPROPRIATION \$'000	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND \$'000
ORIGINAL BUDGET APPROPRIATION/EXPENDITURE								
Appropriation Act	16,458	16,458	-	-	14,507	14,507	-	-
	16,458	16,458	-	-	14,507	14,507	-	-
OTHER APPROPRIATIONS/EXPENDITURE								
Treasurer's Advance	700	700	-	-	-	-	-	-
	17,158	17,158	-	-	-	-	-	-
Total Appropriations/Expenditure/Net Claim on Consolidated Fund (includes transfer payments)	17,158	17,158	-	-	14,507	14,507	-	-
Amount drawn down against Appropriation		17,158		-		14,507		-
Liability to Consolidated Fund		-		-		-		-

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



Notes to the Financial Statements

for the Year Ended 30 June 2002

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting Entity

The NSW Rural Fire Service, as a reporting entity, comprises all the entities under its control.

The reporting entity is consolidated as part of the NSW Total State Sector and as part of the NSW Public Accounts.

(b) Basis of Accounting

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

- applicable Australian Accounting Standards;
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB);
- 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 AAS 6 'Accounting Policies' is considered.

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

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

(c) Revenue Recognition

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

(i) Parliamentary Appropriations and Contributions from Other Bodies

Parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as revenues when the service 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 accounted for as liabilities rather than revenue.

(ii) Sale of Goods and Services

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

(d) Employee Entitlements

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

Liabilities for salaries and wages, 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 the Office for Emergency Services is assumed by the Crown Entity, and the Service accounts for the liability as having been extinguished resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown Entity of Employee 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, the Public Sector Executives Superannuation Scheme and the Local Government Employees Superannuation Scheme. Details of the reserves, assessed liabilities, overfunding and provisions are shown in Note 23.

(e) Borrowing Costs

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



Notes to the Financial Statements

for the Year Ended 30 June 2002

(f) Insurance

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

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

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

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

(h) Acquisitions of Assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Service. Cost is determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

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

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

(i) Plant and Equipment

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

(j) Depreciation of Non-Current Physical Assets

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

(k) Maintenance and Repairs

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

(l) Leased Assets

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

(m) Rural Firefighting Equipment

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

(n) Funding – NSW Rural Fire Service

Contributions under the Rural Fires Act 1997 have altered from 1 July 2001. The contribution from Local Government has increased by 1% to 13.3% whilst the contribution from Treasury has decreased by 1% to 13.0%. In addition, \$0.7M was received as supplementation from Treasury.

		2002 \$M		2001 \$M
Local Government	13.3%	15.0	12.3%	11.2
Insurance Industry	73.7%	83.3	73.7%	67.0
Treasury	13.0%	16.4	14.0%	12.7

Contributions are recognised when invoices are raised.

(o) Receivables

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

(p) Other Assets

Other assets including prepayments are recognised on a cost basis.

(q) Payables

These amounts represent liabilities for goods and services provided to the service.

(r) Budgeted Amounts

The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, s 21A, s 24 and/or s 26 of the Public Finance and Audit Act 1983.

The budgeted amounts in the Statement of Financial Performance and the Statement of Cash Flows are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Statement of Financial Position, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts i.e. per the audited financial statements (rather than carried forward estimates).

(s) Change in Structure

As a result of changes to the Rural Fires Act assented to on 13 December 2000, district staff previously employed by Local Government Councils under the Local Government Act were transferred to the Service on 1 July 2001. Restructuring in relation to payroll, industrial relations, etc took effect from that date.



2. EXPENSES

	2002 \$'000	2001 \$'000
(a) Employee related expenses comprise the following specific items:		
Salaries and wages (including recreation leave)	25,837	8,699
Superannuation	3,780	1,744
Long service leave	927	126
Workers' compensation insurance	32	55
Payroll tax	1,514	558
	32,090	11,182
Additional expenditure on employee related expenditure over the previous financial year of \$20.908M relates to the transfer of district staff from Local Government Councils to the Service from 1 July 2001 and the reassessment of the employer's superannuation liability.		
(b) Other operating expenses		
Auditor's remuneration		
– audit or review of the financial reports	68	61
Operating lease rental expense		
– minimum lease payments	961	950
Travel	937	789
Telephones	619	788
Fees for Service	362	658
Printing and stationery	776	752
Consumables	502	602
Vehicle operation	362	481
All outgoing – Buildings	189	208
Other expenses	3,051	1,914
	7,827	7,203

(c) Depreciation and amortisation expense

	2002 \$'000	2001 \$'000
Depreciation		
Computer equipment	267	266
Other property, plant and equipment	514	407
Fitouts	–	–
	781	673
(d) Grants and subsidies		
Volunteer Rescue Units	600	579
Regional Fire Associations	395	686
Payments for Council costs associated with Rural Fire Fighting activities and equipment	70,146	61,814
Emergency Fund – Natural Disasters	63,830	6,014
Other	171	828
	135,142	69,921
Expenditure on Natural Disasters including the Christmas 2001 bush fires totalled \$63.830M (\$58.584M in excess of Budget). There was no effect on the Net Cost of Services as the surplus expenditure was reimbursed by Treasury from the Emergency Fund – Natural Disasters.		
(e) Borrowing costs		
Interest on short-term borrowings	31	–
	31	–
(f) Other expenses		
Workers' compensation insurance	2,034	2,626
Public liability and other insurance	544	522
Aerial support	769	1,063
	3,347	4,211



Notes to the Financial Statements

for the Year Ended 30 June 2002

3. REVENUES	2002 \$'000	2001 \$'000
(a) Sale of goods and services		
Rendering of services	120	96
	120	96
(b) Grants and contributions		
New South Wales Fire Brigades	225	255
Insurance Company Contributions	83,338	67,051
Local Government Contributions	15,039	11,190
*Natural Disaster Welfare Relief	58,573	–
	157,175	78,496
(c) Other revenue		
Sale of equipment	165	237
Other	1,268	265
	1,433	502
In accordance with section 119(4)(b) of the Rural Fires Act, distribution of proceeds from the sale by Councils of firefighting 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 \$165,485 (\$236,966 in 2000/01).		
4. GAIN/(LOSS) ON DISPOSAL OF NON-CURRENT ASSETS	2002 \$'000	2001 \$'000
Motor Vehicles	19	2
	19	2

Refer to Note 19(a).

