Fire &
Rescue NSW

NSW
GOVERNMENT

FIRE & RESCUE NSW
ANNUAL REPORT 2011/12
Gearing up for the future

SCANIA

FIRE

29 October 2012

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 2011/12 Annual Report and Financial Statements of Fire & Rescue NSW (FRNSW) for presentation to the NSW Parliament.

Throughout the year, FRNSW continued to maintain and enhance operational capabilities in an efficient manner, and collaborated with other emergency services and partners to enhance our ability to save life, property and the environment.

This report summarises FRNSW's performance during 2011/12 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

Greg Mullins AFSM
Commissioner

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COMMISSIONER'S REPORT

GEARING UP FOR THE FUTURE

The theme of this year's report, 'Gearing up for the Future', reflects the performance of Fire & Rescue NSW (FRNSW) in meeting the many demands of the present as well as preparing to meet the challenges of the future.

FRNSW is a dynamic, innovative and modern organisation delivering an increasingly wide and diverse range of essential services. During this past year, FRNSW worked hard delivering timely reliable emergency services to the people of NSW. Once again, we demonstrated that we are a leading fire and rescue service, 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 people, environment and economy of NSW.

We also continued implementing the major program of reforms commenced previously, which resulted in improved governance and delivery of a small budget surplus. 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.

RESPONDING TO EMERGENCIES

In 2011/12 FRNSW continued its vital role of protecting the community around the clock and across the State. The types of emergencies our fire officers responded to have 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, explosions, hazardous materials incidents, industrial accidents, medical emergencies and a wide range of rescues. We assisted with recovery from natural disasters and severe weather events such as storms and floods, and we supported Ambulance

paramedics by provided emergency medical assistance in a number of areas. As Australia's busiest fire and rescue service, this year we responded to a total of 130 744 emergency incidents, an average of almost 360 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, NSW Rural Fire Service, NSW Police Force, Ambulance Service of NSW and the NSW Volunteer Rescue Association. For example, we assisted the State Emergency Service with major recovery operations after the heavy rain and resultant severe flooding experienced across much of NSW in February and March this year. We also assisted with emergency planning and preparation for various major community, entertainment and sports events ranging from the Bathurst 1000 Motor Race to the Tamworth Music Festival.

In addition, FRNSW continued to share its expertise by providing training to other emergency service organisations in NSW, interstate and overseas. This training included urban search and rescue, incident management, 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. We also began preparing for United Nations' assessment of our urban search and rescue capability in September 2012 which will certify us to respond to international disasters.

During the year we implemented a new emergency services computer aided dispatch system, which included telephony and voice recording systems, operator consoles and IT hardware upgrade. This system will enable better incident and resource management, and improved transfer of information between agencies once it is fully implemented.

CREATING A SAFER COMMUNITY

To reduce risks and help prevent emergencies, fire crews carried out more than 57 000 community safety, preparedness and engagement activities during the year. In addition to general safety campaigns, they also ran programs targeted at segments of the community at greater risk from fire and other emergencies, including children, seniors, and members of Indigenous and culturally and linguistically diverse communities. Programs included delivery of more than 2900 Pre Ed and Fire Ed presentations to teach pre-schoolers and primary school students about fire safety; visiting the homes of around 11 400 seniors to install smoke alarms or check batteries; and participating in youth road safety programs like the Australian Youth and Road Trauma Forum which was attended by more than 12 000 students.

From 28 April – 5 May FRNSW held its annual Fire Prevention Week to raise awareness that greater care should be taken in the winter months when fire deaths and injuries peak. Our major sponsor GIO helped us publicise this message, producing TV and radio community safety announcements to encourage families and households to do a home fire safety audit. The TV spots featured a brave burns survivor, Linda Buchan. The week culminated with fire stations across the State opening 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 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. This year 28 more units were established, trained and equipped, taking the total number of CFUs to 605 units with more than 7000 members. This continual growth brings with it significant challenges in terms of adequate resourcing, training, administration and volunteer engagement.

This year we worked with the Deaf Society of NSW to secure NSW Government funding to subsidise 3500 special smoke alarms for the hearing impaired. These alarms will be installed over the next three years. We also carried out community education to inform industry and the public that smoke alarms were now mandatory in caravans, campervans and moveable dwellings.

After the tragic Quakers Hill nursing home fire, we undertook research and provided information to assist the NSW Government with proposals for regulatory changes. This has subsequently led to legislation being passed making sprinklers mandatory in nursing homes in NSW, which is an initiative that will save many lives.

DEVELOPING AND MANAGING OUR RESOURCES

This year we continued building a diverse, skilled and adaptable workforce that better reflects the communities we serve. We began implementing the initiatives in our *Women's Employment and Development Action Plan* to raise awareness of firefighting as a career for women. This is already producing results, with a large increase in female applicants in the 2012 recruitment campaign and women comprising 23% of all recent recruits. 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 an ageing population and changing demographics and work patterns. In November we held a Summit at Parliament House to discuss challenges facing the retained firefighting system and to develop ways to meet these challenges. The outputs from the Summit will guide a Retained System Action Plan and also FRNSW's approach to upcoming negotiations for a new Retained Firefighter Award.

During the year we developed an overarching policy defining how education and training will be designed, developed and delivered in FRNSW. We also 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 organisation better able to meet the many challenges and demands facing modern emergency services.

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This year we continued rolling out new fire engines. 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 527 fire engines (pumpers); an aerial fleet of 28 ladder platforms, ladders and aerial pumpers; and 79 rescue and hazmat vehicles. We also spent a record $18.4 million of capital carrying out major renovations and upgrades to fire stations and other premises.
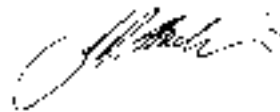
Safety continues to be an overriding principle in all that we do. In November we held a major safety workshop and launched the 'Be Safe' approach to safety management. We implemented requirements of the new *Work Health and Safety Act 2011* which took effect on 1 January 2012. In addition, we commenced distributing a new personal protective clothing ensemble to increase safety and protection for fire officers, in compliance with a new Australian standard.

FUTURE DIRECTIONS

In FRNSW, we are currently finalising a new *Corporate Plan* which will set out our strategic directions over the next four years, and a *Future Directions Plan* which identifies long-term priorities for the organisation. Both plans are the result of the most comprehensive organisational engagement program undertaken over the last decade. All staff were given opportunities to provide input, as were key external stakeholders.

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, the development of our *Corporate Plan* and *Future Directions Plan* has identified rapid changes in the years ahead that will present many more challenges that we must face. The forecasts include longer and more intense fire seasons, more frequent and stronger storms, and associated floods and changing landuse. Less water, higher energy prices, budgetary constraints, less tolerance for environmental impacts, increasing technological complexity and changing demographics, particularly an ageing and more vulnerable population, are among the array of issues confronting us.

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 gear up for the future, these traditions will stand us in good stead as we continue to serve and protect the people, economy and environment of NSW, now and in the years ahead.

Greg Mullins AFSM
Commissioner

FRNSW AND WHAT IT DOES

Fire & Rescue NSW is one of the world's leading urban fire and rescue services, and the largest and busiest in Australia. Its overriding purpose is to save life, property and the environment from fires, emergencies and disasters. Its vision is to be recognised as a leading best practice fire and rescue service that effectively and efficiently minimises the impact of hazards, emergency incidents and disasters on the people, environment and economy of NSW.

Its highly-skilled fire officers and support staff provide rapid reliable help in emergencies across the State, 24 hours a day, seven days a 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. It provides the following primary services.

Community safety and prevention: FRNSW delivers a range of prevention and preparedness programs to create a safer environment and build community resilience. When fire crews are not engaged in emergency incidents, they are engaged in prevention activities such as training community fire units, developing and delivering community education to groups such as school children and seniors, or delivering safety programs.

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 supports a range of government agencies, including the NSW Rural Fire Service (NSWRFS), NSW National Parks and Wildlife Service and Forests NSW.

Rescue: As the largest rescue provider in NSW, FRNSW responds to rescue calls 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 lead agency for the State's urban search and rescue capability, which deals with building collapse and other complex rescues.

Hazardous materials: FRNSW protects all of NSW's people and environment from hazardous materials pollution and emergencies. It is well equipped to deal with chemical, biological and radiological hazards ranging from industrial accidents through to acts of terrorism. FRNSW also responds to other hazardous conditions such as downed powerlines, electrical short circuits, gas leaks and fuel and chemical spills.

Supporting other agencies: FRNSW provides expertise and support to other emergency agencies in NSW. It assists the NSWRFS during major structure and bushfires in Rural Fire Districts, the State Emergency Service (SES) with response and recovery during major storms and floods, the Ambulance Service of NSW in some locations with basic medical response, and the NSW Police Force at major events and special operations such as dealing with chemicals at clandestine drug laboratories.

Terrorism consequence management: FRNSW participates in whole-of-government counter-terrorism planning and training activities to prepare for possible terrorist attacks. In the event of an attack, its role is to respond to fires, chemical, biological or radiological releases, building collapse and other rescue situations.

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 whom it minimises losses and to whom 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 NSWRFS, SES, 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

Opposite: Fire officers in protective suits at counter terrorism training exercise

Above left: Responding to a bushfire threat in the Illawarra

Above right: Conducting research burns to test effectiveness of sprinklers in nursing homes

PERFORMANCE SUMMARY

	2010/11[1]	2011/12	% change
Service delivery			
Population served	7 176 687	7 247 669	+1.0
Total expenses excluding losses	$614 004 000	$645 826 000	+5.2
Cost per head of population per year	$85.55	$89.11	+4.2
Cost per head of population per day	23.4c	24.4c	+4.2
Fires and explosions:			
Structure fires	7046	6652	−5.6
Other fires	19 545	18 724	−4.2
Total fires and explosions	26 591	25 376	−4.6
Emergencies other than fires:			
Non-fire rescue calls including animal rescues	10 851	11 146	+2.7
Hazardous materials incidents and other hazardous conditions including power lines down, electrical short circuits, gas leaks and fuel and chemical spills	15 557	15 503	−0.3
Storm, floods and other natural disasters, and calls for assistance from other agencies	6451	6990	+8.4
% of NSW adults living in homes with a smoke alarm[2]	94.2	na[3]	–
Community safety, preparedness and engagement activities[4]	63 521	57 001	−10.3
Resources (by headcount)			
Staff composition:			
Full-time fire officers	3516	3498	−0.5
Retained (ie on-call) fire officers	3382	3323	−1.7
Administrative and trade staff[5]	414	408	−1.4
Total staff	7312	7244	−0.9
Community fire units	577	605	+4.9
Community fire unit volunteers	7140	7000	−2.0
Fire stations	338	338	0
Vehicles in the fire engine fleet	663	634	−4.4

Notes:

1. Figures may vary slightly from earlier publications to reflect additional incident reports and changes to data from data quality improvement.

2. Source: NSW Population Health Survey (HOIST), Centre for Epidemiology and Research, NSW Department of Health. Figures are based on calendar years rather than financial years.

3. Information on smoke alarm penetration was not collected during 2011.

4. These data under-represent the level of prevention activities performed by fire officers. Not all such activities are reported.

5. Includes Executive staff.

FUTURE DIRECTIONS

FRNSW recognises that the changing world in which it operates not only offers many opportunities, but also creates significant challenges. FRNSW has sought to identify these challenges and anticipate their potential impact. This puts the organisation in a strong position to keep improving service delivery by ensuring that it adapts, innovates and evolves to meet these challenges.

STRATEGIC DIRECTIONS

FRNSW is currently finalising a *2012–16 Corporate Plan* which sets out its strategic directions over the next four years. The Plan includes a range of key strategies and actions to assist FRNSW in achieving its vision.

The strategic directions take their lead from FRNSW's *Future Directions Plan – Towards 2032*, which identifies long-term priorities for the organisation over the next 20 years and is to be published shortly. Both plans are the result of the most comprehensive organisational engagement program ever undertaken by FRNSW. All staff were given opportunities to provide input, as were key external stakeholders, ensuring that these plans reflect actual needs and priorities. An online survey was also conducted in which 1235 staff participated.

The *Future Directions Plan* was guided by research into external issues that will impact on FRNSW over the next two decades. Seven focus groups met during the first half of 2012 to identify opportunities and risks that FNRSW needed to address into the future. The groups considered government imperatives, the evolving nature of society and culture, changes in demographics, the changing nature of the workplace, technological advancements, resource issues and environmental change. The findings of these groups were presented to a Future Forum which included participants in six locations across the State and involved over 220 people. The findings were also posted online and staff were invited to comment.

The development of strategic directions identified the following key challenges for FRNSW in the years ahead.

Working within and across government

The NSW Government's future directions and priorities are set out in the State Plan: '*NSW 2021*'. The plan outlines the Government's 10-year goals for NSW. The fourth of these goals (strengthening the local environment and communities) is particularly relevant to FRNSW and includes disaster planning and bushfire hazard reduction targets. This goal focuses on strengthening public resilience to disasters and other hazards. FRNSW will continue building resilience through a range of community education campaigns and programs such as Fire Prevention Week, the winter fire safety campaign and community fire units.

The NSW Government actively supports and promotes a whole-of government approach to improve services and increase cost effectiveness for the people of NSW. This approach enables development of integrated solutions and service delivery across government. However it also brings challenges associated with managing the coordination, accountability and governance of cross-agency initiatives.

Above: FRNSW signing a Memorandum of Understanding with the Defence Force

Above: Carrying out hazard reduction to reduce fuel load in bushland near urban areas

In the years ahead, FRNSW will continue actively contributing to a whole-of-government approach across the NSW emergency services sector to maximise resources and outcomes for the community. Many opportunities exist to share expertise, skills and systems in support functions across the agencies. FRNSW already works extensively with other emergency service organisations to coordinate emergency planning and will continue to make this a priority.

Environmental change

Scientific research and current trends predict a continuing increase in the frequency of extreme weather events such as severe bushfires, cyclones, storms, floods and winds. Climate change, and the roughly five year weather cycle of El Nino delivering drought conditions followed by La Niña delivering persistent flooding, pose significant challenges to all fire, rescue and emergency services.

The cost of electricity, gas, fuel and water will keep increasing, placing further pressure on limited budgets. Diminishing water availability will also require adoption of firefighting methods that use less water, and water conservation and recycling where suitable.

In light of these developments, FRNSW is reviewing and modifying how it operates, introducing more efficient and environmentally sustainable firefighting methods to ensure the continuity, reliability and sustainability of its service and working closely with communities to prepare for adverse climatic events.

A rapidly changing society

The composition of the community that FRNSW serves is changing rapidly. NSW's population will continue to grow, leading to an increased number of emergency incidents and greater vulnerability across the State. Population growth will bring about considerable demographic change. Communities in coastal areas will grow substantially while those in rural areas are likely to experience decline. NSW's ageing population and lone person households will both increase, raising the potential for social dislocation and risks to safety.

With continued patterns of migration, NSW will grow more cultural diverse, enriching the society while also bringing new risks. Consumer technology and social media will also continue to revolutionise how communities interact with each other and how they engage with government agencies including emergency services.

FRNSW recognises that it will need to make significant changes to its service in order to respond to these emerging demographic trends.

Advances in technology

Across the developed world, new technologies are transforming the way in which emergency services such as FRNSW do their work. Increasingly, a combination of GPS, robotics, sensors, low level automation, networked computer systems, smart home integration and consumer technology are being used to enhance emergency prevention, preparedness, response and recovery.

While technology is a vital tool that delivers invaluable benefits to emergency services, it also poses many challenges, including:

- deciding the best technologies to invest in given extensive choices yet finite resources
- relatively new technologies becoming obsolete as even better technologies rapidly emerge
- costs associated with continually upskilling a workforce to apply and manage new technologies
- compatibility of technologies across agencies
- high community expectations about use of consumer technology and social media, and access and equity issues arising from these
- privacy concerns about accessing personal information from government databases for emergency response.

In the years ahead, FRNSW will address these challenges as it adopts best practice service in line with the latest technology.

NSW's population continues to grow, leading to an increased number of emergency incidents.

Above: Practising vertical rescue training skills

An evolving workforce

The traditional composition of the NSW workforce is changing. The proportion of female employees in the workforce will continue to grow and more females will occupy management positions. There will be many older employees and workforces will span across several generations. In addition, there will be considerably more employees from culturally diverse backgrounds, as well as greater participation from people with a disability.

The uptake of technology by emergency services will increase the demand for highly skilled workers and there will be more emphasis on life-long learning and professional development. Supporting staff to achieve higher levels of performance and meeting individual career aspirations will be a key driver of workforce policy into the future. There will also be a greater expectation for work/life balance.

FRNSW will embrace these changes and adapt organisational policies, practices and culture in response to this new workplace environment.

Financial sustainability

A key challenge ahead is how to remain financially sustainable in the face of population growth and an increase in the number and severity of natural disasters that increase demand for emergency services. FRNSW will rise to this challenge, working smarter than ever before and undertaking fiscal reforms that will deliver value for money and keep costs under control without jeopardising the quality and scope of its services.

The following suite of five-year performance indicators measure and monitor FRNSW's performance 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 but not for annual reporting purposes. This is because data are aggregated and reported on a State basis, preventing comparison of 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 NSWRFS 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/2012

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 the demand for services.

Results: During 2011/12, FRNSW crews responded to a total of 130 744 emergency incidents, a decrease of less than 1% on 2010/11. 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 have also continued to increase. By contrast most categories of fire have decreased over the period; the decrease in bush and grass fires is largely due to the recent wetter and cooler La Niña weather conditions.

Profile of incidents attended

Incident type	2007/08	2008/09	2009/10	2010/11	2011/12
Structure fires	7723	7448	7495	7046	6652
Vehicle fires	4479	4384	4202	4000	3908
Bush and grass fires	9120	9915	9904	6968	6335
Rubbish fires	9551	9628	8918	7967	7873
Non-fire rescue calls:					
Medical assistance	577	796	926	1032	1052
Motor vehicle accidents involving extrication of victims[1]	4683	4905	5104	4976	5041
Animal rescues	1136	1411	2060	2056	2109
Other non-fire rescues including industrial and home rescues	1821	2506	2623	2787	2944
Total non-fire rescue calls[1]	8217	9618	10 713	10 851	11 146
Hazardous material incidents and other hazardous conditions including power lines down, electrical short circuits, gas leaks and fuel and chemical spills[1]	16 259	16 474	15 224	15 557	15 503
Storm, floods and other natural disasters, and calls for assistance from other agencies	5537	5740	6088	6451	6990

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. As a result, 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 2007/08. This is mainly due to fewer vehicle fires, down from 4479 in 2007/08 to 3908 in 2011/12. Structure fires likewise have continued to decline since 2009/10 from 7495 in 2009/10 to 6652 in 2011/12. The rate of fuel spills and chemical emergencies per 100 000 people has also declined each year since 2007/08. In the same period, the rate of non-fire rescues per 100 000 people increased, this is partly due to FRNSW being given additional rescue responsibility by the State Rescue Board in September 2008.

Above: Fighting a major factory fire on the Princess Highway Bomaderry

Incidents attended per 100 000 population

Incident type	2007/08	2008/09	2009/10	2010/11	2011/12
Property fires	158.0	150.4	147.7	139.2	132.4
Fuel spills and chemical emergencies[1]	105.1	100.5	93.0	89.5	86.7
Non-fire rescues including animal rescues[1]	118.6	136.9	150.7	151.2	153.8

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. As a result, figures for previous years may vary from those in previous publications.

OUTPUT INDICATORS

3. People living in homes with smoke alarm(s) installed

Definition: This is the percentage of the NSW adult population saying that they have smoke alarm(s) 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 either to extinguish a fire or, if the fire is too advanced, to 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.

% of NSW adults living in homes with a smoke alarm
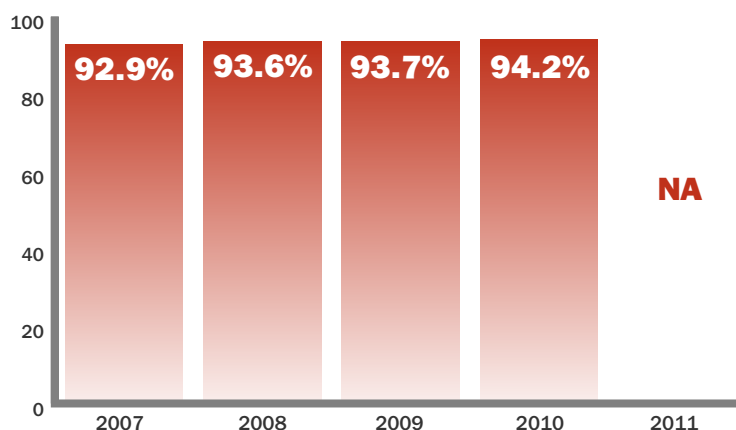
Year	Percentage
2007	92.9%
2008	93.6%
2009	93.7%
2010	94.2%
2011	NA

Source: NSW Population Health Survey (HOIST), Centre for Epidemiology and Research, NSW Department of Health. Figures are based on calendar years rather than financial years. Information on smoke alarm penetration was not collected during 2011.

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% and 90% respectively of the first responding fire engines will arrive at the scene of an incident 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.

Response times in minutes

Note:

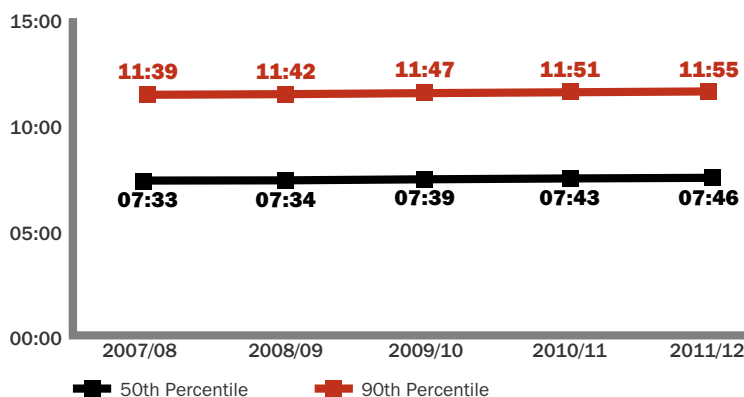1. Figures for previous years may vary from those in previous publications, reflecting submission of additional incident reports and changes to data from data quality improvements.

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 marginally to mobilisation times which in turn would affect response times.

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

Percentage of structure fires confined to object and room of origin

Year	%
2007/08	83%
2008/09	82%
2009/10	83%
2010/11	83%
2011/12	83%

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 2011/12 figure, the proportion of structure fires confined to the object and room of origin for accidental fires rises from 83% to 91%.

Left: Fire officers inspecting concrete tilt slab collapse following fire in retail superstore at Penrith (Photo courtesy Kernin Lambert)
Right: Fighting a fire in a tyre factory at Campbelltown

6. Accidental residential structure fires

Definition: Accidental fires are those typically started because of human error or carelessness. Some of the most common causes include cooking fires, electrical malfunctions or misuse, portable heaters, accidents involving children, candles, cigarette smoking and other materials fires.

Significance: Residential premises account for the majority of fire fatalities and fire injuries in NSW. The number of accidental residential structure fires per 100 000 population is an output indicator of fire service efforts to reduce the adverse effects of fires on communities and manage the risk of fires.

Results: Accidental residential structure fires per 100 000 population continue to decline reflecting a five year downward trend.
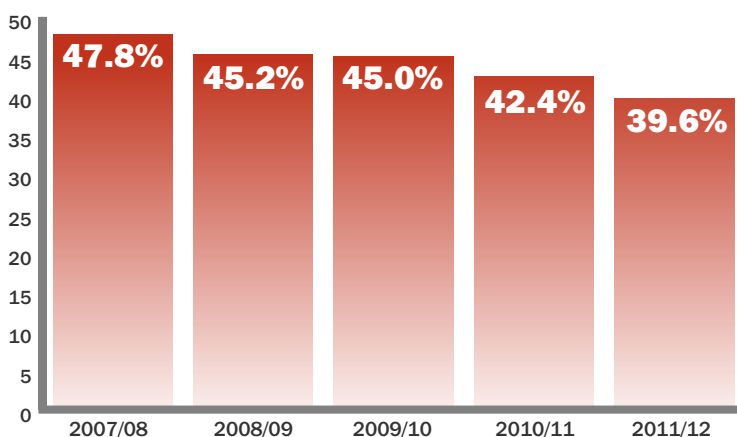
OUTCOME INDICATORS

7. 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 in 2011/12 declined slightly on 2010/11 figures.

Accidental residential structure fires per 100 000 population

Year	Value
2007/08	47.8%
2008/09	45.2%
2009/10	45.0%
2010/11	42.4%
2011/12	39.6%

Accidental residential structure fires per 100 000 population

Year	Value
2007/08	83%
2008/09	81%
2009/10	83%
2010/11	84%
2011/12	82%
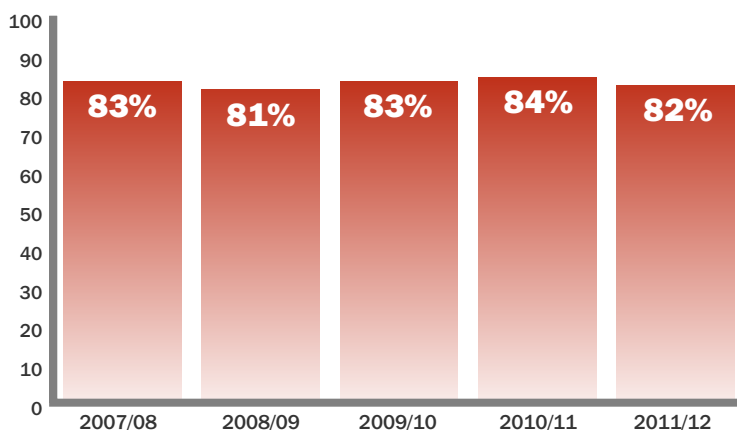
GOVERNANCE AND MANAGEMENT
LEGISLATION

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.

The Act directs FRNSW to:

- take all practicable measures for preventing and extinguishing fires to protect and save life and property in the event 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

- take measures anywhere in the State for protecting people from injury or death and protecting 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

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

carrying out the roles assigned to it under the State Disaster Plan and its sub-plans for responding to and managing emergencies which may endanger the safety or health of people or animals in NSW, or destroy or damage property.

COMPLIANCE WITH LEGAL AND POLICY OBLIGATIONS

In 2011 FRNSW developed a centralised *Register of Legal and Policy Obligations*. The Register identifies all relevant legislative requirements and government policies which FRNSW needs to comply with, as well as recording the controls and processes in place for achieving this compliance. The Register is part of the compliance system supporting good corporate governance in FRNSW, in line with recommendations from the NSW Audit Office and NSW Treasury.

During the year FRNSW conducted its first annual review with Directorates reporting on fulfilment of their compliance obligations as set out in the Register. Overall the level of compliance was good and was appropriate to risk. The results of the review are being used to inform the annual business planning and budgeting cycle and the internal audit program.

ORGANISATIONAL STRUCTURE

as at 30 June 2012

COMMISSIONER
Office of the Commissioner

Emergency Management Division

Metropolitan Operations Directorate

Metropolitan East Area Command

Metropolitan North Area Command

Metropolitan South Area Command

Metropolitan West Area Command

Regional Operations Directorate

Regional North Area Command

Regional South Area Command

Regional West Area Command

Operational Capability Directorate

Bushfire

Counter Terrorism and Aviation

Emergency Planning and Co-ordination

Hazardous Materials Response

Operational Communications

Rescue/USAR

Corporate Services and Governance Division

Community Safety Directorate

Building Compliance

Commercial Safety Training

Community Engagement and Development

Fire Investigation and Research

Income Operations

Structural Fire Safety

Education and Training Directorate

Command Leadership and Management

Program Design and Development

Technical Training

Training Coordination and Resources

Finance Directorate

Finance Infrastructure

Financial Policy and Treasury

Financial Reporting

Financial Transactional Services

Management Accounting and Internal Reporting

Human Resources Directorate

Employee Relations

Health and Safety

Recruitment and Staffing

Workplace Standards

Information Technology Directorate

Emergency Services SAP

Information Systems

Infrastructure

Operational Systems

Radio Communications

Logistics Support Directorate

Contracts and Supply

Engineering Services

Equipment Development

Fleet

Property Services

Strategy and Innovation Directorate

Legal Services

Lessons Learned

Media Ministerial and Communications

Strategic Information Services

Strategy and Governance

Since 30 June 2012 there have been further changes to organisational structure, including to the Logistics Support, Operational Capability and Strategy and Innovation Directorates.)

MANAGEMENT

The Executive Leadership Team (ELT) advises the Commissioner, FRNSW's Chief Executive, on setting strategic direction, and monitors organisational performance and makes decisions on planning and allocation of resources. The ELT consists of the Commissioner, the Deputy Chief Executive, the Deputy Commissioner and all Directors (see the following profiles). It met regularly throughout 2011/12. Members also participated in a range of strategic planning workshops.

On 1 January 2011 the New South Wales Fire Brigades (NSWFB) changed its name to Fire & Rescue NSW (FRNSW). The following information uses whichever of the two names is most appropriate in each case.

Membership of the ELT at 30 June 2012 was as follows.

COMMISSIONER

Greg Mullins
AFSM MMgt EFO FIFireE FAIM

Mr Mullins became a volunteer bushfire fighter in 1972 and joined the NSWFB in 1978. As a Churchill Fellow in 1995, he conducted a 3-month study of fire services in Europe, 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, this title changing to Fire & Rescue NSW Commissioner in January 2011 when the organisation changed its name. He is 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, Australian Director of the International Association of Asian Fire Chiefs, and a member of both the State Rescue Board and the NSW Government Chief Executives Counter Terrorism Coordinating Group.

DEPUTY CHIEF EXECUTIVE

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 and corporate service functions within the NSWFB; and in mid 2012 her position was changed to that of Deputy Chief Executive. She brings extensive experience and knowledge to this 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.

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. He retired in July 2012 after a long and distinguished career.

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.

DIRECTOR STRATEGY AND INNOVATION

Fatima Abbas
BSc (Psych)(Hons) MPsych MPA

Ms Abbas joined the NSWFB as Director of Reform Coordination in April 2010, and was appointed Director Strategy and Innovation in October 2010. Her previous positions included 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 resource management and public administration.

After Ms Abbas left FRNSW in December 2012, Mr Andrew Graham acted in the role of Director Strategy and Innovation for the remainder of the financial year.

DIRECTOR OPERATIONAL CAPABILITY

Assistant Commissioner Mark Brown
AFSM BSc BSocSc MMgt MIFireE EFO

Mr Brown joined FRNSW in 1981. After serving in many operational and specialist positions, including a one-year secondment to the Fire & Emergency Services Authority of Western Australia, he was appointed Director Regional Operations in September 2006, Director Metropolitan Operations in March 2009, and to his current position as Director Operational Capability in November 2011.

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 two Clasps.

DIRECTOR METROPOLITAN OPERATIONS

Assistant Commissioner Jim Hamilton
AFSM MMgt GradCertMgt

Mr Hamilton joined the NSWFB in 1980. After serving in a variety of operational and specialised positions, including Assistant Director Specialised Operations and Area Commander Metropolitan East, he was appointed to the position of Director Specialised Operations in March 2008, Director Regional Operations in April 2009 and to his current position as Director Metropolitan Operations in December 2011.

Mr Hamilton holds a Masters Degree in Management 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
MLLR 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 Master of Labour Law and Relations, Bachelor of Commerce with Distinction in Human Resources, and Bachelor of Commerce with Honours in Human Resources and Industrial Relations.

DIRECTOR REGIONAL OPERATIONS

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 and Director Regional Operations in November 2011. In July 2012 he was appointed Deputy Commissioner responsible for coordinating the Emergency Management Division following the retirement of John Benson.

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.

CHIEF FINANCIAL OFFICER

Adam Summons
BEc ACA GAICD AFAIM

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 FRNSW 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 COMMUNITY SAFETY

Assistant Commissioner Mark Whybro
AFSM BA MBT GIFireE

Mr Whybro joined FRNSW in 1981 and has extensive experience in emergency and risk management. He established the Operational Safety Coordinator position and since 2007, has chaired the national Triple Zero Awareness Work Group. He was appointed Director Specialised Operations in 2009 where he oversaw FRNSW's rescue, hazmat and USAR capability, its Community Fire Unit Program and its emergency call-taking, dispatch and communication centres. He was appointed Director Community Safety in November 2011.

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 FRNSW 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.

Fire officer conduct is overseen by the Workplace Standards Branch

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.

The Workplace Standards Branch, which FRNSW established the previous year, continues to maintain and enforce professional and ethical standards. This includes managing and resolving workplace complaints and serious conduct issues; providing information and education for managers and employees; and promoting an accountable and values-based culture through various prevention strategies.

