



## Annual Report

A new name  
for a new era

# Letter to the Minister



# 2010/11

29 October 2011

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

Dear Minister,

I have pleasure in submitting to you the 2010/11 Annual Report and Financial Statements of Fire and Rescue NSW (FRNSW) for presentation to the NSW Parliament.

Throughout the year, FRNSW continued collaborating with other emergency services and partners to enhance community safety, quality of life and public confidence by minimising the impact of hazards and emergency incidents on the people, environment and economy of NSW.

This report summarises FRNSW's performance during 2010/11 and the outcomes achieved. The report has been prepared in accordance with the *Annual Reports (Departments) Act 1985*, the *Annual Reports (Departments) Regulation 2010* and the *Public Finance and Audit Act 1983*.

Yours sincerely

A handwritten signature in black ink, which appears to read 'G. Mullins'. The signature is fluid and cursive.

**Greg Mullins AFSM**  
Commissioner

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# 1

## Section 1

# Overview



# Commissioner's report

## A new name for a new era



On 1 January 2011 the NSW Fire Brigades officially changed its name to Fire and Rescue NSW (FRNSW). Our new name better reflects that we are a dynamic, innovative, modern organisation delivering a wide range of essential services. In the midst of a major reform program and facing many challenges, the name change represents the new era we are embarking upon.

It is also recognition of the increasingly diverse work that we perform. FRNSW's role in the community has changed vastly since 1884 when the organisation was first formed. We are no longer just a fire brigade. This year, we responded to tens of thousands of non-fire emergencies that ranged from dealing with hazardous incidents, extricating people from motor vehicle accidents, to assisting when natural disasters occurred.

During this past year, FRNSW continued to do what we do best: delivering quality emergency services to the community of NSW. Our specialists this year also found themselves far afield, working with emergency services colleagues from NSW, other States and other countries. Once again, we demonstrated that we are a leading fire and rescue service in Australia, comparable to the best in the world. We remain firmly committed to operating efficiently, effectively and ethically at all times as we serve and protect the community of NSW.

## Responding to emergencies

As one of the world's leading urban fire services, FRNSW in 2010/11 continued its vital role of protecting the community around the clock and across the State.

The range of emergencies to which our fire officers responded this year remained extraordinarily diverse. Our personnel were called to many varied emergencies which included not only vehicle, rubbish, bush and building fires, but also road accidents, hazardous materials incidents, and industrial and domestic rescues. We also assisted

with recovery from natural disasters and severe weather events such as storms and floods and provided emergency medical response in support of the Ambulance Service of NSW in a number of areas. As Australia's busiest fire and rescue service, this year we responded to a total of 130 979 emergency incidents, an average of almost 359 incidents per day, or around one incident every four minutes.

When dealing with these incidents, we worked closely and cooperatively with other emergency services and support agencies, including the State Emergency Service, Rural Fire Service, NSW Police Force, Ambulance Service of NSW and the NSW Volunteer Rescue Association. We also assisted with emergency planning and preparation for a range of major community, entertainment and sports events.

In addition, FRNSW continued to share its expertise by providing training to other emergency service organisations in NSW, interstate and overseas. Courses we ran included urban search and rescue, structure firefighting, hazardous materials awareness, breathing apparatus use and fire investigation.

To ensure our operational readiness, we constantly planned and trained for responses to major emergencies. This was tested in multi-agency exercises that simulated emergencies involving transport and utilities, major infrastructure, large commercial and institutional sites, terrorist attacks and hazardous materials.

## Creating a safer community

This year FRNSW set a goal of achieving zero accidental fire deaths in NSW. To achieve this goal we are implementing a three-pronged strategy based on planned and coordinated response, effective community safety programs, fire research and safer buildings.

In addition to general safety programs, FRNSW also runs programs tailored to segments of the community at greater risk from fire and other emergencies. During 2010/11 a range of programs and activities were conducted targeting at-risk groups including children, seniors, and members of Indigenous and culturally and linguistically diverse communities. These initiatives include development of the *Better Safe than Sorry* DVD for seniors featuring the actor Henri Szeps, and delivery of more than 3000 Pre Ed and Fire Ed presentations teaching pre-schoolers and primary school students about fire safety.

FRNSW held its annual Fire Prevention Week from 1-7 May 2011 to raise awareness that greater care should be taken in the winter months when fire deaths and injuries peak. Our major sponsors GIO and McDonald's helped us publicise this message, producing TV and radio community safety announcements to promote home fire safety audits and the Brigade Kids Day and website for children. One of the TV spots featured a brave burns survivor, Linda Buchan. To complete the week, on May 7 our fire stations opened their doors for our annual Open Day, welcoming more than 60 000 visitors and distributing fire safety materials and advice on safety issues.

Our community fire units (CFU) program continued going from strength to strength. The program trains and equips residents of communities in bushfire-prone areas to prepare their homes and reduce bushfire risk. During the year a further 95 units were established, trained and equipped, taking the total number of CFUs to 577 units with 7140 members. We also assisted the Rural Fire Service (RFS) in developing their own CFU program.

During the 2010/11 summer, FRNSW supported the RFS in a public awareness campaign that emphasised the importance of householders in bushfire-prone areas preparing their homes to reduce bushfire risk. This campaign applied many of the lessons learnt from the tragic 2009 Victorian bushfires.

In 2006 the NSW Government passed legislation making smoke alarms mandatory in all housing. This legislation has reduced home fire deaths and injuries over the last five years. However the legislation did not cover moveable dwellings which have become an increasing risk as more people took up living and travelling in moveable housing. During the year FRNSW was instrumental in having smoke alarms made mandatory in caravans and mobile homes, making these safer for users.

In September 2010, a national standard requiring that all cigarettes made and sold in Australia self-extinguish after being dropped, came into effect under a Commonwealth Trade Practices regulation. This was the culmination of a long campaign led by FRNSW and the NSW Government. Our fire data indicate that cigarettes are a key source of ignition in house fires and bushfires.

## Interstate and international deployments at major disasters

This year FRNSW's highly experienced urban search and rescue (USAR) and other specialist teams had an unprecedented series of calls on their expertise. With their world class skills, our personnel were once again in the front line of national and international responses to large scale natural disasters in Australia and overseas.

In January, we sent swift water rescue teams, strike teams and a FRNSW-led USAR Task Force to assist with the massive cleanup after widespread flooding across most of Queensland. In February after a 6.3 magnitude earthquake devastated much of the New Zealand city of Christchurch, we sent two USAR Task Forces to work with local and overseas rescue teams. In March we joined the international effort in dealing with the extraordinary loss of life and damage after a powerful earthquake, followed by an equally destructive tsunami, struck the east coast of Japan. Once again we led a multi-agency USAR Task Force from Australia, carrying out rescue and recovery operations under extremely difficult conditions.

Many FRNSW staff involved in these deployments have described these activities as simply doing their job. But it is impossible, given the extraordinarily tough circumstances under which they operated, not to feel great pride in what they achieved. Their work is detailed in this report.

## Developing and managing our resources

This year we continued building a diverse, skilled and adaptable workforce that better reflects the communities we serve. We implemented a range of initiatives to raise awareness of firefighting as a career for women including targeted promotions and information sessions. A summit was held which was instrumental in helping to develop the FRNSW's *Women's Employment and Development Action Plan*. We have begun implementing this Plan which outlines strategies to recruit, develop and retain women in the FRNSW workforce. Other initiatives were carried out to promote firefighting as a career among members of Indigenous and culturally and linguistically diverse communities.

Maintaining adequate numbers of retained (or on-call) fire officers, especially in regional areas, remains a major challenge for FRNSW. Contributing factors include a changing population and work patterns and an ageing population. In 2010/11 we developed and implemented further strategies to improve recruitment, training and retention of retained fire officers.

During the year we overhauled many of our education and training programs in order to develop and increase the capabilities of all staff, and to make us a more effective

## 1. Overview

organisation better able to meet the many challenges and demands that face modern emergency services.

This year saw our largest ever roll-out of new fire engines and pumpers, with 63 vehicles joining our fleet, including a 44-metre ladder platform. This rollout has reduced the average age of our fleet as older fire engines are progressively replaced with modern firefighting vehicles that are safer, more effective and have reduced environmental impact. At year's end our appliance fleet included 551 fire engines with pumps; an aerial fleet of 26 ladder platforms, ladders and aerial pumpers; and 84 rescue and hazmat vehicles.

In 2010/11 we spent a record \$13.2 million on capital expenditure on building new fire stations and carrying out renovations. New stations were completed at Kinchumber and Baulkham Hills, and another 14 stations and other premises received major renovations.

### Reform

During 2010/11 FRNSW continued implementing the major program of reform commenced in the previous year. Firefighting continues to be one of the most trusted professions in Australia. We are determined to maintain the community's trust by meeting the highest standards of ethical behaviour and workplace conduct in all our operations and activities.

A cornerstone of FRNSW's reform process, a Workplace Standards Branch, was established. The branch introduced revised policies for managing workplace complaints, including the *Resolving Workplace Complaints Policy* and *Preventing and Managing Workplace Bullying and Harassment*.

A confidential, externally managed complaints hotline was set up to encourage the reporting of complaints, along with a panel of external specialists to help in conducting investigations.

Respectful Workplace Training was provided to around 6500 employees, while key managers were trained in managing and resolving conflicts.

This year we implemented or finalised organisational restructures of both our Human Resources and our Education and Training Directorates to improve and streamline the services they provide to staff and the organisation overall.

An independent KPMG review of our workplace conduct and culture found no evidence of the types of misconduct alleged to have occurred decades ago, but did identify instances of unacceptable behaviour. It also highlighted issues surrounding management styles, communication, selection processes, influence of external organisations

and diversity. During the year we took action to address all of the report's findings.

The Independent Commission Against Corruption (ICAC) also investigated claims of corruption at two FRNSW workplaces. The ICAC decided a public inquiry was not required, noting the extensive range of reforms which FRNSW had already made or were underway to address corruption risks, improve training and development, and promote values-based behaviour. We are implementing the inquiry's recommendations.

### Future directions

FRNSW has continuously improved and expanded its services over its long history. We have successfully adapted to the growth of NSW's industrial economy, its expanding cities, the shift in population from rural to urban areas, major changes to transport infrastructure, and an increasingly complex society dependent on technology and information.

However rapid changes in the years ahead will present many more challenges that we must face. More intense and more frequent bushfires in eastern Australia are among predicted consequences of climate change. The predictions also include longer fire seasons, more frequent and intense storms, and associated floods and changing land use. Less water, higher energy prices, less tolerance for environmental impacts, along with increasing technological complexity and changing demographics, particularly an ageing and more vulnerable population, are among the array of issues confronting us.

An equally important challenge will be to continue embedding the structural, cultural and behavioural changes that we commenced within FRNSW this year. We must also address any practices that adversely affect the effective, efficient and ethical performance of the organisation.

The frontline fire officers, volunteers and support staff who make up FRNSW have upheld, reinforced and built upon the proud traditions of service, courage and reliability for which we are renowned. As we move forward with a new name for a new era, these traditions will stand us in good stead as we continue to serve and protect the people, economy and environment of NSW.



**Greg Mullins AFSM**  
Commissioner



## FRNSW and what it does

Fire and Rescue NSW is one of the world's largest urban fire and rescue services, and the largest and busiest in Australia. Its overriding purpose is to enhance community safety, quality of life, and confidence by minimising the effects of hazards and emergencies on the people, property, environment and economy of NSW.

Its highly-skilled fire officers and support staff provide rapid reliable help in emergencies, 24 hours a day, seven days a week. FRNSW's aim is to save lives and reduce the number of injuries caused by emergencies and disasters. It also protects the environment and minimises damage to property, including major infrastructure. In partnership with the community and other emergency services, it strives to prevent emergencies, while at the same time planning and training to deal with those that do occur.

FRNSW's core functions are emergency and disaster prevention, preparedness, response and recovery. Its primary functions are as follows.

**Fire prevention and suppression:** FRNSW is responsible for preventing and responding to fire emergencies, providing direct protection to 90% of the State's population in the major cities, metropolitan areas and towns across rural and regional NSW. It also responds beyond the limits of FRNSW Fire Districts to support the NSW Rural Fire Service at structure fires and other emergencies when requested and to provide hazardous materials, rescue, and in some areas, emergency medical response.

**Rescue:** As the largest rescue provider in NSW, FRNSW responds to rescue calls and related incidents throughout the State, assisting people caught in domestic, industrial and transport incidents, including road accidents. Help is also given at animal rescues. In addition, specially-trained teams carry out swift water, alpine and vertical rescues. FRNSW is also the combat agency for the State's urban search and rescue capability, which deals with building collapse and other complex rescues.

**Hazardous materials incidents:** FRNSW protects all of the State's people and the environment from hazardous material emergencies and other hazardous conditions. This task involves dealing with chemical, biological and radiological hazards ranging from industrial accidents through to deliberate acts of terrorism. Assistance is also provided at incidents such as downed powerlines, electrical short circuits, gas leaks and fuel and chemical spills, and to provide hazardous materials, rescue, and in some areas, emergency medical response.

**Supporting other agencies:** As FRNSW is often the first emergency service to arrive at incident sites, it can assist in a range of situations – regardless of whether they involve fire. During major storms and floods, FRNSW's expertise supports the State Emergency Service in response and recovery. In some locations, by agreement, it also assists the Ambulance Service of NSW with basic medical response. All FRNSW fire officers are trained and equipped for basic rescue operations, so its secondary accredited rescue units are often called upon when primary rescue units from other services are unavailable.

**Terrorism consequence management:** FRNSW participates in whole-of-government counter-terrorism planning and training activities to prepare for possible terrorist attacks. Its role in these situations is dealing with the consequences of an attack, particularly fires, chemical, biological or radiological releases and rescuing people following building collapse.

**Community safety:** FRNSW's community safety role focuses on prevention and preparedness programs to create a safer environment and to build community resilience. When fire crews are not engaged in responding to emergency incidents, they switch their focus to educating the community, engaging in fire and emergency prevention activities, pre-planning, preparation, training, learning and capability development.



A. City of Sydney fire officers respond to an incident





## Key clients, stakeholders and partners

### Clients

- › Members of the public FRNSW protects and rescues from fires, road accidents and other emergencies
- › Local communities it consults concerning service provision
- › Recipients of its community education programs, such as school children, young people and seniors
- › Recipients of FRNSW fire safety services, such as commercial, institutional and high-rise building owners and occupants
- › Recipients of its fire investigation and research services, such as the Coroner and NSW Police Force
- › Recipients of its emergency services, such as business owners
- › Infrastructure providers, such as energy, water or transport providers whose infrastructure FRNSW safeguards
- › The insurance industry, for which it minimises losses and to which it provides fire reports.



### Stakeholders

- › The people of NSW
- › The NSW Government and the Minister for Police and Emergency Services
- › FRNSW's funding providers – the community through contributions paid to it by insurers, State and Local Government

### Partners

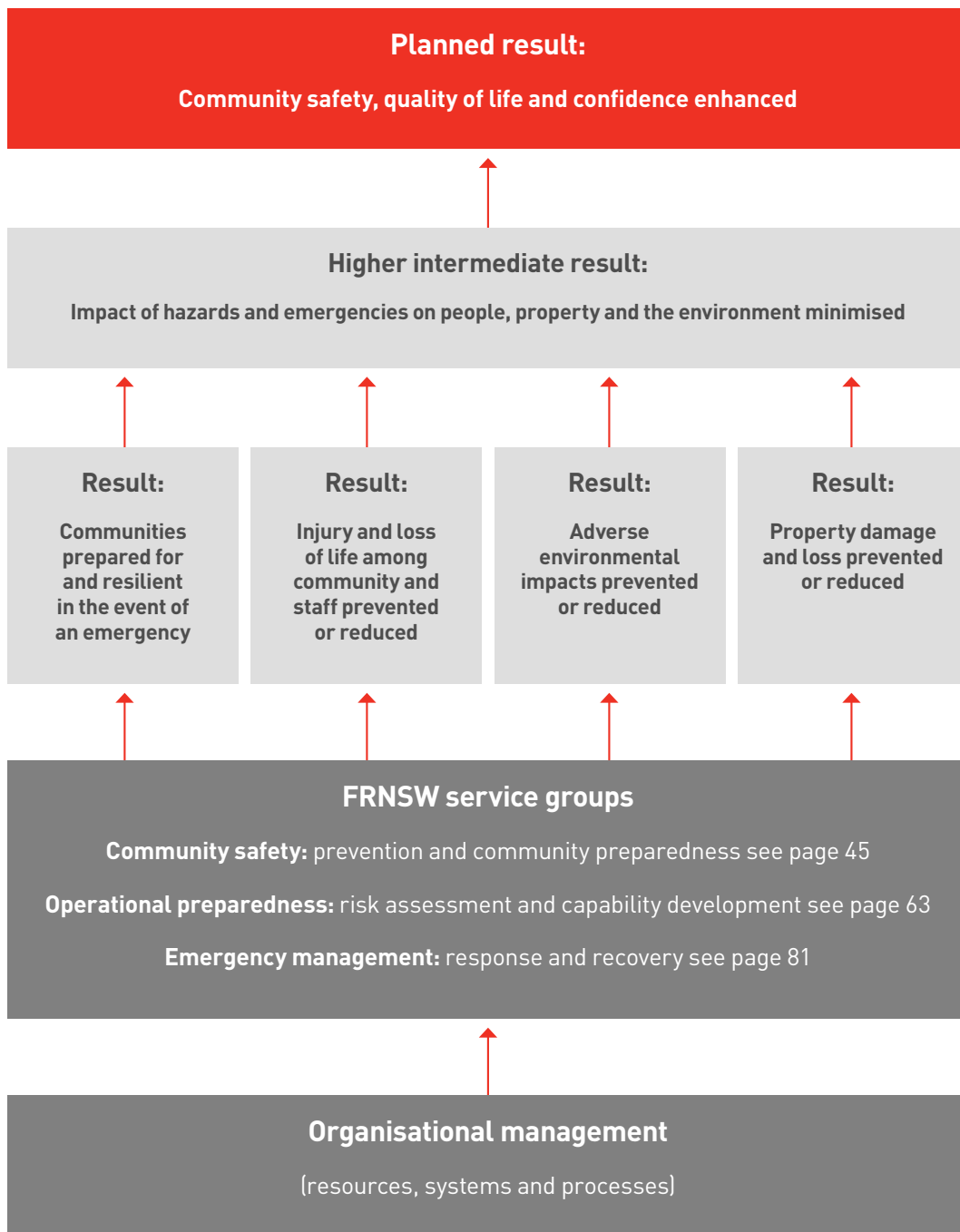
- › Other emergency services and government agencies which FRNSW works with, include the NSW Rural Fire Service, State Emergency Service, Ministry for Police and Emergency Services, State Rescue Board, Ambulance Service of NSW, NSW Police Force, NSW Office of Environment and Heritage, NSW Volunteer Rescue Association, Housing NSW and local government
- › Business partners sponsoring prevention programs



*A. FRNSW protects and rescues members of the public from fires, road accidents and other emergencies*

*B. Fire officers educate children about the importance of what they do*

## Results and services



## Performance summary

Service delivery	2009/10 <sup>1</sup>	2010/11	% change
Population served	7 184 252 <sup>1</sup>	7 272 158	1.2%
Total expenses excluding losses	\$578 236 000	\$614 004 000	6.2%
Cost per head of population per year	\$80.49	\$84.43	4.9%
Cost per head of population per day	22.05c	23.13c	4.9%
Fires and explosions:			
Structure fires	7493 <sup>1</sup>	7009	-6.5%
Other fires	23 537 <sup>1</sup>	19 463	-17.3%
Total fires and explosions	31 030 <sup>1</sup>	26 472	-14.7%
Emergencies other than fires:			
Non-fire rescue calls including animal rescues	10 710 <sup>1</sup>	10 819	1.0%
Hazardous materials incidents and other hazardous conditions including power lines down, electrical short circuits, gas leaks and fuel and chemical spills	15 224 <sup>1</sup>	15 483	1.7%
Storm, floods and other natural disasters, and calls for assistance from other agencies	6086 <sup>1</sup>	6420	5.4%
Medical assistance	2058	2050	-1.8%
% of NSW adults living in homes with a smoke alarm <sup>2</sup>	93.7	94.2	0.5%
Community safety, preparedness and engagement activities <sup>3</sup>	58 867 <sup>1</sup>	63 105	7.2%
Resources (by headcount)			
Full-time fire officers	3509	3516	0.2%
Retained fire officers	3429	3 382	-1.3%
Administrative and trade staff <sup>4</sup>	418	414	-1.0%
Total staff	7356	7312	-0.6%
Community Fire Units	482	577	19.7%
Community Fire Unit volunteers	6070	7140	17.6%
Fire stations	338	338	0
Vehicles in the fire engine fleet	637	663	4.1%

## Notes:

- Figures may vary slightly from earlier publications to reflect additional incident reports and changes to data from data quality improvement.
- Source: NSW Population Health Survey, Centre for Epidemiology and Research, NSW Department of Health. Figures are based on calendar years rather than financial years.
- These data under-represent the level of prevention activities performed by fire officers. Not all such activities are reported.
- Includes Executive staff.

## Future operating environment

Continued changes in the external operating environment will affect FRNSW's role of minimising the effects of hazards and emergency incidents on the people, property, environment and economy of New South Wales.

### Climate change

The Intergovernmental Panel on Climate Change's (IPCC) latest report predicts significant climate change which will greatly impact on emergency services such as FRNSW.

The report says that Australia is likely to warm by 0.1°C to 1.3°C by the year 2020 relative to 1990, 0.3°C to 3.4°C by 2050, and 0.4°C to 6.7°C by 2080. In temperate areas, this translates to 1 to 32 more days per year over 35°C by 2020 and 1 to 84 more by 2050. At the same time, annual rainfall over most of southern and sub-tropical Australia will reduce while storm damage and heatwaves will increase. The IPCC report also says that fires are likely to increase in intensity and frequency, and will spread faster. In southeast Australia, the frequency of very high and extreme fire danger days is likely to rise by 4–25% by 2020 and 15–70% by 2050, and the fire season length is likely to be extended, with opportunities for controlled burning reducing.

Australia's Bureau of Meteorology, drawing on a wide range of research reports, also says that climate change is expected to contribute to an increase in the number of extreme bushfire days in parts of NSW. In the Sydney region, it predicts the number of extreme fire danger days could rise from the current average of nine days per year to as many as 15 in 2050. It says research suggests that by 2020 fire seasons will start earlier and end slightly later, while being generally more intense throughout their length, with these changes becoming more pronounced by 2050.

FRNSW and other emergency service organisations continue to plan how to effectively deal with and limit the wide-scale impact of more frequent and more severe bushfires, storms and other weather-driven events and their aftermaths.



A & B. FRNSW fire officers battle bushfires and floods





## 1. Overview

### Decreased water supply

Australia is the Earth's driest inhabited continent. This is compounded by severe recurring droughts and the effects of climate change. Implications for FRNSW from lower rainfall and ongoing or repeated droughts include:

- ▶ greatly increased bushfire risks and incidence of megafires
- ▶ greater public scrutiny of, and increased accountability for, water use
- ▶ increased expectations that FRNSW will manage water responsibly within its own infrastructure and operationally (including finding new ways to combat fire using less water and using recycled water), and
- ▶ increased calls from water authorities and others for reduced water main sizes, affecting the availability of water supplies suitable for firefighting.

Sydney Water conducted a study into the potential effects of climate change on water supply with its Sydney Water Balance Project. The study found that annual rainfall and runoff in the inland catchments may decrease while those on the coast may rise. Evaporation may increase by 22% in inland catchments and increase by 9% in coastal catchments by 2070.

FRNSW continuously reviews its water use. Firefighting techniques and equipment have been changed where practicable to minimise water use. Examples include trialling the use of compressed air foam systems and widespread use of Class A firefighting foam. Recycled water is now available for firefighting operations in parts of Sydney's north-west and some industrial sites in the Illawarra. In addition, new fire stations are fitted with low-flow showerheads and water tanks to conserve water.

### Demographic changes

FRNSW continues to monitor changes in NSW's demographics to ensure its services meet community needs. These changes include:

- ▶ a growing number of older people in NSW, which FRNSW fire data show accounted for one third of fire deaths in NSW in 2010. According to Australian Bureau of Statistics figures, the proportion of the population aged 65 years and over rose from 11.1% to 13.5% between 1990 and 2010
- ▶ an ageing population reduces the number of emergency service volunteers while increasing vulnerability and therefore the demand for fire and emergency services
- ▶ development of new growth areas, especially at the urban-bushland interface
- ▶ population movements to rural and coastal areas, particularly by retirees who are unlikely to be able to work as volunteer or retained fire officers, and
- ▶ changes in the composition of local communities which affect community risk profiles, as some groups are more likely than others to experience fires and other emergencies.

In addition to maximising use of its own resources, FRNSW is continually investigating new ways to protect local communities by partnering with and complementing other emergency service organisations. For example, it supports the Ambulance Service of NSW by taking on a Community First Responder role in some areas, and works closely with the State Emergency Service during storm and flood emergencies.



## Changing fire risks in modern homes

Case studies suggest that modern furniture and increased fire loads associated with lightweight construction, combined with the open plan design of many modern homes, may lead to hotter, faster house fires than previously. In addition, many new furnishings and household contents are more flammable than in the past and emit toxic gases when they burn. These factors means less time for occupants to escape coupled with increasing risk to responding fire officers.

To combat these risks, FRNSW is adjusting the way it fights fires, and is working to optimise early intervention and prevention strategies and increase its efforts to influence and change building codes for residences. To protect the public, FRNSW community education campaigns emphasise that fire in the home can spread very rapidly, reinforcing the need to get out quickly in the event of a fire. FRNSW also continued carrying out research and test burns in conjunction with Police, other emergency service and research organisations to study and better understand fire behaviour in buildings.

## Prevention and early intervention

The principle of prevention and early intervention is embedded in NSW government resource allocation and in policy and decision making. Stopping a problem from occurring or acting early to stop it from getting worse, offers better and more cost effective outcomes for society than intervening later in the lifecycle of a problem.

Fire and emergency services historically focused largely on response capability. As part of an overall risk management approach, FRNSW and other emergency services today offer the full spectrum of emergency management, including preventing incidents wherever possible, preparing for emergencies and assisting with recovery afterwards. As well as general safety programs aimed at the whole community, at-risk behaviours and groups are identified through community risk profiling and targeted through tailored prevention programs and activities. Initiatives such as the FRNSW's Community Fire Unit program help to increase community awareness and resilience to risks. Today's fire officers spend almost as much time engaged in early intervention activities, such as education, planning and prevention, as they do in response roles.



A. Fire officers use foam to suppress an electrical fire

B. Assisting the elderly with fire escape plans

## Increased complexity in service delivery

Lessons learned from major disasters throughout the world continue to reinforce the critical need for fast, flexible and scalable response to emergencies. They also highlight the importance of robust and interoperable communication systems to underpin effective major incident command, control and coordination between agencies.

FRNSW ensures that it is able to respond quickly to a wide range of complex events while delivering effective day-to-day service. Its response capability is continuously enhanced by training, participation in operational exercises and transfer of lessons learned into improved actions, processes and procedures.

## Increased complexity of hazards

Increasingly complex dangers such as greater amounts of hazardous materials and dangerous goods in urban areas and sensitive environments present major challenges for emergency services.

FRNSW is the combat agency in NSW for dealing with hazardous materials (hazmat) incidents and other hazardous conditions. It is responsible for protecting people, property and the environment from all chemical, biological and radiological hazards. FRNSW continuously enhances its hazmat training, equipment and systems to address changing hazmat environments.

## Heightened security risks

Global and regional security remains a central concern for both the Federal and State Governments. During the year FRNSW continued to plan for, develop and implement initiatives to improve its capability to assist in managing the consequences of terrorist attacks. This was done in consultation with the NSW Police Force, other emergency services and partner agencies as part of an integrated whole-of-government counter-terrorism strategy.

## Increased shared services

FRNSW has expanded sharing of important support services and infrastructure with other NSW emergency services. For example, it manages emergency call-taking and elements of dispatch for the NSW Rural Fire Service and assists the State Emergency Service with call-taking. FRNSW in conjunction with its partner agencies is also implementing or exploring the integration of a range of other functions including operational communications, finance, human resources and information technology systems. Significant savings have been realised by the RFS, SES and Ministry of Police and Emergency Services through leveraging FRNSW systems.

## 1. Overview

### Shortages of retained fire officers

Recruitment, retention and daytime availability of retained (ie on-call) fire officers is presenting increasing challenges to FRNSW. This is caused by factors that include:

- › the difficulty that retained staff face balancing increased response and training commitments with their primary employment, family and leisure
- › the changing nature of work in regional NSW as declining rural economies reduce work opportunities in many towns, reducing the pool of potential fire officers
- › the cost to employers of releasing retained fire officers to attend incidents
- › an ageing population and the resulting difficulty in finding fit healthy people willing to become retained fire officers, and
- › social changes affecting community engagement.

As part of its workforce planning strategy, FRNSW is implementing strategies to improve the recruitment, training and retention of retained fire officers, especially in regional areas. training and retention of retained fire officers, especially in regional areas. The retained fire officers model has not changed significantly in the last century, and some fundamental changes in the model are being developed to address current and future changes.



A. Retained fire officers from Thirroul carry out a hazard reduction burn



### Performance reporting

The suite of performance indicators used to measure and monitor organisational performance is outlined in FRNSW's Results and Services Plan. The following 5-year performance indicators relate to FRNSW's main functions under a nationally agreed framework of objectives for emergency services.

### Benchmarking

FRNSW compares its performance with other Australian emergency service organisations against a range of benchmarks. Each year it participates in the national Steering Committee for the Review of Government Service Provision. This Committee produces an annual *Report on Government Services* on selected emergencies including fires and road accident rescues. FRNSW represents all NSW emergency services on the working group which coordinates NSW input to the Report's emergency management section.

The findings of the *Report on Government Services* are valuable and are used within FRNSW for benchmarking organisational performance. However their usefulness for the FRNSW Annual Report is more limited. This is because data are segmented on a State basis, making it difficult to compare outputs and outcomes on an individual agency basis where more than one agency provides a service within a state. (For example, in NSW, data from FRNSW and the Rural Fire Service are combined.) Further, the timing of the publication of the Report on Government Services means that comparative data from other fire services are not available for use in FRNSW's Annual Report, which must be completed by earlier statutory deadlines.

The Report on Government Services can be accessed at <http://www.pc.gov.au/gsp/reports/rogs/2011>

### Indicators of service activity

**Definition:** An incident is an emergency requiring an FRNSW response. Incidents include fires of all types, hazardous materials incidents and other hazardous conditions and rescues of trapped people and animals, Triple Zero calls and activations from automatic fire alarms.

#### 1. Total incidents attended

**Significance:** This indicator measures community need for FRNSW response services. Fewer incidents represent a better outcome. Increased prevention and community preparedness helps reduce the number of incidents and demand for services.

**Results:** In 2010/11 FRNSW crews responded to 130 979 fire and other emergency incidents, a decrease of 3.2% on 2009/10. The number of non-fire rescues has increased over the past five years as FRNSW's rescue role and capability has expanded. Responses to storm, flood, other natural disasters and calls for assistance to other agencies also continued to increase. By contrast, most categories of fire have decreased over the period, however this reflects, to an extent, wetter cooler La Nina weather conditions.

Incident type	2006/07	2007/08	2008/09	2009/10	2010/11
Structure fires	7718	7723	7447	7493	7009
Vehicle fires	4933	4479	4384	4202	3974
Bush and grass fires	10 911	9120	9915	9901	6933
Rubbish fires	8979	9551	9627	8917	7949
Non-fire rescue calls:					
Medical assistance	504	577	796	925	1030
Road accidents involving extrication of victims <sup>1</sup>	4887	4683	4905	5104	4958
Other non-fire rescues including industrial and home rescues	1818	1821	2509	2623	2781
Animal rescues	947	1136	1411	2058	2050
Total non-fire rescue calls <sup>1</sup>	8156	8217	9621	10 710	10 819
Hazardous material incidents and other hazardous conditions including power lines down, electrical short circuits, gas leaks and fuel and chemical spills <sup>1</sup>	17 050	16 258	16 474	15 224	15 483
Storm, floods and other natural disasters and calls for assistance from other agencies	6064	5535	5738	6086	6420

Note:

1. Some road accident calls involving fuel spills were previously categorised as non-fire rescue calls, but are now classified as hazardous materials incidents. Figures for previous years may vary from those in previous publications.

## 2. Incidents attended per 100 000 population

This indicator measures community demand for FRNSW response services relative to population size, as well as the effectiveness of prevention efforts. A lower or declining rate represents a better outcome.

**Results:** The rate of property fires (building and vehicle fires) per 100 000 people has declined each year since 2006/07. This is mainly due to fewer vehicle fires, down from 4933 in 2006/07 to 3974 in 2010/11. The number of building fires, however, remained fairly static over this period. The rate of fuel spills and chemical emergencies per 100 000 people has also declined each year since 2006/07. In the same period, the rate of non-fire rescues per 100 000 people increased, however this coincided with FRNSW being given additional rescue responsibility by the State Rescue Board.

Per 100,000 population	2006/07	2007/08	2008/09	2009/10	2010/11
Property fires	163.2	157.4	149.3	146.2	136.5
Fuel spill and chemical emergencies <sup>1</sup>	109.0	104.7	99.8	92.0	87.9
Non-fire rescues <sup>1</sup>	119.5	119.3	137.8	149.1	148.8

Note:

1. Some road accident calls involving fuel spills were previously categorised as non-fire rescue calls, but are now classified as hazardous materials incidents. Figures for previous years may vary from those in previous publications.

## Output indicators

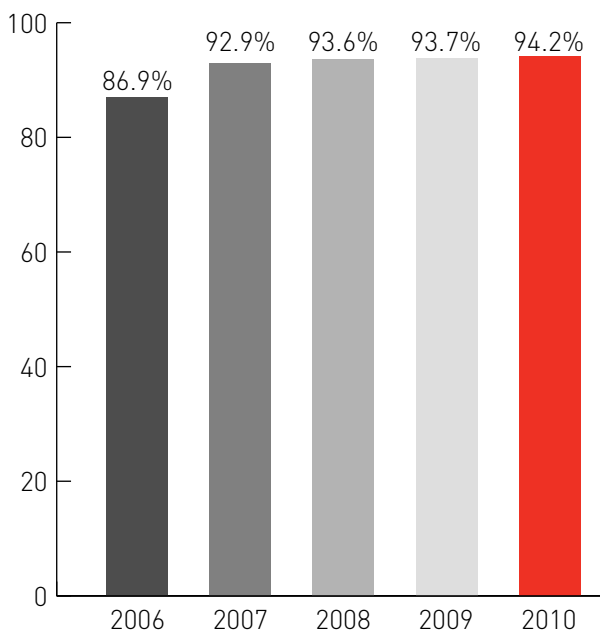
### 3. NSW adults living in homes with a smoke alarm installed

**Definition:** This is the percentage of the NSW adult population indicating that they have smoke alarms installed in their home.

**Significance:** Smoke alarms are early warning devices that have proven effective in detecting smoke and alerting building occupants to the presence of fire. They increase the time available for people to either extinguish a fire or, if the fire is too advanced, safely escape a burning building. A higher percentage represents a better outcome.

**Results:** Legislation making smoke alarms mandatory in residential buildings in NSW took effect in May 2006. Regulation has been reinforced by extensive ongoing public education by FRNSW and other agencies. This has led to increased smoke alarm installation.

#### Percentage of NSW adults living in homes with a smoke alarm



Source: NSW Population Health Survey 2010, Centre for Epidemiology and Research, NSW Department of Health.

### 4. Response times to structure fires

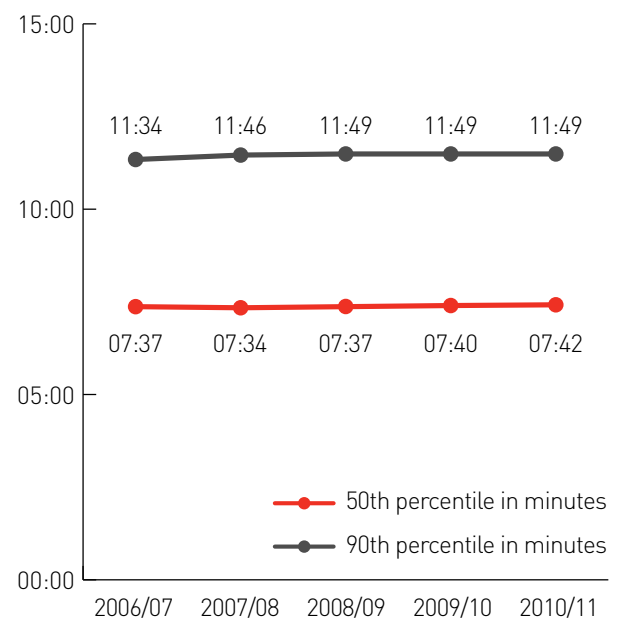
**Definition:** Response time is the interval between the call being received at FRNSW’s dispatch centre and the arrival of a firefighting vehicle at the scene. It comprises time for call processing, turnout and travel. Structure fires are fires in housing or other buildings. Response times within the 50th and 90th percentiles mean that 50% or 90% of the first responding fire engines to arrive at the scene of an incident will arrive by this time.

**Significance:** Response times reflect the efforts of fire services to reduce the adverse effects of fire on the community through timely response. Shorter response times are more desirable.

Response time data need to be interpreted with care because many factors influence the outcome. These factors include land area, size and dispersion of the population, topography, road/transport infrastructure, traffic densities, weather conditions and communications and call handling. The proportion of the population living in small rural centres is another factor, as this affects turnout times.

**Results:** The results shown are response times for structure fires to which FRNSW was called first. Response times have been static or only increasing slightly. Feedback from operational areas suggests that changes to personal protective equipment and occupational health and safety requirements may add to mobilisation times which in turn would affect response times.

#### Response indicator



Note:

1. Figures for previous years may vary from those in previous publications, reflecting submission of additional incident reports and changes to data from data quality improvements.



## 5. Structure fires confined to the object and room of origin

(also known as the confinement rate)

**Definition:** Structure fires are those occurring in housing and other buildings. Object and room of origin refers to the place where the fire started.

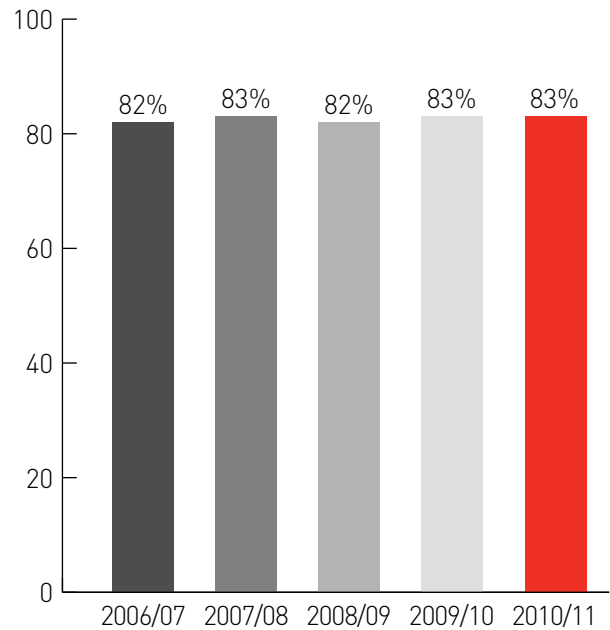
**Significance:** This indicator reflects the efforts of fire services to reduce the adverse effects of fires on the community by response and mitigation strategies. A higher confinement rate is more desirable.

In addition to speed and effectiveness of firefighting response, confinement of fires to the object and room of origin is affected by a range of other factors that include:

- › cause of fire – accidental or deliberate
- › construction type and age of building, room size, design, contents and furnishings
- › geography – location of incident and responding brigades
- › response protocols, crewing models, firefighting techniques and methods, proximity of logistical resources and workforce demographics
- › water supply, and
- › whether automatic detection and suppression systems were installed.

**Results:** The percentage of structure fires confined to the object and room of origin has remained relatively static over the past five years. When intentional fires are excluded from the 2010/11 figure, the proportion of structure fires confined to the object and room of origin for accidental fires rises from 83% to 91%.

### Percentage of structure fires confined to object and room of origin



Note:

1. Figures for previous years may vary from those in previous publications, reflecting submission of additional incident reports and changes to data from data quality improvements.



A. FRNSW stresses the importance of having a working smoke alarm

B. Fire officer extinguishing a house fire





## Outcome indicators

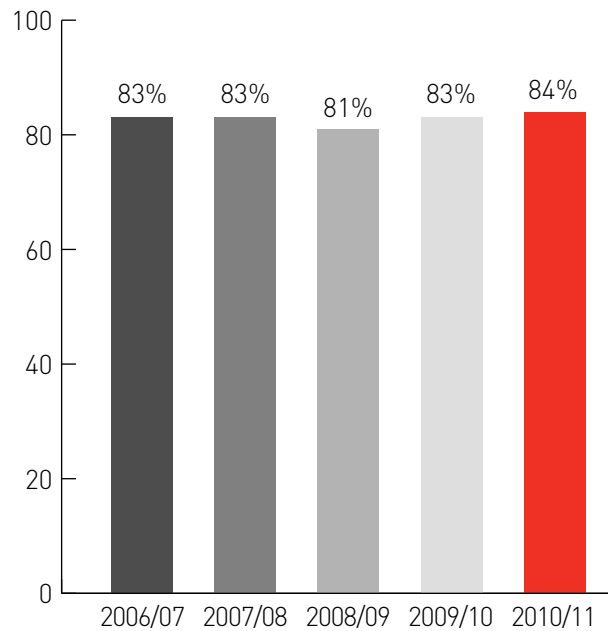
### 6. Property saved

**Definition:** The proportion of property saved is an estimate by responding fire officers of the percentage of property saved from fire due to firefighting and salvage operations carried out.

**Significance:** This indicator reflects the effectiveness of firefighting operations. A higher percentage represents a better outcome.

**Results:** The average percentage of property saved has remained relatively constant over the past five years.

#### Average percentage of property saved



A. Mopping up after a fire

B. Firefighters battle a large factory fire

# 2

## Section 2 – Governance and Management

# Governance, Management and Workplace Reform



## Legislation

### Enabling legislation and FRNSW's role

Under the *Fire Brigades Act 1989*, FRNSW is responsible for protecting the people, property and environment of NSW from the impact of fire and hazardous material incidents and for protecting people and property from danger, whether or not they are endangered by fire. The Act directs FRNSW to:

- › take all practicable measures for preventing and extinguishing fires to protect and save life and property in case of fire in any fire district
- › take all practicable measures to protect and save life and property endangered by hazardous material incidents, confining or ending such an incident and rendering the site of the incident safe, and
- › take measures anywhere in the State for protecting people from injury or death and property from damage, whether or not fire or a hazardous material incident is involved.

Under the *Rural Fires Act 1997*, FRNSW is responsible for:

- › fighting bushfires, under the cooperative arrangements established by Part 3 of the Act
- › preventing bushfires
- › granting exemptions to total fire bans, and
- › issuing fire permits.

Under the *State Emergency and Rescue Management Act 1989*, FRNSW is responsible for:

- › operating accredited rescue units for the purpose of safely removing people or domestic animals from actual or threatened danger of physical harm, and
- › carrying out the various roles assigned to it under the State Disaster Plan and its sub-plans for responding to and managing emergencies which endanger, or threaten to endanger, the safety or health of people or animals in the State; and which destroy or damage, or threaten to destroy or damage, property in the State.

### Legislative changes

From 1 August 2011, the statutory amount that FRNSW is entitled to charge after it responds to repeated preventable false alarms was increased from \$500 to \$750 under the *Fire Brigades Amendment (False Alarm Charge) Regulation 2011*. This change is designed to encourage owners of commercial buildings to better maintain their automatic fire alarm systems.