5. APPROPRIATIONS	2002 \$'000	2001 \$'000
Recurrent Appropriations		
Total recurrent drawdowns from Treasury (per Summary of Compliance)	17,158	14,507
	17,158	14,507
Comprising:		
Recurrent appropriations (per Statement of Financial Performance)		
Total	17,158	14,507
6. ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE ENTITLEMENTS AND OTHER LIABILITIES		
The following liabilities and/or expenses have been assumed by the Crown Entity or other government agencies	2002 \$'000	2001 \$'000
Long service leave	33	61
	33	61

Also refer to Note 1(d) (ii).

7. PROGRAMS/ACTIVITIES OF THE SERVICE

(a) Program 1 Funding and Administration of Rural Firefighting Services

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

(b) Program 2 Training of Volunteer Bush Firefighters

Objectives: To facilitate and promote the training of bush firefighters.

(c) Program 3 Public Education and Information Services

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

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

Objectives: To ensure the provision of comprehensive, balanced and co-ordinated rescue services and emergency management throughout New South Wales.



8. CURRENT ASSETS – CASH

	2002 \$'000	2001 \$'000
Cash at bank and on hand	19,027	15,808
	19,027	15,808

9. CURRENT ASSETS – RECEIVABLES

	2002 \$'000	2001 \$'000
(a) Grants and contributions	224	1,443
Less: Provision for doubtful debts	20	20
	204	1,423
Other	7,044	698
	7,248	2,121
(b) Prepaid superannuation contributions (refer Note 23)	163	1,611
Other Prepayments	100	123
	263	1,734

10. NON-CURRENT ASSETS – PLANT AND EQUIPMENT

	2002 \$'000	2001 \$'000
Computer Equipment		
At Cost	1,626	1,250
Accumulated Depreciation at Cost	1,152	886
	474	364
Plant and Equipment		
At Cost	3,972	2,779
Accumulated Depreciation at Cost	2,217	1,212
	1,755	1,567

	2002 \$'000	2001 \$'000
Fitouts		
At Cost	641	641
Accumulated Depreciation at Cost	641	641
	-	-
Total Plant and Equipment at Net Book Value	2,229	1,931

Reconciliations

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

	Plant & Equipment \$'000
2002	
Carrying amount at start of year	1,931
Additions	1,355
Disposals	276
Depreciation expense	781
Carrying amount at end of year	2,229

Summary of fully depreciated assets still in use:

Description of Asset	At Cost \$'000	Number of Assets
Photocopying Equipment	102	12
Computers	646	125
Laptop Computers	112	28
Telephone System	35	2
Other	1,138	29
Total	2,033	196



Notes to the Financial Statements

for the Year Ended 30 June 2002

11. CURRENT LIABILITIES – PAYABLES	2002 \$'000	2001 \$'000
Employee related	–	46
Other operating expenses	548	671
Grants and subsidies	7,339	2,188
Other expenses	–	4
	7,887	2,909
12. CURRENT LIABILITIES – EMPLOYEE ENTITLEMENTS AND OTHER PROVISIONS	2002 \$'000	2001 \$'000
Recreation leave	3,316	1,229
Accrued salaries and wages	624	201
	3,940	1,430
13. NON-CURRENT LIABILITIES – EMPLOYEE ENTITLEMENTS AND OTHER PROVISIONS	2002 \$'000	2001 \$'000
Long service leave	4,429	1,464
	4,429	1,464
14. CHANGES IN EQUITY	Accumulated Funds	
	2002 \$'000	2001 \$'000
Balance at beginning of the financial year	15,791	15,327
Changes in equity – other than transactions with owners as owners		
Surplus/(deficit) for the year	(3,280)	464
Balance at end of the financial year	12,511	15,791

There were no transactions with owners as owners.

15. COMMITMENTS FOR EXPENDITURE	2002 \$'000	2001 \$'000
(a) Other Expenditure Commitments		
Aggregate other expenditure for the acquisition of equipment contracted for at balance date and not provided for:		
Not later than one year (including GST)	18,263	18,079
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.		
(b) Operating Lease Commitments		
Future non-cancellable operating lease rentals not provided for and payable		
Not later than one year	803	830
Later than one year but not later than five years	278	282
Later than five years	–	–
Total (including GST)	1,081	1112

16. CONTINGENT ASSET

The total commitments for expenditure in Note 15 includes input tax credits of \$791,264 (\$730,775 in 2000/01) that are expected to be recoverable from ATO.

17. CONTINGENT LIABILITY

At balance date contingent liabilities totaled \$NIL (\$NIL in 2000/01).



18. BUDGET REVIEW

Net Cost of Services

The actual net cost of services exceeded budget by \$1.275M. This variation relates primarily to a charge of \$1.448M to employee related expenses, resulting from a decrease in the prepaid superannuation from last year, which was not anticipated.

Assets and Liabilities

Current Assets were \$7.945M in excess of budget due to increases in Employee Entitlements reserves of \$3.971M relating to the transfer of Local Government staff to the Service from 1 July 2001. Receivables are in excess of budget by \$6.782M principally due to Emergency Fund – Natural Disasters recoveries of \$5.769M. Non-Current Assets are below budget due to generally lower expenditure on capital items.

Current Liabilities were in excess of budget by \$6.492M principally as a result of accrued Natural Disaster expenditure. This accrual related generally to late submission and lack of documentation on claims provided by participating agencies and Local Government Councils. Employee Entitlements exceeded budget by \$2.010M as a result of staff transferring from Local Government to the Service from 1 July 2001. Existing entitlements were transferred from Local Government into the Recreation Leave Reserve. Non-Current Liabilities exceeded budget by \$1.961M as a result of staff transferring from Local Government to the Service from 1 July 2001. Existing entitlements were transferred from Local Government in to the Long Service Leave Reserve.