Achievements during 2011/12 included:

- developing and delivering a range of internal training programs for new employees and promotional programs focusing on the development of a professional and respectful workplace and values-based organisational culture

- implementing facilitated conferencing, using trained in-house facilitators to resolve conflicts and prevent them escalating into serious workplace disputes

- developing and delivering corruption prevention training across commercially sensitive areas of FRNSW

- implementing a new Public Interest Disclosures Policy and associated educational materials for Nominated Disclosure Officers to meet statutory requirements of the *Public Interest Disclosures Act 1994* and the *Public Interest Disclosures Regulation 2011*

- developing a range of key workplace policies aimed at improving governance and efficiency, and reinforcing standards of professional workplace conduct.

COMPLAINTS MANAGEMENT

In 2011/12, 234 issues were referred to FRNSW's Workplace Standards Branch. These included allegations of bullying, fraudulent conduct, criminal matters and other unprofessional behaviours. Examination of 225 of these issues was concluded during the year. In summary:

- **42** complaints concerned operational matters rather than the conduct of individual employees

- **100** were non-disciplinary matters that were referred to local managers to deal with

- **64** were matters that were examined but required no disciplinary action

- **19** were disciplinary matters which resulted in two employees being terminated, seven employees resigning, three employees being medically discharged as a result of unrelated issues, and five remedial outcomes.

Firefighting is one of the most trusted professions in Australia.

AUDIT AND RISK MANAGEMENT

Risk management

An Audit and Risk Committee monitors the effectiveness of FRNSW's governance framework, including overseeing systems of financial reporting, internal control, risk management, corruption prevention, compliance management and other regulatory requirements. The Committee also oversees internal and external auditing.

A Finance and Performance Committee oversees the financial and service delivery performance of all FRNSW Directorates as well as of the organisation as a whole. The Committee monitors delivery of key projects and the major risks associated with these.

Risk management principles are an essential component of how FRNSW manages emergency incidents. Procedures for managing operational risks are addressed by standard operational guidelines that support the FRNSW incident control system. In addition, all firefighters are required to be familiar with the dynamic risk assessment manual which provides processes for continuously assessing risk in the changing circumstances of an operational incident. The objective is implementation of control measures to ensure acceptable levels of firefighter safety.

Internal audit

FRNSW's internal audit function was delivered by Deloitte Touche Tohmatsu who were the contracted internal audit service provider during 2011/12. 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 strategic risks, determines the areas to be examined. The Plan is endorsed by the Audit and Risk Committee and approved by the Commissioner. Audits were finalised during the year in the areas of records management, procurement, risk management framework, the management of structural hazardous substances, and fraud and corruption control. The internal audit team also reviewed the process undertaken by the Chief Financial Officer in attesting to the effectiveness of internal financial controls.

An ongoing program of fraud and corruption risk assessments was carried out, supported by internal audit, with the aim achieving improved business management and management of key risks.

Risk management principles are an essential component of how FRNSW manages emergency incidents.

INTERNAL AUDIT AND RISK MANAGEMENT ATTESTATION

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 during 2011/12 were:

- Jon Isaacs, independent Chair (3-year appointment)
- Allan Cook, independent Member (2-year appointment); and,
- Deputy Commissioner John Benson, non-independent Member (2-year appointment)

Signed 13 July 2012

Greg Mullins AFSM
Commissioner

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 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.

5 JULY 2011:
GALE-FORCE WINDS FUEL FACTORY FIRE

On arrival, Nowra fire officers responding to Triple Zero calls found a factory complex in Bomaderry already well alight. The complex included a paint shop, furniture warehouse, clothing warehouse, carpet warehouse and document storage. With winds of up to 85 km/h whipping through the massive fuel load, eight FRNSW fire crews were soon on the scene assisted by NSW Rural Fire Service (NSWRFS) volunteers. Paint thinners and LPG cylinders were exploding inside the factory while the gale-force wind blew five-metre roof and wall sheets across the site. Nearby houses came under severe ember attack and radiant heat, so fire officers asked police to evacuate residents while a fire crew doused spot fires. The 80m by 30m factory was destroyed by the fierce blaze in the 20-hour operation, but fire officers successfully contained the fire, saving the adjoining building, three factory units and five houses which were all directly threatened by the fire.

18 JULY 2011: COUPLE TRAPPED IN CAR HANGING ABOVE A CREEK

A driver and her passenger were trapped when their car crashed, wrapping around a steel safety barrier on Dog Trap Road, Murrumbateman. The front of the car was left hanging off a bridge while the back of the car was suspended above the tarmac. To stop the car falling into the creek, fire officers attached a cable winch to a Police four wheel drive and stabilised the car with blocks and rolls of fire hose. Standing on a ladder in the creek, fire officers removed a rear door. The passenger was rescued on a spinal board and taken to hospital with minor injuries. To rescue the driver, fire officers used shears to remove the entire roof of the car and the steering wheel, before lifting the driver out of the vehicle on a vertical harness. She was then taken to hospital by rescue helicopter for urgent treatment.

To rescue the driver, fire officers used shears to remove the entire roof of the car and the steering wheel.

8 AUGUST 2011:
OVERTURNED TRUCK
SPILLS FERRIC CHLORIDE

About 100 litres of highly acidic ferric chloride solution spilled onto the road at Ingleburn after a trailer and its shipping container overturned at an intersection. A FRNSW hazardous materials (hazmat) crew was quickly on scene and used earthen banks and hazmat booms to contain the dangerous spill. Wearing breathing apparatus and chemical spill suits, they added soda ash to neutralise the acid. Cranes were then used to turn the trailer and shipping container rightway up, while a hazmat 'skirt' around the shipping container contained further spills. Spilled materials were recovered from the road surface and placed in 200-litre hazmat bins for proper disposal allowing the site to be declared safe.

A FRNSW hazardous materials (hazmat) crew was quickly on scene and used earthen banks and hazmat booms to contain the dangerous spill.

OCTOBER LONG WEEKEND:
FIRE PROTECTION AT BATHURST 1000

FNRNSW and NSWRFS join forces to provide fire protection for large public events such as the iconic Bathurst 1000 Supercar race at Mount Panorama. Fire protection is complex at the 1000km race, with nearly 200 000 spectators arriving up to a week before the race, and staying in tents and mobile homes. Almost all campsites have portable gas cooking and temporary campfires. There is also high-octane fuel stored in three 15,000 litre tanks, pit stops where cars are refuelled with their engines running, bulk LPG cylinders for hot water, and electrical cables from generators running along the ground. The race was stopped for only the second time in its history after a car ran into a concrete wall on Mountain Straight, rupturing the fully-laden fuel tank which ignited. However the fire was quickly extinguished and the driver fortunately was unharmed. Good planning and coordination with other emergency services and authorities ensured the event went smoothly.

Fire protection is complex at the 1000km race, with nearly 200 000 spectators arriving up to a week before the race, and staying in tents and mobile homes.
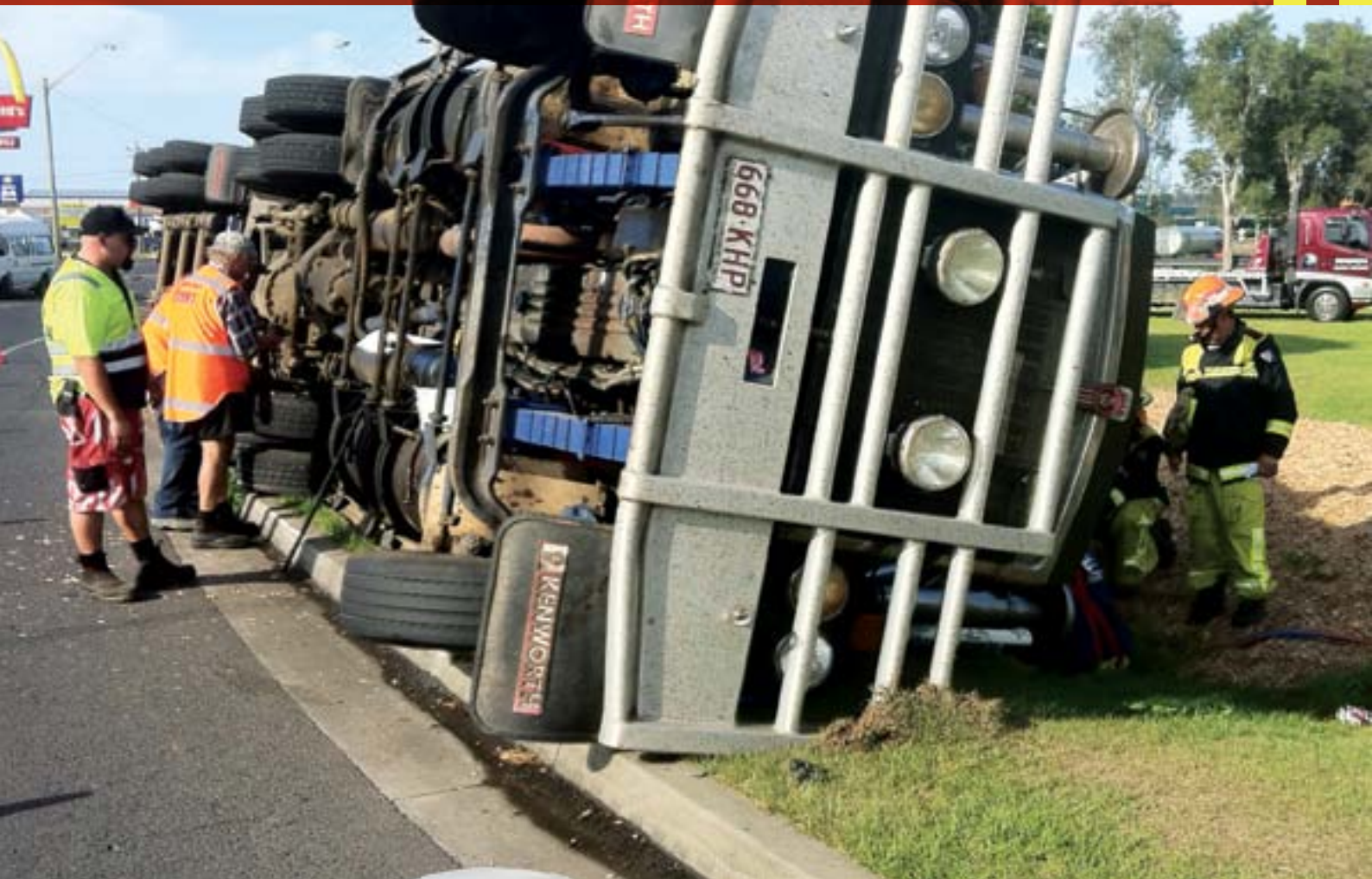
23 OCTOBER 2011:
DIESEL SPILL THREATENS CLARENCE RIVER

When a semitrailer overturned on the Pacific Highway near Grafton, fire officers had to collect its load of woodchips which were strewn over the kerb. However the diesel from its punctured fuel tanks proved more of a challenge, as this was flowing into a culvert and table drain near a tributary of the Clarence River. To prevent the river getting contaminated, a FRNSW hazmat crew from Grafton worked to plug the leak and placed a diesel-resistant barrier across the drain. About 400 litres of diesel and water was then pumped from the drain into hazmat bins and disposed of safely. The truck was then turned rightway up. The driver suffered only minor injuries.

24 OCTOBER 2011: BUSHFIRE THREATENS POPULAR KATOOMBA TOURIST SITES

FRNSW and NSWRFS crews from Katoomba were the first on scene at a small bushfire in the valley below Cliff Drive and As the flames fanned by a westerly wind began climbing the eastern side of the valley, fire crews asked Police to close the popular Federal Pass Walking Track. The fire was burning fiercely by the time it crossed Katoomba Falls Road and fire officers ordered the eastern end of the Katoomba Scenic Skyway evacuated, which they successfully protected. Nine FRNSW fire crews saved six homes on Katoomba Street despite fierce ember attack with roof, guttering, doorframes and yard material alight. Burning windborne embers also forced evacuation of Katoomba High School where HSC exams were in progress. With the Fire Air 1 helicopter providing intelligence on direction and spread of the fire, a further 24 FRNSW fire crews combined with NSWRFS personnel who took over coordination of the major bushfire response. The fire temporarily forced closure of Echo Point and The Three Sisters, but strategic backburning allowed fire officers to gain control. FRNSW crews donned breathing apparatus to extinguish treated timber logs on the working track that were producing toxic fumes. All properties were saved and no injuries were suffered during this operation.

THROUGHOUT THE BUSHFIRE SEASON: COMMUNITY FIRE UNITS PREPARE THEIR NEIGHBOURHOODS FOR BUSHFIRE

Community Fire Units (CFUs) are comprised of groups of residents in high-risk areas on urban/bushland boundaries. In the 2011/12 bushfire season, they were first activated on 19 September to help fire crews protect property in Leura and mop up after the bushfire. This year there were 605 CFUs in NSW, operated by more than 7000 volunteers. During the year they were trained and equipped to help in hazard reduction, and prepared their properties and their neighbours' against bushfire threats. They also promoted fire safety and prevention in their local communities.

18 NOVEMBER 2011:
QUAKERS HILL NURSING HOME FIRE: 'A FIREFIGHTER'S WORST NIGHTMARE'

Commissioner Greg Mullins later described it as a firefighter's worst nightmare: turning up to a nursing home with many frail elderly people who couldn't get themselves out of harm's way. Responding to an automatic fire alarm, two fire crews arrived at Quakers Hill Nursing Home shortly after 5am and immediately sent a Red message calling for another nine fire crews. Thick black smoke reduced visibility to zero, so fire officers had to crawl on their hands and knees into every room, finding patients by touch and the sound of groans and cries. Wearing breathing apparatus they extinguished one fire, then began searching the whole complex after another more serious fire was discovered in another wing. Falling roof tiles and ceiling debris created a lethal hazard, while oxygen tanks and medical supplies increased the fire's intensity. To escape the fire, some patients had crawled under beds, so every possible space, including cupboards, had to be checked. A total of 100 fire officers from 20 fire stations rescued the 88 sick and frail residents, of whom many were suffering dementia, many were connected to vital medical equipment, and some were confined to bed. Paramedics, police, fire officers, care staff and neighbours worked together to provide comfort and first aid to the elderly residents as they were evacuated. After research and advice from FRNSW and others, the NSW Government has since decided to make sprinklers mandatory in all aged care facilities.

A total of 100 fire officers from 20 fire stations rescued the 88 sick and frail residents.

Photos courtesy The Daily Telegraph

6 FEBRUARY 2012:
CONDOBOLIN DANCE HALL FIRE

The historic three-storey 1914 brick Condobolin dance hall and ballroom had been unoccupied for 20 years when a fire broke out at 2am. Two FRNSW crews assisted by NSWRFS volunteers arrived to find a part of the building surrounded by thick low rolling smoke. Opening a side door revealed an intense fire inside. Fire officers wearing breathing apparatus attacked the fire through the open door. Within 15 minutes of their arrival, crews noticed thick black smoke being sucked back inside the structure and immediately withdraw to a safe distance. Soon after, the upper windows, which were secured with steel panels, blew off and the rear wall collapsed. The entire roof then collapsed while the rubble continued to burn fiercely beneath. Once the fire was extinguished, an excavator was brought in to complete the demolition. Fire officers saved all the surrounding buildings and there were no injuries.

20-29 JANUARY 2012:
PROTECTING AUSTRALIA'S
LARGEST MUSIC FESTIVAL

This year's Tamworth Country Music Festival drew 50 000 people to performances in 80 different venues. Many camped on temporary sites on ovals and along the Peel River, with risks including flooding, fires and leaks from gas stoves. FRNSW preplanning included inspecting venues and liaising with the NSW SES to prepare for flooding. Six fire crews provided advice to campers on fire safety and mandatory fire alarms in caravans. The Cavalcade of Stars parade had the theme "Looking Forward – Looking Back", and FRNSW fire officers participated in uniforms from the past, their current firefighting garments, and the garments that would be introduced later that year.

Six fire crews provided advice to campers on fire safety.

24 FEBRUARY 2012:
RETAIL SUPERSTORE CATCHES FIRE

A large number of calls to Triple Zero reported a major fire in a retail superstore near Penrith. Responding fire officers were greeted by thick black smoke and heavy fire near the warehouse area. Knowing the warehouse's combustibility from pre-incident planning, they called for 16 fire crews. Ground crews sprayed water on a bank of LPG cylinders in the loading dock while aerial pumper ladder trucks sprayed water on flames that were breaking through the roof. Fierce fire soon turned the warehouse into a furnace, but fire officers with breathing apparatus inside the complex fought for several hours to stop the fire spreading into three large showrooms. A fire officer surveyed the site overhead from helicopter to help refine strategies. By the time the fire was contained at 6.30pm, it had destroyed 4600m^2 of the complex. However fire officers saved 11 700m^2 of showroom, retail, and office space, despite the large open plan area, combustible material and low roof which could have resulted in the rapid loss of most or all the entire complex.

THROUGHOUT THE YEAR:
INSTALLING AND REPLACING
SMOKE ALARM BATTERIES

Under FRNSW's Smoke Alarm 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 the year fire officers visited more than 11 000 homes across the State, installing new smoke alarms and checking previously installed alarms.

During the year fire officers visited more than 11 000 homes across the State, installing new smoke alarms and checking previously installed alarms.

28 FEBRUARY 2012: MAJOR FIRE AT NORTHMEAD INDUSTRIAL COMPLEX

Fire officers arrived at a Northmead industrial estate around 4pm to find smoke pouring from a closed roller door. They cut their way in with a power saw and found thick smoke and intense heat. The factory complex was doused from the outside while fire officers in breathing apparatus went inside to stop the fire spreading. As flames rose through the roof, emergency services were warned of explosive materials in one of the shipping container on site. Fire crews fixed hoses in place to spray the shipping container and keep it cool. With 11 fire crews on the scene, an aerial pumper sprayed water on the roof while other fire crews boosted water pressure. The fire was brought under control by 6.20pm. While fire had engulfed one unit in the complex, fire officers stopped it spreading to other adjacent units and prevented further explosions.

FEBRUARY TO MARCH 2012:
WIDESPREAD FLOODING ACROSS NSW

March 2012 was the wettest on record in NSW since 1956, with more than 75% of the State affected by flooding. Nearly 7400 requests for assistance were received and 65 areas were declared natural disaster zones FRNSW played a vital role assisting the SES, responding to hundreds of calls, filling sandbags, carrying out salvage operations, helping with evacuations and clearing debris. Fire officers rescued many people including a couple and their baby trapped in a car surrounded by floodwater in Broken Hill, and a person stuck in a tree near Braidwood after their ute was washed off a crossing. Wagga Wagga, Lockhart, Yenda and Griffith were among the areas badly hit by flooding. Fierce storms also hit Sydney and the south coast on 8 March, with fire officers responding to numerous flooding incidents, damaged roofs, and fallen trees and powerlines.

28 APRIL 2012:
FIRE PREVENTION WEEK,
OPEN DAY, AND WINTER
FIRE SAFETY CAMPAIGN

Widespread media coverage of FRNSW's annual safety campaigns encouraged householders to take steps to minimise the risk of a fire in their home. Fire Prevention Week was launched on April 28, culminating in Open Day when tens of thousands of families visited their local fire station to talk to fire officers, see fire trucks up close and enjoy a sausage sizzle. FRNSW's major sponsor GIO Insurance produced and funded a community safety television advertisement for the Winter Fire Safety Campaign, launched on June 1 to reduce the annual spike in fires during winter. Groups at greater risk, including seniors and indigenous people, are also targeted with community events. All campaigns encouraged householders to reduce their risks with an online fire safety audit at **www.homefiresafetyaudit.com.au**

Tens of thousands of families visited their local fire station to talk to fire officers.

COMMUNITY SAFETY
PREVENTION AND COMMUNITY PREPAREDNESS

PRIORITIES

Identifying and 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 for and resilience in emergencies

Providing regulatory, advisory, inspection and investigation services

Researching, identifying and addressing major community risks

HIGHLIGHTS

- Visited the homes of 11 419 seniors to install smoke alarms or check batteries

- Enhanced child fire safety by delivering 2854 Fire Ed and Pre Ed presentations to primary schools and preschools

- Inspected 1077 commercial, industrial and residential buildings to help ensure a safer built environment

- Increased the number of Community Fire Units to 605 involving over 7000 volunteers, thus increasing community resilience and preparedness for bushfires

- Promoted community fire safety through major events such as Fire Prevention Week, Open Day, the Winter Fire Safety Campaign and other prevention programs in partnership with sponsoring partners

- Undertook research after the tragic Quakers Hill nursing home fire and provided information to assist the NSW Government with proposals for regulatory changes

- Improved business preparedness for emergencies by delivering 1024 workplace emergency management training courses to 7262 participants

- Conducted specialist investigations into 269 fires and explosions, and determined the cause in 66% of incidents

- Carried out community education to inform industry and the public that smoke alarms were now mandatory in caravans, campervans and moveable dwellings

- Worked with the Deaf Society of NSW to secure NSW Government funding to subsidise 3500 special smoke alarms for the hearing impaired

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 Communities 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 State Plan targets

Develop the use of social media to disseminate safety messages and promote prevention programs

On FRNSW Open Day, a small visitor climbs aboard the fire engine

'NO FIRE DEATHS' GOAL

FRNSW has adopted the goal of zero deaths in NSW from preventable fires. This provides a core target for FRNSW to strive for in its prevention, preparedness, response and recovery activities. Achieving the goal is based on three main strategies:

- planned and coordinated responses – having the right resources in the right place at the right time

- effective community safety programs – general State-wide 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.

Since early 2011, FRNSW has run forums to help its fire crews identify the demographic profile and emergency management risks in their local areas, and develop strategies to target key at-risk community groups. By 30 June 2012, 153 different platoons at metropolitan stations had participated in these forums, which were also presented at Area Commands and Regional Zone conferences. The forums will continue rolling out to all fire stations across the State.

IDENTIFYING AND 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 2011/12 FRNSW fire officers delivered 2854 Pre Ed and Fire Ed presentations.

Brigade Kids website

FRNSW has developed an interactive multimedia children's website, www.brigadekids.com. The site incorporates games, puzzles, screensavers, sing-alongs, quizzes, interviews, video segments and other safety education materials. It 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 site has proved popular, with 32 047 visitors and 468 908 page views during 2011/12.

Triple Zero (000) online game

FRNSW continued to lead the national Triple Zero Awareness Working Group to promote Australia's Triple Zero (000) emergency phone number. The Working Group, comprising representatives of major emergency call-taking agencies, has developed an online safety game, the Triple Zero Kids' Challenge. The game, which is available in English and six other languages, uses puzzles and checklists to teach primary school-aged children how to correctly identify and react to emergencies by using Triple Zero (000).

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 2011/12 fire officers from FRNSW primary and secondary rescue crews gave 148 RescuEd presentations to high school students.

Top: Demonstrating to children how to "Get Down Low and Go, Go, Go"

Bottom left: The Brigade Kids website teaches children about home fire safety

Bottom right: Promoting awareness of Australia's Triple Zero (000) emergency phone number

FRNSW's Pre Ed and Fire Ed programs teach young children fire safety practices and behaviours which could save their lives.

Youth road safety

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. The 2011 Forum was attended by more than 12 000 year 10–12 students. 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 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 2011/12 FRNSW received and managed 32 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 eight 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 2011.

Left: A fire officer answers questions from school children visiting the station

Right: Teaching children to dial 000 in an emergency can save lives

SENIORS

Older people are a key at-risk community group with a disproportionately higher fire fatality risk than the rest of the population. In 2011, 80% of fire-related fatalities were aged 60 years and over.

During the year, fire officers delivered 643 fire safety presentations to seniors groups in partnership with local councils, service providers, and other community organisations such as Probus, Meals on Wheels and the War Widows Guild. Fire officers also conducted 1185 other community safety activities involving seniors. This included staffing fire safety displays and distributing 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 these concerts.

FRNSW continued developing resources to educate NSW seniors about home fire safety. Last year FRNSW and sponsor Brooks Australia developed a fire safety DVD for seniors, narrated by well-known actor Henri Szeps from the award-winning ABC TV series 'Mother and Son'. During 2011/12 fire officers used the DVD extensively in fire safety presentations to seniors groups across NSW.

Local promotions to seniors

To reduce the incidence of fire deaths involving seniors, in 2011/12 FRNSW conducted a number of local campaigns in geographical areas identified as higher risk. These involved a series of community collaborative workshops comprising fire crews, local councils, service clubs, social groups and service providers. Workshop members used local networks to promote fire safety messages to seniors and to encourage installation and maintenance of smoke alarms through the FRNSW's SABRE program.

Highlights included the following.

- During Seniors Week 2012, 800 Sutherland Shire seniors were presented by fire officers with smoke alarm batteries donated by Battery World.

- In February 2012, Blacktown fire officers in conjunction with SydWest Multicultural Services delivered 14 fire safety presentations aided by interpreters to elderly groups with culturally and linguistically diverse backgrounds.

- In March 2012, FRNSW developed a partnership with Wyanga Elder Aged Care in Redfern to increase the awareness and adoption of home fire safety practices by Aboriginal Elders through engagement with local fire officers.

- In the Hunter/Central Coast region, FRNSW worked jointly with the Red Cross and NSWRFS to promote the SABRE program and the 'Change Your Clock, Change Your Smoke Alarm' campaign to 870 elderly residents. The Red Cross Telecross and Teleconnect programs allowed FRNSW messages and programs to be distributed to seniors and housebound people via regular visits and phone calls.

Replacing a smoke alarm battery in the home of a senior citizen

SABRE program

Under FRNSW's Smoke Alarm and Battery Replacement for the Elderly (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 2011/12 fire officers visited 11 419 homes throughout the State to install new smoke alarms or to check previously installed alarms.

PEOPLE WITH DISABILITIES

During the year FRNSW fire officers delivered 110 fire safety presentations across NSW to people with disabilities who are at increased risk from fire due to reduced mobility and other factors.

Wollongong, Bulli and Warrawong fire officers worked with Department of Education and Communities staff to provide a 10-week work experience program for 34 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.

Left: Installing a smoke alarm for the hearing impaired   Right: Launching the Aboriginal "Protect Your Mob" fire safety campaign

For the hearing impaired, 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 hearing impaired cost around $450. In 2011 FRNSW worked with the Deaf Society of NSW to secure NSW Government funding to subsidise these alarms under the Smoke Alarm Subsidy Scheme (SASS). 3500 of these special alarms are planned to be installed. FRNSW's *Better Safe than Sorry* DVD featuring well-known 'Mother and Son' actor Henri Szeps was also translated into Auslan to educate SASS recipients about home fire safety.

Early in 2012, FRNSW joined the NSW Hoarding and Squalor Taskforce led by Catholic Community Services to develop a State-wide coordinated response to hoarding and squalor. Hoarding is a hazard for both occupants and responding fire officers. FRNSW is currently working with agencies such as the Public Guardian, Housing NSW, the RSPCA and NSW Health to research this issue and collect data.

ABORIGINAL COMMUNITIES

During 2011/12 FRNSW continued to develop its partnerships with Aboriginal communities across NSW. Activities included:

- working with local Aboriginal Land Councils and other Aboriginal organisations to identify opportunities to improve service delivery to Aboriginal communities
- setting up Community Fire Units in Aboriginal communities
- participating in a whole-of-government response to issues faced by local communities through Regional Coordination Management Groups.

FRNSW supported a number of events held by the Aboriginal community, including the launch of the 'Protect Your Mob' fire safety campaign during NAIDOC Week in July 2011. This campaign was developed in partnership with the Redfern Aboriginal community 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. In addition to the 'Protect Your Mob' campaign, fire crews also participated in a range of other NAIDOC Week events in communities across the State.

Recognising that it may be more effective if Indigenous communities tailor fire safety programs for their own particular needs, FRNSW piloted a program to assist Aboriginal communities in the Nambucca Valley develop fire safety and prevention programs. FRNSW is seeking grant funding to apply this program across the State.

CULTURALLY AND LINGUISTICALLY DIVERSE COMMUNITIES

During 2011/12, 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 Program* (see Appendix 12). FRNSW also worked in partnership with local councils, CALD community groups, service providers and other community organisations providing key fire safety information at local events.

FRNSW CALD achievements during the year included the following:

- Supporting FRNSW Community Fire Safety Volunteers to better engage with their CALD community groups, raising the total number of volunteers to 21. These volunteers assist FRNSW in spreading fire safety messages to new migrants and community members with limited English language skills.

- Involving CALD service providers and key stakeholders in FRNSW's Fire Prevention Week and Open Day activities.

- Hosting the Harmony Day event at Albury TAFE in partnership with the Albury Wodonga Volunteer Research Bureau. Fire officers conducted kitchen fat fire simulator displays to highlight dangers when cooking, and distributed handout material to all 300 international students on campus.

- Conducting fire safety awareness exercises on Harmony Day for newly-arrived international students at Coffs Harbour Community College.

- Conducting a fire safety workshop incorporating fire blanket and extinguisher training and kitchen fat fire simulator displays for CALD community group members from the Baulkham Hills, Holroyd and Parramatta areas.

- Updating FRNSW's Fire Safety module in partnership with English Novatis, the Hills Holroyd Parramatta Migrant Resource Centre and the NSW Adult Migrant English Service, for inclusion in their curricula. This module covers home escape plans, smoke alarms, fire safety and the Triple Zero (000) emergency number.

- Working closely with the Federal Department of Immigration and Citizenship (DIAC), which funds service providers to CALD communities. DIAC helped include FRNSW's winter and summer fire safety campaigns in the educational curriculum delivered at Albury, Griffith, Goulburn, Wagga Wagga and Wodonga interagency forums.

- Continuing to work closely with newly arrived international students at universities and TAFE campuses across NSW to ensure that basic fire safety principles and legislation are understood and followed.

Left: A Community Fire Safety Volunteer attends a CALD community event

Right: Engaging with community members at a Harmony Day event

RUNNING EFFECTIVE COMMUNITY EDUCATION EVENTS AND CAMPAIGNS

ONLINE HOME FIRE SAFETY AUDIT

FRNSW, together with Principal Community Partner GIO, continued to encourage the public to undertake the online home fire safety audit launched in 2010. Householders did the audit by visiting the website and answering questions which assessed how safe their home is and identified the main fire risks. The audit was the main 'call to action' of the winter fire safety campaign. 4374 people completed the online audit in 2011/12.

In August and September 2011, FRNSW trialled an innovative promotion targeting 18–34 year olds through social media. People were encouraged to do the fire safety audit on Facebook; and as an incentive, could upload a photo of their face which would then appear on a 3-metre statue located at various places throughout the Sydney CBD.

SUMMER BUSHFIRE SAFETY CAMPAIGN

Over the summer of 2011/12, FRNSW supported the NSWRFS in running a public awareness media campaign to emphasise the importance of householders preparing their homes to reduce bushfire risk. The campaign theme was 'Prepare-Act-Survive' and featured actor Peter Phelps. The campaign promoted the new bushfire danger ratings and bushfire alert messages, and encouraged people in bushfire-prone areas to prepare a bushfire survival plan. FRNSW and the NSWRFS also developed a program focused on schools in bushfire-prone areas. The program aims to make those schools more resilient to the threat of bushfires by encouraging school principals to develop action plans to reduce fire risks during extreme weather conditions.

MARDI GRAS FESTIVAL

On 5 March FRNSW participated in the 32nd Sydney Gay and Lesbian Mardi Gras parade which was watched by around 400 000 spectators and a television audience of millions. The FRNSW contingent consisted of an off-line fire engine and a community education vehicle, accompanied by 100 fire officers, administrative staff and Community Fire Unit members. Pop star Paulini Curuenavuli, Ambassador for the 2012 World Firefighters Games, also joined the FRNSW contingent. FRNSW's participation in the parade 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 shows that fire deaths and injuries peak between May and September each year. To address this, in 2012 FRNSW ran its annual Fire Prevention Week from 28 April to 5 May, encouraging householders to take steps to minimise the risk of a fire in their homes, especially during winter. The week was officially launched in Parramatta by Minister for Police and Emergency Services the Hon. Michael Gallacher,

Top: A householder doing the online home fire safety audit

Centre: Inspector Bernie Cinders poses with a friend in front of the statue in Sydney's CBD

Commissioner Greg Mullins and City of Parramatta Lord Mayor Lorraine Wearne. The week culminated in FRNSW's Open Day when fire stations across the State opened their doors to the public, distributing fire safety materials and providing advice on fire 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. A television advertisement produced jointly by FRNSW and GIO screened on the Seven Network throughout the campaign. The advertisement featured Linda Buchan, a burns survivor, urging householders to complete a home fire safety audit.

Left: Burns survivor Linda Buchan tells her story in the winter fire safety TV spot   Right: Many school groups visit the Museum of Fire to learn about fire safety

'CHANGE YOUR CLOCK, CHANGE YOUR BATTERY' CAMPAIGN

Preventable fire deaths and injuries may tragically result when domestic smoke alarms aren't working to warn of fire. Again this year FRNSW and the NSWRFS joined Duracell and interstate fire services in the 'Change Your Clock, Change Your Smoke Alarm 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 1 April. The campaign received widespread media coverage on TV, radio and press. Fire officers promoted the campaign to their communities and installed over 11 000 new batteries in smoke alarms for the elderly and disabled.

