NSW GOVERNMENT

Fire & Rescue NSW

Annual Report
2015/16

31 October 2016

The Hon David Elliott MP
Minister for Corrections
Minister for Emergency Services
Minister for Veterans Affairs

52 Martin Place
SYDNEY NSW 2000

Dear Minister

I have pleasure in submitting to you the Fire & Rescue NSW (FRNSW) 2015/16 Annual Report and Financial Statements for presentation to the NSW Parliament.

Throughout the year, FRNSW continued its collaboration with other emergency services and partners to save life, property, and the environment from fires, emergencies, and disasters. This report summarises FRNSW performance during 2015/16 and the outcomes achieved.

The report has been prepared in accordance with the *Annual Reports (Departments) Act 1985*, the *Annual Reports (Departments) Regulation 2015,* the *Public Finance and Audit Act 1983*, the *Public Finance and Audit Regulation 2015* and the *Premiers Memorandum 2013-09 Production Costs of Annual Reports*.

Yours sincerely

Greg Mullins AFSM

Commissioner

Table of Contents

1. Overview

1.1. FRNSW Role and Core Functions

Under the *Fire Brigades Act 1989*, the Commissioner of FRNSW is responsible for taking:

- All practicable measures for preventing and extinguishing fires to protect and save life and property in the event of fire in any fire district
- All practicable measures to protect and save life and property endangered by hazardous material incidents, confining or ending such an incident and rendering the incident site safe
- 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, in Fire Districts for:

- Fighting bushfires, under the cooperative arrangements under 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 Emergency Management 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.

Under the *Environmental Planning and Assessment Act 1979* and Regulations FRNSW is responsible for:

- Providing expert advice, input and regulation of fire safety measures in certain classes of buildings
- Issuing emergency and other Orders where fire safety problems are identified in buildings.

1.2. Key Clients, Stakeholders and Partners

Clients

- Members of the public protected and rescued from fires, road accidents and emergencies
- Local communities consulted concerning service provision
- Recipients of community education programs, including children, young people and seniors
- Recipients of fire safety services eg high rise building owners and occupants
- Recipients of fire investigation and research eg the State Coroner and NSW Police Force
- Recipients of emergency services, such as business owners and community members
- Infrastructure providers safeguarded such as energy, water or transport providers
- The insurance industry, for whom our services minimise losses and we provide fire reports.

Stakeholders

- The people of NSW
- The NSW Government and the Minister for Emergency Services
- FRNSW funding providers – the community through contributions paid to insurers, State and Local Governments.

Partners

- Other emergency services and government agencies, including the Ambulance Service of NSW, NSW Police Force, NSW Rural Fire Service, NSW State Emergency Service, State Rescue Board, the NSW Office of Emergency Management, Emergency Management Australia, Department of Foreign Affairs and Trade, Office of Environment and Heritage, NSW Volunteer Rescue Association, Housing NSW, and local government
- Australasian Fire and Emergency Service Authorities' Council
- Business partners sponsoring prevention programs.

1.3. Commissioner's Report

Fire & Rescue NSW (FRNSW) is a highly reliable, capable and innovative organisation focussed on continually improving our services to safeguard people, property and the environment from fires, emergencies, natural and human-caused disasters.

In 2015/16 we continued to work closely and co-operatively with partner emergency services and support agencies including the Ambulance Service of NSW, the NSW Police Force, the NSW Rural Fire Service, the NSW State Emergency Service, and the Volunteer Rescue Association Inc.

Responding to emergencies

FRNSW provides emergency prevention and response services, 24 hours a day, seven days a week to the NSW population of 7.64 million people. In 2015/16 FRNSW responded to 122,827 emergencies, an average of 337 per day or roughly one call every four minutes.

These calls include responses to buildings on fire, bush and grass fires, car fires, road accidents, industrial and residential rescues, chemical spills, storms, floods and other natural disasters, and some medical emergencies. A review of incident data over a 10 year period shows that a firefighter today responds to less false alarms, more genuine emergencies, and spends a longer duration on scene than was the case 10 years ago. The median response time to structure fires for permanent crews has improved from 6 minutes 39 seconds in 2014/15 to 6 minutes and 33 seconds in 2015/16. Permanent crews arrived at calls in 9 minutes 58 seconds, in 90% of calls to structure fires.

FRNSW had one of its busiest weeks in August 2015 as the combination of a low pressure system on the central NSW coast and a strong high in the Bight resulted in vigorous winds and heavy rain onto the southern half of the NSW coast on 24-25 August 2015 impacting on the Illawarra and South Coast. Over 695 emergency calls were received and FRNSW responded to over 100 storm related incidents as well as 72

fires, 29 rescues, 22 hazardous material incidents (Hazmat), 17 medical assists, powerlines down, roofs damaged or blown off, fallen trees and rescuing people marooned by flood waters. Over the period FRNSW responded a cumulative total of 3,838 firefighters and 910 fire engines.

FRNSW also worked closely with the NSW State Emergency Service (SES) in September 2015 between Grafton and the Central Coast as thunderstorms moved across NSW. The storms produced large hailstones, damaging winds and heavy rainfall that caused flash flooding. FRNSW responded to 90 requests for assistance and flood rescue specialists were deployed to the Central Coast to assist with recovery operations.

In December 2015 a cumulative total of 2,098 firefighters and 521 fire engines were responded to 322 incidents in Bundeena and Kurnell in Sydney's south after severe storms caused considerable damage. More than nine FRNSW rapid damage assessment teams assisted the SES to assess homes, businesses and infrastructure for damage so that the necessary repair works could take place as soon as possible.

Firefighters were deployed to Canada in July 2015, the United States in August 2015, Victoria and Western Australia in January 2016 and Tasmania from January to March 2016 as members of incident management teams to assist local fire authorities coordinate operational and logistics support to combat extreme bushfires.

In April 2016 a 15-strong Malaysian Disaster Assistance Response Team travelled to NSW to spend a week undergoing joint Urban Search and Rescue (USAR) training at the FRNSW Ingleburn facility. The purpose of the visit was skills sharing in the lead up to Malaysia's International Search and Rescue Advisory Group (INSARAG) external classification. FRNSW is recognised as having a world class United Nations accredited USAR capability and partners with other countries particularly in the Asia/Pacific, to help ensure the region's USAR capability remains strong.

FRNSW is also mentoring the Los Angeles County Fire Department USAR Task Force for its UN reaccreditation.

Creating safer, more resilient communities

To reduce risks and help prevent emergencies, fire crews carried out 50,542 community engagement activities in 2015/16. 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.

The Smoke Alarm and Battery Replacement (SABRE) program works with local councils and community care organisations to install and maintain battery-operated photoelectric smoke alarms in the homes of at-risk seniors and people with disabilities. Firefighters visited 9,416 homes throughout the State in 2015/16 to install 3,831 smoke alarms including 170 smoke alarms for the hearing impaired and replaced 14,161 batteries in previously installed alarms.

The Winter Fire Safety campaign was launched in May 2016 coinciding with the annual Fire Station Open Day that had 337 stations participating this year. Over 132,000 people visited their local station. The theme of the 2016 Winter Fire Safety campaign was 'Keep looking when cooking'. Analysis of fire incident data indicates that accidental home fires trend higher in May to August and 47% of these fires and 46% of all injuries are the result of kitchen (cooking) fires.

Developing and managing our resources

Personal satisfaction and engagement at work is directly related to the quality of the conversations employees have with management. FRNSW has implemented Performance Partnering to foster high quality conversations that help people and the organisation to learn, adapt and perform better. This approach brings together a simple concept and set of tools that help both managers and employees to participate and contribute to a practical and valuable process. So far, it has been rolled out across FRNSW corporate services. We are planning implementation across Commands in 2017.

Measuring and increasing employee engagement is an organisational priority. The 'Have Your Say' employee engagement survey was conducted in 2015 to measure engagement and inclusion in our workforce and thereby drive strategies to create a more inclusive work environment in which differences are valued and celebrated. In 2016 Gallup experts in employee engagement, held four sessions with permanent and retained firefighters and trade and administrative staff. Information obtained from these sessions will inform an action plan that will be presented to the Executive Leadership Team (ELT) in February 2017. The ELT understand that engagement must start with them. As such, all FRNSW Executive Directors are scheduling visits to offices and fire stations to better connect and communicate with frontline staff.

FRNSW is continuing its commitment to workplace diversity and inclusion to ensure that the workforce better reflects the communities it serves and protects, thus improving employee engagement, decision making and innovation. As part of this commitment a Diversity Unit has been established. The Unit has developed an

"Equity, Diversity and Inclusion Strategy" aligned to the FRNSW Corporate Plan. The Unit is working to facilitate change towards a more inclusive organisational culture; working collaboratively across the organisation to support the growth of a more diverse FRNSW workforce by increasing the numbers of merit selected women, culturally and linguistically diverse and Indigenous Australians. In 2016, the Diversity Unit also partnered across the Administration areas to increase and better support employees with disabilities.

From 2016 forward, all permanent recruit classes will comprise 50% men and 50% women, all of whom will have successfully completed all facets of recruitment.

FRNSW spent $30 million on properties capital projects in 2015/16. Major work included six new fire stations and three administration offices at Ballina (including a new Zone Office), Rutherford (including a new Zone Office), Lambton (including a new Area and Zone Office), Ropes Crossing, Yennora and Windsor and significant renovations at Pyrmont and Wingham fire stations. Design, new construction works and major renovations are well underway at Abermain, Gulgong, Mount Druitt, Murrurundi, Nyngan and Wollongong.

Construction commenced for the new FRNSW Head Office building at Greenacre, with work on track for completion in early 2017.

An agreement with a private proponent has been entered into to build a new FRNSW State Training Academy on a lease back arrangement. The new academy will be modern, state of the art with leading edge facilities and props to maintain and improve firefighter safety and FRNSW capabilities. It is a two year project with Academy staff expected to relocate in January 2018.

A total of 57 new fleet units were brought into service in 2015/16 at a cost of $17.9 million including 20 Class 1 Tankers, 16 Class 2 Pumpers, one Class 3 Pumper, two Mobile Command Centres, one Rehabilitation Van and eight Duty Commander vehicles.

The following report provides details of FRNSW further achievements in 2015/16. This will be my last annual report as I have taken the decision to retire early in 2017. It has been a privilege to serve as Commissioner, over the last 13 years and I am indebted to the staff who have so strongly supported me in this role.

Greg Mullins AFSM
Commissioner

1.4. Performance Summary

1.4.1. Emergency incidents

Number and Type of Incidents and Emergencies Attended					
Profile of incidents attended	2011/12	2012/13	2013/14	2014/14	2015/16
Fires and explosions					
Structure fires	6,711	6,766	6,259	6,286	5,772
Outside storage fires	257	234	232	262	257
Vehicle fires	3,939	3,763	3,303	3,091	3,080
Bush and grass fires	6,393	10,153	8,449	5,959	6,411
Rubbish fires	7,926	7,593	6,753	5,684	5,207
Other fires	360	375	345	664	1,315
Total fires and explosions	25,586	28,884	25,341	21,964	22,042
Non-fire rescue calls					
Motor vehicle accidents involving the extrication of victims	5,086	4,909	5,012	4,829	4,681
Other non-fire rescues including industrial and vertical rescues	2,962	2,878	3,132	3,340	3,113
Medical assistance	1,057	1,062	1,178	1,477	2,056
Animal rescues	2,117	1,894	1,745	1,802	1,670
Total non-fire rescue calls	11,223	10,745	11,067	11,448	11,520
Hazardous material incidents and other hazardous conditions including power lines down	15,594	15,901	15,453	16,272	15,621
Storm, floods and other natural disasters	3,679	3,713	3,973	5,675	4,528
Other service calls	3,359	3,388	3,307	3,861	3,776
Good intent calls	11,127	12,059	11,753	12,129	13,831
Malicious false calls	2,147	2,071	1,615	1,266	1,385
System initiated false alarms	52,235	49,181	46,384	49,077	45,541
Other calls	5,785	7,665	8,069	6,363	4,583
Total other emergencies and incidents	105,149	104,723	101,621	106,091	100,785
Total fires, explosions and other emergencies	130,735	133,607	126,962	128,037	122,827
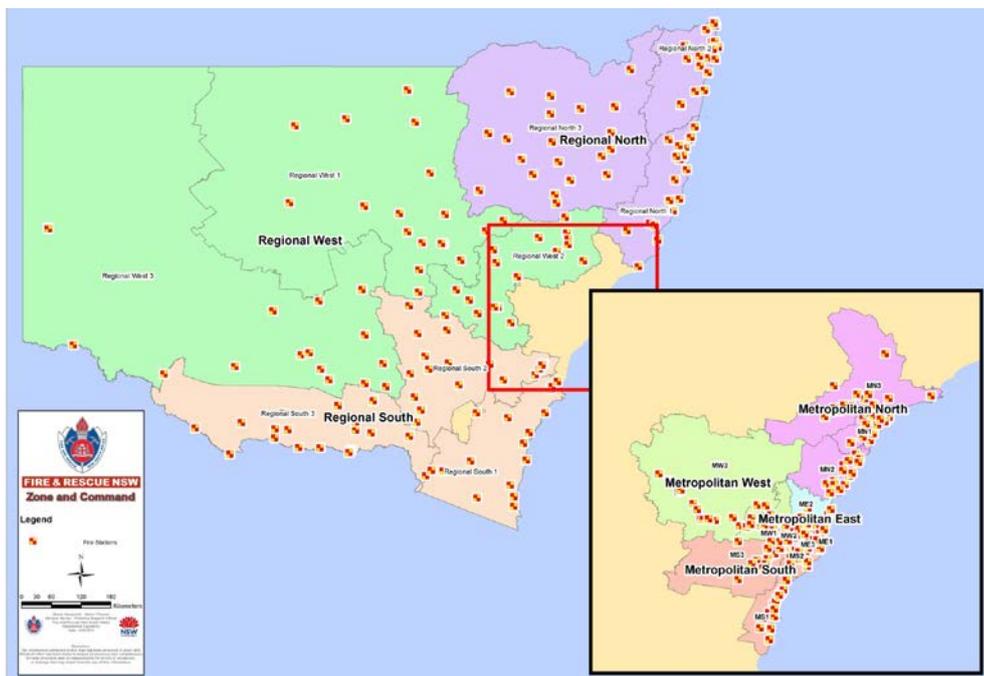
Incidents attended per 100,000 population