Cash Flows

Actual cash flows from operating activities exceeded budget by \$4.017M. Payables (\$4.488M) and Receivables (\$6.782M) exceeded budget primarily due to claims for reimbursement for Emergency Fund – Natural Disasters expenditure being submitted late in the financial year. Prepayments were \$1.992M below budget primarily due to variations in the level of prepaid employer superannuation contributions.

Employee entitlement reserves for Recreation Leave (\$2.010M) and Long Service Leave (\$1.961M) were significantly in excess of budget due to increases in staffing levels with the transfer of district staff from Local Government to the Service from 1 July 2001.

19. NOTE TO CASH FLOWS STATEMENT

	2002 \$'000	2001 \$'000
(a) Plant and Equipment		
Additions at cost – Cash Paid	1,355	1,323
Disposal of Plant and Equipment		
Cost	426	153
Less:		
Accumulated depreciation	150	55
Book Value	276	98
Gain on sale	19	2
Cash received	295	100
(b) Cash and Cash Equivalents		
For the purpose of the statement of cash flows, cash includes cash on hand and at bank. Cash assets recognised in the Statement of Financial Position are reconciled to cash at the end of the financial year as shown in the Statement of Cash Flows as follows:		
Cash (per Statement of Financial Position)	19,027	15,808
Closing cash and cash equivalents (per Statement of Cash Flows)	19,027	15,808
(c) Reconciliation of Cash Flows From Operating Activities to Net Cost of Services		
Net cash used in operating activities	(4,279)	349
Cash Flows from Government/Appropriations	17,158	14,507
Acceptance by the Crown Entity of employee entitlements and other liabilities	33	61
Depreciation	781	673
(Decrease)/increase in provisions	5,475	89
(Increase)/decrease in prepayments and other assets	(3,656)	(1,234)
Increase/(decrease) in creditors	4,978	(339)
Net loss/(gain) on sale of plant and equipment	(19)	(2)
Net cost of services	(20,471)	(14,104)



Notes to the Financial Statements

for the Year Ended 30 June 2002

20. NON-CASH FINANCING AND INVESTMENT ACTIVITIES

	2002 \$'000	2001 \$'000
Long service leave liability assumed by Crown Entity	33	61
	33	61

21. FINANCIAL INSTRUMENTS

Financial instruments give rise to positions that are a financial asset of either the Rural Fire Service or its counterparty and a financial liability (or equity instrument) of the other party. For the 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 s 106 of the Rural Fires Act 1997 a 10% surcharge is levied if contributions from Insurance Companies and Councils are not received within 60 days of assessment unless the Minister otherwise determines.

Trade Creditors and Accruals

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

22. CONSULTANCIES

Consultancy fees paid for the year totalled \$1,067,201 (\$653,437 in 2000/01).

23. SUPERANNUATION

The assessed liability for the NSW Rural Fire Service at 30 June 2002 and funds held in reserve accounts at the Superannuation Administration Corporation (trading as Pillar Administration) (including accrued interest) and prepaid superannuation were:

Calculation of the 30 June 2002 superannuation position uses actuarial assumptions revised from assumptions used in the previous year. This change has created significant movement in the accrued superannuation liability. Thus, the superannuation funding position as at 30 June 2002 has changed significantly from 30 June 2001.

The amount of prepaid superannuation has been reduced by \$1.448M. Due to the nature of the accounts and the continued unpredictability of the calculations from year to year, this item of expenditure is extremely difficult to budget.

	Accrued Liability		Reserve Account		Net Liability/ (Pre-paid Contributions)	
	2002 \$'000	2001 \$'000	2002 \$'000	2001 \$'000	2002 \$'000	2001 \$'000
SASS	1,553	1,260	1,898	1,815	(345)	(555)
SANCSS	864	716	1,087	1,039	(223)	(323)
SSS	8,167	7,182	7,762	7,915	405	(733)
	10,584	9,158	10,747	10,769	(163)	(1,611)

The liability for the State Superannuation Scheme has been determined by the Fund's Actuary as at 30 June 2002.

The assumptions are as follows:

	2002/03 %	2003/04 %	2004/05 %
Rate of investment return	7.0	7.0	7.0
Rate of salary increase	6.5	4.0	4.0
Rate of increase in CPI	2.5	2.5	2.5

24. MATERIAL ASSISTANCE PROVIDED BY OTHER PERSONS AND BODIES

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

END OF AUDITED FINANCIAL STATEMENTS.



Philip Bradac

Profession: Real Estate Agent
Married to Kathy, with 2 children
Captain of Glenhaven Brigade and volunteer for 14 years.

Appendices





Appendices

APPENDIX 1 FUEL MANAGEMENT REPORTS

	Hazard Reduction (ha)		Trail Work (km)		Lineal Feature (km)	
	2000/01	2001/02	2000/01	2001/02	2000/01	2001/02
East	34,500	43,511	3,379	3,255	10,599	10,423
South	126,791	180,400	5,828	8,421	5,685	7,360
West	213,649	151,709	2,747	18,431	11,411	17,280
North	214,379	206,205	4,537	6,782	7,126	5,355
Total	589,319	581,825	16,491	36,889	34,821	40,417

APPENDIX 2 EQUAL EMPLOYMENT OPPORTUNITY STATISTICS 2001/02

RFS level	Total	%	Women	%	NESB*	%
Trainee	1		1	1		
RFS level 1 to year 10	28	54	13	46		
RFS level 2 Year 1 to 3 Year 2	90	21	71	79	4	4
RFS level 4 Year 1 to 6 Year 2	174	82	32	18	6	3
RFS level 7 Year 1 to 10 Year 2	145	90	15	10	2	1
RFS level 11 Year 1 to 13 Year 2	43	88	5	12	2	5
RFS level 14 Year 1 to 16 Year 2	7	100	0	0	0	0
Above Senior Officer	2	100	0	0	1	0
Total	490	72	137	28	15	3

REPRESENTATION AND RECRUITMENT OF ABORIGINAL EMPLOYEES AND EMPLOYEES WITH A PHYSICAL DISABILITY

2000/01	Total Staff	Aboriginal Employees	PWPD
Total Employees	161	0	1
Recruited in year	18	0	1
2001/02	Total Staff	Aboriginal Employees	PWPD
Total Employees	490	0	1
Recruited in year	378*	0	1

* 308 council fire control staff from 143 local government councils were transferred to the NSW Rural Fire Service (ie State government employment) on 1 July, 2001.