## Organisational structure

as at 2010/11

COMMISSIONER  
**Commissioner  
 Greg Mullins**

EMERGENCY MANAGEMENT DIVISION  
**Deputy Commissioner Emergency Management  
 John Benson**

**GREATER METROPOLITAN OPERATIONS DIRECTORATE**  
**Director Greater Metropolitan Operations  
 Assistant Commissioner Mark Brown**

Metropolitan North Area Command  
 Metropolitan South Area Command  
 Metropolitan East Area Command  
 Metropolitan West Area Command

**REGIONAL OPERATIONS DIRECTORATE**  
**Director Regional Operations  
 Assistant Commissioner Jim Hamilton**

Regional Operations Directorate  
 Regional North Area Command  
 Regional South Area Command  
 Regional West Area Command

**SPECIALISED OPERATIONS DIRECTORATE**  
**Director Specialised Operations  
 Assistant Commissioner Mark Whybro**

Bushland Urban Interface  
 Counter Terrorism and Aviation  
 Emergency Planning and Co-ordination  
 Hazardous Materials Response  
 Operational Communications  
 Rescue/USAR

CORPORATE SERVICES AND GOVERNANCE DIVISION  
**Deputy Commissioner Corporate Services and Governance**  
**Rosemary Milkins**

**STRATEGY AND INNOVATION DIRECTORATE**  
**Director Strategy and Innovation**  
**Fatima Abbas**

Executive and Ministerial Services  
 Legal Services  
 Lessons Learned  
 Public Affairs and Communications  
 Reform Coordination  
 Strategic Information Services  
 Strategy and Governance

**HUMAN RESOURCES DIRECTORATE**  
**Director Human Resources**  
**Darren Husdell**

Capability Development  
 Employee Relations  
 Health and Safety  
 Recruitment and Staffing  
 Workplace Standards

**IT DIRECTORATE**  
**Director Information Technology**  
**Richard Host**

IT Communications  
 IT Infrastructure and Support  
 IT Systems  
 Shared Services

**LOGISTICS SUPPORT DIRECTORATE**  
**Director Logistics Support**  
**Emmanuel Varipatis**

Engineering Services  
 Equipment Development  
 Fleet  
 Procurement  
 Property Services

**COMMUNITY SAFETY DIRECTORATE**  
**Director Community Safety**  
**Assistant Commissioner Jim Smith**

Building Compliance  
 Community Engagement and Development  
 Commercial Safety Training  
 Fire Investigation and Research  
 Structural Fire Safety

**EDUCATION AND TRAINING DIRECTORATE**  
**Director Education and Training**  
**Gail Wykes**

Command Leadership and Management  
 Program Design and Development  
 Technical Training  
 Training Coordination and Resources

**FINANCE DIRECTORATE**  
**Chief Financial Officer**  
**Adam Summons**

Accounting Operations  
 and Financial Systems  
 Financial Accounting  
 Financial Strategy  
 Management Accounting  
 Payroll



## Management

The Executive Leadership Team (ELT) advises the Commissioner on setting strategic direction, monitors organisational performance and makes decisions on planning and allocation of resources. The ELT consists of the Commissioner, the two Deputy Commissioners and all Directors (see the following profiles). It met bimonthly throughout 2010/11. Members also participated in a range of strategic planning workshops.

The ELT at 30 June 2011 was as follows (please note that NSW Fire Brigades became Fire & Rescue NSW during the reporting year; however, the names of the organisation at the time ELT members joined, and the awards they hold, are correct):

## Commissioner

### Greg Mullins

AFSM MMgt EFO FIFireE FAIM

Mr Mullins became a volunteer bushfire fighter in 1972 and joined the New South Wales Fire Brigades (NSWFB) in 1978. As a Churchill Fellow in 1995 he conducted a 3-month study of fire services in Europe (including the United Kingdom), Canada and the USA. After serving in a variety of operational and specialist positions at all ranks, he was appointed Assistant Commissioner (Regional Commander) in July 1996. In 1998 he completed a 12-month executive development secondment as a project manager with a major international industrial company. He was appointed Director State Operations in November 2000 and NSWFB Commissioner in July 2003. In doing so, he became the first fire officer to be appointed as both Chief Fire Officer and CEO.

Mr Mullins holds a Masters Degree in Management and Fire Engineering Diplomas. He is a Graduate of the Executive Fire Officer Program at the United States National Fire Academy and the Oxford Strategic Leadership Program. He is a Fellow and National Patron of the Institution of Fire Engineers and a Fellow of the Australian Institute of Management. He has been awarded the Australian Fire Service Medal, National Medal and two Clasps, NSWFB Long Service and Good Conduct Medal and two Clasps, NSWFB Commendation for Courageous Action, Chief Officer's Commendation and St John Ambulance Emergency Services Award. He is Deputy President of the Australasian Fire and Emergency Service Authorities Council, Deputy Chair of the State Emergency Management Committee and the Australian Director of the International Association of Asian Fire Chiefs.



From left to right:  
Greg Mullins, John Benson,  
Rosemary Milkins,  
Fatima Abbas, Mark Brown.



**Deputy Commissioner  
Emergency Management**

**John Benson**

AFSM GradDipBusAdmin MBA

Mr Benson joined the NSWFB in March 1973. After serving in a number of operational and specialist positions, he was appointed to the rank of Assistant Commissioner in November 1998. In July 2006 he was appointed Deputy Commissioner Emergency Management.

Mr Benson has a Graduate Diploma in Business Administration and a Master of Business Administration Degree with a major in Human Resource Management. He is an Associate of the Australian College of Defence and Strategic Studies. He has been awarded the Australian Fire Service Medal, National Medal and Clasp and NSWFB Long Service and Good Conduct Medal and two Clasps. He is currently furthering his academic studies in Political Science and Psychology at the University of Wollongong.

**Deputy Commissioner Corporate  
Services and Governance**

**Rosemary Milkins**

MA BA DipEd MACE

In April 2010, Ms Milkins was appointed to the position of Deputy Commissioner Corporate Services and Governance to lead a reform program for corporate services within the NSWFB. She brings extensive experience and knowledge to the position. She was formerly Assistant Director General Public Sector Workforce with the Department of Premier and Cabinet (DPC). Prior to this, she served as Director Corporate Governance with DPC; as Director Executive and Corporate Support with the Department of Health for a decade; and before that, worked for more than 20 years in the Department of Education and Communities in the areas of policy, school administration and curriculum development.

Ms Milkins holds a Bachelor of Arts Degree, Master of Arts Degree and a Diploma of Education. She is a Member of the Australian College of Education.

**Director Strategy and Innovation**

**Fatima Abbas**

BSc (Psych) (Hons) MPsych MPA

Ms Abbas joined the NSWFB as Director of Reform Coordination in March 2010, and was appointed Director Strategy and Innovation in October 2010. Her previous positions include senior appointments in NSW Health, the Department of Premier and Cabinet, and the private sector. In these positions, her work included organisational change management, workforce strategy, planning and redesign, strategic human resources and corporate strategy and planning.

Ms Abbas is an organisational psychologist with qualifications in psychology, human resources management and public administration.

**Director Greater Metropolitan Operations**

**Assistant Commissioner Mark Brown**

AFSM BSc BSocSc MMgt MIFireE EFO

Mr Brown joined the NSWFB in 1981. After serving in many operational and specialist positions, including a one-year secondment to the Fire and Emergency Services Authority of Western Australia, he was appointed as Director Regional Operations in September 2006. He took up his current position in March 2009.

Mr Brown holds Bachelor of Science, Bachelor of Social Science and Master of Management Degrees. He is a Member of both the Institution of Fire Engineers and the Australian Institute of Project Management, and has completed the Executive Fire Officer Program at the United States National Fire Academy. He has been awarded the Australian Fire Service Medal, the National Medal and Clasp, and the NSWFB Long Service and Good Conduct Medal and Clasp.



### **Director Regional Operations** **Assistant Commissioner Jim Hamilton**

AFSM MMgt GradCertMgt

Mr Hamilton joined the NSWFB in 1980. After serving in operational and specialised positions, including as Manager Hazardous Materials, he was appointed to the position of Director Specialised Operations in March 2008 and to his current position as Director Regional Operations in April 2009. He is also Director of the Australasian Firefighter Championships.

Mr Hamilton holds a Master of Management Degree and a Graduate Certificate in Management, and is a graduate of the Australian Institute of Police Management. He has been awarded the Australian Fire Service Medal, National Medal and Clasp, NSWFB Long Service and Good Conduct Medal and two Clasps, NSWFB Unit Commendation for Courageous Action and NSWFB Unit Commendation for Meritorious Service.

### **Director Information Technology** **Richard Host**

BBus MBA FCPA GAICD MACS

Mr Host joined the NSWFB in January 2006 and is the Chief Information Officer. He chairs and participates in numerous sector, State and national committees related to IT. He has extensive experience in the strategic use of information and communications technologies in the private sector and in the management of large teams of professionals. He also served as the Chief Financial Officer until January 2011.

Mr Host holds a Bachelor of Business and Master of Business Administration. He is a Fellow of the Certified Practising Accountants of Australia, a Member of the Australian Computer Society and a Graduate Member of the Australian Institute of Company Directors.

### **Director Human Resources** **Darren Husdell**

BCom (Hons)

Mr Husdell was appointed to the position of Director Human Resources in September 2010 following an earlier secondment to manage the industrial relations function. He has extensive experience in industrial relations and human resources, having worked in both the public and private sectors. Previously he was employed as Director Industrial Relations with both the NSW Department of Education and Training and the Western Australia public service. He was also seconded to the Northern Territory Government to develop an industrial strategy and manage the human resource directorate of a large agency.

Mr Husdell holds a Bachelor of Commerce with Honours in Human Resources and Industrial Relations.

### **Director Community Safety** **Assistant Commissioner Jim Smith**

AFSM BA MA EMPA MIFireE

Mr Smith joined the NSWFB in March 1980. After serving in many operational and specialist positions, including Fire Safety Inspector, Manager Bushfire/Natural Hazards, Assistant Director Community and Corporate Risk and Area Commander Metropolitan North, he was appointed Director Community Safety in April 2009.

Mr Smith holds Bachelor of Arts, Master of Arts and Executive Master of Public Administration Degrees and is a Member of the Institution of Fire Engineers. He has been awarded the Australian Fire Service Medal, National Medal with Clasp, FRNSW Long Service and Good Conduct Medal with Clasp and a Unit Commendation for Meritorious Service. He was also awarded the Australasian Fire and Emergency Service Authorities Council's Laurie Lavelle Achiever of the Year Award in 2008 for his work on the introduction of reduced fire risk cigarettes.



## Director Finance

### Adam Summons

BEC ACA GAICD AFAM

Mr Summons joined FRNSW in January 2011 as the Chief Financial Officer. He has 20 years experience in Australia, Europe and the Asia-Pacific region in the public and private sectors, most recently as Director Financial and Performance Management at Housing NSW during a significant reform program.

Mr Summons holds a Bachelor of Economics Degree, majoring in Accounting, Economics and Business Law. He is an Australian Chartered Accountant, a Graduate of the Australian Institute of Company Directors and an Associate Fellow of the Australian Institute of Management.

## Director Logistics Support

### Emmanuel Varipatis

BE(Civil Eng) MMgt

Mr Varipatis joined the NSWFB in October 2010. He has worked in both the private and public sectors in various senior roles. Prior to joining FRNSW, he was General Manager Property Services with the NSW Police Force. Other positions he has held include National Installation Manager for Optus; National General Manager, Association of Consulting Engineers; Chief Executive Officer, RedR Australia; and other key construction roles throughout Australia, Indonesia and the United States.

Mr Varipatis is a qualified Civil Engineer with a Master of Management Degree and a Certificate in Services Marketing and Services Quality.

## Director Specialised Operations

### Assistant Commissioner Mark Whybro

AFSM BA MBT GFireE

Mr Whybro joined the NSWFB in 1981 and was appointed as Director Specialised Operations in 2009. He has extensive experience in emergency and risk management, including previously establishing the Operational Safety Coordinator position, and overseeing the State's four emergency call-taking, dispatch and communications centres. Since 2007, he has chaired the national Triple Zero Awareness Work Group.

Mr Whybro holds a Masters Degree in Business and Technology and a Bachelor of Arts Degree majoring in Government, Public Policy and Administration. He is a Graduate of the Institution of Fire Engineers and is a qualified Occupational Health and Safety Auditor. He has been awarded the Australian Fire Service Medal, the National Medal and Clasp and the NSWFB Long Service and Good Conduct Medal and Clasp.

## Director Education and Training

### Gail Wykes

BPDHPE

Ms Wykes joined the NSWFB in July 2010 as the Director Education and Training. She previously held a number of senior positions in the NSW Department of Education and Training, including that of high school principal for seven years. Her most recent position was that of School Education Director for Western Sydney.

Ms Wykes originally trained as a secondary school teacher and has a Bachelor of Personal Development, Health and Physical Education. Her involvement in sport saw her appointed as the Australian Olympic Team manager for softball for the 1996 Atlanta Olympic Games.



From left to right: Jim Hamilton, Richard Host, Darren Husdell, Jim Smith, Adam Summons, Emmanuel Varipatis, Mark Whybro, Gail Wykes.







## Workplace reform

### A new name for a new era

On 1 January 2011 the NSW Fire Brigades (NSWFB) officially changed its name to Fire & Rescue NSW (FRNSW). The new name better reflects the nature of FRNSW as a dynamic, innovative, modern organisation delivering a diverse range of essential services. After 100 years as the NSWFB and in the midst of implementing a major reform program, the name change represents a new era for the service as well as public recognition of the increasingly diverse work that it performs.

During 2010/11 FRNSW continued implementing the major program of reform commenced in the previous year. FRNSW is firmly committed to effective governance and continuous improvement to ensure that it operates efficiently, effectively and ethically at all times, delivering quality emergency management services as it serves and protects the community of NSW.

### Organisational restructuring

This year the following organisational restructures and reforms were implemented or finalised.

- The Education and Training Directorate was restructured to maximise use of training resources; improve career pathways and development for both uniformed and non-uniformed staff; enhance organisational capability development; strengthen succession planning; and make better use of specialist skills within FRNSW.
- The Human Resources Directorate was also restructured to improve support to frontline managers, workforce planning, and operational and managerial knowledge and performance. The new structure is based on contemporary best practice and is supporting other reform initiatives.
- Help desks were established in Human Resources and Logistics Support Directorates to give employees a single point of contact for all human resources/ payroll and property management and maintenance enquiries respectively.



- A. *The new name reflects a dynamic, innovative and modern organisation*
- B. *FRNSW is committed to effective governance and continuous improvement*



## Ethical behaviour and workplace standards

Firefighting is one of the most trusted professions in Australia. FRNSW is determined to maintain the community's trust by meeting the highest standards of ethical behaviour and workplace conduct in all its operations and activities. As an organisation, FRNSW has adopted zero tolerance for any unethical, fraudulent or corrupt practices and has reinforced this to all its staff.

During 2010/11, achievements included:

- › establishing a Workplace Standards Branch in July 2010 to improve management of conduct and discipline across FRNSW
- › introducing revised policies for the management of workplace complaints, in particular the *Resolving Workplace Complaints Policy and Preventing and Managing Workplace Bullying and Harassment*
- › establishing a confidential, externally managed complaints hotline to encourage the reporting of complaints concerning bullying, harassment and other forms of misconduct. The hotline received 92 complaints during the year
- › establishing a panel of appropriately skilled and qualified external specialists to assist in conducting investigation of complaints
- › rolling out *Respectful Workplace Training* to about 6500 employees across all fire stations and Directorates
- › providing in-house training to managers who play a key role in managing and resolving conflicts
- › continuing information and awareness raising sessions for managers and staff across FRNSW about workplace policies, their application and the role of the Workplace Standards Branch, and
- › establishing new processes to ensure complaints are assessed and finalised in a timely manner, and to provide advice to complainants, respondents and other stakeholders.

A total of 277 issues were referred to FRNSW's Workplace Standards Branch in 2010/11, comprising 184 complaints and 93 conduct matters. These were assessed and investigated, and actions taken where necessary. A total of 71 conduct matters were concluded during the year, resulting in two terminations, three demotions, two fines, 18 remedial actions and 15 non-disciplinary management actions; there was no evidence to support allegations in the remaining 31 matters.

## External Reviews

FRNSW commissioned an independent review of its workplace conduct and organisational culture, following allegations of serious misconduct and bullying in the workplace in the 1970s and 80s. The external reviewer, KPMG, provided its report in June 2010, which was made available to all staff on the Intranet and to the public on FRNSW's Internet site. While KPMG found no evidence of the types of conduct alleged in the 70s and 80s, it did identify instances of unacceptable behaviour. It also highlighted a range of issues surrounding management styles, communication, selection processes, influence of external organisations and diversity. The Commissioner accepted all of KPMG's recommendations and during the year FRNSW took action to address the report's various findings.

In June 2011 the Independent Commission Against Corruption (ICAC) concluded an investigation into allegations of corruption at two FRNSW workplaces. The ICAC determined that the nature of the matters did not justify holding a public inquiry. The ICAC noted that an extensive range of reforms had already been made or were underway in FRNSW to address corruption risks, improve training and development, and promote values-based behaviour, however some fundamental organisational culture issues need to be addressed eg a culture of entitlement. FRNSW is implementing all the ICAC's recommendations.

## Audit and risk management

### Business risk insurance

FRNSW is a member of the NSW Treasury Managed Fund, which provides the insurance requirements of the State's inner budget sector agencies. The total deposit premium (excluding GST) paid by FRNSW to the NSW Treasury Managed Fund in 2010/11 was \$24.147 million.

This year, FRNSW paid hindsight adjustment premiums of \$7.3 million (excluding GST) for workers compensation cover for 2004/05 and 2006/07. Improved workers compensation and return-to-work performance is a high priority of FRNSW to facilitate redirection of funds from premiums to frontline services.

### Risk management

Risk management strategies are a critical component of FRNSW's corporate governance and are essential to achieving corporate objectives. Its risk management policy and framework is consistent with AS/NZS ISO 31000:2009. This approach underpins strategic planning documents, including FRNSW's annual operating plan. These plans are regularly reviewed by FRNSW's Executive and are essential to managing identified strategic risks. Risk management capability is also being built throughout the organisation. The cornerstone is an accredited risk management course run in partnership with NSW TAFE.

FRNSW has an Audit and Risk Committee that monitors the effectiveness of key management elements. These include financial reporting, internal control systems, risk management, corruption prevention, compliance management and other regulatory requirements. The Committee also oversees internal and external auditing.

### Internal audit

FRNSW's internal audit function is delivered through an outsourcing arrangement. The provider during 2010/11 was IAB Services. Internal audit plays an important role in FRNSW's governance by reviewing the compliance, efficiency and effectiveness of its functions, processes and operations.

FRNSW's annual audit plan, which is based on its strategic risk profile, determines the areas to be examined. The Plan is endorsed by the Audit and Risk Committee and approved by the Commissioner. Audits finalised during the year were staff travel, corporate governance health check and legislative compliance review, information and communications technology security and corporate credit cards. FRNSW also developed improved governance and assurance systems including the establishment of an internal audit manual, development of frameworks for the basis for fire station audits.

## Internal audit and risk management policy compliance

FRNSW complies with the six core requirements as defined in *Treasury Circular NSW TC 09/08 Internal Audit and Risk Management Policy*.

### Internal Audit and Risk Management Attestation for the 2010/11 Financial Year for Fire & Rescue NSW

I, Greg Mullins AFSM, Commissioner Fire & Rescue NSW am of the opinion that Fire & Rescue NSW has internal audit and risk management processes in place that are, in all material aspects, compliant with the core requirements set out in *Treasury Circular NSW TC 09/08 Internal Audit and Risk Management Policy*. These processes provide a level of assurance that enables the senior management of Fire & Rescue NSW to understand, manage and satisfactorily control risk exposures.

I, Greg Mullins AFSM, Commissioner Fire & Rescue NSW am of the opinion that the Audit and Risk Committee for Fire & Rescue NSW is constituted and operates in accordance with the independence and governance requirements of *Treasury Circular NSW TC 09/08*.

The Chair and Members of the Audit and Risk Committee are:

- › Jon Isaacs  
(chair, 3-year appointment)
- › Allan Cook  
(re-appointed for a further 2 years)
- › Deputy Commissioner John Benson  
(re-appointed for a further 2 years)



**Greg Mullins AFSM**  
Commissioner

# 3

## Section 3

## Year in brief



## Sample of emergencies responded to and prevention activities

The public usually see FRNSW fire officers when they are responding to emergency calls. These range from major fires in chemical factories, highrise buildings or bushland, to helping people trapped in wrecked cars or dealing with spills of fuels or highly toxic substances. But fire officers also work hard either to prevent such emergencies, or in preparing to deal with them.

As Australia's busiest fire and rescue service, FRNSW is ready to act 24 hours a day 7 days a week. Operators at four interlinked communication/dispatch centres answer Triple Zero (000) emergency calls and automatic fire alarms within seconds. An advanced computer-aided dispatch system immediately recommends what resources to send, then automatically alerts fire crews.

In major cities and towns, full-time fire officers are alerted by lights and alarms at their fire stations, or by radio when working on community safety or pre-planning exercises. In regional areas, most FRNSW stations are staffed by retained fire officers, who are alerted at their work or homes by phone and pager before responding to incidents.

For every emergency type, there is a predetermined response that can usually handle the situation. When the first fire engine arrives on the scene, always equipped with a team of four fire officers comprising a commander and crew of three, the commander conducts a rapid 'size up' of the situation. If necessary, a code red priority radio message is sent for more help. If an incident escalates, more senior officers respond to manage the emergency, not unlike a well-organised military operation.

As an incident progresses, non-uniformed support staff and further resources may be called in to work in critical functions such as logistics support or at the Major Incident Coordination Centre. When the incident is under control, FRNSW goes into recovery mode, helping victims and businesses to get back on their feet.

A more usual day for a fire officer includes routine equipment checks and servicing, study for promotion, training sessions, pre-incident planning, prevention programs, community education and fitness training. All of this is put aside the moment an emergency call is received, so that help is sent as quickly as possible.









### In times of trouble ....

January: Destructive floods in Queensland.

February: Devastating earthquake in Christchurch.

March: A catastrophic earthquake and tsunami causing enormous human loss, injury and property damage in Japan.

During 2010/11 FRNSW's highly experienced urban search and rescue (USAR) and other specialist teams were once again in the front line of national and international responses to these large scale natural disasters.

### Queensland floods

Heavy rains across Queensland in December 2010 and January 2011 caused extensive flooding. Three quarters of the State was declared a disaster zone, with more than 2.5 million people affected. According to the August 2011 interim report of the Commission of Inquiry into the Floods, 35 people died and 29 000 homes and businesses were flooded, while the cost of damage is estimated to exceed \$5 billion.

On 7 January 2011, a six-member FRNSW swiftwater rescue team was deployed to help Queensland Fire and Rescue Service (QFRS), followed by another on 11 January. The teams were deployed to the Lockyer Valley where townships had suffered severe damage after a flash flood which swept at least 17 people to their deaths. The teams assisted in rescues and body recoveries.

The swiftwater teams were followed by a medium USAR Task Force of 42 personnel 34 from NSW and eight from other states. The USAR Task Force initially assisted in the Lockyer Valley and was later deployed to Brisbane. It made more than 4000 rapid damage assessments of houses, bridges and critical infrastructure and carried out reconnaissance and structural collapse rescues.

A FRNSW Strike Team of four appliances and crews from northern NSW was also deployed to Brisbane.



Photo below by Dave Noonan courtesy of APN.





### Christchurch earthquake

After a 6.3 magnitude earthquake devastated much of Christchurch on 22 February, NSW rapidly deployed search and rescue personnel to the city, beginning operations there early the next morning. As the lead agency for USAR in NSW, FRNSW coordinated and led the first deployment, which comprised 52 of its fire officers and 21 from other agencies. The NSW USAR Task Force provided advanced medical, search and rescue, hazmat, engineering and logistics support capabilities. Apart from locating and retrieving the bodies of seven deceased victims at the collapsed Pyne Gould Building in the Christchurch's central business district, the Task Force also successfully rescued a woman trapped in rubble.

A second USAR Task Force sent 10 days later concentrated more on community support and carrying out damage and risk assessments. This included smoke alarm installation, repairs to homes, removal of furniture, assisting the elderly and general community welfare.







**Japan**

A 8.9 magnitude earthquake, followed by a tsunami up to 10 metres high, struck the east coast of Japan on 10 March. Japan's National Police Agency put the total of dead or missing people from the disasters at more than 20 000, with almost 250 000 destroyed or partly destroyed at another 500 000 damaged. Japan's Cabinet Office has estimated the economic loss to the nation at \$US208 billion.

Immediately after the disaster, a 76-person Australian multi-agency USAR Task Force led by FRNSW travelled to Japan aboard an RAAF C17 transport before transferring to Minamisanriku, to work in conjunction with the Kyoto Fire Department. More than 10 000 people were reported missing in this area alone which was the closest point on Japan's coast to the earthquake's epicentre.

The Task Force teamed with Swiss and New Zealand Task Forces. A typical day's work saw USAR personnel searching buildings and vehicles for live victims and helping to recover bodies. They also assisted people at shelters in the city of Tome. Task Force members worked under very challenging conditions which included regular aftershocks which reached 6.5 magnitude and brought the risk of further tsunami; deteriorating conditions at the Fukushima nuclear power plant; and severe weather, which reached -17oC degrees, often with heavy snow.





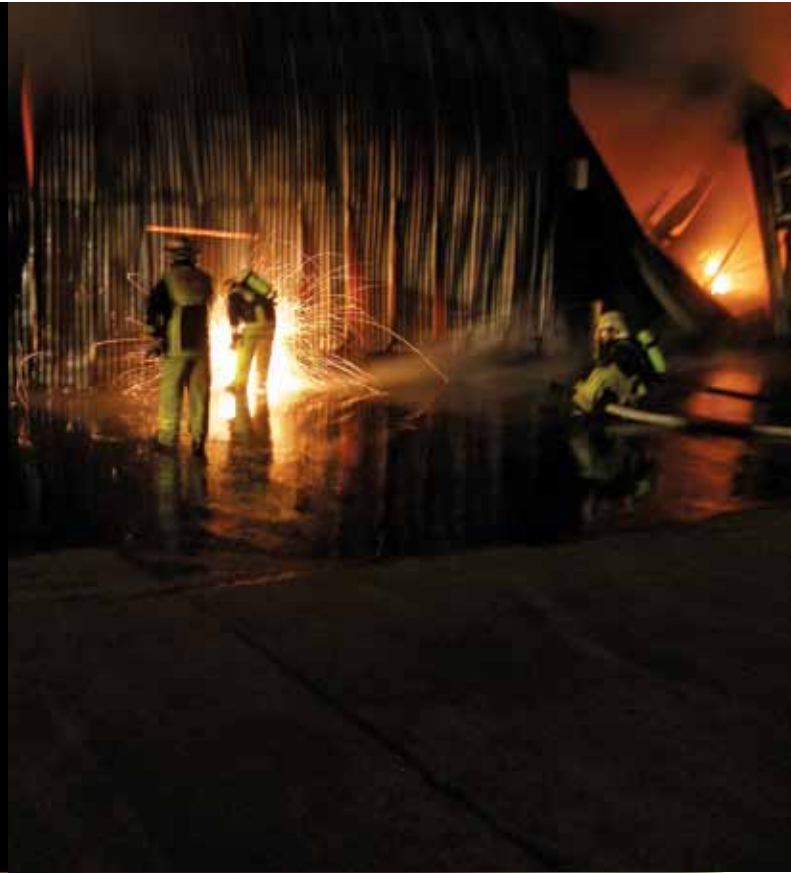
### 5 July 2010: Last call at Wingham Hotel

FRNSW brigades from the Mid North Coast and nearby areas responded quickly when called. Unfortunately they were unable to save the historic timber and corrugated iron Wingham Hotel, which was already engulfed in flames when fire officers arrived. However the hotel's residents escaped without injury, thanks to working smoke alarms and a barking dog. The hotel was completely consumed by fire, but FRNSW crews managed to save important nearby buildings.



**17 August:  
Massive factory fire at Smithfield**

FRNSW received numerous 000 calls reporting a large factory complex well alight. Peak hour traffic was affected by road closures as fire crews from across Sydney responded rapidly. The factory was used for manufacturing electrical components and contained a heavy fuel load. There was also a major danger that nearby factories, including one full of timber products, would also catch fire. Fire crews from 22 stations fought the blaze, containing it within two hours. The factory itself was destroyed by fire and its offices damaged by smoke, heat and water, but fire crews successfully prevented the raging fire from spreading to surrounding factories.





### 31 August 2010: Great balls of fire

More than 100 people had to be evacuated from nearby businesses when FRNSW fire officers responded to what was described as a “burning water tank full of plastic balls”. Dense choking smoke was pouring from a large 60 000 litre fuel storage tank at Taminda when fire crews from nearby Tamworth and West Tamworth arrived. Closer inspection revealed that the fire actually involved thousands of tennis ball-sized plastic fish tank filtration units stored inside the tank. FRNSW fire crews, assisted by three local Rural Fire Service units, fought the blaze and got it under control in three hours.







### 20 September: B-double trouble

A fully laden B-double fuel tanker with blown rear tyre caught fire on the Golden Highway, 45 km west of Merriwa. When FRNSW fire officers arrived, the rear tanker containing 20 000 litres of petrol was already well alight and threatening to spread to the front tank which contained 20 000 litres of diesel fuel. Despite limited water and foam supplies, fire crews worked hard to prevent the front tank catching fire. RFS crews assisted in shuttling water from a river some six kilometres away. The fire was eventually extinguished and runoff contained.





### Throughout the bushfire season: Community Fire Units prepare their neighbourhoods for bushfire

Community Fire Units (CFUs) comprise groups of residents in high risk areas on urban/bushland boundaries. This year the number of CFUs in NSW reached 577, operated by 7140 volunteers. During 2010/11 CFU members were trained and equipped to help in hazard reduction, and prepared their own properties and those of neighbours against bushfire threats. They also promoted fire safety and prevention in their local communities.





### 10 October 2010: Helicopter crash proves challenging

When a helicopter crashed in a rugged isolated part of the Blue Mountains, FRNSW was involved in the multi-agency response to retrieve the six injured occupants from the wreckage. However the crash posed many challenges for rescuers. In addition to the difficult terrain, toxic composite fibre materials, pressure cylinders and radioactive materials, there was also 300 litres of aviation fuel leaking from the upturned aircraft with a live high voltage power cable close to the fuel tank. Working closely with other emergency service personnel and aircraft crash investigators, FRNSW crews provided continuous fire protection, earthed the helicopter, decanted fuel, applied mist sprays to settle the carbon fibres and righted the aircraft.





### During the school year: Teaching children about fire safety

FRNSW's Pre Ed and Fire Ed programs teach young children fire safety practices and behaviours which could save their lives and those of their families. During 2010/11 fire officers delivered more than 3000 Pre Ed and Fire Ed presentations to youngsters. Easily understood safety messages such as 'Get Down Low and Go, Go, Go' were taught to children from preschool to Year 2 in primary schools.





**31 December 2010:  
Tragic petrol tanker inferno**

A burning fuel tanker carrying 40 000 litres of petrol and diesel triggered a long difficult operation for fire crews from seven far North Coast FRNSW stations and the RFS, and energy utility personnel. When the truck overturned on the Pacific Highway about 10 km north of Ballina, its ruptured tanks immediately ignited, trapping the driver who tragically was unable to escape. The accident and fire also caused powerlines to fall across another vehicle, trapping two more people who were safely removed after power was shut off. Fire crews wearing breathing apparatus used 15 drums of foam to bring the main tanker fire under control. They also dug up and flushed out nearby drains in order to remove residual fuel and vapours.





### 17 May 2011: Spreading the safety message

In FRNSW's annual Fire Prevention Week from 17 May, householders were encouraged to take steps to minimise the risk of a fire in their homes, especially during the peak fire period of winter.

Sponsors GIO and McDonald's supported FRNSW to promote community awareness of the dangers of house fire and simple actions to prevent them. On Brigade Kids Day, fire officers visited selected McDonald's stores to promote fire safety and FRNSW's interactive multi-media Brigade Kids website. GIO produced a community safety television advertisement with FRNSW which featured Linda Buchan, a burns survivor, urging members of the community to complete a home fire safety audit.

Fire Prevention Week culminated in FRNSW's Open Day, with fire stations across the State opening their doors to more than 60 000 visitors. As well as seeing what happens behind the scenes at Australia's busiest fire and rescue service, visitors also received fire safety information and advice. Many fire crews set up safety displays and staged demonstrations of equipment such as fire extinguishers and fire blankets.





**Mid June 2011:  
SES and FRNSW in action when severe  
storms and floods hit**

FRNSW fire officers worked closely with State Emergency Service volunteers when heavy rains on NSW's Mid-North Coast triggered widespread flooding. Fire crews helped local communities sandbag properties against rising waters and dealt with flooded premises, fallen powerlines and trees, and leaking roofs. In one dramatic rescue, two people were trapped in a car in the flooded Manning River. With the Fire1 helicopter hovering above to provide light, two fire officers trained in swift water rescue swam to the car, attached harnesses to the passengers and pulled them to safety uninjured. They also rescued another person trapped in a vehicle in floodwaters at Tinonee. In addition, FireAir1 carried out two medical evacuations and airlifted a pregnant patient from Clybucca.



# 4

## Section 4 – Performance

# Community Safety

## Prevention and Community Preparedness





## Priorities

- › Addressing the safety needs of at-risk community groups
- › Running effective community education events and campaigns
- › Conducting local station-based community prevention and engagement activities
- › Developing strategic partnerships to enhance community safety
- › Increasing community and business preparedness and resilience in emergencies
- › Providing regulatory, advisory, inspection and investigation services
- › Researching, identifying and addressing major community risks

## Highlights

- › Improved business preparedness for emergencies by delivering 1031 workplace emergency management training courses to nearly 17 000 participants
- › Conducted specialist investigations into 300 fires and explosions, and determined the cause in 66% of incidents
- › Visited the homes of 12 001 seniors to install smoke alarms or check batteries
- › Enhanced road safety awareness among young drivers by delivering 148 RescuEd presentations to high school students
- › Enhanced child fire safety by delivering 3031 Fire Ed and Pre Ed presentations to primary schools and preschools
- › Inspected 992 commercial, industrial and residential buildings to help ensure a safer built environment
- › Achieved smoke alarms being made mandatory in caravans and mobile homes, making these safer for users
- › Promoted community fire safety through major events such as Fire Prevention Week, Brigade Kids Day, Open Day, the Winter Fire Safety Campaign and other prevention programs in partnership with sponsoring partners



- A. In 2010/11, fire officers delivered more than 3000 safety presentations to pre-schoolers and young children
- B. McDonald's is the major community partner for FRNSW's Brigade Kids project, an interactive multimedia website for children
- C. FRNSW worked with Aboriginal communities in 2010/11 to promote the 'Protect Your Mob' fire safety campaign
- D. Minister for Police and Emergency Services Mike Gallacher officially opens FRNSW's Winter Fire Safety campaign



## Future directions

- › Use research and improved technology and information-gathering to identify hazards and at-risk groups, allowing better targeting of prevention programs
- › Develop further strategies with other NSW Government agencies such as Housing NSW, the Department of Education and Training and the Department of Family and Community Services – Ageing, Disability and Home Care to improve fire safety for at-risk groups
- › Develop a policy on residential sprinkler systems in conjunction with other Australian fire services
- › Continue developing relationships with materials manufacturers to improve safety for the community and fire officers
- › Use behavioural surveys to track community awareness of fire safety messages and assess current FRNSW information campaigns, in order to improve effectiveness of future prevention activities
- › Develop a system to ensure compliance with and maintenance of annual fire safety statements in cooperation with other NSW Government agencies, local councils and industry associations
- › Limit bushfire severity by carrying out annual hazard reductions in line with new State Plan targets
- › Develop use of social media to disseminate safety messages and promote prevention initiatives

## ‘No Fire Deaths’ goal

In January 2011 FRNSW set a goal of achieving no accidental fire deaths in NSW. This goal provides a core target for FRNSW brigades, zones, area commands and directorates across NSW to strive for in their prevention, preparedness, response and recovery activities.

A three-pronged strategy is being implemented to achieve this goal of zero preventable fire fatalities:

- › planned and coordinated responses – having the right resources in the right place
- › effective community safety programs – general Statewide programs as well as programs targeted to specific local risks, and
- › fire research and safer buildings – making the design and maintenance of fire safety measures in buildings more effective.

As an initial step, FRNSW is running community safety forums. These are enabling brigades to profile their local communities, and tailor their emergency management and community engagement activities to address identified risks. They are also helping in developing strategies to target the most at-risk community groups.

A program of forums is being rolled out to metropolitan stations, and will be extended to regional stations during 2011/12.



## Addressing the safety needs of at-risk community groups

FRNSW runs a wide range of general fire safety education programs, but it also delivers campaigns tailored to segments of the community at greater risk from fire and other emergencies than the general population.

### Children and young people

#### Pre Ed and Fire Ed children's fire safety education

FRNSW's Pre Ed and Fire Ed programs teach young children fire safety practices and behaviours which could save their lives and those of their families. Easily understood safety messages such as 'Get Down Low and Go, Go, Go' are taught to children from preschool to Year 2 in primary schools. During 2010/11 FRNSW fire officers delivered 3031 Pre Ed and Fire Ed presentations.

#### Brigade Kids website

FRNSW developed an interactive multimedia children's website, [www.brigadekids.com](http://www.brigadekids.com). It incorporates games, puzzles, screensavers, sing-alongs, quizzes, interviews, video segments and other safety education materials. The website aims to engage and teach children about home fire safety. It also includes advice for parents and teachers on how to educate children about fire safety. The latest version of the website was launched on Brigade Kids Day, 1 May 2011, at McDonald's restaurants across the State. The website proved popular, with 56 418 visitors (up 103% on last year). Page views totalled 587 867 and the average website viewing time was nearly 11 minutes.

#### Triple Zero (000) online game

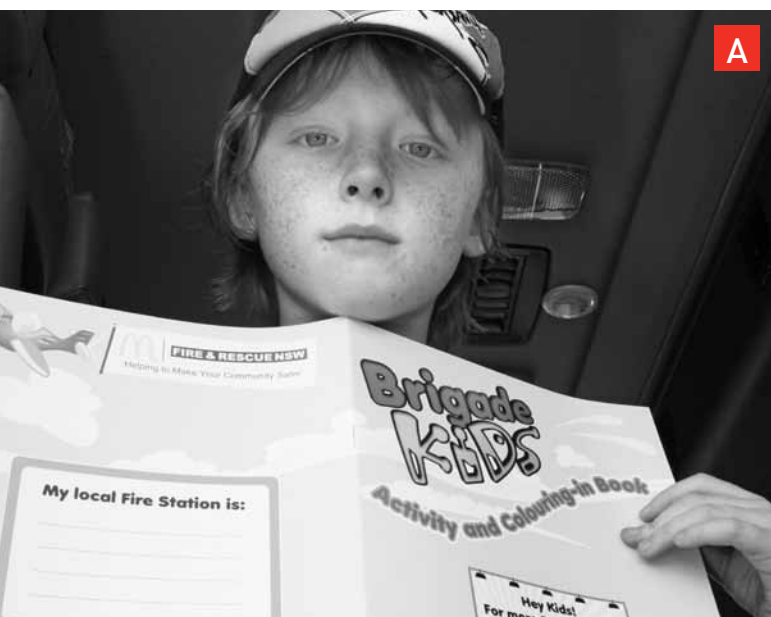
FRNSW continued to lead the national Triple Zero Awareness Working Group to promote Australia's Triple Zero emergency phone number. The Working Group, comprising representatives of major emergency call-taking agencies, produced and launched an online safety game, the Triple Zero Kids' Challenge. The game uses puzzles and checklists to teach primary school-aged children how to correctly identify and react to an emergency by using Triple Zero. During 2010/11, there were 112 684 unique visitors to the site. A total of 184 419 visitors, which includes repeat users, spent an average of 17 minutes on the site. The year's usage took the total number of Triple Zero scenarios used by 247 505 visitors to 558 041.

#### Adopt-a-School program

This program was developed to improve fire safety in schools and enhance school links with local fire stations. Participating fire brigades visited their local schools regularly to identify and reduce potential fire hazards, improve evacuation procedures, and deliver school fire safety education programs.



- A. The FRNSW Brigade Kids initiative aims to teach children about home fire safety
- B. During the RescuEd presentation, fire officers demonstrate a car extrication
- C. & D. FRNSW's Pre Ed and Fire Ed programs teach young children fire safety practices





## RescuEd

FRNSW is the largest provider of road accident rescue services in the State. As part of its prevention strategy, FRNSW delivers RescuEd, a road safety education program which aims to reduce the number of young people killed or injured on NSW roads. RescuEd is targeted at Years 7–10 students and features a car extrication demonstration; a video about a real life youth accident victim; and discussion of the causes, consequences and prevention of road accidents. During 2010/11 fire officers from FRNSW primary and secondary rescue crews made 148 RescuEd presentations to high school students, 16% more than last year.

## Youth road safety

In June FRNSW again participated in the annual Australian Youth and Road Trauma Forum, a whole-of-government approach to youth road safety. Rescue personnel from FRNSW and other emergency services staged a crash simulation and demonstrated extrication of road accident victims. The Forum aims to reduce road fatality and injury rates among young people, and to raise awareness of injury prevention and trauma care services and resources. This year's Forum was attended by 11 186 Years 10–12 students from 111 schools.

FRNSW also participated in a number of local road safety forums and high school driver education programs.

## Juvenile fire-lighting

FRNSW's Intervention and Fire Awareness Program (IFAP) seeks to reduce the number and severity of fires started by children. It includes home fire safety education, brochures and fact sheets, a free and confidential 24-hour phone service, and tailored advice aimed at creating safer homes. Trained fire officers also make home visits and carry out home fire safety assessments, with follow-up calls to check if fire-lighting activities have stopped. During 2010/11 IFAP received and managed 28 referrals from concerned parents and carers, or from fire officers who had responded to incidents of juvenile fire-lighting.

## Youth justice conferences

*The Young Offenders Act 1997* sets out procedures for using youth justice conferencing to deal with young people who commit certain offences. They allow cautions and warnings to be issued rather than formal charges being laid against a young person. During the year FRNSW participated in 13 of these conferences related to fire offences under the terms of a Memorandum of Understanding (MoU) with Juvenile Justice, NSW Department of Attorney General and Justice. A revised MoU between the two agencies was signed in May 2011.



## Seniors

FRNSW fire data indicated that one in three fire-related fatalities in NSW in 2010 involved people 65 years and older. Seniors are a higher risk group because lesser mobility and health conditions that can reduce their ability to detect and escape a house fire. In 2010/11 FRNSW fire officers gave 441 fire safety presentations to seniors groups in partnership with local councils, service providers, and other community organisations such as Probus, Rotary, and the RSL.

During Seniors Week in March 2011, FRNSW and Supporting Sponsor Brooks Australia launched the DVD *Better Safe than Sorry* which outlines essential fire safety steps seniors should take around their homes. The DVD is narrated by actor Henri Szeps from the award-winning ABC-TV series *Mother and Son*. The DVD was distributed to University of the Third Age (U3A) branches, fire stations and public libraries across the State. The NSW Department of Family and Community Services – Ageing, Disability and Home Care also distributed copies to its Home Care clients. In addition, the DVD was posted on the FRNSW and U3A websites.

FRNSW staffed fire safety displays and distributed safety information at the Premier's Gala Concerts held at the Sydney Entertainment Centre during Seniors Week and in the lead-up to Christmas. Around 30 000 seniors attended the concerts.

Under FRNSW's Smoke Alarm and Battery Replacement (SABRE) program, fire officers worked with local councils and community care organisations in many areas to install and maintain battery-operated smoke alarms in the homes of seniors. During 2010/11 fire officers visited 12 001 homes throughout the State to install new smoke alarms or to check previously installed alarms.

## People with disabilities

During 2010/11 FRNSW fire officers delivered 106 fire safety presentations across NSW to people with disabilities who are at increased risk from fire due to reduced mobility and other factors.

Wollongong and Warrawong fire officers worked with Department of Education and Communities staff to provide a 10-week work experience program for local high school students with special needs. Besides teaching acceptable workplace behaviour, safe work practices, punctuality and team work, the program also improved awareness of the role of emergency service workers in the community.

For those deaf or hard of hearing, specialised smoke alarms are available which have a flashing light and/or vibrating device to wake them in the event of a fire. Conventional smoke alarms cost as little as \$20 but alarms for the deaf cost around \$450. FRNSW worked with the Deaf Society of NSW and Ageing, Disability and Home Care, NSW Department of Family and Community Services to secure NSW Government funding to subsidise these alarms. The first phase of the alarm rollout begins in December 2011 with around 3500 of these special alarms planned to be installed.



- A. Actor Henri Szeps is the narrator of the *Better Safe Than Sorry* DVD for senior citizens
- B. Special needs high school students participated in a 10-week work experience program with FRNSW
- C. FRNSW's Aboriginal Services Officer Steve Russell and South Sydney rugby league star Nathan Merritt promote the *Protect Your Mob* campaign
- D. FRNSW works closely with culturally and linguistically diverse communities



### Aboriginal communities

During 2010/11 FRNSW continued to develop its partnerships with Aboriginal communities across NSW. Activities included:

- › working with local Aboriginal Land Councils to identify opportunities to improve service delivery to Indigenous communities
- › setting up a second Indigenous Community Fire Unit at Taree. It will join another at Maclean, while three more are being trained or trialled, and
- › participating in a whole-of-government response to issues faced by local communities through Regional Coordination Management Groups.

FRNSW employs a full-time Aboriginal Services Officer to liaise and work with Indigenous groups, and to support and guide FRNSW staff. During 2010/11 the officer assisted other FRNSW staff to strengthen relationships with Aboriginal communities.