Property fires (buildings and vehicles), and fuel and chemical spills have declined since 2011/12.

The rate of non-fire rescues has increased as FRNSW was given additional responsibilities by the State Rescue Board in 2008 or has provided increasing support to other emergency service agencies.
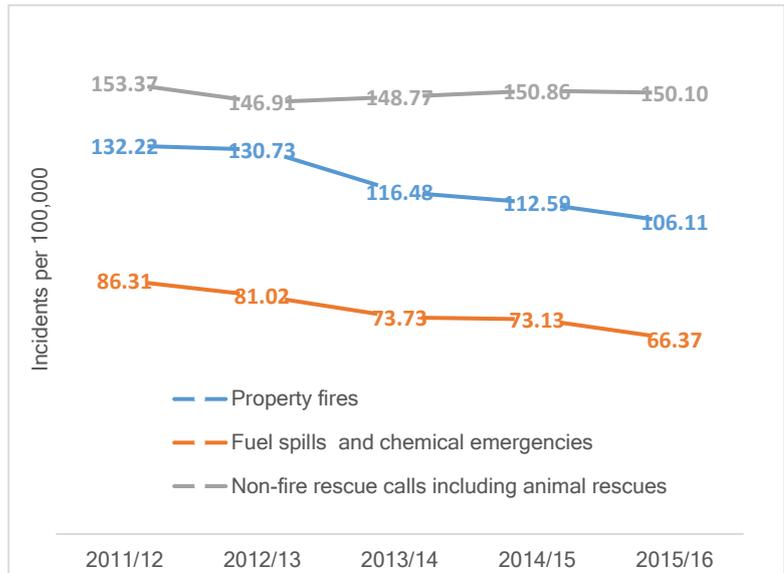
Response times to structure fires

Response time reflects FRNSW efforts to reduce the adverse effects of fire on the community through timely response.

Response time is the interval between the call being received at FRNSW communications centre and the arrival of a firefighting vehicle at the scene. 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.

In 2015/16 FRNSW Permanent Crews responded to 90% of calls for assistance within 9 minutes and 58 seconds.
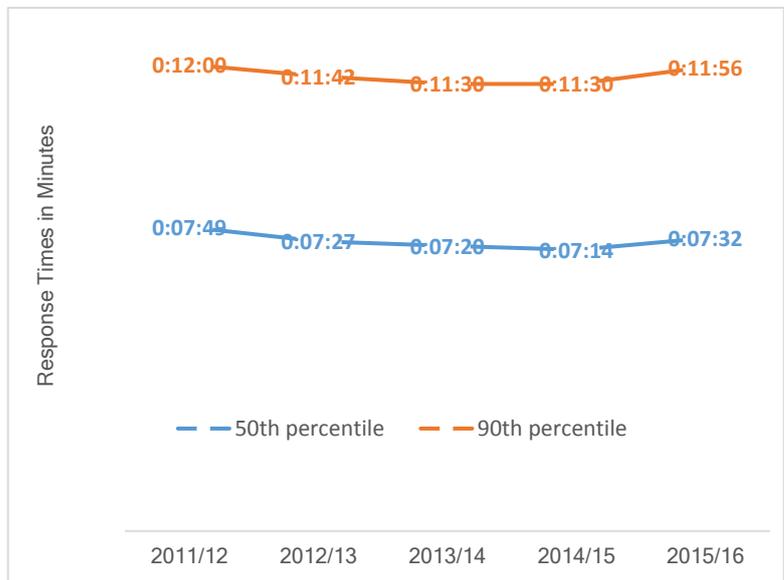
Structure fires confined to object and room of origin

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

1.4.2. Community safety activity

Community safety activities	2011/12	2012/3	2013/14	2014/15	2015/16
PreEd (Fire safety for preschool children)	1,882	1,874	1,926	1,307	1,768
FireEd (Fire safety for primary schools)	977	891	903	271	733
RescueEd (Road safety for high schools)	149	99	90	92	67
SeniorEd (Fire safety education for seniors)	423	384	437	442	247
Smoke Alarm Battery Replacement for the Elderly	11,446	9,906	9,755	9,383	9,416
Total Community Safety Activities	57,052	55,132	53,868	49,754	50,542
Online activities by number of visits	2011/12	2012/13	2013/14	2014/15	2015/16
Home Fire Safety Audit	12,172	48,024	14,335	21,693	3,247
Home Fire Safety – Keep looking when cooking				5,134	76,765
Home Fire Safety - ReAlarm					26,869
Brigades Kids	32,047	21,648	19,253	14,675	15,066
FRNSW Website	672,262	833,262	894,030	943,397	963,017
Social media cumulative followers	2011/12	2012/13	2013/14	2014/15	2015/16
@FRNSW Twitter followers	3,491	10,338	21,172	31,042	42,164
Facebook likes	12,513	26,182	53,111	84,592	105,810

1.4.3. Resources summary

	2011/12	2012/13	2013/14	2014/15	2015/16
Staff composition: (by headcount)					
Executive	13	12	12	12	10
Full-time fire officers	3,498	3,457	3,432	3,462	3,530
Retained (ie on-call) fire officers	3,323	3,368	3,380	3,336	3,327
Administrative and trade staff (FTE)	408	400	422	429	446
Community fire units	605	605	593	593	578
Community fire unit volunteers	7,000	7,200	7,015	6,812	6,318
Fire stations	338	337	337	337	337
Vehicles in the fire engine fleet	634	645	646	652	672
Accredited rescue crews	182	182	182	186	186
Actual total expenses excluding losses	$646m	$644m	$657m	$674m	$702m

2016/17 Budget

FRNSW total expenditure budget excluding losses for 2016/17 is $693.2 million and includes contributions of $543.0 from insurance companies and local councils, $91.3 million from the State Government and $55.0 million of internal operating revenue.

The 2016/17 capital expenditure budget is $47 million. This includes $15.1 million for the construction and refurbishment of fire stations across the state and the replacement of essential firefighting equipment, and $14.8 million for the replacement of essential firefighting vehicles. These capital works are being funded by a Government allocation of $10.7 million, contributors' allocation of $30.1 million and $6.2 million from FRNSW capital reserves and asset sales.

Station Open Day Visitors

On 21 May, 2016 337 fire stations across NSW hosted the annual Open Day with 132,000 people visiting their local fire station up from 80,000 in 2011/12.

A range of activities were on display eg fire extinguisher demonstrations, kitchen fat fire simulations, car accident rescues, as well as demonstrations of specialist equipment including thermal imaging cameras, and various fire appliances.
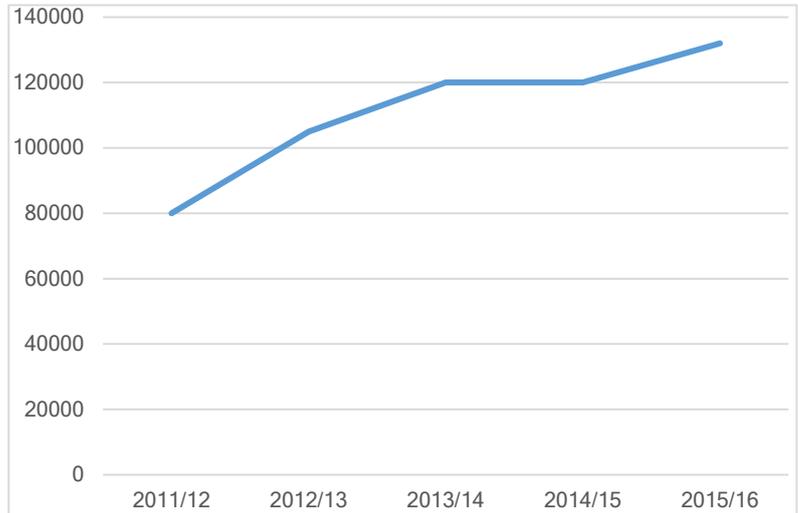
Community Safety Activities per Permanent Fire Station

FRNSW aims to improve community risk management by delivering an effective fire prevention and preparedness program. Permanent fire stations delivered an average of 251 prevention and preparedness programs in 2015/16.

Smoke Alarm Penetration Rate in Targeted Higher Risk Communities

The Home Fire Safety Check (HFSC) program provides the opportunity to establish true smoke alarm penetration rates in targeted 'at risk' communities. This is achieved by firefighters undertaking an onsite audit of the homes' smoke alarm situation to ensure it meets FRNSW criteria for working smoke alarm.

FRNSW findings indicate that only 76% of NSW homes have a working smoke alarm.

Note: This year provides the first full financial year of data for the HFSC program.
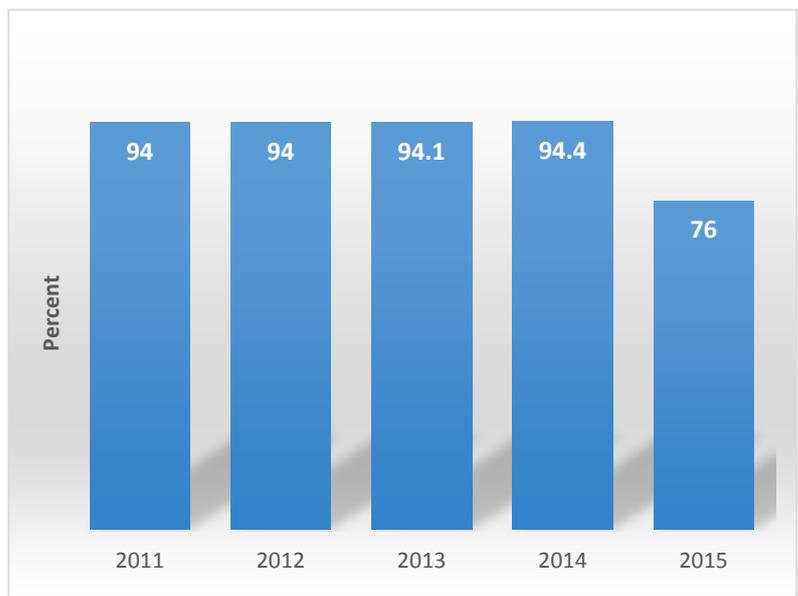
Source: NSW Adult Population Health Survey (SAPHaRI), Centre for Epidemiology and Evidence, NSW Ministry of Health (2011-2014) and FRNSW Community Safety Directorate (2015)

2. FRNSW Senior Management and Structure

2.1. The Executive Leadership Team

Commissioner

Greg Mullins, AFSM, MMgt, EFO, FIFireE, GAICD, FAIM

Mr Mullins became a volunteer bushfire fighter in 1972 and joined FRNSW 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 NSW Fire Brigades Commissioner in July 2003.