APPENDIX 3 FREEDOM OF INFORMATION STATISTICS

New requests received and processed	10
Requests granted in full and processed	10

COST OF AND FEES RECEIVED FOR REQUESTS PROCESSED

	Assessed costs	Fees Received
	\$	\$
	30	300

There were no reviews or appeals finalised during the period.

APPENDIX 4 CIRCULARS ISSUED

Date	Subject
09.07.01	Rural Fire Service Weather Web Page
16.07.01	Inter Agency Fire Investigation Protocol
23.07.01	Incident Reporting
13.08.01	Implementation of Firefighter Accident Prevention SOPs
15.08.01	Reportable Fringe Benefits (RFB) – District Staff
30.08.01	Mapping Symbols
30.08.01	Disposal of Superseded Overalls
30.08.01	Distribution of CSIRO video – The Dead Man Zone
30.08.01	2002/2003 Estimates – New South Wales Rural Fire Fighting Fund
06.09.01	Lagging of Fire Tankers
06.09.01	Prescribed Burning SOPs
06.09.01	Fire Control Staff Training Courses – request for information
06.09.01	Copy of NSWFB Safety Bulletin regarding fibre optic cables
26.09.01	Fuel Pickup from Fire Tanker Fuel Tank
26.09.01	Focus Group to Analyse Evidence of Competence for Public Safety Qualifications Relevant to Fire Control Staff
04.10.01	Risk Analysis Guidelines – Lagging of Fire Tankers
04.10.01	NSW Rural Fire Fighting Fund 2001–2002 Allocations
05.10.01	Inspection Requirements for Lagged Air Brake Hoses Fitted to NSW Rural Fire Service Vehicles
05.10.01	Local Bush Fire Danger Period
16.10.01	Amendments to Operational Management Folder
29.10.01	Second Focus to Analyse Evidence of Competence for Public Safety Qualifications Relevant to Fire Control Staff
04.12.01	NSW Fire Brigades Safety Bulletins – Heat Stress and Wires Down

Date	Subject
19.12.01	Updating of Instructor Database
19.12.01	Updating of 2002 Training Register Information
19.12.01	Equipment Standard Operating Procedures – Drip Torch
19.12.01	Dedicated Appliance Identification Data
19.12.01	Immediate Removal of Modems
19.12.01	IM Services Issues
14.01.02	2001 Circulars
14.01.02	Honour Roll
24.01.02	Tanker Change Over Program Guidelines
31.01.02	2002/2003 Allocations
20.02.02	District Staff Salaries
20.02.02	Strike Force 'Tronto' – Gathering of Statements
11.03.02	Compensation for Loss of Income for Volunteer Firefighters
25.03.02	2002/2003 Estimates Contributions to the NSW Rural Fire Fighting Fund
29.04.02	Information Services
06.05.02	Roads & Traffic Authority Driver Computer Tests Fees
27.05.02	Firezone RMS Training Forms and the Introduction of Firezone Train 1.3
27.05.02	Focus Group to Determine Content of Group Leader Training Pack
27.05.02	Zoning and Staff Consolidation



Appendices

APPENDIX 5 ALLOCATIONS TO COUNCILS 2001/2002

District	Allocation
Albury City	\$339,741.19
Armidale/Dumaresq	\$769,733.11
Ballina	\$384,840.00
Balranald	\$467,863.77
Barraba	\$355,328.32
Baulkham Hills	\$1,956,533.46
Bega	\$1,307,777.23
Bellingen	\$958,498.11
Berrigan	\$431,745.50
Bingara	\$324,889.70
Blacktown City	\$960,785.08
Bland	\$896,004.85
Blayney	\$677,151.18
Blue Mountains	\$2,426,835.76
Bogan	\$244,867.23
Bombala	\$571,911.72
Bourke	\$538,953.26
Brewarrina	\$302,393.61
Byron	\$776,703.78
Cabonne	\$1,151,293.68
Camden	\$716,210.43
Campbelltown	\$869,099.34
Carrathool	\$692,094.15

District	Allocation
Central Darling	\$534,397.55
Cessnock	\$1,817,974.86
Cobar	\$683,182.83
Coffs Harbour City	\$1,247,606.43
Conargo	\$338,724.21
Coolah	\$648,498.70
Coolamon	\$651,236.56
Cooma-Monaro	\$760,070.61
Coonabarabran	\$616,004.83
Coonamble	\$239,832.33
Copmanhurst	\$682,746.88
Corowa	\$606,164.03
Cowra	\$752,384.88
Crookwell	\$918,678.39
Culcairn	\$343,462.12
Deniliquin	\$55,467.83
Dubbo City	\$931,112.08
Dungog	\$966,891.22
Eurobodalla	\$1,972,851.66
Evans	\$768,839.92
Fairfield	\$20,954.62
Forbes	\$992,259.64
Gilgandra	\$809,318.37
Gloucester	\$723,063.68
Gosford	\$1,720,073.57