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 around 60 000 visitors in 2011/12. FRNSW continued using an area at the Museum to stage road crash rescue training and training for regional staff. The Museum also houses FRNSW's historic fleet, which is listed on the State's heritage register, and provides historical research services.

CONDUCTING LOCAL STATION-BASED COMMUNITY PREVENTION AND ENGAGEMENT ACTIVITIES

COMMUNITY EVENTS AND LOCAL MEDIA

More than 57 000 community safety, preparedness and engagement activities were carried out by fire crews during the year – see Appendix 9: Reported Responses by Region, Zone and Brigade 2011/12 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, Clean Up Australia Day, Harmony Day, Reconciliation Week, 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.

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 81 189 people visited their local fire station on Open Day which was held on 5 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 (000). More than 40 000 show bags containing fire safety fact sheets and brochures were distributed to visitors.

KITCHEN FAT FIRE DEMONSTRATIONS

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 that are used by fire officers to demonstrate the devastating consequences if people try to use water to extinguish a cooking oil fire. In 2011/12 fire officers gave 89 kitchen fat fire simulator demonstrations at a range of community events. Demonstrations were also staged on television shows such as Better Homes and Gardens, and on breakfast programs.

Left: ComSafe staff provide workplace emergency management training to businesses   Right: Practising rope work used in rescues

DEVELOPING STRATEGIC PARTNERSHIPS TO ENHANCE COMMUNITY SAFETY

PARTNERSHIPS WITH THE BUSINESS SECTOR

In 2011/12 FRNSW partnered with the business sector to deliver major fire prevention programs 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 were also committed to community engagement and education.

Companies partnering with FRNSW on prevention programs

Partner	Sponsorship level
GIO	Principal Community Partner – three years
	Presenting Partner – Recovery kits
	Presenting Partner – Home fire safety audit
	Presenting Partner – Fire Prevention Week
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 4300 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 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 to improve recording and reporting of fires within Housing NSW properties.

FRNSW also continued working 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 burns a donated building at Parkes to conduct joint fire investigation training

FIRE SAFETY IN ACCOMMODATION FOR THE DISABLED

FRNSW continued working with the NSW Department of Human Services – Ageing, Disability and Home Care in 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 in recent years.

FIRE SAFETY IN CULTURALLY AND LINGUISTICALLY DIVERSE COMMUNITIES

FRNSW participated with other Australian fire services in 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, shares 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 the safety committees of various local councils. This allowed recommendations to be made to councils about developing and implementing prevention and community safety education programs.

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 & Rescue 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 the NSW Police Force.

In September 2011 FRNSW used a donated building at Parkes to conduct joint fire investigation training with NSW Police Force arson detectives and forensic specialists. The training focussed on testing new imaging and data gathering techniques for fire crime scenes. These techniques were used soon after when investigating the Quakers Hill Nursing Home fire in November 2011.

FRNSW worked with other fire services and the Canberra Institute of Technology (CIT) to implement an Advanced Diploma of Fire Investigation including an e-learning package for the Fire Investigation Module. This module was also used in a joint project between FRNSW, the Federal Department of Education, Employment and Workplace Relations and CIT to conduct remote training and skills acquisition at fire scenes using the National Broadband Network.

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 & Infrastructure, continued to provide advice and 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.
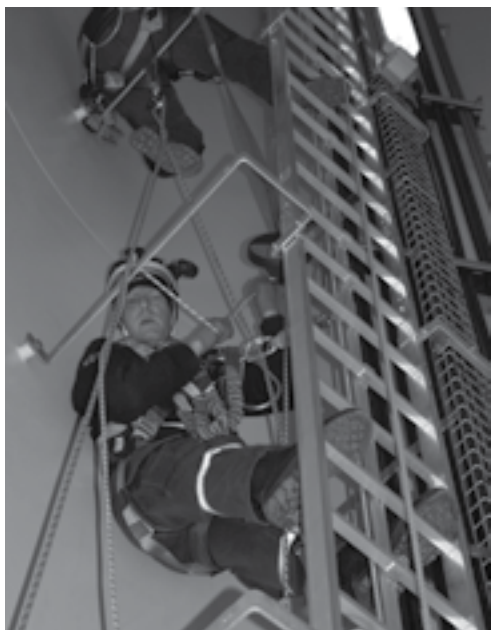
ComSafe training in Confined Spaces and Safe Working at Heights inside a wind turbine

FRNSW played a major role in rewriting Australian Standard AS2419.1 *Fire Hydrant Installations*, to ensure that hydrant systems provide the functionality and level of protection required by the *Building Code of Australia*.

ARSON REDUCTION AND PREVENTION

FRNSW, NSWRFS 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. In October 2011 the committee updated the existing fire investigation protocol between the three agencies to improve procedures for major fire investigations. This proved timely when the tragic Quakers Hill Nursing Home fire in November 2011 led to one of the largest joint agency fire investigation in 30 years.

INCREASING COMMUNITY AND BUSINESS PREPAREDNESS FOR 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, warden evacuation and first aid training, 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 2011/12 ComSafe delivered 1024 training programs to 7262 participants. This maintained its position as a leading provider in the field of emergency prevention and preparedness training, particularly in the healthcare industry. Revenue generated from these activities was used to develop and deliver fire and emergency education programs to the community.

Key ComSafe projects and achievements during the year included:

- facilitating an evacuation exercise of 4500 bank staff from a 32-level high-rise building, enabling the bank to safely respond to emergencies
- conducting confined space training for 90 trainees for one of Australia's largest wineries
- providing emergency response training to shift controllers at a large international company specialising in storage of dangerous chemicals
- revamping the Fire Safety Officer course which is in growing demand.

ComSafe services delivered in 2011/12

Course or service	Number delivered
Basic training courses (first attack and evacuation/ warden, public and private, firefighting for a day)	635
Healthcare courses	209
Specialist courses (confined space, height safety awareness, introduction to hazmat, motor vehicle response, first aid, self contained breathing apparatus, recertification: confined space and emergency response team, customised accredited and non-accredited courses)	168
Other services (including facilities rentals, consultations, evacuation drills and media events)	12
Total	**1024**

Left: Community fire unit members extinguish a spot fire   Right: CFU members work to reduce the fuel load

COMMUNITY BUSHFIRE PREPAREDNESS

Community Fire Units (CFUs) are an integrated approach to bushfire risk management used in areas where urban development meets bushland. They form a key component of FRNSW's bushfire information and education strategy. At 30 June 2012, FRNSW had 605 CFUs in metropolitan and regional NSW operated by more than 7000 volunteers. This was an increase of 28 CFUs during the year.

The CFU program assists residents in bushfire risk areas to prepare themselves, their families and their properties for the threat of bushfire. Each CFU is equipped with basic firefighting equipment which they are trained to use. Their training also helps members to make informed decisions about whether to leave early or stay to defend homes when bushfires threaten. FRNSW set up the CFU program following the 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 during serious bushfires. This year CFU units were activated on a number of occasions when bushfires occurred in the Blue Mountains.

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

To comply with the *Work Health and Safety Act* introduced in January 2012, FRNSW developed new work practices and policies and reviewed its safety guidelines for CFU members.

Key improvements and developments during the year included:

- commissioning an independent strategic review of the CFU Program and incorporating recommendations into future development plans
- conducting a tender for servicing CFU equipment
- upgrading the CFU member database to enable its integration into a combined emergency volunteer management database with the NSWRFS and State Emergency Service

- developing the new CFU website which is now also accessible by the general public
- developing a social media strategy
- continuing to collaborate with the NSWRFS to use skills, knowledge and experience from subject matter experts and develop practices to further strengthen community resilience against bushfires
- engaging GEO Group (Parklea Correctional Facility) to mass produce trailers for both the FRNSW and NSWRFS CFU programs
- conducting local fire station engagement activities with CFUs to ensure they were well prepared for the bushfire season.

BUSHFIRE HAZARD REDUCTION

Hazard reduction burns decrease the potential fuel for bushfires 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 2011/12 FRNSW fire officers carried out a range of hazard reductions on the urban/bushland interface. The La Niña weather pattern brought high rainfall and increased moisture levels which limited the periods when hazard reductions could be carried out. FRNSW hazard reductions were conducted in cooperation with the NSWRFS, National Parks and Wildlife Service, local councils, other public land managers and Landcare groups. Details of these burns are published in the NSWRFS Annual Report.

This year FRNSW streamlined its fire engineering process, improving the service provided to industry.

PROVIDING REGULATORY, ADVISORY, INSPECTION AND INVESTIGATION SERVICES

Left: Conducting a fire safety inspection in an office building

Right: Canine team checks for possible arson

FIRE SAFETY ASSESSMENTS AND INSPECTIONS

In 2011/12 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* were proposed. The most common issues were vehicular perimeter access, extended egress travel distances and rationalisation of fire resistance levels. Major shopping centres and high-rise buildings formed the bulk of the work, with the $6 billion Barangaroo Development being one notable project assessed.

This year FRNSW assessed 174 developments, and reviewed 800 alternative solutions proposed on these developments. Advice was given to certifying authorities at 183 meetings about whether proposed building designs met required safety standards 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 175 developments. Fire safety officers also assessed and commented on 103 applications to be exempted from environmental planning and assessment regulations. FRNSW also streamlined its fire engineering process, improving the service provided to industry.

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. Some of these included the North West Rail Link, the M2 motorway extension and expansion of the bulk liquids terminal at Port Botany.

MAJOR HAZARDS FACILITIES AND DANGEROUS GOODS SITES

Under the *Work Health and Safety Regulation 2011* 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.

A FRNSW officer was seconded to the WorkCover Major Hazards team which inspected 23 major hazard facilities such as oil refineries and explosives and chemicals sites. These visits were carried out together with representatives from the Environment Protection Agency, Safe Work Australia and the NSW Police Force. Several dangerous goods sites were also 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. FRNSW also reviewed emergency plans for these facilities and provided feedback to WorkCover.

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, and issued over 300 Fire Orders seeking rectification of those breaches. 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 inspected shared accommodation in areas attracting large numbers of short term visitors, such as Tamworth during the Country Music Festival. Fire officers also worked with Licensing Police and Council Officers to inspect more than 200 licensed premises to ensure that fire safety measures and occupancy numbers were compliant, and that occupants could readily escape in the event of a fire. In addition, FRNSW trained Police officers at the Goulburn Police Academy to identify fire safety concerns.

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 fires. 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. It can be hard to predict the location of a fire because the fire can travel between the panel skins.

Investigating a burnt-out building to determine cause of fire

Last year FRNSW worked with EPS panel manufacturers to develop a code of practice designed to enhance the safety of fire officers and the public. During 2011/12 FRNSW continued working with industry groups to expand this code of practice to address installation of other types of insulated sandwich panels that also pose fire hazards.

FIRE INVESTIGATIONS

In 2011/12 FRNSW specialists investigated 269 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 264 Police court statements and made 32 court appearances.

Left: Fire investigators simulate a nursing home fire to test sprinkler effectiveness   Right: Canine handler rewards accelerant detection dog following a demonstration of its skills

Outcome of Specialist Fire Investigations

	Determined as accidental	Incendiary/deliberate	Undetermined 1
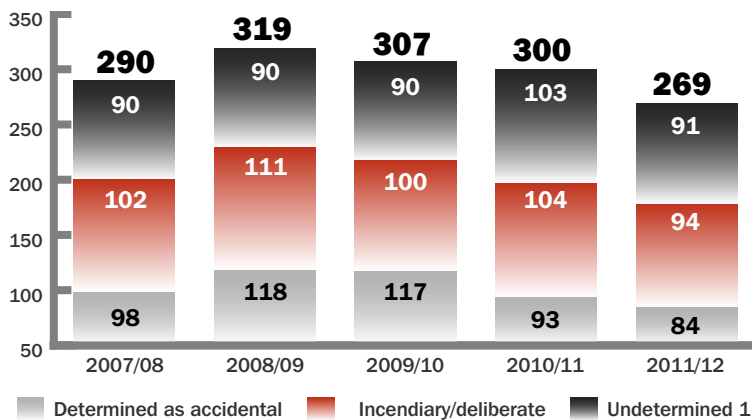
Note: 1. A severe level of damage and destruction is the main reason why the cause of a fire can not be determined with certainty.

This year was marked by the tragic fire at the Quakers Hill Nursing Home on 18 November 2011. The fire resulted in the largest loss of life in a fire in more than thirty years with more than 20 fatalities arising from the fire. This matter is still before the courts. FRNSW fire investigators spent several days investigating the fire, working alongside NSW Police forensic officers, arson detectives and homicide detectives.

ACCELERANT DETECTION DOGS

FRNSW is the only Australian fire service that employs accelerant detection dogs to assist in determining the cause of fires. 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 in 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 FRNSW canine teams assisted investigators from NSW Police, NSWRFS and FRNSW at 100 incidents across NSW, resulting in 23 court appearances by the handlers to give evidence. The teams also gave 50 lectures and demonstrations to both internal and external stakeholders.

Highlights for the detection dog teams during the year included:

- appearing on television programs (such as Saturday Disney) and in magazines (That's Life), raising awareness of their roles

- participating in research with the Analytical Laboratories Division of NSW Health to test the effectiveness of materials used in the field for sampling ignitable liquids

- participating in research studies with the University of Technology Sydney and the Canberra Institute of Technology to assess effectiveness of the dogs, determine ways to improve their accuracy, and compare the training and work practices of agencies that use detection dogs

- assist in establishing, training and assessing volunteer SES urban search and rescue canine handlers.

Left: Training with aerial vehicles used when responding to highrise fires   Right: Warning of the dangers of using unsafe consumer products

AUTOMATIC FIRE ALARMS

There were 12 915 automatic fire alarms (AFAs) connected in NSW in June 2012. AFAs provide vital early warning to occupants and automatic notification to FRNSW in higher risk premises such as multistorey buildings, hospitals, shopping centres, universities, backpacker accommodation, places of entertainment, and nursing homes as prescribed by the *Building Code of Australia*.

In 2011/12, 98% of AFA activations which FRNSW responded to proved to be false. Six premises generated more than 100 AFA activations during the year, and 315 premises (3.6% of all premises with AFAs) accounted for 24.8% of activations. Many false alarms are caused by poorly maintained or faulty fire protection systems. They cause unnecessary disruption to businesses and the community, and can divert valuable emergency service resources from responding to genuine emergencies.

Since 2003 the number of AFA connections has increased by 62%. During this time FRNSW succeeding in reducing unwanted false alarms by 19%. This was achieved by:

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

RESEARCHING, IDENTIFYING AND ADDRESSING MAJOR COMMUNITY RISKS

UNSAFE CONSUMER PRODUCTS

When faulty consumer products, such as electrical appliances, were suspected of causing fires, responding fire crews advised FRNSW's specialist fire investigators and researchers who analysed fire reports and data. All products identified as being involved in a number of fires were 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.

LPG CABINET HEATERS

In partnership with NSW Fair Trading, FRNSW identified that while cabinet heaters were labelled as indoor heaters, they were not suitable for use indoors and had design safety issues. Also they did not meet either of the current Australian Standards for gas heating appliances (outdoor AS 4565 and indoor AS 4553). This led to an interim ban being imposed on the sale of cabinet heaters.

Assisting in investigation of a bus fire

REDUCED FIRE RISK CIGARETTES

FRNSW fire data indicate that cigarettes are a major source of ignition in fatal fires. 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 in 2010. In July 2011 FRNSW conducted joint research with the University of Technology Sydney into the effectiveness of the reduced fire risk cigarettes at preventing fires. While the research indicated that these cigarettes met the required standard and reduced the likelihood of causing fire, it also indicated that the standard could be further improved.

SMOKE ALARMS

Smoke alarms are lifesaving early-warning devices which detect smoke and alert occupants to the presence of fire. Installed in correct locations, they increase the time available for people to safely escape a burning building. In cooperation with other agencies, business and community groups, FRNSW continued media campaigns and community education activities promoting the effectiveness of working smoke alarms in protecting life and property. One focus of these campaigns is to highlight that photoelectric rather than ionisation smoke alarms are recommended, as they tend to be more effective.

Percentage of NSW adults living in homes with a smoke alarm

Year	2007	2008	2009	2010	2011
%		92.9	93.6	93.7	94.2	na[1]

Note: 1. Information on smoke alarm penetration was not collected during 2011.
Source: NSW Population Health Survey (HOIST), Centre for Epidemiology and Research, NSW Department of Health.

CARAVAN FIRES

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 likely 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 to extend this legislation to include mobile properties. In 2011, the legislation was amended to require that smoke alarms be fitted in both new and existing caravans, campervans and moveable dwellings. During the year FRNSW continued awareness activities to ensure that industry and the public were aware of this new legislative requirement and were implementing it.

TRANSPORT SAFETY INVESTIGATION

In October 2011, FRNSW assisted the NSW Office of Transport Safety to investigate a bus fire involving compressed natural gas. This resulted in identification of the hazard that caused the fire and actions required to rectify it.

RESEARCH BURNS

In January FRNSW conducted four fire research burns at its testing facility at Londonderry. The burns aimed to duplicate as accurately as possible the fire that occurred at the Quakers Hill Nursing Home in November 2011.

The burns were attended by more than 60 people including representatives from various Government Departments, Blacktown Council, insurance companies, the fire industry and Police homicide, arson and forensic officers. The findings from these research burns and the data collected will provide valuable evidence for community safety policy improvements for many years. Following the Quakers Hill Nursing Home fire, FRNSW sought for sprinklers to be made mandatory in all aged care facilities. The NSW Government has since announced that it would legislate for this to occur.

The burn cells that FRNSW set up on its Londonderry training site also enabled joint research into fire behaviour with the NSW Police Force and several universities. 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. This included research with the University of NSW into fire dynamics in pre- and post-flashover fires; research with the University of Western Sydney into improved forensic photography of fire scenes; and research with the Canberra Institute of Technology on improving the abilities of accelerant detection dogs.

OPERATIONAL PREPAREDNESS
CAPABILITY DEVELOPMENT

PRIORITIES

Recruiting and managing a diverse and effective workforce

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

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

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

Maintaining reliable and effective fleet and equipment

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

HIGHLIGHTS

- Improved recruitment processes and communications which are increasing awareness of firefighting as a career for women

- Held a summit to discuss challenges facing the retained firefighting system and ways to meet these challenges

- Held a major safety workshop and launched the 'Be Safe' approach to safety management

- Enhanced organisational e-learning capability and developed tools and resources

- Completed major renovations to Banora Point, Batemans Bay, Chester Hill, Delroy, Gloucester, Huntingwood and Unanderra fire stations

- Commenced distributing a new personal protective clothing ensemble to increase safety and protection for fire officers

- Developed an overarching policy defining how education and training will be designed, developed and delivered in FRNSW

- Revised full-time recruit training to align it to the training needs analysis

FUTURE DIRECTIONS

Implement the recommendations from the Retained Summit

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

Deliver an integrated care and maintenance system for all personal protective clothing

Implement a blended learning strategy which combines traditional face-to-face classroom methods with other methods including live virtual classroom, self-paced online learning, collaborative learning, and video and web-based information

Implement new training programs to support firefighting staff in confined space awareness, entry and rescue and an ongoing development program for Station Officers.

Review regional rescue training and implement on-shift rescue training

Develop capability frameworks and flexible educational pathways for all staff

RECRUITING AND MANAGING A DIVERSE AND EFFECTIVE WORKFORCE

FRNSW's workforce strategy is based on the 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

This year FRNSW conducted a number of information sessions as part of a campaign to recruit full-time fire officers. The employment of a diverse range of people was actively promoted under the theme of '*Everyone Being Welcome*'. Video clips were created and posted online showcasing job opportunities in FRNSW to assist jobseekers looking for public sector careers.

In March 2012 FRNSW celebrated International Women's Day with a function at City of Sydney Fire Station. The event highlighted the important contribution of female staff to the work of FRNSW, with firefighting increasingly recognised in the community as a viable career choice for women. The strategies outlined in the Women's Employment and Development Action Plan are being implemented to recruit, develop and retain women in FRNSW's workforce.

FRNSW also continued implementing strategies to attract and retain Aboriginal staff. This included participating in Indigenous Careers Expos and developing promotional materials designed for Indigenous communities. In July 2011 many staff participated in NAIDOC week celebrations around the State. During this week FRNSW launched two plans – the Reconciliation Action Plan 2011/16 and the Aboriginal Employment and Development Action Plan 2011/13 – to enhance its support for Aboriginal staff and encourage closer relationships with Indigenous communities. FRNSW also employed a full-time Aboriginal Services Officer who provided support and guidance to FRNSW staff and liaised and worked with Indigenous communities.

RECRUITMENT OF FULL-TIME FIRE OFFICERS

FRNSW continued to attract many high calibre candidates, with four intakes of recruits from the highly competitive 2012 recruitment campaign. 96 recruits were selected from the 4000-plus applications received. Significantly, the recruitment campaign saw a large increase in suitable female applicants, with women making up 23% of all recruits. The first class of recruits from the 2012 campaign graduated in May and the second class will complete their training in September.

This year FRNSW moved to a new independent online testing provider. Candidates were assessed on their ability to demonstrate behaviours underpinning FRNSW values including honesty and integrity, respect, professionalism, and teamwork. They were also evaluated in areas such as cognitive ability, emotional intelligence, work safety, and work reliability. In addition, successful candidates also had to demonstrate high levels of physical aptitude across a range of simulated firefighting tasks, a passion for FRNSW as an organisation, and an ability to be a strong corporate ambassador.

A firefighter alumni program was set up to raise the recruitment profile of FRNSW and encourage greater diversity in its workforce. The program enabled prospective candidates to contact participating fire officers and discuss what the job entails, life at a fire station, emergency incidents and organisational culture.

Opposite: More women are becoming fire officers, increasing the diversity of FRNSW's workforce

Above left: Indigenous dancers perform at the NAIDOC launch of FRNSW's Aboriginal Plans

Right: Training retained fire officers in bushfire awareness as part of skills maintenance programs

RECRUITMENT OF RETAINED FIRE OFFICERS

Maintaining sufficient numbers of retained (or on-call) fire officers, mainly in rural areas of NSW, remains a pressing 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.

In November 2011 a Summit was held at Parliament House to discuss challenges facing the retained firefighting system. About 200 people attended, including permanent and retained fire officers, administration and trades staff, Fire Brigade Employees' Union officials, and employees from the State Emergency Service (SES), NSW Rural Fire Service (NSWRFS) and the Office of the Minister for Police and Emergency Services. The findings from the Summit, along with input from other consultation, are being used to develop a new retained firefighting model.

STAFF EXCHANGES AND SECONDMENTS

During the year FRNSW continued to provide staff development opportunities through a program of exchanges under its International and Interstate Firefighter Exchange Program:

- Qualified Firefighter Michael Goodwin exchanged places with Firefighter Peter Mickos from Södertörn Fire & Rescue Service, Stockholm, Sweden

- Qualified Firefighter Rohan Ashton exchanged places with Firefighter Bjorn Valfridsson from Gästrike Fire and Rescue Service, Gavle, Sweden.

- Inspector Adam Dewberry continued his secondment as advisor to the Solomon Islands Fire Service, working as part of the Regional Assistance Mission to the Solomon Islands

- Station Officer Stuart Harvey continued his two-year secondment to WorkCover's major hazards team.

INDUSTRIAL RELATIONS

In 2011/12 FRNSW consulted and communicated with staff and unions on a range of industrial and employee-related matters. This included participating in Joint Consultative Committee meetings with the Fire Brigade Employees' Union and the Public Service Association, working with the unions on a number of business unit restructures. FRNSW representatives appeared before the Industrial Relations Commission of NSW in relation to 52 disputes and used external legal services for five matters.

PROVIDING THE HIGHEST QUALITY EDUCATION AND TRAINING TO CONTINUOUSLY INCREASE THE CAPABILITIES OF ALL STAFF

TRAINING IN 2011/12

Numbers of FRNSW staff attending education and training programs[1]

	2007/08	2008/09	2009/10	2010/11	2011/12
Full-time Firefighters Recruit Training	139	120	58	79	68
Appliance and Aerial Training	3743	3147	2152	1250[6]	820[6]
Breathing Apparatus Training (includes personnel from external agencies)	11 145	9805	9390	10 832	8135
Fire Training (includes personnel from external agencies)	1644	1300	1090	340[8]	1036
Senior Firefighters Promotion Program[5]	100	229	130	106	130
Station Officers Promotion Program[5]	61	62	58	32	16
Inspectors Promotion Program[5]	0[3]	30	0[3]	16	13
Full-time Firefighters Skills Maintenance	1629	1941	790	na[4]	na[4]
Full-time Firefighters Level 1 to Qualified Firefighter Assessments	1433	1578	2565	na[4]	na[4]
Promotions to Qualified Firefighter	102	115	113	120	133
Retained Firefighters attendance at Senior Firefighters Program	na	na	na	na	5[10]
Retained Captains and Deputy Captains Development Program	126	108	100	92	96
Retained Firefighters Recruit Training	300	377	331	235	717[7]
Retained Firefighters Skills Maintenance	546	948	1534	810	579[7]
External Programs	8[2]	10[2]	423	72	57
Basic Life Support (new and refresher)	na	158	1645	2080	1785
Technical Rescue Training[9]	–	–	–	–	1581
Incident Management Team Training[9]	–	–	–	–	40

Notes:

1. This table does not include all training for re-accreditation purposes

2. FRNSW had previously run many Certificate IV courses in Workplace Training and Assessment. Delivery of these courses was put on hold while aspects of this course were reviewed

3. This program was not offered in the years indicated as numbers trained were sufficient to meet FRNSW's needs at that time

4. These data are no longer collected, as most training is now done at local station level

5. Training numbers determined by the number of officers needed at particular ranks

6. Decreased numbers due to rollout of new Scania 310 fire engines and drop in aerial training for the Station Officers Promotion Program

7. A large increase in Retained Firefighters Recruit Training was accommodated by allocating resources from the Retained Firefighters Skills Maintenance program, while still maintaining required levels of skills among retained fire officers

8. Reduced training was delivered due to a period of course development and role expansion into search and rescue, high rise firefighting and fire dynamics, in addition to Structural Fire Training programs

9. Training programs first offered in 2011/12

Left: Commissioner Mullins congratulates some of this year's graduating Inspectors

COMMAND, LEADERSHIP AND MANAGEMENT

Upon successful completion of the relevant promotion programs, 68 personnel graduated as Level 1 Firefighters from Initial Skills Training, 130 Qualified Firefighters were promoted to the rank of Senior Firefighter, 16 Leading Firefighters were promoted to the rank of Station Officer, 13 Station Officers graduated from the Inspectors Promotional Program and 133 fire officers completed the Qualified Firefighter program.

This year FRNSW staff also completed vocational qualifications, post-graduate degrees and external developmental programs as follows.

Provider	Program	Number of attendees
Charles Sturt University	Graduate Certificate in Management	13
Australian Institute of Police Management/ Charles Sturt University	Executive Leadership Program	2
	Executive Development Program	3
	Developing Future Leaders Program	4
	Volunteer Leaders Program	4
Australian Institute of Management	Diploma of Government Management	6
Emergency Management NSW	Emergency Management	19
Total		**51**

FRNSW sent five instructors to assist the New Zealand Fire Service in developing their own senior officer development programs. The FRNSW team provided strategic and tactical incident management training using theoretical exercises, real life case studies, Vector Command simulated training, Blue Card Incident Management System e-learning and face-to-face training using a built-for-purpose computerised simulation system.

The Retained Captains Development Program was improved to incorporate best practice in incident management, leadership, and station management and presentation skills. Senior and executive officers attended and facilitated programs to assist in preparing Captains and aspiring Captains for their important roles as leaders and supervisors.

During the year, 68 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 also delivered to 14 full-time fire officers returning to operational duties after absences of a year or more.

Basic life support training and assessment was delivered to comply with national competencies and FRNSW's obligations as a Registered Training Organisation. Basic life support refresher courses were given this year to 735 full-time fire officers and initial or recertification courses to 549 retained fire officers. New first aid qualifications were gained by 69 full-time fire officers, 425 retained fire officers and seven administrative and trades staff.

During the year FRNSW 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, Australian Institute of Management, Institute of Public Administration Australia, Australia New Zealand School of Government, Emergency Management Australia and Emergency Management NSW.

Above: Aerial appliance training at FRNSW's State Training College

During the year appliance training was delivered to 820 fire officers.

tiled and tin roofs were also installed at Lismore and Kempsey to facilitate training for storm operations.

Construction also commenced on a large-volume prop that replicates commercial fires. It consists of six shipping containers joined on top of each other to simulate a large workshop with a mezzanine level. This is the first of its kind in Australia and will form the basis for advanced firefighting courses in the future.

APPLIANCE TRAINING

During the year appliance training was delivered to 820 fire officers. FRNSW continued to foster links with other agencies and to share training and information, with all its appliance instructors now having completed the Police Accident Investigation Course. Some training courses were updated and reviewed to ensure they aligned with Public Safety Training Packages. This year 190 licence upgrades were performed and 25 elevating work platform licences were awarded.

BREATHING APPARATUS AND HAZARDOUS MATERIALS TRAINING

FRNSW continued delivering initial training and skills maintenance to full-time and retained fire officers. Training included breathing apparatus, hazardous materials (hazmat) response, distress signalling units and intermediate hazmat training in regional areas. The Statewide training of fire officers in the use of gas detectors continued with a refresher program. Other training included installation and use of thermal imaging cameras, waterways training for intermediate hazmat stations and further training in extended-duration breathing apparatus. Continuing programs included operational and training support for decontamination trailers at special events, clandestine drug laboratory operations, enhanced self contained breathing apparatus and gas detection training, and an intermediate hazmat enhancement program.

STRUCTURAL FIRE TRAINING

Structural Firefighting Level 2 program continued rolling out, with fire officers across the State receiving theoretical and live fire training in fire behaviour, tactical ventilation, case study investigation and fireground strategies and tactics for structure fires. This training was also delivered to recruit fire officers and covered subjects such as fire dynamics, highrise operations, and search and rescue.

Two days of advanced training in structural firefighting strategies and tactics were given to 16 new Station Officers during the firefighting component of their promotional program. Fire behaviour training was also delivered to 20 Police officers as part of their Advanced Structural Fire Course in fire investigation and forensics.

During the year, new T-Cell live fire props were installed at Lismore, Kempsey and Albion Park to increase training opportunities in regional areas. T-Cells are formed by two shipping containers joined together in the shape of a T. The irregular shape increases the authenticity of fire attack and search and rescue training. Large props simulating

Above: Practising vertical rescue skills down the face of Warragamba Dam

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

RESCUE TRAINING

This year 105 fire officers were trained and registered as primary rescue operators and 344 were recertified. Training continued in road crash rescue as enhanced Rapid Intervention Kits were installed on more fire engines. Safe Work at Heights training courses were likewise delivered as cordage kits were also installed on more fire engines.

A rescue training model is being developed that will enable much of the Primary Rescue Course to be delivered on-shift at stations, allowing fire officers to become Rescue Operators faster. USAR Category 1, rescue operations, road crash rescue, confined space rescue and safe working at heights were all nationally aligned or underwent continual improvement as part of a move to have all rescue training nationally recognised.

Rescue training was also delivered to a broad spectrum of external stakeholders, including the NSW Police Force, Department of Defence, NSW Health, Careflight, CHC, SES, NSWRFS and Taronga Zoo.

PROGRAM DESIGN AND DEVELOPMENT

During the year an overarching policy was developed, defining how education and training will be designed, developed and delivered in FRNSW in the future.

FRNSW further enhanced its e-learning capability. Tools and resources developed included procedures and templates for creating e-learning courses; an online facilitation course for FRNSW instructors; and a set of e-learning modules on fire dynamics.

FRNSW also worked to maintain its accreditation as a Registered Training Organisation, and to ensure all its training programs complied with national Vocational, Education and Training Quality Framework standards.

28 fire crews competed in the Australasian Firefighter Championships.

INFORMATION TECHNOLOGY TRAINING

During the year more than 1600 staff were trained in effective use of new technology and applications. IT training included:

- on-site training courses for crews from 78 retained stations
- 55 Microsoft training courses in programs such as Word, Excel and PowerPoint
- more than 40 sessions in specialist applications such as GroupWise email, Adobe Acrobat, graphics software and the FRNSW Strategic Reporting System.

In addition, a number of training videos such as Driving with Trailers, Using Poles in Stations and Electrical Awareness were produced and distributed.

CORPORATE TRAINING

A range of new corporate programs were developed and delivered to staff. During the year, more than 100 staff attended bullying and harassment prevention training, 246 attended respectful workplace training, 105 attended fraud and corruption prevention training and 119 attended work health and safety awareness training. The induction program for new employees was delivered to 81 uniformed and non-uniformed staff. Coinciding with the new recruit intake, it promoted FRNSW values, professional competence, personal leadership, and the diverse nature of our workforce.

PROFESSIONAL LEARNING

During the year FRNSW made available a suite of professional learning programs, delivering more than 50 courses to staff in skills including leadership and management, technology, training delivery and corporate training. A total of 55 staff were awarded the Certificate IV in Training and Assessment. In addition, 29 staff were supported to enrol in the distance education Certificate IV Course in Frontline Management offered through OTEN.