Throughout the year FRNSW supported a number of major events held by the Aboriginal community. In July, fire crews participated in NAIDOC Week events throughout the State. Fire officers distributed brochures from the new 'Protect Your Mob' fire safety campaign. This campaign was developed with assistance from Aboriginal organisations including the TAFE Eora Centre, the Metropolitan Local Aboriginal Land Council and the Redfern Aboriginal Housing Company. It featured Indigenous fire officers and Aboriginal first-grade National Rugby League players.

FRNSW also attended the annual NSW Aboriginal rugby league knockout competition held at Woy Woy on the October long weekend. Indigenous fire officers joined the Aboriginal Services Officer in distributing fire safety information to spectators and participants.

The Indigenous portal on the FRNSW website was used to publicise a children's art competition which engaged the Indigenous and wider community in promoting fire safety messages. A new mural at Redfern fire station was the result of this competition. The four winning artworks were chosen from 160 State-wide entries.

### Culturally and linguistically diverse communities

During 2010/11 FRNSW continued to develop and implement initiatives to promote fire safety awareness among Culturally and Linguistically Diverse (CALD) communities across NSW, in line with its *Multicultural Policies and Services Plan*. Fire officers worked in partnership with local councils, CALD community groups, service providers and other community organisations to give tailored fire safety presentations.

FRNSW CALD achievements during the year included:

- › Appointing and training additional FRNSW community fire safety volunteers, bringing the total number to 20. These volunteers spread fire safety messages to new migrants and community members with limited English language skills. The most recent appointment was from the Indian community in Woolgoolga.
- › Involving CALD service providers in FRNSW's Fire Prevention Week activities in May.



C



D



- › Hosting the 2011 National Harmony Day launch at the City of Sydney Fire Station. The Federal Minister for Immigration and Citizenship Mr Chris Bowen and Parliamentary Secretary for Immigration and Multicultural Affairs Senator Kate Lundy launched the event. Fire safety information was handed out to the 400 attendees. FRNSW also conducted and assisted with Harmony Day events in Wagga Wagga and Wollongong.
- › Translating FRNSW's safety fact sheets to increase awareness among CALD communities of fire risks and ensure that they will be well prepared should an incident occur. This information was translated into six languages (Arabic, Chinese, Vietnamese, Dinka, Thai and Hindi) and distributed at CALD events.
- › Updating FRNSW's Fire Safety module in the NSW Adult Migrant English Service curriculum. The module covers home escape plans, smoke alarms, fire safety and the Triple Zero emergency number. The information was posted on the FRNSW website and free copies were distributed to TAFE students.
- › Working closely with the Federal Department of Immigration and Citizenship (DIAC) which funds service providers to CALD communities. DIAC funded inclusion of FRNSW's winter and summer fire safety campaigns in the educational curriculum delivered at Albury, Griffith, Goulburn, Wagga Wagga and Wodonga.



- A. The winter fire safety campaign raised community awareness about how to prevent fires in the home
- B. Householders are encouraged to replace their smoke alarm batteries when they change their clocks for daylight saving
- C. Some of the vintage appliances on display at the Museum of Fire



## Running effective community education events and campaigns

### Online home fire safety audit

FRNSW, together with Major Community Partner GIO, developed an online home safety audit. The audit was launched in July 2010 with promotions at railway stations and at other key locations in the Sydney CBD. Householders do the audit by visiting FRNSW website and answering questions which assess how safe their home is and identifies the main fire risks. This year 7381 people completed the audit.

### Summer bushfire safety campaign

Over the summer of 2010/11, FRNSW supported the NSW Rural Fire Service (RFS) in running a public awareness media campaign to emphasise the importance of householders in bushfire-prone areas preparing their homes to reduce bushfire risk. The campaign theme was 'Prepare-Act-Survive' and featured actor Peter Phelps. The campaign focused on announcing the new fire danger ratings and bushfire alert messages as well as encouraging people in bushfire-prone areas to prepare a bushfire survival plan. A new online tool was also launched to help residents assess their homes in terms of bushfire danger. With the support of the RFS, FRNSW engaged McDonald's to run a traymat promotion on Prepare-Act-Survive.

### Mardi Gras Festival

On 5 March FRNSW participated in the 31st Sydney Gay and Lesbian Mardi Gras parade which was watched by an estimated 300 000 spectators and a television audience of millions. The FRNSW contingent consisted of an offline fire engine and a community education vehicle, accompanied by some 100 fire officers, administrative staff and Community Fire Unit members. FRNSW's participation underlined its commitment to equality and diversity in the workplace. It also enabled promotion of fire safety messages through banners and media interviews given on the night.

### Fire Prevention Week and winter fire safety campaign

According to insurance industry research, almost one in every four NSW residents has experienced a fire in the home. FRNSW fire data also show that fire deaths and injuries peak between May and August each year. In response, FRNSW in 2011 ran its annual Fire Prevention Week from 1–7 May, encouraging householders to take steps to minimise the risk of a fire in their homes, especially during winter.

Sponsors GIO and McDonald's supported FRNSW to promote community awareness of the dangers of house fire and simple actions to prevent them. GIO produced a community safety television advertisement with FRNSW which was shown on the Nine Network from 1 May until the end of September. It featured Linda Buchan, a burns survivor, urging members of the community to complete a home fire safety audit.

McDonald's produced a community safety announcement for television and radio advertisements promoting the Brigade Kids website. Brigade Kids Day was held on 1 May, with fire officers visiting selected McDonald's stores across the State to promote fire safety and Brigade Kids. McDonald's ran an in-store promotion selling children's red fire helmets for \$2 each which raised \$135 000 for the Burns Unit at The Children's Hospital, Westmead.

Fire Prevention Week culminated in the FRNSW Open Day, with fire stations across the State opening their doors to the public, distributing fire safety materials and providing advice on safety issues.

On 1 June, FRNSW began its annual three month-long winter fire safety campaign to encourage people to increase fire safety in their homes. The campaign particularly targeted families with children. The budget for the campaign, and the audience reach, were boosted when the Nine television network supported it by donating additional advertising airtime worth \$160 000.

### 'Change Your Clock, Change Your Battery' campaign

Fire deaths and injuries often occur when domestic smoke alarms do not work. Again this year FRNSW and the NSW Rural Fire Service joined Duracell and interstate fire services in the 'Change Your Clock, Change Your Battery' campaign. Householders were asked to replace their smoke alarm batteries when they changed their clocks at the end of daylight saving time on Sunday 3 April. The campaign received widespread media coverage on TV, radio and press. Fire officers promoted the campaign to their local communities, with some crews running smoke alarm information sessions at Bunnings stores.

### Hunter and Central Coast pilot

In 2011, FRNSW joined the Australian Red Cross and the RFS in launching a pilot project designed to assist vulnerable members of the community in the Hunter and Central Coast. This project allows FRNSW messages and programs to be distributed by the Red Cross to seniors and housebound people via regular visits and phone calls.

### Museum of Fire

FRNSW maintained its close partnership with the Museum of Fire at Penrith in western Sydney. The Museum delivered fire safety education to almost 60 000 visitors in 2010/11. FRNSW continued using an area at the Museum to stage road crash rescue training. The Museum also houses FRNSW's historic fleet, which is listed on the State heritage register.





## Conducting local station-based community prevention and engagement activities

### Seasonal community safety campaigns

Local brigades used seasonal fire safety information to promote consistent safety messages across NSW. Highlighted risks specific to each season were:

- › Spring: electrical safety, household chemicals safety, removal of household clutter, preparing for the bushfire season, barbecue and backyard safety
- › Summer: festive season safety (particularly with lights and candles), caravan and camping safety, children and fire safety
- › Autumn: FRNSW Open Day, smoke alarm maintenance 'Change Your Clock, Change Your Battery' awareness, seniors fire safety, and
- › Winter: Fire Prevention Week, winter fire safety, kitchen fire safety.

### Kitchen fat fire simulators

According to FRNSW fire data, around half of all residential fires start in the kitchen. To highlight the dangers of kitchen fires and ways to prevent them occurring, FRNSW has 23 kitchen fat fire simulators which are used by fire officers to demonstrate the devastating consequences if people try to use water to extinguish a cooking oil fire. In 2010/11 fire officers gave 167 kitchen fat fire simulator demonstrations at a range of community events such as the Tamworth Country Music Festival, Eastwood's Granny Smith Festival and the Kiama Emergency Services Expo. Demonstrations were also staged on television shows such as *Better Homes and Gardens*, and on cooking and morning programs.

### Open Day

FRNSW's annual Open Day gives the community the chance to see what goes on behind the scenes in Australia's busiest fire and rescue service. This year an estimated 60 000 people visited their local fire stations on 7 May. Activities included rescue demonstrations, fire station tours and fire safety presentations. Safety messages delivered this year focused on smoke alarms, home escape plans and Triple Zero. More than 40 000 show bags with fire safety fact sheets and brochures were distributed to visitors.



## Smoke alarm letters

Fire officers often attend fire calls to homes where there is no working smoke alarm or where installed smoke alarms have failed to operate. In these cases, FRNSW sends a letter advising the householder of the legal requirement to have working smoke alarms in their home. Each letter includes information on smoke alarms and where they should be placed for maximum effectiveness. This year, FRNSW sent 771 such letters.

### % of NSW adults living in homes with a smoke alarm

Year	2006	2007	2008	2009	2010
%	86.9	92.9	93.6	93.7	94.2

Source: NSW Population Health Survey 2010, Centre for Epidemiology and Research, NSW Department of Health.

## Smoke alarms in caravans

Over the last decade, around 650 fires were reported in caravans, campervans and moveable dwellings in NSW, causing 14 deaths and numerous injuries. (The actual number of fires is much higher as many minor fires go unreported.) Since May 2006 when legislation was introduced making smoke alarms mandatory in homes in NSW, FRNSW has worked hard to extend this legislation to include mobile properties. On 25 February 2011, the legislation was amended to require that smoke alarms be fitted in both new and existing caravans, campervans and moveable dwellings. A six-month grace period was provided to allow time for compliance.

## Community events and local media

More than 63 100 community safety, preparedness and engagement activities were carried out by fire crews during the year – see *Appendix 8: Reported Responses by Region, Zone and Brigade 2010/11* for details. FRNSW fire officers participated in a wide range of community activities raising awareness of fire safety and prevention programs, supporting Community Fire Units and addressing local business groups, service clubs, schools and preschools, seniors groups and community organisations. They set up displays, distributed safety materials and spread fire safety messages at key community events including the Firefighter Championships, emergency services expos, Australia Day celebrations and other festivals. They also worked closely with their local media to disseminate safety messages and publicise prevention activities.



- A. Legislation now requires installation of smoke alarms in both new and existing caravans
- B. Fire officers demonstrate that water and kitchen fat fires definitely do not mix
- C. Visitors to FRNSW stations enjoy a sausage sizzle on Open Day

## Developing strategic partnerships to enhance community safety

### Partnerships with the business sector

In 2010/11 FRNSW partnered with the business sector to deliver major fire prevention program messages aimed at increasing public awareness of risk and improving community safety. Partners chosen were those with similar corporate values and customer base to FRNSW, and who are also committed to community engagement and education.

### Companies partnering with FRNSW on prevention programs

Partner	Sponsorship level
GIO	Major Community Partner – three years
	Presenting Partner – Recovery Kits
	Presenting Partner – Home Fire Safety Audit
	Supporting Sponsor – Fire Prevention Week
McDonald's	Major Community Partner – three years
	Presenting Partner – Brigade Kids
Brooks Australia	Supporting Sponsor – three years
	Supporting Sponsor – Senior Ed program
Duracell	Presenting Partner – 'Change Your Clock, Change Your Battery' community education campaign
	Supporting Sponsor – Smoke Alarm Battery Replacement program
Subaru Australia	Supporting Sponsor – Culturally and Linguistically Diverse program

## Fire safety in public and community housing

Housing NSW is one of the world's largest providers of public housing. It directly manages around 122 000 public housing homes, more than 19 000 through community housing providers and more than 4 300 through the Aboriginal Housing Office. Throughout the year FRNSW and Housing NSW continued working together to maintain high levels of fire safety in public housing, including local initiatives in the Hunter Valley, Newcastle and the Central Coast. This included developing a Memorandum

of Understanding to enhance incident data collection and address information which will enable improved recording and reporting of fires within HNSW properties.

During the year FRNSW also worked with the NSW Federation of Housing Associations, the peak body for the non-profit community housing sector. This partnership is aimed at reducing injuries and property losses caused by fires in many community housing projects, and improving recording and reporting incidents between all stakeholders. FRNSW helped to facilitate safety forums involving emergency services, community housing corporations and insurance brokers for public housing.

### Fire safety in accommodation for the disabled

In 2010/11 FRNSW continued working with the NSW Department of Human Services – Ageing, Disability and Home Care through a joint Fire Working Group, to identify more than 400 residential and community homes accommodating people with disabilities. These homes are highlighted in the FRNSW computer-aided dispatch system, enabling fire officers to review and adjust their response procedures if they are called to emergencies in these premises.

### Fire safety in public schools

To reduce the incidence, severity and impact of fires in NSW public schools, FRNSW continued to work with the NSW Police Force and the NSW Department of Education and Communities through a joint School Fire Working Group. Group members developed uniform approaches to investigation, training and research; shared information

about deliberately lit-fires; and developed prevention programs. Schools with a high risk profile were also highlighted in FRNSW's computer-aided dispatch system. Actions taken by the Working Group have significantly reduced school fires over the last five years.

### Fire safety in culturally and linguistically diverse communities

FRNSW combined with other Australian fire services to form a National Culturally and Linguistically Diverse Working Group. This group is a consultative forum which identifies and addresses the fire risks to people from CALD backgrounds, share initiatives and programs, and seeks to develop best practice models. FRNSW also represented Australian fire services on the Federal Attorney General's national CALD Reference Group.

### Local government safety committees

FRNSW continued its longstanding involvement with safety committees of various local councils. This allowed recommendations to be made to councils about developing and implementing prevention and community safety education initiatives.

### Fire investigation training

During the year FRNSW continued sharing its structure fire investigation expertise with other agencies. Training was given to the Australian Federal Police (AFP), ACT Fire Brigade fire investigators and NSW Police Force arson detectives and forensic specialists. FRNSW took part in bushfire investigation training with the NSW Police Force and other fire agencies. FRNSW officers also attended



courses on arson investigation, court procedures and bomb scene examination run by the AFP and NSW Police Force.

FRNSW joined with the NSW Police Force to hold an advanced workshop on fire scene examination. Members of the AFP, RFS, ACT Fire Brigade and Australian Federal Police also attended. Key speaker was Dr John DeHaan, an international expert on fire scene examination. Practical components included demonstrations of electrical fault development, fire behaviour and improvised devices.

### Building code development and building fire safety

During the year FRNSW, in conjunction with the Australasian Fire and Emergency Service Authorities Council and the NSW Department of Planning, continued to provide expertise on building code development to the Australian Building Codes Board. It also worked with other government agencies to improve fire protection standards in buildings. This included the licensing of technicians in particular fields of fire safety.

### Arson reduction and prevention

FRNSW, RFS and the NSW Police Force continued to meet in an inter-agency Arson Prevention Committee. Members shared information about deliberately lit fires; developed uniform approaches to investigation, training and research; and developed prevention programs to address and reduce the incidence of fires at local, regional and State levels. FRNSW also participated in local arson prevention programs such as Project Lucifer, which was set up to combat a spate of deliberately lit fires in the lower Hunter Valley.

## Increasing community and business preparedness and resilience in emergencies

### Commercial safety training

FRNSW's commercial arm, ComSafe Training Services, a Registered Training Organisation, continued providing workplace emergency management training to business and industry. These programs ranged from basic fire, basic evacuation and first aid, to hazardous material information and specialist training covering emergency fire teams, breathing apparatus, confined spaces, working at heights and rescue. ComSafe's focus continues to be workplace safety and how workers can most effectively interact with services personnel responding to an emergency.

During 2010/11 ComSafe delivered 1031 training programs to nearly 17 000 participants. This maintained its position as a leading provider in the field of emergency prevention and preparedness training. Revenue generated from these activities was used to develop and deliver fire and emergency education programs to the community.

During the year ComSafe also comprehensively analysed its operations and implemented a restructure. This led to improved business processes and reduced operating costs while maintaining quality service delivery and financial viability. It also ensured ComSafe remained not only competitive, but a market leader.

Key ComSafe projects and achievements during the year included:

- › managing rehearsal of the evacuation of 4500 bank staff from a 32-level high-rise building, enabling the bank to safely respond to emergencies
- › providing emergency response training to shift controllers at a large international company specialising in storage of dangerous chemicals
- › continuing strong growth in providing services in the Hunter Valley and NSW far north coast, especially to energy generators and the health industry
- › expanding services to the wine industry, including confined spaces training and risk management, and
- › strengthening business relationships in the Riverina.



- A. Homes of people with disabilities are recorded in the FRNSW computer-aided dispatch system  
 B. FRNSW shared its fire investigation expertise with other agencies  
 C. ComSafe trained nearly 17 000 participants in 2010/11





**ComSafe training services\***

	2009/10	2010/11
Basic training courses	541	365
Health care	547	522
Specialist courses	207	144
Other (such as facilities rentals, consultations, evacuation drills and media events)	83	43
<b>Total</b>	<b>1378</b>	<b>1074</b>

Note:

1. ComSafe programs and the areas in which they are delivered have changed, altering how annual performance is reported.



- A. ComSafe Training Services continue to focus on workplace safety
- B. CFU volunteers work to reduce the bushfire risk
- C. FRNSW fire officer conducts a hazard reduction
- D. FRNSW fire officers provide advice about fire safety standards in buildings

**Community bushfire preparedness**

FRNSW’s Community Fire Unit (CFU) program is an integrated approach to bushfire risk management used in areas where urban development meets bushland. It forms a key component of FRNSW’s bushfire information and education strategy. At 30 June 2011, FRNSW had 577 CFUs in metropolitan and regional NSW operated by more than 7140 volunteers. This is an increase of 1000 volunteers and 95 CFUs over the previous year.

The CFU program assists residents in bushfire risk areas to prepare themselves, their families and their properties for bushfire threat. Each CFU team is equipped with basic firefighting equipment which they are trained to use. Their training also helps CFU teams to make informed decisions about whether to leave early or stay to defend homes when bushfires threaten. In addition, CFU members may assist fire officers conducting local hazard reduction burns, giving the opportunity to practice mopping-up activities such as extinguishing spot fires caused by embers.

FRNSW set up the CFU program in response to devastating bushfires in Sydney in 1994. Since then, the effectiveness of CFUs has been repeatedly demonstrated, with members reducing bushfire risk through personal and property preparation, and defending their homes on many occasions when bushfires have threatened.

During the year FRNSW trained new CFU members in bushfire behaviour, property preparation and protection, safe working practices and equipment use. Existing CFU members were also given training to ensure that they were operating safely and that their skills were kept up-to-date with current practices.



**A**



**B**

Program improvements during the year included:

- › developing a strategy to increase community awareness of bushfire safety in line with local bushfire risk management plans
- › increasing Indigenous community involvement in CFUs
- › helping the RFS to develop and implement its own CFU program. This will act as the entry level for new RFS volunteers
- › conducting local fire station engagement activities with local CFUs to ensure that they were prepared for the upcoming bushfire season, and
- › extending eligibility requirements for CFU membership to allow CFU cadet members (16 and 17 years of age).

### Bushfire hazard reduction

Hazard reduction burns decrease potential bushfire fuel between homes and surrounding bushland, reducing the effects of uncontrolled bushfires on life, property and the environment. They also give residents the opportunity to consult with fire crews on how to best prepare and protect their homes from bushfire.

During 2010/11 FRNSW fire officers carried out numerous hazard reductions on the urban-bushland interface.

A La Nina weather pattern developed this year, bringing high rainfall and increased moisture levels which limited the times when hazard reductions could be carried out.

FRNSW hazard reductions were conducted in cooperation with the RFS, National Parks and Wildlife Service, local councils, other public lands managers, CFUs and Landcare groups. Details of these burns are published in the RFS Annual Report.

### Providing regulatory, advisory, inspection and investigation services

FRNSW fire safety officers and engineers continued to provide technical advice on fire prevention and life safety in buildings and sites owned or occupied by State Government agencies, local councils, industry and the public. Most of this work was in performance-based design, where alternative solutions to those prescribed by the *Building Code of Australia* are proposed. The most common issues were vehicular perimeter access, extended egress travel distances and rationalisation of fire resistance levels.

This year FRNSW assessed 306 alternative solution submissions. Advice was given to certifying authorities at 106 meetings about whether proposed building designs met the required standard for safety for the public and firefighting personnel. This work was usually done at the design stage of a development. Final inspections of performance-based buildings were carried out prior to occupancy at 153 developments. Fire safety officers also assessed and commented on 103 applications to be exempted from environmental planning and assessment regulations.



### Major infrastructure projects

FRNSW continued to assist other State and Federal Government agencies with major infrastructure projects. Its structural fire safety specialists assessed 162 submissions in relation to major projects, and dangerous and hazardous developments.

### Major hazards facilities and dangerous goods sites

Under the *Occupational Health and Safety Regulation 2001* and the *Explosives Regulation 2005*, hazardous sites across the State are required to create emergency plans. FRNSW assessed the fire safety aspects of emergency plans that were submitted during the year.

FRNSW inspected 36 major hazards facilities such as oil refineries and explosives and chemicals sites. These visits were carried out together with representatives from the Office of Environment and Heritage, Safe Work Australia and the NSW Police Force. In addition, 30 dangerous goods sites were inspected. FRNSW's role included giving advice on safe storage of hazardous materials and how to safeguard them from fires and other emergencies, with local fire crews creating pre-incident plans.

### Other building inspections

FRNSW conducted more than 350 fire safety inspections during the year, prompted by complaints from local councils and members of the public, and notifications from fire officers conducting pre-incident planning. The most common problems were locked or blocked exits; improperly maintained fire alarm and/or suppression

systems; and malfunctioning exit signs, emergency lighting and hydrant systems. Where necessary, remediation advice was given or rectification orders were served.

FRNSW assisted the NSW Police Force in conducting compliance inspections at entertainment venues. Fire officers also inspected shared accommodation in areas attracting large numbers of short term visitors, such as Tamworth during the Country Music Festival.

### Expanded polystyrene sandwich panels

If fire occurs, the expanded polystyrene (EPS) sandwich panels often used for building insulation create major hazards for both building occupants and fire officers fighting the fire. Burning EPS panels emit thick black toxic smoke which limits visibility and makes breathing difficult. The panels release a lot of heat and can delaminate, leading to building collapse. Fire location can also be hard to predict because the fire can travel between the panel skins.

During the past year FRNSW worked closely with EPS panel manufacturers to develop a code of practice designed to enhance the safety of fire officers and the public. This code calls for more robust construction/assembly related to cold stores, food processing plants and other facilities requiring strict temperature control.

### Fire investigations

In 2010/11 FRNSW specialists investigated 300 fires and explosions to try to determine the causes and origins of fires, identify unsafe practices and behaviours, and provide recommendations on rectification. The outcomes were made available as required to building owners, insurance companies, the NSW Police Force, local councils and the





NSW Coroner. On many occasions, the information gained through these investigations was used to improve fire and life safety in the built environment; to assess the impact of new technology and new building designs, materials and construction methods; and to better understand human behaviour in fires.

During the year FRNSW fire investigators verified and/or completed 275 Police court statements and made 18 court appearances. Major fires investigated (that is, those involving losses over \$10 million) included Liverpool City Council Chambers, Visy Paper Products at Warwick Farm, Homemakers Super Centre at Kensington and NCS Resins chemical factory at Mt Druitt.

**Fires investigated by FRNSW's specialist investigators**

	2006/07	2007/08	2008/09	2009/10	2010/11
<b>Outcome of investigation</b>					
Determined as accidental	80	98	118	117	93
Incendiary/deliberate	111	102	111	100	104
Undetermined <sup>1</sup>	92	90	90	90	103
<b>Total</b>	<b>283</b>	<b>290</b>	<b>319</b>	<b>307</b>	<b>300</b>

Note:

1. A severe level of damage and destruction is the main reason why the cause of a fire can not be determined with certainty.

**Accelerant detection dogs**

FRNSW is the only Australian fire service using accelerant detection dogs. FRNSW's dogs Sheba and Winna, both Labradors, have a very high sensitivity to flammable liquids. Working with their handlers, they can quickly identify where accelerants have been used at fires. This helps detect and reduce arson, while their presence at fire scenes also acts as a visual deterrent to potential fire-setters.

During the year the dog handlers with Sheba and Winna attended 121 incidents across NSW, resulting in 14 court appearances by the handlers to give evidence. The teams also gave 65 lectures and demonstrations to both internal and external stakeholders.



- A. FRNSW inspected 36 major hazards facilities
- B. In 2010/11 FRNSW specialists investigated 300 fires and explosions

Highlights for the detection dog teams during the year included:

- › making appearances on several television programs, raising awareness of their roles
- › participating in research with the NSW Health Division of Analytical Laboratories which tested and demonstrated the greater sensitivity of dogs compared to mechanical testing equipment, and
- › participating in a research study with the University of Technology Sydney to assess the dogs' effectiveness, determine ways to improve their accuracy, and compare the training and work practices of agencies using detector dogs.

**Automatic fire alarms**

There were 12 644 automatic fire alarms (AFAs) connected in NSW at 30 June 2011. AFAs provide vital early warning to occupants and automatic notification to FRNSW in higher risk premises such as multistorey buildings, hospitals, shopping centres, universities and nursing homes.

In 2010/11 FRNSW responded to 52 485 automatic fire alarm activations, 98% of which proved to be false. Many false alarms are caused by faulty fire protection systems. They cause unnecessary disruption to businesses and the community, and can divert valuable emergency services resources from responding to genuine emergencies.

FRNSW continued to address false alarms by:

- › visiting 269 premises with recurring false alarms to identify the causes and advise building owners on how these could be rectified
- › giving technical advice to local councils and other agencies
- › using statistical information to identify problem systems and incorrectly located smoke detectors
- › advising industry groups and alarm monitoring companies on the main causes of false alarms and how these could be prevented, and
- › comparing statistical data with other fire services to identify trends and improvements in false alarm prevention strategies.

From 1 August 2011 the false alarm fee is rising to \$750. This increase is necessary to encourage property owners and building managers to properly maintain and service AFA systems. The \$750 charge is still lower than most other states and is only the second increase in more than 16 years. False alarm charges do not apply to smoke alarms in private houses.

## Researching, identifying and addressing major community risks

### Unsafe consumer products

When faulty consumer products, such as electrical appliances, are suspected of causing fires, responding fire crews advise FRNSW's specialist fire investigators and researchers who analyse fire reports and data. All products identified as being involved in a number of fires are referred to NSW Fair Trading, other relevant Government agencies, and interstate fire investigation units for their action.

Products FRNSW investigated as possible causes of fires included ethanol-fuelled fireplaces, compact fluorescent light globes, LPG-fuelled heaters, ceiling insulation and solar panels. Fact sheets and media alerts were issued where necessary.

### Reduced fire risk cigarettes

All cigarettes made and sold in Australia must now self-extinguish after being dropped. FRNSW fire data indicate that cigarettes are a major source of ignition in fatal fires.

On 23 September 2010, a long campaign led by the NSW Government and FRNSW culminated when a national standard requiring cigarettes to self-extinguish came into effect under a Commonwealth Trade Practices regulation.

FRNSW sent several of the most popular Australian cigarette brands to the USA for testing at an independent



A. Research shows many householders are complacent about fire risks in the home

B. Fire officer sets up a burn cell to reconstruct a fire scenario

laboratory. The results showed that all exceeded the self-extinguishing requirements of the Australian Standard. FRNSW also began a joint research project with the University of Technology Sydney to analyse the effects of the introduction of reduced fire risk cigarettes to Australia. Results will be published in late 2011.

### Burn cells to study fire behaviour

FRNSW set up two burn cells on a training site at Londonderry. This enabled joint research into fire behaviour by FRNSW, the NSW Police Force and institutions such as UTS and University of NSW. Researchers used the burn cells to recreate fires to ensure that fire-cause determinations were accurate, and to test whether unsafe products or unsafe behaviours were involved. Recent examples include reconstructing fires caused by heaters and cooking oil.

### Benchmark behavioural survey

In 2010 FRNSW commissioned a large scale study to track community awareness of fire safety issues and to assess the effectiveness of its prevention programs and education campaigns. The study used both quantitative and qualitative research methods. The main findings were:

- ▶ many people were complacent about adopting safe fire practices in the home
- ▶ only a few considered themselves and their own household to be at high risk of fire, and
- ▶ many people were not motivated to take action because they felt their own risk was low, or because they did not believe that fire safety messages applied to them.

The research findings are being used to design and target future fire safety programs and campaigns more effectively.



A



B

# 4

## Section 4 – Performance

# Operational Preparedness

## Capability Development





## Priorities

- › Recruiting and managing a diverse effective workforce
- › Providing the highest quality education and training to continuously increase the capabilities of all staff
- › Improving the health, wellbeing and fitness of staff to perform their jobs safely and efficiently
- › Increasing operational readiness through pre-incident and disaster planning, training exercises and learning from experience
- › Maintaining reliable and effective fleet and equipment
- › Managing assets and finances to achieve the most efficient and effective use of resources

## Highlights

- › Completed a training needs analysis for levels from recruit through to qualified fire officer rank
- › Developed and implemented an intensive 12-week Recruit Training Program, with 79 full-time fire officers graduating this year
- › Implemented the largest ever rollout of new fire engines and tankers
- › Opened new fire stations at Kincumber and Baulkham Hills, and renovated another 14 fire stations
- › Implemented a range of initiatives to raise awareness of firefighting as a career for women
- › Restructured FRNSW's Human Resources Directorate to improve support to frontline managers, workforce planning, and operational and managerial knowledge and performance
- › Established a Workplace Standards Branch and introduced programs to support a respectful workplace
- › Restructured FRNSW's Education and Training Directorate and overhauled training delivery
- › Negotiated and implemented new industrial awards for both full-time and retained fire officers in accordance with Government Wages Policy



A. FRNSW is committed to recruiting and managing a diverse effective workforce

B. Improving the health and fitness of staff helps them to perform their jobs safely and efficiently

C & D. FRNSW developed an intensive 12-week Recruit Training program and enhanced training delivery



A



B

## Future directions

- › Develop an organisation-wide approach for the design, development and delivery of training in both face-to-face and blended environments
- › Use FRNSW’s SAP Learning Management System to book, manage and record training
- › Develop and deliver e-learning modules across a range of topics to improve access to, and flexibility of, training across FRNSW
- › Develop capability frameworks, career pathways and a program of professional learning for all FRNSW staff
- › Maintain the average age of the operational fleet at 10 years or less and further improve its environmental performance
- › Participate in further joint purchasing initiatives with other emergency services to increase efficiency and reduce costs
- › Develop and introduce an integrated care and maintenance system for all personal protective clothing
- › Recruit and train more retained fire officers, especially in regional areas of NSW
- › Implement an integrated safety management system and an occupational health and safety risk management framework
- › Implement the *FRNSW Reconciliation Action Plan 2011-16* and the *FRNSW Aboriginal Employment and Development Action Plan 2011-2013*
- › Implement the *FRNSW Women’s Employment and Development Action Plan* to recruit, develop and retain women in the FRNSW workforce



## Recruiting and managing a diverse effective workforce

FRNSW's workforce strategy is based on principles of encouraging and producing leaders at all levels, a commitment to ongoing staff development through education and training, equity and diversity in employment, ethical values-driven behaviours, and a strong focus on health and safety.

### Diversity and equity in FRNSW

FRNSW delivered a number of the Equal Employment Opportunity initiatives identified in its EEO Management Plan 2010–2012.

This year FRNSW increased initiatives to raise awareness of firefighting as a career for women. In July, FRNSW and the Victorian Country Fire Authority co-hosted the 3rd Australasian Women in Firefighting Conference. FRNSW and the Fire Brigades Employees' Union jointly funded 20 delegates to attend the Conference, and FRNSW staff, including the Commissioner, presented at the Conference.

Also in July, FRNSW held a Women's Employment and Development Summit in which about 100 fire officers, administrative, trades and technical staff participated. The summit was instrumental in helping to develop the FRNSW's *Women's Employment and Development Action Plan*, which the Commissioner launched the following October. The Plan outlines strategies to recruit, develop and retain women in the FRNSW workforce.

An information session was held at the Wesley Conference Centre in October to raise awareness among women of careers in the fire and rescue service. It was attended by around 200 women.

The FRNSW completed its *Reconciliation Action Plan 2011-16*. This Plan affirms FRNSW's commitment to the national goal of reconciliation and describes how it will improve its capability to work with Aboriginal communities. An Aboriginal Affairs Advisory Committee, comprising both Indigenous and non-Indigenous members, was established.

The Aboriginal Resources Kit on the FRNSW Intranet continues to be a significant resource for raising staff awareness about Aboriginal culture and experience from both historical and contemporary perspectives. It helps staff to better understand issues facing Indigenous communities and to engage more effectively with them.

During National Aborigines and Islanders Day Observance Committee Week, FRNSW held and participated in a number of celebrations involving staff and local Indigenous communities.

### Recruitment of full-time fire officers

FRNSW continued to attract many high calibre applicants, with three intakes of recruits during the year. Interviews and focus group discussions with key staff identified the need to improve workforce planning so that it attracts, recruits and develops a more diverse, skilled and adaptable workforce that better reflects the communities FRNSW serves. This research is being used to amend FRNSW's recruitment marketing to attract more women and people from Indigenous and culturally and linguistically diverse backgrounds. A KPMG review identified a lack of diversity in the workforce as a key factor that could lead to "mono-cultures" and a lack of tolerance and respect for alternate views and beliefs.





### Recruitment of retained fire officers

Maintaining sufficient numbers of retained (or on-call) fire officers, mainly in rural areas of NSW, remains a challenge for FRNSW. Population moves to larger centres, ageing demographics leading to less people volunteering, and changes in work patterns with more shift work, are all making it harder to attract retained fire officers. During the year 326 retained fire officers were recruited while 310 left the organisation by retirement, resignation or termination.

In 2010/11 FRNSW developed new strategies to improve recruitment, training and retention of retained fire officers, including:

- › streamlining retained recruitment processes
- › holding information sessions across NSW to raise awareness and quality of applicants
- › developing recruitment plans and fact sheets to help local brigades with recruitment
- › identifying suitable candidates from the 2010 Permanent Recruitment Campaign candidate pool as possible recruits for retained fire fighter positions in country areas, and
- › using FRNSW’s e-recruitment system to build an online talent pool of suitably qualified candidates.



- A. FRNSW’s workforce strategy promotes equity and diversity in employment
- B. FRNSW continued to attract many high calibre applicants
- C. FRNSW developed new strategies to improve recruitment, training and retention of retained fire officers
- D. Administrative staff undergo training

### Industrial relations

During the year FRNSW continued to consult and communicate with staff and unions. It participated in Joint Consultative Committee meetings with the Fire Brigade Employees’ Union and the Public Service Association. FRNSW also made representations to the Industrial Relations Commission of NSW when necessary. New awards for full-time and retained fire officers were negotiated, and these came into effect from 17 June 2011. Given the significant reforms, changes and associated restructures, unions expressed concerns about a number of issues and sometimes took industrial action.

### Restructure of Human Resources

A review of corporate services led to FRNSW’s Human Resources Directorate being restructured. This recognised the need for an increased focus on service in human resources in order to improve support to frontline managers, workforce planning, and operational and managerial knowledge and performance. A help desk was also established in May to give employees a single point of contact for all human resources and payroll enquiries.

### Workplace Standards

FRNSW established a Workplace Standards Branch in July as part of its response to recommendations arising from the KPMG *Review of Workplace Conduct, Processes and Culture*. This has improved management of conduct and discipline across FRNSW and strengthened ethical behaviour. A total of 277 matters were dealt with during the year, consisting of 184 complaints and 93 conduct issues. For more information, see the Governance, Management and Workplace Reform chapter.



## Providing the highest quality education and training to continuously increase the capabilities of all staff

### Education and Training restructure

During the year FRNSW's Education and Training Directorate was restructured and its training delivery overhauled. This was done to ensure that all staff receives the training and development needed to be part of a diverse, skilled and adaptable workforce. It will also make FRNSW a more effective organisation, better able to meet the many challenges and demands that face modern emergency services. Due to the reforms and review of training, delivery of some programs was affected.

#### Training in 2010/11

Numbers of FRNSW staff attending education and training programs <sup>1</sup>					
	2006/07	2007/08	2008/09	2009/10	2010/11
Full-time Firefighters Recruit Training	176	139	120	58	79
Appliance and Aerial Training	3385	3743	3147	2152	1250
Breathing Apparatus Training (includes personnel from external agencies)	17 010	11 145	9805	9390	10 832
Fire Suppression Training	480	1644	1300	1090	340
Senior Firefighters Promotion Program	59 <sup>2</sup>	100	229	130	106
Station Officers Promotion Program	77	61	62	58	32
Inspectors Promotion Program	28	0 <sup>4</sup>	30	0 <sup>4</sup>	16 <sup>4</sup>
Full-time Firefighters Skills Maintenance	na	1629 <sup>5</sup>	1941	790	na <sup>6</sup>
Full-time Firefighters Level 1 to Qualified Firefighter Assessments	na	1433 <sup>5</sup>	1578	2565	na <sup>6</sup>
Retained Captains and Deputy Captains Development Program <sup>5</sup>	na	126 <sup>5</sup>	108	100	92
Retained Firefighters Recruit Training	331	300	377	331	235
Retained Firefighters Skills Maintenance	na	546 <sup>5</sup>	948	1534	810
External Programs	16 <sup>3</sup>	8 <sup>3</sup>	10 <sup>3</sup>	423	72
Basic Life Support (new and refresher)	na	na	158	1645	2080

Notes:

1. This table does not include all training for re-accreditation purposes.
2. Reduced numbers in 2006/07 were due to changes in pre-course requirements and staff availability.
3. The NSWFB had previously run many Certificate 4 courses in Workplace Training and Assessment. Delivery of these courses was put on hold while aspects of this course were reviewed.
4. This program was not offered in the years indicated as numbers trained were sufficient to meet FRNSW's needs at that time.
5. This program was offered for the first time in 2007/08 as a formal training program.
6. These data are no longer collected, as most training is now done at local station level.

### Initial skills training

To comply with changes to the industrial award for full-time firefighters, an intensive 12-week recruit training program was developed and implemented in September 2010. During the year 79 full-time recruit fire officers graduated from FRNSW’s State Training College with a Certificate II in Public Safety (Firefighting and Emergency Operations). Operational competency training was delivered to 14 full-time fire officers who had returned to operational duties after absences of a year or more.

### Skills acquisition and maintenance

This year FRNSW continued to deliver theoretical and practical skills acquisition and maintenance training to its full-time and retained fire officers.

Skills acquisition training was provided to 235 retained recruits. Skills maintenance programs were delivered to 810 retained fire officers at regional training facilities. Skills maintenance and acquisition training was also provided at station level in subjects including off-road driving, secondary rescue, road accident rescue, basic firefighting skills, chainsaw, power saw and pump operations.

Five Retained Captains and Deputy Captains Development Programs were conducted. These Programs focused on incident control systems, incident management, administration and fire station management. On completion, the Captains and Deputy Captains were qualified to deliver training at a station level.



- A. Newly graduated fire officers demonstrate their skills
- B. FRNSW continued to deliver theoretical and practical skills training to full-time and retained fire officers

### Fire suppression training

During 2010/11 a Structural Firefighting Level 2 program was introduced. Under this program, fire officers across NSW receive theoretical and practical training in fire behaviour, tactical ventilation, case study investigation, fireground strategies and tactics for structure fires. Live fire training was delivered to 40 fulltime fire officers. This included subjects such as search and rescue, and high rise operations. 20 new Station Officers were given two days of advanced training in structural firefighting strategies and tactics as part of their development program.

Eight FRNSW personnel, 12 Aviation Rescue and Firefighting instructors and one instructor from Victoria’s Country Fire Authority completed the Structural Firefighting Instructor’s course. Fire behaviour training was also delivered to 20 NSW Police Force officers to develop their skills in fire investigation and forensics.

A new live fire prop was installed at the State Training College, Alexandria. The simulated service station building, bowzers and car enables search and rescue training under more realistic fire conditions. The new reverse hose lay technique was taught to recruits and included in fire operations training.

### Basic life support

Training and assessment was realigned to comply with national competencies and FRNSW’s responsibility as a Registered Training Organisation. Basic Life Support refresher courses were held this year for 628 full-time fire officers and either initial or recertification courses for 1452 retained fire officers. New first aid qualifications were gained by 79 full-time fire officers and two administrative and trades staff.







### Vehicle training

During 2010/11 FRNSW delivered 47 training courses on specialised vehicles including pumpers, off-road tankers and aerial ladder platforms to its staff and personnel from other agencies. Around 1200 fire officers gained qualifications to drive specialised vehicles. Vehicle training instructors completed 189 Roads and Traffic Authority medium rigid licence upgrades and 42 heavy rigid licence upgrades. This was an increase of 72 licence upgrades over the previous year.

### Breathing apparatus and hazardous materials

These capabilities continued to be delivered in initial and maintenance skills to full-time and retained fire officers. Training included breathing apparatus, hazardous materials (hazmat) response, and intermediate hazmat training in regional areas.

The State-wide training of fire officers in the use of gas detectors continued in conjunction with an annual refresher program. The rollout and training in the use of new breathing apparatus also continued in regional NSW, along with that for new distress signalling units in the greater Sydney area. Other training included installation and use of thermal imaging cameras for hazmat technicians, waterways training for intermediate hazmat stations and further training in extended air breathing apparatus. Continuing programs included operational and training support roles for specialised decontamination at special events, clandestine drug laboratories, enhanced self-contained breathing apparatus and gas detection, and an intermediate hazmat enhancement program.

External stakeholders also benefited from FRNSW's hazmat awareness and breathing apparatus training. Cross-agency training was provided to personnel from the NSW Police Force, Ambulance Service of NSW, RailCorp, NSW Health, Australian Department of Defence, Australian Federal Police, Australian Nuclear Science and Technology Organisation and the NSW Office of Environment and Heritage.



*A. FRNSW delivered 47 training courses on specialised vehicles including aerial ladder platforms*

*B. Breathing apparatus and hazardous materials training was delivered to full-time and retained fire officers*

*C & D. This year FRNSW developed a framework to ensure continuous improvements in learning and development*

### Command, leadership and management

This year upon successful completion of the relevant promotion programs, 106 Qualified Firefighters were promoted to the rank of Senior Firefighter, and 32 Leading Firefighters were promoted to the rank of Station Officer. FRNSW staff also completed the following post-graduate degrees and external developmental programs during 2010/11:

Program	Provider	Number
Graduate Certificate in Management	Charles Sturt University	13
Volunteer Leaders Program	Australian Institute of Police Management / Charles Sturt University	6

One Inspectors Promotion Program was held, with 16 FRNSW graduates and one New Zealand Fire Service graduate. FRNSW provided all incident management teams with a theoretical exercise and discussion session involving a fire scenario, using a computerised simulation system.

During the year FRNSW developed and maintained training partnerships with other organisations, enabling it to draw on a broad range of expertise to strengthen the leadership and management skills of its staff. Partners include Charles Sturt University, the Open Training and Education Network, Australian Institute of Police Management, Australasian Fire and Emergency Service Authorities

Council, Australian Emergency Management Institute, NSW Department of Premier and Cabinet, Queensland Combined Emergency Services Academy, Institute of Public Administration Australia, Australia New Zealand School of Government, Emergency Management Australia and Emergency Management NSW.

### Program design and development

During 2010/11 what is now FRNSW’s Education and Training capability was restructured.

Despite the accompanying challenges, achievements included:

- › reorganising roles to better reflect training and compliance needs of the future
- › coordinating the collection of national quality indicators and reporting these to the Australian Skills Quality Authority
- › developing a framework to ensure continuous improvements in learning and development
- › managing and monitoring delivery of Certificate IV in Training and Assessment for FRNSW staff, and
- › ensuring compliance with national Vocational, Education and Training Quality Framework standards and assisting continuous improvement.



## Staff exchanges and secondments

In 2010/11 FRNSW continued to provide staff development opportunities through a program of exchanges and secondments under its International and Interstate Firefighter Exchange Program:

- › Senior Firefighter Justin Allan exchanged places with Firefighter Ian Bolton of the North Vancouver Fire and Rescue Service, Canada
- › Senior Firefighter Nathan Begley exchanged places with Firefighter David Sallum from Gastrike Fire and Rescue Service, Gävle, Sweden
- › Inspector Adam Dewberry continued his two-year secondment as advisor to the Solomon Islands Fire Service, replacing Inspector Gary White, whose secondment concluded. Inspector Dewberry is working as part of the Regional Assistance Mission to the Solomon Islands, and
- › Station Officer Stuart Harvey began a two-year secondment to WorkCover's major hazards team.