He is the first fire officer to be appointed as both Chief Fire Officer and CEO and the first CEO to come from the ranks.

Commissioner Mullins is 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, PSM, MA, BA, DipEd, MACE, GAICD

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 organisation. In mid-2012, her position was changed to that of FRNSW Deputy Chief Executive. She brings extensive experience and knowledge to this position. Ms Milkins was formerly Assistant Director General Public Sector Workforce with the Department of Premier and Cabinet. Prior to this, she served as Director Corporate Governance with the Department of Premier and Cabinet; 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.

Deputy Commissioner (to 8 April 2016)

Jim Smith, AFSM, BA, MA, EMPA, MIFireE

Mr Smith joined FRNSW 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. In November 2013 he was appointed as Acting Commissioner of the NSW State Emergency Service (SES) where he worked with the senior leadership of the SES to oversee a significant program of reform. Mr Smith returned to Fire & Rescue NSW in January 2015.

Mr Smith is completing a Diploma of Law through the Legal Profession Admission Board. He was 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.

Acting Deputy Commissioner (from 8 April 2015)
Director Operational Capability

Assistant Commissioner Jim Hamilton, AFSM, MMgt, GradCertMgt

Mr Hamilton joined FRNSW 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.

He was appointed Director Metropolitan Operations in 2011 and Director Operational Capability in 2015.

Director Metropolitan Operations

Assistant Commissioner Rob McNeil, AFSM, GradCertMgt, GradCertSocSc, GradDip.Exec Leadership

Mr McNeil joined FRNSW in 1984. He has served in a variety of operational and specialised positions, including Manager of the Hazardous Materials Response Unit and Assistant Director Community and Corporate Risk. Mr McNeil led the Australian Urban Search and Research Task Force deployed to Japan in the aftermath of the earthquake and tsunami in March 2011. He was appointed Director of Regional Operations in 2012 and Director of Metropolitan Operations in 2015.

Director Regional Operations

Acting Assistant Commissioner Gerry Byrne, AFSM, MERMGT, GradDipSocSc

Mr Byrne joined FRNSW in 1983. He has served in a number of operational and support positions including Manager Bushfire, Assistant Director Operational Logistics and Area Commander Metropolitan South. He was awarded the Emergency Management Australia Community Safety Award – Pre-disaster Planning in 2007 for his work on the I Zone project.

He was selected to act in the Director Regional Operations role in August 2015.

Acting Director Education and Training

Assistant Commissioner Graeme W. Finney, OAM, MDefStudies, MStrat, Grad.Dip.HRM/IR, FAIM, CAHRI

Assistant Commissioner Finney was appointed to the role of Acting Director Education and Training in November 2015. He is currently reviewing FRNSW's training environment, having had a number of training appointments with the Australian and USA military, including as Commandant of recruit training at Kapooka. Brigadier Finney has sound operational credentials and a working knowledge of operational organisations.

He was awarded a Commendation for Distinguished Service in 2000 for his service in East Timor, has received two Australian Army Service commendations and two United States Meritorious Service Medals.

Director Community Safety

Assistant Commissioner Mark Whybro, AFSM, BA, MBT, GradIFireE

Mr Whybro joined FRNSW in 1981. He has chaired the national Triple Zero Awareness Work Group since 2007. In 2009, he was promoted to Director Specialised Operations, where he oversaw FRNSW rescue, hazmat and USAR capability, its Community Fire Unit Program and its communication centres. He was appointed Director Community Safety in November 2011, with responsibility for prevention and community education programs, regulatory and advisory functions in the built environment, fire investigation and research, Automatic Fire Alarm management, management of hazmat charging and commercial emergency safety training.

Acting Director Human Resources

Acting Assistant Commissioner Malcolm Connellan, AFSM, GradCertSocSc, MIFireE

Mr Connellan joined FRNSW in 1983. He has served in a variety of operational and specialised positions, including Professional Standards and Conduct officer and Assistant Director Recruitment and Staffing and Commissioner's Chief of Staff. Mr Connellan has been involved in the development of several critical human resources projects, including new payroll and rostering systems. He was selected to act in the Director Human Resources role in April 2015.

Director Logistics Support

Emmanuel Varipatis, BE (Civil Eng), MMgt

Mr Varipatis joined FRNSW in October 2010. He has worked in both the private and public sectors in various senior roles.

Prior to joining Fire & Rescue NSW, 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.

Chief Financial Officer

Adam Summons, BEc, FCA, 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.

In November 2014 Mr Summons was awarded the CFO of the Year Award at the Thomson Reuters Tax and Accounting Excellence Awards for Australia and New Zealand.

Interim Director Information Technology

Robert Hilditch, SHNC CompDataProc

Mr Hilditch commenced as Interim Director, Information Technology in December 2015. He has over 25 years experience in managing and delivering Information, Communications and Technology solutions to large businesses. Solutions delivered include major transformation and change programs, enabled by technology, implementing Enterprise Resource Planning capabilities and the creation of a Finance Shared Service Centre.

2. 2. Senior Management

Commissioner Greg Mullins AFSM

Chief of Staff, Office of the Commissioner
– A/Chief Superintendent Wayne Phillips

Assistant Director, Media and Communications
– Andrew Parsons

Assistant Director, Workplace Standards
– Jennifer Williamson

Emergency Management Division
Deputy Commissioner Jim Hamilton AFSM

Director Metropolitan Operations
– Assistant Commissioner Robert McNeil AFSM

Area Commander Metropolitan East
– Chief Superintendent Marcus Baker AFSM

Area Commander Metropolitan North
– Chief Superintendent David Felton

A/Area Commander Metropolitan South
– A/Chief Superintendent Philip Lindsay

Area Commander Metropolitan West
– Chief Superintendent Richard Griffiths AFSM

A/Director Regional Operations
– A/Assistant Commissioner Gerry Byrne AFSM

Area Commander Regional North
– Chief Superintendent Peter Murgatroyd AFSM

Area Commander Regional South
– Chief Superintendent Kenneth Murphy

Area Commander Regional West
– Chief Superintendent Neil Harris AFSM

Director, Operational Capability
– Assistant Commissioner Jim Hamilton AFSM

Assistant Director, Capability Management
– Chief Superintendent Paul McGuiggan AFSM

Assistant Director, Operational Communications
– Chief Superintendent Gregory Wild

Assistant Director, Specialised Operations
– Chief Superintendent John Denny AFSM

Manager, Community Fire Units
– Superintendent Bradley Smith

Director, Education and Training
– Assistant Commissioner Graeme W. Finney

Assistant Director, Education
– Tracey Kick

Assistant Director, Training
– Chief Superintendent Robert Murray AFSM

Corporate Services & Governance Division
Deputy Chief Executive Rosemary Milkins

Assistant Director, Governance and Legal, Chief Audit Executive
– Kelly McFadyen

A/Assistant Director, Program Management
– David Jones

Director, Community Safety
– Assistant Commissioner Mark Whybro AFSM

Assistant Director, Community Safety & Research
– Chief Superintendent Chris Lewis AFSM PhD

Assistant Director, Fire Safety
– Chief Superintendent Greg Buckley AFSM PhD

Chief Financial Officer
– Adam Summons

Assistant Director, Financial Operations
– George Ayoub

Assistant Director, Financial Strategy
– Claydon Georges

A/Director Human Resources
– A/Assistant Commissioner Malcolm Connellan
AFSM

Assistant Director, Employee Relations
– Bernard King

Assistant Director, Health and Safety
– Alison Donohoe

A/Assistant Director, Recruitment and Staffing
– Michael Taylor

Interim Chief Information Officer
– Robert Hilditch

Assistant Director, Office of the CIO
– Sean Nairn

Assistant Director, Communications
– Paul Barnes

A/Assistant Director, Corporate Program
– Gavin Brown

Assistant Director, Infrastructure
– Malcolm Thompson

A/Assistant Director, Operations Program
– Mike Hinton

Director, Logistics Support
– Emmanuel Varipatis

Assistant Director, Fleet Services
– Ian Peisley

Assistant Director, Operational Logistics
– Chief Superintendent Terry Farley

Assistant Director, Property Services
– Andrew Peters

Assistant Director, Strategic Procurement and
Contract Services
– Guy Tesoriero

2.3. Organisational Structure

Commissioner

Office of the Commissioner | Media & Communications | Workplace Standards

Emergency Management

Emergency Management Business Operations

Metropolitan Operations

Area Command North	Area Command South	Area Command East	Area Command West
Zone 1 - MN1	Zone 1 - MS1	Zone 1 - ME1	Zone 1 - MW1
Zone 2 - MN2	Zone 2 - MS2	Zone 2 - ME2	Zone 2 - MW2
Zone 3 - MN3	Zone 3 - MS3	Zone 3 - ME3	Zone 3 - MW3

Regional Operations

Area Command North	Area Command South	Area Command West
Zone 1 - RN1	Zone 1 - RS1	Zone 1 - RW1
Zone 2 - RN2	Zone 2 - RS2	Zone 2 - RW2
Zone 3 - RN3	Zone 3 - RS3	Zone 3 - RW3

Education & Training

Command, Leadership and Management | Program Design and Development

Technical Training | Training Coordination and Resources

Operational Capability

Capability Management | Specialised Operations | Community Fire Units

Operational Communications

Corporate Services & Governance

Governance & Legal | Program Management Office

Community Safety

Fire Safety | Community Safety & Research | Business Operations | ComSafe

Financial Services

Financial Operations | Financial Strategy

Human Resources

Recruitment & Staffing | Employee Relations | Health & Safety

Information Technology

Office of CIO | Operations Program | Corporate Program | Infrastructure

Communications

Logistics Support

Operational Logistics | Fleet Services | Strategic Procurement and Contract Services

Property Services

3. FRNSW Performance in 2015/16

3.1. Strategic Direction 1: Admired and Trusted

Achievements

In 2015/16 FRNSW:

- Enhanced land and water based flood recue capability with the capability deployed the length of NSW from Tweeds Heads to Bega in June 2016
- Firefighters were deployed to Canada in July 2015, the United States in August 2015, Victoria in January 2016 and Tasmania from January to March 2016 in incident management teams to assist local fire authorities manage bushfires
- Completed 87 hazard reduction burns reducing bushfire risk for 3,232 NSW properties valued at $4.7 billion
- Working at heights capability enhanced at over 70 fire stations
- Implemented an Infield Reporting App to assist service delivery for hazard reduction burns and Community Fire Unit Apps to enhance communication
- Alerted the Department of Fair Trading to a number of household products including washing machines that posed a fire hazard and required removal from sale

3.1.1. Be recognised by Government, the community and other agencies as a world class provider of cost effective, comprehensive, rapid and reliable emergency prevention and response services

Firefighting

FRNSW responded to 68,968 fire-related emergency calls in 2015/16, with 22,042 of these being actual fires. FRNSW has the responsibility to protect 90% of the population of NSW and is one of the largest urban fire services in the world.

FRNSW continues to provide high quality reliable and rapid response to safeguard people and property in NSW's growing cities, expanding metropolitan areas and regional and rural towns. During 2015/16 FRNSW trialled equipment and techniques for longer-distance delivery of water, remote-controlled access to areas such as tunnels, and fire suppression using compressed air foam.

Bushfire suppression

FRNSW responded to 6,411 bush and grass fires in 2015/16. To reduce the risk of bushfires FRNSW undertook hazard reduction burns in co-operation with the NSW Rural Fire Service, the National Parks and Wildlife Service and local government. The hazard reduction burns decrease fuel for bushfires between homes and surrounding bushland, reducing the impact of uncontrolled bushfires on life, property and the environment. The burns also protected critical areas of remnant urban bushland and native animal habitats.

The Bushfire Section implemented an Infield Reporting App that assisted reporting on hazard reduction burns, leading to an improvement in data collection and service delivery. FRNSW achieved its second highest number of annual prescribed hazard reduction burns in 2015/16 with 87 hazard reductions reducing the bushfire risk for 3,232 properties with an accumulated value of over $4.7 billion.

Community Fire Units (CFUs) were also provided with an Activity App in early 2016 to assist volunteers to activate and deactivate during a bushfire, provide notifications of bushfires within a 5km radius, provide interactive maps and enhance communication between volunteers.

The Rotary Emergency Services Community Awards in August 2015 recognised all six NSW emergency service organisations. 24 finalists were presented with commemorative plaques, including FRNSW Superintendent David Lewis, Station Officer Brendan Hurley and Senior Firefighters Michael Nguyen and Sam Wall. One finalist from each service was named 'Officer of The Year' with SO Hurley receiving the award for FRNSW.