LIBRARY AND INFORMATION SERVICES

The FRNSW Library continued providing access to information resources and research skills to support the work of the organisation. Resources in firefighting, fire prevention and community safety, fire safety engineering, fire service management, hazardous materials, emergency management and rescue were collected and catalogued. The Library catalogue comprises 44 422 resources including books, DVDs, research reports and journal articles, and is searchable via the FRNSW intranet.

Monthly updates and customised 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 2011 the Library developed a short training course designed to improve the online search skills of staff. The course has so far been delivered five times, with plans to deliver this course on an ongoing basis, including by video conference to regional staff.

This year the Library loaned 1622 items from its collection, supplied more than 1300 journal articles, supplied 51 resources for interlibrary loan, and answered about 3100 reference queries. In addition, FRNSW staff conducted more than 6500 searches of the online Library catalogue.

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. In addition, the Centre responds to requests for incident information; undertakes various research and analysis projects; and processes and analyses operational debrief reports and fire officer observations.

This year the Centre produced three incident case studies, 12 issues of the monthly Heads Up, five Safety Bulletins and three Operations Bulletins. It also produced eight Standard Operational Guidelines and is currently reviewing around 30 others. In addition, Centre staff conducted 18 debriefs of major or significant incidents.

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,

Above: Conducting boat fire training at the Royal Motor Yacht Club

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 in compliance with 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
- rescue/urban search and rescue exercises, including exercises in preparation for being assessed for international certification later in 2012.

In July, FRNSW rescue officers competed and performed strongly against 23 other teams from around the world in the Australasian and World Road Rescue Challenge held in New Zealand.

FIREFIGHTER CHAMPIONSHIPS

In October, the biennial Australasian Firefighter Championships were held in Port Macquarie, attracting thousands of fire officers from Australian and New Zealand fire services. 28 fire crews competed against each other in a range of events designed to hone their firefighting skills and strengthen team building. FRNSW teams from Kelso, Berry and Dorrigo filled the top three places, with all FRNSW teams placing in the top half of the field. 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.

IMPROVING THE HEALTH, WELLBEING AND FITNESS OF STAFF TO PERFORM THEIR JOBS SAFELY AND EFFICIENTLY

SAFETY

In November FRNSW held a major Safety Workshop at ANZ Stadium, Homebush. Participants contributed ideas and information about FRNSW's current safety performance and proposed ways to enhance its culture of safety. At this event, FRNSW also launched 'Be Safe', the approach it will use for safety management. This reflects the priority FRNSW gives to health and safety, with continuous improvements sought through a systematic and formalised approach. 'Be Safe' is being progressively implemented in several phases.

FRNSW implemented requirements of the new *Work Health and Safety Act 2011* which took effect on 1 January 2012. This involved analysing current systems and processes to assess if they comply with the new Act, and identifying and implementing changes required.

FRNSW's system for reporting injuries, illnesses, exposures and near misses was further developed, improved and reviewed. The information provided by this system enabled frontline managers to improve workplace safety. A new hazard identification system was also developed that proactively identifies safety issues before they have an impact. This will assist in meeting the due diligence requirements of the new work health and safety legislation.

Throughout the year FRNSW promoted safety to its workforce through a comprehensive communication strategy built around a series of key monthly messages. Topics included workplace hazards, injuries and risks; common illnesses and how to prevent them; the Employees Assistance Program, safety reminders regarding breathing apparatus and personal protective clothing; healthy lifestyle choices and electrical safety.

The safety messages were reinforced through a range of internal communications including intranet articles, the Commissioner's fortnightly newsletter and posters distributed to all fire stations. Quarterly newsletters were also produced that focussed on health and safety issues relevant not only at work, but also to the home environment. These were mailed to all employees' homes. In addition, training was delivered at station visits, covering topics such as manual handling, health and fitness, and the new work health and safety legislation.

HEALTH AND FITNESS

This year FRNSW continued running programs such as 'Waste the Waist' to maintain and improve the health, fitness and wellbeing of its workforce. These programs aimed to develop and maintain optimal physical and psychological health so staff could safely and effectively meet the demands of their jobs. They are also sought to minimise the impact of hazards faced within the work environment.

Manual handling training continued rolling out across the State with a further 103 crews at regional stations trained during the year. Policies, guidelines and educational resources are being developed to reinforce the injury prevention information delivered during this training.

FRNSW engaged the University of Wollongong to review the Physical Aptitude Test used to assess the physical suitability of firefighter applicants. The review involved extensive consultation with fire officers across NSW. Critical firefighting tasks were identified through focus groups involving around 100 fire officers and a survey in which some 1000 fire officers participated. These tasks were then assessed through a series of simulations which monitored the physiology of 57 fire officers during a range of hazmat, rescue, bushfire and structural firefighting scenarios. Physiological data including heart rate, ventilation, oxygen consumption, core temperature and muscular loading were collected, enabling FRNSW to develop a more appropriate employment standard for screening firefighter applicants.

FRNSW created an incident ground meal guide with information on hydration and nutrition. This was implemented during the year to assist incident controllers in providing suitable meals and refreshments.

To safeguard the health of employees, health monitoring was provided to hazmat technicians, compartment fire behaviour training instructors and those potentially exposed to hazardous substances.

FRNSW again offered free flu vaccinations at the beginning of winter with 1255 employees getting vaccinated. Vaccinations were also given to urban search and rescue teams and new recruits.

Left: The FRNSW chaplain assists an employee. Right: Staying physically fit keeps fire officers in shape for the job

MENTAL HEALTH

To maintain optimal mental health among fire officers, FRNSW focuses on improving the work environment and increasing operational resilience, rather than solely treating psychological injuries and illness reactively. This year FRNSW developed a health, fitness and wellbeing policy to support its commitment to providing safe healthy workplaces for all its staff. FRNSW's Critical Incident Support Program offers help to employees affected by traumatic incidents. Peer team services include one-to-one assistance, on-scene support and follow-up and education and information sessions. The team encourages early intervention and referral to professional support services where appropriate. This year 13 more peers were recruited, primarily in regional areas, supplementing the existing team of 30 to 40 members. The scope of the peer role was also enlarged to provide support and guidance to employees on all mental health issues, not just those related to critical incidents.

The Employee Assistance Program (EAP) gives all employees and their immediate families access to confidential professional 24-hour counselling services for both work-related and personal issues. This year 238 employees and their family members used EAP services for face-to-face or phone counselling.

Wellness checks were organised in three business units via the EAP provider. The checks are a preventative monitoring strategy aimed at ensuring the health and wellbeing of employees. The business units chosen for these checks were those with greater potential risk of mental health issues. They included rescue personnel who attend motor vehicle accidents and fire investigators who attend scenes that may include the remains of deceased people.

CHAPLAINCY

As an emergency service, FRNSW responds to incidents which can often be traumatic for both victims and responders. During the year FRNSW's Salvation Army Chaplains, Majors Lyndsay Smith and Dawn Smith provided counselling and support to fire officers and their families. They also assisted members of the public involved in or affected by emergencies. The Chaplains provided their services on 3078 occasions during the year.

This year FRNSW developed a health, fitness and wellbeing policy to support it's commitment to providing safe healthy workplaces.

MAINTAINING RELIABLE AND EFFECTIVE FLEET AND EQUIPMENT

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 improved resourcing of fire stations.

The objectives of FRNSW's fleet strategy include:

- implementing an integrated approach to fleet management, including mid-life maintenance to ensure fire engines remain operational over their life at minimal cost

- improving safety and ergonomics by managing how equipment is stowed on vehicles

- reducing environmental impact by introducing Euro 5 emission standard compliant engines

- reducing the average age of the fire engine fleet as older vehicles are progressively replaced with modern new ones.

At 30 June 2012 the FRNSW fleet totalled 1531 vehicles. The fire engine fleet of 634 vehicles comprised 527 fire engines with pumps; an aerial fleet of 28 ladder platforms, ladders and aerial pumpers; 79 rescue and hazardous materials (hazmat) vehicles; and the firefighting boat which is awaiting disposal. During the year FRNSW commissioned 13 new Class 1, 2 and 3 tankers and pumpers including two aerial pumpers. Ten CFA 4x4 tankers, eight Scania 92/93 series Class 3, 14 Firepac Class 3 fire engines and a 33-metre ladder platform were disposed of.

In addition to the fire engine fleet, FRNSW had 643 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 carry more water than pumpers. Some have hazmat and primary rescue capability. They have Class A foam systems, and pump-and-roll firefighting capabilities allowing them to spray water while moving, which is effective for fighting bushfires and fast-moving grass fires. Newer models also incorporate cabin protection spray systems. Two new tankers were commissioned this year. The average age of the Class 1 fleet was 10.40 years at 30 June 2012, including service exchange vehicles (SEVs) that are used as temporary replacements for vehicles that are being serviced.

Class 2 pumpers: These pumpers have hazmat and primary rescue capability, and have proved very effective in regional areas. There are 249 Class 2 pumpers now in service, including 217 for first call operations, with the remainder being used for training and as SEVs. Two new pumpers were commissioned this year. The average age of the Class 2 fleet was 7.94 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. Six of these pumpers were commissioned this year. The average age of the Class 3 fleet was 7.11 years at 30 June.

AERIAL VEHICLES

Two new 15-metre aerial pumpers were commissioned this year. These vehicles replaced 2001 models which have 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 were ordered this year and are planned to be commissioned in late 2012. The average age of specialised vehicles was 8.17 years at 30 June.

MAINTENANCE, INSPECTIONS AND REFURBISHMENTS

In 2011/12, FRNSW staff carried out 275 major services and 232 minor services in Sydney, and 461 services in regional areas. A further 143 services were conducted on minor fleet vehicles in the workshops. Mobile on-call vehicles also attended 2906 service calls.

This year FRNSW staff inspected 54 aerial vehicles and contractors inspected a further 56. RTA-certified inspectors carried out heavy vehicle pink slip inspections for the annual re-registration of the fire engine fleet.

Under FRNSW's fleet strategy, all fire engines receive major servicing and inspections at their projected midlife. Nine Class 3 mid-life refurbishments were completed during the year. The tanker mid-life

Above: Workshop mechanics keep FRNSW's fleet in top working order

program also continued, with work completed on four heavy rescue units and three aerial pumpers in conjunction with the introduction of safety handrail systems.

EQUIPMENT MAINTENANCE AND MANAGEMENT

As part of its asset maintenance strategy, FRNSW continued to maintain rescue equipment on the fire engine fleet and replace it where necessary. This year 5400 pieces of equipment were serviced, 1600 new items were commissioned and 975 items were decommissioned. Equipment upgrades included height safety equipment, power saws, chainsaws, portable fire pumps, hydraulic rescue cutters, 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 have been bought and are being maintained.

MANAGING ASSETS AND FINANCES TO ACHIEVE THE MOST EFFICIENT AND EFFECTIVE USE OF RESOURCES

Above: Fire officers try on the new firefighting garments

PROCUREMENT

During 2011/12 FRNSW continued its partnership with other Australian fire and emergency services in collaborative purchasing, coordinated through the Australasian Fire and Emergency Service Authorities Council. This procurement included both recurrent and capital contracts for plant and equipment, as well as firefighting and emergency vehicles. This joint purchasing is delivering economies of scale, reducing procurement overheads and providing opportunities for savings for all Australian fire services.

A contract was tendered and awarded for a new structural firefighting ensemble incorporating a complete care package. This package uses radio frequency identification tagging to track items through the cleaning process and provide lifecycle information on garment condition. Initial rollout of the new uniform is now underway. The new clothing incorporates improved design features and new materials to reduce weight, enhance comfort, and complies with the latest Australian 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.

During 2011/12 FRNSW purchased land valued at $330 000, while real estate which was no longer required was sold for $1 825 000. The proceeds were used to offset other capital projects.

NEW FIRE STATIONS AND RENOVATIONS

FRNSW spent a record $18.4 million on capital expenditure in 2011/12. Major work included commencing a new fire station building at Cabramatta and completing significant renovations at Banora Point, Batemans Bay, Chester Hill, Delroy, Gloucester, Huntingwood and Unanderra. Other major projects underway are the refurbished Triple Zero communications centre in Newcastle and training centre upgrades at Wellington, Lismore and Kempsey. The improved training sites will greatly assist in meeting training requirements in regional areas.

Major renovations began at Bankstown, Brewarrina, Hornsby, Parkes and Tea Gardens. Works in design or at tender stage include renovations to fire stations at Cardiff, Grenfell and Springwood.

FACILITIES MANAGEMENT

During the year FRNSW spent $6.5 million on repairs relating to work health and safety, urgent minor and unscheduled works, cleaning, security, pest control and preventative maintenance of essential plant and equipment.

The Properties Helpdesk, which was established in 2011, provides a central point for reporting all maintenance requirements at FRNSW sites. 5352 calls for assistance were logged during the year, ranging from urgent help to routine break/fix tasks. The ability to track and share statistics across FRNSW has enabled more effective management of property assets.

Three major programs of capital work were carried out this year to improve conditions at fire stations across NSW. These comprised

103 air conditioning projects, 22 re-roofing and/or replacement roofs, and 85 roof compliance anchor systems.

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 FRNSW to the NSW Treasury Managed Fund in 2011/12 was $23.3 million.

This year, FRNSW paid hindsight adjustment premiums of $9.1 million (excluding GST) for workers compensation cover for 2005/06 and 2007/08. Improved workers compensation and return-to-work performance are key priorities of FRNSW to facilitate redirection of funds from premiums to frontline service delivery.

2011/12 FINANCIAL OUTCOMES

See the Financial Statements and Accompanying Notes for details of FRNSW's financial outcomes for 2011/12.

2012/13 BUDGET

For 2012/13, FRNSW's total expenses excluding losses are budgeted at $647 million, an increase of 1.4% on the 2011/12 budget. This includes $14.9 million for the 2011/12 unspent Personal Protective Clothing Replacement Program funding carried forward to 2012/13.

Total revenues for 2012/13 are budgeted at $636.4 million. This includes $504.8 million contributions from local councils and insurance companies, $86 million from the State Government and $45.5 million in operating revenue.

The 2012/13 capital expenditure budget is $48.5 million. This includes $18.4 million for new fire stations and upgrades to existing fire stations and training facilities; $5.8 million for replacement of fire engines, specialist fire engines and rescue appliances; $3.7 million for SAP Fleet ICT system; and $3 million for the replacement of radios and portable receivers. These capital works are being funded by a Government allocation of $6 million, a contributors' allocation of $34.8 million and $7.7 million from FRNSW capital reserves and asset sales.

FRNSW FUNDING

FRNSW's operations are currently 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.

The NSW Government is reviewing the funding model for fire and emergency services, with the aim of spreading the costs beyond the traditional funding base of the insurance industry, local and state government. Public consultation was open until October 2012.

At 30 June 2012, 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 contributed 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.

LABOUR EXPENSE CAP

The Labour Expense Cap was approved by Expenditure Review Committee of Cabinet and is a key additional budget control measure introduced in the 2012–13 Budget. Fire & Rescue NSW, like all areas of government, is committed to achieving a range of savings with the Labour Expense Cap being one of these key strategies. The cap limits employee related and contractor expenses across general government sector agencies as well as selected public trading enterprises.

The Government has decided not to mandate the specific method for achieving employee savings. This provides Directors-General and agency CEOs the flexibility to develop and implement workforce strategies appropriate for the services being delivered. Strategies to meet the Labour Expense Cap include:

- Improving efficiency of staffing arrangements to better manage overtime
- Reviewing current contracting levels, needs and arrangements
- Applying more rigorous job evaluation processes to ensure jobs are properly graded to curb 'grade creep'
- Improving workforce management by reducing staffing through natural attrition and retirements
- Improving the alignment of staff resourcing with work demands, which may include increasing temporary, part time and/or casual staff for peak workload periods.

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 2011/12 to 130 744 emergency incidents, including 25 376 fires and explosions, 11 146 non-fire rescue and medical assistance calls, 15 503 hazardous materials incidents and other hazardous conditions, and 6990 calls relating to storm damage and floods

- Answered 96.66% 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 recovery operations after storms, particularly during the heavy rain and resultant severe flooding experienced across NSW in February and March

- Responded FRNSW hazardous materials specialists to a major chemical fire in Canberra in September to assist ACT Fire & Rescue

- Developed a second cache of urban search and rescue equipment which can be deployed by air, allowing task forces to respond to simultaneous and/or consecutive incidents in NSW, interstate or overseas

- Implemented a new emergency services computer aided despatch (ESCAD) system, including telephony and voice recording systems, operator consoles and IT hardware upgrade, the Newcastle Communication Centre is also being upgraded and expanded

FUTURE DIRECTIONS

Maintain and build upon FRNSW's guaranteed, rapid and scalable capability to deal with a diverse range of emergency incidents

Continue to develop the structural collapse rescue capability of FRNSW and its partners

Gain International Search and Rescue Advisory Group External Classification for FRNSW's urban search and rescue capability in September 2012

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

Develop a fully portable hazardous materials capability that can be deployed to remote areas and used to support urban search and rescue deployments to a disaster zone

Roll out a system for automatically tracking locations of all FRNSW's fleet of fire engines to further improve service delivery

Implement shared enterprise asset management across NSW emergency services

Top: Rescue vehicles are part of the FRNSW fire engine fleet

Centre: Hazard reduction at Mittagong to reduce fuel load

Bottom: Urban search and rescue team members discuss operations

MINIMISING THE IMPACT OF EMERGENCY INCIDENTS THROUGH RAPID EFFECTIVE RESPONSE

TOTAL INCIDENTS

During 2011/12, FRNSW crews responded to 130 744 emergency incidents, an average of around 360 incidents a day, or one incident every four minutes.

Number and type of incidents and emergencies attended[1]

	2007/08[2]	2008/09	2009/10	2010/11	2011/12
Fires and explosions					
Structure fires	7723	7448	7495	7046	6652
Outside storage fires	323	289	303	259	255
Vehicle fires	4479	4384	4202	4000	3908
Bush and grass fires	9120	9915	9904	6968	6335
Rubbish fires	9551	9628	8918	7967	7873
Other fires	431	265	214	351	353
Total fires and explosions	**31 627**	**31 929**	**31 036**	**26 591**	**25 376**
Other emergencies and incidents					
Non-fire rescue calls:					
Motor vehicle accidents involving the extrication of victims	4683	4905	5104	4976	5041
Other non-fire rescues including industrial and home rescues	1821	2506	2623	2787	2944
Medical assistance	577	796	926	1032	1052
Animal rescues	1136	1411	2060	2056	2109
Total non-fire rescue calls	8217	9618	10 713	10 851	11 146
Hazardous material incidents and other hazardous conditions including powerlines down, electrical short circuits, gas leaks and fuel and chemical spills[3]	16 259	16 474	15 224	15 557	15 503
Storm, floods and other natural disasters, and calls for assistance from other agencies	5537	5740	6088	6451	6990
Good intent calls	10 556	10 740	11 102	10 847	11 029
Malicious false calls	4092	3553	3060	2560	2139
System-initiated false alarms	54 206	53 803	52 646	52 501	52 197
Other	4383	5440	5405	5580	6364
Total other emergencies and incidents	**103 250**	**105 368**	**104 238**	**104 347**	**105 368**
Total fires, explosions and other emergencies	**134 877**	**137 297**	**135 274**	**130 938**	**130 744**

Notes:

1. Figures may vary slightly from earlier publications to reflect the submission of additional incident reports and changes to data from data quality improvement.

2. For February 2008, incident types reflect information provided on incident logs from FRNSW Communication Centres.

Above left: Extricating a trapped passenger following a serious road crash

Above right: Searching building ruins for survivors in the aftermath of Christchurch earthquake

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 is the largest provider of rescue services, carrying out almost 70% of all rescues in NSW and operating primary and secondary specialist rescue units in 182 locations. Around 2700 fire officers are qualified and registered as rescue operators with the SRB. In addition to specialist rescue vehicles, every fire engine carries rescue equipment and every fire officer is trained in basic rescue.

During 2011/12 FRNSW responded to 11 146 non-fire rescue calls throughout the State (this total excludes those where medical assistance was provided), including rescuing people caught in transport, domestic and industrial incidents. Specially trained teams also carried out alpine, vertical and specialist rescues. In doing so, they worked closely with other agencies including the NSW Police Force, Ambulance Service of NSW, 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.

URBAN SEARCH AND RESCUE

FRNSW's urban search and rescue (USAR) capability provides specialised response to deal with building collapses and other complex rescues. Throughout the year FRNSW continued to develop its USAR capability in preparation for the International Search and Rescue Advisory Group External Classification which will take place 10–14 September 2012. If successful, the NSW USAR Task Force will become only the 18th Heavy International Rescue Team so classified by the United Nations.

FRNSW's current USAR capabilities and equipment include:

- **USAR 1:** a Sydney-based, purpose-built 32-tonne semi-trailer designed to transport the largest store of USAR equipment in Australia

- **USAR 2 and 3:** purpose-built pantechnicon trucks with USAR equipment caches based at Newcastle and Wollongong

- **USAR 4:** a specialist reconnaissance vehicle based in Sydney

- **USAR 5 and 6:** air-deployable USAR equipment caches (including tents, food and water) capable of sustaining 72–person rescue teams in the field for 10 days.

Left: FRNSW hazardous materials (hazmat) officers at chemical spill at Port Botany Right: Retrieving a victim injured in a building collapse

When major emergencies occurred during the year, the initial USAR response was provided by on-duty rescue crews staffing heavy rescue units in Sydney, Newcastle, Gosford and Wollongong with additional specialist personnel deployed as required. USAR is also a key component of NSW's ability to deal with the consequences of a terrorist attack.

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. FRNSW currently has 257 Category 2 operators. Category 3 personnel are trained to lead a USAR Task Force. A Category 3 USAR course was conducted in late 2011 in conjunction with Queensland Fire and Rescue Service, and six senior FRNSW officers are now qualified to Category 3 level.

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 international emergency services that are increasing their own USAR capabilities. During the year FRNSW hosted a national USAR Instructors Workshop and trained personnel from other agencies in USAR Categories 1 and 2.

Following the Christchurch earthquake on 22 February 2011, two FRNSW-led USAR Task Forces were deployed as part of the Australian Government's response to rescue and recovery operations. The two teams, each comprising

more than 70 disaster assistance specialists, performed more than 400 assignments, including searches and rescues, during the deployments. In February 2012 on the first anniversary of this disaster, personnel from FRNSW and other NSW and Queensland emergency services travelled to New Zealand to commemorate the tragic event.

Following the Japanese earthquake and tsunami on 11 March 2011, FRNSW again led an Australian USAR Task Force deployed to the north east coast of Japan. FRNSW personnel returned a year later to join with Japanese authorities and local communities in commemorating the disaster and highlighting recovery efforts since.

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 2011/12 FRNSW responded to 15 503 hazardous material (hazmat) incidents and other hazardous conditions. These included downed powerlines, electrical short circuits, gas leaks, and fuel and chemical spills.

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 FRNSW fire officers have received hazmat/breathing apparatus training and all its fire engines are equipped with Level 1 hazmat capability, including chemical 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 a 100 km radius. FRNSW has 21 Level 2 stations equipped with detection, decontamination and neutralising equipment. Thirteen of these have a waterways response capability.

During 2011/12, FRNSW responded to 1052 medical emergencies.

Left: Fire officers in protective suits being decontaminated after a hazmat incident Right: Fire officers practise administering first aid using a defibrillator

Level 3 (primary): As hazmat incidents can impact heavily on densely populated areas, FRNSW has six fire stations with advanced hazmat capabilities based in the major metropolitan areas of Sydney, the Central Coast, Newcastle and the Illawarra. These stations deploy comprehensive support, specialised equipment and advanced technical skills to large scale hazmat incidents.

Level 4 (specialist): Training and familiarity with the latest technologies allows hazmat specialists to provide specialised advice and assistance to incident management team at major or complex hazmat emergencies. They are also available to respond to incidents in remote and regional locations providing advanced hazmat skills and high end detection capability across the State.

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 units 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 at more than 100 clandestine drug laboratory operations. FRNSW's role at these operations involves managing safety aspects such as exposure to chemicals and the risk of fire and explosions.

MEDICAL ASSISTANCE

Increasingly FRNSW is being called upon to assist the Ambulance Service of NSW at medical emergencies. During 2011/12, FRNSW responded to 1052 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.

In addition, the Ambulance Service of NSW and FRNSW have joined forces to establish a Community First Responder program in six towns (Alstonville, Branxton, Bundanoon, Bundeena, Tocumwal and Uralla) where there is no ambulance station. In these towns, fire officers have received additional training so they can provide medical first response until Ambulance paramedics arrive, thus helping to save lives and minimise injuries.

Left: Using an aerial appliance to attack a building fire   Right: Safety briefing to fire officers on Army Black Hawk helicopters

STRUCTURAL FIREFIGHTING

FRNSW manages fire emergencies in major cities, metropolitan areas and towns across regional and rural NSW, protecting 90% of the State's population. As one of the world's leading urban fire services, FRNSW uses state-of-the-art vehicles, equipment, communications and technology and best practice firefighting techniques to protect life and property from fire.

In 2011/12 FRNSW responded to 25 376 fires and explosions throughout the State. Incidents responded to included fires in buildings, structures, vehicles and rubbish through to bush and grass fires. Fire incidents that FRNSW responded to included 6652 building and structure fires ranging from residential premises such as houses and apartment blocks through to commercial premises such as factories and shopping centres, major institutions such as schools and hospitals, and other vital community infrastructure.

BUSHFIRE SUPPRESSION

During the year Australia experienced the continued La Niña 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 NSWRFS and FRNSW were fighting bushfires in other areas. These included bushfires in the Blue Mountains in September and October 2011, followed in January by large grass fires in Ingleburn, Doyalson and Hexham, and in Western NSW including Tibooburra and Wanaaring, burning thousands of hectares.

In 2011/12 FRNSW responded to 6335 bush and grass fires, the lowest number for five years. However the high rainfall has again left a legacy of high fuel loads, thus increasing bushfire risks for following years. The NSWRFS and FRNSW anticipate that the threat of grass fires west of the Great Dividing Range will again be a major concern as summer approaches due to heavy grassland fuel loads.

TERRORISM CONSEQUENCE MANAGEMENT

During 2011/12 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.

From June to October 2011, FRNSW participated in Black Angus, a multi-agency counter-terrorism field exercise. From April to June 2012, FRNSW participated in Flare III, a multi-agency field exercise simulating a radiological incident. In June 2012, FRNSW participated in a multi-agency desktop training exercise in Orange aimed at improving management of terrorist incidents.

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 would play a primary role in any counter-terrorism response. During the year Fire Air 1 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.

Joint fire/police helicopter in action

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:

- Updated MoU with the Environment Protection Authority on hazmat response procedures

- Updated MoU with RailCorp on FRNSW assistance in evacuating passengers in non-emergency situations

- Updated MoU with Sydney, Newcastle and Port Kembla Port Corporations and the Maritime Authority of NSW on hazmat support on State and inland waters

- An MoU with NSW WorkCover on notifications and information sharing

- Updated Mutual Aid Agreements (MAAs) with the NSWRFS. 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 MoU with the Australian Nuclear Science and Technology Organisation on effective emergency planning and response through joint activities and shared resources

- An updated MoU with the Department of Defence on firefighting at Defence Establishment Orchard Hills

- An updated MoU with Sydney Water on use of recycled water for firefighting.

SPECIAL EVENTS

FRNSW staff worked closely throughout the year with the NSW Government, 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 Sydney Harbour Bridge temporary closure, Sydney Festival, Chinese New Year celebrations, Sea of Blue March, Mardi Gras, NSW Seniors Week, Australia Day, Sydney Resolution Concert, Soundwave, Australian Open Golf Championship and the Big Day Out Concert.

NOWRA AND BATHURST GO 24/7

In the 2011/12 budget the NSW Government allocated funds to enable the existing Nowra and Bathurst fire stations to move to 24/7 operation. The funding allowed more permanent fire officers to be employed at each station, offering additional protection to residents and businesses and improving response times to fires and other emergencies.

Bathurst station commenced operating around the clock in December 2011 followed by Nowra in June 2012. Both stations are located in areas of significant population growth, along with growth in commercial and industrial development. The Shoalhaven area also supports a large tourism industry and other major facilities including the HMAS Albatross Naval Air Station and defence-related industries.

The increased staffing has enabled FRNSW to meet the growing demand for emergency services in these areas. In 2011/12 Bathurst fire officers responded to 714 emergencies and conducted 448 community safety activities, while Nowra fire officers responded to 1408 emergencies and conducted 270 community safety activities. Bathurst fire station also received a new fire engine to complement the increased staffing.

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 and 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, NSWRFS, 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.

FRNSW's Commissioner is also the Australian Director of the International Association of Asian Fire Chiefs.

PARTNERSHIPS IN RESCUE

FRNSW's 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.

FRNSW participates in a multi-agency Vertical Rescue Training Working Group that aims to achieve interoperability of equipment and rescue techniques between all stakeholders.

PARTNERSHIPS IN URBAN SEARCH AND RESCUE

FRNSW is the combat agency for building collapse 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 the 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 USAR Training Working Group.

PARTNERSHIPS IN MANAGING HAZARDOUS MATERIALS INCIDENTS

Staff from FRNSW and the Environment Protection Authority work closely together 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.

Far Left: Emergency services on scene of a road accident at Murrumbateman

Centre: Fire and ambulance officers work to free truck driver trapped by fallen tree on Mt Ousley Road, Wollongong

Right: Fire crews assist SES in flood recovery operations near Wagga

PARTNERSHIPS IN COUNTER TERRORISM

FRNSW works closely with the NSW Police Force, Ambulance Service of NSW, NSWRFS, Australian Defence Force and other stakeholders on managing terrorism consequences. FRNSW's 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 NSW Bushfire Coordinating Committee, which provides a forum for consultation and cooperation between State firefighting agencies and environment and land management agencies. The Committee advises the NSWRFS 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 Australian and New Zealand fire and land management agencies and research partners in the Bushfire Cooperative Research Centre.

ASSISTING THE COMMUNITY AND BUSINESS TO RECOVER FROM EMERGENCIES AND DISASTERS

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 supports the SES and other organisations in responses during and after these types of incidents, making fire crews, vehicles and equipment available to assist community and business recovery. FRNSW responded to 6990 calls for assistance in 2011/12.

In early July 2011, strong damaging winds kept fire crews very busy throughout NSW, particularly in the Blue Mountains, Illawarra and Southern Highlands. Winds intensified to gale force, reaching up to 115 km/h in the Blue Mountains, knocking over trees, cutting power to more than 30 000 homes, closing the Great Western Highway and in one incident stranding rail commuters after a tree fell on two trains. All Blue Mountains fire crews as far west as Lithgow were deployed, and Strike Teams were also deployed from Sydney to assist. Fire crews responded to a range of incidents including trees and wires down, roofs blown off and gas leaks.

Earlier this year, more than 75% of the State was affected by flooding following extensive rain, with March 2012 the wettest on record since 1956. Nearly 7400 requests for assistance were received; 41 evacuation orders were issued; and 65 areas were declared natural disaster zones. As floodwaters rose, FRNSW and other emergency services played a vital role assisting SES. Fire officers responded to hundreds of calls, assisting residents, businesses and local communities by filling sandbags, carrying out salvage operations, helping with evacuations, and clearing debris and blocked drains. In February and March, SES, FRNSW and other emergency services spent an estimated 70 000 hours helping flood-affected communities in NSW.

In 2011/12 FRNSW presented $70 000 to the Westmead Hospital Burns Unit.

Commissioner Greg Mullins presents donated toys to the Salvation Army for distribution to needy families

On 8 March 2012, severe storms hit Sydney and 250 fire officers from more than 50 stations responded to calls including 18 motor vehicle accidents, 17 downed powerlines and 54 flooding incidents. The heavy rain caused flooding of buildings, homes, shops and roadways right across the city, with FRNSW working closely with the SES to respond to the incidents.

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 2011/12 fire crews distributed 1050 'After the fire' brochures and 1780 '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 2011/12 FRNSW presented $70 000 to the Westmead Hospital Burns Unit which was generously donated by its staff via payroll deductions. Since 1996 FRNSW staff have donated more than $1.83 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. In addition to giving personally, FRNSW staff also encourage the public to join them in supporting these causes.

The Newcastle Firefighters Ball was held in August 2011 and raised $20 500. This was combined with further $10 000 in donations from FRNSW employees, enabling $20 500 to be donated to the John Hunter Hospital Children's Burns Unit, $5000 to KIDS Foundation – support group for burns survivors, and $5000 to Kidsafe Hunter.

In March 2012, fire officers cycled from Sydney to Wagga Wagga, a distance of more than 400 kilometres, in only four days. This charity bike ride raised nearly $39 000 for Westmead Children's Hospital Burns Unit, as well as providing opportunities to spread fire safety messages in schools and country towns along the way.