## Library and information services

FRNSW's library and information service provided access to information resources and research skills to support the work of the organisation. Resources in fire fighting, fire prevention and community safety, fire safety engineering, fire service management, hazardous materials, emergency management and rescue were collected and listed in the library catalogue. This now comprises more than 43 000 resources, all searchable through the FRNSW intranet.

Monthly updates and email alerts were distributed to inform staff about new resources. Staff undertaking both internal and external study and training courses were supported with study materials, a research service, access to specialist online information services and databases, and information skills training and advice. In 2010/11 the FRNSW library loaned 1833 items from its collection to FRNSW staff, supplied more than 1500 journal articles and answered about 2800 reference queries.



A. FRNSW's library provided access to information resources and research skills

B & C. FRNSW continued working to maintain and improve the health, fitness and wellbeing of its workforce

## Improving the health, wellbeing and fitness of staff to perform their jobs safely and efficiently

### Health and safety

In line with FRNSW's Safety Strategy 2009–2012, development of a Safety Management System is well underway. Consultation was carried out throughout FRNSW to ensure the new system meets the requirements of all areas.

FRNSW is preparing to implement the requirements of the new *Work Health and Safety Act 2011* which takes effect from 1 January 2012. This has involved analysing current systems and processes to assess if they comply with the new Act and to identify any changes required.

FRNSW also enhanced the online version of its notifications of injury, illness, exposure and near miss reporting system which was recently implemented. Reports were developed to track incidents and help identify risks and hazards. These reports have given management information and data to assist them in taking action to prevent similar incidents.

More than 100 new staff were given occupational health and safety induction training. Many current staff also received safety information and education through station forums, supervisor/management meetings, recruit training and promotion training programs.





## Health and fitness programs

This year FRNSW continued running programs to maintain and improve the health, fitness and wellbeing of its workforce. Programs included:

- › analysis of injury data to identify areas for improvement in health and fitness programs
- › 40 voluntary health and fitness assessments
- › new exercise equipment in fire stations
- › review and updating of the virtual gym, an interactive website that outlines correct exercise technique and exercise programs
- › health promotion programs such as Quit Smoking, and
- › the peer fitness leader program.

Manual handling training for all metropolitan fire brigades was completed during the year, and will be extended to all regional brigades in 2011/12. Firefighter education sessions on issues such as hydration, nutrition, exercise programs, and the safe, effective use of exercise equipment were delivered across the State. A posture program was delivered to Sydney Communication Centre operators.

The “Waste the Waist” program, an interactive web-based competition targeting cardiovascular risk factors, including obesity, was held again in 2010/11. The second year of this program saw 250 employees take part – and lose – a total of 463 kg and 482 cm of waist girth.

FRNSW continued to develop rehabilitation pods which provide mobile rest and rehabilitation facilities for fire officers involved in long duration events or working in extreme conditions. The pods are designed to minimise firefighter injury and illness from stress, fatigue and dehydration by providing

relief from hot and cold environments, physical and mental rest, food and fluids, health monitoring, and treatment if required. The effectiveness of FRNSW’s incident ground rehabilitation was also assessed.

This year FRNSW began reviewing the physical aptitude test in conjunction with Wollongong University. This involves evaluating the physical demands of firefighting and determining a valid physical standard to be used for assessing potential firefighter candidates. This project is due to be completed in early 2012.

To safeguard the health of FRNSW employees, health monitoring was provided to hazmat technicians, compartment fire behaviour training instructors and those potentially exposed to hazardous substances. FRNSW vaccinated 1165 employees against flu. Vaccinations were also given to urban search and rescue teams and those deployed to remote areas. In addition, health promotions on specific health risks such as diabetes were carried out.

FRNSW continued to improve its injury management practices during 2010/11. All injured employees were placed on suitable duties within seven days of being certified as fit to do so, ensuring all injured workers returned to their pre-injury duties as quickly as possible. This year FRNSW again achieved reductions in deposit workers compensation premiums. Significant reductions in tail claim liabilities were also obtained over the year, which will reduce future hindsight premiums.

In line with the NSW Government’s mental health strategy, FRNSW has developed a mental health management policy framework. This framework aims to foster a collaborative approach to a healthy work environment by giving managers and staff the tools and skills to manage psychological health within FRNSW.



## Employee Assistance Program

This year FRNSW continued to provide both internal and external employee assistance programs (EAP). These programs gave all staff and their immediate families access to confidential professional counselling services on a 24-hour basis for both work-related and personal issues. During the year, 178 staff and their family members used EAP services for 420 hours of face-to-face or phone counselling.

The external contracted EAP provider provided a program for members of the Fire Investigation and Research Unit, and also for members of Urban Search and Rescue teams returning from providing earthquake recovery assistance in New Zealand and Japan. Internal EAP staff supported employees with mental health issues. Beyond Blue workshops were delivered to Zone and Captains' conferences to provide information about common mental health issues in the workplace and how to deal with them.

## Critical Incident Support Program

FRNSW uses a multi-faceted approach to deal with the effects of traumatic incidents on staff. Its Critical Incident Support Program (CISP) provides services that include one-to-one assistance, on-scene support and follow-up, education and information sessions. They encourage early intervention and referral to professional support services. The program relies heavily on the voluntary services of fire officers trained in peer support.

Contact between CISP members and fire officers continued to rise this year, with more than 400 initial contacts resulting in 157 interventions. CISP members continued visiting fire stations to increase awareness of the program and to give fire officers an initial point of contact to discuss workplace stress. The annual CISP conference was also held, with sessions on skills maintenance.

## Chaplaincy

As an emergency service, FRNSW responds to all types of incidents which can sometimes be traumatic for both victims and responders. During the year FRNSW's Salvation Army Chaplains, Majors Lyndsay Smith and Dawn Smith, continued to provide counselling and support to fire officers and their families. They also assisted members of the public involved in or affected by emergencies. In addition to the care they offered to staff and their families during difficult times, they also assisted at major life events such as weddings, christenings and funerals.

The Chaplains provided their services on 3361 occasions during 2010/11. FRNSW greatly appreciates the commitment and service of its Chaplains.

## Increasing operational readiness through pre-incident and disaster planning, training exercises and learning from experience

### Lessons Learned Centre

FRNSW's Lessons Learned Centre collects information on incidents, experiences and emerging issues; analyses this information; and then disseminates the lessons learned to ensure that policies, procedures and training are updated to reflect these lessons. This year the Centre:

- › replied to around 3000 requests for incident information
- › undertook various research and analysis projects, including dollar loss indicators and response times
- › processed and analysed 63 operational debrief reports and more than 150 firefighter observations
- › produced three incident case studies, 12 issues of Heads Up, 26 Commissioner's Orders, four Safety Bulletins, two Operations Bulletins and 17 Standard Operational Guidelines
- › developed a framework for planning and reporting key performance indicators, and
- › conducted 50 zone and station forums on case studies and issues.



### Victorian bushfire enquiry

FRNSW participated in a NSW Government working group which reviewed the findings of the 2009 Victorian Bushfires Royal Commission and identified implications for NSW. Besides reviewing operational response, community protection was also boosted with the introduction of new fire danger ratings, neighbourhood safer places, emergency alerts, phone warning system and more online bushfire information.

### Joint training exercises with other emergency services

This year FRNSW regularly participated in disaster planning and joint training exercises across the State with other emergency services and support agencies, transport operators, public utilities and industry. These crucial exercises enabled FRNSW to regularly rehearse and improve its capabilities, identify any aspects which need improvement, increase cooperation and integration with other government agencies, and carry out pre-incident planning. They ensured that FRNSW is prepared to operate in a wide range of environments and multi-agency protocols.

Exercises that FRNSW participated in this year included:

- › transport emergency exercises (such as simulated plane emergency landings, motor vehicle accidents and rail derailments)
- › major infrastructure exercises carried out in conjunction with water and energy utilities and other government agencies

- › exercises at high-rise residential blocks, shopping centres and large industrial sites
- › national and international multi-agency counter-terrorism exercises
- › hazardous materials exercises involving chemical, biological and radiological hazards, and
- › general rescue/urban search and rescue exercises.

### Firefighter Championships

The bi-annual FRNSW Firefighter Championships were held in October 2010 at Tweed Heads and attracted thousands of fire officers from Australian and New Zealand fire services. Fire crews competed against each other in a range of events designed to hone their firefighting skills and strengthen team building. The Championships showcased to the public the skills and expertise that modern fire officers use every day, whether they are fighting fires or responding to other major emergencies. Kelso Fire Brigade, previous runners-up, came in first overall.



- A. Increasing operational readiness through training exercises and learning from experience
- B. Fire officers took part in hazardous materials exercises involving chemical, biological and radiological hazards
- C. Fire officers showcase their skills at the Firefighting Championships





## Maintaining reliable and effective fleet and equipment to ensure reliability and effectiveness

### Fleet strategy and profile

FRNSW's fleet strategy maps future costs and replacement requirements over the lifecycle of its fleet (20 years for aerial and four wheel drive fire engines, and 15 years for most other fire engines). This ensures greater efficiencies in service delivery to metropolitan and regional communities by better resourcing NSW fire stations. The objectives of FRNSW's fleet strategy include:

- ▶ an integrated approach to fleet management which includes mid-life maintenance, ensuring fire engines remain operational over their life at minimal cost
- ▶ improved safety and ergonomics by managing how equipment is stowed on vehicles
- ▶ reduced environmental impact with the introduction of Euro 5 emission standard compliant engines, and
- ▶ reduced average age of the fleet as older fire engines are progressively replaced with modern firefighting vehicles.

At 30 June 2011 the FRNSW fleet totalled 1495 vehicles. The fire engine fleet of 663 vehicles was comprised of 551 fire engines with pumps; an aerial fleet of 26 ladder platforms, ladders and aerial pumps; 84 rescue and hazmat vehicles; and two vehicles awaiting disposal. This year FRNSW began disposing of older Firepac fire engines, and commissioned 63 new Class 1, 2 and 3 tankers and pumpers plus a 44-metre ladder platform.

In addition to the fire engine fleet, FRNSW has 579 miscellaneous vehicles including boats, trailers, prime movers, logistics support vehicles and Community Fire Unit trailers. There were also 253 passenger and light commercial vehicles to support operational requirements and general use.

For more detailed information on the FRNSW fleet, refer to Appendix 18: Fleet Profile.

### Pumpers (fire engines)

**Class 1 four wheel drive tankers:** These multi-purpose tankers, some having hazmat and primary rescue capability, carry more water than pumpers, have Class A bushfire fighting foam systems, and pump and roll firefighting capabilities. Newer models also incorporate cabin protection spray systems. Twenty one tankers were commissioned this year. The average age of the Class 1 fleet, including service exchange vehicles (SEVs), was 10.5 years at 30 June 2011.

**Class 2 pumpers:** These pumpers also have hazmat and primary rescue capability, and have proved very effective in regional locations. There are 247 Class 2 pumpers now in service, including 215 for first call operations, with the remainder being used for training and as SEVs. A total of 10 new pumpers have been commissioned since 2009. The average age of the Class 2 fleet was 7 years at 30 June.

**Class 3 pumpers:** These heavy urban fire engines may also be configured as primary rescue and hazmat vehicles. The latest Class 3 pumpers have reversing cameras, 4000 litres/minute pumps, programmable warning signs at the rear and Euro 5 environmentally compliant engines. In the largest ever rollout program of these pumpers, 31 were commissioned in 2009/10, followed by a further



32 in 2010/11. The average age of the Class 3 fleet was 7.8 years at 30 June.

**Aerial vehicles**

A 44-metre ladder platform was commissioned in October 2010 at the City of Sydney Fire Station. Three new 15-metre aerial pumpers are to be commissioned from August 2011, replacing 2001 models which will become SEVs. The average age of the aerial fleet, including SEVs, was 9 years at 30 June.

**Specialised vehicles**

These consist of rescue and hazmat vehicles. Two new heavy rescue vehicles are due to be ordered in 2011/12. The average age of specialised vehicles was 8.4 years at 30 June.

**Maintenance, inspections and refurbishments**

In 2010/11, FRNSW staff carried out 305 major services and 242 minor services in Sydney, and 444 services in regional areas. A further 148 services were conducted on minor fleet vehicles in the workshops. Mobile on-call vehicles also attended 3259 service calls.

During the year FRNSW staff inspected 62 aerial vehicles and contractors inspected a further 62. RTA-certified inspectors carried out heavy vehicle pink slip inspections for the annual re-registration of the fire engine fleet.

As part of FRNSW’s fleet strategy, all fire engines receive major servicing and inspections at their projected mid-life. Ten Class 3 mid-life refurbishments were completed

during the year, with another 10 programmed for 2011/12. The tanker mid-life program also continued, with work completed on two heavy rescue units and two aerial pumpers. In addition, rear air conditioning units were fitted to 31 fire engines.

**Equipment maintenance and management**

As part of its asset maintenance strategy, FRNSW continued to maintain rescue equipment on the fire engine fleet and replacing it where necessary. This year 5500 pieces of equipment were serviced, 2100 new items were commissioned and 590 items were decommissioned. Equipment upgrades included height safety equipment, power saws, chainsaws, portable fire pumps, hydraulic rescue cutters, mini cutters, road accident rescue equipment, and portable lights and generators.

FRNSW’s hazmat technical services staff continued managing emergency supplies and refilling air cylinders. They also maintained, repaired, tested and distributed FRNSW equipment including breathing apparatus, protective clothing, air cylinders, chemical booms and bins, and chemical, biological and radiation detection equipment. In addition to servicing more than 50 000 pieces of equipment, more than 1000 new generation self-contained breathing apparatus sets were bought and maintained.



- A & B. At 30 June 2011 the FRNSW fleet totalled 1698 vehicles
- C. The 44-metre ladder platform demonstrates its capabilities at Sydney Harbour Bridge
- D. Hazmat technical services staff serviced more than 50 000 pieces of equipment



C



D



## Managing assets and finances to achieve the most efficient and effective use of resources

### Procurement

During the year FRNSW continued its partnership with other Australian fire and emergency services in collaborative purchasing, coordinated through the Australasian Fire and Emergency Service Authorities Council (AFAC). This cost-saving procurement included both recurrent and capital contracts for plant and equipment, as well as firefighting and emergency vehicles.

In 2010/11 FRNSW led the national tender process for the supply of firefighting equipment. This collaborative purchasing will deliver economies of scale, reduce procurement overheads, and achieve savings for Australian fire services.

Major contracts were awarded for self-contained breathing apparatus and firefighting footwear. Tenders were also sought for a new firefighting uniform incorporating a complete care package. This package will use radio frequency identification tagging to track items through the cleaning process and provide lifecycle information on garment condition. Initial rollout of the new uniform and laundry system is due to commence early next year.

The new clothing will incorporate changed design features and new materials to reduce weight and improve comfort, and to comply with a new Australian Standard. The current style of protective clothing has been in service for more than a decade and will not meet the new Standard. An improved dutywear uniform is also being developed.

In line with the NSW Government's waste reduction and recycled purchasing policy, during the year FRNSW continued using green procurement practices in areas such as energy-efficient products, emission-efficient and emission-reducing vehicles, recyclable products and waste reduction.

### Property management

FRNSW's real estate portfolio includes 338 fire stations and more than 100 other properties including its training facilities, communication centres, area and zone offices, staff accommodation and two logistics support facilities. More than 650m<sup>2</sup> of commercial office space was leased in 2010/11 in Newcastle, Maitland and Batemans Bay, in addition to 2.31 hectares for a regional training centre.

During the year FRNSW bought land valued at \$215 000, while real estate which was no longer required was sold for \$682 000. The proceeds were used to offset other capital costs.





## New fire stations and renovations

FRNSW spent a record \$13.2 million on capital expenditure on new fire stations and renovations during 2010/11. New fire stations were completed at Kincumber on the Central Coast and Baulkham Hills in northwest Sydney. Both include a range of environmental features. The Baulkham Hills Fire Station is a replacement. Castle Hill Fire Station was closed and the site is being sold.

Major renovations were completed at fire stations at Scarborough, Miranda, Lidcombe Goulburn and Coffs Harbour. Other projects were at Coffs Harbour Regional North Office, Batemans Bay Zone office, Greenacre Centre, Alexandria Training Centre and Head Office. Renovations to upgrade existing retained stations to provide suitable accommodation for permanent staff were completed at Nelsons Bay, Maitland, Cessnock and Lismore stations.

Major renovations were begun at Huntingwood, Gloucester and Yenda fire stations. Works in design or at tender stage included renovations to fire stations for Chester Hill, Bankstown, Hornsby, Tea Gardens, Grenfell, Cardiff, Unanderra, Fairfield, Banora Point, Batemans Bay, Parkes and Newcastle Communication Centre.

Other minor capital investments for energy efficiency or compliance purposes were made in water tank installations, hot water upgrades at 10 sites and fire protection improvements at 21 sites. A further \$1.85 million was spent on minor project works at 46 fire stations including heritage renovations at Leichhardt; upgrades at Corowa, Cobar and Griffith; structural integrity and safety works at Umina; and a facilities upgrade at Turvey Park.

## Facilities management

During 2010/11 FRNSW spent \$5.2 million on repairs relating to occupational health and safety, urgent minor and unscheduled works, cleaning, security, pest control and preventative maintenance of essential plant and equipment.

A Properties Helpdesk was set up, providing a central point for reporting all maintenance requirements at FRNSW sites. This has significantly improved management of maintenance tasks and has also helped statistical information gathering, enabling better prioritisation of work.

## Business risk insurance

FRNSW is a member of the NSW Treasury Managed Fund, which provides the insurance requirements of the State's inner budget sector agencies. Total deposit premium (excluding GST) paid by the FRNSW to the NSW Treasury Managed Fund in 2010/11 was \$24.147 million.

This year, FRNSW paid hindsight adjustment premiums of \$7.3 million (excluding GST) for workers compensation cover for 2004/05 and 2006/07. Improved workers compensation and return-to-work performance is a key priority of FRNSW to facilitate redirection of funds from premiums to frontline service delivery.



- A. Fire officers model the new firefighting uniform
- B. The official opening of Kincumber Fire Station
- C. Miranda Station Officer Sean Straney holds the keys to the newly renovated station
- D. (L to R) Member for Baulkham Hills David Elliott, FRNSW Commissioner Greg Mullins and Minister for Police and Emergency Services Michael Gallacher unveil the plaque at Baulkham Hills Fire Station



### 2010/11 financial outcomes

See the Financial Statements and Accompanying Notes for details of FRNSW's financial outcomes for 2010/11.

### 2011/12 budget

For 2011/12, FRNSW's total expenses excluding losses are budgeted at \$638.0 million, an increase of 9.9 percent on the 2010/11 budget. This includes additional funding of \$3.9 million for full-time permanent firefighters at Bathurst and Nowra, \$4.4 million for additional Duty Commanders (Inspectors) and \$8 million, as part of the \$18 million Personal Protective Clothing Replacement Program.

Total revenues for 2011/12 are budgeted at \$636.8 million. This includes \$507.8 million as contributions from local councils and insurance companies, \$86 million from the State Government, and \$43 million in operating revenue.

The 2011/12 capital expenditure budget is \$53.8 million. This includes \$15.1 million for new fire stations and upgrades to existing fire stations and training facilities; \$13 million for the replacement of fire engines, specialist fire engines and rescue appliances; \$4.6 million for station communication equipment replacement; and \$4.5 million for SAP human resources systems for the emergency services sector. These capital works are being funded by a Government allocation of \$6.2 million, a contributors' allocation of \$36.1 million, and \$11.5 million from FRNSW capital reserves and asset sales.

### FRNSW funding

FRNSW's operations are funded by user charges and contributions from insurance companies, local councils and the State Government.

Fire District Estimates are the means by which FRNSW recovers 85.4% of its net costs through statutory contributions from the insurance industry (73.7%) and local government (11.7%), see Appendices 1-3 for details. The Government contributes the remainder (14.6%) through NSW Treasury funding.

At 30 June 2011, there were 180 FRNSW Fire Districts. There were no variations (extensions and reductions) gazetted to Fire Districts during the year. With the exception of the Sydney, Lower Hunter and Newcastle Fire Districts, the local council in each Fire District contributes 11.7% of the estimated expenditure of FRNSW in that area. The level of contributions sought from councils increases from time to time, reflecting an overall increase in FRNSW's budget. In addition, the increases paid by individual councils can vary markedly from the average increase due to dissimilar incident and activity levels, staffing requirements, and specific building repairs and maintenance programs.

Contributions for the Sydney, Lower Hunter and Newcastle Fire Districts are apportioned between councils based on the aggregated five-year moving average of rateable land values provided by the NSW Valuer-General.



A & B. In 2010/11 FRNSW will receive funding for personal protective clothing and fire engines



# 4

## Section 4 – Performance

# Emergency Management

## Response and Recovery





## Priorities

- › Minimising the impact of emergency incidents through rapid effective response
- › Developing and maintaining strategic working partnerships with other emergency and support services
- › Assisting the community and business to recover from emergencies and disasters
- › Using information and communications technology to support response and recovery

## Highlights

- › Responded during 2010/11 to 130 979 emergency incidents, including 26 472 fires and explosions, 10 819 non-fire rescue and medical assistance calls, 15 483 hazardous materials incidents and other hazardous conditions, and 6420 calls relating to storm damage and floods
- › Answered 96.78% of fire emergency calls within 10 seconds, well above the national benchmark of 90%
- › Assisted with emergency planning and preparation for a range of major community, entertainment and sports events
- › Assisted the State Emergency Service with flood and storm recovery
- › Deployed rescue and USAR personnel to south-east Queensland to support Queensland Fire and Rescue Service helping flood-affected communities to recover
- › Deployed USAR personnel to New Zealand and Japan to assist rescue and recovery efforts after the devastating effects of earthquakes and tsunami
- › Improved operational situational awareness at emergencies by implementing FireCam, which delivers real-time video streaming from emergencies
- › Entered into an agreement with the Roads and Traffic Authority and other emergency services to improve traffic management on the State's major roads following accidents



A & B. FRNSW minimises the impact of emergency incidents through rapid effective response

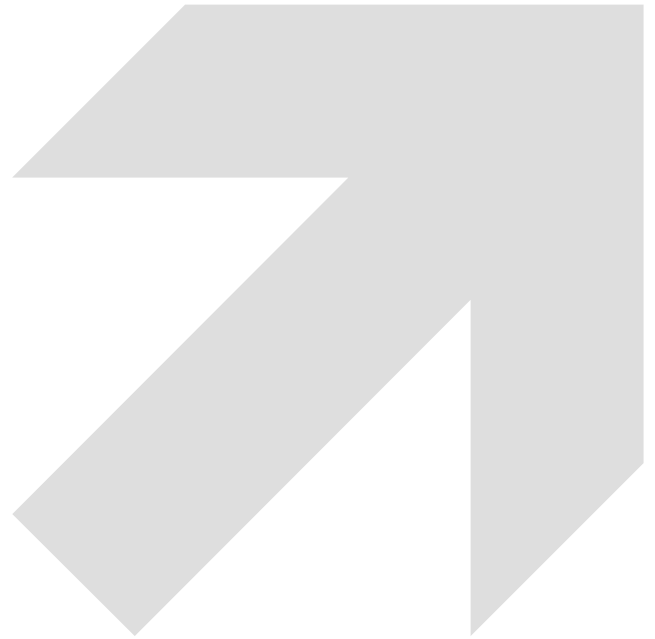
C. Rescue training with other emergency services

D. FRNSW continues to develop structural collapse rescue capability



## Future directions

- › Implement the next generation computer-aided dispatch system in 2012
- › Gain International Search and Rescue Advisory Group External Classification for FRNSW’s urban search and rescue capability in 2012
- › Extend the shared emergency services SAP solution to cover fleet and equipment
- › Maintain and build upon FRNSW’s guaranteed, rapid and scalable capability to deal with a diverse range of emergency incidents
- › Work with other emergency services to further implement electronic transfer of emergency incident information between agencies
- › Continue to develop the structural collapse rescue capability of FRNSW and its partners
- › In conjunction with other government agencies, increase capability to respond effectively to the consequences of terrorist attacks and major natural disasters in NSW, Australia and internationally
- › Further implement a shared services strategy in IT infrastructure and systems
- › Identify and remove inefficient manual processes from frontline staff and provide technologies that will improve efficiency and safety



## Minimising the impact of emergency incidents through rapid effective response

### Total incidents

During 2010/11, FRNSW crews responded to 130 979 emergency incidents, a decrease of 3.2% on 2009/10, mainly due to a 30% decrease in bush and grass fires following a wet bushfire season. This was an average of around 360 incidents per day, or one incident every four minutes. Of these, 26 472 calls (20.2%) were fires and explosions, a decrease of 14.7% on 2009/10; 15 483 calls (11.8%) were

hazardous materials incidents and other hazardous conditions, an increase of 1.7% on 2009/10; and 10 819 calls (8.3%) were non-fire rescue calls including road accidents and medical assistance, an increase of 1.0% on 2009/10.

Automatic fire alarm systems generated many false alerts. However each is by necessity treated as a genuine emergency call until proven otherwise. These automatic fire alarm systems are generally installed in high-risk premises.

### Number and type of incidents and emergencies attended<sup>1</sup>

	2006/07	2007/08 <sup>2</sup>	2008/09	2009/10	2010/11
<b>Fires and explosions</b>					
Structure fires	7718	7723	7447	7493	7009
Outside storage fires	359	323	289	303	257
Vehicle fires	4933	4479	4384	4202	3974
Bush and grass fires	10 911	9120	9915	9901	6933
Rubbish fires	8979	9551	9627	8917	7949
Other fires	241	431	264	214	350
<b>Total fires and explosions</b>	<b>33 141</b>	<b>31 627</b>	<b>31 926</b>	<b>31 030</b>	<b>26 472</b>
<b>Other emergencies and incidents</b>					
Non-fire rescue calls:					
Motor vehicle accidents involving the extrication of victims <sup>3</sup>	4887	4683	4905	5104	4958
Other non-fire rescues including industrial and home rescues	1818	1821	2509	2623	2781
Medical assistance	504	577	796	925	1030
Animal rescues	947	1136	1411	2058	2050
Total non-fire rescue calls <sup>3</sup>	8156	8217	9621	10 710	10 819
Hazardous material incidents and other hazardous conditions including powerlines down, electrical short circuits, gas leaks and fuel and chemical spills <sup>3</sup>	17 050	16 258	16 474	15 224	15 483
Storm, floods and other natural disasters, animal rescues and calls for assistance from other agencies	6064	5535	5738	6086	6420
Good intent calls	10 680	10 554	10 739	11 099	10 797
Malicious false calls	4802	4092	3553	3060	2553
System-initiated false alarms	53 454	54 206	53 805	52 645	52 485
Other	4659	4390	5443	5421	5950
<b>Total other emergencies and incidents</b>	<b>104 865</b>	<b>103 252</b>	<b>105 373</b>	<b>104 245</b>	<b>104 507</b>
<b>Total fires, explosions and other emergencies</b>	<b>138 006</b>	<b>134 879</b>	<b>137 299</b>	<b>135 275</b>	<b>130 979</b>

#### Notes:

- Figures may vary slightly from earlier publications to reflect the submission of additional incident reports and changes to data from data quality improvement.
- For February 2008, incident types reflect information provided on incident logs from FRNSW Communication Centres.
- Some road accident calls involving fuel spills were previously categorised as non-fire rescue calls, but are now classified as hazardous materials incidents.



## Rescue

The provision of rescue services in NSW is coordinated by the State Rescue Board (SRB) under the *State Emergency and Rescue Management Act 1989*. FRNSW operates primary and secondary specialist rescue units in 180 locations throughout NSW, and 2687 of its fire officers are qualified and registered as rescue operators with the SRB. This makes FRNSW the largest rescue provider in the State. In addition to specialist rescue vehicles, every fire engine carries rescue equipment and every fire officer is trained in basic rescue.

During 2010/11 FRNSW responded to 9789 non-fire rescue calls throughout the State (excluding those where medical assistance was provided), including rescuing people caught in transport, domestic and industrial incidents. Specially trained teams also carried out swift water, alpine and vertical rescues. In doing so, they worked closely with other agencies including the NSW Police Force, Ambulance Service of NSW, State Emergency Service (SES) and NSW Volunteer Rescue Association.

This year FRNSW continued to share its rescue expertise by providing training to other emergency services. This included training in scene safety and road crash rescue awareness to doctors and crew members from helicopter rescue services.

## Medical assistance

Increasingly FRNSW is being called upon to assist the Ambulance Service of NSW at medical emergencies. During 2010/11, FRNSW responded to 1030 medical emergencies ranging from cardiac arrest, childbirth, snake bites and major trauma. All fire officers are trained in advanced first aid, oxygen resuscitation, use of automatic external defibrillators and basic patient assessment.

Throughout the world fire officers fulfill a medical first responder role to assist expert Ambulance paramedics by providing basic life support until their arrival. This area of work is expected to increase.



A. Fire officers rescue a trapped person from a motor vehicle

B. Fire officer takes part in an urban search and rescue exercise



### Urban search and rescue

FRNSW's urban search and rescue (USAR) capability provides specialised backup response to local rescue units dealing with building collapses and other complex rescues. USAR is also a key component of the State's ability to deal with the consequences of a terrorist attack. FRNSW's current USAR capabilities and equipment include:

- › **USAR 1:** a Sydney-based, purpose-built 32-tonne semitrailer designed to transport the largest store of USAR equipment in Australia
- › **USAR 2 and 3:** purpose-built pantechon trucks with USAR equipment caches based at Newcastle and Wollongong
- › **USAR 4:** a specialist reconnaissance vehicle based at Ingleburn in Sydney's southwest, and
- › **USAR 5:** an air-deployable USAR equipment cache (including tents, food and water) capable of sustaining a 72-person rescue team in the field for 10 days.

When major emergencies occur, the initial USAR response is provided by on-duty rescue crews staffing heavy rescue units in Sydney, Newcastle, Gosford and Wollongong with additional specialist personnel deployed as required.

Many of FRNSW's fire officers are trained to USAR Category 1, which is the basic training for emergency service responders. Category 2 USAR crews are trained to carry out complex technical rescue operations and operate remotely. FRNSW currently has 220 Category 2 operators, which includes the 48 fire officers trained to this level this year. Category 3 personnel are trained to lead USAR taskforces.

The Australian Government has identified FRNSW as a crucial partner in its national USAR capability development strategy. FRNSW's advanced USAR expertise enables it to play a central role in providing training to interstate and New Zealand emergency services that are increasing their own USAR capabilities. Throughout the year FRNSW worked with other Australian fire services to finalise a national USAR Category 3 Commanders' training program.

Other activities this year included working with the RSPCA and SES to establish a live casualty detection dog capability; training personnel from other agencies in USAR Category 1 competency; and constructing training props at Ingleburn and Milperra to provide USAR training and exercises for relevant government agencies.

### FRNSW international and interstate deployments of USAR task forces

During the year FRNSW-led multi-agency urban search and rescue task forces were in the front line of national and international responses to several large scale natural disasters.

Extensive rainfall across Queensland in December and January caused widespread flooding across much of the State. Two 6-member FRNSW swift water rescue teams were deployed to Queensland to carry out rescues and body recovery. These were followed on 11 January by a FRNSW-led medium USAR Task Force of 38 personnel to conduct reconnaissances, rapid damage assessments, and swift water and structural collapse rescues.

A 6.3 magnitude earthquake struck Christchurch on 22 February, causing widespread damage and devastation. FRNSW led two Australian heavy USAR multi-agency Task Forces deployed to New Zealand for 10 days each. The first Task Force comprised NSW search and rescue, hazmat, engineering, advanced medical and logistics support capabilities, and was tasked with rescues and body recovery. The second Task Force comprised USAR and medical specialists from around Australia, led by NSW concentrated more on community support and carrying out damage and risk assessments.

A 9.0 magnitude earthquake, followed by a massive tsunami, struck the east coast of Japan on 10 March. Tens of thousands of people died; many more were missing, injured or homeless; and the property damage was enormous. A 76 person multi-agency Australian USAR Task Force led by FRNSW travelled to Minamisanriku in Japan and worked in conjunction with the Kyoto Fire Department.

A fuller summary of FRNSW's international and interstate USAR deployments can be found in the section, 'In times of trouble' in the front section of this report.

### Hazardous materials incidents and other hazardous conditions

FRNSW is responsible for protecting the people, property and environment of NSW from chemical, biological and radiological (CBR) hazards under the *Fire Brigades Act 1989*. These may range from industrial accidents through to deliberate acts of terrorism. During 2010/11 FRNSW responded to 15 483 hazardous materials (hazmat) incidents and other hazardous conditions. These included downed powerlines, electrical short circuits, gas leaks, and fuel and chemical spills. FRNSW also completed restructuring its hazmat capability to align resources with needs, moving the primary hazmat station at Greenacre to Chester Hill.

FRNSW delivers hazmat expertise and equipment across NSW in a four-tiered approach.

**Level 1 (standard):** Comprises basic equipment and skills and is sufficient to deal with most hazmat incidents. All fire officers have received hazmat/breathing apparatus training. All FRNSW fire trucks are equipped with Level 1 hazmat capability, including fully-encapsulated protective suits, self-contained breathing apparatus, gas detectors, absorbents and CBR kits.

**Level 2 (intermediate):** This level has additional equipment and skills. Level 2 fire stations are located in areas with increased hazmat risk, such as those with heavy transport and industry or environmentally sensitive areas. They provide specialised support to other stations within about a 100km radius. FRNSW has 21 Level 2 stations equipped with detection, decontamination and neutralising equipment. Thirteen of these have a waterways response capability while those at Eden and Nelson Bay have additional waterways recovery equipment to deal with hazmat spillages.

**Level 3 (primary):** As hazmat incidents can impact heavily on densely populated areas of the State, FRNSW has based advanced hazmat capabilities in the major metropolitan areas of Sydney, the Central Coast, Newcastle and the Illawarra. These primary hazmat stations deploy comprehensive support, specialised equipment and advanced technical skills to large scale hazmat incidents. They also provide general backup for Level 1 and 2 stations. The six primary hazmat stations are located at Alexandria, Berkeley Vale, Chester Hill, Newcastle, Shellharbour and St Marys.

**Level 4 (specialist):** Comprises the provision of specialised advice and assistance to Incident Controllers at the most complex hazmat scientific events. Training and familiarity with the latest technologies allows hazmat specialists to add multi-agency knowledge to an incident management team.

The capability to monitor gas leaks and other airborne contaminants at major fires and hazmat incidents was enhanced by equipping Shellharbour, Newcastle and Berkeley Vale hazmat stations with remotely operated atmospheric monitoring systems.

FRNSW's hazmat command/scientific team responded to a range of CBR and explosives incidents during the year, using a mobile laboratory to assess the nature and possible impacts of these incidents. Hazmat officers also supported NSW and Federal Police agencies at more than 100 clandestine drug laboratory operations, both within NSW and overseas. FRNSW's role at these operations involved managing safety aspects such as exposure to chemicals and the risk of fire and explosions.

## Bushfire prevention and suppression

In the leadup to the 2010/11 bushfire season, FRNSW was involved in a series of exercises to test the emergency management skills of fire officers and the activation of NSW fire control centres. These exercises also strengthened inter-agency bushfire management.

During the year Australia experienced a new cycle of the La Nina climate event which increased rain and fuel loads across most of NSW. This brought the State out of drought; but while floods affected some areas, the RFS and FRNSW were kept busy fighting bushfires in other areas. In 2010/11 FRNSW responded to 6933 bush and grass fires, the lowest number for five years. However the high rainfall left a legacy of high fuel loads, thus increasing bushfire risks for following years. The RFS and FRNSW anticipate that the heavy grassland fuel loads west of the Great Dividing Range will rapidly cure as summer approaches and fuel many large fires. Contingency plans are in place for such an eventuality.

## Terrorism consequence management

During 2010/11 FRNSW maintained its operational preparedness to manage the consequences of terrorist acts as part of an integrated whole-of-government counter-terrorism strategy. This included hosting or participating in multi-agency counter-terrorism training events, and collaborating in developing operational policies and procedures.



A. Decontamination shower at a hazmat incident





## Aviation operations

FRNSW and the NSW Police Force continued to jointly fund and operate Fire Air 1, a helicopter based at Sydney's Bankstown Airport. The helicopter plays a primary role in any counter-terrorism response. During the year Fire Air 1 flew 380 hours and logged more than 100 flights. It was used for a range of tasks including bushfire reconnaissance, responses to structure fires, rescues, hazardous materials incidents, flood recovery operations and training exercises. More than 100 FRNSW and other agency personnel received helicopter awareness training including underwater escape, winch operations, emergency breathing systems and crew management.

## Special events

FRNSW staff worked closely throughout the year with the NSW Police Force, event organisers and other State and Commonwealth Government agencies to assist with emergency management aspects of large public events. These included the International Triathlon Union race in Sydney, the Australian Open Golf, the scuttling of HMAS Adelaide off Avoca Beach, the Fire Brigades Employees Union Centenary celebration, the Tamworth Country Music Festival, the Sydney Royal Easter Show and the visit by American TV personality Oprah Winfrey.



- A. Fire Air 1 helicopter
- B. FRNSW and Rural Fire Service fire officers launch the Winter Fire Safety campaign
- C. FRNSW delivers rescue services in conjunction with other agencies



## Developing and maintaining strategic working partnerships with other emergency and support services

### Memoranda of Understanding and Mutual Aid Agreements

FRNSW enters into Memoranda of Understanding (MoUs) and Mutual Aid Agreements (MAAs) with other government agencies and organisations to achieve agreed outcomes through effective partnerships. These agreements formalise collaborative activities such as cooperation, consultation, response, training and information exchange. They may also incorporate protocols for dealing with cross-agency issues. Appendix 15 details current agreements between FRNSW and other organisations.

New or updated MoUs and MAAs that FRNSW finalised with other agencies during the year included the following.

- › A new MoU with the Bureau of Meteorology (BoM) on FRNSW access to the BoM's fire weather forecasting system and related data for use in firefighting.
- › An updated MoU with Juvenile Justice, NSW Department of Attorney General and Justice on FRNSW attendance at youth justice conferences for fire-related offences.
- › A new MoU with NSW Maritime and the Port Corporations of Sydney, Newcastle and Port Kembla, setting out the response arrangements and training responsibilities for hazardous materials incidents on NSW State and inland waters.
- › An updated MoU with the NSW Police Force on the shared use of a Kawasaki BK117 helicopter.
- › A new MoU between the Roads and Traffic Authority of NSW, Transport NSW, NSW Police Force, NSW emergency services including FRNSW, Ambulance Service of NSW and the Office of Environment and Heritage. This MoU is designed to enhance coordination and cooperation between agencies when managing traffic incidents.
- › An updated MoU with the RFS providing a framework for cooperation and joint operations involving urban and rural fire services in NSW.
- › Updated MAAs with the RFS. More than 100 MAAs are currently in place to ensure an agreed local response by the two agencies, and further enhance inter-agency communication and community safety.

- › An interim agreement between FRNSW and the RFS on communication of bushfire alerts and emergency warning messages to the public during the 2010/11 bushfire season.
- › An updated MoU with the RFS and Sydney Water on the use of recycled water for firefighting.

## Partnerships in emergency management coordination

The State Emergency Management Committee (SEMC) is responsible for ensuring that NSW has a robust, effective and flexible system for dealing with emergencies. FRNSW's Commissioner is its deputy chair. Senior FRNSW staff participate in various SEMC subcommittees and working groups.

Emergency Management Australia (EMA) supports the states and territories in coordinating emergency management capabilities. Senior FRNSW staff chair or participate in various EMA working groups.

## Partnerships between fire services

The Australasian Fire and Emergency Service Authorities Council (AFAC) is a peak body established to improve collaboration and the sharing of expertise and strategic information between fire and emergency services across Australasia. FRNSW's Commissioner is deputy president of AFAC while senior FRNSW staff serve on its steering committees and working groups.

FRNSW is a member of the Fire Services Joint Standing Committee which also has representatives from FRNSW, RFS, Rural Fire Service Association and Fire Brigade Employees' Union. The committee and its subcommittees provide forums for regular consultation and cooperation between the two fire services, including planning and coordination, to achieve complementary delivery of urban and rural fire services.

## Partnerships in rescue

The FRNSW Commissioner is a member of the State Rescue Board which advises the Minister for Police and Emergency Services on the coordination and provision of rescue services in the State. FRNSW delivers rescue services in conjunction with other agencies including the NSW Police Force, Ambulance Service of NSW, SES and the NSW Volunteer Rescue Association.



### Partnerships in urban search and rescue

FRNSW is the combat agency for building collapse and rescue and manages the State's multi-agency urban search and rescue (USAR) capability. FRNSW chairs the AFAC USAR Working Group, and also chairs and represents all Australian fire services on the national USAR Working Group established by EMA.

FRNSW and Queensland Fire and Rescue Service represent Australia at the International Search and Rescue Advisory Group and at the international USAR Team Leaders Meeting convened by the United Nations (UN). FRNSW is a member of the UN's Disaster Assessment and Coordination Team and also of the UN Training Working Group.

### Partnerships in managing hazardous materials incidents

Staff from FRNSW and the NSW Office of Environment and Heritage work closely to manage and minimise the effects of hazardous materials incidents. FRNSW is a member of the National Chemical, Biological and Radiological (CBR) Steering Committee established by EMA. It also participates in the Australian delegation to the international CBR Consequence Management Group.



A. FRNSW fire officers don breathing apparatus and spillage suits during a hazmat incident

B. FRNSW conducts a hazard reduction

C & D. FRNSW assists other agencies and organisations by making fire crews, vehicles and equipment available when natural disasters occur

### Partnerships in counter terrorism

FRNSW works closely with the NSW Police Force, Ambulance Service of NSW, RFS, Australian Defence Force and other stakeholders on managing terrorism consequences. The FRNSW Commissioner is a member of the NSW Government Chief Executives Counter Terrorism Coordinating Group which provides advice to the Cabinet Standing Committee on Counter Terrorism. FRNSW counter terrorism staff participate in the Coordinated Response Group based within the NSW Police Force Counter Terrorism and Special Tactics Command.

### Partnerships in bushfire prevention and suppression

FRNSW is a member of the Bushfire Coordinating Committee, which provides a forum for consultation and cooperation between all State firefighting agencies and environment and land management agencies. The Committee advises the RFS Commissioner and the Minister for Police and Emergency Services on bushfire prevention and suppression matters. FRNSW also coordinates a number of bushfire management committees in its Fire Districts. The committees bring together stakeholders, identify areas of potential risk on the bushland-urban interface in local areas, and develop operational and risk management plans.

In addition, FRNSW participates with other fire and land management agencies and research partners in Australia and New Zealand in the Bushfire Cooperative Research Centre.





## Assisting the community and business to recover from emergencies and disasters

The Australian Incident Reporting System (AIRS) is a system used for collecting, recording and reporting information about responses to incidents and emergencies attended by Australian fire services. The information put into AIRS is used by many of FRNSW's stakeholders. During 2010/11 insurance companies, loss adjusters, lawyers and building owners and occupiers used AIRS information, together with post-incident analysis by FRNSW fire investigators to help finalise insurance claims so that those affected by emergency incidents could financially recover as quickly as possible. This information was also used by NSW Police Force and the State Coroner in their investigations.

### Recovery after natural disasters

When natural disasters such as floods, hailstorms, strong winds or severe thunderstorms occur, the lead agency is the SES. In accordance with the NSW State Storm and Flood Plans and a Mutual Aid Agreement with the SES, FRNSW supported the SES and other organisations in responses during and after such incidents, making fire crews, vehicles and equipment available to assist community and business recovery. FRNSW responded to 6420 calls for assistance in 2010/11.

On 2 August 2010 severe storms lashed Sydney. Fire crews responded during the night to 240 storm-related calls for assistance, removing fallen trees and debris and making dangerous scenes safe.

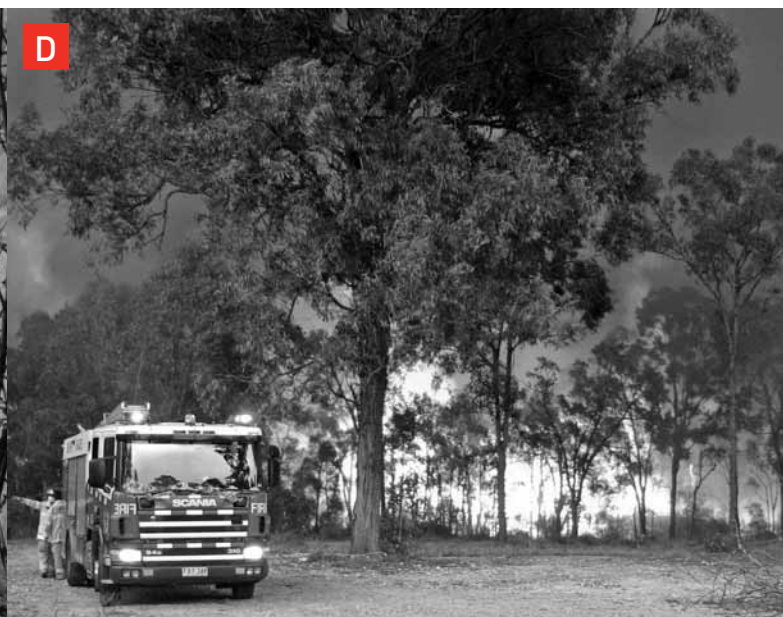
On 5 September the Illawarra, Wollongong, Shoalhaven and Riverina areas were hit by a severe storm were declared natural disaster zones. The SES received more than 2 300 requests for assistance. FRNSW deployed local fire crews as well as an extra six strike teams to Ulladulla and Kiama which were hit hard by the storms. Fire officers assisted SES volunteers removing trees, placing tarpaulins on damaged roofs and clearing debris.