NSW SES's Shannon Crofton, who is also a Senior Firefighter with FRNSW, was awarded Volunteer Officer of the Year.

Hazardous materials incidents

During 2015/16 FRNSW responded to 15,621 hazardous material (hazmat) incidents. Under the *Fire Brigades Act 1989* FRNSW is responsible for protecting 100% of the people, property and environment of NSW from chemical, biological and radiological (CBR) hazards. These may range from industrial accidents through to deliberate acts of terrorism.

FRNSW continued to work with industry groups to minimise the impact of hazmat incidents on the public, including working with the national bulk tanker industry to increase awareness of FRNSW response and recovery role during a bulk tanker incident.

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 79 primary, 107 secondary and accredited specialist rescue units in 186 locations. All firefighters are trained in basic rescue including 2,700 registered as rescue operators with the SRB. In addition to specialist rescue vehicles, every fire engine carries rescue equipment. FRNSW responded to 11,520 non-fire rescue calls including animal rescues in 2015/16.

FRNSW has enhanced its flood rescue capability. FRNSW has three water-based flood rescue stations and 17 land-based flood rescue stations, with 87 water-based flood rescue technicians and 400 land-based flood rescue operators. This capability was deployed in mid-2016, the length of NSW, with FRNSW working from Tweed Heads to Bega.

Urban search and rescue

FRNSW Urban Search and Rescue (USAR) capability provides specialised equipment, training, organisation and techniques used to locate, access, stabilise, and rescue people trapped following major building collapses and other complex rescues. The initial USAR response is provided by on-duty rescue crews staffing heavy rescue units in Sydney, Newcastle, Gosford and Wollongong. FRNSW also has over 250 additional specialist personnel capable of carrying out complex technical rescue operations as members of USAR Task Forces.

After the Cyclone Pam deployment to Vanuatu last year, a need was identified for an adaptable disaster assistance cache for cyclone response. This has now been achieved with a Disaster Assistance Response Team (DART) cache ready for deployment. A new capability has been added to the cache, a desalination unit that is able to deliver over 10,000 litres of potable water daily.

USAR is a key component of the NSW capability to deal with the consequences of a terrorist attack. FRNSW is one of a handful of organisations in the world accredited by the United Nations' International Search and Rescue Advisory Group (INSARAG) as a Heavy USAR Task Force for international response to disasters.

Terrorism consequence management

FRNSW has maintained its operational preparedness to manage the consequences of terrorist acts particularly those involving fires, explosions, building collapse, and chemical, biological or radiological agents, as part of an integrated whole-of-government counter-terrorism strategy. FRNSW has hosted and/or participated in over 10 multi-agency counter-terrorism training exercises, and continued to collaborate with our partner agencies to develop multi-agency operational policies and procedures.

Aviation operations

The MOU between FRNSW and Southern Region Surf Life Saver Rescue Helicopter Service (Westpac Rescue Helicopter), continued in 2015/16 as an interim measure while FRNSW explores aviation options following the cessation of a joint arrangement with the NSW Police Aviation Support Branch. FRNSW is also exploring unmanned aerial vehicles in various applications.

Community medical assistance

FRNSW responded to 2,056 medical emergencies in 2015/16 ranging from cardiac arrest, childbirth, snake bites to major trauma assisting the Ambulance Service of NSW (ASNSW). All firefighters are trained in advanced first aid, oxygen resuscitation, use of automatic external defibrillators and basic patient assessment. Four ASNSW paramedics are currently working with FRNSW to provide Basic Life Support and Advanced First Aid training.

In addition, FRNSW provides a Community First Responder program in Alstonville, Branxton, Bundanoon, Bundeena, Culcairn, Henty, Thredbo, Tocumwal and Uralla to assist ASNSW. Firefighters in these towns have received additional training to provide life saving intervention until ASNSW paramedics arrive. FRNSW and the ASNSW are exploring options to expand this program.

In 2012 NSW Cabinet endorsed the 'Ambulance Reform Plan' including the use of firefighters in metropolitan areas and major regional centres to co-respond with ASNSW paramedics to life threatening medical emergencies. This has been proven in Melbourne and in many overseas countries to dramatically reduce response times, save lives, improve patient outcomes, and reduce health system costs. Training, industrial and funding issues have prevented implementation, however the two agencies are currently exploring a revised program restricted to time critical response to reported cardiac arrest emergencies. It is envisaged that this might be in operation by December 2016.

3.1.2. Be an essential arm of an integrated and seamless emergency services sector within NSW and nationally

Memorandums of Understanding and Mutual Aid Agreements

FRNSW enters into Memorandums 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 response, training, information exchange and protocols for dealing with cross agency issues.

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. Commissioner Mullins 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 and the Commissioner is a member of the Commissioners' and Chief Officers' Strategic Committee which convenes during major emergencies to advise government.

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 Australia and New Zealand. Commissioner Mullins is President of AFAC and Chair of the AFAC Board 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 NSWRFS, Rural Fire Service Association and Fire Brigade Employees' Union. The committee and its subcommittees provide forums for regular consultation and cooperation between the fire services, including planning and coordination, to achieve complementary delivery of urban and rural fire services. It oversees the Memorandum of Understanding for NSW Fire Services established in 1995 to bring into effect the 'Two Fire Services Policy' which requires the services to 'complement not compete' with each other.

Commissioner Mullins is also the Australian Director of the International Fire Chiefs Association of Asia representing all Australian fire services. The Association promotes the study of firefighting techniques in its 22 member countries and exchanges fire service knowledge/information to contribute to the development of Asia's fire services. Arising from a recent meeting the Hong Kong Fire Services Department and Singapore Civil Defence Force have agreed to assist FRNSW with operational planning for the new Sydney Metro Rail System.

In April 2016, FRNSW, NSW Police and ASNSW joined forces with NSW Health to participate in a chemical, biological, radiological (CBR) exercise at Liverpool Hospital. The exercise was one in a series of CBR exercises to practise the preparedness of local response and strengthen inter-agency operability in the event of a mass decontamination.

Partnerships in rescue/urban search and rescue

Commissioner Mullins is a member of the State Rescue Board which advises the Minister for 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, NSW State Emergency Service and the NSW Volunteer Rescue Association.

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 Deployment Working Group established by EMA.

FRNSW and the Queensland Fire and Emergency Service represent Australia at the International Search and Rescue Advisory Group (INSARAG) 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 the USAR Training Working Group.

Partnerships in managing hazardous materials incidents

FRNSW and the Environment Protection Authority work closely to manage and minimise the effects of hazardous materials incidents. FRNSW is a member of the National Chemical, Biological and Radiological (CBR) Steering Committee established by the Commonwealth Attorney-General's Department and participates in the Australian delegation to the International CBR Consequence Management Group. FRNSW also chairs the NSW Chemical, Biological, Radiological and Nuclear (CBRN) Committee that reports to the SEMC.

FRNSW chairs the Petrochemical Industry Emergency Management Committee (PIEMC) to continuously improve safety at petrochemical sites in NSW.

Partnerships in counter terrorism

FRNSW continues to work closely with all stakeholders within NSW including the NSW Police Force, ASNSW, NSWRFS, ASIO and Australian Defence Force on the prevention, preparedness and response to managing the consequences of acts of terrorism. This includes having an officer based within the NSW Police Force Counter Terrorism and Special Tactics Command. The Commissioner is a member of the State Counter Terrorism Committee.

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 Emergency Services on bushfire prevention and suppression matters.

FRNSW also coordinates a number of bushfire management committees in its Fire Districts bringing together stakeholders, identifying local areas of potential risk on the bushland/urban interface, and developing operational and risk management plans. In addition, FRNSW participates in the Bushfire and Natural Hazards Cooperative Research Centre.

Firefighters were deployed to Canada in July 2015, the United States in August 2015, Victoria in January 2016 and Tasmania from January to March 2016 in incident management teams to assist local fire authorities coordinate operational and logistics support to combat extreme bushfires.

Partnerships in procurement

FRNSW regularly works with other agencies such as the NSWRFS and the NSW SES to develop joint specifications for firefighting and hydraulic rescue equipment. These partnerships result not only in economies of scale in purchasing and the resulting value for money for taxpayers, but also more effective emergency response.

3.1.3. Support all arms of Government in NSW through our specialist and expert advice and services

Fire safety assessments and inspections

In 2015/16 FRNSW fire safety officers, engineers and building surveyors 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 *National Construction Code Series – Building Code of Australia* were proposed.

The most common issues were related to fire hydrants, extended egress travel distances and rationalisation of fire resistance levels. Major infrastructure, shopping centres, hospitals, high-rise buildings and residential development formed the bulk of the work. Notable major projects contributed to include the NorthConnex and WestConnex road tunnel projects, Sydney Metro NorthWest, Darling Harbour Live (Exhibition, Convention and Theatre) and numerous buildings associated with the Barangaroo development.

During the 2015/16 Financial Year, FRNSW received 1,085 submissions for proposed alternative solutions on developments (comprising both Fire Engineering Briefs and applications in accordance with *Clause 144 of the Environmental Planning and Assessment Regulation 2000).* Advice was given to certifying authorities about whether proposed building designs met required safety standards for the public and firefighting personnel.

Final inspections of performance-based buildings were carried out in accordance with *Clause 152 of the Environmental Planning and Assessment Regulation 2000* prior to occupancy at 206 developments.

Major hazards facilities and dangerous goods sites

NSW facilities determined to be Major Hazard Facilities under the *Work Health and Safety Regulation 2011* are required to prepare and submit a Safety Case, Emergency Plan and Security Plan. These are assessed by the SafeWork NSW Major Hazard Facilities Unit to form a view on licensing these sites. The team comprises representatives from FRNSW, NSW Police Force, NSW Department of Planning and Environment and SafeWork NSW.

FRNSW conducts an assessment of the emergency management components of the Safety Case, a full assessment of the Emergency Plan, a site visit and provides a report to WorkCover and the Major Hazard Facility Operator. FRNSW also inspects dangerous goods sites and provides feedback to SafeWork NSW on safe storage.

Other building inspections

FRNSW conducted approximately 580 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 numerous Emergency Fire Orders seeking rectification of breaches, or provided written advice to local councils with recommendations to upgrade the level of fire and life safety in buildings.

Fire investigations

In 2015/16 FRNSW specialists investigated 220 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, NSW Fair Trading, local councils and the NSW Coroner. Investigators also provided valuable insight to Incident Commanders over the phone for 33 incidents.

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 142 Police court statements and made 4 court appearances.

Fire research

FRNSW Fire Investigation and Research Unit (FIRU) developed a fire research facility at the TestSafe site at Londonderry. This facility has a burn area that includes space for purpose built structures to research realistic fire scenarios, as well as a bench-top testing and teaching gallery. FIRU's current project is working with the private sector exploring the effects or impacts of combustion on Insulated Sandwich Panels (external building cladding).

The major practical research activity for 2015/16 was the testing of smoke alarms and the subsequent analysis of the resulting data. A report is being finalised for the Australian Building Codes Board. FRNSW has purchased two specialist gas analysing units which enable researchers to determine the tenability of building compartments as fires develop and the composition of the gases within that compartment.

FIRU in partnership with University of New South Wales and the CSIRO, has commenced a project on testing the effectiveness of sprinklers in varying scenarios in Class 2 buildings.

Unsafe consumer products

When faulty consumer products were suspected of causing fires, responding fire crews advised FRNSW specialist fire investigators and researchers who analysed fire reports and data. Products investigated include self-balancing scooters (hoverboards), dishwashers, washing machines and butane camping stoves. Fact sheets and media alerts were issued where necessary. FRNSW specialist fire investigators and researchers refer all reported unsafe consumer products to NSW Fair Trading. FRNSW has continued to work with Fair Trading on the ongoing recall of a number of Samsung washing machine models.

Accelerant detection dogs

FRNSW is the only Australian fire service that employs accelerant detection dogs to assist in determining the cause of fires. In 2015/16 the new recruit canines "Earl" and "Viking" graduated to form an integral part of the Fire Investigation and Research Unit, joining existing canine "Opal".

FRNSW canine "Winna" was retired after eight years of service within FRNSW and enjoying retirement as a pet with the family of a FRNSW firefighter.