In September 2011, FRNSW staff competed against teams from the NSW Police Force, Corrective Services NSW, the Department of Defence and sponsor Steggles to pull a 40-tonnne Hercules plane over 10 metres at Richmond RAAF base. The event raised $15 000 for the Special Olympics.
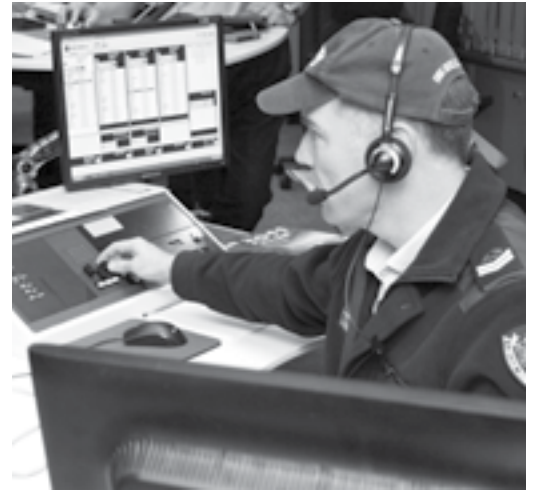
Left: Recording key information about daily fire station activities in online eOccurrence Book Right: Alexandria Communications Centre operator taking Triple Zero calls

 In November 2011, 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 2011, FRNSW staff again donated toys and non-perishables to the Salvation Army for distribution to families experiencing hardship, as they have for the past four years. Fire officers on the Central Coast also donated two video laryngoscopes at a cost of $38 950 to Gosford and Wyong Hospitals. The new equipment will assist doctors and nurses from the emergency rooms of the two hospitals in treating victims as well as providing a valuable training tool.

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.

NEW DISPATCH SYSTEM

A major achievement during the year was delivery of the new Emergency Services Computer Aided Dispatch (ESCAD) system, which included telephony and voice recording systems, operator consoles and IT hardware upgrade. ESCAD went live in mid June 2012. The platform is also being made available to the NSWRFS and the SES. In addition to providing next generation capabilities to communication centre operations, the project significantly improved the ergonomic and occupational health and safety environment for operators. It also included implementation of a shared data centre facility with SES.

In spite of the major operational and IT challenges in delivering this new system, FRNSW's emergency call-taking, dispatch, coordination and communication centres continued their excellent call-taking performance. FRNSW operators answered 96.66% 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 directly from Police, Ambulance or other emergency services.

Left: Accessing information online for use in frontline operations Right: Radio equipment provides a vital communication link for responding crews

Technology played a critical role in dispatching the appropriate level of FRNSW vehicles, personnel and equipment to incidents as quickly as possible.

A Strategic Review of FRNSW's four communication centres was conducted in 2011. The Review identified that Katoomba and Wollongong communication centres each managed only 4% and 8% of FRNSW's emergency calls and recommended their closure to improve management of workload and resources. This occurred on 20 June 2012. The Newcastle communication centre is currently undergoing expansion and upgrading to support its enhanced role.

IT INFRASTRUCTURE

FRNSW maintains flexible and efficient IT infrastructure to successfully host and deliver operational systems. During the year FRNSW completed the installation of higher standard computers and ADSL2+ services to fire stations, with data transmission speeds up to 40 times faster. Data storage, servers and highly secure network communications continued to be enhanced to host internal cloud applications for FRNSW and its emergency service partners, the NSWRFS, SES and Ministry for Police and Emergency Services.

VIDEO CONFERENCING

FRNSW finalised major communications infrastructure which provided video conferencing facilities across the State. Despite being a geographically dispersed organisation, managers can connect face-to-face with each other and participate in meetings held in specially equipped meeting rooms. The technology is aimed at reducing the need for travel and saving staff time and travel costs, while also improving communication among staff. Video gateways provide the ability to extend this service to external partners and other participating agencies.

ELECTRONIC MESSAGING REVIEW

A review found that while FRNSW's current email software GroupWise was cost efficient, it was poorly supported and lacked integration with various applications. Extensive discussions and trials were conducted with leading email providers Microsoft, Google and VMWare. FRNSW investigated delivery of email services in an external cloud system which would still meet legislative requirements for storing data outside Australia. In 2012/13 FRNSW will call for tenders to replace the corporate email system.

SERVER AND STORAGE INFRASTRUCTURE

FRNSW finalised the move from a Novell NetWare dependency to a Linux environment. The higher reliability, exceptional performance and improved reliability of Linux systems coupled with continued improvements in the organisation's storage and virtualisation strategy has contributed strongly to the reliability of the IT network. FRNSW's IT network is available to its internal clients and shared service partners more than 99.5% of the time.

Triple Zero operator dispatches crews to respond following an emergency call

CONNECTION OF IT DEVICES

Significant changes to the network were implemented to cater for a "bring your own device" enterprise strategy. Staff will soon be able to securely use FRNSW network facilities to connect to the Intranet and Internet using their own devices. This strategy is being further developed, providing more options for staff to select and share the cost of their own smart devices.

RADIO COMMUNICATION

The migration of the Government Radio Network radio terminals to the open P25 digital standard was completed. As a digital network, the new standard provides clearer reception and more reliable communication, while allowing many more radio handsets to use the network. Unlike the previous network, the digital network can be enhanced with features such as text messages, encryption of voice communications, and global positioning to identify the location of a radio handset user.

In cooperation with other agencies, FRNSW completed and began upgrades to shared radio sites at Haystack Mountain, Jerilderie, Mt Perisher and Bombala with an additional radio site at Mallee Cliffs to increase radio coverage and introduce digital radio linking to the far south coast of NSW. Evaluation and selection of new portable transceiver radios began in 2012 with rollout to commence in 2012/13.

SHARED EMERGENCY SERVICES IT SYSTEMS

The goal of a common IT system across NSW emergency services agencies progressed further in 2011/12. The program commenced late 2010 with implementation of SAP-based human resources and payroll services for the NSWRFS, SES and the Ministry for Police and Emergency Services onto computer systems developed by FRNSW. This laid the foundation for implementing the larger volunteer and learning system which went live during 2011/12. More than 95 000 volunteer human resources records and well over two million associated qualifications for the FRNSW, NSWRFS and SES were loaded into one SAP system, making it one of the largest management systems for

human resources records in government in Australia today. The project was completed on time and on budget. Many other workflow improvements associated with travel, expenses and leave were also implemented via an Employee Self Service portal.

The next phase in the Emergency Services SAP program is enterprise asset management including fleet and equipment. This project will use the SAP enterprise asset management solution to drive best practice in the management of key life-saving critical infrastructure. The project is due to commence late 2012 with completion planned by the end of 2013.

MODERNISATION OF STATION RECORDS

In late 2011 FRNSW conducted a successful pilot of an electronic Occurrence Book application which replaces the current paper-based books. Occurrence Books have been used for more than a century to record all incidents at stations, including emergency calls, visitors, deliveries, and any injuries or other incidents. The eOccurrence Book will be available in late 2012, consolidating a range of manual records of station activities.

IMPROVED INTERNAL COMMUNICATIONS

The FRNSW intranet is the most widely used internal communication channels, receiving over one and half million visits annually. During the year work commenced on redeveloping the intranet with a modern design, new information architecture, upgraded content management system, collaborative work tools, and improved navigation and search capabilities. The redeveloped intranet will contribute to improved internal communication, and will improve access to information and make many online business processes more efficient.

ELECTRONIC DOCUMENT AND RECORDS MANAGEMENT

FRNSW continued rolling out the TRIM document management system with completion planned in early 2013. The system improves the management of correspondence and will assist FRNSW in meeting its legislative requirements under the *Government Information (Public Access) Act 2009*.

MOBILE APPLICATION DEVELOPMENT

FRNSW has adopted the Apple iPad as its standard-issue tablet computer. A pilot application, Commanders Toolkit, is being developed to provide support to incident controllers in the field with a 3G mobile network connection. The application is based around Google Maps which enables access to vital information such as fire hydrant location, known hazards in nearby locations, other operational information and guidelines to improve firefighter safety and to minimise the impact of incidents on the community.

CASE MANAGEMENT SYSTEM

The Workplace Standards team deals with a number of complex and confidential matters relating to staff. To support their operation FRNSW introduced a dedicated case management system, Resolve. This system enables recording of confidential details of employee concerns, provides detailed reports to management and assists in escalating cases via workflow.

AUTOMATIC VEHICLE LOCATION

Having the ability to know the location of its fleet of fire engines is of key importance to FRNSW for safety and service delivery. FRNSW undertook a trial of automatic vehicle location (AVL) in early 2011 to assess the suitability of this technology and finalised a contract to roll it out across all fire engines over 2012/13. AVL will enable operators in FRNSW's Communication Centres to dispatch the closest fire engine to an incident to ensure the fastest response time to emergencies.

INFORMATION SECURITY AND DISASTER RECOVERY

FRNSW had its certification for information security management, ISO/IEC 27001, audited and renewed during the year. The certification is awarded to organisations who can consistently show their internal processes and controls provide a secure environment for hosting IT data systems. FRNSW also successfully planned and executed its yearly IT disaster recovery program and promoted information security awareness across all NSW emergency service agencies.

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INDEPENDENT AUDITOR'S REPORT

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 2012, 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 2012, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (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 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 Commissioner determines is necessary to enable the preparation of the financial statements that give a true and fair view and 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 of the financial statements that give a true and fair view 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 Department Head, as well as evaluating the overall presentation of the financial statements.

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INDEPENDENT AUDITOR'S REPORT & STATEMENT BY CFO

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

My opinion does not provide assurance:

- about the future viability of Fire and Rescue NSW
- 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 other information that 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 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 roles by the possibility of losing clients or income.

David Nolan
Director Financial Audit Services

28 September 2012
SYDNEY

STATEMENT BY CHIEF FINANCIAL OFFICER AND COMMISSIONER

Financial Statements for the Year Ended 30 June 2012

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 2012 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
28 September 2012

Greg Mullins AFSM
Commissioner
28 September 2012

Statement of Comprehensive Income

For the Year Ended 30 June 2012

	Notes	Actual 2012 $'000	Budget 2012 $'000	Actual 2011 $'000
EXPENSES EXCLUDING LOSSES				
Operating expenses				
Employee related	2(a)	528,505	509,476	502,351
Other operating expenses	2(b)	77,180	92,936	75,724
Depreciation and amortisation	2(c)	40,141	35,549	35,929
Total Expenses excluding losses		**645,826**	**637,961**	**614,004**
REVENUE				
Recurrent appropriation	3(a)	0	0	80,140
Capital appropriation	3(a)	0	0	8,056
Sale of goods and services	3(b)	14,438	10,085	14,682
Investment revenue	3(c)	8,388	6,486	7,577
Retained taxes, fees and fines	3(d)	17,246	16,000	12,177
Grants and contributions	3(e)	602,223	599,596	508,965
Other revenue	3(f)	13,978	4,685	12,164
Total Revenue		**656,273**	**636,852**	**643,761**
Gain/(loss) on disposal	4	530	0	680
Other gains/(losses)	5	640	0	202
NET RESULT		**11,617**	**(1,109)**	**30,639**
Other comprehensive income				
Net increases/(decreases) – Actuarial Gain/(Loss)	16	(24,592)	0	4,092
Net increase/(decrease) in property, plant and equipment asset revaluation surplus	13	16,385	0	11,986
Total other comprehensive income		**(8,207)**	**0**	**16,078**
TOTAL COMPREHENSIVE INCOME		**3,410**	**(1,109)**	**46,717**

The accompanying notes form part of these financial statements

Statement of Financial Position

As at 30 June 2012

	Notes	Actual 2012 $'000	Budget 2012 $'000	Actual 2011 $'000
ASSETS				
Current Assets				
Cash and cash equivalents	8	138,777	106,639	125,908
Receivables	9	15,480	13,064	15,318
Inventories	10	1,517	1,980	1,413
Other financial assets	11	64	42	83
Non-current assets held for sale	12	297	841	841
Total Current Assets		156,135	122,566	143,563
Non-Current Assets				
Property, Plant and Equipment	13			
– Land and buildings		324,558	293,719	296,592
– Plant and equipment		66,862	81,597	74,470
– Fire appliances		151,218	173,167	158,042
Total property, plant and equipment		542,638	548,483	529,104
Intangible assets	14	31,836	14,125	15,258
Total Non-Current Assets		574,474	562,608	544,362
Total Assets		**730,609**	**685,174**	**687,925**
LIABILITIES				
Current Liabilities				
Payables	15	29,560	22,967	31,341
Provisions	16	109,118	78,567	70,651
Total Current Liabilities		138,678	101,534	101,992
Non-Current Liabilities				
Provisions	16	44,049	40,277	41,461
Total Non-Current Liabilities		44,049	40,277	41,461
Total Liabilities		**182,727**	**141,811**	**143,453**
Net Assets		**547,882**	**543,363**	**544,472**
EQUITY				
Reserves		236,619	220,682	220,682
Accumulated funds		311,263	322,681	323,790
Total Equity		**547,882**	**543,363**	**544,472**

The accompanying notes form part of these financial statements

Statement of Changes in Equity

For the Year Ended 30 June 2012

	Accumulated Funds	Asset Revaluation Surplus	Total Equity
	$'000	$'000	$'000
Balance at 1 July 2011	**323,790**	**220,682**	**544,472**
Net result for the year	**11,617**	**0**	**11,617**
Other Comprehensive Income:			
Net increase/(decrease) in property, plant and equipment	0	16,385	16,385
Net increases/(decreases) – Actuarial Gain/(Loss)	(24,592)	0	(24,592)
Asset revaluation surplus balance transferred to accumulated funds on disposal of asset	448	(448)	0
Total Other Comprehensive Income	**(24,144)**	**15,937**	**(8,207)**
Total Comprehensive Income for the Year	**(12,527)**	**15,937**	**3,410**
Balance at 30 June 2012	**311,263**	**236,619**	**547,882**
Balance at 1 July 2010	**289,059**	**208,696**	**497,755**
Net result for the year	**30,639**	**0**	**30,639**
Other Comprehensive Income:			
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 surplus balance transferred to accumulated funds on disposal of asset	0	0	0
Total Other Comprehensive Income	**4,092**	**11,986**	**16,078**
Total Comprehensive Income for the Year	**34,731**	**11,986**	**46,717**
Balance at 30 June 2011	**323,790**	**220,682**	**544,472**

The accompanying notes form part of these financial statements

Statement of Cash Flows

For the Year Ended 30 June 2012

	Notes	Actual 2012 $'000	Budget 2012 $'000	Actual 2011 $'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(510,497)	(504,560)	(498,278)
Other		(95,454)	(98,940)	(75,679)
Total Payments		(605,951)	(603,500)	(573,957)
Receipts				
Recurrent appropriation		0	0	80,140
Capital appropriation		0	0	8,056
Sale of goods and services		14,786	10,666	14,699
Retained taxes, fees and fines		16,676	176,371	11,700
Interest Received		9,304	0	7,183
Grants and contributions		602,223	444,035	508,964
Other		26,810	7,606	24,272
Total Receipts		669,799	638,678	655,014
NET CASH FLOWS FROM OPERATING ACTIVITIES	19	**63,848**	**35,178**	**81,057**
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from the sale of Land and Buildings, Plant and Equipment and Fire Appliances		3,889	0	2,165
Purchases of Land and Buildings, Plant and Equipment and Fire Appliances		(54,868)	(54,447)	(60,669)
NET CASH FLOWS FROM INVESTING ACTIVITIES		**(50,979)**	**(54,447)**	**(58,504)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from borrowings and advances		0	358	0
Repayment of borrowings and advances		0	(358)	0
NET CASH FLOWS FROM FINANCING ACTIVITIES		**0**	**0**	**0**
NET INCREASE/(DECREASE) IN CASH		12,869	(19,269)	22,553
Opening cash and cash equivalents		125,908	125,908	103,355
CLOSING CASH AND CASH EQUIVALENTS	8	**138,777**	**106,639**	**125,908**

The accompanying notes form part of these financial statements

Supplementary Financial Statements

Service Group Statements
For the Year Ended 30 June 2012

EXPENSES & INCOME	Service Group 1* 2012 $'000	Service Group 1* 2011 $'000	Service Group 2* 2012 $'000	Service Group 2* 2011 $'000	Service Group 3* 2012 $'000	Service Group 3* 2011 $'000	Not Attributable 2012 $'000	Not Attributable 2011 $'000	Total 2012 $'000	Total 2011 $'000
Expenses excluding losses										
Operating Expenses										
– Employee related	28,011	25,091	186,034	167,167	314,460	280,550	0	29,543	528,505	502,351
– Other operating expenses	4,091	4,671	27,167	32,072	45,922	25,564	0	13,417	77,180	75,724
Depreciation and amortisation	2,127	1,587	14,130	12,765	23,884	19,166	0	2,411	40,141	35,929
Total Expenses excluding losses	34,229	31,349	227,331	212,004	384,266	325,280	0	45,371	645,826	614,004
Revenue **										
Recurrent appropriations **	0	0	0	0	0	0	0	80,140	0	80,140
Capital appropriations **	0	0	0	0	0	0	0	8,056	0	8,056
Sale of goods and services	765	8,755	5,082	185	8,591	363	0	5,379	14,438	14,682
Investment revenue	444	0	2,953	0	4,991	0	0	7,577	8,388	7,577
Retained taxes, fees and fines	914	901	6,071	3,668	10,261	7,709	0	(101)	17,246	12,177
Other revenue	741	462	4,920	4,356	8,317	4,828	0	2,518	13,978	12,164
Grants and contributions	31,918	362	211,982	169	358,323	132	0	508,302	602,223	508,965
Total Revenue	34,782	10,480	231,008	8,378	390,483	13,032	0	611,871	656,273	643,761
Gain/(Loss) on disposal	28	(3)	187	733	315	(50)	0	0	530	680
Other gains/(losses)	33	(16)	226	214	381	84	0	(80)	640	202
NET RESULT	(614)	20,888	(4,090)	202,679	(6,913)	312,214	0	(566,420)	(11,617)	(30,639)
Other Comprehensive Income										
Actuarial Gain/(Loss)	(1,303)	0	(8,657)	0	(14,632)	0	0	4,092	(24,592)	4,092
Increase/(decrease) in asset revaluation surplus	868	0	5,768	0	9,749	11,986	0	0	16,385	11,986
Total Other Comprehensive Income	(435)	0	(2,889)	0	(4,883)	11,986	0	4,092	(8,207)	16,078
TOTAL COMPREHENSIVE INCOME	(179)	20,888	(1,201)	202,679	(2,030)	300,228	0	(570,512)	(3,410)	(46,717)

*   The names and purposes of each Service Group are summarised in Note 7

**   Appropriations are made on an entity basis and not to individual service groups. Consequently appropriations must be included in the "Not Attributable" column.

Supplementary Financial Statements

Service Group Statements
For the Year Ended 30 June 2012

	Service Group 1*		Service Group 2*		Service Group 3*		Not Attributable		Total	
	2012	**2011**	**2012**	**2011**	**2012**	**2011**	**2012**	**2011**	**2012**	**2011**
ASSETS & LIABILITIES	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Current Assets										
Cash and cash equivalents	7,355	0	48,850	0	82,572	0	0	125,908	138,777	125,908
Receivables	1,193	1,492	4,151	1,892	10,136	4,041	0	7,893	15,480	15,318
Inventories	0	0	1,517	1,413	0	0	0	0	1,517	1,413
Other financial assets	3	16	23	33	38	19	0	15	64	83
Non-current assets held for sale	16	159	104	335	177	192	0	155	297	841
Total Current Assets	8,567	1,667	54,645	3,673	92,923	4,252	0	133,971	156,135	143,563
Non-Current Assets										
Property, Plant and Equipment										
– Land and buildings	17,202	55,942	114,244	118,135	193,112	67,760	0	54,755	324,558	296,592
– Plant and equipment	3,544	12,962	23,535	27,372	39,783	21,449	0	12,687	66,862	74,470
– Fire appliances	0	0	0	0	151,218	158,042	0	0	151,218	158,042
Intangible Assets	1,687	2,878	11,207	6,077	18,942	3,486	0	2,817	31,836	15,258
Total Non-Current Assets	22,433	71,782	148,986	151,584	403,055	250,737	0	70,259	574,474	544,362
Total Assets	31,000	73,449	203,631	155,257	495,978	254,989	0	204,230	730,609	687,925
Current Liabilities										
Payables	1,567	5,806	10,405	12,260	17,588	7,032	0	6,243	29,560	31,341
Provisions	5,783	13,325	38,410	28,141	64,925	16,141	0	13,044	109,118	70,651
Total Current Liabilities	7,350	19,131	48,815	40,401	82,513	23,173	0	19,287	138,678	101,992
Non-Current Liabilities										
Provisions	2,335	7,821	15,505	16,514	26,209	9,472	0	7,654	44,049	41,461
Total Non-Current Liabilities	2,335	7,821	15,505	16,514	26,209	9,472	0	7,654	44,049	41,461
Total Liabilities	9,685	26,952	64,320	56,915	108,722	32,645	0	26,941	182,727	143,453
Net Assets	21,315	46,497	139,311	98,342	387,256	222,344	0	177,289	547,882	544,472

*　The names and purposes of each Service Group are summarised in Note 7.

Summary of Compliance with Financial Directives

For the Year Ended 30 June 2012

	2012				2011			
	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
ORIGINAL BUDGET APPROPRIATION/ EXPENDITURE								
- Appropriation Act	0	0	0	0	74,928	74,928	8,056	8,056
	0	0	0	0	74,928	74,928	8,056	8,056
OTHER APPROPRIATIONS/ EXPENDITURE								
– Transfer from Crown Finance Entity (s.45 Appropriation Act)	0	0	0	0	5,022	5,022	0	0
– Treasurer's Advance	0	0	0	0	190	190	0	0
	0	0	0	0	5,212	5,212	0	0
Total Appropriations/ Expenditure/Net Claim on Consolidated Fund	0	0	0	0	80,140	80,140	8,056	8,056
Amount drawn down against Appropriation		0		0		80,140		8,056
Liability to Consolidated Fund		0		0		0		0

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

Notes to the financial statements

1. Summary of Significant Accounting Policies

(a) Reporting Entity

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

These financial statements for the year ended 30 June 2012 have been authorised for issue by the Commissioner of FRNSW on 28 September 2012.

(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 NSW General Government Sector Entities or issued by the Treasurer.

Property, plant and equipment and assets (or disposal groups) held for sale are measured at 'fair value through profit or loss' and available 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 appropriation and contributions

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

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 appropriation) 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.

Effective 1 July 2009, the FRNSW funding mechanism changed. The Appropriation (Supply and Budget Variations) Bill 2011 passed on 21 June 2011, identifies the Department of Attorney General and Justice (DAGJ) as a principal agency under which

funding appropriations are to be managed for all agencies in the Justice cluster. Appropriations and contributions are received from local government councils (11.7%), insurance companies (73.7%), and NSW Treasury (14.6%). All contributions are now reported as grants and contributions revenue for the purposes of income recognition.

FRNSW receives annual funding payments from DAGJ (as principal agency for the Justice cluster) which are paid pursuant to the Appropriation (Supply and Budget) Bill 2011.

(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.

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 Land and Property Information (LPI). Full asset revaluations were obtained for a sample of 42 properties within the Land and Buildings class. A material variation in the fair value of these properties as at 31 March 2012 was determined. As required by *TC 12/03 – Mandatory Early Close Procedures Commencing in 2012*, valuation index factors for each local government area as at 30 June 2012 were obtained from LPI and applied to the Land and Buildings class of properties. In addition to the application of index factors, full valuations were also applied to the 42 sample properties selected for valuation initially. Management approved a 5.32% net increase in the fair value of Land and Building assets as at 30 June 2012.

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

FRNSW performed a full valuation of the Fire Appliances class of assets as at 30 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. During 2011/12 it was determined that there was no material movement in the value of Fire Appliances class of assets.

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 credited directly to the revaluation surplus, 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 net result, the increment is recognised immediately as revenue in the net result.

Revaluation decrements are recognised immediately as expenses in the net result, except that, to the extent that a credit balance exists in the asset revaluation surplus in respect of the same class of assets, they are debited directly to the revaluation surplus.

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 surplus 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.

(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 Statement of Comprehensive Income in the years in which they are incurred.

FRNSW did not have any finance leases during the financial year ended 30 June 2012 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 the 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 net result 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.

(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 10).

(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 is 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 present value in accordance with AASB 119 Employee Benefits. Market yield on government bonds closest to the term of the expected liabilities are used to discount long-term annual leave. The average rate used over the term of the liability was 2.72%.

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.

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 16) 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 3.40% (5.20% in 2011) per annum. This discount rate is appropriate for AASB 119 purposes.

- The salary increase rate is 2.50% (2.50% in 2011).

- The expected return on assets (net of tax) is 3.40% (5.20% in 2011).

- The inflation rate for pensions is 2.50% (2.50% in 2011).

- Mortality rates from the 2009 valuation of SSS invalidity pensions (2006 valuation in 2011).

- An allowance of 15% (15.00% in 2011) 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 3.40% (4.50% in 2011), 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)   Revaluation Surplus

The revaluation surplus 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 original budgeted financial statements presented to Parliament in respect of the reporting period, as adjusted for section 24 of the PFAA where there has been a transfer of functions between departments. Other amendments made to the budget are not reflected in the budgeted amounts.

(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 Statement of Comprehensive Income or on the Statement of Financial Position.

Notes to the Financial Statements

2. EXPENSES EXCLUDING LOSSES

	2012	2011
(a) Employee Related Expenses	**$'000**	**$'000**
Salaries and Wages (including Recreation Leave)		
– Brigades	280,000	275,036
– Retained Firefighters	43,182	41,302
– Administrative & Technical Staff	45,727	39,339
Superannuation – defined benefit plans	20,395	19,510
Superannuation – defined contribution plans	21,533	20,522
Long Service Leave	16,766	16,357
Workers Compensation Insurance	30,623	29,547
Payroll Tax and Fringe Benefits Tax	26,888	25,501
Overtime	25,013	23,992
Redundancy Payments	1,500	968
Meal Allowance	744	723
Death and Disability Benefits – Retrospective	122	112
Death and Disability Scheme	9,795	9,231
Long Service Leave Liability On-Costs not assumed by the Crown Entity*	6,217	211
	528,505	502,351

* Refer to Note 18 for futher information.

Notes to the Financial Statements

2. EXPENSES EXCLUDING LOSSES (CONT'D)

	2012	2011
(b) Other Operating Expenses include the following:	**$'000**	**$'000**
Auditor's Remuneration –		
Audit of the Financial Statements	205	208
Operating Leases Rental Expenses – minimum lease payments (see Note 3(f) sub-leases to employees)	5,464	5,030
Maintenance *	16,231	16,548
Insurance	2,308	2,341
Rates, Utilities and Cleaning	6,463	6,183
Fire Appliances and Vehicles Running Costs	4,601	4,679
Stores and Minor Equipment	5,590	6,605
Uniforms	5,246	4,673
Communications	11,420	7,405
Travel and Subsistence	4,007	4,368
Computer Services	353	469
Printing and Stationery	1,070	1,171
Fees for Services	10,697	10,325
General Expenses	3,525	5,719
	77,180	75,724
Reconciliation: Total Maintenance		
Maintenance expense, contracted labour and other (non employee related), as above.	16,231	16,548
Maintenance related employee expenses included in Note 2(a)	1,941	2,605
Total maintenance expenses included in Note 2(a) + 2(b)	18,172	19,153

	2012	2011
(c) Depreciation and amortisation expense	**$'000**	**$'000**
Depreciation		
Buildings (Land & Buildings)	8,263	7,787
Fire Appliances (Fire Appliances)	16,499	14,264
Motor Vehicles (General Plant & Equipment)	1,533	1,584
Computer Equipment (General Plant & Equipment)	2,282	1,519
Plant and Equipment (General Plant & Equipment)	7,868	8,250
Leasehold Improvements (Land & Buildings)	1,009	690
	37,454	34,094
Amortisation		
Software	2,623	1,801
Other Intangibles	64	34
	2,687	1,835
Total Depreciation and Amortisation	40,141	35,929

Notes to the Financial Statements

3. REVENUE

(a) APPROPRIATIONS	2012	2011
	$'000	$'000
RECURRENT APPROPRIATIONS		
Total recurrent draw-downs from Treasury (Per Summary of Compliance)	0	80,140
	0	80,140
Comprising:		
Recurrent appropriations (Per Statement of Comprehensive Income)*	0	80,140
	0	80,140
CAPITAL APPROPRIATIONS		
Total capital draw-downs from Treasury (Per Summary of Compliance)	0	8,056
	0	8,056
Comprising:		
Capital appropriations (Per Statement of Comprehensive Income)*	0	8,056
	0	8,056

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

(b) Sales of Goods and Services	2012	2011
	$'000	$'000
Monitoring of Automatic Fire Alarms	7,147	6,760
Fire Service Charges – Commonwealth Government	5,093	5,379
Public Lectures	1,965	1,979
Charges for Removing Hazardous Materials	233	564
	14,438	14,682

(c) Investment Revenue	2012	2011
	$'000	$'000
Interest revenue from financial assets not at fair value through profit or loss (1)	7,270	6,699
TCorp Hour-Glass Cash Investment Facility designated at fair value through profit or loss	1,118	878
	8,388	7,577

(1) Interest revenue from Cash at Bank – Note 8

Notes to the Financial Statements

3. REVENUE (CONT'D)

(d) Retained Taxes, Fees and Fines	2012 $'000	2011 $'000
Fines:		
Charges for False Alarms	16,541	11,579
Fees:		
Statutory Fire Safety Charges	705	598
	17,246	12,177

(e) Grants and Contributions	2012 $'000	2011 $'000
Insurance Companies 11/12 Contributions*	443,591	438,663
Local Government 11/12 Contributions*	69,861	69,639
Other Grants and Contributions Received	1,192	663
Department of Attorney General and Justice Grants:		
Recurrent Appropriation Grant	81,406	0
Capital Appropriation Grant	6,173	0
	602,223	508,965

* Refer to Note 1(g)(i) Parliamentary appropriation and contributions

(f) Other Revenue	2012 $'000	2011 $'000
ATO Diesel Fuel Rebate	181	249
Workers Compensation Receipts	5,379	3,716
Commissions Received	11	13
Claims for Natural Disasters	82	3,810
Proceeds from Insurance Claims	939	302
Service Costs from other Government Departments	3,168	1,825
Salary Recoups from other Government Departments	773	591
Salary Packaged Recoup	561	0
ATO Refund – FBT	448	0
Natural Disaster Mitigation Program	409	0
TMF Hindsight Adjustment	519	0
Property Rentals:		
Leases	349	379
Sub-leases to Employees	331	346
Sundry Items	828	933
	13,978	12,164

Notes to the Financial Statements

4. GAIN/(LOSS) ON DISPOSAL

	2012	2011
	$'000	$'000
Gain/(Loss) on Disposal of Fire Appliances:		
Proceeds from Disposal	681	512
Written Down Value of Assets Disposed	(343)	(143)
Net Gain/(Loss) on Disposal of Fire Appliances	338	369
Gain/(Loss) on Disposal of Plant and Equipment:		
Proceeds from Disposal	1,383	966
Written Down Value of Assets Disposed	(1,191)	(655)
Net Gain/(Loss) on Disposal of Plant and Equipment	192	311
Gain/(Loss) on Disposal of Non-Current Assets	530	680

5. OTHER GAINS / (LOSSES)

	2012	2011
	$'000	$'000
Other Gains/(Losses) on Disposal of Assets Held for Sale:		
Proceeds from Disposal	1,825	682
Written Down Value of Assets Disposed	(891)	(574)
Impairment of receivables	(294)	94
Total Other Gains/(Losses)	640	202

6. ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE BENEFITS AND OTHER LIABILITIES

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.

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).

Refer to note 1 (i) (ii) (b) for details.

Notes to the Financial Statements

7. 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.

8. CURRENT ASSETS – CASH AND CASH EQUIVALENTS

	2012	2011
	$'000	$'000
Cash on Hand	311	302
Cash at Bank*	138,466	125,606
	138,777	125,908

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)	138,777	125,908
Closing cash and cash equivalents (per Statement of Cash Flows)	138,777	125,908

*   Refer to Note 20 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

Notes to the Financial Statements

9. CURRENT ASSETS – RECEIVABLES

	2012	2011
	$'000	$'000
Monitoring of Automatic Fire Alarms	837	940
False Alarms	2,282	2,016
Public Lectures	383	325
Sundry		
– Other Sundry Receivables	3,504	3,848
Statutory Fire Safety Charges	184	272
Interest Accrued	3,552	3,788
Goods and Services Tax (GST)	3,598	2,800
	14,340	13,989
Less: Allowance for impairment*	(504)	(181)
Prepayments	1,644	1,510
	15,480	15,318

	2012					2011				
	$'000					$'000				
	Monitoring of AFA's	False Alarms	Public Lectures	Sundry	Total	Monitoring of AFA's	False Alarms	Public Lectures	Sundry	Total
Movement in the allowance for impairment										
Balance at 1 July	0	0	(28)	(153)	(181)	0	0	(24)	(368)	(392)
Amounts written off during the year	0	0	0	0	0	0	0	0	1	1
Amounts recovered during the year	0	0	39	33	72	0	0	0	393	393
(Increase)/decrease in allowance recognised in profit or loss	0	0	(46)	(349)	(395)	0	0	(4)	(179)	(183)
Balance at 30 June	0	0	(35)	(469)	(504)	0	0	(28)	(153)	(181)

*   Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 20.