District	Allocation
Great Lakes	\$1,149,684.89
Greater Taree	\$1,224,289.03
Griffith	\$798,349.45
Gundagai	\$338,083.89
Gunnedah	\$602,846.61
Gunning	\$910,956.89
Guyra	\$600,423.63
Hastings	\$1,442,049.00
Hawkesbury	\$2,054,259.55
Hay	\$495,296.27
Holbrook	\$571,595.98
Hornsby	\$2,411,448.95
Hume	\$577,844.81
Inverell	\$926,466.04
Jerilderie	\$462,966.79
Junee	\$581,122.88
Kempsey	\$966,606.95
Kiama	\$574,312.40
Ku-ring-ai	\$23,657.51
Kyogle	\$675,503.50
Lachlan	\$679,916.92
Lake Macquarie	\$2,545,930.01
Leeton	\$468,019.65
Lismore	\$843,098.91
Lithgow	\$1,092,944.64

District	Allocation	District	Allocation	District	Allocation
Liverpool	\$838,346.93	Pristine Waters	\$1,530,580.59	Walgett	\$451,855.10
Lockhart	\$349,590.15	Queanbeyan	\$167,544.78	Warren	\$264,991.99
Lord Howe Island	\$25,033.57	Quirindi	\$287,568.43	Warringah	\$1,721,513.85
Maclean	\$797,510.54	Richmond Valley	\$841,430.58	Weddin	\$556,273.79
Maitland	\$932,205.69	Rylstone	\$478,078.21	Wellington	\$837,721.12
Manilla	\$183,670.77	Scone	\$622,123.99	Wentworth	\$936,280.38
Merriwa	\$625,379.43	Severn	\$542,763.48	Windouran	\$213,783.59
Moree Plains	\$568,086.46	Shellharbour	\$400,631.33	Wingecarribee	\$1,599,346.35
Mudgee	\$880,381.79	Shoalhaven	\$2,145,947.11	Wollondilly	\$1,583,276.05
Mulwaree	\$1,246,906.50	Singleton	\$1,476,088.59	Wollongong	\$1,901,670.16
Murray	\$737,352.83	Snowy River	\$931,949.51	Wyong	\$1,909,184.81
Murrumbidgee	\$381,473.67	South West Area Group	\$1,745,468.67	Yallaroi	\$409,616.83
Murrurundi	\$512,734.11	Sutherland	\$2,163,476.35	Yarrowlumla	\$1,178,196.99
Musswellbrook	\$678,003.39	Tallaganda	\$631,460.82	Yass	\$1,220,930.27
Nambucca	\$587,623.61	Tamworth	\$465,075.68	TOTAL	\$113,077,000.00
Narrabri	\$943,760.98	Temora	\$693,796.82		
Narrandera	\$520,002.24	Tenterfield	\$582,259.79		
Narromine	\$696,530.47	Tumbarumba	\$520,560.44		
Nundle	\$173,452.82	Tumut	\$502,007.65		
Oberon	\$560,044.94	Tweed	\$926,741.05		
Orange	\$507,486.88	Uralla	\$510,560.65		
Parkes	\$671,271.68	Urana	\$324,878.04		
Parry	\$861,557.90	Wagga Wagga	\$1,132,110.19		
Penrith	\$1,135,863.78	Wakool	\$536,143.71		
Port Stephens	\$1,394,095.21	Walcha	\$384,018.51		



Appendices

APPENDIX 6 CURRENT PUBLICATIONS

Bush fire danger season/Total fire bans
Barbecues & campfires
Tree selection for fire-prone areas
Trees & fire resistance
Regeneration & care of fire-damaged trees
LP gas safety
Bush fire readiness checklist
Home fire safety checklist
Bushfire preparedness. Your family, Your pets
Industrial & commercial fire prevention in bush fire prone areas
After the fire guide
Equipment & machinery use in bush fire prone areas
Holiday fire safety
Personal safety equipment
Hazard reduction
Preschoolers & Fire Safety
What is Community Fireguard?
Publications & Educational Resources
Fires in pine forests
Vehicles: How they can both protect you and cause bush fires
First aid during bush fires

Why flammable liquid need careful handling for those who live in bush fire prone areas

Additional fire protection for your home

The effects of weather on bush fires

Controlling bush fires

Survival flow chart

Before you light that fire

Bush Fire Operations, Planning ...

Bush Fire Risk Mgmt Planning

A guide to the Rural Fires Act 1997

What does that mean? Terms used by NSW Rural Fire Service

Incident Control Systems

FIREGUARD FOR KIDS RESOURCES

- FireGuard for Kids Kit (Whole)
- FireGuard for Kids Kit (Refill)

FOR CHILDREN

- Bush Fire Puzzle Book
- Smokey's Activity Book
- Smokey's Home – Story Book
- Sticker – Children's Fire Safety
- Magnet – Animation/Hotline
- Word Puzzle Activity Sheet
- Word Search Activity Sheet

- Bookmark
- Rulers
- Balloons
- Showbags

BOOKS AND BOOKLETS

- 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
- Brochure – Join your Local RF Brigade
- Fire Prevention Presentation Handbook
- Fire Safe, Book 1 (Primary Teachers)
- Fire Science, Book 1 (Secondary Teachers)

OTHER RESOURCES

- Sticker – Corporate "Heart of NSW"
- Sticker – Corporate "Peace of Mind"
- Magnet – '000' Emergency
- Poster – Fire Safety (Several Versions)
- Poster – Join your Local RF Brigade

**APPENDIX 7
CHAPLAINCY ACTIVITY REPORT**

Chaplaincy Activity	Totals Carried Forward January 1997 –30 June 2001	Senior Chaplain and Family Support Chaplain	48 Volunteer Fire District Chaplains	Totals 30 June 2002
Visits to Rosehill Headquarters	626	131	19	776
Visits to Fire Control Centres	942	261	321	1,524
Visits with Fire Control Officers	1,065	311	422	1,798
Visits to Rural Fire Brigades	738	111	321	1,070
Regional FCO'S Conferences	24	4	0	28
State Management Conferences	5	1	0	6
Brigade Captains Meetings	159	11	102	279
Seminars & Conferences	93	11	13	117
Station Openings & Dedications	82	4	11	97
Fire Fleet Blessings & Services	102	13	17	132
Personal & Family Counselling	1,339	29	231	1,599
Telephone Support & Counselling	740	137	63	940
Home Visits-Members & Family	842	98	241	1,181
Hospital Visitation-Members	631	21	59	711
Funeral Services Conducted	141	9	17	167
Infant Christenings/ Dedications	57	11	19	87
Service Weddings	75	4	11	90
Rural Fire Service Callouts	548	71	194	813
Police Service Callouts	44	13	2	59
NSW Fire Brigades Callouts	38	0	3	41
NSW Parks and Wildlife Callouts	39	6	0	45