On 15 October FRNSW crews across the State were kept busy when severe weather conditions including strong winds, torrential rain and snow hit many regions. Fire crews joined SES volunteers dealing with emergencies that included fallen trees and powerlines, rescues from floodwaters, medical assistance and evacuations.

In mid-June 2011 heavy rains brought major flooding to NSW's mid-North Coast. Local fire crews assisted SES with sandbagging operations and responding to numerous incidents that included flooding, leaking roofs, power lines and trees down. FRNSW also provided three swiftwater rescue teams who assisted with evacuations at Kempsey, Port Macquarie and Taree.

### Recovery after fire

Fire officers provide recovery kits to people who have experienced a home fire. This kit gives affected householders easy-to-follow steps to help them start rebuilding their home and lives. It also offers tips to prevent fires from re-occurring in the home. During the year fire crews distributed 1092 'After the fire' brochures and 1802 'How to prevent fires' information sheets.





### Fundraising and practical support

Emergency services workers are deeply aware of the human cost of incidents to which they respond. FRNSW and its staff help the community to recover after tragedies and disasters in various ways, including through financial support.

Many FRNSW employees donate regularly to charities and organisations such as the Burns Unit at The Children's Hospital, Westmead. In 2010/11 FRNSW presented \$86 515 to the Westmead Hospital Burns Unit which was generously donated by its staff via payroll deductions. Since 1996 FRNSW staff have donated more than \$1.76 million to the Burns Unit through funds raised by their own donations and community fundraising activities. These funds are used to buy vital equipment and employ specialist staff to assist the children's rehabilitation. As well as giving personally, FRNSW staff also encourage the public to join them in supporting these causes.

In July 2010, 150 golfers teed off for the annual Stephen Richardson Memorial Golf Day, raising a further \$10 000 for the Burns Unit.

In August the annual Newcastle Firefighters Ball raised \$25 250 to enable John Hunter Children's Hospital to buy equipment for treating burns patients. \$5000 was also donated to Hunter Kidsafe to educate children about accident prevention, and \$5000 to the KIDS Foundation to assist local families attending the annual Burns Survivors camp.



In November eight FRNSW fire trucks took part in the annual Camp Quality Convoy for Kids in the Illawarra which raised funds for children affected by cancer. Also in November fire officers participated in McHappy Day events at McDonald's restaurants across the State, helping to raise funds for Ronald McDonald House Charities.

In December, FRNSW staff donated toys and non-perishables to the Salvation Army for distribution to families experiencing hardship.

In March 2011 fire officers cycled from Sydney to Wagga Wagga, a distance of more than 400 kilometres, in only four days. This '400 in 4' charity bike ride raised a further \$41 321 for Westmead Children's Hospital Burns Unit, as well as providing opportunities to spread fire safety messages in country towns along the way.

On Brigade Kids Day in May, FRNSW supported an in-store promotion in McDonald's restaurants which raised \$135 000 for the Burns Unit at Westmead Children's Hospital Burns Unit.



## Using information and communications technology to support response and recovery

A range of information and communication technology projects were implemented or progressed throughout the year. These projects improved FRNSW resource management and administration, reporting capabilities, and delivery of critical information to frontline staff responding to emergencies and natural disasters.

### IT infrastructure

FRNSW maintains a flexible and efficient IT infrastructure to successfully host and deliver operational systems. During the year FRNSW increased the performance of technology and networks at its fire stations by introducing higher standard computers and upgrading data links to ADSL2+, which was 20 times faster than previous connection speeds. Data storage, servers and highly secure network communications were also developed as internal cloud hosting applications for FRNSW and its emergency service partners, the RFS and SES. These technology and communications upgrades should be completed by the end of 2011.

### Video conferencing

FRNSW introduced video conferencing architecture which is improving internal and external collaboration, reducing travel and supporting eLearning technologies across NSW. It is also being used by RFS and SES employees.

### Radio communication

Government Radio Network (GRN) operations were successfully migrated from the existing analog platform to the P25 digital standard. As an open standard, P25 facilitates competition between transceiver suppliers, and provides a foundation for future enhancements such as encrypted communications. In conjunction with the P25 migration, links between FRNSW Communication Centres and the GRN Network Operation and Control Centres were replaced with an Internet protocol based solution which improved operational flexibility and voice quality.

### Video streaming from emergency incidents

FRNSW implemented FireCam which provides real-time video streaming from emergency incidents from many different sources, including the NSW Police and FRNSW aircraft, FRNSW Incident Command Vehicles, portable cameras and other video sources shared by Police. FireCam is available to authorised FRNSW staff across various networks and can also be accessed from handheld devices.



*A & B. FRNSW staff donate regularly to charities and organisations such as the Salvation Army and The Burns Unit at the Children's Hospital, Westmead*

*C & D. Information and communications technology is used to deliver critical information to frontline staff responding to emergencies and natural disasters*





### Disseminating news to the media

FRNSW further developed its Chumby media dissemination system which instantly and simultaneously distributes incident information and details of FRNSW activities to major media outlets. The NSW Police Force, SES and RFS now also use this service to distribute their media information.

### Shared emergency services IT systems

Throughout the year FRNSW developed and hosted shared IT systems with other NSW emergency services to further enhance the sector’s capability to manage resources and respond to incidents. Since mid-2010, FRNSW, RFS, SES and the Ministry for Police and Emergency Services have collaborated in a SAP sector-wide human resources program to modernise systems and streamline processes. At its completion in July 2012, this program will support more than 95 000 volunteers and staff across nearly 3000 locations.

### Operational Communications

During 2010/11 FRNSW maintained a highly developed and extremely reliable network of four emergency call-taking, dispatch, coordination and communication centres located in Sydney, Newcastle, Wollongong and Katoomba. The centres continued their excellent call-taking performance, answering 96.78% of fire emergency calls within 10 seconds, well above the national benchmark of 90%. Most calls originated from triple zero phone calls, automatic or other fire alarms, or by direct line from Police, Ambulance or other emergency services. Technology played a critical role in dispatching the appropriate level of FRNSW equipment, vehicles and personnel to incidents as quickly as possible. A next generation computer-aided dispatch system will go live early in 2012. The platform is being made available to the RFS and SES.

### Network security

This year FRNSW installed an automated security control platform which delivered real-time visibility and control of all devices on its IT network. This enabled FRNSW to automatically identify who and what is connected to its network, control access, measure compliance with its security policies, block network threats, and remediate security violations when they occur.

### Information security and disaster recovery

FRNSW implemented an information security management system and maintained International Organization for Standardization’s ISO 27001 certification for its data centres. Disaster recovery plan and procedures were also further improved. These were successfully tested in May 2011, demonstrating that, in the event of problems at its primary site, FRNSW’s IT systems could be recovered at its secondary data centre.

### Enterprise content management

During the year FRNSW acquired an electronic enterprise content and records management system, TRIM, to replace the existing system. TRIM enables users to efficiently capture, secure, share and distribute digital and paper-based documents and reports, improving operational efficiencies by streamlining communications and automating routine tasks.



- A. Chumby media dissemination system
- B. Technology played a critical role in dispatching FRNSW equipment, vehicles and personnel to incidents



# 5

## Section 5 – Financial Statements

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Fire & Rescue NSW

Independent Auditor's Report



GPO BOX 12  
Sydney NSW 2001

**INDEPENDENT AUDITOR'S REPORT**

**Fire and Rescue New South Wales**

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of Fire and Rescue New South Wales (the Department), which comprise the statement of financial position as at 30 June 2011, the statement of comprehensive income, statement of changes in equity, statement of cash flows, service group statements and a summary of compliance with financial directives for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

**Opinion**

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Department as at 30 June 2011 and its financial performance for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010

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

**Commissioner's Responsibility for the Financial Statements**

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

**Auditor's Responsibility**

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

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

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



## Fire &amp; Rescue NSW

## Independent Auditor's Report

My opinion does *not* provide assurance:

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

**Independence**

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

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



David Nolan  
Director Financial Audit Services

6 October 2011  
SYDNEY

## Statement by Chief Financial Officer and Commissioner

## Financial Statements for the Year Ended 30 June 2011

Pursuant to section 45F(1B) of the *Public Finance and Audit Act 1983*, we, the Chief Financial Officer and the Commissioner of Fire and Rescue NSW, declare that in our opinion:

1. The accompanying financial statements exhibit a true and fair view of the financial position and financial performance of Fire and Rescue NSW as at 30 June 2011 and transactions for the year then ended.
2. The financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the *Public Finance and Audit Regulation 2010*, and the Treasurer's Directions.

Further, we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



Adam Summons  
Chief Financial Officer  
6 October 2011



Greg Mullins AFSM  
Commissioner  
6 October 2011

## 5. Financial Statements

### Fire & Rescue NSW

#### Statement of Comprehensive Income

For the Year Ended 30 June 2011

		Actual 2011	Budget 2011	Actual 2010
	Notes	\$'000	\$'000	\$'000
<b>EXPENSES EXCLUDING LOSSES</b>				
Operating expenses				
Employee related	2(a)	502,351	470,352	474,352
Other operating expenses	2(b)	75,724	75,276	69,771
Depreciation and amortisation	2(c)	35,929	34,924	33,956
Finance costs	2(d)	0	0	157
<b>Total Expenses excluding losses</b>		<b>614,004</b>	<b>580,552</b>	<b>578,236</b>
<b>REVENUE</b>				
Sale of goods and services	3(a)	14,682	9,833	13,825
Investment revenue	3(b)	7,577	3,807	5,386
Retained taxes, fees and fines	3(c)	12,177	14,738	11,615
Other revenue	3(d)	12,164	4,408	11,847
Grants and contributions	3(e)	508,965	485,394	432,834
<b>Total Revenue</b>		<b>555,565</b>	<b>518,180</b>	<b>475,507</b>
<b>Gain/(loss) on disposal</b>	4	680	0	88
<b>Other gains/(losses)</b>	5	202	0	527
<b>NET COST OF SERVICES</b>		<b>57,557</b>	<b>62,372</b>	<b>102,114</b>
<b>GOVERNMENT CONTRIBUTIONS</b>				
Recurrent appropriation	6	80,140	74,928	73,481
Capital appropriation	6	8,056	8,056	6,424
<b>Total Government Contributions</b>		<b>88,196</b>	<b>82,984</b>	<b>79,905</b>
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>30,639</b>	<b>20,612</b>	<b>(22,209)</b>
<b>Other comprehensive income</b>				
Net increases/(decreases) – Actuarial Gain/(Loss)		4,092	0	(6,748)
Net increase/(decrease) in property, plant and equipment asset revaluation reserve		11,986	0	(7,904)
<b>Other comprehensive income for the year</b>		<b>16,078</b>	<b>0</b>	<b>(14,652)</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		<b>46,717</b>	<b>20,612</b>	<b>(36,861)</b>

The accompanying notes form part of these financial statements.

## Fire &amp; Rescue NSW

## Statement of Financial Position

As at 30 June 2011

	Notes	Actual 2011 \$'000	Budget 2011 \$'000	Actual 2010 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and cash equivalents	9	125,908	112,448	103,355
Receivables	10	15,318	10,021	11,213
Inventories	11	1,413	1,980	1,980
Other Financial Assets	12	83	26	61
Non-current assets held for sale	13	841	1,563	1,563
<b>Total Current Assets</b>		<b>143,563</b>	<b>126,038</b>	<b>118,172</b>
<b>Non-Current Assets</b>				
Property, Plant and Equipment	14			
– Land and buildings		296,592	297,137	294,923
– Plant and equipment		74,470	63,229	57,581
– Fire appliances		158,042	155,874	141,951
Total Property, Plant and Equipment		529,104	516,240	494,455
Intangible Assets	15	15,258	11,448	12,581
<b>Total Non-Current Assets</b>		<b>544,362</b>	<b>527,688</b>	<b>507,036</b>
<b>Total Assets</b>		<b>687,925</b>	<b>653,726</b>	<b>625,208</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	16	31,341	27,445	23,760
Provisions	17	70,651	70,405	67,229
<b>Total Current Liabilities</b>		<b>101,992</b>	<b>97,850</b>	<b>90,989</b>
<b>Non-Current Liabilities</b>				
Provisions	17	41,461	37,509	36,464
<b>Total Non-Current Liabilities</b>		<b>41,461</b>	<b>37,509</b>	<b>36,464</b>
<b>Total Liabilities</b>		<b>143,453</b>	<b>135,359</b>	<b>127,453</b>
<b>Net Assets</b>		<b>544,472</b>	<b>518,367</b>	<b>497,755</b>
<b>EQUITY</b>				
Reserves		220,682	208,696	208,696
Accumulated funds		323,790	309,671	289,059
<b>Total Equity</b>		<b>544,472</b>	<b>518,367</b>	<b>497,755</b>

The accompanying notes form part of these financial statements.



## 5. Financial Statements

### Fire & Rescue NSW

#### Statement of Changes in Equity

For the Year Ended 30 June 2011

	Accumulated Funds	Asset Revaluation Reserve	Total Equity
	\$'000	\$'000	\$'000
<b>Balance at 1 July 2010</b>	<b>289,059</b>	<b>208,696</b>	<b>497,755</b>
<b>Surplus/(Deficit) for the year</b>	<b>30,639</b>	<b>0</b>	<b>30,639</b>
<b>Other Comprehensive Income:</b>			
Net increase/(decrease) in property, plant and equipment	0	11,986	11,986
Net increases/(decreases) – Actuarial Gain/(Loss)	4,092	0	4,092
Asset revaluation reserve balance transferred to accumulated funds on disposal of asset	0	0	0
<b>Total Other Comprehensive Income</b>	<b>4,092</b>	<b>11,986</b>	<b>16,078</b>
<b>Total Comprehensive Income for the Year</b>	<b>34,731</b>	<b>11,986</b>	<b>46,717</b>
<b>Balance at 30 June 2011</b>	<b>323,790</b>	<b>220,682</b>	<b>544,472</b>
<b>Balance at 1 July 2009</b>	<b>316,491</b>	<b>218,125</b>	<b>534,616</b>
<b>Surplus/(Deficit) for the year</b>	<b>(22,209)</b>	<b>0</b>	<b>(22,209)</b>
<b>Other Comprehensive Income:</b>			
Net increase/(decrease) in property, plant and equipment	0	(7,904)	(7,904)
Net increases/(decreases) – Actuarial Gain/(Loss)	(6,748)	0	(6,748)
Asset revaluation reserve balance transferred to accumulated funds on disposal of asset	1,525	(1,525)	0
<b>Total Other Comprehensive Income</b>	<b>(5,223)</b>	<b>(9,429)</b>	<b>(14,652)</b>
<b>Total Comprehensive Income for the Year</b>	<b>(27,432)</b>	<b>(9,429)</b>	<b>(36,861)</b>
<b>Balance at 30 June 2010</b>	<b>289,059</b>	<b>208,696</b>	<b>497,755</b>

The accompanying notes form part of these financial statements.

## Fire &amp; Rescue NSW

## Statement of Cash Flows

For the Year Ended 30 June 2011

		Actual 2011	Budget 2011	Actual 2010
	Notes	\$'000	\$'000	\$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Employee related		(498,278)	(449,264)	(460,914)
Other		(75,679)	(97,513)	(88,412)
<b>Total Payments</b>		<b>(573,957)</b>	<b>(546,777)</b>	<b>(549,326)</b>
<b>Receipts</b>				
Sale of goods and services		14,699	9,494	13,079
Retained taxes, fees and fines		11,700	5,000	11,616
Investment revenue		7,183	3,807	4,940
Grants and contributions		508,964	418,894	432,834
Other		24,272	91,267	22,453
<b>Total Receipts</b>		<b>566,818</b>	<b>528,462</b>	<b>484,922</b>
<b>Cash Flows From Government</b>				
Recurrent appropriation		80,140	74,928	73,481
Capital appropriation		8,056	8,056	6,424
<b>Net Cash Flows From Government</b>		<b>88,196</b>	<b>82,984</b>	<b>79,905</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	20	<b>81,057</b>	<b>64,669</b>	<b>15,501</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from the sale of Land and Buildings, Plant and Equipment and Fire Appliances		2,165	0	2,071
Purchases of Land and Buildings, Plant and Equipment and Fire Appliances		(60,669)	(55,576)	(46,970)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<b>(58,504)</b>	<b>(55,576)</b>	<b>(44,899)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Proceeds from borrowings and advances		0	358	0
Repayment of borrowings and advances		0	(358)	0
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>NET INCREASE/(DECREASE) IN CASH</b>		<b>22,553</b>	<b>9,093</b>	<b>(29,398)</b>
Opening cash and cash equivalents		103,355	103,355	132,753
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	9	<b>125,908</b>	<b>112,448</b>	<b>103,355</b>

The accompanying notes form part of these financial statements.

## 5. Financial Statements

### Fire & Rescue NSW

#### Supplementary Financial Statements

Service Group Statements for the Year Ended 30 June 2011

EXPENSES & REVENUES	Service Group 1*		Service Group 2*		Service Group 3*		Not Attributable		Total	
	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Expenses excluding losses</b>										
Operating Expenses										
- Employee related	25,091	23,963	167,167	161,472	280,550	268,143	29,543	20,774	502,351	474,352
- Other operating expenses	4,671	5,800	32,072	33,249	25,564	24,542	13,417	6,180	75,724	69,771
Depreciation and amortisation	1,587	1,615	12,765	12,152	19,166	17,874	2,411	2,315	35,929	33,956
Finance costs	0	0	0	0	0	0	0	157	0	157
<b>Total Expenses excluding losses</b>	<b>31,349</b>	<b>31,378</b>	<b>212,004</b>	<b>206,873</b>	<b>325,280</b>	<b>310,559</b>	<b>45,371</b>	<b>29,426</b>	<b>614,004</b>	<b>578,236</b>
<b>Revenue</b>										
Sale of goods and services	8,755	2,042	185	52	363	109	5,379	11,622	14,682	13,825
Investment revenue	0	9	0	434	0	237	7,577	4,706	7,577	5,386
Retained taxes, fees and fines	901	135	3,668	0	7,709	11,480	(101)	0	12,177	11,615
Other revenue	462	(340)	4,356	(252)	4,828	(298)	2,518	12,737	12,164	11,847
Grants and contributions	362	23,773	169	154,529	132	232,550	508,302	21,982	508,965	432,834
<b>Total Revenue</b>	<b>10,480</b>	<b>25,619</b>	<b>8,378</b>	<b>154,763</b>	<b>13,032</b>	<b>244,078</b>	<b>523,675</b>	<b>51,047</b>	<b>555,565</b>	<b>475,507</b>
Gain/(Loss) on disposal	(3)	(23)	733	115	(50)	(4)	0	0	680	88
Other gains/(losses)	(16)	18	214	300	84	(231)	(80)	440	202	527
<b>NET COST OF SERVICES</b>	<b>20,888</b>	<b>5,764</b>	<b>202,679</b>	<b>51,695</b>	<b>312,214</b>	<b>66,716</b>	<b>(478,224)</b>	<b>(22,061)</b>	<b>57,557</b>	<b>102,114</b>
Government Contributions**							88,196	79,905	88,196	79,905
<b>(SURPLUS)/DEFICIT FOR THE YEAR</b>	<b>20,888</b>	<b>5,764</b>	<b>202,679</b>	<b>51,695</b>	<b>312,214</b>	<b>66,716</b>	<b>(566,420)</b>	<b>(101,966)</b>	<b>(30,639)</b>	<b>22,209</b>
<b>Other Comprehensive Income</b>										
Actuarial Gain/(Loss)	0	0	0	0	0	0	4,092	(6,748)	4,092	(6,748)
Increase/(decrease) in asset revaluation reserve	0	0	0	0	11,986	(7,904)	0	0	11,986	(7,904)
<b>Total Other Comprehensive Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,986</b>	<b>(7,904)</b>	<b>4,092</b>	<b>(6,748)</b>	<b>16,078</b>	<b>(14,652)</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>20,888</b>	<b>5,764</b>	<b>202,679</b>	<b>51,695</b>	<b>300,228</b>	<b>74,620</b>	<b>(570,512)</b>	<b>(95,218)</b>	<b>(46,717)</b>	<b>36,861</b>

\* The names and purposes of each service group are summarised in Note 8.

\*\* Appropriations are made on an agency basis and not to individual service groups. Consequently, government contributions must be included in the 'Not Attributable' column.



## Fire &amp; Rescue NSW

## Supplementary Financial Statements

Service Group Statements for the Year Ended 30 June 2011

ASSETS & LIABILITIES	Service Group 1*		Service Group 2*		Service Group 3*		Not Attributable		Total	
	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Current Assets</b>										
Cash and cash equivalents	0	0	0	0	0	0	125,908	103,355	125,908	103,355
Receivables	1,492	1,251	1,892	1,918	4,041	3,598	7,893	4,446	15,318	11,213
Inventories	0	0	1,413	1,980	0	0	0	0	1,413	1,980
Other financial assets	16	12	33	24	19	14	15	11	83	61
Non-current assets held for sale	159	295	335	623	192	357	155	288	841	1,563
<b>Total Current Assets</b>	<b>1,667</b>	<b>1,558</b>	<b>3,673</b>	<b>4,545</b>	<b>4,252</b>	<b>3,969</b>	<b>133,971</b>	<b>108,100</b>	<b>143,563</b>	<b>118,172</b>
<b>Non-Current Assets</b>										
Property, Plant and Equipment										
– Land and buildings	55,942	55,627	118,135	117,471	67,760	67,379	54,755	54,446	296,592	294,923
– Plant and equipment	12,962	10,151	27,372	21,437	21,449	16,058	12,687	9,935	74,470	57,581
– Fire appliances	0	0	0	0	158,042	141,951	0	0	158,042	141,951
Intangible Assets	2,878	2,373	6,077	5,011	3,486	2,874	2,817	2,323	15,258	12,581
<b>Total Non-Current Assets</b>	<b>71,782</b>	<b>68,151</b>	<b>151,584</b>	<b>143,919</b>	<b>250,737</b>	<b>228,262</b>	<b>70,259</b>	<b>66,704</b>	<b>544,362</b>	<b>507,036</b>
<b>Total Assets</b>	<b>73,449</b>	<b>69,709</b>	<b>155,257</b>	<b>148,464</b>	<b>254,989</b>	<b>232,231</b>	<b>204,230</b>	<b>174,804</b>	<b>687,925</b>	<b>625,208</b>
<b>Current Liabilities</b>										
Payables	5,806	4,381	12,260	9,251	7,032	5,305	6,243	4,823	31,341	23,760
Provisions	13,325	12,680	28,141	26,777	16,141	15,359	13,044	12,413	70,651	67,229
<b>Total Current Liabilities</b>	<b>19,131</b>	<b>17,061</b>	<b>40,401</b>	<b>36,028</b>	<b>23,173</b>	<b>20,664</b>	<b>19,287</b>	<b>17,236</b>	<b>101,992</b>	<b>90,989</b>
<b>Non-Current Liabilities</b>										
Provisions	7,821	6,878	16,514	14,524	9,472	8,331	7,654	6,731	41,461	36,464
<b>Total Non-Current Liabilities</b>	<b>7,821</b>	<b>6,878</b>	<b>16,514</b>	<b>14,524</b>	<b>9,472</b>	<b>8,331</b>	<b>7,654</b>	<b>6,731</b>	<b>41,461</b>	<b>36,464</b>
<b>Total Liabilities</b>	<b>26,952</b>	<b>23,939</b>	<b>56,915</b>	<b>50,552</b>	<b>32,645</b>	<b>28,995</b>	<b>26,941</b>	<b>23,967</b>	<b>143,453</b>	<b>127,453</b>
<b>Net Assets</b>	<b>46,497</b>	<b>45,770</b>	<b>98,342</b>	<b>97,912</b>	<b>222,344</b>	<b>203,236</b>	<b>177,289</b>	<b>150,837</b>	<b>544,472</b>	<b>497,755</b>

\* The names and purposes of each service group are summarised in Note 8.

## 5. Financial Statements

### Fire & Rescue NSW

#### Summary of Compliance with Financial Directives

for the Year Ended 30 June 2011

	2011				2010			
	Recurrent Appropriation	Expenditure/ Net Claim on Consolidated Fund	Capital Appropriation	Expenditure/ Net Claim on Consolidated Fund	Recurrent Appropriation	Expenditure/ Net Claim on Consolidated Fund	Capital Appropriation	Expenditure/ Net Claim on Consolidated Fund
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ORIGINAL BUDGET APPROPRIATION/ EXPENDITURE</b>								
- Appropriation Act	74,928	74,928	8,056	8,056	71,196	71,196	6,424	6,424
	74,928	74,928	8,056	8,056	71,196	71,196	6,424	6,424
<b>OTHER APPROPRIATIONS/ EXPENDITURE</b>								
- Transfer from Crown Finance Entity (s.45 Appropriation Act)	5,022	5,022	0	0	0	0	0	0
- Treasurer's Advance	190	190	0	0	2,316	2,316	0	0
- Transfers to another agency (s31 of the Appropriation Act)	0	0	0	0	0	0	0	0
- Reduction in Appropriation	0	0	0	0	(31)	(31)	0	0
	5,212	5,212	0	0	2,285	2,285	0	0
<b>Total Appropriations/ Expenditure/ Net Claim on Consolidated Fund</b>	80,140	80,140	8,056	8,056	73,481	73,481	6,424	6,424
<b>Amount drawn down against Appropriation</b>		80,140		8,056		73,481		6,424
<b>Liability to Consolidated Fund</b>		0		0		0		0

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

**Fire & Rescue NSW****Notes to the Financial Statements****1. Summary of Significant Accounting Policies****(a) Reporting Entity**

Fire and Rescue NSW (FRNSW), as a reporting entity, has no separate entities under its control.

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

These financial statements have been authorised for issue by the Commissioner of FRNSW on 6 October 2011.

**(b) Basis of Preparation**

The FRNSW financial statements are general purpose financial statements which have been prepared in accordance with:

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

Property, plant and equipment and assets (or disposal groups) held for sale are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention.

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

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

**(c) Statement of Compliance**

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

**(d) Borrowing costs**

Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's mandate to not-for-profit general government sector agencies.

**(e) Insurance**

FRNSW'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 on past claim experience.

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

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

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

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

**(g) Income Recognition**

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

**(i) Parliamentary Appropriations and Contributions**

Parliamentary appropriations and contributions from other bodies are generally recognised as income when FRNSW obtains control over the assets comprising the appropriations/contributions. Control over appropriation and contributions are normally obtained upon the receipt of cash.



## 5. Notes to the Financial Statements

### Fire & Rescue NSW

#### Notes to the Financial Statements

In accordance with the *Fire Brigades Act 1989* any money (recurrent appropriation) remaining to the credit of FRNSW at the end of a financial year is paid into FRNSW's operating account. All money appropriated by Parliament for capital works and services, depreciation (from recurrent allocation) and proceeds from the sale of FRNSW's assets are paid into the FRNSW Capital Fund. Accordingly there is no liability to the Consolidated Fund.

Because of the absence of transfer payments and any liability to the Consolidated Fund, all amounts drawn down (as per the Summary of Compliance with Financial Directives) are FRNSW's income and are reflected in the Statement of Comprehensive Income.

Effective 1st July 2009, the FRNSW funding mechanism changed. Prior to 1st July 2009, FRNSW administered the collection of contributions from insurance companies and local government councils on behalf of the Crown Entity. Contributions were remitted to the Crown Entity and FRNSW received an equal parliamentary appropriation in return. From 1st July 2009, these contributions are retained by FRNSW. Contributions are received from local government councils (11.7%) and insurance companies (73.7%). The state government contribution (14.6%) is by way of parliamentary appropriation.

#### (ii) Sale of Goods

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

#### (iii) Rendering of Services

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

#### (iv) Investment revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*. Rental revenue is recognised in accordance with AASB 117 Leases on a straight-line basis over the lease term.

#### (h) Assets

##### (i) Acquisition of assets

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

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

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

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

##### (ii) Capitalisation thresholds

Property, plant and equipment and intangible assets costing \$3,000 and above individually (or forming part of a network costing more than \$3,000) are capitalised.

##### (iii) Revaluation of Property, Plant and Equipment

Physical non-current assets are valued in accordance with the "Valuation of Physical Non-Current Assets at Fair Value" Policy and Guidelines Paper (TPP 07-1). This policy adopts fair value in accordance with AASB 116 *Property, Plant and Equipment* and AASB 140 *Investment Property*.

Property, plant and equipment is measured on an existing use basis, where there are no feasible alternative uses in the existing natural, legal, financial and socio-political environment. However, in the limited circumstances where there are feasible alternative uses, assets are valued at their highest and best use.

Fair value of property, plant and equipment is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available market evidence, the asset's fair value is measured at its market buying price, the best indicator of which is depreciated replacement cost.

## Fire & Rescue NSW

### Notes to the Financial Statements

FRNSW revalues each class of property, plant and equipment at least every five years, or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The Land and Buildings class of assets were revalued during 2009 by Valuation Services (within the former Department of Lands) and reported to FRNSW as at 1st March 2009. Advice received from the NSW Valuer-General during 2010/11 indicates that there has been no material movement in the value of Land and Buildings held by FRNSW between the valuation date and balance date.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value.

FRNSW revalued the Fire Appliances class of assets as at 30th June 2011. An in-house valuation was performed using the expertise and advice of an in-house expert for this class of assets. The valuation was performed with reference to the requirements pertaining to the valuation of specialised plant and infrastructure. When revaluing non-current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation are separately restated.

For other assets, such as Land and Buildings and Leasehold Improvements, any balances of accumulated depreciation or amortisation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are recognised in other comprehensive income, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the surplus/deficit, the increment is recognised immediately as revenue in the surplus/deficit.

Revaluation decrements are recognised immediately as expenses in the surplus/deficit, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are recognised in other comprehensive income.

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation reserve in respect of that asset is transferred to accumulated funds.

#### (iv) Impairment of Property, Plant and Equipment

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

#### (v) Depreciation of Property, Plant and Equipment

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

All material separately identifiable component assets are recognised and depreciated over their shorter useful lives.

Land is not a depreciable asset.

The useful lives of non-current assets have been determined as follows:

Asset Class	Useful Life (Years)
Buildings	40
Fire Appliances	15–20
Other Vehicles	5–15
General Equipment	5–20
Computers	3–5
Leasehold improvements are depreciated over the terms of the lease.	

#### (vi) Major Inspection Costs

When each major inspection is performed, the labour cost of performing major inspections for faults is recognised in the carrying amount of an asset as a replacement of a part, if the recognition criteria are satisfied.

## 5. Notes to the Financial Statements

### Fire & Rescue NSW

#### Notes to the Financial Statements

##### (vii) Restoration Costs

The estimated cost of dismantling and removing an asset and restoring the site is included in the cost of an asset, to the extent it is recognised as a liability.

##### (viii) Maintenance

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

##### (ix) Leased Assets

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

Operating lease payments are charged to the surplus/deficit in the years in which they are incurred.

FRNSW did not have any finance leases during the financial year ended 30 June 2011 or in the previous financial year.

##### (x) Intangible Assets

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

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

##### a) Heritage Floor Space Intangible Asset

This asset originates from upgrades made to preserve the heritage-listed fascia of No.1 City of Sydney Fire Station. As a result of this preservation work, FRNSW was awarded a heritage floor space grant from the City of Sydney Council.

The useful life of this asset is assessed to be infinite, as FRNSW has an indefinite period to use or sell the asset for its own benefit.

This intangible asset was measured at fair value based on an independent valuation.

As this intangible asset is considered to have an indefinite life, it is not amortised but tested for impairment at least annually. If the recoverable amount is less than its carrying amount the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

##### b) Software and Other Intangible Assets

The useful lives of these intangible assets are assessed to be finite.

These intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for these FRNSW intangible assets, the assets are carried at cost less any accumulated amortisation.

These intangible assets are amortised using the straight line method over a period of 3 years for computer software. In specific cases, a period of amortisation in excess of 3 years has been chosen depending on the nature and useful purpose of the computer software acquired.

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

##### (xi) Loans and Receivables

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

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



**Fire & Rescue NSW****Notes to the Financial Statements****(xii) Inventories**

Inventories held for distribution are stated at the lower of cost and current replacement cost. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value. Cost is calculated using the weighted average cost or "first in first out" method (see Note 11).

**(xiii) Non-Current Assets (or disposal groups) held for sale**

FRNSW has certain non-current assets (or disposal groups) classified as held for sale, where their carrying amount will be recovered principally through a sale transaction, not through continuing use. Non-current assets (or disposal groups) held for sale are recognised at the lower of carrying amount and fair value less costs to sell. These assets are not depreciated while they are classified as held for sale.

**(xiv) Other assets**

Other assets are recognised on a cost basis.

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

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

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

Liabilities for salaries and wages (including non-monetary benefits), annual leave and paid sick leave that are due to be settled within 12 months after the end of the period in which the employees render the service are recognised and measured in respect of employees' services up to the reporting date at undiscounted amounts based on the amounts expected to be paid when the liabilities are settled.

Long-term annual leave that is not expected to be taken within twelve months is measured at nominal value because the effect of discounting would not be material.

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, workers' compensation insurance premiums, superannuation and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee entitlements to which they relate have been recognised.

**b) Long Service Leave and Superannuation**

FRNSW's liabilities for long service leave are assumed by the Crown Entity. FRNSW pays the Crown Entity an agreed annual amount for the growth in long service leave entitlements. These payments discharge the FRNSW liability and the Crown Entity has accepted responsibility for any annual or cumulative shortfall. Prior to 2005/06 the Crown Entity also assumed the defined contribution superannuation liability.

Although the liability for Long Service Leave is assumed by the Crown, some on-costs associated with Long Service Leave are the responsibility of FRNSW. In accordance with Treasury policy, the associated on costs whilst on LSL (i.e. payroll tax, recreation leave accrued, workers compensation insurance, superannuation) have been treated as a provision.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme (SSS), State Authorities Superannuation Scheme (SASS) and State Authorities Non-Contributory Superannuation Scheme (SANCS)), the expense is calculated as a multiple of the employees' superannuation contributions. FRNSW makes these payments to Pillar Administration and in so doing, discharges its liability for superannuation and at this point the Crown assumes the liability for defined benefit superannuation plans.

## 5. Notes to the Financial Statements

### Fire & Rescue NSW

#### Notes to the Financial Statements

##### c) The NSW Fire Brigades Firefighting Staff Death and Disability Superannuation Fund

The NSW Fire Brigades Firefighting Staff Death and Disability Superannuation Fund ("the Scheme") is established to facilitate Death and Total and Permanent Incapacity (TPI) benefits to firefighting employees of FRNSW as provided under the Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Award 2009.

The Award provides benefits to a firefighter in the event that he or she suffers an on duty or off duty injury which results in the death or total and permanent incapacity (TPI) or partial and permanent incapacity (PPI) of the firefighter. FRNSW (employer) and firefighters (employees) make contributions to the fund as required by the Award.

Employee contributions are paid to Mutual Benefit Consulting. The fund administrator and insurer is Suncorp/GIO. The Trustee of the superannuation fund is NSW Fire Brigades Superannuation Pty Ltd. Benefits arising from claims associated with Death or Total and Permanent Incapacity are paid by the insurer.

Funds derived from employer contributions are used to pay benefits associated with Partial and Permanent Incapacity and to provide a reserve to meet any deficiencies in the funds administered by Suncorp/GIO.

The provision maintained by FRNSW for Death and Disability Benefits (Note 18) is valued each year in accordance with AASB 119 Employee Benefits. The following assumptions have been used:

- ▶ The discount rate (gross of tax) assumed was 5.20% (5.10% in 2010) per annum. This discount rate is appropriate for AASB 119 purposes.
- ▶ The salary increase rate is 2.50% (4.00% in 2010).
- ▶ The expected return on assets (net of tax) is 5.20% (5.10% in 2010).
- ▶ The inflation rate for pensions is 2.50% (2.50% in 2010).
- ▶ Mortality rates from the 2006 valuation of SSS invalidity pensions (same in 2010).
- ▶ An allowance of 15% (15.00% in 2010) for commutation of pensions has been provided.

Ultimately, the operation of the Scheme is financially underwritten by the Crown.

Actuarial gains and losses are recognised as other comprehensive income.

##### (iii) Other Provisions

Other provisions exist when: FRNSW has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation.

If the effect of the time value of money is material, provisions are discounted at 4.50% (4.30% in 2010), which is a pre-tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability.

##### (j) Equity and Reserves

###### (i) Asset Revaluation reserve

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets. This accords with FRNSW's policy on the revaluation of property, plant and equipment as discussed in note 1(h)(iii).

###### (ii) Accumulated Funds

The category accumulated funds includes all current and prior period retained funds.

##### (k) 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, s21A, s24 and/or s26 of the *Public Finance and Audit Act 1983*.

The budgeted amounts in the Statement of Comprehensive Income 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).

**Fire & Rescue NSW****Notes to the Financial Statements****(l) Comparative Information**

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

**(m) New Australian Accounting Standards issued but not effective**

At the reporting date, a number of Accounting Standards adopted by the Australian Accounting Standards Board (AASB) had been issued but are not yet operative and have not been early adopted. The initial application of these standards will have no material impact on the financial performance or position.

**2. Expenses Excluding Losses**

	2011	2010
	\$'000	\$'000
<b>(a) Employee Related Expenses</b>		
Salaries and Wages (including Recreation Leave)		
– Brigades	275,036	265,938
– Retained Firefighters	41,302	41,550
– Administrative & Technical Staff	39,339	35,799
Superannuation – defined benefit plans	19,510	19,793
Superannuation – defined contribution plans	20,522	19,463
Long Service Leave	16,357	15,958
Workers Compensation Insurance*	29,547	27,962
Payroll Tax and Fringe Benefits Tax	25,501	23,707
Overtime	23,992	17,133
Redundancy Payments	968	128
Meal Allowance	723	565
Death and Disability Benefits – Retrospective	112	114
Death and Disability Scheme	9,231	7,059
Long Service Leave Liability On-Costs not assumed by the Crown Entity	211	(817)
	502,351	474,352

\* Workers Compensation Insurance Expense (2011 \$29,547m) includes a Hindsight Adjustment for the 2004/05 year of \$0.335m (unfavourable) and 2006/07 year of \$6.929m (unfavourable).



## 5. Notes to the Financial Statements

### Fire & Rescue NSW

#### Notes to the Financial Statements

	2011	2010
<b>(b) Other Operating Expenses include the following:</b>	<b>\$'000</b>	<b>\$'000</b>
Auditor's Remuneration – Audit of the Financial Statements	208	226
Operating Leases Rental Expenses – minimum lease payments (see Note 3(d) sub-leases to employees)	5,030	4,602
Maintenance*	16,548	15,201
Insurance	2,341	2,550
Rates, Utilities and Cleaning	6,183	5,449
Fire Appliances and Vehicles Running Costs	4,679	5,295
Stores and Minor Equipment	6,605	7,002
Uniforms	4,673	5,005
Communications	7,405	5,903
Travel and Subsistence	4,368	3,441
Computer Services	469	507
Printing and Stationery	1,171	1,260
Fees for Services	10,325	9,666
General Expenses	5,719	3,664
	75,724	69,771
<i>* Reconciliation: Total Maintenance</i>		
Maintenance expense, as above	16,548	15,201
Maintenance related employee expenses included in Note 2(a)	2,605	1,896
Total maintenance expenses included in Note 2(a) + 2(b)	19,153	17,097

## Fire &amp; Rescue NSW

## Notes to the Financial Statements

	2011	2010
	\$'000	\$'000
<b>(c) Depreciation and amortisation expense</b>		
<b>Depreciation</b>		
Buildings (Land & Buildings)	7,787	7,633
Fire Appliances (Fire Appliances)	14,264	13,947
Motor Vehicles (General Plant & Equipment)	1,584	1,870
Computer Equipment (General Plant & Equipment)	1,519	1,255
Plant and Equipment (General Plant & Equipment)	8,250	7,166
Leasehold Improvements (Land & Buildings)	690	573
	34,094	32,444
<b>Amortisation</b>		
Software	1,801	1,402
Other Intangibles	34	110
	1,835	1,512
Total Depreciation and Amortisation	35,929	33,956
	2011	2010
	\$'000	\$'000
<b>(d) Finance Costs</b>		
Unwinding of discount rate	0	157
	0	157

## 5. Notes to the Financial Statements

### Fire & Rescue NSW

## Notes to the Financial Statements

### 3. Revenue

	2011	2010
	\$'000	\$'000
<b>(a) Sales of Goods and Services</b>		
Monitoring of Automatic Fire Alarms	6,760	6,553
Fire Service Charges – Commonwealth Government	5,379	5,069
Public Lectures	1,979	2,038
Charges for Removing Hazardous Materials	564	165
	14,682	13,825

	2011	2010
	\$'000	\$'000
<b>(b) Investment Revenue</b>		
Interest revenue from financial assets not at fair value through profit or loss <sup>1</sup>	6,699	4,685
TCorp Hour-Glass Cash Investment Facility designated at fair value through profit or loss	878	701
	7,577	5,386

Note

1. Interest revenue from Cash at Bank – Note 9

	2011	2010
	\$'000	\$'000
<b>(c) Retained Taxes, Fees and Fines</b>		
Fines:		
Charges for False Alarms	11,579	11,480
Fees:		
Statutory Fire Safety Charges	598	135
	12,177	11,615



## Fire &amp; Rescue NSW

## Notes to the Financial Statements

	2011	2010
	\$'000	\$'000
<b>(d) Other Revenue</b>		
ATO Diesel Fuel Rebate	249	268
Workers Compensation Receipts	3,716	3,576
Commissions Received	13	12
Claims for Natural Disasters	3,810	646
Proceeds from Insurance Claims	302	487
City Of Sydney Heritage Floor Space Asset	0	4,271
Service Costs Recovered	827	0
Recovery of Costs FRNSW Services	998	0
Land assets granted to FRNSW – Katoomba, Gilgandra & Broken Hill	0	343
Salary Recoups from Other Government Departments	591	557
Recoup of legal fees	0	156
Cost recoveries for public events	0	115
Property Rentals:		
Leases	379	353
Sub-leases to Employees	346	328
Sundry Items	933	735
	12,164	11,847
	2011	2010
	\$'000	\$'000
<b>(e) Grants and Contributions</b>		
Insurance Companies 10/11 Contributions*	438,663	371,195
Local Government 10/11 Contributions*	69,639	60,735
Other Grants and Contributions Received	663	904
	508,965	432,834

\* Refer to Note 1[g] for revenue accounting policy.

## 5. Notes to the Financial Statements

### Fire & Rescue NSW

## Notes to the Financial Statements

### 4. Gain/(Loss) on Disposal

	2011	2010
	\$'000	\$'000
Gain/(Loss) on Disposal of Fire Appliances:		
Proceeds from Disposal	512	245
Written Down Value of Assets Disposed	(143)	(135)
Net Gain/(Loss) on Disposal of Fire Appliances	369	110
Gain/(Loss) on Disposal of Plant and Equipment:		
Proceeds from Disposal	966	189
Written Down Value of Assets Disposed	(655)	(211)
Net Gain/(Loss) on Disposal of Plant and Equipment	311	(22)
Gain/(Loss) on Disposal of Non-Current Assets	680	88

### 5. Other Gains/(Losses)

	2011	2010
	\$'000	\$'000
Other Gains/(Losses) on Disposal of Assets Held for Sale:		
Proceeds from Disposal	682	1,637
Written Down Value of Assets Disposed	(574)	(1,152)
Impairment of receivables	94	42
Total Other Gains/(Losses)	202	527

## Fire &amp; Rescue NSW

## Notes to the Financial Statements

## 6. Appropriations

	2011	2010
	\$'000	\$'000
<b>RECURRENT APPROPRIATIONS</b>		
Total recurrent draw-downs from Treasury (Per Summary of Compliance)	80,140	73,481
	80,140	73,481
Comprising:		
Recurrent appropriations (Per Statement of Comprehensive Income)*	80,140	73,481
	80,140	73,481
<b>CAPITAL APPROPRIATIONS</b>		
Total capital draw-downs from Treasury (Per Summary of Compliance)	8,056	6,424
	8,056	6,424
Comprising:		
Capital appropriations (Per Statement of Comprehensive Income)*	8,056	6,424
	8,056	6,424

\* Refer to Note 1(g)(i) for revenue accounting policy.