Notes to the Financial Statements

10. CURRENT ASSETS – INVENTORIES

	2012	2011
	$'000	$'000
Held for distribution	1,517	1,413

The mechanical workshop inventories, which are finished goods, have been included in the Statement of Financial Position at cost value of $1.517m ($1.413m in 2010/11). 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.

11. CURRENT ASSETS – OTHER FINANCIAL ASSETS

	2012	2011
	$'000	$'000
Other:		
Travel Advances	64	83

* Refer to Note 20 for further information regarding credit risk, liquidity risk and market risk arising from financial instruments.

12. CURRENT ASSETS – NON-CURRENT ASSETS HELD FOR SALE

	2012	2011
	$'000	$'000
Assets held for sale		
Land and buildings	297	841

Notes to the Financial Statements

13. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT

	Land, Buildings and Leasehold Improvements	General Plant and Equipment	Fire Appliances	Totals
At 1 July 2011 – fair value	**$'000**	**$'000**	**$'000**	**$'000**
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
At 30 June 2012 – fair value				
Gross carrying amount	330,661	140,963	295,433	767,057
Accumulated depreciation and impairment	(6,103)	(74,101)	(144,215)	(224,419)
Net Carrying Amount	324,558	66,862	151,218	542,638

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 2012	**$'000**	**$'000**	**$'000**	**$'000**
Net Carrying Amount at Start of Year	296,592	74,470	158,042	529,104
Reclassifications/Adjustments	2,796	(8,781)	2,310	(3,675)
Additions	17,106	16,803	22,494	56,403
Work in Progress Assets (11/12 AUC*)	7,212	7,023	7,248	21,483
Work in Progress Assets (10/11 Capitalised)	(5,919)	(9,772)	(21,988)	(37,679)
Transfers	(342)	(6)	(46)	(394)
Disposals	0	(2,865)	(15,791)	(18,656)
Depreciation Expense	(9,272)	(11,683)	(16,500)	(37,455)
Net Revaluation Increment less Revaluation Decrements	16,385	0	0	16,385
Depreciation Written Back on Disposals	0	1,673	15,449	17,122
Net Carrying Amount at End of Year	**324,558**	**66,862**	**151,218**	**542,638**

* AUC = Assets Under Construction

Notes to the Financial Statements

13. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	Land, Buildings and Leasehold Improvements	General Plant and Equipment	Fire Appliances	Totals
At 1 July 2010 – fair value	$'000	$'000	$'000	$'000
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
At 30 June 2011 – fair value				
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

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 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
Net Carrying Amount at End of Year	**296,592**	**74,470**	**158,042**	**529,104**

* AUC = Assets Under Construction

Notes to the Financial Statements

14. NON-CURRENT ASSETS – INTANGIBLE ASSETS

	Other	Software	Total
At 1 July 2011	$'000	$'000	$'000
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
At 30 June 2012			
Cost (gross carrying amount)	4,652	37,187	41,839
Accumulated amortisation and impairment	(153)	(9,850)	(10,003)
Net Carrying Amount	4,499	27,337	31,836

	Other	Software	Total
Year ended 30 June 2012	$'000	$'000	$'000
Net Carrying Amount at Start of Year	4,562	10,696	15,258
Reclassifications/Adjustments	0	3,496	3,496
Additions	0	18,179	18,179
Work in Progress Assets (11/12 AUC*)	0	2,505	2,505
Work in Progress Assets (10/11 Capitalised)	0	(4,916)	(4,916)
Amortisation Expense	(63)	(2,623)	(2,686)
Net Carrying Amount at End of Year	4,499	27,337	31,836

*   AUC = Assets Under Construction

Notes to the Financial Statements

14. NON-CURRENT ASSETS – INTANGIBLE ASSETS (CONT'D)

	Other	Software	Total
At 1 July 2010	$'000	$'000	$'000
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
At 30 June 2011			
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

	Other	Software	Total
Year ended 30 June 2011	$'000	$'000	$'000
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)
Disposals	0	(2,018)	(2,018)
Amortisation Expense	(34)	(1,801)	(1,835)
Amortisation Written Back on Disposals	0	2,018	2,018
Net Carrying Amount at End of Year	4,562	10,696	15,258

*   AUC = Assets Under Construction

15. CURRENT LIABILITIES – PAYABLES

	2012	2011
	$'000	$'000
Accrued Salaries, Wages and On-Costs	4,056	1,161
Creditors	25,504	30,180
	29,560	31,341

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payable, are disclosed in Note 20.

Notes to the Financial Statements

16. CURRENT/NON-CURRENT LIABILITIES PROVISIONS

	2012	2011
	$'000	$'000
Employee Benefits and Related On-Costs		
Recreation Leave	58,758	56,447
Long Service Leave On-Costs not assumed by the Crown	18,761	12,547
Death & Disability Benefits	73,751	41,461
Fringe Benefits Tax	684	449
	151,954	110,904
Other Provisions		
Restoration costs*	1,213	1,208
	1,213	1,208
Total Provisions	153,167	112,112
Aggregate Employee Benefits and Related On-Costs		
Provisions – Current	107,905	69,443
Provisions – Non-Current	44,049	41,461
Accrued Salaries, Wages and On-Costs (Note 15)	4,056	1,161
	156,010	111,615

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*
2012	$'000
Carrying amount at the beginning of the financial year	1,208
Additional provisions recognised	0
Amounts used	0
Unused amounts reversed	0
Unwinding / change in the discount rate	5
Carrying amount at end of financial year	1,213

* Restoration provision is an obligation under existing lease agreements for the make good of lease property assets requiring the dismantling, removal and/or restoration of property, plant and equipment.

The provision is valued at fair value. The expected cash outflows are:
not later than one year – $0.116m
later than one year – $1.097m

Notes to the Financial Statements

16. CURRENT/NON-CURRENT LIABILITIES PROVISIONS (CONT'D)

	2012	2011
	$'000	$'000
Death & Disability Benefits Position		
Defined Benefit Obligation	74,964	46,269
Net assets	(1,213)	(4,808)
Deficit/(Surplus)	73,751	41,461
Movement in Net Liability		
Net liability/(asset) in Statement of Financial Position at end of prior year	41,461	36,464
Expense recognised in Statement of Comprehensive Income	9,905	9,548
Employer contributions	(2,207)	(459)
Amount recognised in Other Comprehensive Income (OCI)	24,592	(4,092)
Net liability/(asset) in Statement of Financial Position at end of year	73,751	41,461
Components recognised in the Statement of Comprehensive Income		
Employer service cost	7,609	7,509
Interest cost	2,466	2,270
Expected return on assets	(170)	(231)
Expense recognised	9,905	9,548
Reconciliation of the net assets		
Fair value of assets at commencement of year	4,808	3,800
Participant contributions	4,815	4,736
Employer contributions	2,206	459
Benefit payments	(9,467)	(3,171)
Expected return on assets	169	231
Operating costs	(664)	(564)
Expected Assets at year end	1,867	5,491
Actuarial gain/(loss) on assets	(655)	(683)
Assets at year end	1,212	4,808
Reconciliation of the present value of the Defined Benefit Obligation (DBO)		
Total Defined Benefit Obligations at end of prior year	46,269	40,264
Contributions by fund participants	4,815	4,736
Employer Service cost	7,609	7,509
Benefit payments	(9,467)	(3,171)
Interest cost	2,466	2,270
Operating cost	(664)	(564)
Expected Defined Benefit Obligations at end of year	51,028	51,044
Actuarial (gain)/loss on liabilities	23,936	(4,775)
Total Defined Benefit Obligations at year end	74,964	46,269

Notes to the Financial Statements

16. CURRENT/NON-CURRENT LIABILITIES PROVISIONS (CONT'D)

	2012	2011
	$'000	$'000
Amount recognised in Other Comprehensive Income		
Actuarial gain/(loss) on assets	(655)	(683)
Actuarial gain/(loss) on liabilities	(23,936)	4,775
Actuarial gain/(loss) recognised in OCI	(24,592)	4,092
Reconciliation of Interest Cost		
Defined Benefit Obiligations at end of prior year (net discount rate)	46,269	40,264
Material movements in Defined Benefit Obligation	1,147	4,255
Average benefit obligations	47,416	44,519
Discount rate	5.20%	5.10%
Calculated Interest Cost	2,466	2,270
Reconciliation of Expected Return on Assets		
Fair value of assets at commencement of year	4,808	3,800
Participant contributions – weighted for timing	2,408	2,368
Employer contributions – weighted for timing	1,103	230
Benefit payments – weighted for timing	(4,734)	(1,586)
Operating costs	(332)	(282)
Average Expected Assets	3,253	4,530
Assumed Rate of Return	5.20%	5.10%
Calculate Expected return on assets	169	231

Notes to the Financial Statements

17. COMMITMENTS FOR EXPENDITURE

	2012	2011
	$'000	$'000
(a) Capital Commitments		
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	3,822	994
Plant and Equipment	1,069	2,733
Fire Appliances	282	599
Motor Vehicles	35	2,783
Communications	779	2,029
Total (including GST)	5,987	9,138
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	544	831

	2012	2011
	$'000	$'000
(b) Operating Lease Commitments		
Future non-cancellable operating lease rentals not provided for and payable:		
Not later than one year	5,173	5,317
Later than one year and not later than five years	7,645	7,254
Later than five years	181	179
Total (including GST)	12,999	12,750
GST included above	1,182	1,027

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 dependent 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.

Notes to the Financial Statements

17. COMMITMENTS FOR EXPENDITURE (CONT.)

	2012	2011
	$'000	$'000
(c) Operating Lease Commitments Receivable		
Future operating lease rentals not recognised and receivable:		
Not later than one year	113	209
Later than one year and not later than five years	96	501
Later than five years	0	0
Total (including GST)	209	710
GST on commercial leases included above which is expected to be paid to the Australian Taxation Office	19	65

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

18. BUDGET REVIEW

Net Result

The Net Result of $11.6m surplus compared favourably with the budget of ($1.1m) deficit. This is due to the increase in total revenue including gains/(losses) by $20.6m and the increase in total expenses excluding losses by $7.9m.

The increase in revenue is attributable to increased service costs from other government departments, workers compensation receipts, alarm monitoring fees, false alarm charges, interest income and increased contributions from insurance companies and local councils as a result of the approval for funding supplementations which included an adjustment in the emergency services contributions for the 2010/11 operating result.

Employee related expenses include prior years Workers Compensation Hindsight adjustments (totalling $9.1 million) and on-costs for long service leave not assumed by the Crown ($6.2million) arising from actuarial review.

Assets and Liabilities

Current Assets were $33.5m (27.4%) higher than budget. This was mainly due to an increase in cash of $32.1m as a result of increased operating revenue.

Non-current Assets were $11.9m (2.1%) higher than budget.

Current Liabilities were $37.1m (36.6%) higher than budget primarily due to an increase in creditors and the provision for death and disability benefits.

Non-current Liabilities were $3.8m (9.3%) higher than budget. This is mainly due to the increased provision for death and disability benefits.

Cash Flows from Operating Activities

Total payments for FRNSW operations were $2.5m (0.4%) higher than the budget.

Total receipts were $31.1m (4.9%) higher than the budget. The variance is attributable to increased operating revenue.

Cash Flows from Investing Activities

Net cash flows from investing activities were $3.5m lower than the budget.

Cash Flows from Financing Activities

No cash flows from Financing Activities were generated by FRNSW during 2011/12.

Notes to the Financial Statements

19. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT

	2012	2011
	$'000	$'000
Net cash used on operating activities	63,848	81,057
Depreciation and amortisation	(40,141)	(35,929)
Non-Cash Revenue	0	154
Allowance for impairment	(324)	211
Decrease/(increase) in Provisions	(41,055)	(8,419)
Increase/(decrease) in Receivables	391	4,058
Increase/(decrease) in Inventories	57	(120)
Increase/(decrease) in Prepayments and Other Assets	75	(142)
Decrease/(increase) in Creditors	2,710	(6,927)
Superannuation Actuarial (Gain)/Loss	24,592	(4,092)
Net gain/(loss) on Sale of Assets	1,464	788
Net gain/(loss) on Other	0	0
Net Result	11,617	30,639

20. 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. Compliance with policies is reviewed by the Audit Committee on a continuous basis.

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.

Notes to the Financial Statements

20. FINANCIAL INSTRUMENTS (CONT.)

(a) Financial instrument categories

Financial Assets	Note	Category	Carrying Amount	Carrying Amount
			2012	2011
Class:			$'000	$'000
Cash and cash equivalents	8	N/A	138,777	125,908
Receivables[1]	9	Loans and receivables (at amortised cost)	10,604	7,626

Liabilities			Amount	Amount
			2012	2011
Class:			$'000	$'000
Payables[2]	15	Financial liabilities measured at amortised cost	29,559	28,560

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).

(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 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 2011/12 the average interest earned was 4.24%. The TCorp Hour Glass cash facility is discussed in para (d) below.

Notes to the Financial Statements

20. FINANCIAL INSTRUMENTS (CONT.)

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 not past due and are less than 3 months past due (2012: $5.315m; 2011: $3.873m) are not considered impaired. Together these represent 91% (2011: 100%) of the total trade debtors.

The only financial assets that are past due or impaired are 'sales of goods and services' in the 'receivables' category of the statement of financial position.

	$'000		
	Total[1,2]	Past due but not impaired[1,2]	Considered impaired[1,2]
2012			
< 3 months overdue	5,315	5,315	0
3 months – 6 months overdue	117	0	117
> 6 months overdue	387	0	387
2011			
< 3 months overdue	3,873	3,873	0
3 months – 6 months overdue	0	0	0
> 6 months overdue	0	0	0

Notes

1. Each column in the table reports 'gross receivables'.

2. The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7 and excludes receivables that are not past due and not impaired. Therefore, the 'total' will not reconcile to the receivables total recognised in the Statement of Financial Position.

Notes to the Financial Statements

20. FINANCIAL INSTRUMENTS (CONT.)

(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 on any loans payable. No assets have been pledged as collateral. FRNSW's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Minister may automatically pay the supplier simple interest. The rate of interest applied during the year was 12.71% (2011 – 4.57%). Note: This interest rate is calculated as an average for the financial year as required by section 21 of Taxation Administration Act 1996. TC11/12 – Payment of Accounts became effective from 14 July 2011.

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

	$'000				
	Interest Rate Exposure		Maturity Dates		
	Nominal Amount[1]	Non-interest bearing	< 1 yr	1 – 5 yrs	> 5 yrs
2012					
Payables	29,560	29,560	29,560	0	0
	29,560	29,560	29,560	0	0
2011					
Payables	31,341	31,341	31,341	0	0
	31,341	31,341	31,341	0	0

Notes

1. 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.

Notes to the Financial Statements

20. FINANCIAL INSTRUMENTS (CONT.)

(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 2012. The analysis assumes that all other variables remain constant.

Interest rate risk

FRNSW exposure to interest rate risk is set out below.

		$'000			
	Carrying Amount	**– 1%**		**1%**	
		Profit	**Equity**	**Profit**	**Equity**
2012					
Financial assets					
Cash and cash equivalents	**138,777**	**(1,388)**	**(1,388)**	**1,388**	**1,388**
2011					
Financial assets					
Cash and cash equivalents	**125,908**	**(1,259)**	**(1,259)**	**1,259**	**1,259**

Other price risk – TCorp Hour-Glass 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 Hour-Glass investment trusts:

Facility	**Investment Sectors**	**Investment Horizon**	**2012**	**2011**
			$'000	**$'000**
Cash facility	Cash, money market instruments	Up to 1.5 years	43,553	17,241

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 Hour-Glass 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.

Notes to the Financial Statements

20. FINANCIAL INSTRUMENTS (CONT.)

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).

		Impact on profit / loss	
	Change in unit price	2012	2011
		$'000	$'000
Hour Glass Investment – Cash facility	+/− 1%	436	172

(e) Fair value compared to carrying amount

Financial instruments are generally recognised at cost, with the exception of the TCorp Hour-Glass facilities, which are measured at fair value. As discussed, the value of the Hour-Glass Investments is based on FRNSW's share of the value of the underlying assets of the facility, based on the market value. All of the Hour Glass 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	2012 Total
	$'000	$'000	$'000	$'000
Hour Glass Investment – Cash facility		43,553		43,553

	Level 1	Level 2	Level 3	2011 Total
	$'000	$'000	$'000	$'000
Hour Glass Investment – Cash facility		17,241		17,241

21. CONTINGENT ASSETS AND CONTINGENT LIABILITIES

Fire and Rescue NSW have no contingent assets and contingent liabilities to report as at 30th June 2012.

22. AFTER BALANCE DATE EVENTS

Fire and Rescue NSW have no after balance date events to report.

End of Audited Financial Statements

SECTION 6: APPENDICES

CONTENTS

FUNDING

APPENDIX 1: FIRE DISTRICT ESTIMATES

Fire District estimates are the current 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.

The NSW Government is reviewing the funding model for fire and emergency services, with the aim of spreading the costs beyond the traditional funding base of the insurance industry, local and state government. The review is not expected to affect the level of funds provided to FRNSW. Public consultation was open until October 2012.

Fire District	Estimate ($)	Fire District	Estimate ($)	Fire District	Estimate ($)
Aberdeen	179 250	Bundanoon	125 733	Forster	320 291
Albury	3 487 659	Bundeena	103 901	Gilgandra	198 246
Alstonville	154 989	Byron Bay	205 918	Glen Innes	546 542
Armidale	1 144 724	Camden	3 014 570	Gloucester	175 710
Ballina	277 356	Canowindra	171 283	Gosford	9 565 232
Balranald	113 124	Casino	512 453	Goulburn	854 735
Bangalow	147 117	Cessnock	2 353 120	Grafton	637 209
Barham	128 956	Cobar	191 227	Grenfell	194 462
Barraba	112 261	Coffs Harbour	3 232 589	Griffith	610 646
Batemans Bay	839 382	Condobolin	155 712	Gulgong	99 158
Bathurst	1 741 355	Coolah	87 638	Gundagai	208 827
Batlow	101 170	Coolamon	132 222	Gunnedah	209 109
Bega	188 008	Cooma	253 020	Guyra	103 404
Bellingen	127 623	Coonabarabran	186 354	Hay	191 471
Berrigan	122 233	Coonamble	142 899	Helensburgh	280 772
Berry	117 226	Cootamundra	226 282	Henty	99 289
Bingara	107 615	Coraki	131 489	Hillston	128 426
Blayney	152 007	Corowa	160 957	Holbrook	122 542
Blue Mountains	5 843 701	Cowra	245 380	Illawarra	21 528 040
Boggabri	134 115	Crookwell	237 868	Inverell	629 713
Bombala	185 435	Culcairn	126 514	Jerilderie	147 475
Boorowa	142 014	Deniliquin	410 039	Jindabyne	170 304
Bourke	257 414	Denman	122 261	Junee	160 054
Bowral	296 950	Dorrigo	102 211	Kandos	103 177
Bowraville	163 357	Dubbo	2 623 351	Kempsey	538 680
Braidwood	156 031	Dunedoo	87 134	Kiama	281 305
Branxton-Greta	210 749	Dungog	124 730	Kingscliff	197 210
Brewarrina	108 466	Eden	108 430	Kyogle	156 910
Broken Hill	3 634 400	Evans Head	168 565	Lake Cargelligo	102 964
Brunswick Heads	164 897	Finley	141 356	Lake Macquarie	19 520 827
Budgewoi-Toukley	1 098 455	Forbes	167 428	Laurieton	228 341

Table continued on next page

APPENDIX 1: FIRE DISTRICT ESTIMATES (CONT.D)

Fire District	Estimate ($)
Leeton	236 733
Lightning Ridge	191 776
Lismore	3 646 103
Lithgow	821 701
Lockhart	135 482
Lower Hunter	258 513
Macksville	187 285
Maclean	128 302
Maitland	4 727 054
Manilla	111 333
Merimbula	264 857
Merriwa	101 097
Mittagong	293 286
Moama	103 741
Molong	128 126
Moree	981 017
Morisset	521 882
Moruya	154 781
Moss Vale	265 687
Mudgee	233 365
Mullumbimby	146 695
Mulwala	130 659
Murrumburrah	136 265
Murrurundi	130 465
Murwillumbah	235 248
Muswellbrook	207 648
Nambucca Heads	148 422
Narooma	191 599
Narrabri	399 107
Narrandera	298 165
Narromine	136 029

Fire District	Estimate ($)
Nelson Bay	950 888
Newcastle	22 181 843
Nowra	1 580 317
Nyngan	153 771
Oberon	132 659
Orange	2 753 697
Parkes	210 094
Peak Hill	97 064
Perisher Valley	1 033 232
Picton	240 218
Port Macquarie	2 248 312
Portland	117 939
Queanbeyan	2 896 705
Quirindi	158 006
Raymond Terrace	226 515
Sawtell	204 886
Scone	124 078
Shellharbour	3 002 186
Singleton	472 559
South West Rocks	143 960
Sydney	425 955 877
Tamworth	1 944 525
Taree	723 028
Tea Gardens	155 740
Temora	267 419
Tenterfield	197 941
Thredbo	292 145
Tocumwal	134 262
Trangie	115 444
Tumbarumba	137 993
Tumut	184 432

Fire District	Estimate ($)
Tweed Heads	2 648 698
Ulladulla	225 813
Uralla	153 968
Urunga	155 918
Wagga Wagga	3 601 617
Walcha	108 081
Walgett	127 416
Wallerawang	107 352
Warialda	121 393
Warragamba	139 328
Warren	161 874
Wauchope	208 346
Wee Waa	104 259
Wellington	221 487
Wentworth	181 346
Werris Creek	113 675
West Wyalong	165 156
Windsor	1 187 746
Wingham	137 456
Woolgoolga	276 739
Wyong	9 062 474
Yamba	114 750
Yass	319 033
Yenda	125 495
Young	263 680
Total	**600 725 000**

APPENDIX 2: CONTRIBUTIONS FROM LOCAL GOVERNMENT

Council	Contribution ($)
Albury City Council	406 245
Armidale Dumaresq Council	133 338
Auburn Council	663 941
Ballina Shire Council	50 360
Balranald Shire Council	13 177
Bankstown City Council	1 826 161
Bathurst Regional Council	202 834
Bega Valley Shire Council	65 380
Bellingen Shire Council	44 933
Berrigan Shire Council	46 342
Blacktown City Council	1 885 187
Bland Shire Council	19 237
Blayney Shire Council	17 706
Blue Mountains City Council	680 678
Bogan Shire Council	17 911
Bombala Council	21 600
Boorowa Council	16 542
Bourke Shire Council	29 984
Brewarrina Shire Council	12 634
Broken Hill City Council	423 337
Burwood Council	431 376
Byron Shire Council	77 415
Cabonne Shire Council	34 875
Camden Council	351 139
Campbelltown City Council	908 328
Canterbury City Council	1 265 150
Carrathool Shire Council	14 959

Council	Contribution ($)
Cessnock City Council	298 641
City of Canada Bay Council	1 269 622
City of Lithgow Council	121 954
Clarence Valley Council	102 534
Cobar Shire Council	22 274
Coffs Harbour City Council	432 634
Coolamon Shire Council	15 401
Cooma-Monaro Shire Council	29 472
Coonamble Shire Council	16 645
Cootamundra Shire Council	26 357
Corowa Shire Council	33 967
Council of the City of Sydney	3 321 191
Cowra Shire Council	28 582
Deniliquin Council	47 762
Dubbo City Council	305 570
Dungog Shire Council	14 529
Eurobodalla Shire Council	138 119
Fairfield City Council	1 439 381
Forbes Shire Council	19 502
Gilgandra Shire Council	23 092
Glen Innes Severn Council	63 662
Gloucester Shire Council	20 467
Gosford City Council	1 114 164
Goulburn Mulwaree Council	99 560
Great Lakes Council	55 449

Council	Contribution ($)
Greater Hume Shire Council	40 575
Greater Taree City Council	100 230
Griffith City Council	85 746
Gundagai Shire Council	24 324
Gunnedah Shire Council	24 357
Guyra Shire Council	12 045
Gwydir Shire Council	26 675
Harden Shire Council	15 872
Hawkesbury City Council	138 349
Hay Shire Council	22 303
Holroyd City Council	877 846
Hurstville City Council	996 065
Inverell Shire Council	73 349
Jerilderie Shire Council	17 178
Junee Shire Council	18 643
Kempsey Shire Council	79 515
Kogarah Municipal Council	844 158
Ku-ring-gai Council	1 979 943
Kyogle Council	18 277
Lachlan Shire Council	30 130
Lake Macquarie City Council	2 345 466
Lane Cove Municipal Council	672 391
Leeton Shire Council	27 575
Leichhardt Municipal Council	1 006 122
Lismore City Council	424 700
Liverpool City Council	1 272 680
Liverpool Plains Shire Council	31 646

APPENDIX 2: CONTRIBUTIONS FROM LOCAL GOVERNMENT (CONT.D)

Council	Contribution ($)
Lockhart Shire Council	15 781
Maitland City Council	550 610
Manly Council	963 945
Marrickville Council	930 093
Mid-Western Regional Council	50 751
Moree Plains Shire Council	114 269
Mosman Municipal Council	960 000
Murray Shire Council	12 084
Muswellbrook Shire Council	38 428
Nambucca Shire Council	58 131
Narrabri Shire Council	74 254
Narrandera Shire Council	34 730
Narromine Shire Council	29 292
Newcastle City Council	2 588 928
North Sydney Council	1 218 983
NSW National Parks and Wildlife Service (for Thredbo and Perisher Valley areas)	154 381
Oberon Council	15 452
Orange City Council	320 752
Palerang Council	18 175
Parkes Shire Council	35 778
Parramatta City Council	1 512 377
Penrith City Council	1 209 338
Pittwater Council	1 534 279
Port Macquarie-Hastings Council	312 750
Port Stephens Council	151 204

Council	Contribution ($)
Queanbeyan City Council	337 410
Randwick City Council	2 179 749
Richmond Valley Council	94 642
Rockdale City Council	1 185 518
Ryde City Council	1 497 295
Shellharbour City Council	349 697
Shoalhaven City Council	224 034
Singleton Shire Council	55 044
Snowy River Shire Council	19 837
Strathfield Municipal Council	504 148
Sutherland Shire Council	2 881 299
Tamworth Regional Council	252 543
Temora Shire Council	31 149
Tenterfield Shire Council	23 056
The Council of the City of Botany Bay	609 026
The Council of the Municipality of Ashfield	494 891
The Council of the Municipality of Hunters Hill	386 309
The Council of the Municipality of Kiama	32 767
The Council of the Shire of Baulkham Hills	1 699 871
The Council of the Shire of Hornsby	1 647 947
The Council of the Shire of Wakool	15 021

Council	Contribution ($)
Tumbarumba Shire Council	16 074
Tumut Shire Council	33 267
Tweed Shire Council	358 895
Upper Hunter Shire Council	62 305
Upper Lachlan Shire Council	27 707
Uralla Shire Council	17 934
Wagga Wagga City Council	419 519
Walcha Council	12 589
Walgett Shire Council	37 179
Warren Shire Council	18 855
Warringah Council	2 286 092
Warrumbungle Shire Council	42 064
Waverley Council	1 503 912
Weddin Shire Council	22 651
Wellington Council	25 799
Wentworth Shire Council	21 123
Willoughby City Council	1 304 705
Wingecarribee Shire Council	114 343
Wollondilly Shire Council	44 210
Wollongong City Council	2 540 304
Woollahra Municipal Council	2 458 391
Wyong Shire Council	1 183 554
Yass Valley Council	37 161
Young Shire Council	30 714
Total	**69 972 825**

APPENDIX 3: CONTRIBUTING INSURANCE COMPANIES AND OWNERS

The following insurance companies and owners were required to contribute to FRNSW funding during 2011/12.

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
AFA	Coca-Cola South Pacific Pty Ltd
AIOI Insurance Company Ltd	Commonwealth Insurance Ltd
AIS Insurance Brokers Pty Ltd	Consolidated Insurance Agencies P/L
Allianz Australia Insurance Ltd	Corion Pty Ltd
Altiora Insurance Solutions	Coverforce Insurance Broking Pty Ltd
Ansvar Insurance Limited	Criterion Group (Aust) Pty Ltd c/– Black, Wood & Doyle
Aon Risk Services Australia Ltd	Cumis Insurance Society Inc
Aon Risk Services Australia Ltd (Non-Scheme)	Defence Service Homes Insurance
Arch Underwriting at Lloyds (Australia) Pty	Denstock Australia Pty Ltd
Asciano Limited c/– Horsell International	Dolphin Insurance
Asia Mideast Insurance & Reinsurance Pty Ltd	E Sime & Company Australia Pty Ltd
ASR Underwriting Agencies Pty Ltd	East West Insurance Brokers Pty Ltd
Assetinsure Pty Ltd	Elders Insurance Ltd
ATC Insurance Solutions Pty Ltd	Ellen Trust c/– FMR Risk
Austbrokers Sydney Pty Ltd	Fisher & Paykel Australia Pty Ltd c/– ICIB Limited
Austbrokers Terrace trading as Terrace Insurance Brokers P/L	FM Insurance Company Ltd
Australian Alliance Insurance Company Ltd	Freeman Mcmurrick Pty Ltd (Lloyds)
Australian Associated Motor Insurers Ltd	GIO General Ltd
Austruck Insurance Pty Ltd	Gow-Gates Insurance Brokers P/L
Auto & General Insurance Co Ltd	Great Lakes Australia
Avea Insurance Limited (previously Fortron Insurance Group Ltd)	Great Lakes Reinsurance (UK) PLC
Axa Corporate Solutions Assurance	Guardian Underwriting Services
Axis Specialty Europe	Guild Insurance Ltd
Axis Underwriting Services Pty Ltd	H W Wood Australia Pty Ltd
Bars Leaks (Australia) Pty Ltd c/– Fraser Macandrew Ryan Ltd	HDI-Gerling Australia Insurance Company Pty Ltd
Berkley Re Australia	HDI-Gerling Industrial Insurance Company
BHP Billiton Marine & General Insurance P/L	Honan Insurance Group Pty Ltd
BMW Australia Ltd	Industrial Tube Australia Ltd
Calliden Group Limited	Industrial Tube Australia Ltd c/– Vero Insurance NZ Ltd
Calliden Insurance Limited	Insurance Australia Ltd c/– Iag
Cargill Australia Limited	Insurance Manufacturers of Australia Pty Ltd c/– IAG
Catholic Church Insurances Ltd	Insure That Pty Ltd
Catlin Australia Pty Ltd	International Insurance Company of Hannover Limited
CGU Insurance Ltd c/– IAG	Jardine Lloyd Thompson P/L (Lloyds)
Chartis Australia Insurance Ltd	Jardine Lloyd Thompson Pty Ltd (Non-Lloyds)
	JMD Ross Insurance Brokers Pty Ltd

APPENDIX 3: CONTRIBUTING INSURANCE COMPANIES AND OWNERS (CONT.D)

Johnson Pacific Pty Ltd

JUA Underwriting Agency Pty Ltd (Lloyds)

Liberty Mutual Insurance Company

Longbeach Holdings Ltd c/– Vero Ins NZ Ltd

Lundie Insurance Brokers P/L

Mafip Broking Pty Ltd

Magic Memories LP c/– Crombie Lockwood (NZ) Ltd

Mansions of Australia Ltd on behalf of Lloyds

Manufactured Homes Insurance Agency Pty Ltd

Marsh Pty Ltd (Lloyds)

Marsh Pty Ltd (Non Lloyds)

McVicar Timber Group Ltd

Midas Insurance Brokers

Millennium Underwriting Agencies Pty Ltd on behalf of Lloyds of London

Miller & Associates Insurance Broking Pty Ltd

Miramar Underwriting Agency Pty Ltd

Mitsui Sumitomo Insurance Company Ltd

Morris and Watson Australian Trust

Mutual Community General Insurance Pty Ltd

National Transport Insurance (Joint Venture)

Nipponkoa Insurance Company Ltd

Oamps Insurance Brokers Ltd

One Path General Insurance Pty Limited

Pacific Underwriting Corp Pty Ltd

Pay Global Ltd

Pay Global Ltd c/– Vero Ins NZ Ltd

Payton Holdings Ltd

Progressive Direct Insurance Company

PSC Tartakover Insurance Brokers

QBE Insurance (Australia) Ltd

QBE Insurance (International) Ltd

RAA Insurance Ltd

RACQ Insurance Limited

RFIB Energy Australia Pty Ltd

Ricegrowers Cooperative Ltd

Rio Tinto Ltd

Rodd & Gunn Australia

Rollex Medical Limited

Rollex Medical Limited c/– Vero Ins NZ Ltd

Shell Company of Australia Ltd

Sirius International Insurance Corporation

SLE Worldwide Australia Pty Ltd

Solid Gold Jewellers Pty Ltd

Sompo Japan Insurance Inc

Sportscover Australia P/L (Lloyds)

SRS Underwriting Agency Pty Ltd

Sterling Insurance Pty Ltd

Stratex (Aust) Pty Ltd

Strathearn Insurance Brokers (Perth)

Suncorp-Metway Insurance Ltd

Swann Insurance (Aust) Pty Ltd c/– IAG

Swiss Re International SE

Tasti Products Ltd

TCL Marketing Ltd & TCL Australia Pty Ltd

Territory Insurance Office

The Hollard Insurance Company P/L

Three Rivers Insurance Company c/o SBA Broking

Tokio Marine & Fire Insurance Company Ltd

Trinity Pacific Underwriting Agencies Pty Ltd

TT Club Mutual Insurance Limited

Unilever Australia Ltd

Vero Insurance Ltd

Vitaco Health Group Limited

W.R. Berkley Insurance Australia

Wesfarmers General Insurance Ltd

Westpac General Insurance Ltd

Whitehaven Coal Ltd

Willis Australia Ltd (Lloyds)

Willis Australia Ltd (Non Lloyds)

Winsure Insurance Group Pty Ltd

Xl Insurance Company Ltd (Australia Branch)

Xstrata Coal Pty Ltd

Youi Pty Ltd

Zurich Australian Insurance Ltd

GOVERNANCE AND MANAGEMENT

APPENDIX 4: EXECUTIVE OFFICERS

SES reporting

Level	2007/08 Male	Female	2008/09 Male	Female	2009/10 Male	Female	2010/11 Male	Female	2011/12 Male	Female
7	1		1		1		1		1	
6						1		1		1
5							1		1	
4	2		3		2		1		1	
3	9	1	7	1	7	2	7	2	7	1
2										
1										
Total	**12**	**1**	**11**	**1**	**10**	**3**	**10**	**3**	**10**	**2**

SES Statements of Performance

Name: Greg Mullins

Position: Commissioner

SES Level: 7

Total Remuneration Package: $ 389 500

Period in Position: Whole of year

During the year Commissioner Greg Mullins AFSM continued his commitment to putting in place strategic frameworks and partnerships to ensure that Fire & Rescue NSW remains a national and world leader in many areas of operational capability and performance, as well as continuing to lead a major reform program to ensure that as well as being operationally effective, Fire & Rescue NSW works as efficiently as possible.