Chaplaincy Activity	Totals Carried Forward January 1997 –30 June 2001	Senior Chaplain and Family Support Chaplain	48 Volunteer Fire District Chaplains	Totals 30 June 2002
Salvo Care Line Callouts	56	11	0	67
Respond to Actual Suicides	24	1	3	28
Championship & Field Days	46	4	6	56
Critical Incident Support	46	2	11	59
WorkCover and other meetings	38	6	12	56
Total Kilometres Travelled	333,226	58,010	21,642	412,878



Appendices

APPENDIX 8



ATTORNEY GENERAL
MINISTER FOR THE ENVIRONMENT
MINISTER FOR EMERGENCY SERVICES
MINISTER ASSISTING THE PREMIER ON THE ARTS

STATEMENT OF PERFORMANCE OF THE COMMISSIONER

Throughout an eventful year for the Rural Fire Service Commissioner Koperberg continued to exercise strong and consistent leadership.

The comprehensive preparations made for the transfer of 380 district fire control staff from Local Councils to the Department of the Rural Fire Service were implemented smoothly and seamlessly from the beginning of the financial year.

Six months later Commissioner Koperberg led the highly successful multi-agency, multi-jurisdictional fire fighting response operation for one of the worst bushfire seasons experienced in this State since European settlement.

The Parliamentary Inquiry into the bushfires of Christmas 2001 and the introduction of new legislation to give bushland communities even greater protection from the threat of fires will have a significant impact on the role of the Service. This legislation, when enacted, will give the Commissioner a far greater role, and substantially more responsibilities, in areas of building development in bush fire prone areas and for hazard reduction.

A number of other important goals were achieved in the course of the year. They include:

- Completion of rural fire district service agreements between the Commissioner and Local Councils for the delivery of appropriate levels of fire protection for local communities;
- Successful streamlining of aviation management systems;
- Introduction of zoning for rural fire districts and staff consolidation programs; and
- Development of an information management strategic plan.

Commissioner Koperberg's outstanding leadership has been the driving force behind the Rural Fire Service's exceptional level of service to the Community and its dedication to the welfare of volunteers and staff.

I must also acknowledge the contribution made by Commissioner Koperberg to the maintenance of efficient and effective rescue services throughout the State through his Chairmanship of the State Rescue Board.

Bob Debus
Minister for Emergency Services

Level 25, 59-61 Goulburn Street, Sydney NSW 2000
Telephone: (02) 8995 0000
Facsimile: (02) 9281 1115 or 9212 1675

Postal: PO Box A290, Sydney South 1232
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APPENDIX 9 COMMITTEES

RURAL FIRE SERVICE ADVISORY COUNCIL

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

Commissioner P Koperberg AM AFSM BEM
(Chair)

Councillor K Gallen
(appointed September 2001)

Councillor R Panton OAM

Superintendent T Toll AFSM

Mr F Gannell
(appointed September 2001)

Mr A Brown
(appointed September 2001)

Mr T Anderson PSM

Mr B Scanlon

Mr R Pallin

RFSAC has the following functions:

- Advising and reporting to the Minister and the Commissioner on any matter relating to the administration of rural fire services under the *Rural Fires Act, 1997*;
- Advising the Commissioner on public education programs relating to rural fire matters and on the training of rural firefighters;

- Advising the Commissioner on the issue of Service Standards; and
- Such other functions as may be conferred or imposed upon it by or under the *Rural Fires Act, 1997*.

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

BUSH FIRE CO-ORDINATING COMMITTEE

The Bush Fire Co-ordinating Committee (BFCC) met on six occasions during the year.

Commissioner P Koperberg AM AFSM BEM
(Chair)

Assistant Commissioner G Mullins AFSM
(NSW Fire Brigades)

Mr D Ridley

Mr B Conroy

Councillor K Gallen

Councillor R Panton

Superintendent S Midgley AFSM

Assistant Commissioner R Adams
(NSW Police Service)

Ms A Reeves OAM

Mr R Pallin

Mr A Brown
(appointed September 2001)

Mr P Olney PSM

Mr A Tennie

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 ecologically sustainable development described in section 6(2) of the *Protection of the Environment Administration Act, 1997*.

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 on bushfires, 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 bushfire hazards.

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 Stuart Midgley AFSM. Mr D Luscombe represented the NSW Rural Fire Service Association.



Appendices

APPENDIX 9 COMMITTEES (CONT)

CORPORATE EXECUTIVE GROUP

The Corporate Executive Group, the Service's senior policy making committee, met on nine occasions in 2001–2002.

Commissioner Phil Koperberg

AM AFSM BEM

Ross Smith

Executive Director Regional Management and Planning

Mark Crosweller

Executive Director Strategic Development

Tony Howe

Executive Director Operations Support

Shane Fitzsimmons AFSM

Executive Director Operations

Trevor Anderson PSM

Executive Director Corporate Services

Duncan Sutherland

Director Business Development

John Winter

Director Corporate Communications

Peter Hennessy

Manager Financial Services

Don Luscombe

President NSW Rural Fire Service Association

Superintendent Terry Toll AFSM

Vice President (Salaried Officers)