The canine teams assisted investigators from NSW Police, NSWRFS and FRNSW at 113 incidents across NSW and the handlers made 13 Court appearances. The canine teams provided demonstrations and lectures for NSW Police, Forensic and Analytical Science Service, various universities and a vast number of community and safety events across NSW. Canine Opal and her handler also assisted the Victorian Police on a joint multi-agency operation in the Otway National Park in southern Victoria.

Automatic fire alarms

At end of 2015/16 there were 14,243 Automatic Fire Alarms (AFAs) connected in NSW, generating more than 48,300 unwanted false activations. 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*. Unwanted false alarms cause unnecessary disruption to businesses and the community and can divert valuable emergency service resources from responding to genuine emergencies. However, every alarm must be treated as a genuine emergency until proven otherwise.

AFA connections in NSW have increased by 79% since 2003, nevertheless, FRNSW has succeeded in reducing unwanted false alarms by 29% since that time by actively engaging with building owners and managers. FRNSW provides them with strategies to reduce unwanted activations and, in turn, FRNSW's attendance at unwanted alarms. False alarm charges have proven to be a significant factor in motivating building owners to properly install and service automatic alarm systems.

Future directions

In 2016/17 FRNSW will:

- Continue to develop and improve our capabilities to provide safe, rapid and effective emergency response to a range of emergency and disaster situations including:
  - o Undertaking the five yearly INSARAG External Reclassification (IER)
  - o Continuing to trial equipment and techniques for improved service delivery including remote controlled access to tunnels and fire suppression using compressed air foam
  - o Continuing to enhance aviation operations with unmanned aerial vehicles and to pursue options for a dedicated rotary winged aircraft

- Continue to work collaboratively with other agencies including:
  - o Continuing to enhance inter-relationships with other NSW emergency services to assist in disaster response and recovery efforts following extreme weather events
  - o Working with the ASNSW to enhance community medical assistance as outlined in the 2012 Ambulance Reform Plan
  - o Building on fire research capabilities to develop new fire safety programs and to provide input to fire and life safety codes and standards

3.2. Strategic Direction 2: Community Based

Achievements

In 2015/16 FRNSW:

- FRNSW was a partner in the Get Ready project for the hearing impaired awarded the 2015 NSW Disability Industry Innovation Award for community accessibility
- FRNSW was a partner in The Teachers Guide and Resources Pack awarded a Resilient Australia Award
- Over 500,000 "Emergency+" apps providing emergency information downloaded
- Firefighters visited 9,376 homes across NSW installing 3,831 smoke alarms, including 170 smoke alarms for the hearing impaired and replacing 14,161 batteries
- The annual Open Day attracted over 132,000 people to their local fire stations
- The Winter Fire Safety campaign resulted in a 8% decrease in home fires and a 24% decrease in kitchen fires compared to the average over recent years

3.2.1. Work closely with local communities to reduce the prevalence and impact of fires and other emergencies

FRNSW conducts a wide range of prevention and preparedness programs to create a safer environment and build community resilience, particularly amongst "at risk" communities.

Children and young people

PreEd and FireEd children's fire safety education

FRNSW PreEd and FireEd 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 three in primary schools.

Brigade Kids website

FRNSW has joined into a two-year partnership with LEGO Australia brand LEGO® City to enhance existing community engagement work in providing children with fire safety knowledge through fun activities such as games and songs.
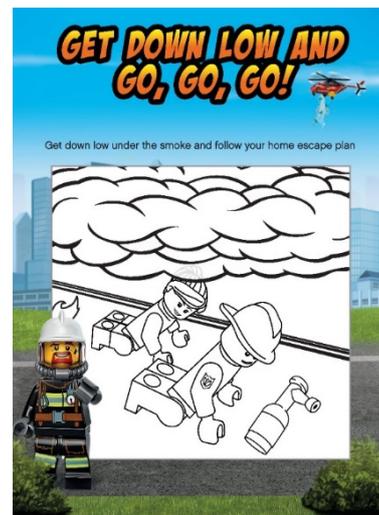
LEGO launched a new limited edition Brigade Kids activity booklet, and accompanying website and stickers, featuring LEGO City characters, which were given to visitors on the annual FRNSW Open Day in May.

FRNSW www.brigadekids.com.au web site was also relaunched in May 2016 and within a couple of months had tripled its site visitation compared to the old site. The Brigade Kids theme is embedded in material such as the web site, activities and colouring-in book and decals.

"Triple Zero Kids' Challenge" online safety 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, representing major emergency call-taking agencies, Government agencies and industry partners has developed an online safety game, the "Triple Zero Kids' Challenge". Over one million children have played the game since May 2010.

The Teacher's Guide and Resource Pack available for free download from the game's website won the Commonwealth Attorney General's 2015/16 Resilient Australia Award. These resources align the Kids' Challenge to the National Curriculum ensuring teachers can bring the game into the classroom.

In February 2016 East Maitland Fire Station hosted 22 members of the Newcastle branch of the Deaf Society. The aim of the day was to present relevant Fire Ed information and for firefighters to gain an understanding of the difficulties persons in the group could face in an emergency in their homes.

"Emergency+" smartphone app

The original iOS (Apple) and Android versions of the "Emergency+" app released in December 2013 have been joined by a Windows Phone version in mid-2015 through collaboration with Microsoft. The app provides information on when to call triple zero, provides information on who to call in various emergencies, displays the phone's GPS coordinates and assists the caller to dial the relevant number.

At 30 June 2016, over 500,000 apps had been downloaded. Google Analytics has been incorporated in the latest versions, allowing downloads to be tracked to assess the success of Emergency Services' local promotional activities. Significantly, Australian Police, Fire and Ambulances Services have recorded numerous cases where the app has enabled prompt and accurate response to emergencies.

Assistance is being sought from mobile phone carriers for the automated uploading of the app to new customers' smart phones when they log into the network for the first time. The app is available in Modern Chinese, Simplified Chinese and Japanese.

RescuEd

FRNSW delivers RescuEd, a road safety education program that aims to reduce the number of young people killed or injured on NSW roads. RescuEd is targeted at Year 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. Firefighters delivered 67 RescuEd presentations to high school students in 2015/16.

Youth road safety

FRNSW participated in the August 2015 "Bstreetsmart", an annual event run by the Westmead Hospital Trauma Service. In 2015/16 19,203 people were killed or injured on NSW roads. Of this 3,135 or 16.3% were young adults aged 17 to 20 years.

The aim of the event, with over 22,000 attendees, is to reduce the number of young adults involved in car crashes, by showing the aftermath of serious accidents using simulation and guest speakers. FRNSW was represented by Technical Rescue Training, Community Engagement and fire stations from Metropolitan East and Metropolitan West Area Commands.

Juvenile fire-lighting

The 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. Firefighters also make home visits, carry out home fire safety assessments and make follow-up calls. During 2015/16 FRNSW managed 21 referrals.

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. The procedures aim at reducing recidivism by allowing cautions and warnings rather than formal charges being laid against a young person provided the individual participates a youth justice conference. FRNSW participated in 5 of these conferences in 2015/16 related to fire offences.

Seniors and older adults

Older people, particularly those requiring domestic assistance are a key at-risk group with a disproportionately higher fire fatality risk than the rest of the population. In 2015/16, 50% of fire-related fatalities were aged 60 years and over.

SABRE program

The Smoke Alarm and Battery Replacement (SABRE) program works with local councils and community care organisations to install and maintain battery-operated photoelectric smoke alarms in the homes of at-risk seniors and people with disabilities. Firefighters visited 9,416 homes throughout the State in 2015/16 to install 3,831 smoke alarms including 170 smoke alarms for the hearing impaired and replaced 14,161 batteries in previously installed alarms.

Partnerships included the:

- NSW Rural Fire Service, NSW/ACT Red Cross Emergency Services and the Red Cross Telecross program. Firefighters replaced batteries and installed smoke alarms in the homes of 484 of Red Cross' socially isolated clients. Red Cross volunteers also visited 250 of these clients to have a conversation about steps to take for emergency preparedness.
- Home Care Service of NSW that involves care workers checking vulnerable older clients smoke alarms as part of their annual risk assessments. Firefighters replaced batteries and installed smoke alarms in the homes of 709 Home Care clients.
- Local councils, service providers, and community organisations such as Probus, and Housing NSW. Firefighters made 504 fire safety presentations to seniors groups and conducted 1,495 other community safety activities.
- NSW RSL & Services Clubs Association and the Department of Veteran Affairs. Firefighters provided information to 605 seniors from 14 RSL Day Clubs about fire safety within their homes. Over 250 RSL Day Club members received assistance with their smoke alarms.

People with disabilities

During 2015/16 firefighters delivered 106 fire safety presentations and 785 other community safety activities across NSW to people with disabilities and their carers who are at increased risk from fire due to reduced mobility and other factors.

Working with the Deaf Society of NSW, FRNSW secured NSW Government funding under the Smoke Alarm Subsidy Scheme (SASS) to assist with the purchase and installation of 170 visual/tactile smoke alarms to wake the deaf, deaf/blind and hard of hearing.

FRNSW also partnered with the Deaf Society of NSW, Red Cross, NSW Rural Fire Service, NSW State Emergency Service and Sydney University in the "Get Ready" project that increases emergency preparedness in the deaf community. Get Ready contacted over 1,000 people with 225 deaf community members attending the Get Ready Community Preparedness Workshops.

Get Ready produced seven emergency preparedness videos based on the Red Cross RediPlan, trained nine Deaf Liaison Officers in eight regions across Sydney and 245 firefighters to build communication between the deaf community and emergency services. Get Ready won the NSW Department of Family and Community Services and NDIS 2015 NSW Disability Industry Innovation Award for community accessibility.

FRNSW also worked with the Physical Disability Council of NSW to develop the "I'm Okay" emergency readiness website for people with disabilities. Funded by an NRMA Community Grant, www.imokay.org.au provides practical, up to date information to enhance the capacity of people with a physical disability to respond to an emergency situation.

Aboriginal communities

FRNSW continued to develop partnerships with Aboriginal communities including:

- Working with the NSW and Local Aboriginal Land Councils (LALC) and other Aboriginal organisations to assist implementing prevention strategies in their households and improve service delivery to Aboriginal communities across NSW
- Participating in a whole-of-government response to issues faced by local Aboriginal communities through Regional Coordination Management Groups (RCMG) and Local Emergency Management Committees (LEMC)

FRNSW continually supports a number of events in partnership with the LALC NSW involving Aboriginal communities, including the annual Yabun Festival (Sydney), the Rugby League knock out competition, NAIDOC Week and Reconciliation Week to promote home fire safety strategies.

FRNSW conducted several Aboriginal Home Fire Safety Check (HFSC) activities in Aboriginal communities across NSW. One

HFSC activity in Kempsey led to the residents safely evacuating from a house fire, after being woken by the Smoke Alarm installed by FRNSW just weeks earlier.

FRNSW initiated the Indigenous Fire and Rescue Employment Strategy (IFARES) in February 2015 in partnership with South Western Sydney (SWS) TAFE to assist Aboriginal students undertake the FRNSW permanent firefighter application process. While completing the course doesn't guarantee employment, it provides the graduates with an insight into the role of FRNSW. Twenty one of 36 Aboriginal graduates that completed the IFARES program have been successful in becoming fulltime firefighters with FRNSW.

Culturally and Linguistically Diverse Communities

FRNSW continues to develop and implement fire safety initiatives among Culturally and Linguistically Diverse (CALD) communities across NSW, in line with its Multicultural Policies and Services Program 2014-2017. FRNSW CALD achievements during the year included:

- Involving CALD service providers and key stakeholders in FRNSW ongoing fire safety campaigns and Open Day activities
- Conducting fire safety awareness exercises on Harmony Day for newly-arrived international students at Coffs Harbour, Fairfield, Parramatta, Wagga Wagga and Wollongong
- Active participation in the Multicultural NSW - Co-ordinator's Forum with other key stakeholders and service providers working closely on CALD-related issues and initiatives across NSW
- Working closely with the Commonwealth Department of Social Services to promote FRNSW winter and summer fire safety campaigns in the educational curriculum delivered at Albury, Griffith, Goulburn, Wagga Wagga and Wodonga interagency forums, and
- Continuing to disseminate fire safety information to CALD communities, building the understanding of fire safety within these households.

3.2.2. Support and advise industry, Government and local planning authorities to better manage fire and hazardous materials risks in the built environment

Developing strategic partnerships

Fire safety in Health Care Facilities

During 2015/16 FRNSW worked with the Ministry of Health to develop a policy statement, guidelines and units of competency to be met by public health facilities for fire safety accreditation and to comply with Building Codes of Australia (BCA) building design and construction standards.