The Commissioner and Fire & Rescue NSW provided strong leadership to the community and Government following the tragic fire at Quakers Hill Nursing Home, successfully advocating and influencing the development of new life-saving policies that will see all aged care facilities fitted with automatic sprinkler systems. Previous work in the area of domestic smoke alarms and introduction of reduced ignition propensity cigarettes have contributed to a continuing downward trend in the number of accidental fire-related deaths in NSW.

Preparation for the International External Classification exercise, where United Nations experts will assess the NSW Urban Search & Rescue capability to locate and rescue people following a major building collapse or disaster such as an earthquake, has been proceeding well, ensuring that the people of NSW have access to leading edge response and technologies in the event of major disasters. Continued development of this specialist capability has also enabled NSW to provide assistance to other disaster affected communities, for example Queensland, New Zealand and Japan early in 2011.

There have been major improvements in corporate governance, with Fire & Rescue NSW meeting budget for the second year in a row, despite significant service delivery pressures and cost pressures. Under the leadership of Commissioner Mullins Fire & Rescue NSW has established best-in-class information technology platforms, including SAP Finance and Human Resource systems, as well as the Emergency Services Computer Aided Dispatch System (ESCAD). The SAP platform is being utilised by the RFS, SES, Ministry for Police and Emergency Services, and has been made available for other agencies in the Attorney General and Justice Cluster. This has enabled those agencies to make very significant savings compared to buying and implementing their own stand-alone systems.

I am pleased with the performance of Commissioner Mullins across the key result areas of operational preparation, planning, response, recovery, of efficient corporate governance, and of high level policy development and advice. He has continued to provide strong leadership in his various state, national and international roles in emergency and disaster management, including as Deputy Chair of the State Emergency Management Committee, Member of the State Rescue Board, Deputy President of the Australasian Fire & Emergency Services Authorities' Council, and Australian Director of the International Fire Chiefs' Association of Asia.

Michael Gallacher MLC
Minister for Police and Emergency Services
Minister for the Hunter

Name: Rosemary Milkins

Position: Deputy Chief Executive

SES Level: 6

Total Remuneration Package: $ 320 650

Period in Position: Whole of year

The Deputy Chief Executive oversees all non-operational functions of the agency, including the Human Resources, Finance, Logistics Support, Strategy and Innovation, Information Technology, Education and Training and Community Safety Directorates.

Ms Milkins has had the task of transforming Fire & Rescue NSW's under-resourced corporate services into examples of sector-wide best practice. This has involved a number of strategic reviews, restructures and business process re-engineering exercises which have propelled Fire & Rescue NSW from what was formerly a strong focus on process and transactions, to a model based on strategic capabilities, and better business intelligence. The objective is to work more efficiently, thus freeing up resources for front-line service delivery.

During the year the Deputy Chief Executive had oversight of a number of major projects including the continued implementation of SAP enterprise systems, implementation of ESCAD, and a major procurement of 14 000 firefighting uniforms that meet strict new Australian Standards, and developing shared corporate services models for the Attorney General and Justice Cluster. There has been a strong focus on budget efficiency, with continued downward trends in Workers Compensation injuries and costs, and on cost drivers including retained firefighter recruitment and permanent firefighter sick leave and overtime.

Ms Milkins knowledge and experience in all aspects of corporate services and governance have been of great benefit to the agency during a period of significant change.

Name: John Benson

Position: Deputy Commissioner

SES Level: 5

Total Remuneration Package: $ 285 300

Period in Position: Whole of year

The Deputy Commissioner oversees the development, maintenance and deployment of operational capabilities across all facets of emergency response, and directly oversees the Metropolitan, Regional and Specialised Operations Directorates. Deputy Commissioner Benson has also played a crucial roles in organisational reform initiatives.

Major areas of focus during the year have continued to be preparation for the upcoming International External Classification Exercise for the Urban Search and Rescue Heavy Task Force, and operational aspects of the ESCAD implementation, as well as implementing a new operational capability framework to better manage and maintain Fire & Rescue NSW's suite of operational responsibilities, for example, fire suppression, Hazmat, rescue, urban search & rescue, storm and flood response, and basic medical response.

Deputy Commissioner Benson has provided strong strategic leadership during a period of significant change and reform, and has assisted the Deputy Chief Executive by advising on cultural and organisational aspects of proposed reforms in order to maximise their acceptance and ease of implementation.

Mr Benson's deep commitment to the Service and to safeguarding the community from fires, emergencies and disasters have been invaluable in providing leadership and expert guidance as major changes have occurred within the agency.

Greg Mullins AFSM
Commissioner

APPENDIX 5: PUBLIC INTEREST DISCLOSURES

NSW public interest disclosures legislation now contains annual reporting requirements that apply commencing 1 January 2012.

For the period 1 January to 30 June 2012:

- 3 FRNSW staff made a public interest disclosure (PID) and these were still underway at year's end

- the PIDs received by FRNSW related to alleged corrupt conduct. No PIDs were received that related to alleged maladministration, serious and substantial waste of public money or government information contraventions.

During the year FRNSW has established a public interest disclosures policy and procedures, and this information was disseminated to all staff through a range of internal communications, including:

- corporate communications channels such as the Intranet article and the Commissioner's fortnightly newsletter to all staff

- staff training/briefings on corruption prevention and induction training

- provision of training packages to all Nominated Disclosure Officers including FRNSW's PID policy and procedures, and the e-learning tool and guidelines from the NSW Ombudsman.

HUMAN RESOURCES

APPENDIX 6: HUMAN RESOURCES

As at 30 June 2012, FRNSW had 7241 employees, comprising 3498 full-time fire officers, 3323 retained fire officers, 408 trades and administrative staff and 12 executives. Numbers exclude casual and skill hire staff and volunteers.

Headcount employee classification by rank or directorate (as at 30 June 2012)

	2007/08	2008/09	2009/10	2010/11	2011/12
EXECUTIVE					
Commissioner	1	1	1	1	1
Deputy Commissioner/Assistant Commissioner/Director	12	11	11	12	11
Subtotal	**13**	**12**	**12**	**13**	**12**
FIREFIGHTING					
(FULL-TIME)					
Chief Superintendent	8	8	17	18	18
Superintendent	22	26	42	42	42
Inspector	88	97	97	97	98
Station Officer	743	755	742	755	742
Full-time Fire Officer	2407	2443	2454	2439	2431[1]
Operational Support Level 2	126	125	123	126	127
Operational Support Level 3	41	37	34	39	40
Operational Support Level 4 [2]	21	16	0	0	0
Operational Support Level 5 [2]	7	7	0	0	0
(RETAINED IE ON-CALL)					
Captain		235	239	234	238
Deputy Captain	3212	283	287	300	299
Retained Fire Officer		2872	2903	2848	2786
Subtotal of all firefighting staff	**6675**	**6904**	**6938**	**6898**	**6821**
ADMINISTRATIVE AND TECHNICAL SUPPORT					
Information Technology	67	72	77	69	62
Strategy and Innovation	21	27	28	33	34
Education and Training	17	18	18	14	23
Logistics Support	87	89	90	85	83
Finance	38	43	45	36	28
Human Resources	71	61	73	73	73
Community Safety	24	20	21	21	27
Operational Capability	12	12	13	11	17
Area/Zone Administration	43	37	41	57 [3]	59
Office of the Commissioner [4]				2	2
Subtotal	**380**	**379**	**406**	**401**	**408**
Total	**7068**	**7295**	**7356**	**7312**	**7241**

Notes:

1. 24 recruits are included in the 2011/12 figure for full-time fire officers.

2. 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.

3. Staffing increase was partly due to review of support and creation of seven Business Managers and seven Business Officers in Areas/Zones.

4. The Office of the Commissioner was established July 2010.

APPENDIX 7: EQUAL EMPLOYMENT OPPORTUNITY

Representation of EEO groups within FRNSW

EEO target group	NSW Government benchmark or target (%)	As % of total staff 2011/12			
		All staff	Full-time fire officers	Retained fire officers	Admin and trades staff
Women	50	7.49	3.52	6.19	50.47
Aboriginal people and Torres Strait Islanders	2	2.00	2.37	1.68	1.42
People whose first language was not English	19	1.64	1.49	0.63	10.85
People with a disability	12	1.49	1.86	0.66	4.95
People with a disability requiring work-related adjustment	7	0.34	0.54	0.00	1.42

Trends in the representation of EEO groups within FRNSW

EEO target group	NSW Government benchmark or target (%)	As % of total staff				
		2007/08	2008/09	2009/10	2010/11	2011/12
Women	50	6.52	6.87	6.88	7.17	7.49
Aboriginal and Torres Strait Islanders	2	1.17	1.17	1.42	1.43	2.00
People whose first language was not English	19	1.27	1.30	1.33	1.46	1.64
People with a disability	12	1.31	1.50	1.44	1.99	1.49
People with a disability requiring work-related adjustment	7	0.37	0.31	0.30	0.46	0.34

OPERATIONAL PERFORMANCE AND ACTIVITIES

APPENDIX 8: TYPE OF INCIDENT BY LOCAL GOVERNMENT AREA

Local government area	Fires and explosions	Non-fire rescues including animal rescues[1]	Hazardous materials incidents and other hazardous conditions	Natural disasters and calls for assistance from other agencies	Good intent calls	False calls, false alarms	Other calls	Total primary incidents[2]
Albury	239	40	109	70	141	251	23	873
Armidale Dumaresq	177	20	28	9	37	352	8	631
Ashfield	95	82	97	44	63	276	14	671
Auburn	204	206	280	75	209	1052	44	2070
Ballina	88	46	48	10	42	167	16	417
Balranald	6	17	1	0	0	10	0	34
Bankstown	586	455	590	145	257	872	125	3030
Bathurst Regional	151	29	101	30	72	336	26	745
Bega Valley	75	18	39	24	38	97	12	303
Bellingen	29	11	23	11	10	26	4	114
Berrigan	31	192	8	11	4	34	5	285
Blacktown	1955	533	671	344	612	1346	190	5651
Bland	26	9	13	0	7	25	15	95
Blayney	10	7	9	5	4	22	6	63
Blue Mountains	293	142	342	340	240	453	102	1912
Bogan	19	7	1	16	0	6	0	49
Bombala	6	6	6	13	5	6	12	54
Boorowa	9	6	6	3	3	5	1	33
Botany Bay	172	80	213	56	86	970	50	1627
Bourke	149	3	7	0	4	22	3	188
Brewarrina	84	1	6	10	6	9	4	120
Broken Hill	116	16	73	19	73	106	4	407
Burwood	92	72	76	27	35	335	42	679
Byron	89	20	74	24	48	215	12	482
Cabonne	15	15	6	12	5	24	10	87
Camden	133	178	79	43	43	148	31	655
Campbelltown	1074	389	298	157	319	911	88	3236
Canada Bay	93	87	152	55	87	535	21	1030
Canterbury	316	233	331	145	187	391	56	1659
Carrathool	7	0	2	5	0	5	2	21
Central Darling	2	0	0	0	1	0	0	3
Cessnock	420	119	155	78	90	209	56	1127
Clarence Valley	255	42	144	31	46	199	8	725
Cobar	19	3	6	5	3	21	1	58
Coffs Harbour	261	39	136	80	69	262	17	864

Local government area	Fires and explosions	Non-fire rescues including animal rescues[1]	Hazardous materials incidents and other hazardous conditions	Natural disasters and calls for assistance from other agencies	Good intent calls	False calls, false alarms	Other calls	Total primary incidents[2]
Conargo	2	0	1	0	0	0	0	3
Coolamon	10	2	3	1	3	9	1	29
Cooma-Monaro	48	21	24	12	18	24	6	153
Coonamble	55	5	4	6	5	12	0	87
Cootamundra	40	12	10	19	13	29	11	134
Corowa	54	10	23	7	23	40	6	163
Cowra	57	15	27	11	14	20	7	151
Deniliquin	53	2	13	7	13	16	2	106
Dubbo	303	25	105	35	99	251	19	837
Dungog	9	12	10	8	5	4	19	67
Eurobodalla	98	33	81	23	20	120	22	397
Fairfield	617	333	410	175	211	863	141	2750
Forbes	45	11	8	7	19	39	11	140
Gilgandra	16	0	6	0	4	10	4	40
Glen Innes Severn	81	5	19	8	7	32	6	158
Gloucester	13	4	8	10	3	15	1	54
Gosford	627	264	385	185	274	833	56	2624
Goulburn Mulwaree	54	24	55	43	44	202	33	455
Great Lakes	92	27	32	30	103	79	13	376
Greater Hume	24	2	2	4	1	20	6	59
Greater Taree	224	24	61	34	55	144	19	561
Griffith	157	17	40	27	50	104	14	409
Gundagai	7	10	9	7	4	15	7	59
Gunnedah	87	8	15	10	18	46	8	192
Guyra	7	2	7	0	1	14	1	32
Gwydir	11	2	0	4	4	13	3	37
Harden	7	10	1	10	3	24	8	63
Hawkesbury	277	60	105	25	72	327	37	903
Hay	13	2	6	6	5	17	1	50
Holroyd	331	201	294	111	168	519	75	1699
Hornsby	220	312	298	126	174	767	68	1965
Hunters Hill	28	14	28	19	28	143	7	267
Hurstville	200	154	176	87	90	438	43	1188
Inverell	71	6	11	11	33	42	10	184

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APPENDIX 8: TYPE OF INCIDENT BY LOCAL GOVERNMENT AREA (CONT'D)

Local government area	Fires and explosions	Non-fire rescues including animal rescues[1]	Hazardous materials incidents and other hazardous conditions	Natural disasters and calls for assistance from other agencies	Good intent calls	False calls, false alarms	Other calls	Total primary incidents[2]
Jerilderie	7	3	2	1	0	5	1	19
Junee	21	2	9	4	11	12	7	66
Kempsey	357	23	59	51	41	153	17	701
Kiama	31	29	30	7	13	30	6	146
Kogarah	90	99	134	45	54	315	36	773
Ku-ring-gai	136	145	242	73	104	612	72	1384
Kyogle	21	1	8	1	16	37	7	91
Lachlan	26	7	9	7	8	14	5	76
Lake Macquarie	1001	248	391	168	344	701	46	2899
Lane Cove	65	62	93	48	66	576	27	937
Leeton	63	7	21	14	21	45	2	173
Leichhardt	58	45	80	36	54	340	18	631
Lismore	127	26	75	33	102	284	22	669
Lithgow	101	28	95	33	62	77	16	412
Liverpool	783	367	420	163	279	1384	141	3537
Liverpool Plains	29	12	9	7	5	20	11	93
Lockhart	1	3	4	5	0	3	4	20
Maitland	324	46	156	79	113	284	27	1029
Manly	63	67	108	49	63	607	30	987
Marrickville	174	74	201	72	132	501	26	1180
Mid-Western Regional	62	17	45	25	23	46	13	231
Moree Plains	292	3	26	16	33	82	6	458
Mosman	53	41	71	24	84	325	15	613
Murray	15	6	7	0	8	23	7	66
Murrumbidgee	0	0	2	0	0	0	1	3
Muswellbrook	145	28	40	21	26	83	14	357
Nambucca	113	17	71	20	14	59	11	305
Narrabri	59	20	42	27	37	70	15	270
Narrandera	27	7	7	4	1	4	1	51
Narromine	20	3	27	3	5	5	7	70
Newcastle	702	224	534	131	337	1565	72	3565
North Sydney	111	112	123	76	127	1545	60	2154
Oberon	4	9	7	2	9	2	4	37
Orange	226	78	87	39	86	376	22	914
Palerang	10	27	8	2	2	21	5	75
Parkes	50	14	26	2	23	46	15	176
Parramatta	451	281	460	161	270	1554	134	3311

Local government area	Fires and explosions	Non-fire rescues including animal rescues[1]	Hazardous materials incidents and other hazardous conditions	Natural disasters and calls for assistance from other agencies	Good intent calls	False calls, false alarms	Other calls	Total primary incidents[2]
Penrith	871	333	381	192	298	847	141	3063
Pittwater	111	119	151	77	78	321	64	921
Port Macquarie-Hastings	187	101	104	91	70	352	38	943
Port Stephens	190	61	62	41	65	238	36	693
Queanbeyan	150	42	46	41	69	137	18	503
Randwick	266	131	264	88	176	1475	50	2450
Richmond Valley	148	13	27	17	32	123	16	376
Rockdale	135	135	169	57	95	356	35	982
Ryde	169	186	262	73	133	1293	53	2169
Shellharbour	393	100	130	38	84	281	41	1067
Shoalhaven	301	62	117	92	121	323	50	1066
Singleton	73	26	38	14	41	176	95	463
Snowy River	30	32	27	12	26	385	9	521
Strathfield	100	100	144	36	67	345	21	813
Sutherland	360	408	383	230	214	766	142	2503
Sydney	856	280	606	372	757	11 679	194	14 744
Tamworth Regional	317	63	84	32	70	292	25	883
Temora	10	3	3	23	8	43	10	100
Tenterfield	40	7	15	3	5	13	2	85
The Hills	258	223	347	102	177	804	86	1997
Tumbarumba	10	2	7	2	5	1	2	29
Tumut	15	2	5	6	5	31	21	85
Tweed	177	79	138	61	100	465	332	1352
Upper Hunter	52	25	21	4	16	51	5	174
Upper Lachlan	10	18	7	3	5	7	6	56
Uralla	16	209	10	2	3	6	9	255
Urana	0	0	1	0	0	0	0	1
Wagga Wagga	280	26	75	41	125	393	33	973
Wakool	5	3	0	3	0	17	1	29
Walcha	3	8	4	0	5	8	0	28
Walgett	96	7	6	8	23	32	4	176
Warren	10	2	3	3	6	9	2	35
Warringah	217	176	305	118	165	792	56	1829
Warrumbungle	25	8	9	18	13	43	6	122
Waverley	148	51	141	60	121	905	57	1483
Weddin	2	2	0	4	2	1	0	11

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APPENDIX 8: TYPE OF INCIDENT BY LOCAL GOVERNMENT AREA (CONT'D)

Local government area	Fires and explosions	Non-fire rescues including animal rescues[1]	Hazardous materials incidents and other hazardous conditions	Natural disasters and calls for assistance from other agencies	Good intent calls	False calls, false alarms	Other calls	Total primary incidents[2]
Wellington	79	0	6	6	9	63	5	168
Wentworth	14	3	3	2	1	6	5	34
Willoughby	70	77	145	61	73	778	30	1234
Wingecarribee	123	280	103	67	60	267	39	939
Wollondilly	79	164	78	30	32	83	40	506
Wollongong	1050	427	514	239	359	1091	154	3834
Woollahra	92	42	108	45	74	861	44	1266
Wyong	684	104	260	134	217	683	83	2165
Yass Valley	17	30	21	6	5	26	6	111
Young	37	15	20	12	12	34	9	139
Unincorporated NSW	4	7	1	0	0	0	1	13
Other areas including outside NSW and areas not categorised	44	21	16	10	4	699	1692	2486
Total	**25 376**	**11 146**	**15 503**	**6990**	**11 029**	**54 336**	**6364**	**130 744**

Notes:

1. 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. Also included are animal rescues.

2. Primary incidents: These data are sourced from FRNSW's Australian Incident Reporting System. Primary incidents are those where a station attends an incident and is responsible for reporting it, whereas total responses (see Appendix 9) refer to the turnout of every station 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.

APPENDIX 9: REPORTED RESPONSES BY AREA, ZONE AND STATION

Station Number	Station Name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
METROPOLITAN EAST					
Metropolitan East 1					
1	City of Sydney	468	7794	8262	309
3	The Rocks	111	3146	3257	201
4	Darlinghurst	231	3212	3443	350
10	Redfern	275	2389	2664	261
11	Woollahra	180	2261	2441	388
12	Balmain	35	592	627	135
13	Alexandria	236	2179	2415	216
18	Glebe	149	2375	2524	234
22	Leichhardt	97	957	1054	153
38	Pyrmont	113	2454	2567	319
76	Bondi	144	1180	1324	394
Zone Totals		**2039**	**28 539**	**30 578**	**2960**
Metropolitan East 2					
6	Mona Vale	78	578	656	292
24	Manly	107	1260	1367	448
25	Mosman	88	850	938	320
36	Crows Nest	127	2493	2620	312
37	Gordon	134	1473	1607	326
40	Willoughby	119	1357	1476	221
50	Hornsby	162	1165	1327	275
51	Forestville	78	631	709	173
53	Neutral Bay	125	1843	1968	223
58	Beecroft	147	1153	1300	148
60	Avalon	58	234	292	262
61	Lane Cove	110	1703	1813	434
68	Narrabeen	99	1012	1111	262
69	Dee Why	171	1430	1601	246
75	Berowra	54	479	533	158
Zone Totals		**1657**	**17 661**	**19 318**	**4100**
Metropolitan East 3					
5	Newtown	164	1696	1860	305
14	Ashfield	188	1008	1196	241
15	Burwood	218	1510	1728	436
16	Concord	128	1331	1459	387
17	Drummoyne	77	598	675	215
19	Silverwater	180	1379	1559	197

Table continued on next page

APPENDIX 9: REPORTED RESPONSES BY AREA, ZONE AND STATION (CONT'D)

Station Number	Station Name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
METROPOLITAN EAST (continued)					
Metropolitan East 3 (continued)					
28	Marrickville	160	901	1061	319
30	Lidcombe	183	1434	1617	347
47	Revesby	276	1232	1508	241
52	Campsie	198	827	1025	239
62	Bankstown	369	1745	2114	541
64	Lakemba	255	896	1151	344
66	Rhodes	56	524	580	79
85	Chester Hill	216	896	1112	117
177	Royal Agricultural Showground	2	48	50	300
Zone Totals		**2670**	**16 025**	**18 695**	**4308**
Region Totals		**6366**	**62 225**	**68 591**	**11 368**
METROPOLITAN NORTH					
Metropolitan North 1					
222	Belmont	134	274	408	101
251	Cardiff	189	540	729	169
252	Carrington	35	214	249	19
255	Charlestown	224	496	720	228
260	Newcastle	157	1182	1339	68
320	Hamilton	148	1004	1152	194
357	Lambton	99	509	608	17
376	Merewether	51	206	257	19
377	Minmi	53	55	108	41
383	Morisset	50	190	240	68
404	New Lambton	88	400	488	22
446	Stockton	28	127	155	14
447	Swansea	91	112	203	83
454	Tarro	145	352	497	40
458	Teralba	100	224	324	5
462	Mayfield West	182	688	870	200
464	Toronto	90	290	380	190
484	Wallsend	145	337	482	170
485	Wangi Wangi	41	152	193	94
498	Holmesville	91	114	205	165
500	Tingira Heights	317	405	722	155
Zone Totals		**2458**	**7871**	**10 329**	**2062**

Station Number	Station Name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
METROPOLITAN NORTH (continued)					
Metropolitan North 2					
228	Berkeley Vale	151	449	600	189
245	Budgewoi	85	142	227	111
292	Doyalson	104	156	260	189
304	Gosford	156	949	1105	258
340	Umina	186	420	606	418
341	Kariong	83	363	446	238
351	Bateau Bay	176	446	622	311
353	Kincumber	64	188	252	193
434	Hamlyn Terrace	99	335	434	226
450	Saratoga	33	99	132	56
459	Terrigal	55	317	372	68
460	The Entrance	109	320	429	134
470	Toukley	84	330	414	162
505	Wyong	127	274	401	77
509	Wyoming	195	514	709	73
Zone Totals		**1707**	**5302**	**7009**	**2703**
Metropolitan North 3					
202	Abermain	32	44	76	42
220	Bellbird	48	114	162	66
237	Branxton Greta	46	203	249	23
254	Cessnock	145	330	475	169
282	Dungog	10	56	66	54
344	Kearsley	28	50	78	33
349	Kurri Kurri	146	149	295	167
373	East Maitland	138	289	427	169
374	Maitland	122	362	484	162
382	Morpeth	50	87	137	45
402	Nelson Bay	31	286	317	97
418	Paxton	16	25	41	23
432	Raymond Terrace	149	201	350	74
455	Telarah	122	431	553	97
497	Weston	79	95	174	62
Zone Totals		**1162**	**2722**	**3884**	**1283**
Region Totals		**5327**	**15 895**	**21 222**	**6048**

Table continued on next page

APPENDIX 9: REPORTED RESPONSES BY AREA, ZONE AND STATION (CONT'D)

Station Number	Station Name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
METROPOLITAN SOUTH					
Metropolitan South 1					
207	Albion Park Rail	207	436	643	52
210	Balgownie	84	539	623	19
241	Bulli	105	284	389	156
258	Coledale	8	28	36	2
269	Corrimal	112	292	404	42
277	Dapto	193	319	512	201
325	Helensburgh	17	80	97	47
346	Kiama	35	130	165	98
422	Warrawong	278	600	878	252
442	Scarborough	13	52	65	13
461	Thirroul	49	114	163	66
474	Unanderra	268	552	820	86
488	Shellharbour	292	606	898	182
503	Wollongong	271	1422	1693	244
Zone Totals		**1932**	**5454**	**7386**	**1460**
Metropolitan South 2					
20	Hurstville	183	1566	1749	251
21	Kogarah	204	1127	1331	459
26	Mascot	154	1277	1431	338
29	Arncliffe	127	828	955	246
33	Engadine	36	336	372	139
34	Riverwood	232	809	1041	284
35	Botany	92	837	929	176
39	Randwick	168	1857	2025	332
45	Miranda	169	976	1145	223
46	Sutherland	162	710	872	394
48	Mortdale	111	554	665	96
54	Cronulla	85	657	742	292
56	Matraville	155	909	1064	276
70	Maroubra	136	1031	1167	797
80	Bundeena	11	119	130	447
90	Menai	74	214	288	243
Zone Totals		**2099**	**13 807**	**15 906**	**4993**

Station Number	Station Name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
METROPOLITAN SOUTH (continued)					
Metropolitan South 3					
7	Horningsea Park	192	523	715	259
8	Liverpool	270	1800	2070	246
31	Busby	495	1012	1507	504
79	Ingleburn	189	433	622	91
84	Macquarie Fields	214	689	903	372
87	Rosemeadow	272	536	808	249
88	Campbelltown	451	1254	1705	314
92	St Andrews	375	696	1071	277
93	Narellan	118	682	800	339
248	Camden	84	370	454	65
421	Picton	47	243	290	106
489	Warragamba	34	141	175	109
Zone Totals		**2741**	**8379**	**11120**	**2931**
Region Totals		**6772**	**27 640**	**34 412**	**9384**
METROPOLITAN WEST					
Metropolitan West 1					
32	Mount Druitt	775	1125	1900	500
43	Seven Hills	363	1127	1490	213
63	Blacktown	380	1322	1702	404
67	Baulkham Hills	189	960	1149	335
71	Castle Hill	148	996	1144	238
77	St Marys	339	1132	1471	274
78	Dunheved	639	880	1519	327
83	Riverstone	121	144	265	18
86	Penrith	334	945	1279	387
94	Kellyville	149	680	829	205
96	Schofields	154	399	553	281
97	Huntingwood	198	779	977	214
98	Cranebrook	152	295	447	278
102	Regentville	240	956	1196	292
Zone Totals		**4181**	**11 740**	**15 921**	**3966**
Metropolitan West 2					
23	Gladesville	81	825	906	240
27	Parramatta	344	2100	2444	312
41	Smithfield	229	916	1145	321
42	Ryde	142	1636	1778	340
49	Cabramatta	301	1105	1406	282

Table continued on next page

APPENDIX 9: REPORTED RESPONSES BY AREA, ZONE AND STATION (CONT'D)

Station Number	Station Name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
METROPOLITAN WEST (continued)					
Metropolitan West 2 (continued)					
55	Guildford	265	978	1243	216
57	Wentworthville	278	1885	2163	231
59	Eastwood	163	1670	1833	314
65	Rydalmere	177	1193	1370	300
72	Merrylands	249	1007	1256	41
73	Fairfield	290	1052	1342	217
101	Bonnyrigg Heights	251	765	1016	222
Zone Totals		**2770**	**15 132**	**17 902**	**3036**
Metropolitan West 3					
81	Windsor	173	380	553	49
82	Richmond	158	419	577	74
226	Blackheath	21	184	205	34
301	Glenbrook	73	266	339	132
343	Katoomba	82	643	725	355
359	Lawson	45	183	228	104
361	Leura	64	387	451	46
363	Lithgow	62	218	280	221
364	Lithgow West	39	169	208	36
386	Mt Victoria	15	95	110	131
423	Portland	20	19	39	35
445	Springwood	84	318	402	45
483	Wallerawang	29	36	65	4
495	Wentworth Falls	47	180	227	30
Zone Totals		**912**	**3497**	**4409**	**1296**
Region Totals		**7863**	**30 369**	**38 232**	**8298**
REGIONAL NORTH					
Regional North 1					
221	Bellingen	19	41	60	25
235	Bowraville	30	26	56	124
257	Coffs Harbour	159	485	644	430
279	Dorrigo	6	17	23	5
295	Forster	83	240	323	103
303	Gloucester	13	41	54	38
345	Kempsey	346	284	630	428
358	Laurieton	33	118	151	36
371	Macksville	34	122	156	15
397	Nambucca Heads	66	123	189	39
424	Port Macquarie	121	581	702	356

Station Number	Station Name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
REGIONAL NORTH (continued)					
Regional North 1 (continued)					
441	Sawtell	90	135	225	22
449	South West Rocks	17	76	93	60
453	Taree	195	335	530	325
471	Tea Gardens	7	35	42	13
476	Urunga	11	48	59	44
492	Wauchope	50	138	188	158
502	Wingham	56	79	135	117
507	Woolgoolga	49	100	149	215
Zone Totals		**1385**	**3024**	**4409**	**2553**
Regional North 2					
204	Alstonville	22	107	129	38
211	Ballina	78	238	316	114
213	Bangalow	16	210	226	37
240	Brunswick Heads	35	91	126	284
243	Byron Bay	37	256	293	241
253	Casino	92	219	311	229
267	Coraki	49	17	66	124
288	Evans Head	14	25	39	132
306	Grafton	87	259	346	444
307	South Grafton	133	193	326	67
316	Goonellabah	78	401	479	41
347	Kingscliff	24	236	260	243
350	Kyogle	21	66	87	348
362	Lismore	97	504	601	243
372	Maclean	35	102	137	18
388	Mullumbimby	15	42	57	148
391	Murwillumbah	44	167	211	69
468	Tweed Heads	114	769	883	236
510	Yamba	46	70	116	72
514	Banora Point	41	335	376	130
Zone Totals		**1078**	**4307**	**5385**	**3258**
Regional North 3					
205	Armidale	178	484	662	331
215	Barraba	3	39	42	19
225	Bingara	8	9	17	56
229	Boggabri	15	13	28	34
264	Coonabarabran	14	70	84	1