### 7. Acceptance by the Crown Entity of Employee Benefits and Other Liabilities

The Crown Entity assumes the long service leave liability of FRNSW through the operation of a pooled fund. FRNSW annually contributes an agreed percentage of total salary costs to this fund from which payments of long service leave are recouped.

The Crown Entity also assumes the superannuation liability for the FRNSW defined benefit superannuation schemes through the operation of a pooled fund. The schemes, managed by Pillar Administration, are the State Superannuation Scheme (SSS), State Authorities Superannuation Scheme (SASS) and State Authorities Non-Contributory Superannuation Scheme (SANCS).

### 8. Service Groups of the Agency

#### (A) SERVICE GROUP 1: COMMUNITY SAFETY

Purpose: This service group focuses on improved risk management by ensuring effective emergency incident prevention and developing resilient communities that are well prepared for emergencies. Activities include community education, the smoke alarm battery replacement for the elderly program, fire fighter inspections of premises and the establishment of community fire units on the bush/urban interface.

#### (B) SERVICE GROUP 2: OPERATIONAL PREPAREDNESS

Purpose: This service group covers the assessment of risk, the development and testing of operational plans and operational capabilities and the provision of training for emergencies to ensure optimal preparedness for fire, hazardous material or terrorist or other emergencies across the state.

#### (C) SERVICE GROUP 3: EMERGENCY MANAGEMENT

Purpose: This service group covers emergency management response and recovery to provide rapid and reliable 24/7 emergency assistance while ensuring the impacts of emergency incidents are minimised and emergency-related disruptions to communities, business and the environment are reduced.



## 5. Notes to the Financial Statements

### Fire & Rescue NSW

## Notes to the Financial Statements

### 9. Current Assets – Cash and Cash Equivalents

	2011	2010
	\$'000	\$'000
<b>Cash and Cash Equivalents</b>		
Cash on Hand	302	281
Cash at Bank*	125,606	103,074
	125,908	103,355
For the purpose of the Statement of Cash Flows, cash and cash equivalents include cash at bank, cash on hand, short term deposits and bank overdraft.		
Cash and cash equivalent assets recognised in the Statement of Financial Position are reconciled at the end of the financial year to the Statement of Cash Flows as follows:		
Cash and cash equivalents (per Statement of Financial Position)	125,908	103,355
Closing cash and cash equivalents (per Statement of Cash Flows)	125,908	103,355

\* Refer to Note 21 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

### 10. Current Assets – Receivables

	2011	2010
	\$'000	\$'000
Monitoring of Automatic Fire Alarms	940	591
False Alarms	2,016	1,909
Public Lectures	325	317
Sundry		
– Other Sundry Receivables	3,848	2,145
Statutory Fire Safety Charges	272	26
Interest Accrued	3,788	2,668
Goods and Services Tax (GST)	2,800	2,274
	13,989	9,930
Less: Allowance for impairment*	(181)	(392)
Prepayments	1,510	1,675
	15,318	11,213

\* Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 21.

## Fire &amp; Rescue NSW

## Notes to the Financial Statements

## 10. Current Assets – Receivables (continued)

	2011 \$'000					2010 \$'000				
	Monitoring of AFA's	False Alarms	Public Lectures	Sundry	Total	Monitoring of AFA's	False Alarms	Public Lectures	Sundry	Total
<b>Movement in the allowance for impairment</b>										
Balance at 1 July	0	0	(24)	(368)	(392)	0	0	(24)	(426)	(450)
Amounts written off during the year	0	0	0	1	1	0	0	0	16	16
Amounts recovered during the year	0	0	0	393	393	0	0	0	0	0
(Increase)/decrease in allowance recognised in profit or loss	0	0	(4)	(179)	(183)	0	0	0	42	42
Balance at 30 June	0	0	(28)	(153)	(181)	0	0	(24)	(368)	(392)

## 11. Current Assets – Inventories

	2011 \$'000	2010 \$'000
Inventory at Greenacre	1,413	1,980

The mechanical workshop inventories, which are finished goods, have been included in the Statement of Financial Position at cost value of \$1.413m (\$1.980m in 2009/10). Because these inventories are not for resale but for use as replacement parts in the Fire Appliances Service Centre, the value is expected to be realised in the normal course of operations.

## 12. Current Assets – Other Financial Assets

	2011 \$'000	2010 \$'000
<b>Other:</b>		
Travel Advances	83	61

## 5. Notes to the Financial Statements

### Fire & Rescue NSW

## Notes to the Financial Statements

### 13. Current Assets – Non-Current Assets Held for Sale

	2011	2010
	\$'000	\$'000
<b>Assets held for sale</b>		
Land and buildings	841	1,563

### 14. Non-Current Assets – Property, Plant and Equipment

	Land, Buildings and Leasehold Improvements	General Plant and Equipment	Fire Appliances	Totals
	\$'000	\$'000	\$'000	\$'000
<b>At 1 July 2010 – fair value</b>				
Gross carrying amount	305,498	119,338	294,202	719,038
Accumulated depreciation and impairment	(10,575)	(61,757)	(152,251)	(224,583)
Net Carrying Amount	294,923	57,581	141,951	494,455
<b>At 30 June 2011 – fair value</b>				
Gross carrying amount	315,088	138,561	301,207	754,856
Accumulated depreciation and impairment	(18,496)	(64,091)	(143,165)	(225,752)
Net Carrying Amount	296,592	74,470	158,042	529,104



## Fire &amp; Rescue NSW

## Notes to the Financial Statements

## 14. Non-Current Assets – Property, Plant and Equipment (continued)

## Reconciliation

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

	Land, Buildings and Leasehold Improvements	General Plant and Equipment	Fire Appliances	Totals
Year ended 30 June 2011	\$'000	\$'000	\$'000	\$'000
Net Carrying Amount at Start of Year	294,923	57,581	141,951	494,455
Reclassifications/Adjustments	232	(42)	447	637
Additions	10,530	22,632	26,825	59,987
Work in Progress Assets (10/11 AUC*)	4,089	15,495	14,083	33,667
Work in Progress Assets (09/10 Capitalised)	(4,840)	(9,188)	(22,653)	(36,681)
Transfers to Assets Held for Sale	(17)	0	0	(17)
Disposals	(76)	(9,674)	(16,612)	(26,362)
Depreciation Expense	(8,477)	(11,353)	(14,264)	(34,094)
Net Revaluation Increment less Revaluation Decrements	190	0	11,796	11,986
Depreciation Written Back on Disposals	38	9,019	16,469	25,526
<b>Net Carrying Amount at End of Year</b>	<b>296,592</b>	<b>74,470</b>	<b>158,042</b>	<b>529,104</b>

\* AUC = Assets Under Construction

	Land, Buildings and Leasehold Improvements	General Plant and Equipment	Fire Appliances	Totals
At 1 July 2009 – fair value	\$'000	\$'000	\$'000	\$'000
Gross carrying amount	305,851	110,880	281,005	697,736
Accumulated depreciation and impairment	(7,804)	(61,805)	(141,415)	(211,024)
Net Carrying Amount	298,047	49,075	139,590	486,712
<b>At 30 June 2010 – fair value</b>				
Gross carrying amount	305,498	119,338	294,202	719,038
Accumulated depreciation and impairment	(10,575)	(61,757)	(152,251)	(224,583)
Net Carrying Amount	294,923	57,581	141,951	494,455

## 5. Notes to the Financial Statements

### Fire & Rescue NSW

## Notes to the Financial Statements

### 14. Non-Current Assets – Property, Plant and Equipment (continued)

#### Reconciliation

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

	Land, Buildings and Leasehold Improvements	General Plant and Equipment	Fire Appliances	Totals
Year ended 30 June 2010	\$'000	\$'000	\$'000	\$'000
Net Carrying Amount at Start of Year	298,047	49,075	139,590	486,712
Reclassifications/Adjustments	(46)	3,769	(493)	3,230
Additions	9,806	9,505	16,434	35,745
Work in Progress Assets (09/10 AUC*)	2,516	11,010	19,761	33,287
Work in Progress Assets (08/09 Capitalised)	(5,567)	(4,322)	(12,917)	(22,806)
Transfers to Assets Held for Sale	(658)	0	0	(658)
Transfers	0	(882)	681	(201)
Disposals	(172)	(10,069)	(12,656)	(22,897)
Depreciation Expense	(8,206)	(10,291)	(13,947)	(32,444)
Net Revaluation Increment less Revaluation Decrements	(808)	(72)	(7,024)	(7,904)
Depreciation Written Back on Disposals	11	9,858	12,522	22,391
<b>Net Carrying Amount at End of Year</b>	<b>294,923</b>	<b>57,581</b>	<b>141,951</b>	<b>494,455</b>

\* AUC = Assets Under Construction

## Fire &amp; Rescue NSW

## Notes to the Financial Statements

## 15. Non-Current Assets – Intangible Assets

	Other	Software	Total
	\$'000	\$'000	\$'000
<b>At 1 July 2010</b>			
Cost (gross carrying amount)	4,476	15,604	20,080
Accumulated amortisation and impairment	(55)	(7,444)	(7,499)
Net Carrying Amount	4,421	8,160	12,581
<b>At 30 June 2011</b>			
Cost (gross carrying amount)	4,652	17,923	22,575
Accumulated amortisation and impairment	(90)	(7,227)	(7,317)
Net Carrying Amount	4,562	10,696	15,258
<b>Year ended 30 June 2011</b>			
Net Carrying Amount at Start of Year	4,421	8,160	12,581
Reclassifications/Adjustments	0	0	0
Additions	175	2,640	2,815
Work in Progress Assets (10/11 AUC*)	0	2,735	2,735
Work in Progress Assets (09/10 Capitalised)	0	(1,038)	(1,038)
Transfers	0	0	0
Disposals	0	(2,018)	(2,018)
Amortisation Expense	(34)	(1,801)	(1,835)
Amortisation Written Back on Disposals	0	2,018	2,018
<b>Net Carrying Amount at End of Year</b>	<b>4,562</b>	<b>10,696</b>	<b>15,258</b>

\* AUC = Assets Under Construction



## 5. Notes to the Financial Statements

### Fire & Rescue NSW

## Notes to the Financial Statements

### 15. Non-Current Assets – Intangible Assets (continued)

	Other	Software	Total
	\$'000	\$'000	\$'000
<b>At 1 July 2009</b>			
Cost (gross carrying amount)	992	15,740	16,732
Accumulated amortisation and impairment	(148)	(6,023)	(6,171)
Net Carrying Amount	844	9,717	10,561
<b>At 30 June 2010</b>			
Cost (gross carrying amount)	4,476	15,604	20,080
Accumulated amortisation and impairment	(55)	(7,444)	(7,499)
Net Carrying Amount	4,421	8,160	12,581
<b>Year ended 30 June 2010</b>			
Net Carrying Amount at Start of Year	844	9,717	10,561
Reclassifications/Adjustments	204	(3,499)	(3,295)
Additions**	4,270	3,436	7,706
Work in Progress Assets (09/10 AUC*)	0	729	729
Work in Progress Assets (08/09 Capitalised)	0	(1,809)	(1,809)
Transfer	(787)	988	201
Disposals	0	(377)	(377)
Amortisation Expense	(110)	(1,402)	(1,512)
Amortisation Written Back on Disposals	0	377	377
<b>Net Carrying Amount at End of Year</b>	<b>4,421</b>	<b>8,160</b>	<b>12,581</b>

\* AUC = Assets Under Construction

\*\* Additions include City of Sydney No. 1 Fire Station – Heritage Floor Space \$4.270m

### 16. Current Liabilities – Payables

	2011	2010
	\$'000	\$'000
Accrued Salaries, Wages and On-Costs	1,161	14,202
Creditors	30,181	9,558
	31,341	23,760

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payable, are disclosed in Note 21.

## Fire &amp; Rescue NSW

## Notes to the Financial Statements

## 17. Current/Non-Current Liabilities Provisions

	2011	2010
	\$'000	\$'000
<b>Employee Benefits and Related On-Costs</b>		
Recreation Leave	56,447	53,139
Long Service Leave On-Costs not assumed by the Crown	12,547	12,335
Death & Disability Benefits	41,461	36,464
Fringe Benefits Tax	449	219
	110,904	102,157
<b>Other Provisions</b>		
Restoration costs	1,208	1,536
	1,208	1,536
<b>Total Provisions</b>	112,112	103,693
<b>Aggregate Employee Benefits and Related On-Costs</b>		
Provisions – Current*	68,993	65,474
Provisions – Non-Current	41,461	36,464
Accrued Salaries, Wages and On-Costs (Note 16)	1,161	14,202
	111,615	116,140

## Movements in provisions (other than employee benefits)

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

	Restoration Costs
2011	\$'000
Carrying amount at the beginning of financial year	1,536
Additional provisions recognised	0
Amounts used	0
Unused amounts reversed	0
Unwinding/change in the discount rate	(328)
Carrying amount at end of financial year	1,208

\* Expected Cash Flows:  
not later than one year – \$30.167m (\$28.627m 2009/10)  
later than one year – \$38.826m (\$36.847m 2009/10)

## Fire &amp; Rescue NSW

## Notes to the Financial Statements

## 17. Current/Non-Current Liabilities Provisions (continued)

	2011	2010
	\$'000	\$'000
<b>Death &amp; Disability Benefits Position</b>		
Defined Benefit Obligation	46,269	40,264
Net assets	(4,808)	(3,800)
Deficit/(Surplus)	41,461	36,464
<b>Movement in Net Liability</b>		
Net liability/(asset) in Statement of Financial Position at end of prior year	36,464	22,242
Expense recognised in Statement of Comprehensive Income	9,548	8,855
Employer contributions	(459)	(1,381)
Amount recognised in Other comprehensive income (OCI)	(4,092)	6,748
Net liability/(asset) in Statement of Financial Position at end of year	41,461	36,464
<b>Components recognised in the Statement of Comprehensive Income</b>		
Employer service cost	7,509	7,464
Interest cost	2,270	1,428
Expected return on assets	(231)	(37)
Expense recognised	9,548	8,855
<b>Reconciliation of the net assets</b>		
Fair value of assets at commencement of year*	3,800	518
Employee contributions	4,736	4,266
Employer contributions	459	1,381
Benefit payments	(3,171)	(4,819)
Expected return on assets	231	37
Operating costs	(564)	(502)
Expected Assets at year end	5,491	881
Actuarial gain/(loss) on assets	(683)	2,919
Assets at year end	4,808	3,800

\* This is the fair value of plan assets as reported in the 30 June 2010 accounts (including the Suncorp balance).  
However, per the 30 June 2011 accounts (including the Suncorp balance) the 30 June 2010 closing value was \$3.447m.  
This resulted in an immediate actuarial loss on assets of \$0.353m.

## Fire &amp; Rescue NSW

## Notes to the Financial Statements

## 17. Current/Non-Current Liabilities Provisions (continued)

	2011	2010
	\$'000	\$'000
<b>Reconciliation of the present value of the Defined Benefit Obligation (DBO)</b>		
Total Defined Benefit Obligations at end of prior year	40,264	22,760
Contributions by fund participants	4,736	4,266
Employer Service cost plus operating costs	7,509	7,464
Benefit payments	(3,171)	(4,819)
Interest cost	2,270	1,428
Operating cost	(564)	(502)
Expected Defined Benefit Obligations at end of year	51,044	30,597
Actuarial (gain)/loss on liabilities	(4,775)	9,667
Total Defined Benefit Obligations at year end	46,269	40,264
	2011	2010
	\$'000	\$'000
<b>Amount recognised in Other Comprehensive Income</b>		
Actuarial gain/(loss) on assets	(683)	2,919
Actuarial gain/(loss) on liabilities	4,775	(9,667)
Actuarial gain/(loss) recognised in OCI	4,092	(6,748)
<b>Reconciliation of Interest Cost</b>		
Defined Benefit Obligations at end of prior year (net discount rate)	40,264	22,760
Material movements in Defined Benefit Obligation	4,255	3,205
Average benefit obligations	44,519	25,965
Discount rate	5.10%*	5.50%**
Calculated Interest Cost	2,270	1,428

\* This is the discount rate from our 30 June 2010 valuation as this is the rate of interest assumed to be earned over the 2010/11 financial year. The 5.2% discount rate in the current valuation is the discount rate applicable to future years from 2011/12.

\*\* This is the discount rate from Mercer's 30 June 2009 valuation.



## 5. Notes to the Financial Statements

### Fire & Rescue NSW

## Notes to the Financial Statements

### 17. Current/Non-Current Liabilities Provisions (continued)

	2011	2010
	\$'000	\$'000
<b>Reconciliation of Expected Return on Assets</b>		
Fair value of assets at commencement of year	3,800	518
Employee contributions	2,368	2,133
Employer contributions	230	691
Benefit payments	(1,586)	(2,410)
Operating costs	(282)	(251)
Average Expected Assets	4,530	681
Assumed Rate of Return	5.10%*	5.50%**
Calculate Expected return on assets	231	37

\* This is the discount rate from our 30 June 2010 valuation as this is the rate of interest assumed to be earned over the 2010/11 financial year.

\*\* This is the discount rate from Mercer's 30 June 2009 valuation.

### 18. Commitments for Expenditure

	2011	2010
	\$'000	\$'000
<b>(a) Capital Commitments</b>		
Aggregate capital expenditure for the acquisition of non-current assets contracted for at balance date and not provided for:		
Not later than one year		
Land and Buildings	994	3,143
Plant and Equipment	2,733	2,080
Fire Appliances	599	17,336
Motor Vehicles	2,783	3,328
Communications	2,029	4,901
Total (including GST)	9,138	30,788
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	831	2,799

**Fire & Rescue NSW****Notes to the Financial Statements****18. Commitments for Expenditure (continued)****(b) Other Expenditure Commitments**

The total value of other expenditure commitments is considered by the FRNSW not to be material.

	2011	2010
	\$'000	\$'000
<b>(c) Operating Lease Commitments</b>		
Future non-cancellable operating lease rentals not provided for and payable:		
Not later than one year	5,317	5,041
Later than one year and not later than five years	7,254	8,604
Later than five years	179	240
Total (including GST)	12,750	13,885
GST included above	1,027	1,262

**Motor Vehicle Leases**

Budget sector agencies are required to utilise operating lease arrangements through State Fleet Services for the provision of passenger and light commercial motor vehicles.

**Property Leases**

All rental payments are determined prior to the commencement of all leases/licenses. This is done by negotiation having regard to market conditions prevailing at the time.

Some leases contain options for renewal and these are usually on the basis of "to market". This is fair to both FRNSW and the lessor. Purchase options are also on the basis of a predetermined and agreed mechanism for assessing the value of the property at the time the option becomes current.

Escalation clauses are again dependant on market conditions at the time, however, where possible FRNSW endeavours to have a predetermined and agreed percentage of the escalation rate, with a review to market every 2 to 3 years, ensuring that the lease does not contain a ratchet clause.

Lease commitments are based on current rental rates for properties, plant and motor vehicles. These commitments are not recognised in the financial statements as liabilities.

Fire & Rescue NSW

Notes to the Financial Statements

18. Commitments for Expenditure (continued)

	2011	2010
	\$'000	\$'000
<b>(d) Operating Lease Commitments Receivable</b>		
Future operating lease rentals not recognised and receivable:		
Not later than one year	209	233
Later than one year and not later than five years	501	707
Later than five years	0	48
Total (including GST)	710	988
GST on commercial leases included above which is expected to be paid to the Australian Taxation Office	65	90

Lease commitments are based on current rental rates for residential and commercial properties. These commitments are not recognised in the financial statements as assets.

19. Budget Review

Net Cost of Services

The Net Cost of Services result of \$57.6 million is \$4.8 million lower than budget. This is due to the increase in total revenue including gains/(losses) by \$38.3 million and the increase in operating expenses by \$33.5 million.

The increase in revenue is primarily attributable from the increased contributions received from insurance companies and local councils as a result of the approval for funding supplementations including an adjustment in the emergency services contributions for the 2009/10 operating result.

Additional funding was approved in 2010/11 to fund Firefighter positions, Business Managers and Officers to enhance divisional financial and HR management and the creation of a Workplace Conduct Unit, the costs of which are reflected in the increased employee related expenses in 2010/11. Employee related expenses also include prior years Workers Compensation Hindsight adjustments totalling \$7.3 million.

Assets and Liabilities

Current Assets were \$17.5m (13.9%) higher than budget. This was mainly due to an increase in cash of \$13.5m as a result of increased contributions and increases in other operating revenue.

Non-current Assets were \$16.7m (3.2%) higher than budget.

Current Liabilities were \$4.1m (4.2%) higher than budget primarily due to an increase in creditors.

Non-current Liabilities were \$3.9m (10.5%) higher than budget. This is mainly due to the increased provision on the death and disability benefits.

Cash Flows from Operating Activities

Total payments for FRNSW operations were \$27.2m (5.0%) higher than budget. This was largely the result of an increase in employee related expenditure as explained above.

Total receipts were \$38.4m (7.2%) higher than budget. The variance is attributable to the increase in contributions and other operating revenue as explained above.

Cash Flows from Investing Activities

Cash Flows from Investing Activities Net cash flows from investing activities were \$2.9m higher than budget.

Cash Flows from Financing Activities

No cash flows from Financing Activities were generated by FRNSW during 2010/11.

## Fire &amp; Rescue NSW

## Notes to the Financial Statements

## 20. Reconciliation of Cash Flows from Operating Activities to Net Cost of Services

	2011	2010
	\$'000	\$'000
Net cash used on operating activities	81,057	15,501
Cash Flows from Government/Appropriations	(88,196)	(79,905)
Depreciation and amortisation	(35,929)	(33,956)
Non-Cash Revenue	154	4,614
Allowance for impairment	211	59
Decrease/(increase) in Provisions	(8,419)	(20,216)
Increase/(decrease) in Receivables	4,058	(1,303)
Increase/(decrease) in Inventories	(120)	(21)
Increase/(decrease) in Prepayments and Other Assets	(142)	495
Decrease/(increase) in Creditors	(6,927)	5,255
Superannuation Actuarial (Gain)/Loss	(4,092)	6,748
Net gain/(loss) on Sale of Assets	788	573
Net gain/(loss) on Other	0	42
Net Cost of Services	(57,557)	(102,114)



## 5. Notes to the Financial Statements

### Fire & Rescue NSW

## Notes to the Financial Statements

### 21. Financial Instruments

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

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

The Audit and Risk Committee has roles and responsibilities that focus on monitoring areas of risk management and internal control frameworks. Risk

management policies are monitored, reviewed, and evaluated by the committee to ensure they are current and appropriately focused for the risks faced by FRNSW. FRNSW employs a risk identification and assessment methodology consistent with ISO 31000.

Strategic risks have been identified and evaluated in line with a clearly articulated risk appetite and management responsibility has been assigned to ensure that these risks are managed appropriately. Internal control frameworks are reviewed to ensure they are effective and that FRNSW management has in place relevant policies and procedures suitable for the control environment. Reviews for compliance with policies and procedures are performed through a risk based internal audit plan and other management reviews.

#### (a) Financial instrument categories

			Carrying Amount 2011	Carrying Amount 2010
			\$'000	\$'000
<b>Financial Assets</b>	<b>Note</b>	<b>Category</b>		
<b>Class:</b>				
Cash and cash equivalents	9	N/A	125,908	103,355
Receivables <sup>1</sup>	10	Loans and receivables (at amortised cost)	7,626	3,705
			Carrying Amount 2011	Carrying Amount 2010
			\$'000	\$'000
<b>Financial Liabilities</b>	<b>Note</b>	<b>Category</b>		
<b>Class:</b>				
Payables <sup>2</sup>	16	Financial liabilities measured (at amortised cost)	28,560	22,349

#### Notes

1. Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).
2. Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7).

## Fire &amp; Rescue NSW

## Notes to the Financial Statements

## 21. Financial Instruments

## (b) Credit Risk

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

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

Authority deposits held with NSW TCorp are guaranteed by the State.

*Cash*

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11am unofficial cash rate, adjusted for a management fee to NSW Treasury. During 2010/11 the average interest earned was 4.57%. The TCorp Hour Glass cash facility is discussed in para (d) below.

*Receivables – trade debtors*

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

FRNSW is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are less than 3 months past due (2011: \$3.838m; 2010: \$3.173m) are not considered impaired and together these represent 100% (2010: 85%) of the total trade debtors.

	Total <sup>1,2</sup>	Past due but not impaired <sup>1,2</sup>	Considered impaired <sup>1,2</sup>
	\$'000	\$'000	\$'000
<b>2011</b>			
< 3 months overdue	3,873	3,873	0
3 months – 6 months overdue	0	0	0
> 6 months overdue	0	0	0
<b>2010</b>			
< 3 months overdue	3,173	3,173	0
3 months – 6 months overdue	8	8	0
> 6 months overdue	538	146	392

## Notes

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

## 5. Notes to the Financial Statements

### Fire & Rescue NSW

## Notes to the Financial Statements

### 21. Financial Instruments

#### (c) Liquidity Risk

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

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

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in 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 rate of interest applied during the year was 4.57% (2010 – 3.57%).

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

#### Maturity analysis and interest rate exposure of financial liabilities

	Interest Rate Exposure		Maturity Dates		
	Nominal Amount <sup>1</sup>	Non-interest bearing	< 1 yr	1 – 5 yrs	> 5 yrs
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2011</b>					
<i>Payables</i>	31,341	31,341	31,341	0	0
	31,341	31,341	31,341	0	0
<b>2010</b>					
<i>Payables</i>	23,760	23,760	23,760	0	0
	23,760	23,760	23,760	0	0

Note

- The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities and therefore will not reconcile to the Statement of Financial Position.

#### (d) Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. FRNSW exposures to market risk are primarily associated with the movement in the unit price of the Hour Glass Investment Facilities. FRNSW has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the FRNSW operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the reporting date. The analysis is performed on the same basis for 2011. The analysis assumes that all other variables remain constant.

## Fire &amp; Rescue NSW

## Notes to the Financial Statements

## 21. Financial Instruments

## Interest rate risk

FRNSW exposure to interest rate risk is set out below.

	Carrying Amount \$'000	-1%		1%	
		Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
<b>2011</b>					
<i>Financial assets</i>					
Cash and cash equivalents	125,908	(1,259)	(1,259)	1,259	1,259
<b>2010</b>					
<i>Financial assets</i>					
Cash and cash equivalents	103,355	(1,034)	(1,034)	1,034	1,034

## Other price risk – TCorp Hour-Glass Investment Facilities

Exposure to 'other price risk' primarily arises through the investment in the TCorp Hour-Glass Investment Facilities, which are held for strategic rather than trading purposes. The FRNSW has no direct equity investments. The FRNSW holds units in the following TCorp Hour-Glass Investment Facilities Trusts:

Facility	Investment Sectors	Investment Horizon	2011	2010
			\$'000	\$'000
Cash facility	Cash, money market instruments	Up to 1.5 years	17,241	16,363

The unit price of each facility is equal to the total fair value of the net assets held by the facility divided by the number of units on issue for that facility. Unit prices are calculated and published daily.

NSW TCorp is trustee for the above facility and is required to act in the best interest of the unit holders and to administer the trusts in accordance with the trust deeds. As trustee, TCorp has appointed external managers to manage the performance and risks of each facility in accordance with a mandate agreed by the parties. However, TCorp acts as manager for part of the Cash Facility. A significant portion of the administration of the facilities is outsourced to an external custodian.

Investment in the TCorp Hour-Glass Investment Facilities limits FRNSW's exposure to risk, as it allows diversification across a pool of funds with different investment horizons and a mix of investments.

NSW TCorp provides sensitivity analysis information for each of the Investment facilities, using historically based volatility information collected over a ten year period, quoted at two standard deviations (i.e. 95% probability). The TCorp Hour-Glass Investment Facilities are designated at fair value through profit or loss and therefore any change in unit price impacts directly on profit (rather than equity). A reasonably possible change is based on the percentage change in unit price (as advised by TCorp) multiplied by the redemption value as at 30 June each year for each facility (balance from Hour-Glass statement).



## 5. Notes to the Financial Statements

### Fire & Rescue NSW

## Notes to the Financial Statements

### 21. Financial Instruments

	Change in unit price %	Impact on profit/loss	
		2011	2010
		\$'000	\$'000
Hour Glass Investment – Cash facility	+/- 1%	172	163

#### (e) Fair value compared to carrying amount

Financial instruments are generally recognised at cost, with the exception of the TCorp Hour-Glass Investment Facilities, which are measured at fair value. As discussed, the value of the TCorp Hour-Glass Investment Facilities is based on FRNSW's share of the value of the underlying assets of the facility, based on the market value. All of the TCorp Hour-Glass Investment Facilities are valued using 'redemption' pricing.

The amortised cost of financial instruments recognised in the Statement of Financial Position approximates the fair value, because of the short-term nature of many of the financial instruments.

#### (f) Fair value recognised in the Statement of Financial Position

FRNSW uses the following hierarchy for disclosing the fair value of financial instruments by valuation technique:

- › Level 1 – Derived from quoted prices in active markets for identical assets/liabilities.
- › Level 2 – Derived from inputs other than quoted prices that are observable directly or indirectly.
- › Level 3 – Derived from valuation techniques that include inputs for the asset/liability not based on observable market data (unobservable inputs).

	Level 1	Level 2	Level 3	2011 Total
	\$'000	\$'000	\$'000	\$'000
Hour Glass Investment – Cash facility		17,241		17,241

	Level 1	Level 2	Level 3	2010
	\$'000	\$'000	\$'000	\$'000
Hour Glass Investment – Cash facility		16,363		16,363

### 22. Contingent Assets and Contingent Liabilities

FRNSW have no contingent assets and contingent liabilities to report as at 30 June 2011.

### 23. After Balance Date Events

FRNSW have no after balance date events to report.

**End of Audited Financial Statements**

# 6

## Section 6 – Appendices

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## Funding

### Appendix 1: Fire District estimates

Fire District estimates are the means by which the NSW Government recovers 85.4% of the net cost of FRNSW through statutory contributions from the insurance industry (73.7%) and local government (11.7%). These estimates are based directly on FRNSW's operating budget for the financial year. See the financial narrative in the Operational Preparedness chapter for more information.

Fire District	Estimate (\$)	Fire District	Estimate (\$)	Fire District	Estimate (\$)
Aberdeen	177 602	Bundanoon	124 577	Forster	317 346
Albury	3 455 588	Bundeena	102 946	Gilgandra	196 423
Alstonville	153 564	Byron Bay	204 024	Glen Innes	541 516
Armidale	1 002 386	Camden	2 986 849	Gloucester	174 094
Ballina	274 806	Canowindra	169 708	Gosford	6 658 909
Balranald	112 084	Casino	507 741	Goulburn	846 875
Bangalow	145 764	Cessnock	2 145 810	Grafton	631 350
Barham	127 770	Cobar	189 469	Grenfell	192 674
Barraba	111 229	Coffs Harbour	3 202 864	Griffith	605 031
Batemans Bay	569 663	Condobolin	154 280	Gulgong	98 246
Bathurst	1 725 342	Coolah	86 832	Gundagai	206 907
Batlow	100 240	Coolamon	131 006	Gunnedah	207 186
Bega	186 279	Cooma	250 693	Guyra	102 453
Bellingen	126 449	Coonabarabran	184 640	Hay	189 710
Berrigan	121 109	Coonamble	141 585	Helensburgh	278 190
Berry	116 148	Cootamundra	224 201	Henty	98 376
Bingara	106 625	Coraki	130 280	Hillston	127 245
Blayney	150 609	Corowa	159 477	Holbrook	121 415
Blue Mountains	5 789 965	Cowra	243 124	Illawarra	21 483 452
Boggabri	132 882	Crookwell	235 681	Inverell	623 922
Bombala	183 730	Culcairn	125 351	Jerilderie	146 119
Boorowa	140 708	Deniliquin	406 268	Jindabyne	168 738
Bourke	255 047	Denman	121 137	Junee	158 582
Bowral	294 219	Dorrigo	101 271	Kandos	102 228
Bowraville	161 855	Dubbo	2 599 228	Kempsey	533 727
Braidwood	154 596	Dunedoo	86 333	Kiama	278 718
Branxton-Greta	208 811	Dungog	123 583	Kingscliff	195 397
Brewarrina	107 469	Eden	107 433	Kyogle	155 467
Broken Hill	3 403 263	Evans Head	167 015	Lake Cargelligo	102 017
Brunswick Heads	163 381	Finley	140 056	Lake Macquarie	18 823 190
Budgewoi-Toukley	1 088 354	Forbes	165 888	Laurieton	226 241

Fire District	Estimate (\$)	Fire District	Estimate (\$)	Fire District	Estimate (\$)
Leeton	234 556	Nelson Bay	811 956	Tweed Heads	2 422 069
Lightning Ridge	190 013	Newcastle	21 846 057	Ulladulla	223 737
Lismore	3 126 739	Nowra	1 565 785	Uralla	152 552
Lithgow	814 145	Nyngan	152 357	Urunga	154 484
Lockhart	134 236	Oberon	131 439	Wagga Wagga	3 568 498
Lower Hunter	256 136	Orange	2 728 375	Walcha	107 087
Macksville	185 563	Parkes	208 162	Walgett	126 244
Maclean	127 122	Peak Hill	96 171	Wallerawang	106 365
Maitland	4 165 801	Perisher Valley	1 023 731	Warialda	120 277
Manilla	110 309	Picton	238 009	Warragamba	138 047
Merimbula	262 421	Port Macquarie	2 227 638	Warren	160 385
Merriwa	100 167	Portland	116 854	Wauchope	206 430
Mittagong	290 589	Queanbeyan	2 870 068	Wee Waa	103 300
Moama	102 787	Quirindi	156 553	Wellington	219 450
Molong	126 948	Raymond Terrace	224 432	Wentworth	179 678
Moree	971 996	Sawtell	203 002	Werris Creek	112 630
Morisset	517 083	Scone	122 937	West Wyalong	163 637
Moruya	153 358	Shellharbour	2 974 579	Windsor	1 176 824
Moss Vale	263 244	Singleton	468 214	Wingham	136 192
Mudgee	231 219	South West Rocks	142 636	Woolgoolga	274 194
Mullumbimby	145 346	Sydney	427 467 193	Wyong	8 979 144
Mulwala	129 458	Tamworth	1 926 644	Yamba	113 695
Murrumburrah	135 012	Taree	716 379	Yass	316 099
Murrurundi	129 265	Tea Gardens	154 308	Yenda	124 341
Murwillumbah	233 085	Temora	264 960	Young	261 255
Muswellbrook	205 739	Tenterfield	196 121	<b>Total</b>	<b>595 201 000</b>
Nambucca Heads	147 057	Thredbo	289 459		
Narooma	189 837	Tocumwal	133 027		
Narrabri	395 437	Trangie	114 382		
Narrandera	295 423	Tumbarumba	136 724		
Narromine	134 778	Tumut	182 736		



## 6. Appendices

### Appendix 2: Contributions from local government

Council	Contribution (\$)	Council	Contribution (\$)	Council	Contribution (\$)
Albury City Council	404 304	Cessnock City Council	275 491	Greater Hume Shire Council	40 382
Armidale Dumaresq Council	117 279	City of Canada Bay Council	1 265 287	Greater Taree City Council	99 750
Auburn Council	679 823	City of Lithgow Council	121 372	Griffith City Council	85 337
Ballina Shire Council	50 119	Clarence Valley Council	102 043	Gundagai Shire Council	24 208
Balranald Shire Council	13 114	Cobar Shire Council	22 168	Gunnedah Shire Council	24 241
Bankstown City Council	1 861 790	Coffs Harbour City Council	430 567	Guyra Shire Council	11 987
Bathurst Regional Council	201 865	Coolamon Shire Council	15 328	Gwydir Shire Council	26 547
Bega Valley Shire Council	65 068	Cooma-Monaro Shire Council	29 331	Harden Shire Council	15 796
Bellingen Shire Council	44 719	Coonamble Shire Council	16 565	Hawkesbury City Council	137 688
Berrigan Shire Council	46 121	Cootamundra Shire Council	26 232	Hay Shire Council	22 196
Blacktown City Council	1 919 371	Corowa Shire Council	33 806	Holroyd City Council	911 979
Bland Shire Council	19 146	Council of the City of Sydney	3 244 987	Hurstville City Council	1 019 168
Blayney Shire Council	17 621	Cowra Shire Council	28 446	Inverell Shire Council	72 999
Blue Mountains City Council	677 426	Deniliquin Council	47 533	Jerilderie Shire Council	17 096
Bogan Shire Council	17 826	Dubbo City Council	304 110	Junee Shire Council	18 554
Bombala Council	21 496	Dungog Shire Council	14 459	Kempsey Shire Council	79 134
Boorowa Council	16 463	Eurobodalla Shire Council	106 805	Kogarah Municipal Council	864 828
Bourke Shire Council	29 840	Fairfield City Council	1 486 828	Ku-ring-gai Council	2 044 165
Brewarrina Shire Council	12 574	Forbes Shire Council	19 409	Kyogle Council	18 190
Broken Hill City Council	398 182	Gilgandra Shire Council	22 981	Lachlan Shire Council	29 987
Burwood Council	439 686	Glen Innes Severn Council	63 357	Lake Macquarie City Council	2 273 968
Byron Shire Council	77 046	Gloucester Shire Council	20 369	Lane Cove Municipal Council	681 538
Cabonne Shire Council	34 709	Gosford City Council	779 092	Leeton Shire Council	27 443
Camden Council	349 461	Goulburn Mulwaree Council	99 084	Leichhardt Municipal Council	971 567
Campbelltown City Council	976 602	Great Lakes Council	55 183	Lismore City Council	365 828
Canterbury City Council	1 265 358			Liverpool City Council	1 368 230
Carrathool Shire Council	14 888				

Council	Contribution (\$)
Liverpool Plains Shire Council	31 495
Lockhart Shire Council	15 706
Maitland City Council	487 399
Manly Council	973 000
Marrickville Council	927 286
Mid-Western Regional Council	50 509
Moree Plains Shire Council	113 724
Mosman Municipal Council	973 353
Murray Shire Council	12 026
Muswellbrook Shire Council	38 244
Nambucca Shire Council	57 854
Narrabri Shire Council	73 899
Narrandera Shire Council	34 564
Narromine Shire Council	29 152
Newcastle City Council	2 561 596
North Sydney Council	1 239 181
NSW National Parks and Wildlife Service	153 644
Oberon Council	15 378
Orange City Council	319 220
Palerang Council	18 088
Parkes Shire Council	35 607
Parramatta City Council	1 571 475
Penrith City Council	1 217 637
Pittwater Council	1 522 479
Port Macquarie-Hastings Council	311 256
Port Stephens Council	134 462

Council	Contribution (\$)
Queanbeyan City Council	335 798
Randwick City Council	2 163 711
Richmond Valley Council	94 190
Rockdale City Council	1 211 750
Ryde City Council	1 490 760
Shellharbour City Council	348 026
Shoalhaven City Council	222 963
Singleton Shire Council	54 781
Snowy River Shire Council	19 742
Strathfield Municipal Council	517 619
Sutherland Shire Council	2 980 207
Tamworth Regional Council	251 337
Temora Shire Council	31 000
Tenterfield Shire Council	22 946
The Council of the City of Botany Bay	594 296
The Council of the Municipality of Ashfield	495 086
The Council of the Municipality of Hunters Hill	384 985
The Council of the Municipality of Kiama	32 610
The Council of the Shire of Baulkham Hills	1 700 495
The Council of the Shire of Hornsby	1 708 217

Council	Contribution (\$)
The Council of the Shire of Wakool	14 949
Tumbarumba Shire Council	15 997
Tumut Shire Council	33 108
Tweed Shire Council	333 514
Upper Hunter Shire Council	62 007
Upper Lachlan Shire Council	27 575
Uralla Shire Council	17 849
Wagga Wagga City Council	417 514
Walcha Council	12 529
Walgett Shire Council	37 003
Warren Shire Council	18 765
Warringah Council	2 227 598
Warrumbungle Shire Council	41 863
Waverley Council	1 426 066
Weddin Shire Council	22 543
Wellington Council	25 676
Wentworth Shire Council	21 022
Willoughby City Council	1 309 809
Wingecarribee Shire Council	113 799
Wollondilly Shire Council	43 998
Wollongong City Council	2 546 112
Woollahra Municipal Council	2 389 490
Wyong Shire Council	1 177 897
Yass Valley Council	36 984
Young Shire Council	30 561
<b>Total</b>	<b>69 638 517</b>

## 6. Appendices

### Appendix 3: Contributing insurance companies and owners

The following insurance companies and owners were required to contribute to FRNSW funding during 2010/11.

Ansvar Insurance Limited	Chartis Australia Insurance Ltd/American Home Assurance Co.
AAPT Ltd	Chemiplas Australia Pty Ltd c/- Black, Wood & Doyle
ACE Insurance Ltd	Chubb Insurance Company of Australia Ltd, Citigroup Centre
Adhesif Labels Ltd c/- Black, Wood & Doyle	CKA Risk Solutions Pty Ltd
AIOI Insurance Company Ltd	CNA Insurance
AIS Insurance Brokers Pty Ltd	Coca-Cola South Pacific Pty Ltd
Allianz Australia Insurance Ltd	Commonwealth Insurance Ltd
Altiora Insurance Solutions	Corion Pty Ltd
Aon Risk Services Australia Ltd	Criterion Group (Aust) Pty Ltd c/- Black, Wood & Doyle
Aon Risk Services Australia Ltd (Non-Scheme)	Cumis Insurance Society Inc
Apollo Marketing Group	Datasouth
Arch Underwriting at Lloyds (Australia) Pty	Defence Service Homes Insurance
Asciano Limited C/O- Horsell Int'l	Direct FX Australia Pty Ltd c/- Vero Ins NZ Ltd
Asia Mideast Insurance & Reinsurance Pty Ltd	Dolphin Insurance
ASR Underwriting Agencies Pty Ltd	Dominion Underwriting Agents P/L
Assetinsure Pty Ltd	E Sime & Company Australia Pty Ltd
Austbrokers Sydney Pty Ltd	East West Insurance Brokers Pty Ltd
Australian Alliance Insurance Company Ltd	Elders Insurance Ltd
Australian Associated Motor Insurers Ltd	Ellen Trust c/- FMR Risk
Austruck Insurance Pty Ltd	Fisher & Paykel Australia Pty Ltd c/- ICIB Limited
Auto & General Insurance Co Ltd	FM Insurance Company Ltd
Avea Insurance Limited, previously Fortron Insurance Group Ltd	Freeman McMurrick Pty Ltd (Lloyds)
Axa Corporate Solutions Assurance	GIO General Ltd
Axis Specialty Europe	Gow-Gates Insurance Brokers P/L
Axis Underwriting Services Pty Ltd	Great Lakes Australia
Bars Leaks (Australia) Pty Ltd c/- Fraser MacAndrew Ryan Ltd	Great Lakes Reinsurance (UK) Plc
Berkley RE Australia	Guardian Underwriting Services
BHP Billiton Marine & General Insurance P/L	Guild Insurance Ltd
BMW Australia Ltd	H W Wood Australia Pty Ltd
Calliden Insurance Limited	HDI-Gerling Australia Insurance Company Pty Ltd
Cargill Australia Limited	HDI-Gerling Industrial Insurance Company
Catholic Church Insurances Ltd	Industrial Tube Australia Ltd c/- Vero Insurance NZ Ltd
Catlin Australia Pty Ltd	Insurance Australia Ltd c/- IAG
CGU Insurance Ltd c/- IAG	Insurance Manufacturers of Australia Pty Ltd c/- IAG
	Insure That Pty Ltd

International Insurance Company of Hannover Limited	Rodd & Gunn Australia
Jardine Lloyd Thompson P/L (Lloyds)	Rollex Medical Limited c/- Vero Ins NZ Ltd
Jardine Lloyd Thompson Pty Ltd (non-Lloyds)	Shell Company of Australia Ltd
JMD Ross Insurance Brokers Pty Ltd	Sirius International Insurance Corporation
JUA Underwriting Agency Pty Ltd (Lloyds)	SLE Worldwide Australia Pty Ltd
Liberty Mutual Insurance Company	Sompo Japan Insurance Inc
Longbeach Holdings Ltd c/- Vero Ins NZ Ltd	Sportscover Australia P/L (Lloyds)
Lundie Insurance Brokers P\L	SRS Underwriting Agency Pty Ltd
Magic Memories LP c/- Crombie Lockwood (NZ) Ltd	Sterling Insurance Pty Ltd
Mansions of Australia Ltd on behalf of Lloyds	Stratex (Aust) Pty Ltd
Manufactured Homes Insurance Agency Pty Ltd	Suncorp-Metway Insurance Ltd
Marsh Pty Ltd (Lloyds)	Swann Insurance (Aust) Pty Ltd c/- IAG
Marsh Pty Ltd (non Lloyds)	Swiss Re International SE
McVicar Timber Group Ltd	Territory Insurance Office
Millennium Underwriting Agencies Pty Ltd – on behalf of Lloyds of London	The Hollard Insurance Company P/L
Miller & Associates Insurance Broking Pty Ltd	Three Rivers Insurance Company C/O SBA Broking
Miramar Underwriting Agency Pty Ltd	Tokio Marine & Fire Insurance Company Ltd
Mitsui Sumitomo Insurance Company Ltd	Trinity Pacific Underwriting Agencies Pty Ltd
Morris and Watson Australian Trust	TT Club Mutual Insurance Limited
Mutual Community General Insurance Pty Ltd	Unilever Australia Ltd
National Transport Insurance (Joint Venture)	Vero Insurance Ltd
Nipponkoa Insurance Company Ltd	Vitaco Health Group Limited
Oamps Insurance Brokers Ltd	W.R.Berkley Insurance Australia
On Track Insurance	Wesfarmers General Insurance Ltd
One Path General Insurance Pty Limited	Westpac General Insurance Ltd
Pacific Underwriting Corp Pty Ltd	Whitehaven Coal Ltd
Pay Global Ltd c/- Vero Ins NZ Ltd	Willis Australia Ltd (Lloyds)
Payton Holdings Ltd	Willis Australia Ltd (Non Lloyds)
PSC Tartakover Insurance Brokers	Winsure Insurance Group Pty Ltd
QBE Insurance (Australia) Ltd	XI Insurance Company Ltd (Australia Branch)
QBE Insurance (International) Ltd	Xstrata Coal Pty Ltd
RAA Insurance Ltd	Youi Pty Ltd
RACQ Insurance Limited	Zurich Australian Insurance Ltd
RFIB Energy Australia Pty Ltd	
Ricegrowers Co-Operative Ltd	
Rio Tinto Ltd	



## Governance and Management

### Appendix 4: Executive officers

#### SES reporting

Level	2006/07		2007/08		2008/09		2009/10		2010/11	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
7			1		1		1		1	
6	1							1		1
5									1	
4	2	1	2		3		2		1	
3	7	1	9	1	7	1	7	2	7	2
2										
1										
<b>Total</b>	<b>10</b>	<b>2</b>	<b>12</b>	<b>1</b>	<b>11</b>	<b>1</b>	<b>10</b>	<b>3</b>	<b>10</b>	<b>3</b>

#### SES Statements of Performance

During 2010/11 Commissioner Greg Mullins AFSM worked to support the NSW Government's commitment to community safety and preparedness by minimising the impact of hazards and emergency incidents on the people, environment and economy of the State.