Fire safety in public and community housing

Housing NSW is one of the world's largest providers of public housing. It directly manages around 122,000 public housing homes, more than 19,000 through community housing providers and more than 4,300 through the Aboriginal Housing Office. FRNSW and Housing NSW have continued working together to maintain high levels of fire safety in public housing. All Housing NSW properties have been highlighted in the FRNSW computer aided dispatch system and the new local station risk profile. FRNSW is also able to better match resource allocation to local risk profiles.

Fire safety in accommodation for the disabled

FRNSW continued working with Ageing, Disability and Home Care, and the NSW Department of Family and Community Services in a joint Fire Working Group, identifying over 400 residential and community homes accommodating people with disabilities. These homes are highlighted in the FRNSW computer-aided dispatch system and station risk profiles, enabling firefighters to review and adjust their response procedures if they are called to emergencies.

Fire safety in public schools

To reduce the incidence, severity and impact of fires in NSW schools, FRNSW worked with the NSW Department of Education and the NSW Police Force through a School Fire Working Group. Consistent approaches to investigation, training and research were developed, information shared about arson, and prevention programs implemented. Schools with a high risk profile were highlighted in the FRNSW computer-aided dispatch system and local station risk profiles. FRNSW also assisted the NSW Department of Education in the production of a video to assist school staff in reducing the risk of arson on school properties during holiday periods.

On 23 March 2016 FRNSW participated in a large event at Centennial Park, Parramatta in partnership with the Community Migrant Resource Centre, Local Aboriginal Land Council and associated CALD agencies to celebrate Harmony Day.

Building code development and building fire safety

FRNSW in conjunction with AFAC and the NSW Department of Planning and Environment, continued to provide advice and expertise on building code development to the Australian Building Codes Board. FRNSW also contributed to the review of Australian Standards AS2419.1 *Fire hydrant installations*, AS1668.1 *Fire and smoke control in multi-compartment buildings*, AS1670.1 *Fire detection, warning, control and intercom systems* and AS2118.1 *Automatic fire sprinkler systems*, and AS 5124 *Safety of machinery—Equipment for power driven parking of motor vehicles—Safety and EMC requirements for design, manufacturing, erection and commissioning stages*.

Partnerships with the business sector

FRNSW continued to partner with the business sector to deliver major fire prevention programs aimed at increasing public awareness of fire risk and improving community safety.

Partner	Sponsorship level
LEGO Australia	Supporting Partner – Fire Station Open Day 2016
Quell	Supporting Partner – Working Smoke Alarm Campaign "ReAlarm your home against fire"

3.2.3. Help to build community resilience through community based planning and education

Station-based community engagement

Firefighters conducted 50,542 community safety activities raising awareness of fire safety, supporting Community Fire Units and addressing local business groups, service clubs, schools and preschools, seniors groups and community organisations.

During the annual Open Day on 21 May 2016, 337 local fire stations attracted over 132,000 visitors. Activities included fire station tours, firefighting and rescue equipment demonstrations, kitchen fire simulations and fire safety presentations. Over 50,000 information bags containing educational and prevention materials were distributed including Lego mini-packs for children.

Over 132,000 people visited their local Fire Station, on Open Day, Saturday 21 May 2016

Community fire units

FRNSW established the Community Fire Unit (CFU) program in 1994 following serious bushfires. CFUs are an integrated approach to risk management in areas where urban development meets bushland and are a key component of FRNSW bushfire strategy. At 30 June 2016, FRNSW had 578 CFUs in metropolitan and regional NSW with 6,318 volunteers.

The CFU program assists residents in bushfire risk areas to prepare themselves, their families and their properties for the threat of bushfire. During the year, FRNSW trained new CFU members in using the firefighting equipment provided to protect their properties, safe work practices, bushfire behaviour and property preparation and protection. Existing CFUs were provided with skills maintenance training to ensure that they continued to operate safely. The training by FRNSW also assists CFU members in making informed decisions about whether to leave early or stay to defend their homes from bushfires.

Two CFU apps were introduced in 2016 to assist communication with CFUs. A CFU Admin app allows CFU volunteers to view and update their contact and unit details, and training records. The CFU Activity app makes it easier for CFU volunteers to activate and deactivate during a bushfire, improves communication between CFU management and volunteers and provides real time information on bushfire activity increasing their situational awareness and safety.

Home Fire Safety Checks Program

The Home Fire Safety Checks (HFSC) Program is underpinned by prevention and early intervention strategies that promote community safety and support disadvantaged and vulnerable communities.

The program uses lifestyle data to identify people at greatest risk from accidental home fires. Homes are assigned one of a possible 49 types, with the Top 10 "at risk" types representing 37% of fires and 43% of injuries across NSW.

Firefighters knocked on the doors of 661 homes in the trial period in 2014/15 and installed 400 smoke alarms. In 2015/16, 2,280 homes were invited to participate in the program and 1,094 homes had their smoke alarms inspected by firefighters, with 28% failing to have working smoke alarms. Firefighters replaced 634 batteries and installed 701 smoke alarms.

Smoke alarms

Smoke alarms are early-warning devices which detect smoke and alert occupants to the presence of fire. Correctly installed photoelectric alarms increase the time available for people to safely escape a burning building. There are two types of smoke alarms available on the market, ionisation and photoelectric. On the basis of research findings, FRNSW only recommends the installation of photoelectric alarms, as they appear to be more effective in most scenarios.

FRNSW is concerned that engagement with "at risk" community groups (comprising 22% of the NSW population or 637,300 households) has found only 54% of homes visited in these targeted communities have working smoke alarms. Based on this experience and Home Fire Safety Check Program data, FRNSW estimates that the proportion of NSW households fitted with at least one working smoke alarm is closer to 75%. FRNSW will continue working with partner agencies and through our Home Fire Safety Check Program to increase the number of working smoke alarms in the homes of at risk groups.

ReAlarm your home campaign

Since 2006 when the Environmental Planning and Assessment Amendment (Smoke Alarms) Regulation 2006 came into effect, smoke alarms have been mandatory in all homes and other shared accommodation buildings where people sleep.

However as smoke alarms can be affected by dust, insects, humidity and age, manufacturers advise replacing them every 10 years to ensure they remain in sound working order. That means millions of smoke alarms across NSW are now reaching their "best before" date.

Although NSW has an overall relatively low number of fire deaths, FRNSW investigations have found that 56% of home fire deaths in NSW did not have a working smoke alarm. Combined with the above findings that only 75% of NSW households have working smoke alarms FRNSW launched a new public awareness campaign on the importance of working smoke alarms with the key message "ReAlarm your home against fire, replace outdated smoke alarms with the latest photoelectric alarms".

The message was very clearly understood. The majority of respondents (80%) to an evaluation survey felt positively towards the campaign with a larger proportion (90%) agreeing it is an important campaign containing new and informative content. However the proportion of residents taking action on campaign was more prominent in the general NSW population than within at risk groups. FRNSW will continue to promote the ReAlarm key message in the community.

Winter Fire Safety campaign

The Winter Fire Safety Campaign aims to raise awareness of home fire safety to reduce incidents and injuries at this peak risk time. With kitchen (cooking) fires represent 46% of all house fire injuries, and unattended cooking the most common cause contributing to kitchen fires, the 2015 winter campaign focussed on fire safety in the kitchen with the simple message "Keep looking when cooking".

FRNSW promoted the "keep looking when cooking" message to millions of people through social media, digital and radio ads, direct mail and in person via Operation Cold Snap. Both the digital and radio ads were also translated into Arabic, Cantonese, Mandarin and Vietnamese.

"Operation Cold Snap" which ran from 17 July to 2 August, brought winter fire safety to the forefront, with more than 200 fire stations across the State taking part in a host of engagement activities.

However between June and August 2015, FRNSW firefighters responded to more than 1,100 home fires and sadly there were seven deaths and 171 people injured. Despite these fatality and injury statistics for the winter period, there was a decrease of 8% in home fires and a 24% decrease in kitchen-related fires against the 2006–2014 average.

Museum of Fire

FRNSW maintained its close partnership with the Museum of Fire at Penrith. The Museum delivered fire safety education to around 60,000 visitors in 2015/16. 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.

Fundraising and practical support

In 2015/16 the NSW Fire Brigades Royal Alexandra Hospital for Children Burns Unit Fund, made an annual payment of $80,000 to the Children's Hospital Burns Unit at Westmead and $10,000 to the Children's Burns Unit at John Hunter Hospital. This money comes from deductions from Employees salaries. Since 1996 staff have donated almost $2 million to the Burns Units.

The FRNSW Firefighters Ball in Newcastle in July 2015 raised $30,250 with $25,250 donated to the John Hunter Hospital Children's Burns Unit and $5,000 to KIDS Foundation – a support group for burns survivors. Since 2000 the Ball has donated $433,800 to the Burns Unit, KIDS Foundation and KIDSafe Hunter.

Future directions

In 2016/17 FRNSW will continue to:

- Engage with local communities to listen to their needs and ensure our services are responsive
- Build strong relationships with key stakeholder groups in the community including people from diverse cultural and linguistic backgrounds and older adults
- Forge partnerships with government and non-government agencies to access hard to reach at-risk community groups to promote good prevention and preparedness practices
- Implement the Home Fire Safety Check Program to increase the number of working smoke alarms in the homes of at risk groups
- Support Community Fire Units and similar community based programs that enable communities to be ready for major emergencies and disasters

3.3. Strategic Direction 3: Leading Practices

Achievements

In 2015/16 FRNSW:

- Enhanced our flood rescue capability and firefighter safety
- Began implementation of the ADASHI First Responder – Better Systems, Safer Communities Program supporting more efficient and safer delivery of emergency services
- Reached the final stages of implementing the SAP Enterprise Asset Management Project to maintain 400,000 pieces of equipment, 3,000 properties and 9,000 vehicles across the emergency services
- Provided the SMART app for retained (on call) firefighters to manage their availability
- The Physical Aptitude Test developed for potential new recruits was awarded the 2015 Treasury Managed Fund (TMF) Award for Excellence in Innovation
- Mark Dobson, Wellbeing Coordinator, was awarded the TMF Worklplace Risk Management Award for Risk Leadership

3.3.1. Develop and maintain leading edge operational capabilities to deal with a wide range of emergency and disaster hazards, risks and situations

Emergency Services Computer Aided Dispatch (ESCAD)

FRNSW has been a leader in the Emergency Services in adopting technologies to improve the effectiveness of service delivery. Many recent advances have focussed on leveraging information to improve the incident response process. These include implementing the Emergency Services Computer Aided Dispatch (ESCAD) application.

ESCAD is the core system used by FRNSW for call taking and dispatch of resources to emergencies. It is used in the two Communications Centres at Sydney and Newcastle and is available 24/7 to support operational deployment of 337 fire stations and support services.

During the year a number of preventative maintenance and upgrade projects were completed to ensure the reliability of ESCAD and the related turnout equipment in 337 fire stations around NSW.

A pilot project was commenced with the NSW Rural Fire Service (RFS) to provide them with direct access to an ESCAD terminal for dispatching of resources within two of their fire districts. FRNSW automatically directed information from triple zero (000) callers and automatic fire alarms to the NSWRFS terminal for rapid dispatch of NSWRFS brigades, reducing the time taken with existing manual processes.

In July 2015, FRNSW took delivery of a Hytrans appliance. The Hytrans appliance can be used to supply large volumes of water (potentially around 8000 litres/minute) for firefighting at large-scale fires, across distances of up to 1.5 kilometres.

Joint training exercises with other emergency services

FRNSW regularly participated in disaster planning and joint training exercises across NSW with other emergency services and support agencies, transport operators, public utilities and industry. These exercises enabled FRNSW to rehearse and improve its capabilities, identify improvements, increase integration with other government agencies, and carry out pre-incident planning. The training ensured FRNSW is prepared to operate in a range of complex environments in compliance with multi-agency protocols. Exercises that FRNSW participated in included:

- Major urban search and rescue skills maintenance exercises for enhanced operational readiness
- Exercises at high-rise residential blocks, shopping centres and large industrial sites
- Transport emergency exercises (such as plane emergency landings and rail derailments)
- Major infrastructure exercises carried out in conjunction with water and energy utilities
- Flood rescue exercises to further develop our flood rescue capability
- National and international multi-agency counter-terrorism exercises, and
- Hazardous materials exercises involving chemical, biological and radiological hazards.