NSW Rural Fire Service Association

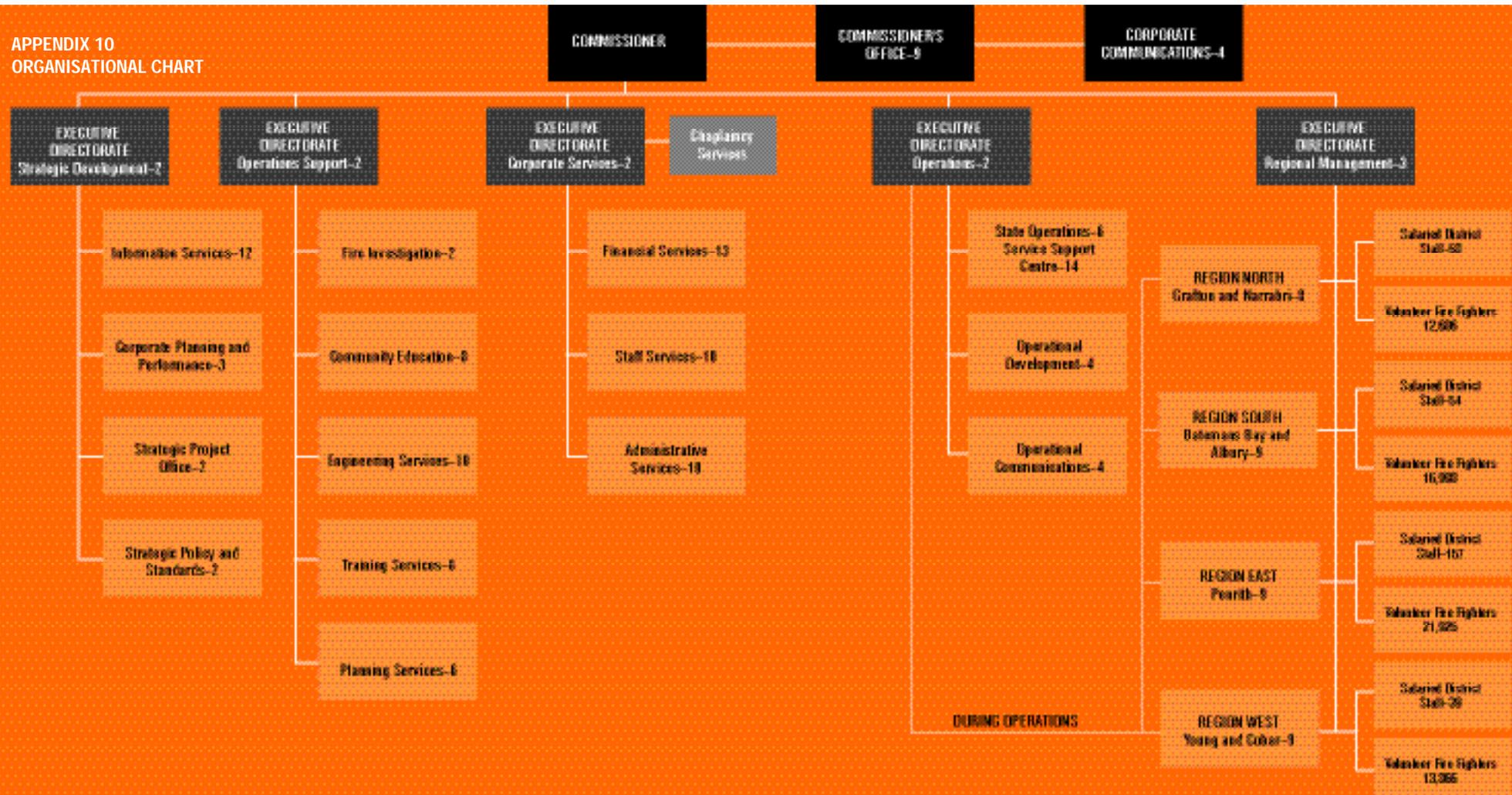
OTHER

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

Representatives sit on:

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

APPENDIX 10
ORGANISATIONAL CHART





Appendices

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.

Coverage	1999/00 \$	2000/01 \$	2001/02 \$
Workers Compensation	75,471	69,399	206,316
Motor Vehicle	37,366	38,013	64,911
Public Liability	307,259	527,324	747,868
Property	11,083	11,000	12,859
Other	3,410	4,370	6,600
Totals	434,609	650,106	1,038,554⁽¹⁾⁽²⁾

⁽¹⁾ All figures for 2001/02 inclusive of GST.

⁽²⁾ Deposit premium for 2001/02 reflective of an increase in salaried workforce to 490 (161 in 2000/01).

APPENDIX 12 HUMAN RESOURCES

	1999/00		2000/01		2001/02	
	Approx	Actual	Approx	Actual	Approx	Actual
Comparative Figures for the Past Three Years (Equivalent Full time Positions)	144	144	161	161	477	477