<b>Name:</b>	Greg Mullins
<b>Position:</b>	Commissioner
<b>SES Level:</b>	7
<b>Total Remuneration Package:</b>	\$ 380 000.00
<b>Period in Position:</b>	Whole of year

I am pleased with the performance of Commissioner Mullins throughout 2010/11. Some of Commissioner Mullins' achievements during the period were:

- › overseeing a number of major interstate and international deployments, including the assistance provided by Fire & Rescue NSW in response to major natural disasters in Queensland, New Zealand and Japan
- › leading a major program of cultural and organisational reform that has improved corporate governance, effectiveness and efficiency at Fire & Rescue NSW, meeting targets set by the Department of Premier and Cabinet and by NSW Treasury
- › leading initiatives to enable greater efficiencies through shared corporate services, such as ensuring that the NSW Rural Fire Service and the State Emergency Service have benefited by accessing new information technology systems such as SAP Financials, SAP Human Resources and computer-aided dispatch systems
- › taking a leading role in initiatives to enable greater fire safety including measures such as new regulations to mandate the production, import and sale of reduced fire risk cigarettes, and legislation requiring the fitting of smoke alarms in moveable accommodation such as caravans and mobile homes
- › serving as Deputy Chair of the State Emergency Management Committee, and
- › performing a number of national and international leadership roles including serving as Deputy President of the Australasian Fire and Emergency Services Authorities' Council, and as Australian Director of the International Association of Asian Fire Chiefs.

I am satisfied that Commissioner Mullins is dedicated and committed to his role in ensuring the safety of the community. Through his efforts, as well as the work of Fire & Rescue NSW's employees and volunteers, our community can feel secure in the knowledge that FRNSW is ready and available 24 hours a day, 7 days a week, to assist them in their hour of greatest need.

**Michael Gallacher MLC**

Minister for Police and Emergency Services  
Minister for the Hunter



<b>Name:</b>	Rosemary Milkins
<b>Position:</b>	Deputy Commissioner, Corporate Services and Governance
<b>SES Level:</b>	6
<b>Total Remuneration Package:</b>	\$312 850.00
<b>Period in Position:</b>	Whole of year

Deputy Commissioner Milkins was originally seconded to the NSWFB by agreement between Commissioner Mullins and the former Director General of the Department of Premier and Cabinet (DPC), Brendan O'Reilly. Ms Milkins' role was to assist with major reforms in the areas of corporate services and governance.

When Commissioner Mullins established the new role of Deputy Commissioner Corporate Services and Governance, DPC agreed to a direct transfer to the position.

Ms Milkins oversees all non-operational functions of the agency. During the year she led a number of major reform initiatives including:

- › restructure of the Human Resources Directorate
- › restructure of the Education and Training Directorate
- › implementation of new frontline Business Manager and Business Officer positions, and
- › introduction of new key performance indicators and regular performance reporting.

*Continued on next page*

**Appendix 4: Executive officers (continued)**



<b>Name:</b>	John Benson
<b>Position:</b>	Deputy Commissioner, Emergency Management
<b>SES Level:</b>	5
<b>Total Remuneration Package:</b>	\$260 000
<b>Period in Position:</b>	Whole of year

Deputy Commissioner Benson oversees the development, maintenance and deployment of FRNSW operational capabilities across all facets of emergency response, as well as playing a key leadership role in organisational reform initiatives. During the year Mr Benson has ensured that the direction and detail of reform programs have been explained to operational managers and he has harnessed the support and goodwill of staff in Regional, Greater Metropolitan and Specialised Operations Directorates for the new directions being taken.

Deputy Commissioner Benson has worked closely with the United Nations to prepare NSW for the upcoming International External Classification Exercise of our Urban Search and Rescue Heavy Task Force scheduled for late 2012. This exercise will benchmark FRNSW capabilities internationally, and has already provided new directions for improvement and innovation. He has also led the preparations for introduction of a next generation computer-aided dispatch system in the first half of 2012, and the introduction of sophisticated new incident management systems, processes and tools that will further enhance FRNSW's ability to protect and serve the people of NSW.

A handwritten signature in black ink, appearing to read 'Greg Mullins', written in a cursive style.

**Greg Mullins AFSM**  
Commissioner

## Human Resources

### Appendix 5: Human resources

As at 30 June 2011, FRNSW had 7312 employees, comprising 3516 full-time fire officers, 3382 retained fire officers, 401 trades and administrative staff and 13 executive. Numbers exclude casual and skill hire staff.

#### The headcount employee classification by rank or directorate (as at 30 June 2011)

	2006/07	2007/08	2008/09	2009/10	2010/11
<b>Executive</b>					
Commissioner	1	1	1	1	1
Deputy Commissioner/Assistant Commissioner/Director	11	12	11	11	12
<b>Subtotal</b>	<b>12</b>	<b>13</b>	<b>12</b>	<b>12</b>	<b>13</b>
<b>Operational</b>					
Chief Superintendent	7	8	8	17	18
Superintendent	22	22	26	42	42
Inspector	92	88	97	97	97
Station Officer	728	743	755	742	755
Full-time Fire Officer	2398	2407	2443	2454	2439
Operational Support Level 2	117	126	125	123	126
Operational Support Level 3	31	41	37	34	39
Operational Support Level 4	20	21	16	0 <sup>1</sup>	0
Operational Support Level 5	6	7	7	0 <sup>1</sup>	0
Captain			235	239	234
Deputy Captain	3233	3212	283	287	300
Retained Fire Officer			2872	2903	2848
<b>Subtotal</b>	<b>6654</b>	<b>6675</b>	<b>6904</b>	<b>6938</b>	<b>6898</b>
<b>Administrative and technical support</b>					
Information Technology	51	67	72	77	69
Strategy and Innovation	18	21	27	28	33
Education and Training <sup>2</sup>		17	18	18	14
Logistics Support	88	87	89	90	85
Finance	43	38	43	45	36
Human Resources	88	71	61	73	73
Community Safety	18	24	20	21	21
Specialised Operations	14	12	12	13	11
Area/Zone Administration	39	43	37	41	57 <sup>3</sup>
Officer of the Commissioner <sup>4</sup>					2
<b>Subtotal</b>	<b>359</b>	<b>380</b>	<b>379</b>	<b>406</b>	<b>401</b>
<b>Total</b>	<b>7025</b>	<b>7068</b>	<b>7295</b>	<b>7356</b>	<b>7312</b>

#### Notes:

- Operational Support Levels 4 and 5 were deleted from the Award in 2008, with officers reverting to their respective ranks of Superintendent and Chief Superintendent.
- Separated out from the Human Resources Directorate.
- Staffing increase was partly due to review of support and creation of seven Business Managers and seven Business Officers in Areas/Zones.
- The Office of the Commissioner was established July 2010.



## 6. Appendices

### Appendix 6: Equal employment opportunity

#### Representation of EEO groups within FRNSW

Level	NSW Government benchmark or target (%)	As % of total staff			
		All staff	Full-time fire officers	Retained fire officers	Administrative and trades staff
Women	50	7.17	3.07	6.03	51.2
Aboriginal people and Torres Strait Islanders	2	1.43	1.85	0.98	0.97
People whose first language was not English	19	1.46	1.34	0.62	9.42
People with a disability	12	1.99	1.42	0.62	3.86
People with a disability requiring work-related adjustment	7	0.46	0.68	0.03	2.17

#### Trends in the representation of EEO groups within FRNSW

EEO target group	NSW Government benchmark or target (%)	As % of total staff				
		2006/07	2007/08	2008/09	2009/10	2010/11
Women	50	6.49	6.52	6.87	6.88	7.17
Aboriginal people and Torres Strait Islanders	2	1.15	1.17	1.17	1.42	1.43
People whose first language was not English	19	1.30	1.27	1.30	1.33	1.46
People with a disability	12	1.89	1.31	1.50	1.44	1.99
People with a disability requiring work-related adjustment	7	0.46	0.37	0.31	0.30	0.46

Notes:

1. Headcount of full-time staff numbers is at 30 June 2010 and excludes casual staff.
2. Provision of EEO data is voluntary, so figures are based on data provided by approximately 79% of staff.

**Operational Performance and Activities**

**Appendix 7: Type of incident by local government area**

Local government area	Fires and explosions	Non-fire rescue calls <sup>2</sup>	Hazardous materials incidents and other hazardous conditions	Service and salvage calls	Good intent	False calls, false alarms	Other calls	Total primary incidents <sup>1</sup>
Albury	217	30	104	40	116	299	15	821
Armidale Dumaresq	128	16	47	13	42	383	4	633
Ashfield	85	60	86	51	40	310	21	653
Auburn	239	149	282	86	109	1095	47	2007
Ballina	73	45	57	10	43	126	8	362
Balranald	7	4	2	0	1	7	1	22
Bankstown	718	414	593	219	272	918	119	3253
Bathurst Regional	150	25	89	47	76	371	20	778
Bega Valley	91	25	32	21	39	76	15	299
Bellingen	36	14	15	13	6	34	15	133
Berrigan	24	102	5	3	4	43	7	188
Blacktown	2089	417	685	429	551	1436	192	5799
Bland	12	8	13	4	2	21	17	77
Blayney	7	5	5	7	8	17	8	57
Blue Mountains	244	97	352	189	159	411	117	1569
Bogan	27	2	5	10	3	1	0	48
Bombala	5	6	3	14	3	10	10	51
Boorowa	2	5	4	1	2	3	1	18
Botany Bay	179	77	226	47	110	998	56	1693
Bourke	97	3	1	3	1	18	7	130
Brewarrina	134	0	2	1	11	9	1	158
Broken Hill	100	16	46	11	74	157	9	413
Burwood	74	59	99	52	44	293	44	665
Byron	90	22	74	32	40	206	22	486
Cabonne	22	16	6	13	8	17	10	92
Camden	158	54	87	138	58	194	47	736
Campbelltown	1291	168	307	379	288	932	93	3458
Canada Bay	120	88	198	63	99	545	22	1135
Canterbury	415	232	389	178	225	429	74	1942
Carrathool	5	1	1	3	0	3	0	13
Central Darling	1	0	0	0	0	0	1	2
Cessnock	492	62	126	66	99	209	123	1177
Clarence Valley	131	24	90	32	39	244	10	570

Table continued on next page

## 6. Appendices

### Appendix 7: Type of incident by local government area (continued)

Local government area	Fires and explosions	Non-fire rescue calls <sup>2</sup>	Hazardous materials incidents and other hazardous conditions	Service and salvage calls	Good intent	False calls, false alarms	Other calls	Total primary incidents <sup>1</sup>
Cobar	19	4	2	5	3	20	1	54
Coffs Harbour	287	53	129	64	82	295	41	951
Conargo	2	0	0	0	0	0	0	2
Coolamon	8	2	3	0	3	2	3	21
Cooma-Monaro	56	17	15	10	11	24	9	142
Coonamble	74	12	7	17	9	7	2	128
Cootamundra	31	9	24	17	13	51	8	153
Corowa Shire	47	7	32	21	27	30	14	178
Cowra	55	9	20	13	29	31	2	159
Deniliquin	59	5	9	7	11	12	2	105
Dubbo	222	31	121	29	88	265	21	777
Dungog	10	7	10	3	8	12	21	71
Eurobodalla	89	29	69	26	28	130	18	389
Fairfield	730	276	419	205	217	871	144	2862
Forbes	33	7	7	6	15	39	4	111
Gilgandra	12	3	3	2	1	12	2	35
Glen Innes Severn	34	4	17	6	7	22	4	94
Gloucester	10	2	12	10	4	8	2	48
Gosford	625	194	360	206	247	902	78	2612
Goulburn Mulwaree	78	13	62	34	40	224	21	472
Great Lakes	78	14	15	28	92	91	19	337
Greater Hume Shire	22	7	5	13	4	13	6	70
Greater Taree	202	24	47	48	56	183	15	575
Griffith	155	9	27	11	51	137	9	399
Gundagai	14	2	4	1	5	7	3	36
Gunnedah	86	10	22	7	11	42	2	180
Guyra	8	5	5	1	4	17	4	44
Gwydir	17	4	5	4	3	12	1	46
Harden	4	2	3	13	4	14	15	55
Hawkesbury	252	44	110	45	88	278	39	856
Hay	10	0	6	9	9	25	0	59
Holroyd	423	174	294	181	189	528	86	1875
Hornsby	244	177	330	270	203	809	96	2129
Hunters Hill	35	17	23	30	21	195	11	332
Hurstville	196	138	156	97	80	381	43	1091

Local government area	Fires and explosions	Non-fire rescue calls <sup>2</sup>	Hazardous materials incidents and other hazardous conditions	Service and salvage calls	Good intent	False calls, false alarms	Other calls	Total primary incidents <sup>1</sup>
Inverell	41	15	21	3	25	47	5	157
Jerilderie	3	5	4	2	2	2	1	19
Junee	17	2	4	3	10	13	4	53
Kempsey	346	29	60	48	38	169	21	711
Kiama	42	15	23	36	13	42	15	186
Kogarah	103	117	107	55	57	304	26	769
Ku-ring-gai	118	99	234	86	128	632	57	1354
Kyogle	16	1	12	2	7	23	6	67
Lachlan	24	4	6	5	8	21	3	71
Lake Macquarie	984	168	397	151	290	771	81	2842
Lane Cove	59	32	66	31	50	443	23	704
Leeton	35	3	7	3	13	55	5	121
Leichhardt	123	40	116	67	77	424	28	875
Lismore	133	29	77	29	82	325	23	698
Lithgow	66	22	86	25	53	97	18	367
Liverpool	880	311	404	230	272	1188	145	3430
Liverpool Plains	6	5	0	2	3	14	3	33
Lockhart	2	8	4	12	0	5	2	33
Maitland	345	40	130	42	92	226	27	902
Manly	61	44	90	56	58	588	29	926
Marrickville	214	88	237	80	136	417	27	1199
Mid-Western Regional	87	21	62	25	30	59	23	307
Moree Plains	225	5	31	8	25	91	10	395
Mosman	50	34	51	39	39	240	26	479
Murray	8	5	4	6	9	22	5	59
Murrumbidgee	0	1	0	0	0	0	0	1
Muswellbrook	125	16	40	17	18	80	14	310
Nambucca	67	17	45	31	24	44	13	241
Narrabri	62	6	27	1	25	73	23	217
Narrandera	33	1	7	3	8	21	1	74
Narromine	26	2	23	5	6	14	13	89
Newcastle	936	205	513	154	326	1398	81	3613
North Sydney	125	84	153	89	150	1637	75	2313
Oberon	10	4	7	4	3	10	4	42

Table continued on next page



## 6. Appendices

### Appendix 7: Type of incident by local government area (continued)

Local government area	Fires and explosions	Non-fire rescue calls <sup>2</sup>	Hazardous materials incidents and other hazardous conditions	Service and salvage calls	Good intent	False calls, false alarms	Other calls	Total primary incidents <sup>1</sup>
Orange	186	50	103	49	84	415	21	908
Palerang	4	26	9	2	1	19	2	63
Parkes	66	5	31	3	25	74	16	220
Parramatta	479	248	452	201	289	1463	111	3243
Penrith	1000	289	421	264	293	950	153	3370
Pittwater	133	71	147	82	91	269	41	834
Port Macquarie-Hastings	237	60	106	69	74	328	30	904
Port Stephens	187	31	89	74	61	235	49	726
Queanbeyan	97	34	49	61	50	155	18	464
Randwick	311	104	259	118	195	1523	29	2539
Richmond Valley	140	14	29	19	36	128	10	376
Rockdale	200	156	225	88	127	389	36	1221
Ryde	169	138	213	130	134	1187	50	2021
Shellharbour	309	74	109	57	87	243	34	913
Shoalhaven	306	44	119	114	121	263	62	1029
Singleton	81	15	33	13	45	172	81	440
Snowy River	30	25	36	32	19	463	13	618
Strathfield	111	102	145	33	55	334	25	805
Sutherland Shire	429	336	433	275	235	799	159	2666
Sydney	796	247	654	429	687	12273	252	15338
Tamworth Regional	302	47	92	36	70	311	25	883
Temora	6	0	1	13	13	47	4	84
Tenterfield	25	9	10	19	4	27	0	94
The Hills Shire	278	176	316	117	160	868	94	2009
Tumbarumba	11	9	5	2	2	5	3	37
Tumut Shire	33	6	13	9	11	54	26	152
Tweed	246	96	164	33	113	480	334	1466
Upper Hunter Shire	52	12	23	17	15	71	13	203
Upper Lachlan Shire	1	14	3	4	1	16	3	42
Uralla	10	207	4	0	0	11	3	235
Wagga Wagga	270	38	106	58	130	437	16	1055
Wakool	8	8	0	1	2	14	1	34
Walcha	6	2	3	2	4	4	2	23
Walgett	119	4	8	13	20	32	10	206

Local government area	Fires and explosions	Non-fire rescue calls <sup>2</sup>	Hazardous materials incidents and other hazardous conditions	Service and salvage calls	Good intent	False calls, false alarms	Other calls	Total primary incidents <sup>1</sup>
Warren	17	2	4	8	1	5	3	40
Warringah	254	112	277	134	173	809	65	1824
Warrumbungle Shire	26	3	12	15	10	39	13	118
Waverley	159	41	130	66	89	768	53	1306
Weddin	8	0	2	3	2	0	1	16
Wellington	53	2	13	6	18	91	3	186
Wentworth	4	6	5	4	2	2	1	24
Willoughby	111	107	167	81	90	828	31	1415
Wingecarribee	133	223	97	58	74	303	21	909
Wollondilly	60	53	54	115	30	81	27	420
Wollongong	1047	293	474	323	372	1142	131	3782
Woollahra	104	34	96	58	79	825	29	1225
Wyong	624	98	242	141	249	730	58	2142
Yass Valley	18	25	17	8	16	28	1	113
Young	51	19	13	17	18	32	14	164
Unincorporated NSW	5	3	3	0	1	0	1	13
Other areas including outside NSW and areas not categorised	98	16	15	32	7	297	1053	1518
<b>Total</b>	<b>26 472</b>	<b>8769</b>	<b>15 483</b>	<b>8470</b>	<b>10 797</b>	<b>55 038</b>	<b>5950</b>	<b>130 979</b>

Notes:

1. Primary incidents are those where a brigade attends an incident and is responsible for reporting it, whereas total responses (see Appendix 8) refer to the turnout of every brigade or unit to an incident. As at least two units usually respond to an incident in Sydney, Newcastle and Wollongong, about twice as many responses as primary incidents are recorded.
2. Non-fire rescue calls consist of calls for medical assistance, motor vehicle accidents involving extrication of victims and other non-fire rescues, including industrial rescues and home rescues. Some road accident calls involving fuel spills were previously categorised as non-fire rescue calls, but have now been classified as hazardous materials incidents.

## 6. Appendices

### Appendix 8: Reported responses by area, zone and brigade

Brigade Number	Brigade Name	Fire responses	Other responses	Total responses <sup>1</sup>	Community safety, preparedness and engagement activities <sup>2</sup>
<b>Metropolitan East</b>					
<b>Metropolitan East 1</b>					
1	City of Sydney	363	7802	8165	352
3	The Rocks	112	2991	3103	263
4	Darlinghurst	241	3212	3453	421
10	Redfern	217	2472	2689	302
11	Woollahra	204	1985	2189	273
12	Balmain	76	571	647	191
13	Alexandria	221	2052	2273	201
18	Glebe	151	2369	2520	281
22	Leichhardt	137	861	998	204
38	Pymont	100	2283	2383	295
76	Bondi	148	1063	1211	395
<b>Zone Totals</b>		<b>1970</b>	<b>27 661</b>	<b>29 631</b>	<b>3178</b>
<b>Metropolitan East 2</b>					
6	Mona Vale	91	491	582	299
24	Manly	114	1128	1242	479
25	Mosman	86	737	823	300
36	Crows Nest	137	2406	2543	304
37	Gordon	124	1473	1597	518
40	Willoughby	112	1252	1364	273
50	Hornsby	150	1248	1398	294
51	Forestville	100	638	738	198
53	Neutral Bay	135	1724	1859	335
58	Beecroft	142	1162	1304	209
60	Avalon	47	182	229	248
61	Lane Cove	139	1603	1742	356
68	Narrabeen	97	911	1008	231
69	Dee Why	158	1354	1512	299
75	Berowra	65	498	563	188
<b>Zone Totals</b>		<b>1697</b>	<b>16 807</b>	<b>18 504</b>	<b>4531</b>

Brigade Number	Brigade Name	Fire responses	Other responses	Total responses <sup>1</sup>	Community safety, preparedness and engagement activities <sup>2</sup>
<b>Metropolitan East (continued)</b>					
<b>Metropolitan East 3</b>					
5	Newtown	162	1654	1816	234
14	Ashfield	169	1024	1193	227
15	Burwood	193	1506	1699	399
16	Concord	129	1231	1360	397
17	Drummoyne	79	664	743	207
19	Silverwater	193	1316	1509	268
28	Marrickville	196	848	1044	271
30	Lidcombe	156	1169	1325	322
47	Revesby	321	1203	1524	241
52	Campsie	233	879	1112	287
62	Bankstown	380	1838	2218	419
64	Lakemba	312	987	1299	325
66	Rhodes	46	495	541	91
85	Chester Hill	326	1008	1334	271
177	Royal Agricultural Showground	2	18	20	49
<b>Zone Totals</b>		<b>2897</b>	<b>15 840</b>	<b>18 737</b>	<b>4008</b>
<b>Region Totals</b>		<b>6564</b>	<b>60 308</b>	<b>66 872</b>	<b>11 717</b>

## Notes:

1. Total responses: These data are sourced from FRNSW's Australian Incident Reporting System. Total responses refer to every turnout of brigades or units to an incident whereas primary incidents refer only to instances when brigades attend an incident and are responsible for reporting it. As at least two units usually respond to an incident in Sydney, Newcastle and Wollongong, about twice as many responses as primary incidents are recorded.
2. Community safety, preparedness and engagement activities: These data are sourced from FRNSW's Community Activity Reporting System, used to record the initial or follow-up involvement of fire stations and units in a community safety program, meeting or community engagement activity. These data under-represent the level of prevention activities performed by fire officers as not all such activities are currently reported.



## 6. Appendices

### Appendix 8: Reported responses by area, zone and brigade (continued)

Brigade Number	Brigade Name	Fire responses	Other responses	Total responses <sup>1</sup>	Community safety, preparedness and engagement activities <sup>2</sup>
<b>Metropolitan North</b>					
<b>Metropolitan North 1</b>					
222	Belmont	83	231	314	135
231	Boolaroo	23	35	58	1
251	Cardiff	253	539	792	177
252	Carrington	62	189	251	42
255	Charlestown	250	534	784	244
260	Newcastle	187	1016	1203	113
320	Hamilton	174	833	1007	224
357	Lambton	113	471	584	34
376	Merewether	78	173	251	28
377	Minmi	46	48	94	44
383	Morisset	73	190	263	97
404	New Lambton	86	308	394	17
446	Stockton	40	122	162	10
447	Swansea	51	98	149	252
454	Tarro	151	279	430	40
458	Teralba	95	208	303	4
462	Mayfield West	224	653	877	184
464	Toronto	109	269	378	178
484	Wallsend	189	333	522	118
485	Wangi Wangi	61	131	192	103
498	Holmesville	100	145	245	131
500	Tingira Heights	209	358	567	177
<b>Zone Totals</b>		<b>2657</b>	<b>7163</b>	<b>9820</b>	<b>2353</b>
<b>Metropolitan North 2</b>					
228	Berkeley Vale	120	450	570	180
245	Budgewoi	87	109	196	76
292	Doyalson	74	165	239	189
304	Gosford	162	950	1112	299
340	Umina	182	426	608	405
341	Kariong	90	338	428	245
351	Bateau Bay	148	398	546	241
353	Kincumber	11	33	44	25
434	Hamlyn Terrace	107	324	431	221

Brigade Number	Brigade Name	Fire responses	Other responses	Total responses <sup>1</sup>	Community safety, preparedness and engagement activities <sup>2</sup>
<b>Metropolitan North (continued)</b>					
<b>Metropolitan North 2 (continued)</b>					
450	Saratoga	52	166	218	82
459	Terrigal	81	327	408	82
460	The Entrance	87	311	398	68
470	Toukley	81	293	374	138
505	Wyong	116	314	430	218
509	Wyoming	197	541	738	59
<b>Zone Totals</b>		<b>1595</b>	<b>5145</b>	<b>6740</b>	<b>2528</b>
<b>Metropolitan North 3</b>					
202	Abermain	37	37	74	34
220	Bellbird	53	119	172	59
237	Branxton Greta	31	275	306	13
254	Cessnock	180	335	515	376
282	Dungog	12	57	69	107
344	Kearsley	18	66	84	24
349	Kurri Kurri	186	109	295	348
373	East Maitland	146	182	328	209
374	Maitland	147	319	466	356
382	Morpeth	44	91	135	37
402	Nelson Bay	53	298	351	105
418	Paxton	17	15	32	13
432	Raymond Terrace	119	184	303	46
455	Telarah	101	325	426	100
497	Weston	121	88	209	73
<b>Zone Totals</b>		<b>1265</b>	<b>2500</b>	<b>3765</b>	<b>1900</b>
<b>Region Totals</b>		<b>5517</b>	<b>14 808</b>	<b>20 325</b>	<b>6781</b>

Notes:

1. Total responses: These data are sourced from FRNSW's Australian Incident Reporting System. Total responses refer to every turnout of brigades or units to an incident whereas primary incidents refer only to instances when brigades attend an incident and are responsible for reporting it. As at least two units usually respond to an incident in Sydney, Newcastle and Wollongong, about twice as many responses as primary incidents are recorded.
2. Community safety, preparedness and engagement activities: These data are sourced from FRNSW's Community Activity Reporting System, used to record the initial or follow-up involvement of fire stations and units in a community safety program, meeting or community engagement activity. These data under-represent the level of prevention activities performed by fire officers as not all such activities are currently reported.

## 6. Appendices

### Appendix 8: Reported responses by area, zone and brigade (continued)

Brigade Number	Brigade Name	Fire responses	Other responses	Total responses <sup>1</sup>	Community safety, preparedness and engagement activities <sup>2</sup>
<b>Metropolitan South</b>					
<b>Metropolitan South 1</b>					
207	Albion Park Rail	167	402	569	76
210	Balgownie	106	526	632	20
241	Bulli	85	232	317	181
258	Coledale	10	43	53	13
269	Corrimal	155	276	431	43
277	Dapto	152	325	477	182
325	Helensburgh	19	61	80	44
346	Kiama	40	155	195	66
422	Warrawong	229	524	753	195
442	Scarborough	9	45	54	10
461	Thirroul	54	109	163	47
474	Unanderra	235	511	746	92
488	Shellharbour	249	594	843	198
503	Wollongong	237	1427	1664	278
<b>Zone Totals</b>		<b>1747</b>	<b>5230</b>	<b>6977</b>	<b>1445</b>
<b>Metropolitan South 2</b>					
20	Hurstville	211	1522	1733	262
21	Kogarah	248	1148	1396	444
26	Mascot	121	1370	1491	368
29	Arncliffe	160	856	1016	188
33	Engadine	48	328	376	191
34	Riverwood	240	785	1025	312
35	Botany	88	859	947	224
39	Randwick	204	1846	2050	379
45	Miranda	169	965	1134	195
46	Sutherland	165	715	880	411
48	Mortdale	116	484	600	133
54	Cronulla	80	669	749	281
56	Matraville	189	825	1014	224
70	Maroubra	173	1197	1370	752
80	Bundeena	15	145	160	492
90	Menai	104	236	340	373
<b>Zone Totals</b>		<b>2331</b>	<b>13 950</b>	<b>16 281</b>	<b>5229</b>

Brigade Number	Brigade Name	Fire responses	Other responses	Total responses <sup>1</sup>	Community safety, preparedness and engagement activities <sup>2</sup>
<b>Metropolitan South (continued)</b>					
<b>Metropolitan South 3</b>					
7	Horningsea Park	185	404	589	261
8	Liverpool	337	1610	1947	305
31	Busby	531	1029	1560	547
79	Ingleburn	188	465	653	93
84	Macquarie Fields	275	589	864	281
87	Rosemeadow	295	511	806	288
88	Campbelltown	510	1263	1773	321
92	St Andrews	385	662	1047	297
93	Narellan	122	678	800	400
248	Camden	92	271	363	142
421	Picton	31	200	231	136
489	Warragamba	30	126	156	95
<b>Zone Totals</b>		<b>2981</b>	<b>7808</b>	<b>10 789</b>	<b>3166</b>
<b>Region Totals</b>		<b>7059</b>	<b>26 988</b>	<b>34 047</b>	<b>9840</b>

## Notes:

1. Total responses: These data are sourced from FRNSW's Australian Incident Reporting System. Total responses refer to every turnout of brigades or units to an incident whereas primary incidents refer only to instances when brigades attend an incident and are responsible for reporting it. As at least two units usually respond to an incident in Sydney, Newcastle and Wollongong, about twice as many responses as primary incidents are recorded.
2. Community safety, preparedness and engagement activities: These data are sourced from FRNSW's Community Activity Reporting System, used to record the initial or follow-up involvement of fire stations and units in a community safety program, meeting or community engagement activity. These data under-represent the level of prevention activities performed by fire officers as not all such activities are currently reported.



## 6. Appendices

### Appendix 8: Reported responses by area, zone and brigade (continued)

Brigade Number	Brigade Name	Fire responses	Other responses	Total responses <sup>1</sup>	Community safety, preparedness and engagement activities <sup>2</sup>
<b>Metropolitan West</b>					
<b>Metropolitan West 1</b>					
32	Mount Druitt	687	1073	1760	370
43	Seven Hills	483	1204	1687	240
63	Blacktown	463	1404	1867	345
67	Baulkham Hills	186	1084	1270	287
71	Castle Hill	161	1162	1323	303
77	St Marys	386	1023	1409	295
78	Dunheved	634	866	1500	311
83	Riverstone	143	115	258	22
86	Penrith	409	962	1371	308
94	Kellyville	155	725	880	228
96	Schofields	175	401	576	264
97	Huntingwood	231	801	1032	200
98	Cranebrook	143	258	401	246
102	Regentville	214	1046	1260	313
<b>Zone Totals</b>		<b>4470</b>	<b>12 124</b>	<b>16 594</b>	<b>3732</b>
<b>Metropolitan West 2</b>					
23	Gladesville	99	914	1013	323
27	Parramatta	362	1765	2127	337
41	Smithfield	253	795	1048	297
42	Ryde	128	1545	1673	321
49	Cabramatta	319	953	1272	213
55	Guildford	304	868	1172	211
57	Wentworthville	296	1800	2096	212
59	Eastwood	143	1560	1703	308
65	Rydalmeire	149	911	1060	282
72	Merrylands	243	867	1110	64
73	Fairfield	305	916	1221	220
101	Bonnyrigg Heights	261	727	988	234
<b>Zone Totals</b>		<b>2862</b>	<b>13 621</b>	<b>16 483</b>	<b>3022</b>

Brigade Number	Brigade Name	Fire responses	Other responses	Total responses <sup>1</sup>	Community safety, preparedness and engagement activities <sup>2</sup>
<b>Metropolitan West (continued)</b>					
<b>Metropolitan West 3</b>					
81	Windsor	162	361	523	54
82	Richmond	130	399	529	151
226	Blackheath	13	104	117	32
301	Glenbrook	63	280	343	156
343	Katoomba	64	501	565	345
359	Lawson	47	134	181	76
361	Leura	37	323	360	27
363	Lithgow	29	208	237	203
364	Lithgow West	22	159	181	38
386	Mt Victoria	13	72	85	78
423	Portland	14	20	34	32
445	Springwood	82	302	384	33
483	Wallerawang	16	34	50	4
495	Wentworth Falls	37	132	169	21
<b>Zone Totals</b>		<b>729</b>	<b>3029</b>	<b>3758</b>	<b>1250</b>
<b>Region Totals</b>		<b>8061</b>	<b>28 774</b>	<b>36 835</b>	<b>8004</b>

Notes:

1. Total responses: These data are sourced from FRNSW's Australian Incident Reporting System. Total responses refer to every turnout of brigades or units to an incident whereas primary incidents refer only to instances when brigades attend an incident and are responsible for reporting it. As at least two units usually respond to an incident in Sydney, Newcastle and Wollongong, about twice as many responses as primary incidents are recorded.
2. Community safety, preparedness and engagement activities: These data are sourced from FRNSW's Community Activity Reporting System, used to record the initial or follow-up involvement of fire stations and units in a community safety program, meeting or community engagement activity. These data under-represent the level of prevention activities performed by fire officers as not all such activities are currently reported.

## 6. Appendices

### Appendix 8: Reported responses by area, zone and brigade (continued)

Brigade Number	Brigade Name	Fire responses	Other responses	Total responses <sup>1</sup>	Community safety, preparedness and engagement activities <sup>2</sup>
<b>Regional North</b>					
<b>Regional North 1</b>					
221	Bellingen	12	48	60	32
235	Bowraville	21	30	51	134
257	Coffs Harbour	170	514	684	585
279	Dorrigo	6	23	29	4
295	Forster	68	227	295	130
303	Gloucester	11	36	47	77
345	Kempsey	319	268	587	222
358	Laurieton	32	87	119	21
371	Macksville	16	109	125	47
397	Nambucca Heads	41	98	139	27
424	Port Macquarie	187	497	684	897
441	Sawtell	99	157	256	22
449	South West Rocks	22	108	130	56
453	Taree	168	331	499	631
471	Tea Gardens	9	31	40	55
476	Urunga	20	36	56	58
492	Wauchope	43	139	182	216
502	Wingham	41	76	117	328
507	Woolgoolga	48	107	155	480
<b>Zone Totals</b>		<b>1333</b>	<b>2922</b>	<b>4255</b>	<b>4022</b>
<b>Regional North 2</b>					
204	Alstonville	25	83	108	35
211	Ballina	50	218	268	228
213	Bangalow	15	182	197	64
240	Brunswick Heads	34	78	112	248
243	Byron Bay	42	250	292	138
253	Casino	99	196	295	204
267	Coraki	34	28	62	123
288	Evans Head	10	30	40	188
306	Grafton	58	246	304	583
307	South Grafton	61	217	278	89
316	Goonellabah	87	395	482	105
347	Kingscliff	42	251	293	483
350	Kyogle	16	43	59	320
362	Lismore	90	485	575	225

Brigade Number	Brigade Name	Fire responses	Other responses	Total responses <sup>1</sup>	Community safety, preparedness and engagement activities <sup>2</sup>
<b>Regional North (continued)</b>					
<b>Regional North 2 (continued)</b>					
372	Maclean	8	98	106	17
388	Mullumbimby	12	48	60	173
391	Murwillumbah	65	166	231	67
468	Tweed Heads	147	775	922	566
510	Yamba	30	77	107	83
514	Banora Point	48	379	427	217
<b>Zone Totals</b>		<b>973</b>	<b>4245</b>	<b>5218</b>	<b>4156</b>
<b>Regional North 3</b>					
205	Armidale	131	526	657	155
215	Barraba	4	28	32	9
225	Bingara	9	15	24	29
229	Boggabri	15	16	31	7
264	Coonabarabran	18	49	67	5
302	Glen Innes	35	73	108	319
314	Gunnedah	87	96	183	44
315	Guyra	7	32	39	-
331	Inverell	42	120	162	241
375	Manilla	11	14	25	5
381	Moree	216	161	377	430
399	Narrabri	39	126	165	9
429	Quirindi	3	51	54	1
452	Tamworth	178	418	596	357
457	Tenterfield	24	68	92	116
475	Uralla	15	222	237	42
481	Walcha	7	16	23	15
487	Warialda	8	26	34	130
496	Werris Creek	6	18	24	7
506	Wee Waa	13	34	47	7
508	West Tamworth	209	349	558	68
<b>Zone Totals</b>		<b>1077</b>	<b>2458</b>	<b>3535</b>	<b>1996</b>
<b>Region Totals</b>		<b>3383</b>	<b>9625</b>	<b>13 008</b>	<b>10 174</b>

Notes:

1. Total responses: These data are sourced from FRNSW's Australian Incident Reporting System. Total responses refer to every turnout of brigades or units to an incident whereas primary incidents refer only to instances when brigades attend an incident and are responsible for reporting it. As at least two units usually respond to an incident in Sydney, Newcastle and Wollongong, about twice as many responses as primary incidents are recorded.
2. Community safety, preparedness and engagement activities: These data are sourced from FRNSW's Community Activity Reporting System, used to record the initial or follow-up involvement of fire stations and units in a community safety program, meeting or community engagement activity. These data under-represent the level of prevention activities performed by fire officers as not all such activities are currently reported.



## 6. Appendices

### Appendix 8: Reported responses by area, zone and brigade (continued)

Brigade Number	Brigade Name	Fire responses	Other responses	Total responses <sup>1</sup>	Community safety, preparedness and engagement activities <sup>2</sup>
<b>Regional South</b>					
<b>Regional South 1</b>					
217	Batemans Bay	59	215	274	182
219	Bega	58	87	145	26
224	Berry	9	59	68	42
230	Bombala	4	42	46	6
236	Braidwood	1	32	33	20
263	Cooma	62	99	161	194
286	Eden	21	52	73	4
338	Jindabyne	14	81	95	35
384	Moruya	29	65	94	287
395	Merimbula	15	83	98	22
398	Narooma	10	38	48	2
405	Nowra	422	826	1248	213
426	Perisher Valley	15	360	375	202
428	Queanbeyan	102	409	511	268
451	Thredbo	2	151	153	3
477	Ulladulla	56	194	250	315
<b>Zone Totals</b>		<b>879</b>	<b>2793</b>	<b>3672</b>	<b>1821</b>
<b>Regional South 2</b>					
218	Batlow	3	13	16	13
232	Boorowa	3	24	27	21
234	Bowral	41	387	428	1186
242	Bundanoon	13	233	246	77
266	Cootamundra	31	150	181	450
270	Cowra	58	114	172	171
271	Crookwell	1	47	48	32
294	Forbes	34	79	113	48
305	Goulburn	81	391	472	405
308	Grenfell	9	15	24	40
313	Gundagai	15	41	56	33
378	Mittagong	57	239	296	51
385	Moss Vale	48	205	253	164
389	Harden	4	49	53	48
467	Tumut	30	95	125	30

Brigade Number	Brigade Name	Fire responses	Other responses	Total responses <sup>1</sup>	Community safety, preparedness and engagement activities <sup>2</sup>
<b>Regional South (continued)</b>					
<b>Regional South 1 (continued)</b>					
511	Yass	18	89	107	81
513	Young	49	122	171	50
<b>Zone Totals</b>		<b>495</b>	<b>2293</b>	<b>2788</b>	<b>2900</b>
<b>Regional South 3</b>					
203	Albury Central	183	542	725	226
206	Albury North	78	175	253	8
209	Albury Civic	76	343	419	25
214	Barham	8	30	38	134
223	Berrigan	5	10	15	67
268	Corowa	34	111	145	89
272	Culcairn	8	13	21	73
278	Deniliquin	61	47	108	37
293	Finley	8	36	44	8
322	Henty	4	5	9	64
324	Holbrook	10	20	30	1
336	Jerilderie	3	19	22	49
365	Lockhart	2	28	30	2
379	Moama	11	116	127	9
394	Mulwala	17	30	47	8
463	Tocumwal	10	118	128	71
466	Tumbarumba	10	33	43	1
472	Turvey Park	239	689	928	279
480	Wagga Wagga	76	297	373	15
<b>Zone Totals</b>		<b>843</b>	<b>2662</b>	<b>3505</b>	<b>1166</b>
<b>Region Totals</b>		<b>2217</b>	<b>7748</b>	<b>9965</b>	<b>5887</b>

## Notes:

1. Total responses: These data are sourced from FRNSW's Australian Incident Reporting System. Total responses refer to every turnout of brigades or units to an incident whereas primary incidents refer only to instances when brigades attend an incident and are responsible for reporting it. As at least two units usually respond to an incident in Sydney, Newcastle and Wollongong, about twice as many responses as primary incidents are recorded.
2. Community safety, preparedness and engagement activities: These data are sourced from FRNSW's Community Activity Reporting System, used to record the initial or follow-up involvement of fire stations and units in a community safety program, meeting or community engagement activity. These data under-represent the level of prevention activities performed by fire officers as not all such activities are currently reported.

## 6. Appendices

### Appendix 8: Reported responses by area, zone and brigade (continued)

Brigade Number	Brigade Name	Fire responses	Other responses	Total responses <sup>1</sup>	Community safety, preparedness and engagement activities <sup>2</sup>
<b>Regional West</b>					
<b>Regional West 1</b>					
233	Bourke	135	45	180	11
244	Brewarrina	123	20	143	-
256	Cobar	19	39	58	75
261	Coolah	7	13	20	23
265	Coonamble	72	55	127	2
280	Dubbo	184	521	705	340
281	Dunedoo	4	26	30	1
284	Delroy	104	341	445	7
300	Gilgandra	13	26	39	3
367	Lightning Ridge	21	41	62	35
401	Narromine	20	43	63	82
406	Nyngan	27	22	49	7
417	Parkes	57	134	191	30
419	Peak Hill	12	19	31	43
465	Trangie	8	19	27	19
482	Walgett	89	44	133	2
491	Warren	17	22	39	11
493	Wellington	50	127	177	32
<b>Zone Totals</b>		<b>962</b>	<b>1557</b>	<b>2519</b>	<b>723</b>
<b>Regional West 2</b>					
105	Kelso	92	420	512	6
208	Aberdeen	36	120	156	19
216	Bathurst	123	567	690	460
227	Blayney	8	53	61	5
250	Canowindra	10	19	29	1
283	Denman	6	28	34	6
312	Gulgong	34	65	99	46
342	Kandos	8	23	31	17
380	Molong	10	36	46	23
387	Mudgee	52	111	163	134
390	Murrurundi	11	19	30	22
392	Muswellbrook	125	179	304	49
393	Merriwa	5	32	37	10

Brigade Number	Brigade Name	Fire responses	Other responses	Total responses <sup>1</sup>	Community safety, preparedness and engagement activities <sup>2</sup>
<b>Regional West (continued)</b>					
<b>Regional West 2 (continued)</b>					
411	Oberon	10	30	40	18
412	Orange	179	745	924	229
443	Scone	28	88	116	92
444	Singleton	79	264	343	129
<b>Zone Totals</b>		<b>816</b>	<b>2799</b>	<b>3615</b>	<b>1266</b>
<b>Regional West 3</b>					
212	Balranald	7	14	21	2
238	Broken Hill	92	294	386	412
239	Broken Hill Sth	42	159	201	21
259	Condobolin	20	35	55	28
262	Coolamon	9	9	18	10
311	Griffith	147	240	387	115
321	Hay	10	49	59	1
323	Hillston	4	7	11	20
337	Junee	17	29	46	50
355	Lake Cargelligo	7	11	18	2
360	Leeton	36	86	122	32
400	Narrandera	35	47	82	12
456	Temora	7	89	96	22
494	Wentworth	4	22	26	1
499	West Wyalong	10	53	63	30
512	Yenda	5	11	16	13
<b>Zone Totals</b>		<b>452</b>	<b>1155</b>	<b>1607</b>	<b>771</b>
<b>Region Totals</b>		<b>2230</b>	<b>5511</b>	<b>7741</b>	<b>2760</b>
<b>Specialist Responses and Senior Officer Responses</b>		<b>101</b>	<b>244</b>	<b>345</b>	<b>7942</b>
<b>Grand Total</b>		<b>35 132</b>	<b>154 006</b>	<b>189 138</b>	<b>63 105</b>

Notes:

1. Total responses: These data are sourced from FRNSW's Australian Incident Reporting System. Total responses refer to every turnout of brigades or units to an incident whereas primary incidents refer only to instances when brigades attend an incident and are responsible for reporting it. As at least two units usually respond to an incident in Sydney, Newcastle and Wollongong, about twice as many responses as primary incidents are recorded.
2. Community safety, preparedness and engagement activities: These data are sourced from FRNSW's Community Activity Reporting System, used to record the initial or follow-up involvement of fire stations and units in a community safety program, meeting or community engagement activity. These data under-represent the level of prevention activities performed by fire officers as not all such activities are currently reported.