3.3.2. Provide firefighters with the most up to date, efficient and effective technologies to help them protect life, property and the environment in NSW, nationally and internationally

Operational Technology

Compressed Air Foam Systems Fleet

Following careful evaluation based on operational and environmental considerations, FRNSW introduced compressed air foam system (CAFS) appliances to improve fire suppression through rapid containment of incidents. CAFS, a mixture of foam solution, compressed air and water is five times more efficient than water which reduces the amount of water used, benefits the environment and reduces water damage. Health risks will also be reduced during large fires, as CAFS removes the major pollutants from plumes of black carbonaceous smoke and reduces smoke levels.

One CAFS pumper was delivered to Busby fire station during 2015/16. An additional nine CAFS pumpers and four bulk CAFS tankers are on order for delivery in 2016/17.

Senior Firefighter Anthony Wallgate, Aviation Officer with one of four FRNSW remotely piloted aircraft systems (RPAS), Commissioner Mullins and Minister Elliott in front of one of two, custom designed mobile command centres (MCCs) commissioned in March 2016 for incident command teams to work from at large and complex incidents.

The RPAS are FRNSW latest tool to combat fires, chemical spills and natural disasters, providing firefighters with real time images of areas too dangerous to access and enabling rapid size ups and damage assessments.

Flood rescue equipment

During 2015/16 FRNSW researched, procured and put into service a range of equipment to support the new flood rescue capability. This equipment included:

- Rescue and casualty lifejackets
- Flood rescue helmets
- A hose inflation kit designed and developed by firefighters
- Wetsuits, and
- Rafts.

New firefighting equipment

The rollout of the new Gallet structural firefighting helmets was completed in 2015/16. In addition, the structured rollout of the following equipment to selected locations continued:

- Fire resistant life jackets
- Single inlet ground monitors
- Five-head Altair gas detectors
- Six Head Altair gas detectors
- Certified chemically resistant gumboots for use with splash suits, and
- Battery powered positive pressure ventilation fans.

New rescue and hazmat equipment was rolled out for specialized high risk operational capability including:

- 15 vertical rescue upgrades
- 60 work safely at height kits
- 3 Arizona Vortex edge management devices
- 80 hydraulic rescue tool
- 22 Evolution 6000 thermal imaging cameras, and
- 80 automatic external defibrillators.

Information Technology

FRNSW is focusing on a range of Information Technology projects to enhance the use of technology to support more effective emergency response. These projects continued to improve FRNSW resource management and administration, reporting capabilities, and delivery of critical information to frontline staff responding to emergencies and natural disasters.

Activity Based Working

FRNSW endorsed its "Work Anywhere" strategy and undertook a proof of concept for this initiative, replacing the use of traditional desktop PCs in administration centres, supporting the transition of FRNSW to an activity based workplace in preparation for the planned relocation of its administrative head office to Greenacre in February 2017.

The proof of concept involved approximately 40 staff using laptops to access FRNSW applications directly via the internet, without the need to enter the FRNSW corporate network. The end vision for this project is for all staff to access the information they require from any device (laptop, tablet or smartphone) from any location with an internet connection. This will lead to productivity improvements and cost reductions.

In December 2015 Minister David Elliott unveiled Australia's first remote-controlled firefighting robot. The TAF 20 (Turbine Aided Firefighting) machine can move cars out of the way with its bulldozer blade, clear smoke from a building with a high-powered fan, and spray water, mist or foam.

It will assist firefighters at large complex incidents or where firefighters cannot safely approach flames when there is a danger of explosion.

Radio communications

FRNSW together with numerous other agencies, is required by the Australian Communications & Media Authority to move its 135 analogue Private Mobile Radio base stations to digital frequencies by 2018/19. Aside from the regulatory requirement for the move, the digital networks provide other benefits including improved voice quality and the ability for remote monitoring of network hardware. As at June 2016, 55 of 135 sites in the Far South West, Monaro, Castlereagh, Riverina and Broken Hill areas have been completed and planning is underway for work in the Murray and Northern NSW regions.

ADASHI Incident Control

The Automated Decision Aid System for Hazardous Incidents (ADASHI) system is designed to support incident controllers in the field managing large scale incidents. It is interfaced with the ESCAD system to enable a consistent view of the incident ground and provides access to critical operational information such as:

- Pre-Incident Plan (PIP) information
- Standard Operating Guidelines (SOGs) information
- Operational and Safety Bulletins
- Chemical/HAZMAT (Chemical Database) information
- Enhanced FRNSW mapping including aerial imagery
- Location of fire hydrants
- Navigation and routing information, and
- Automatic Vehicle Location (AVL).

The ADASHI First Responder – Better Systems, Safer Communities Program was piloted in 2015 delivering ADASHI to frontline staff, through ruggedized mobile data terminals (MDTs) installed in 20 response vehicles. Firefighters were able to send and receive status changes and send codes back to the Communications Centres at the push of a button. Firefighters also had immediate access to operational data, improving situational awareness and supporting more efficient and safer delivery of emergency services.

Following completion of proof of concept in July 2015, ADASHI was installed in an additional 182 vehicles in 2015. An additional 138 installations are proposed in 2016/17 and 50 installs in 2017/18. Twenty installs are also being undertaken in Service Exchange Vehicles (SEVs) taking the total to 410 vehicles or every FRNSW fire station in the State by June 2018.

Networks

During 2015/16 the Networks team upgraded wifi access at over 200 stations to support existing and future operational technology. FRNSW replaced its outdated telecommunications expense management software with a cloud-based solution known as Smartbill.

The ADASHI First Responder Program using mobile data terminals (MDTs) provides firefighters with immediate access to operational data, improving situational awareness and supporting more efficient and safer delivery of emergency services. ADASHI was installed in 182 vehicles in 2015/16. Every fire station will have ADASHI by 2017/18.

3.3.3. Continue to develop leading edge corporate services platforms for the emergency services sector in NSW

Shared emergency services IT systems

In 2015/16 the SAP Enterprise Asset Management project reached the final stages of completion. It will manage maintenance and service records for 400,000 pieces of serialised equipment, 3,000 properties and 9,000 vehicles in use at FRNSW, the NSWRFS and the NSW SES.

During the year a number of enhancements were made to the Finance, Human Resources, Learning Solutions and Business Intelligence modules across SAP to provide increased functionality to FRNSW, NSWRFS, NSW SES and the Office of Emergency Management (OEM). These included:

- Project and portfolio management
- Real estate
- Business planning and consolidation for capital projects
- Customer relationship management, and
- Governance risk and compliance.

FRNSW continues to maintain and update the TRIM Electronic Document and Records Management System on behalf of FRNSW, NSWRFS, NSW SES and the OEM.

SMART Retained Firefighter Availability

FRNSW rolled out the SMART system for retained (on call) firefighters in early 2016. Based around a smartphone app, SMART allows FRNSW 3,327 retained firefighters to manage their availability and indicate their ability to respond to incidents.

Community Fire Unit (CFU) Volunteer App

The CFU app was rolled out to 6,318 CFU members in December 2015. It enables volunteers to access information on their local area, view training and personal records and update the status of their unit. This information is also visible to CFU management during bushfire activity to provide improved situational awareness.

3.3.4. Operate in a way that ensures the safety of firefighters and the community is always paramount

Safety

The 2013-2017 Safety Strategy continues to improve and reinforce safety systems and innovations, as well as introduce a range of initiatives to further embed safety within the organisation's core business.

Key safety initiatives in 2015/16 included:

- An innovative FRNSW learning and awareness video on structure collapse risks, using real incident footage, reconstructions and personal accounts from the crew involved. The video was a finalist in the innovation category for the TMF Awards for Excellence
- Engaging and consulting with Health and Safety Representatives (HSRs) through a number of workshops to understand and improve systems to manage risks associated with electrical hazards and human factors. FRNSW have a network of over 120 HSRs representing over 60 workgroups across NSW
- Implementing the Fatigue Management Framework and procedures to manage and reduce the risks associated with fatigue at work. The framework provides organisational and personal information, instruction and guidance on managing fatigue
- Hazard Alerts were introduced to regularly disseminate information about operational hazards to firefighters, based on recent incidents. Each Hazard Alert aims to strengthen situational awareness around one or more key risks
- The development of an innovative easy to read infographic poster of injury statistics across each quarter to communicate and the raise awareness of FRNSW employees on the injuries and incidents that occur within our workforce, and
- In its second successful year, the Commissioner's Safety Awards recognised 103 individuals for their outstanding safety initiatives and leadership and continues to demonstrate the commitment to health and safety throughout FRNSW.

These initiatives have resulted in an improved reporting culture, while also achieving a reduction in injuries leading to Workers Compensation claims.

Health and fitness

The FRNSW Physical Aptitude Test (PAT) developed in conjunction with the Centre for Human and Applied Physiology at the University of Wollongong, was the winner of the 2015 Treasury Managed Fund (TMF) Award for Excellence in the Innovation category. The PAT research was formally published in the Journal of Occupational and Environmental Medicine in October 2015.

FRNSW has continued to focus on implementing evidence based injury prevention initiatives with 2,033 individuals engaged in the Health and Fitness program. The Functional Movement Screening (FMS) and Cardio-check programs form the centre piece of fire station health and fitness sessions. The feedback from firefighters has been exceptional with 425 FMS screens and 274 checks delivered by the Health Promotion Team. The integration of FMS into the permanent firefighter recruit induction program has provided a great foundation from which new recruits can further enhance their resilience to physical injury.

The 2016 Influenza Vaccination program was made available through 79 clinics, a network of pharmacies and GP Clinics. Across the state 1,720 vaccinations were provided to FRNSW employees.

A total of 710 pre-employment medicals were undertaken in 2015/16 to ensure that applicants entering firefighting roles across the organisation possess the necessary level of health to operate in safety critical environments.

Mental Health

FRNSW has continued to develop comprehensive evidenced based mental health programs in partnership with a number of leading mental health organisations.

In October 2015 FRNSW convened a "Proactive Approach to Post Traumatic Stress Disorder (PTSD)" seminar which was attended by over 200 front line firefighters from across the state. Presenters included Retired Major General John Cantwell, Dr Sam Harvey from the University of NSW (UNSW) and front line firefighters.

FRNSW's mental health programs were showcased at Beyondblue's launch of their *"Good Practice Framework for Emergency Services Mental Health"* in March 2016.   The launch exhibited FRNSW's proactive strategies to improve mental health awareness and prevention of psychological injury.

At the 2015 TMF Awards for Excellence, FRNSW Wellbeing Coordinator Mark Dobson was presented with the individual award for

Risk Leadership in recognition of his significant contribution to enhancing FRNSW Mental Health Programs.

The FRNSW Peer Support Team has this year continued to deliver proactive mental health education sessions to firefighters across the state in addition to the provision of critical incident support interventions for crews following traumatic incidents.

The Black Dog RESPECT Program delivered to FRNSW Managers has been formally evaluated by UNSW. It has been identified that participants significantly improved their mental health literacy and confidence in managing and supporting individuals with a psychological injury. The results of this evaluation have been submitted to the American Journal of Psychiatry for review and publication is expected shortly.

The Resilience At Work (RAW) program developed by the UNSW has been piloted as part of a randomised control trial at 12 Primary Rescue and Hazmat stations. This pilot and the follow up evaluation over the next 6 months will assist FRNSW in establishing an evidence based online program to proactively improve the resilience of our firefighters.

The FIT MIND program developed as part of an Australian Research Council grant has been integrated into recruit training programs and consists of three short videos using shared experiences from firefighters to promote a proactive approach to maintaining good mental health.

This year the Employee Assistance Program (EAP) provided 264 employees and their immediate families' confidential professional 24-hour counselling services for both work-related and personal issues.

Retired Major-General John Cantwell shares his battle with Post Traumatic Stress Disorder (PTSD) at the first of a kind seminar run by FRNSW to launch the new FRNSW book: *Recovery after Trauma – a Guide for Firefighters with Posttraumatic Stress Disorder*, while raising awareness of PTSD as a workplace injury and promoting the ideal that recovery is

Deputy Commissioner Jim Smith flanked by Leading Firefighter Mark Dobson, Wellbeing Coordinator who was awarded in the Individual Risk Leadership Category and Brendan Mott, Manager Health Promotion who accepted the award in the Process Innovation Category for the FRNSW Physical Aptitude Test (PAT) at the November 2015 Treasury Managed Fund (TMF) workplace risk management awards.