Table continued on next page

APPENDIX 9: REPORTED RESPONSES BY AREA, ZONE AND STATION (CONT'D)

Station Number	Station Name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
REGIONAL NORTH (continued)					
Regional North 3 (continued)					
302	Glen Innes	85	86	171	395
314	Gunnedah	87	103	190	50
315	Guyra	5	24	29	0
331	Inverell	71	117	188	271
375	Manilla	7	34	41	4
381	Moree	294	169	463	164
399	Narrabri	35	172	207	12
429	Quirindi	17	42	59	3
452	Tamworth	170	404	574	267
457	Tenterfield	41	48	89	131
475	Uralla	19	237	256	22
481	Walcha	3	24	27	39
487	Warialda	6	19	25	39
496	Werris Creek	14	23	37	5
506	Wee Waa	18	41	59	7
508	West Tamworth	226	339	565	38
Zone Totals		**1316**	**2497**	**3813**	**1888**
Region Totals		**3779**	**9828**	**13 607**	**7699**
REGIONAL SOUTH					
Regional South 1					
217	Batemans Bay	66	214	280	185
219	Bega	46	100	146	34
224	Berry	11	56	67	41
230	Bombala	5	40	45	5
236	Braidwood	7	38	45	16
263	Cooma	53	109	162	217
286	Eden	15	41	56	166
338	Jindabyne	18	103	121	41
384	Moruya	32	77	109	311
395	Merimbula	20	101	121	170
398	Narooma	14	34	48	19
405	Nowra	449	959	1408	270
426	Perisher Valley	13	272	285	108
428	Queanbeyan	157	456	613	263
451	Thredbo	1	161	162	6
477	Ulladulla	42	172	214	298
Zone Totals		**949**	**2933**	**3882**	**2150**

Station Number	Station Name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
REGIONAL SOUTH (continued)					
Regional South 2					
218	Batlow	5	23	28	49
232	Boorowa	10	27	37	33
234	Bowral	50	432	482	901
242	Bundanoon	10	240	250	63
266	Cootamundra	43	110	153	668
270	Cowra	57	98	155	137
271	Crookwell	8	41	49	62
294	Forbes	47	95	142	44
305	Goulburn	57	408	465	468
308	Grenfell	2	16	18	19
313	Gundagai	7	82	89	41
378	Mittagong	55	249	304	111
385	Moss Vale	49	180	229	122
389	Harden	10	47	57	37
467	Tumut	10	107	117	35
511	Yass	20	97	117	133
513	Young	38	131	169	43
Zone Totals		**478**	**2383**	**2861**	**2966**
Regional South 3					
203	Albury Central	212	581	793	443
206	Albury North	107	206	313	14
209	Albury Civic	95	344	439	49
214	Barham	6	24	30	143
223	Berrigan	7	16	23	38
268	Corowa	42	88	130	161
272	Culcairn	8	14	22	69
278	Deniliquin	56	62	118	21
293	Finley	12	44	56	12
322	Henty	9	10	19	71
324	Holbrook	12	13	25	3
336	Jerilderie	7	16	23	43
365	Lockhart	0	17	17	2
379	Moama	18	48	66	5
394	Mulwala	15	36	51	7
463	Tocumwal	14	204	218	62

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APPENDIX 9: REPORTED RESPONSES BY AREA, ZONE AND STATION (CONT'D)

Station Number	Station Name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
REGIONAL SOUTH (continued)					
Regional South 3 (continued)					
466	Tumbarumba	10	21	31	12
472	Turvey Park	255	666	921	240
480	Wagga Wagga	69	284	353	7
Zone Totals		**954**	**2694**	**3648**	**1402**
Region Totals		**2381**	**8010**	**10 391**	**6518**
REGIONAL WEST					
Regional West 1					
233	Bourke	154	40	194	13
244	Brewarrina	86	35	121	17
256	Cobar	19	42	61	75
261	Coolah	6	16	22	15
265	Coonamble	55	33	88	0
280	Dubbo	248	525	773	213
281	Dunedoo	8	13	21	1
284	Delroy	129	351	480	12
300	Gilgandra	17	36	53	0
367	Lightning Ridge	28	33	61	49
401	Narromine	17	41	58	79
406	Nyngan	20	31	51	12
417	Parkes	53	137	190	13
419	Peak Hill	6	18	24	50
465	Trangie	6	29	35	4
482	Walgett	71	51	122	2
491	Warren	11	25	36	11
493	Wellington	80	91	171	23
Zone Totals		**1014**	**1547**	**2561**	**589**
Regional West 2					
105	Kelso	77	373	450	2
208	Aberdeen	57	118	175	5
216	Bathurst	136	578	714	448
227	Blayney	13	69	82	3
250	Canowindra	10	32	42	0
283	Denman	7	27	34	3
312	Gulgong	25	64	89	18
342	Kandos	8	17	25	4
380	Molong	6	51	57	7

Station Number	Station Name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
REGIONAL WEST (continued)					
Regional West 2 (continued)					
387	Mudgee	43	129	172	120
390	Murrurundi	10	33	43	32
392	Muswellbrook	146	202	348	30
393	Merriwa	8	26	34	4
411	Oberon	6	35	41	24
412	Orange	228	758	986	199
443	Scone	23	72	95	55
444	Singleton	75	295	370	49
Zone Totals		**878**	**2879**	**3757**	**1003**
Regional West 3					
212	Balranald	6	32	38	2
238	Broken Hill	106	282	388	345
239	Broken Hill Sth	61	164	225	15
259	Condobolin	24	43	67	16
262	Coolamon	11	24	35	4
311	Griffith	156	240	396	113
321	Hay	13	42	55	5
323	Hillston	7	11	18	13
337	Junee	19	40	59	59
355	Lake Cargelligo	6	17	23	1
360	Leeton	64	123	187	30
400	Narrandera	33	36	69	23
456	Temora	14	107	121	33
494	Wentworth	16	23	39	1
499	West Wyalong	25	56	81	15
512	Yenda	13	30	43	16
Zone Totals		**574**	**1270**	**1844**	**691**
Region Totals		**2466**	**5696**	**8162**	**2283**
Specialist Responses and Senior Officer Responses		**49**	**124**	**173**	**5403**
Grand Total		**35 003**	**159 787**	**194 790**	**57 001**

Notes:

1. Total responses: These data are sourced from FRNSW's Australian Incident Reporting System. Total responses refer to every turnout of stations or units to an incident whereas primary incidents (see Appendix 8) refer only to instances when stations 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 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.

APPENDIX 10: OVERSEAS TRAVEL

During 2011/12, FRNSW personnel travelled to 13 overseas destinations with most of those trips being 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, FRNSW enhanced its reputation as a world class organisation and established close links with overseas fire and emergency services.

FRNSW is part of a global 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. 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
2011				
10–15 July	Superintendent Warwick Kidd	**Turkey:** To attend a United Nations (UN) sponsored international disaster management exercise as classifier	nil	AusAid: $9831.97
11–15 July	Deputy Commissioner John Benson (together with Ambulance Service of NSW A/Chief Executive Mike Willis and NSW Police Force Deputy Commissioner Dave Owens)	**Turkey:** To attend a UN-sponsored international disaster management exercise as observers	nil	AusAid: $30 418.48
14–17 July	Station Officers Dean Broadwood and Anthony Waller; Senior Firefighters Joachin Matthews, Kelly Graham, Nicole Davis, Peta Doyle and James Downey	**New Zealand:** To attend the Australasian Road Rescue Organisation 2011 Challenge and the World Rescue Organisation Challenge and Symposium	$8810.43	nil
18–22 July	Chief Superintendent John Denny	**Indonesia:** To attend the International Search and Rescue Advisory Group's (INSARAG) Asia Pacific Regional Meeting	nil	AusAid: $3076.75
25–28 August	Sergeant Freddy Pelebo	**Australia:** FRNSW sponsored Solomon Islands Fire Service Sergeant Freddy Pelebo to travel to Australia for the Australasian Fire and Emergency Service Authorities Council (AFAC) Annual Conference	$2314.88	nil
26–28 August	Lieutenant Emile Michael	**Australia:** FRNSW sponsored Santo Fire Service of Vanuatu Lieutenant Emile Michael to travel to Australia for the AFAC Annual Conference	$1406.74	nil

Dates of travel	Name of officer	Destination and purpose	Cost to FRNSW	Costs to other organisations
6–10 September	Assistant Commissioner Mark Whybro	**Singapore:** To participate as panellist on the Asian First Responder Panel at the First Responder Forum and visit Singapore Civil Defence Force emergency communications, operations and training facilities	$1107.64	FutureGov Asia Pacific Magazine: unknown
1 October – 11 November	Chief Superintendent Terry Farley	**United States:** To undertake the Executive Fire Officer Program at the National Fire Academy in Emmittsburg, Maryland, USA; and also conduct a short investigative visit to Miami and Chicago Fire Departments	$6911.09	nil
7–15 October	Superintendent Warwick Kidd; Station Officer Clayton Abel	**United Arab Emirates:** To attend the meeting of the INSARAG Training Working Group	nil	AusAid: $9328.00
15–26 October	Superintendent Garrick Parkes; Inspectors Andrew Faunce, Nicholas Ferrante, Geoffrey McAllister, Robert McGowan and Gregory Rankin	**United States:** To attend the Blue Card Training Certification Course and Brunacini Hazard Zone Conference	$25 024.62	nil
6–10 November	Deputy Chief Executive Rosemary Milkins	**Solomon Islands:** To participate in Exercise Boss Lift	nil	Department of Defence: unknown
7–11 November	Chief Superintendent John Denny; Inspector Michael Carroll	**South Korea:** To participate as UN classifiers for the INSARAG External Classification (IEC) being undertaken by the Korean disaster response team	nil	AusAid: $9789.58
25 November – 2 December	Superintendent Brian Smart; Station Officer Clayton Abel; Glenn Vardy	**Spain:** To observe the IEC being undertaken by two disaster response teams	nil	AusAid: $15 788.49
27 November – 9 December	Station Officer Andrew McNamara	**Japan:** To observe the IEC being undertaken by two disaster response teams	nil	Japan Foundation: Unknown

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APPENDIX 10: OVERSEAS TRAVEL (CONT'D)

Dates of travel	Name of officer	Destination and purpose	Cost to FRNSW	Costs to other organisations
2012				
13–24 February	Inspectors Gregory Rankin and Nicholas Ferrante; Station Officer Robert Lightfoot; Senior Firefighters Paul Leary-Smith and Wayne Miller	**New Zealand:** To deliver Incident Management and Command System Training to senior officers of the New Zealand Fire Service	nil	New Zealand Fire Service: $1435.90
14–20 February	Inspector Timothy Fox	**New Zealand:** To assess at the New Zealand United Fire Brigades Association (UFBA) Road Crash Rescue Challenge	nil	UFBA: Unknown
21–23 February	Deputy Commissioner John Benson	**New Zealand:** To represent the Australian USAR Task Force that was recognised for its outstanding contribution following the February 2011 earthquake in Christchurch at a memorial service held on the anniversary of the disaster	$2108.39	nil
27 February – 2 March	Julie Wyner	**New Zealand:** To attend the International Network for Fire Information and Reference Exchange Conference	$1373.24	nil
7–17 March	Station Officer Russell Turner; Senior Firefighter Richard Wilson	**United States:** To participate in a World Best Practice Logistics Management Course sponsored by the Federal Emergency Management Agency	nil	AusAid: $10 093.07
9–13 March	Chief Superintendent Rob McNeil	**Japan:** To take part in and speak at commemorative ceremony on the occasion of the first anniversary of the Japanese earthquake and tsunami in 2011	nil	ANZCC and Department of Foreign Affairs and Trade: Unknown
21–29 March	Station Officers Bruce Cameron and Kevin O'Connor	**Oman:** To observe the Urban Search and Rescue (USAR) Team from Oman undertake a medium USAR UN IEC exercise	nil	AusAid: $7707.19
8–13 April	Battalion Chief Patrick Rohaley	**Australia:** FRNSW sponsored travel to Australia by County of Los Angeles Fire Department Battalion Chief Patrick Rohaley to mentor the NSW USAR Task Force in preparation for the classification exercise in September 2012	$12 468.72	nil
14–21 April	Ms Desiree O'Brien	**Finland:** To observe the Finland USAR Team undertake a heavy USAR UN IEC Exercise	$2863.59	nil

Dates of travel	Name of officer	Destination and purpose	Cost to FRNSW	Costs to other organisations
14–22 April	Superintendent Gregory Wild; Station Officer Andrew McNamara	**Finland:** To observe the Finland USAR Team undertake a heavy USAR UN IEC Exercise	nil	AusAid: $8141.32
14–22 April	Chief Superintendent John Denny	**Finland:** To observe the USAR Team from Finland undertake heavy USAR UN IEC Exercise as a Classifier	nil	AusAid: $11 948.50
15–23 May	Superintendent Brian Smart; Station Officer Anthony Camilleri; Senior Firefighter Dirk Ziekenheimer	**United States:** To observe the USAR Team from Los Angeles County, California undertake INSARAG External Reclassification (IER)	nil	AusAid: $10 280.69
28 May – 2 June	Station Officers Gregory Purvis and Mark Langdon; Senior Firefighters Shane Bonsall and Stephen Jones	**Indonesia:** To participate in an INSARAG earthquake response exercise	nil	AusAid: $8791.13
8–16 June	Chief Superintendent John Denny	**United Kingdom:** To participate in and facilitate training for IER/IEC Classifiers	nil	AusAid: $11 311.99
8–21 June	Station Officer Clayton Abel	**United Kingdom:** To participate in the INSARAG Training Working Group workshop/meeting	nil	AusAid: $7145.11
19–26 June	Commissioner Greg Mullins	**Japan:** To attend the International Fire Chiefs Association of Asia General Congress and to visit Tokyo Fire Department	Nil	AFAC: unknown

APPENDIX 11: WASTE REDUCTION AND PURCHASING POLICY

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. FRNSW reports biennially on this policy; key achievements in the last reporting period (2010/11) included:

- total quantities of paper and cardboard purchased decreased by around 15% compared to the previous reporting period
- around 95% of FRNSW's bulk A4 paper purchases have >50% recycled content
- use of recycled vegetation, construction and demolition materials increased
- environmental considerations by FRNSW in supply contracts and at the point of purchase increased consistent with the waste hierarchy principles of Reduce, Reuse, Recycle, and Resist wherever practical
- use of the integrated waste management contract increased
- waste reduced through local practices such as cartridge and battery recycling.

RELATIONSHIPS WITH STAKEHOLDERS AND CUSTOMERS

APPENDIX 12: 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*. The organisation 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.

The strategies in FRNSW's *MPSP Forward Plan* are based on 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 prevention programs in communities
- strengthen partnerships with local government, community groups, business and other emergency services
- increase workforce involvement in prevention activities with culturally and linguistically diverse (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.

For highlights of FRNSW's achievements during 2011/12 under its *MPSP Forward Plan*, refer to the Community Safety chapter in this report. To obtain a copy of the Plan, contact FRNSW's Community Safety Directorate on (02) 9742 7400 or visit the FRNSW website at www.nsw.fire.gov.au

APPENDIX 13: HONOURS AND AWARDS

Australian Honours

Australian Fire Service Medal

For distinguished service as a member of an Australian Fire Service, was awarded to:

- **Chief Superintendent Peter Murgatroyd**, Area Commander, Regional North
- **Station Officer Anthony Camilleri**, Station Commander, Wollongong Fire Brigade
- **Captain Mervyn Reed**, Captain, Tocumwal Fire Brigade
- **Superintendent Bob Alexander**, Manager Training Coordination
- **Inspector Wayne Buxton**, Duty Commander Metropolitan East 1
- **Station Officer Bruce Cameron**, Station Commander, Regentville Fire Brigade
- **Captain Kevin Ryan**, Captain, Bathurst Fire Brigade
- **Captain Robert Crawford**, Captain, Kyogle Fire Brigade

FRNSW Commendations

Medal for Conspicuous Bravery

For brave and courageous actions at a house fire at Cleveland Street, Chippendale on 25 April 2009:

- **Station Officer Ian Arkley**

Individual Commendations for Courageous Actions

For courageous action at a combined shop and house fire at Dora Street, Morisset on 22 November 2005:

- **Retained Firefighter Mark Waters**

Individual Commendations for Meritorious Service

For meritorious service for their actions at a combined shop and house fire at Dora Street, Morisset on 22 November 2005:

- **Retained Firefighter Matthew Redfern**
- **Retained Firefighter Warren Redfern**

For meritorious service at a house fire at Cameron Street, Birchgrove on 21 March 2011:

- **Senior Firefighter David Rigon**
- **Senior Firefighter Peter Cooper**

For meritorious service and outstanding work in her role as a Rehabilitation Officer with the FRNSW Health and Safety Branch:

- **Ms Diane Kozak**

For meritorious service in the deployment and management of a number of complex projects for internal and external agencies:

- **Superintendent Chris Shapter**

For meritorious service in the role of compiling and documenting a comprehensive evacuation and awareness schedule for nursing homes:

- **Station Officer Chris Sanders**

For meritorious service for her actions at a motorcycle accident, F3 Freeway, Berowra on 7 November 2011:

- **Senior Firefighter Zoe Filliston**

For meritorious service for his actions at an open water rescue off Clovelly Beach on 20 September 2009:

- **Senior Firefighter Anthony Wallgate**

Unit Commendations for Meritorious Service

For meritorious service for their actions at a unit fire at Bowden Street, Harris Park on 27 July 2011:

- **Station Officer Robert Callow**
- **Senior Firefighter Darren Hall**
- **Senior Firefighter Jeremy Letherbarrow**
- **Firefighter Chad Parker**

For meritorious service for their actions at a house fire at Chaseling Street, Lakemba on 3 April 2010:

- **Station Officer John Bolwell**
- **Qualified Firefighter Peter Stibbard**
- **Qualified Firefighter Paul Dunn**
- **Firefighter Leewarra Wright**

National Medals and Clasps

During 2011/12 the National Medal for 15 years service was awarded to 139 fire officers, the 1st clasp for 25 years service was awarded to 119 fire officers, and the 2nd clasp for 35 years service was awarded to 32 fire officers. Four fire officers were awarded their 3rd clasp for 45 years service and one officer, **Deputy Captain Peter Nankervis** from Blackheath Fire Brigade, was awarded his 4th clasp for 55 years service.

Long Service and Good Conduct Medals and Clasps

Long Service and Good Conduct Medal for 10 years service and good conduct was awarded to 354 fire officers and administrative and trades staff, as well as to 635 Community Fire Unit members. The 1st clasp for 20 years service was awarded to 244 staff, the 2nd clasp for 30 years service was awarded to 145 staff, and the 3rd clasp for 40 years service was awarded to 27 staff. The 4th clasp for 50 years service was awarded to four staff: **Superintendent Brian Johnson** (Zone Commander, Metropolitan East 2), **Station Officer William King** (Station Commander, Mosman Fire Brigade), **Captain Raymond McTiernan** (Captain, Delroy Fire Brigade) and **Retained Firefighter Stuart Hume** (Springwood Fire Brigade).

Commendations to members of the community

For their actions at a home unit fire at Boyd Street, Tweed Heads on 11 May 2010:

- **Mrs Vibeke Gaardsted**
- **Mrs Marie Gaardsted**
- **Mr Robert McKenzie**

APPENDIX 14: GOVERNMENT INFORMATION (PUBLIC ACCESS)

In 2011/12 there were 117 formal and 143 informal requests to FRNSW for access to information under the *Government Information (Public Access) Act 2009 (GIPA)*, a 7% increase on the number of formal applications from 2010/11 and a 56% increase on the number of informal requests. FRNSW received 16 formal applications for access to personal information (down from 21 in 2010/11) and 242 formal and informal requests for non-personal information (up from 151 in 2010/11).

There was a significant increase in informal requests. Most were for fire and incident-related matters which were processed within 24 hours of receipt. No issues arose from FRNSW's compliance with *GIPA Act* requirements.

APPENDIX 14: GOVERNMENT INFORMATION (PUBLIC ACCESS) (CONT'D)

Table A: Number of applications by type of applicant and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	36	42	0	6	1	0	0	0
Not for profit organisations or community groups	1	0	0	0	0	0	0	0
Members of the public (application by legal representative)	2	4	0	0	1	1	0	0
Members of the public (other)	8	7	2	2	1	1	0	0

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	6	5	1	1	2	1	0	0
Access applications (other than personal information applications)	41	48	1	7	1	1	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	8
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	8
Invalid applications that subsequently became valid applications	3

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	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

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	4
Law enforcement and security	0
Individual rights, judicial processes and natural justice	54
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	114
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	3
Total	**117**

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner	1	0	1
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	1	0	1
Total	**2**	**0**	**2**

APPENDIX 14: GOVERNMENT INFORMATION (PUBLIC ACCESS) (CONT'D)

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	3
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

APPENDIX 15: 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 2011/12 FRNSW received five applications for internal review under Section 53 of the *Privacy and Personal Information Protection Act 1998*. Two reviews were completed, one application was withdrawn and two are ongoing. One internal review found that no personal information had been disclosed. The other complaint related to the unauthorised disclosure of personal information in breach of the Information Protection Principles and was dismissed by the Administrative Decisions Tribunal.

APPENDIX 16: 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:

- ACT Fire & Rescue
- Airservices Australia
- Ambulance Service of NSW
- Australian Nuclear Science and Technology Organisation
- Bureau of Meteorology
- Commonwealth Department of Defence
- Commonwealth Department of Finance
- Corrective Services NSW
- Country Fire Authority, Victoria
- Commonwealth Scientific and Industrial Research Organisation
- Energy Australia
- Environment Protection Authority
- Housing NSW
- NSW Attorney General and Justice – Juvenile Justice
- 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 Maritime Services
- Royal Australian Navy
- Shell Refining Australia
- State Emergency Service
- Sydney Catchment Authority
- Sydney Water
- Telstra Triple Zero (000)
- Transport for NSW

See the Emergency Management chapter for details of new or updated agreements that FRNSW finalised with other agencies during the year.

APPENDIX 17: AVAILABILITY OF THE ANNUAL REPORT

As FRNSW does not have inhouse design capability, external assistance was used for design and layout of its 2011/12 Annual Report. The report is available on the FRNSW website at www.fire.nsw.gov.au as well as internally on the intranet.

FINANCIAL AND ASSET MANAGEMENT

APPENDIX 18: 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		
PUMPING APPLIANCES											
Class 1 – Tankers 4x4											
Isuzu FRS	3000 litre CFA build	1988/90	5			2			3		
Isuzu FTS	1800 litre AFC build hazmat	1996/97	8					5	3		
Isuzu FTS	1800 litre AFC build rescue	1997	4					1	3		
Isuzu FTS	1800 litre AFC rescue/hazmat	1997	5			1		1	3		
Isuzu FTS	2400 litre AFC build	1996/97	16			7		3	6		
Isuzu FTS	3000 litre AFC build	1996/97	20		9			8	3		
Isuzu FTS750	2500 litre Mills Tui	2004/06	33		18			15			
Isuzu FTS750	2100 litre Mills Tui	2010/11	12		1			11			
Isuzu FTS750	2700 litre Mills Tui	2009	13		5			8			
Mitsubishi Canter	Category 7	2007/08	2	2							
Subtotal Class 1			**118**	**2**	**33**	**10**	**0**	**52**	**21**	**0**	**0**
Class 2 – Pumpers											
Isuzu FTR800	3000 lpm SEM build	2000/04	92	24		4	53		8	3	
Isuzu FTR800HB	3001 lpm SEM build	1999/2000	37	1		3	19		9	5	
Isuzu FTR900	3000 lpm SEM build	2003/07	90	23			67				
Isuzu FTR900	3000 lpm AMT SEM build	2009/10	30	16			14				
Subtotal Class 2			**249**	**64**	**0**	**7**	**153**	**0**	**17**	**8**	**0**
Class 3 – Pumpers											
Austral Firepac	3500 lpm 2 door	1993/2000	18			11				7	
Scania 94	3500 lpm Alex Perrie	2001/02	12	9		2	1				
Varley Commander	3500 lpm T4	2000/02	22	17		3				2	
Varley Commander	5000 lpm T5	2001/02	11	4		6				1	
Varley Commander	4000 lpm T3	2002/05	20	15		4				1	
Scania P310	4000 lpm SEM	2007/10	45	33			12				
Scania P310	4000 lpm Varley	2008	1	1							
Scania P320	4000 lpm SEM	2010/11	31	29			2				
Subtotal Class 3			**160**	**108**	**0**	**26**	**15**	**0**	**0**	**11**	**0**

Table continued on next page

APPENDIX 18: FLEET PROFILE (CONT'D)

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		
AERIAL APPLIANCES											
Mercedes K2437	Bronto 37-HDT	1996/2000	6	3		3					
Telesqurt (Scania)	Aerial pumper 94m	1999/2000	12	8		2	2				
Iveco TT Ladders	Dl23CC	2002	2			2					
Scania	Bronto F37-HDT	2003/08	3	3							
Scania	Bronto F27-RLH	2005/07	4	4							
Scania	Bronto 44-RLH	2010	1	1							
Subtotal aerial			**28**	**19**	**0**	**7**	**2**	**0**	**0**	**0**	**0**
SPECIAL APPLIANCES											
Hazmat											
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 vehicle	2004	1								1
Isuzu/Mitsui	CO_2	1989/95	2	1		1					
Mercedes Benz Sprinter	Service/support vehicles	1999	3	3							
Isuzu	Heavy hazmat	2007/08	6	6							
Subtotal hazmat			**32**	**15**	**0**	**4**	**12**	**0**	**0**	**0**	**1**
RESCUE											
Mercedes Benz Sprinter	Rescue vans	1999/2001	1								1
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	1			1				0	
VSV Commander	Salvage	2000	1	1							
Mercedes Benz	Prime mover and trailer USAR	2003	1	1							
Chevrolet Silverado	Reconnaissance vehicle	2008	1	1							
Subtotal rescue			**33**	**16**	**0**	**3**	**13**	**0**	**0**	**2**	**1**
ALPINE											
Hagglunds	All terrain vehicle	1983/88	2				1		1		
Polaris/Yamaha	Skidoo	1996/2003	8				8				
Polaris	ATV bikes	2003/04	4				4				
Subtotal alpine			**14**	**0**	**0**	**0**	**13**	**0**	**1**	**0**	**0**

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		
OTHER OPERATIONAL VEHICLES											
Firepac 3500	Heavy rescue	1995	2							2	
Mercedes Benz Sprinter	Rehabilitation	1999/2001	3								3
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	411								411
Trailer	Other	1994/2008	153								153
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
Subtotal other operational vehicles			**643**	**15**	**0**	**0**	**29**	**0**	**0**	**0**	**597**
MINOR FLEET											
Various	Passenger and commercial	2008/11	253	0	0	0	0	0	0	0	0
AWAITING DISPOSAL											
Marlin Broadbill	Fireboat	2008	1								
Subtotal awaiting disposal			**1**								
SUMMARY											
Pumping appliances			527	174	33	43	168	52	38	19	0
Aerial appliances			28	19	0	7	2	0	0	0	0
Special appliances			79	31	0	7	38	0	1	2	2
Other operational vehicles			643	15	0	0	29	0	0	0	597
Minor fleet			253	0	0	0	0	0	0	0	0
Awaiting disposal			1	1	0	0	0	0	0	0	0
Total			**1531**	**240**	**33**	**57**	**237**	**52**	**39**	**21**	**599**

APPENDIX 19: REVIEW OF CREDIT CARD USE

Corporate credit cards are available to staff and fire officers of FRNSW upon the approval of the Deputy Chief Executive. 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 and approved by delegated 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 20: USE OF CONSULTANTS

Consultancies equal to or more than $50 000

Consultant	Category	YTD Amount[1]	Nature of service
Litmus Group Pty Ltd	Management Services	109 672.20	Consulting services in relation to FRNSW's reform agenda
Leadexec Pty Ltd	Management Services	80 080.00	Consulting services for the delivery of leadership workshops for Executive Leadership Team members Phase 2
Noetic Solutions Pty Ltd	Organisational Review	66 839.17	Organisational redesign to embed capability development within FRNSW
Deloitte Touche Tohmatsu Ltd	Management Services	63 439.20	Human resources advice on review of Area and Zone Commanders position descriptions
Dowling Consulting Pty Ltd	Information Technology	56 100.00	Consulting services on development of change management capability within FRNSW

Consultancies less than $50 000

During the year 16 consultants were engaged in the following categories:

Category	Amount [1]
Management Services	$260 906
Engineering	$62 821
Information Technology	$25 575
Total	**$349 302**

Note:
1. Amounts as at 30 June 2012 include GST.

APPENDIX 21: PAYMENT OF ACCOUNTS AND TIME TAKEN

Time taken to pay accounts was fairly consistent during 2011/12. Some delays arose 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. Some delays also arose where invoices were sent to the wrong receiving location.

Structural reforms are currently underway to centralise the payment processing function within FRNSW. This will result in the quicker payments of accounts.

There were no instances of payments of interest on overdue accounts under Clause 13 of the *Public Finance and Audit Regulation 2010* and *Treasury Circular TC 11/12*, and no complaints were received by the Accounts Complaints Officer.

Aged analysis at the end of each quarter

| | 2011/12 | | | | |
Quarter	Current (i.e. within due date) $	Less than 30 days overdue $	Between 30 and 60 days overdue $	Between 61 and 90 days overdue $	More than 91 days overdue $
ALL SUPPLIERS [1]					
September	1 184 518	898 724	1 835	0	1 490
December	6 746 074	273 671	5 309	1 563	7 987 690
March	658 649	213 096	5 592	4 006	1 096
June	8 977 102	1 557 709	124 713	11 607	14 223

Accounts due or paid within each quarter

| | 2011/12 | | | |
Measure	Sept	Dec	Mar	June
ALL SUPPLIERS [1]				
Number of accounts due for payment	16 734	16 029	13 937	14 033
Number of accounts paid on time	13 759	12 631	10 378	11 499
Actual percentage of accounts paid on time (based on number of accounts)	82%	79%	74%	82%
	$ million	$ million	$ million	$ million
Dollar amount of accounts due for payment	88	46	49	88
Dollar amount of accounts paid on time	73	40	40	71
Actual percentage of accounts paid on time (based on $)	83%	87%	82%	81%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts	0	0	0	0

Note:

1. There were no accounts due or paid during 2011/12 for registered small businesses.

APPENDIX 22: FUNDS GRANTED TO NON-GOVERNMENT COMMUNITY ORGANISATIONS

In 2011/12 FRNSW gave $168 000 to the Museum of Fire as a fee for services.

INDEX (INCORPORATING COMPLIANCE INDEX)

[Disclosures required under the *Annual Reports (Departments) Regulation 2005*, the *Government Information (Public Access) Act 2009*, *Treasury Circulars* and *Treasurer's Directions*, are shown in **bold**.]

SECTION 6: ACCESS DETAILS AND BUSINESS HOURS

The hours of opening for the various business units and zone offices are as follows.

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

SUPPORT AREAS

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 to Thursday
8:00am – 4:00pm Friday

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

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 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 to 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

Operational Capability

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 – 4:30pm

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

Bushfire

Amarina Avenue
GREENACRE NSW 2190

Telephone (02) 9742 7346
Fax (02) 9742 7381
Business hours 8:00am – 4:30pm

Hazardous Materials Response

50 Lancaster Street
INGLEBURN NSW 2565

PO Box 953
INGLEBURN NSW 1890

Telephone (02) 9605 1065
Fax (02) 9605 4011
Business hours 8:00am – 4:30pm

Rescue

50 Lancaster Street
INGLEBURN NSW 2565

PO Box 953
INGLEBURN NSW 1890

Telephone (02) 9605 1136
Fax (02) 9605 4011
Business hours 8:00am – 4:30pm

Counter-Terrorism and Aviation

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 – 4:30pm

OPERATIONAL AREAS

The operational areas of
FRNSW operate 24 hours a day,
7 days a week.

AREA COMMAND METROPOLITAN EAST

Zone Office Metropolitan East 1 – Sydney East

213 Castlereagh Street
SYDNEY NSW 2000

PO Box A249
SYDNEY SOUTH NSW 1232

Telephone (02) 9265 2709
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 8.30am – 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

Level 1 – 32 Union Street
NEWCASTLE NSW 2300

Telephone (02) 4907 4999
Fax (02) 4929 7580
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 9:00amam – 4:00pm

Zone Office Metropolitan North 3 – Lower Hunter

32 St Andrews 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 Parke 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

PO Box W3
WEST WOLLONGONG NSW 2500

Telephone (02) 4224 2000
Fax (02) 4224 2088
Business hours 8:30am – 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

15 Whylandra 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

Village Centre Shop FO2B,
1 Perry 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

Shop 2, 37- 41 Cherry Street
BALLINA NSW 2478

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