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### Appendix 9: Overseas travel

During 2010/11, FRNSW personnel travelled to 11 overseas countries. Many trips were either fully or partially sponsored by national or international bodies.

Benefits that arose from this year's travel included opportunities to present papers at significant conferences, conduct research, identify benchmarks with which to compare current best practices, and assist in or undertake training provided by emergency management agencies.

In addition, the travel enhanced FRNSW's reputation as a world class organisation and established close links with international fire and emergency services.

FRNSW is part of a global support network for response to overseas emergencies and has responded to many such events in the past. Both FRNSW and the NSW Government support AusAid and the Office of Coordination for Humanitarian Affairs in providing international humanitarian aid. During 2010/11 FRNSW fire officers applied their specialised skills as part of Australian multi-agency deployments to New Zealand and Japan, to assist devastated communities with recovery after earthquakes and tsunami.

FRNSW also has an international reputation in the field of urban search and rescue. Its personnel are often requested by AusAid to provide and participate in training exercises.

Dates of travel	Name of officer	Destination and purpose	Cost to FRNSW	Costs to other organisations
<b>2010</b>				
16–20 August	Superintendent Warwick Kidd	<b>Germany:</b> To participate in the UN Disaster Assessment and Coordination Team Leader course	nil	AusAid: \$9423.93
23–27 August	Superintendent Warwick Kidd	<b>Indonesia:</b> To attend the initial planning meeting for the Association of South East Asian Nations (ASEAN) Regional Forum's Disaster Relief Exercise	nil	AusAid: \$2790.66
17–23 August	Commissioner Greg Mullins	<b>Korea:</b> To attend the International Fire Chiefs' Association of Asia 26th General Conference as the Australian Representative	\$123.31	AFAC: \$6500.00
14–16 September	Deputy Commissioner John Benson Chief Superintendent John Denny	<b>Japan:</b> To attend the global meeting of the International Search and Rescue Advisory Group (INSARAG)	nil	AusAid: \$11 157.26
10–15 October	Station Officer Gregory Watson	<b>Czech Republic:</b> To participate as member of the international assessment team at the INSARAG External Classification of the Czech Republic's Urban Search and Rescue (USAR) Task Force	nil	AusAid: \$10 394.19
30 October –3 November	Inspector Kim Reeson	<b>Cambodia:</b> To assist the Australian Federal Police (AFP) in closing down a large illegal drugs factory	nil	AFP: Unknown
1–6 November	Chief Superintendent Gary Picken Superintendent Paul Bailey	<b>France:</b> To participate as an international observer for the INSARAG External Classification of Pompiers de L'urgence Internationale, a French association of firefighters assisting other countries recovering from natural disasters	nil	AusAid: \$20 990.92

Dates of travel	Name of officer	Destination and purpose	Cost to FRNSW	Costs to other organisations
<b>2010 (continued)</b>				
11–18 December	Station Officer Gregory Watson	<b>Indonesia:</b> To participate in the ASEAN Regional Exercise Planning Forum	\$250.07	AusAid: \$5259.62
12–18 December	Superintendent Warwick Kidd	<b>Germany:</b> To participate in the INSARAG Training Working Group	nil	AusAid: \$10 367.44
<b>2011</b>				
22 February–4 March	Chief Superintendent Gary Picken and another 51 FRNSW fire officers	<b>New Zealand:</b> Deployment of 72-member Heavy USAR Task Force to assist New Zealand rescuers in earthquake-devastated Christchurch	nil	Attorney-General's Department: \$1 191 291.61
5–16 March	Chief Superintendent John Denny and another 15 FRNSW fire officers	<b>New Zealand:</b> Second deployment of 70-member Heavy USAR Task Force to assist New Zealand rescuers in earthquake-devastated Christchurch	nil	Attorney-General's Department: \$321 000
9–21 March	Station Officer Gregory Watson	<b>Indonesia:</b> To participate as the Australian Exercise Controller for the ASEAN Regional Forum's Disaster Relief Exercise	\$161.39	AusAid: \$7674.45
11–19 March	Inspector Michael Carroll and nine other FRNSW fire officers	<b>Indonesia:</b> To participate as the Australian USAR contingent for the ASEAN Regional Forum's Disaster Relief Exercise	\$390.00	AusAid: \$45 229.50
12–22 March	Chief Superintendent Rob McNeil and another 48 FRNSW fire officers	<b>Japan:</b> Deployment of 76-member Heavy USAR Task Force to assist with search and rescue in earthquake and tsunami devastated communities in Japan	nil	Attorney-General's Department \$1 864 437.98
14–15 March	Commissioner Greg Mullins	<b>New Zealand:</b> To meet with the New Zealand Fire Service CEO and the Australian USAR Task Force working in New Zealand	\$2385.94	None
14–22 March	Superintendent Ian Krimmer	<b>Japan:</b> To assist the work of the Australian Heavy USAR Task Force in Japan as Operational Media Liaison Officer	nil	Department of Foreign Affairs and Trade (DFAT): Unknown

Table continued on next page

## 6. Appendices

### Appendix 9: Overseas travel (continued)

Dates of travel	Name of officer	Destination and purpose	Cost to FRNSW	Costs to other organisations
<b>2011</b> (continued)				
17–29 March	Superintendent Paul Bailey	<b>United Kingdom:</b> To participate in an Australian contingent joining with agencies from the USA, Canada and UK to increase capability to work effectively in contaminated environments	nil	Department of Defence: Unknown
22–24 March	Inspector John McDonough	<b>United States:</b> To lecture at the Fire Department Instructors Conference (FDIC) held in Indiana on designing a successful fire behaviour training program	nil	FDIC: \$2000.00
30 March–7 April	Chief Superintendent John Denny and Superintendent Warwick Kidd	<b>Costa Rica:</b> To attend the INSARAG Training Working Group and Team Leaders meeting	\$1504.95	AusAid: \$25 412.60
21–25 April	Chief Superintendent Robert McNeill	<b>Japan:</b> To brief the Australian Prime Minister on her visit to areas where the Australian USAR Task Force worked following the recent Japanese earthquake and tsunami; and to take part in and speak at a special fundraising dinner in Tokyo hosted by the Australian Government in support of the recovery efforts	\$300	DFAT: Unknown

### Appendix 10: Waste reduction and purchasing

In line with the NSW Government's program of waste reforms as set out in the *Waste Avoidance and Resource Recovery Act 2001*, FRNSW continued implementing a waste reduction and recycled purchasing policy during the year. Key achievements included:

- › further reduction in total quantities of paper purchased, down by 16% compared to 2007
- › increased use of recycled A4 paper, with 99% of FRNSW's A4 paper purchases now 50%, 80% or 100% recycled content
- › increased use of integrated waste management
- › increased use of environmental considerations in FRNSW general supply contracts and/or at the point of purchase
- › further reduction in levels of waste generated by most FRNSW properties, and
- › since 2008 all new FRNSW fire stations, such as those which opened in 2010/11 at Kincumber and Baulkham Hills, and those which received major renovations, have solar power generation and hot water systems included, as well as using tanks to harvest rainwater.

## Relationships with Stakeholders and Customers

### Appendix 11: Multicultural Policies and Services Program (MPSP)

FRNSW is committed to the NSW Principles of Multiculturalism as stated in the *Community Relations Commission and Principles of Multiculturalism Act 2000*. FRNSW recognises the benefits that cultural, linguistic and religious diversity brings to the community, and will continue developing and implementing initiatives to increase opportunities for all people to participate in and access FRNSW services.

#### FRNSW MPSP Forward Plan

The strategies listed in the FRNSW MPSP Forward Plan are organised according to the organisation's core goals around fire prevention and service delivery.

#### Objectives of the Plan

##### 1: Focus on prevention and increase the community's preparedness for and resilience to hazards, emergencies and disasters:

- › increase community awareness about fire prevention
- › develop and implement preventative programs in communities
- › strengthen partnerships with local government, community groups, business and other emergency services
- › increase workforce involvement in prevention activities with CALD communities.

##### 2: Attract, recruit and develop a diverse, skilled and adaptable workforce:

- › build leadership in providing services to CALD communities
- › reflect the diversity of the communities that FRNSW serves.

##### 3: Continue to improve service delivery and develop capabilities to meet community needs:

- › identify opportunities to work with communities in new and better ways
- › enhance FRNSW governance practices and better manage corporate risks.

The FRNSW MPSP Forward Plan is a planning document for use both internally and with external stakeholders. For highlights of FRNSW's achievements under the Plan during 2010/11, refer to the Community Safety chapter in this report. To obtain a copy of the Plan, contact FRNSW's Community Safety Directorate or visit the FRNSW website.

### Appendix 12: Honours and awards

#### Australian Honours

**The Australian Fire Service Medal, which is for distinguished service as a member of an Australian Fire Service, was awarded to:**

- › Chief Superintendent Neil Harris, Area Commander, Regional West Dubbo
- › Station Officer Scott Beers, Station Commander, Moree Fire Brigade
- › Captain Edward Ranse, Captain, Katoomba Fire Brigade
- › Captain William Muirhead, Captain, Deniliquin Fire Brigade
- › Chief Superintendent Richard Griffiths, Assistant Director Training
- › Station Officer John Tapper, Station Commander, St Marys Fire Brigade
- › Captain Warren Simmons, Captain, Byron Bay Fire Brigade.

#### FRNSW Commendations

##### Individual Commendations for courageous actions

**For courageous actions at a house fire at Wilson Street, Hamilton, on 7 August 2010:**

- › Senior Firefighter Michael Butcher
- › Senior Firefighter Shane Mackley

##### Individual Commendations for meritorious service

**For meritorious service for his actions at a motor vehicle accident on the Great Western Highway, Lithgow, on 6 April 2010:**

- › Senior Firefighter Matthew Daylight



## 6. Appendices

### Appendix 12: Honours and awards (continued)

**For meritorious service for their actions at a motor vehicle incident at Shoalhaven Bridge, Princes Highway, Nowra, on 12 September 2010:**

- › Deputy Captain John Dun
- › Retained Firefighter Wayne Gerstenberg
- › Retained Firefighter Gary Gilbert

**For meritorious service for his actions at a house fire at Dunghutti Place, Greenhills, on 12 February 2011:**

- › Retained Firefighter Rodney Smart

**For meritorious service for his actions at a motor vehicle accident at Balaclava and Epping Roads, Marsfield, on 23 April 2010:**

- › Qualified Firefighter Matthew Graves

#### Unit Commendations for meritorious service

**For meritorious service for their actions at a house fire at Trafalgar Street, Nelson Bay, on 4 August 2010:**

##### *402 Station Nelson Bay*

- › Station Officer Michael Kopp
- › Retained Firefighter Martyn Thompson
- › Retained Firefighter Glenn Penn

##### *260 Station Newcastle*

- › Senior Firefighter Brian Potter

**For meritorious service for their actions at a motor vehicle incident at Shoalhaven Bridge, Princes Highway, Nowra, on 12 September 2010:**

##### *405 Station Nowra*

- › Captain Neil Rutledge
- › Deputy Captain John Dun
- › Retained Firefighter Stephen Ison
- › Retained Firefighter Christopher Ison
- › Retained Firefighter Warren Markham
- › Retained Firefighter Jason Klein
- › Retained Firefighter Glenn Pattie
- › Retained Firefighter Gary Gilbert
- › Retained Firefighter Wayne Gerstenberg
- › Retained Firefighter Scott Waller

- › Retained Firefighter Wayne Burns
- › Retained Firefighter Amenatave Kaunicaramaki
- › Retained Firefighter Alan Davis
- › Retained Firefighter Richard Dwyer
- › Retained Firefighter Lynton Barrett
- › Retained Firefighter Andrew Ison

**For meritorious service for their actions at a motor vehicle accident on Princes Highway, Unanderra, on 19 September 2008:**

##### *474 Station Unanderra*

- › Captain Paul Dawson
- › Deputy Captain David Johnson
- › Retained Firefighter Stuart Cowan
- › Retained Firefighter John Brighton
- › Retained Firefighter Kevin Hampton
- › Retained Firefighter Joshua Harris
- › Retained Firefighter Geoffrey Horsley
- › Retained Firefighter Matthew Rampling

##### *488 Station Shellharbour*

- › Station Officer Michael Rampling
- › Senior Firefighter Scott Douglas
- › Senior Firefighter Lucas Drady

##### *503 Station Wollongong*

- › Inspector Russell Arlington
- › Station Officer Anthony Camilleri
- › Senior Firefighter Mark McMaster
- › Senior Firefighter David Elliott
- › Senior Firefighter Stuart Willick
- › Senior Firefighter Fletcher Gibson
- › Senior Firefighter David Corbin
- › Senior Firefighter Michael Dent
- › Senior Firefighter Robert Maciejowski
- › Senior Firefighter Patrick Mason

**For meritorious service for their actions at a helicopter crash in bushland at Dome Road, Dorrigo, on 9 December 2009:**

***279 Station Dorrigo***

- › Captain Michael Beaumont
- › Deputy Captain Anthony Dawes
- › Retained Firefighter Brett Keough
- › Retained Firefighter Peter Bennett
- › Retained Firefighter Joshua Bennett
- › Retained Firefighter Richard Oxland
- › Retained Firefighter Sean Leathers

**For meritorious service for their actions at a swiftwater rescue at Pipeclay Road, Pipeclay (near Wauchope), on 27 December 2009:**

***492 Station, Wauchope***

- › Captain Brian Smith
- › Deputy Captain Robert Pursehouse
- › Retained Firefighter Darren Cook
- › Retained Firefighter John Dean
- › Retained Firefighter Troy Thompson

**National Medals and Clasps**

254 fire officers were awarded the National Medal for 15 years service, 219 fire officers were awarded the 1st clasp for 25 years service, 48 fire officers were awarded the 2nd clasp for 35 years service and 5 fire officers were awarded the 3rd clasp for 45 years service.

**Long Service and Good Conduct Medals and Clasps**

334 fire officers and administrative and trades staff were awarded the Long Service and Good Conduct Medal for 10 years service and good conduct, 165 staff were awarded the 1st clasp for 20 years service, 98 staff were awarded the 2nd clasp for 30 years service, 14 staff were awarded the 3rd clasp for 40 years service and one staff, member, Pat Feeney, Supervisor Employee Services Operations, was awarded the 4th clasp for 50 years service.

**Commendations to members of the community**

- › Ms Linda Buchan for volunteering to share her experience of severe personal injury and loss with the community at large, assisting FRNSW to promote fire safety awareness in the community
- › Ms Monique Rhodes, Ms Shirley Brown and Mr John McAlister, for their actions at a gas explosion and fire with assistance to a severely injured person at St Vincent's Hospital, Lismore, on 29 April 2010
- › Mr George Dahibe for his actions at a house fire and rescue at 46 Bonds Road, Punchbowl, on 16 May 2010
- › Mr Andrew Khoury and Mr Robert De Meo, for their actions at a house fire and rescue at Canberra Avenue, Oxley Park, on 15 June 2010
- › Ms Kirsty Reynolds, for her actions with a horse bogged in a dam at Post Office Road, Glenorie, on 9 July 2010
- › Ms Sally Hall for her actions at a house fire at Forest Road, Arncliffe, on 17 July 2010
- › Mr John Bryce and Mr Peter Stanton, for their actions at a motor vehicle incident at Shoalhaven Bridge, Nowra, on 12 September 2010
- › Mr John Edwards for his actions at a motor vehicle accident at Pacific Highway, Bennetts Green, on 15 September 2010
- › Ms Anne Parsons and Mr Darren Sedgeman, for their actions at a house fire at Lue Place, Airds, on 16 September 2010
- › Mrs Kamar Zraika and Mr Bill Zraika, for their actions at a fire and explosion at Western Road, Kemps Creek, on 14 October 2010
- › Ms Emma Wilton for her actions at a house fire and rescue at 117 Tuggerawong Road, Tuggerawong, on 6 January 2011

## 6. Appendices

### Appendix 13: Freedom of Information and Government Information (Public Access)

The *Freedom of Information Act 1989 (FOI)* was repealed and replaced by the *Government Information (Public Access) Act 2009 (GIPA)* which commenced 1 July 2010.

In 2010/11 there were 109 formal and 62 informal applications to FRNSW for access to information under the *GIPA Act*, a 25% increase on the number of FOI applications in 2009/10. FRNSW received 21 requests for access to personal information (down slightly from 23 in 2009/10) and 151 requests for non-personal information (up from 106 in 2009/10).

The changes introduced by the *GIPA Act*, particularly relating to the new category of informal requests, presented some challenges. However, with procedural innovations and better use of resources, turnaround times for requests for documents relating to fires and other emergency incidents were significantly reduced. Most informal requests for fire and incident-related documents were processed within 24 hours of receipt. No issues arose from FRNSW's compliance with *GIPA Act* requirements.

**Table A: Number of applications by type of applicant and outcome<sup>1</sup>**

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	1	0	1	0	0	0	0
Members of Parliament	2	3	1	0	0	1	0	0
Private sector business	6	28	2	1	0	1	0	0
Not for profit organisations or community groups	0	1	0	1	0	0	0	0
Members of the public (application by legal representative)	5	15	0	2	1	0	0	0
Members of the public (other)	9	21	1	0	1	4	0	1

Note:

1. More than one decision may be made on a particular access application.

**Table B: Number of applications by type of application and outcome**

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications <sup>1</sup>	1	9	0	0	2	3	0	0
Access applications other than personal information applications	21	60	4	5	0	3	0	1

**Table C: Invalid applications**

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

**Table D: Conclusive presumption of overriding public interest against disclosure:  
Matters listed in Schedule 1 of Act**

	<b>Number of times consideration used<sup>1</sup></b>
Overriding secrecy laws	0
Cabinet information	1
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

Note:

1. More than one public interest consideration may apply in relation to a particular access application.



## 6. Appendices

### Appendix 13: Freedom of Information and Government Information (Public Access) (continued)

**Table E: Other public interest considerations against disclosure: matters listed in Table to Section 14 of Act**

	Number of occasions when application not successful
Responsible and effective government	9
Law enforcement and security	1
Individual rights, judicial processes and natural justice	67
Business interests of agencies and other persons	2
Environment, culture, economy and general matters	1
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

**Table F: Timeliness**

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	107
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	2
<b>Total</b>	<b>109</b>

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

	Decision varied	Decision upheld	Total
Internal review	1	3	4
Review by Information Commissioner <sup>1</sup>	0	1	1
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
<b>Total</b>	<b>1</b>	<b>4</b>	<b>5</b>

Note:

1. The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the FRNSW to do so.

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

	Number of applications for review
Applications by access applicants	5
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

## Appendix 14: Privacy management

FRNSW respects the privacy of its employees and volunteers, and of members of the public who use its services. As an emergency service, FRNSW knows that protecting people's privacy is an important part of maintaining the community's trust so that it can help them in times of need.

As a NSW government agency, FRNSW complies with the requirements of the *Privacy and Personal Information Protection Act 1998* and the *Health Records and Information Privacy Act 2002*. These Acts establish principles for the management of personal and health information by NSW Government agencies. They set out FRNSW's obligations in relation to the collection, retention, security, access, use and disclosure of personal and health information. The FRNSW Privacy Policy and Privacy Management Plan details how it will meet its obligations under this privacy legislation.

In 2010/11 FRNSW received 10 applications for internal review under Section 53 of the *Privacy and Personal Information Protection Act 1998*. Nine reviews were completed and one application was withdrawn.

Three reviews found that no personal information had been disclosed. The others related to the unauthorised disclosure of personal information and, as a result, FRNSW offered an apology and delivered training on the handling of sensitive information.

## Appendix 15: Agreements with other organisations

FRNSW enters into Memoranda of Understanding and Mutual Aid Agreements with other government agencies and organisations to achieve agreed outcomes through effective partnerships. Agreements are currently in place with:

- › Airservices Australia
- › Ambulance Service of NSW
- › ACT Fire Brigade
- › Australian Nuclear Science and Technology Organisation
- › Bureau of Meteorology
- › Commonwealth Department of Defence
- › Commonwealth Department of Finance
- › Corrective Services NSW
- › Country Fire Authority, Victoria
- › CSIRO
- › CSR
- › NSW Department of Transport
- › NSW Juvenile Justice
- › NSW Maritime
- › NSW Police Force
- › NSW Rural Fire Service
- › Oberon Shire Council and CSR Limited
- › Office of Environment and Heritage
- › Open Training and Education Network
- › Port Corporations of Sydney, Newcastle and Port Kembla
- › Queensland Fire and Rescue Service
- › Rail Corporation of NSW
- › Roads and Traffic Authority of NSW
- › Royal Australian Navy
- › Shell Refining Australia
- › Snowy Hydro Limited
- › State Emergency Service
- › Sydney Catchment Authority
- › Sydney Water
- › Telstra Triple Zero (000)

See the Emergency Management chapter for details of new or updated agreements that FRNSW finalised with other agencies during the year.

## Appendix 16: Availability and cost of the annual report

The total external cost incurred in the preparation and production of FRNSW's 2010/11 Annual Report was \$30,426.65 plus GST. This included contract costs for graphic design, typesetting, layout, print management, print production, interactive CD development and CD production. The report is available as an interactive CD-ROM as well as on the FRNSW website at [www.fire.nsw.gov.au](http://www.fire.nsw.gov.au)

## 6. Appendices

### Financial and asset management

#### Appendix 17: Fleet profile

Make and series	Description	Year(s) commissioned	Total no.	Greater Metropolitan			Regional			Training	Other
				1st call	2nd call	Service exchange	1st call	2nd call	Service exchange		
<b>Pumping appliances</b>											
<b>Class 1 – Tankers 4x4</b>											
Isuzu FRS	3000 litre CFA build	1988/90	15			3			12		
Isuzu FTS	1800 litre AFC build hazmat	1996/97	8		1			7			
Isuzu FTS	1800 litre AFC build rescue	1997	4					4			
Isuzu FTS	1800 litre AFC rescue/hazmat	1997	5			1		1	3		
Isuzu FTS	2400 litre AFC build	1996/97	16			2		9	5		
Isuzu FTS	3000 litre AFC build	1996/97	20		3			15	2		
Isuzu FTS750	2500 litre Mills Tui	2004/06	33		8			25			
Isuzu FTS750	2100 litre Mills Tui	2010/11	12		1			11			
Isuzu FTS750	2200–2700 litre Mills Tui	2009/11	12					12			
Mitsubishi Canter	Category 7	2007/08	2	2							
<b>Subtotal Class 1</b>			<b>127</b>	<b>2</b>	<b>13</b>	<b>6</b>	<b>0</b>	<b>84</b>	<b>24</b>	<b>0</b>	
<b>Class 2 – Pumpers</b>											
Isuzu FTR800	3000 lpm SEM build	2000/04	128	1		6	95		22	4	
Isuzu FTR900	3000 lpm SEM build	2003/07	91	6			85				
Isuzu FTR900	3000 lpm AMT SEM build	2009/10	28	9			19				
<b>Subtotal Class 2</b>			<b>247</b>	<b>16</b>	<b>0</b>	<b>6</b>	<b>199</b>	<b>0</b>	<b>22</b>	<b>4</b>	
<b>Class 3 – Pumpers</b>											
Scania 92/93M	3500 lpm Alex Perrie	1988/92	8			3	1		4		
Austral Firepac	3500 lpm 2 door	1993/2000	32	12		11			2	7	
Scania 94	3500 lpm Alex Perrie	2001/02	12	6		6					
Varley Commander	3500 lpm T4	2000/02	22	18		1	1			2	
Varley Commander	5000 lpm T5	2001/02	11	5		3					
Varley Commander	4000 lpm T3	2002/05	20	16		3			2	1	
Scania P31005A	4000 lpm SEM	2007/09	45	27			18			1	
Scania P31005A	4000 lpm Varley	2008	1	1							
Scania P320	4000 lpm SEM	2010/11	26	24			2				
<b>Subtotal 3</b>			<b>177</b>	<b>109</b>	<b>0</b>	<b>27</b>	<b>22</b>	<b>0</b>	<b>8</b>	<b>11</b>	

Make and series	Description	Year(s) commissioned	Total no.	Greater Metropolitan			Regional			Training	Other
				1st call	2nd call	Service exchange	1st call	2nd call	Service exchange		
<b>Aerial appliances</b>											
Mercedes K2437	Bronto 37-HDT	1996/2000	6	4		2					
Telesqurt (Scania)	Aerial pumper 94m	1999/2000	10	8			2				
Iveco TT Ladders	DL23CC	2002	2	1		1					
Scania	Bronto F37-HDT	2003/08	3	3							
Scania	Bronto F27-RLH	2005/07	4	4							
Scania	Bronto 44-RLH	2010	1	1							
<b>Subtotal aerial</b>			<b>26</b>	<b>21</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Special appliances</b>											
<b>Hazmat</b>											
International	Heavy hazmat	1999/2000	3			3					
Mercedes Benz Sprinter	Hazmat vans	2000/06	14	2			12				
Volvo/Peki/Maxi	Prime mover and trailer BA	2006	2	2							
Isuzu	Decontamination pantech	2009	1	1							
Iveco	Scientific	2004	1	1							
Isuzu/Mitsui	CO2	1989/95	2	1		1					
Mercedes Benz Sprinter	Service/support vehicles	1999	3	3							
Isuzu	Heavy hazmat	2007/08	6	6							
<b>Subtotal hazmat</b>			<b>32</b>	<b>15</b>	<b>0</b>	<b>4</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>1</b>	
<b>Rescue</b>											
Mercedes Benz Sprinter	Rescue vans	1999/01	4	1			3				
Isuzu FTR800	Rescue appliance (T1)	1996/98	14	1			13				
Isuzu	Heavy rescue Fvd950	2000/01	8	6		2					
Isuzu	Heavy rescue Fvd1000	2009	6	6							
Firepac 3500	Heavy rescue	1995	3			1			2		
VSV Commander	Salvage	2000	1	1							
Mercedes Benz	Prime mover and trailer USAR	2003	1	1							
Chevrolet Silverado	Reconnaissance vehicle	2008	1	1							
<b>Subtotal rescue</b>			<b>38</b>	<b>17</b>	<b>0</b>	<b>3</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>2</b>	

Table continued on next page

## 6. Appendices

### Appendix 17: Type and distribution of fire appliances (continued)

Make and series	Description	Year(s) commissioned	Total no.	Greater Metropolitan			Regional			Training	Other
				1st call	2nd call	Service exchange	1st call	2nd call	Service exchange		
<b>Alpine</b>											
Hagglunds	All terrain vehicle	1983/88	2				1		1		
Polaris/Yamaha	Skidoo	1996/2003	8				8				
Polaris	ATV bikes	2003/04	4				4				
<b>Subtotal alpine</b>			<b>14</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13</b>	<b>0</b>	<b>1</b>	<b>0</b>	
<b>Other</b>											
Marlin Broadbill	Fire boat	2008	1	1							
Hockney	Bulk water tankers	1987/95	2	2							
Scania	Coach	2008	1							1	
Bedford	Hearse	1962	1							1	
Trailers	Prime mover floats		4							4	
Trailer	Boat	1995/2008	18	4			14				
Trailer	Foam	2002	20	5			15				
Trailer	CFU	1994/2009	352							352	
Trailer	Other	1994/2008	152							152	
Man/PMC	Incident command vehicle	1997	2	2							
International	Pod transporter	1999	2	2							
Isuzu/UD/Scania/ Mercedes Benz	Logistics/service/ transport	1999/2010	24							24	
<b>Subtotal other</b>			<b>579</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>29</b>	<b>0</b>	<b>0</b>	<b>534</b>	
<b>Minor fleet</b>											
<b>Various</b>	<b>Passenger and commercial</b>	<b>2008/11</b>	<b>253</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Awaiting disposal</b>											
Isuzu-FRS	3000L – CFA build	1988/90	1								
Mercedes K2435	Bronto 33-2TI	1987	1								
<b>Subtotal awaiting disposal</b>			<b>2</b>								
<b>Summary</b>											
Pumping appliances			551	127	13	39	221	82	54	15	
Aerial appliances			26	21	0	3	2	0	0	0	
Special appliances			84	32	0	7	41	0	1	2	
Other			579	16	0	0	29	0	0	534	
Minor fleet			253	0	0	0	0	0	0	0	
Awaiting disposal			2	0	0	0	0	0	0	0	
<b>Total</b>			<b>1495</b>	<b>196</b>	<b>13</b>	<b>49</b>	<b>293</b>	<b>82</b>	<b>55</b>	<b>17</b>	



**Appendix 18: Review of credit card use**

Corporate credit cards are available to staff and fire officers of FRNSW upon the approval of the Deputy Commissioner, Corporate Services and Governance. Cards are issued to staff and officers only where a need to use them is established.

FRNSW credit cards are used for the purchase of low-value high-volume goods or services which are for official business purposes only.

Credit card transactions by cardholders are reviewed by officers within FRNSW and any irregularities are reported to management.

I certify that credit card use within FRNSW has been in accordance with established FRNSW Policy, Premier’s Memoranda and Treasurer’s Directions.



Greg Mullins AFSM  
Commissioner

**Appendix 19: Use of consultants**

**Consultancies equal to or more than \$50 000**

Consultant	Category	Amount <sup>1</sup>	Nature of service
Nous Group Pty Ltd	Management services	\$171 747	Development of culture and values strategy
University of Wollongong	Management services	\$149 180	Research to identify bona fide physiological and physical employment standards
Dowling Consulting Pty Ltd	Information Technology	\$140 553	Development of change management capability
Thinksmart Consulting Pty Ltd	Organisational Review	\$84 893	Provision of strategy, organisational advice, analysis and design services to establish a service centre for human resources and payroll enquiries
Endeavour Training & Development Pty Ltd	Management services	\$71 665	Analysis of training needs
Bruce Hocking & Associates	Management services	\$56 875	Establishment of medical standards
PricewaterhouseCoopers	Information Technology	\$56 100	SAP security and change management
The Litmus Group Pty Ltd	Information Technology	\$52 967	Professionalisation of information technology

Note:

1. Amounts include GST.

## 6. Appendices

### Appendix 19: Use of consultants (continued)

#### Consultancies less than \$50 000

During the year consultants were engaged in the following categories:

Category	Amount <sup>1</sup>
Management services	\$317 396
Information Technology	\$70 263
Organisational review	\$11 040
Engineering	\$5500
<b>Total</b>	<b>\$404 199</b>

Note:

1. Amounts include GST.

### Appendix 20: Time for payment of accounts

Time taken to pay accounts was consistent during 2010/11. Some delays occurred as a result of quality controls to confirm delivery and quality of goods and services rendered. These controls related to major acquisitions and not to most general purchases. They were necessary to maintain adequate internal controls and to ensure compliance with prescribed requirements.

There have been no instances leading to payments of interest on overdue accounts under clause 18 of the Public Finance and Audit Regulation 2000 and Treasurer's Direction TD 219.01.

	Total payments	% paid on time
Month of June 2011	\$26 million	71%
<b>Year ended June 2011</b>	<b>\$231 million</b>	<b>67%</b>

Quarter	Total accounts paid on time			Total amount paid (\$)
	Target (%)	Actual (%)	\$	
September 2010	90	71	36 million	76 million
December 2010	90	68	39 million	48 million
March 2011	90	64	37 million	48 million
June 2011	90	65	45 million	60 million

\* The target % is the number of invoices paid within the terms of the vendors. The actual % is based on a physical count of invoice transactions paid on time. The dollar amounts equate to the total value of invoices paid on time.

**Appendix 21: Trade creditors – ageing analysis**

Quarter	2009/10				2010/11			
	30/09/09 \$	31/12/09 \$	31/03/10 \$	30/06/10 \$	30/09/10 \$	31/12/2010 \$	31/03/2011 \$	30/06/2011 \$
Current	651 173	2 210 861	1 147 132	4 416 752	1 676 067	1 072 231	1 535 526	5 250 339
1–30 Days Overdue	29 270	4691	758 925	286 378	365 646	1 129 143	713 739	1 117 155
31–60 Days Overdue	(10 725)	1 542	3969	63 293	(11 848)	4164	449 959	79 524
61–90 Days Overdue	75 246	217	1214	60 103	235	0	7887	139 334
Over 90 Days Overdue	3203	(750)	446	14 413	(2082)	(673)	5337	72 927
<b>Total trade creditors</b>	<b>748 267</b>	<b>2 216 561</b>	<b>1 911 686</b>	<b>4 890 938</b>	<b>2 028 018</b>	<b>2 204 865</b>	<b>2 710 448</b>	<b>6 659 279</b>

Notes:

1. (Amounts in brackets) indicate credit notes waiting to be offset against invoices in the following month.
2. Figures for current period and from 1–30 days have increased for 2010/11 due to timing differences.

**Appendix 22: Funds granted to non-government community organisations**

In 2010/11 FRNSW gave \$160 000 to the Museum of Fire as a contribution towards maintaining its operations as a major fire safety community education centre.

## Index (incorporating compliance index)

(Disclosures required under the *Annual Reports (Departments) Regulation 2005*, the *Freedom of Information Regulation 2005*, *Treasury Circulars* and *Treasurer's Directions*, are shown in **bold**.)

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## Access details and business hours

Opening hours for FRNSW business units and zone offices are:

### Corporate Head Office

Level 10, 227 Elizabeth Street  
SYDNEY NSW 2000  
PO Box A249  
SYDNEY SOUTH NSW 1232

Telephone (02) 9265 2999  
Fax (02) 9265 2988  
Business hours 9:00am – 5:00pm

### Community Safety Directorate

Amarina Avenue  
GREENACRE NSW 2190  
Locked Bag 12 GREENACRE NSW 2190

Telephone (02) 9742 7400  
Fax (02) 9742 7486  
Business hours 8:30am – 4:30pm

### ComSafe Training Services

Amarina Ave  
GREENACRE NSW 2190  
Locked Bag 12 GREENACRE NSW 2190

Free call 1800 SURVIVE (787 848)  
Fax (02) 9742 7388  
Business hours 8:00am – 4:00pm

### Community Engagement and Development

Amarina Avenue  
GREENACRE NSW 2190  
Locked Bag 12 GREENACRE NSW 2190

Telephone (02) 9742 7400  
Fax (02) 9742 7486  
Business hours 8:30am – 4:30pm

### Structural Fire Safety

Amarina Avenue  
GREENACRE NSW 2190  
Locked Bag 12 GREENACRE NSW 2190

Telephone (02) 9742 7400  
Fax (02) 9742 7483  
Business hours 7:30am – 5:00pm

### Fire Investigation and Research

Amarina Avenue  
GREENACRE NSW 2190  
Locked Bag 12 GREENACRE NSW 2190

Telephone (02) 9742 7395  
Fax (02) 9742 7385  
24-hour emergency response

### Building Compliance

Amarina Avenue  
GREENACRE NSW 2190  
Locked Bag 12 GREENACRE NSW 2190

Telephone (02) 9742 7400  
Fax (02) 9742 7486  
Business hours 8:30am – 4:30pm  
Monday – Thursday  
8:30am – 4:00pm  
Friday

### Income Operations

Amarina Avenue  
GREENACRE NSW 2190  
Locked Bag 12 GREENACRE NSW 2190

Telephone (02) 9742 7469  
Fax (02) 9742 7486  
Business hours 8:30am – 4:30pm

### State Training College

189 Wyndham Street  
ALEXANDRIA NSW 2015  
PO Box 559 ALEXANDRIA NSW 1435

Telephone (02) 9318 4399  
Fax (02) 9318 4388  
Business hours 8:00am – 4:30pm  
Monday – Thursday  
8:00am – 4:00pm  
Friday

### Operational Communications

189 Wyndham Street  
ALEXANDRIA NSW 2015  
PO Box 559 ALEXANDRIA NSW 1435

Telephone (02) 9318 4351 (bus. hours)  
Telephone (02) 9319 7000 (after hours)  
Fax (02) 9318 4382

### 24-hour emergency response

#### Specialised Operations

Level 2, 213 Castlereagh Street  
SYDNEY NSW 2000  
PO Box A249  
SYDNEY SOUTH NSW 1232

Telephone (02) 9265 2768  
Fax (02) 9265 2783  
Business hours 8:00am – 5:00pm

#### Bushland Urban Interface

15 Carter Street  
LIDCOMBE NSW 2141

Telephone (02) 8741 4980  
Fax (02) 8741 5391  
Business hours 8:00am – 5:00pm

#### Hazardous Materials Response

Amarina Avenue  
GREENACRE NSW 2190  
Locked Bag 13 GREENACRE NSW 2190

Telephone (02) 9742 7320  
Fax (02) 9742 7387  
24-hour emergency response

#### Rescue

PO Box 953  
INGLEBURN NSW 1890

Telephone (02) 9605 1136  
Fax (02) 9605 4011  
Business hours 8:00am – 5:00pm

#### Rescue Technical

Amarina Avenue  
GREENACRE NSW 2190  
Locked Bag 13 GREENACRE NSW 2190

Telephone (02) 9742 7344  
Fax (02) 9742 7384  
Business hours 8:00am – 5:00pm

## Counter-Terrorism and Aviation

213 Castlereagh Street  
 SYDNEY NSW 2000  
 PO Box A249  
 SYDNEY SOUTH NSW 1232

Telephone (02) 9265 2766  
 Fax (02) 9265 2783  
 Business hours 8:00am – 5:00pm

## Logistics Support

Amarina Avenue  
 GREENACRE NSW 2190  
 Locked Bag 13 GREENACRE NSW 2190

Telephone (02) 9742 7499  
 Fax (02) 9742 7481  
 Business hours 8:00am – 4:30pm  
 Workshops 7:15am – 3:45pm  
 Communication Services  
 7:30am – 4:30pm

The operational areas of FRNSW are available 24 hours a day, 7 days a week.

## Area Command Metropolitan East

### Zone Office Metropolitan East 1 – Sydney East

213 Castlereagh Street  
 SYDNEY SOUTH NSW 1232  
 PO Box A249  
 SYDNEY SOUTH NSW 1232

Telephone (02) 9265 2700  
 Fax (02) 9265 2785  
 Business hours 8.00am – 4.30pm

### Zone Office Metropolitan East 2 – Sydney North

Corner Shirley Road and Sinclair Street  
 CROWS NEST NSW 2065

Telephone (02) 9901 3539  
 Fax (02) 9966 5130  
 Business hours 8.00am – 4.30pm

### Zone Office Metropolitan East 3 – Sydney Mid-West

Ashfield Fire Station, 16 Victoria Street  
 ASHFIELD NSW 2131

Telephone (02) 9797 7033  
 Fax (02) 9798 4572  
 Business hours 8:00am – 4:30pm

## Area Command Metropolitan North

### Zone Office Metropolitan North 1 – Hunter Coast

44 Union Street  
 NEWCASTLE NSW 2300

Telephone (02) 4927 2500  
 Fax (02) 4927 2588  
 Business hours 8:00am – 4:00pm

### Zone Office Metropolitan North 2 – Central Coast

Suite 1, Wyong Village Margaret Street  
 WYONG NSW 2259

Telephone (02) 4353 2351  
 Fax (02) 4352 2794  
 Business hours 8:30am – 4:30pm

### Zone Office Metropolitan North 3 – Lower Hunter

14 Church Street  
 MAITLAND NSW 2320

Telephone (02) 4933 6197  
 Fax (02) 4933 1501  
 Business hours 8:30am - 4:00pm

## Area Command Metropolitan West

### Zone Office Metropolitan West 1 – Cumberland

42 Huntingwood Drive  
 HUNTINGWOOD NSW 2148  
 PO Box 40 DOONSIDE NSW 2767

Telephone (02) 9621 7498  
 Fax (02) 9622 8135  
 Business hours 8:30am – 4:30pm

### Zone Office Metropolitan West 2 – Parramatta

110-114 Wigram Street  
 HARRIS PARK NSW 2150  
 PO Box H4 HARRIS PARK NSW 2150

Telephone (02) 9895 4600  
 Fax (02) 9895 4688  
 Business hours 8:30am – 4:30pm

### Zone Office Metropolitan West 3 – Blue Mountains and Hawkesbury

17 Park Street  
 KATOOMBA NSW 2780

Telephone (02) 4782 2568  
 Fax (02) 4782 2476  
 Business hours 9:00am – 4:30pm

## Area Command Metropolitan South

### Zone Office Metropolitan South 1 – Illawarra

32 Denison Street  
 WOLLONGONG NSW 2500

Telephone (02) 4224 2000  
 Fax (02) 4224 2088  
 Business hours 9:00am – 4:00pm

### Zone Office Metropolitan South 2 – Georges River

Kogarah Fire Station, 26 Gray Street  
 KOGARAH NSW 2217  
 PO Box 1036 KOGARAH NSW 2217

Telephone (02) 9588 2833  
 Fax (02) 9553 8600  
 Business hours 8:00am – 4:30pm

### Zone Office Metropolitan South 3 – Sydney South-West

9 Swettenham Road  
 ST ANDREWS NSW 2566  
 PO Box 5447 MINTO DC 2566 NSW

Telephone (02) 9824 6256  
 Fax (02) 9824 6371  
 Business hours 8:00am – 4:30pm

### **Area Command Regional West**

#### **Zone Office Regional West 1 – Western Slopes**

194 Brisbane Street  
DUBBO NSW 2830  
  
Telephone (02) 6882 9688  
Fax (02) 6882 0856  
Business hours 9:00am – 4:30pm

#### **Zone Office Regional West 2 – Upper Hunter and Central West**

2/114 Piper Street  
BATHURST NSW 2795  
  
Telephone (02) 6331 6372  
Fax (02) 6331 3545  
Business hours 8:30am – 4:30pm

#### **Zone Office Regional West 3 – Riverina**

133 Pine Avenue  
LEETON NSW 2705  
PO Box 992 LEETON NSW 2705  
  
Telephone (02) 6953 6583  
Fax (02) 6953 3356  
Business hours 8:30am – 4:30pm

### **Area Command Regional South**

#### **Zone Office Regional South 1 – Monaro**

Shop 1/30C Orient Street  
BATEMANS BAY NSW 2536  
  
Telephone (02) 4472 3042  
Fax (02) 4472 3038  
Business hours 8.30am – 4:00pm

#### **Zone Office Regional South 2 – Southern Highlands**

320 Auburn Street  
GOULBURN NSW 2580  
  
Telephone (02) 4822 9395  
Fax (02) 4822 9397  
Business Hours 9:00am – 5:00pm

#### **Zone Office Regional South 3 – Murray**

Ground Floor 45 Johnston Street  
WAGGA WAGGA NSW 2650  
  
Telephone (02) 6921 5322  
Fax (02) 6921 1197  
Business hours 8.30am – 4:00pm

### **Area Command Regional North**

#### **Zone Office Regional North 1 – Mid-North Coast**

Shop 6, The Port, Short Street  
PORT MACQUARIE NSW 2444  
PO Box 668  
PORT MACQUARIE NSW 2444  
  
Telephone (02) 6583 8588  
Fax (02) 6584 9878  
Business hours 8:30am – 4:30pm

#### **Zone Office Regional North 2 – Northern Rivers**

13 Taylor Avenue  
GOONELLABAH NSW 2480  
PO Box 4080  
GOONELLABAH NSW 2480  
  
Telephone (02) 6624 5384  
Fax (02) 6624 5680  
Business hours 9:00am – 4:30pm

#### **Zone Office Regional North 3 – Peel**

Shop 2, 481 Peel Street  
TAMWORTH NSW 2340  
PO Box 1010 TAMWORTH NSW 2340  
  
Telephone (02) 6766 5598  
Fax (02) 6766 7629  
Business hours 9:00am – 4:00pm