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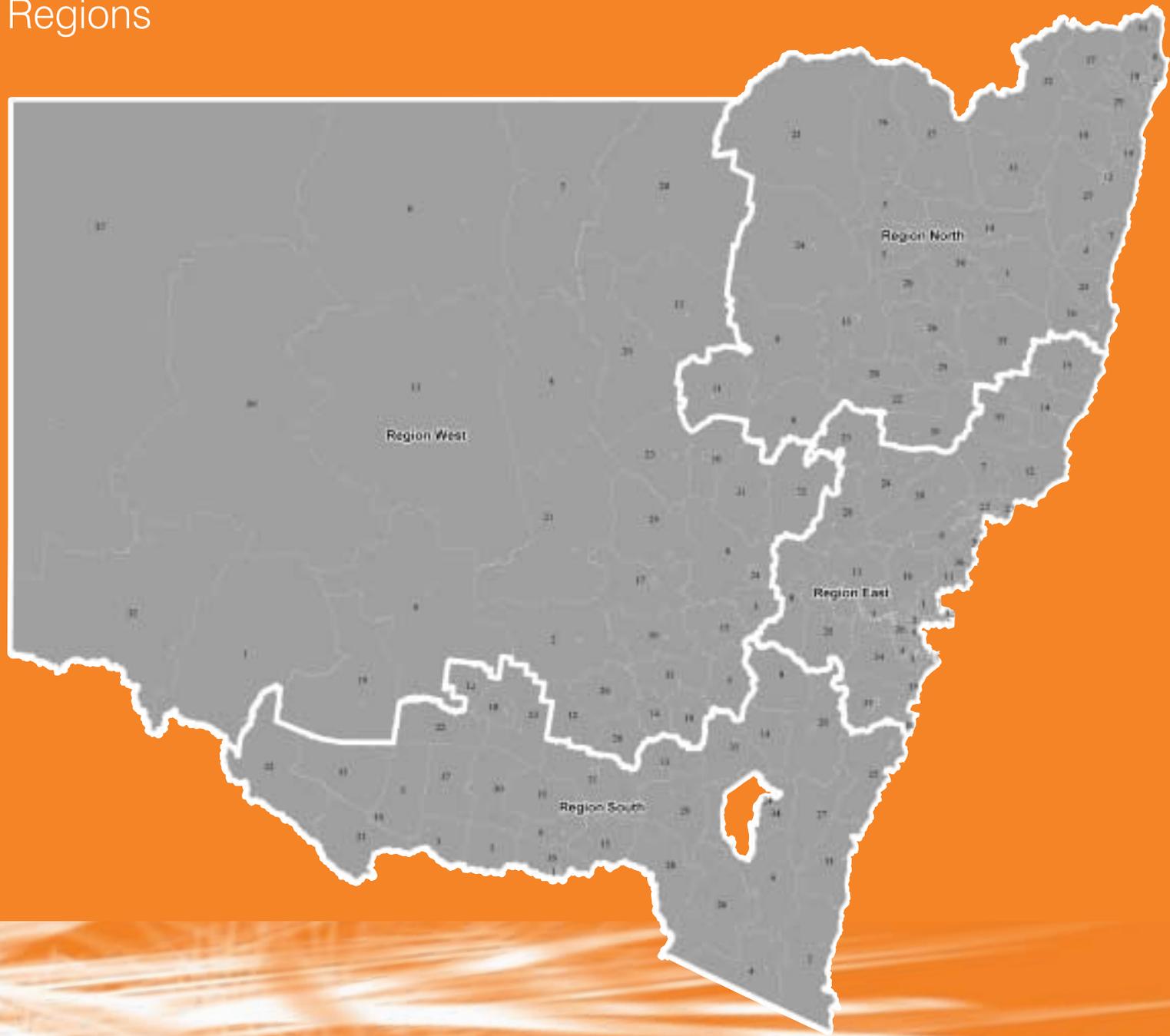
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Regions



1 REGION EAST

- 1 Baulkham Hills
- 2 Blacktown
- 3 Blue Mountains
- 4 Camden
- 5 Campbelltown
- 6 Cessnock
- 7 Dungog
- 8 Evans
- 9 Fairfield
- 10 Gloucester
- 11 Gosford
- 12 Great Lakes
- 13 Greater Lithgow
- 14 Greater Taree
- 15 Hastings
- 16 Hawkesbury
- 17 Hornsby
- 18 Kiama
- 19 Ku-ring-gai
- 20 Lake Macquarie
- 21 Liverpool
- 22 Maitland
- 23 Merriwa
- 24 Muswellbrook
- 25 Oberon
- 26 Penrith
- 27 Port Stephens
- 28 Rylstone
- 29 Shellharbour
- 30 Singleton
- 31 Sutherland
- 32 Warringah
- 33 Wingecarribee
- 34 Wollondilly
- 35 Wollongong
- 36 Wyong

2 REGION NORTH

- 1 Armidale Dumaresq
- 2 Ballina
- 3 Barraba
- 4 Bellingen
- 5 Bingara
- 6 Byron
- 7 Coffs Harbour
- 8 Coolah
- 9 Coonabarabran
- 10 Copmanhurst
- 11 Gilgandra
- 12 Grafton
- 13 Gunnedah
- 14 Guyra
- 15 Inverell
- 16 Kempsey
- 17 Kyogle
- 18 Lismore
- 19 Maclean
- 20 Manilla
- 21 Moree Plains
- 22 Murrurundi
- 23 Nambucca
- 24 Narrabri
- 25 Nundle
- 26 Parry
- 27 Pristine Waters
- 28 Quirindi
- 29 Richmond Valley
- 30 Scone
- 31 Severn
- 32 Tenterfield
- 33 Tweed
- 34 Uralla
- 35 Walcha
- 36 Yallaro

3 REGION SOUTH

- 1 Albury
- 2 Bega Valley
- 3 Berrigan
- 4 Bombala
- 5 Conargo
- 6 Cooma-Monaro
- 7 Corowa
- 8 Crookwell
- 9 Culcairn
- 10 Deniliquin
- 11 Eurobodalla
- 12 Griffith
- 13 Gundagai
- 14 Gunning
- 15 Holbrook
- 16 Hume
- 17 Jerilderie
- 18 Leeton
- 19 Lockhart
- 20 Mulwaree
- 21 Murray
- 22 Murrumbidgee
- 23 Narrandera
- 24 Queanbeyan
- 25 Shoalhaven
- 26 Snowy River
- 27 Tallaganda
- 28 Tumbarumba
- 29 Tumut
- 30 Urana
- 31 Wagga Wagga
- 32 Wakool
- 33 Windouran
- 34 Yarrawluma
- 35 Yass

4 REGION WEST

- 1 Balranald
- 2 Bland
- 3 Blayney
- 4 Bogan
- 5 Boorowa
- 6 Bourke
- 7 Brewarrina
- 8 Cabonne
- 9 Carrathool
- 10 Central Darling
- 11 Cobar
- 12 Coolamon
- 13 Coonamble
- 14 Cootamundra
- 15 Cowra
- 16 Dubbo
- 17 Forbes
- 18 Harden
- 19 Hay
- 20 Junee
- 21 Lachlan
- 22 Mudgee
- 23 Narromine
- 24 Orange
- 25 Parkes
- 26 Temora
- 28 Walgett
- 29 Warren
- 30 Weddin
- 31 Wellington
- 32 Wentworth
- 33 Young

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Dean Sewell: p20