Injury management

The focus of Injury Management has been improving the support and assistance provided to all employees who suffer an injury at work. A holistic approach has been implemented by linking our process with Health and Fitness initiatives. This includes utilising the FMS in the Workplace Durability Program, which is a 12 week program supervised by a FRNSW Health and Fitness Advisor. This is offered to all employees with physical injuries to ensure they minimise the chances of further injury in the future. FRNSW has collaborated with Resilia Australia to develop a specific resilience package for firefighters, which is gradually being improved based on participant feedback. This package aligns closely with the FRNSW Resilience at Work resource and therefore ensures firefighters can access support at any time during their return to work.

We have expanded our number of alternate duties positions to provide more operational tasks during rehabilitation. Also, through consultation with our insurer we have also implemented pre-approval for most investigative and treatment requirements to ensure our staff receive access to rehabilitation as soon as possible, usually within 72 hours of notification.

We have continued to improve support for employees with PTSD, by implementing a triage and secondary rehabilitation process based on the Expert Clinical Guidelines for PTSD published in 2015. As part of this process is FRNSW has developed specific suitable duties for employees diagnosed with PTSD. The Injury Management team also works closely with the Well Being Coordinator to ensure all available assistance is provided during rehabilitation.

FRNSW has collaborated with Phoenix Australia to develop a specific resource for FRNSW staff diagnosed with PTSD called 'A Guide for Firefighters with Post-traumatic Stress Disorder'. This booklet provides information on PTSD for both firefighters and their families and following positive feedback has now been distributed to every operational firefighter in NSW. We have continued work on improving the options for firefighters during medical discharge by providing increased transitional support, improving pathways to ensure existing skills are recognised and consistent provision of vocational support and guidance.

Chaplaincy service

As an emergency service, FRNSW responds to incidents which can often be traumatic for both victims and responders. FRNSW Salvation Army Chaplains, Majors Lyndsay Smith and Dawn Smith continue to work tirelessly to provide counselling and support to fire officers and their families. They also assisted members of the public involved in or affected by emergencies on a 24/7 basis. The Chaplaincy has proven to be invaluable.

Future directions

In 2016/17 FRNSW will:

- Continue to make educated choices and invest in proven, cost effective technologies best suited to our local needs including
  o Further implementation of the ADASHI First Responder – Better Systems, Safer Communities Program
  o Completing implementation of the SAP Enterprise Asset Management Project for the emergency services

- Continue implementing leading edge initiatives in health and safety in support of frontline firefighters including
  o Health promotion programs developed to address identified needs of the workforce, and
  o In the case of injury and illness assisting these workers to return to optimal health as soon as possible

3.4. Strategic Direction 4: Adaptable People

Achievements

In 2015/16 FRNSW:

- Education and Training Directorate delivered 125 courses to 22,907 participants, an increase of 21% on 2014/15
- Nine new eLearning modules developed taking the total to 43 with another eight in development
- Equity, Diversity and Inclusion Strategy developed to facilitate a more inclusive culture
- 1,725 (23%) of 7,500 applicants in 2016 firefighter recruitment campaign were women
- Indigenous Fire & Rescue Employment Strategy has assisted 21 Indigenous Australians gain employment as full-time firefighters
- Be Heard – Embedding a Respectful Workplace Strategy launched by Dr Stepan Kerkyasharian, President of the Anti-Discrimination Board
- Have Your Say employee engagement survey identified FRNSW strengths and areas for improvement
- Commissioner's Participative Council continued to improve communication and innovation

3.4.1. Be a leading provider of emergency management education and training

FRNSW Education and Training Directorate (E&T) has a key role in delivering core skills to every member of FRNSW. In 2015/16 E&T continued to deliver initial skills (Recruit), firefighter development (Qualified Firefighter to Leading Firefighter), officer development (Station Officer, Leading Station Officer and Inspector) and leadership training for operational staff. Skills maintenance and specialised operational training were also provided.

In 2015/16 E&T focussed on ensuring that priority for resource allocation was skills acquisition to FRNSW staff. Whether that was in the recruit training programs, the continued roll out of the new Gallet helmet, or specialist rescue training to stations throughout NSW.

Technology has continued to be a focus within training. Building upon rollout of technology solutions in 2014/15, E&T has developed more resources for instructors and staff through eLearning modules and mobile assessments. E&T provided training in over 125 courses to 22,907 participants. This is an increase of 21% on 2014/15 participants.

Registered Training Organisation and technology supported learning

FRNSW continued to deliver nationally accredited courses as a Registered Training Organisation (RTO). The Program Design and Development (PDD) team has continued to ensure that quality assurance systems are robust and meet national accreditation requirements.

In 2015/16 FRNSW developed and released nine new eLearning modules taking the total to 43 on-line modules. This included eight new Incident Management courses. A further eight modules are in development.

PDD has concentrated on the design, development and implementation of courses for the Permanent Firefighter Learning Pathway. New resources have also been developed for the TAF 20 Turbine Aided Firefighting unit, Hytrans Bulk Water Transfer System, Vertical Rescue and Land Based Flood Rescue Operator training.

At the same time there have been major enhancements to both Mobile Assessment and Learning Hub resources. As part of the roll out of mobile online assessments for trainers, E&T has received over 27,000 submissions for assessments by instructors and trainers. The savings in both hours of labour and resources were calculated and it was estimated that the benefits realisation was approximately $250,000. The time and cost savings will continue to be monitored.

Skills Acquisition and Development

In 2015/16 FRNSW continued to roll out and enhance the blended learning firefighter progression program (the Leading Firefighter Program). With additional funding the program was extended into other progression programs supporting the inclusion of practical work-based learning, eLearning, simulated incident management training and face-to-face firefighting experience. These programs were delivered to staff in geographically diverse locations, providing participants with real time scenario based assessments, without impacting on operational availability.

FRNSW has focussed on enhancing command and leadership skills that are critical to ensuring that emergency services are delivered to the highest standards achievable. Our goal will continue to be to provide skills and command training that is an international benchmark.

Our teams

FRNSW has over 130 personnel located across NSW consisting of four teams:

Command, leadership and management (CLM) – provides initial recruit training to permanent firefighters; officer development and leadership training. While its primary focus has been on delivering skilled recruits to FRNSW, this role has expanded to progression programs, incident management and leadership skills acquisition.

Technical training – is primarily responsible for skills acquisition and maintenance in basic life support (BLS); appliance training; breathing apparatus (BA); hazardous materials (Hazmat); rescue and confined space operations. It is provides the subject expertise in fire suppression and vertical rescue operations.

Training coordination and resources – assists in the management of all E&T delivery sites; logistics; quality assurance and fleet management. It also manages the regional training services, specifically meeting the needs of Retained Firefighters and regional training needs.

Program Design and Development – maintains the Registered Training Organisation for FRNSW. They specialise in supporting the work of instructors by managing the national accreditation and auditing requirements. They are also manage the eLearning systems and evidence based learning environment for the directorate.

Programs 2015/16

Rescue training

Rescue services are provided by a range of agencies across NSW accredited by the NSW State Rescue Board (SRB). FRNSW is the largest provider of rescue services and must also meet the compliance requirements of the SRB.

With rescue services continuing to be a significant part of the work of firefighters across NSW, E&T builds on the existing knowledge and experience of firefighters using evidence based approaches to ensure quality outcomes are delivered.

As a key rescue agency, FRNSW collaborates with other agencies (in NSW, Australia and overseas) to deliver consistent response and innovative approaches. FRNSW works with NSW Police Force, Department of Defence, NSW Health, Careflight, NSW State Emergency Services, NSW Rural Fire Service, and the Volunteer Rescue Association.

Rescue instructors (with other FRNSW staff) also work on community safety initiatives, such as the annual fire station Open Day, community events or the driver safety program "bStreetsmart".

Basic life support training

The Ambulance Service of NSW (ASNSW) and FRNSW work in partnership in the delivery of life support training to firefighters across NSW. In 2015/16, four staff were seconded from ASNSW to support the acquisition of skills in basic life support, advanced resuscitation emergency patient care.

This continued close partnership is to be extended in 2016/17 to assist FRNSW further develop the advanced first aid skills of firefighters.

Appliance training

FRNSW continues to work in partnership with Roads and Maritime Services (RMS) in the delivery of driver training and assessment. This long standing arrangement has led to consistent and effective skills acquisition across the organisation.

Firefighters also receive training in operating appliances under operational conditions, advanced driving techniques and use of the appliance equipment. There were 15 programs undertaken in 2015/16 with 1,718 participants.

E&T instructors also work closely with the Logistics Directorate Fleet Services in the design of new appliances for frontline staff.

Corporate training

All staff of FRNSW, whether permanent or retained firefighters, or administration staff are provided with corporate training to ensure that all staff meet the organisations standards of performance and governance requirements.

In 2015/16 E&T delivered 17 packages of corporate training to over 500 FRNSW staff. Courses included corporate induction, Bullying and Harassment Prevention, Respectful Workplaces, IT, human resource best practice, and Fraud and Corruption Prevention.

FRNSW corporate training staff continuously review best practice and Government directives to deliver efficient and effective training programs for all FRNSW staff.

Tier 3 Prop Program

In 2014/15 FRNSW identified the need to enhance opportunities for skills acquisition and skills maintenance across NSW. A multi-purpose Tier 3 Training Prop Program was developed for construction of props at strategically located FRNSW sites.

The Tier 3 Prop program commenced in 2015/16, to be delivered over three years. These specialist station-based multipurpose training facilities support cost effective operational skills acquisition and skills maintenance training.

The props have been positioned to minimise travel time for firefighters, make training resources more accessible, maximise available training time, and minimise impacts on operational availability.

Library

The FRNSW Library provides resources and research support to personnel across the organisation. Over 2015/16 staff and recruits continued to access resources through the Library. The unique holdings within the library and knowledge of the staff contributed to the promotional and incident management programs delivered at Alexandria.

In 2015/16, a transition was planned for the Library to be moved to the historic and refurbished Pyrmont Fire Station. A floor was dedicated to a new learning and resource space, together with space for a new Command and Leadership Training Centre.

This continued support for learning and knowledge within FRNSW provides a sound foundation for leadership development in the future.

Commercial safety training

ComSafe Training Services is the commercial training division of FRNSW, and as a Registered Training Organisation (RTO 91235), delivers fire and workplace emergency response and technical training to a diverse client base. Additionally, ComSafe provides the most efficient solutions for compliance with fire safety, WHS regulations and Australian Standards 3745-2010 and 4083-2010.

During 2015/16, ComSafe relocated to a new training facility at Ingleburn, to enable increased technical training and public program delivery. The facility has confined space and heights props, as well as a smoke house for breathing apparatus training and a hospital ward and classrooms scheduled for development in 2017/18.

ComSafe has developed active partnerships with Government agencies such as; Department of Family and Community Services and Transport NSW, delivering state wide customised programs in fire and emergency management, emergency procedures and review of fire safety training material.

Through quality training and services, ComSafe has delivered approximately 2,500 programs to over 7,000 participants, building resilience through quality education and training to community groups, health care and industry. ComSafe also delivered its first full qualifications, awarding Certificate II and III in Public Safety (Fire and Emergency Operations) to Sydney Trains firefighters.

3.4.2. Build a workforce that better reflects the diversity of the communities we serve and protect

Equity, Diversity & Inclusion at FRNSW

FRNSW is continuing its commitment to workplace diversity and inclusion to ensure that the workforce better reflects the communities it serves and protects, thus improving employee engagement, decision making and innovation. As part of this commitment a Diversity Unit has been established, with two new dedicated roles created within the People & Culture Directorate.

The Unit has developed an "Equity, Diversity and Inclusion Strategy" aligned to the FRNSW Corporate Plan. The Unit is working to facilitate change towards a more inclusive organisational culture; working collaboratively across the organisation to support the growth of a more diverse FRNSW workforce by increasing the numbers of merit selected women, culturally and linguistically diverse and Indigenous Australians. In 2016, the Unit also partnered across the Administration areas to increase and better support employees with disabilities.

In May 2016, 40 Captains and Deputy Captains from across NSW gathered at the Australian Institute of Police Management (AIPM) for the final part of the Captains Leadership Development Program. The program has been FRNSW's most comprehensive investment in the development of over 200 retained officers so far, who are crucial to the delivery of fire, rescue and hazmat services to regional and rural communities in NSW

Recruitment

FRNSW's permanent firefighter recruitment is the biggest NSW Public Sector recruitment campaign with more than 7,000 applications each year.

The 2016 recruitment campaign continued to build on previous year's efforts to attract more female applicants to the role, demonstrating through a promotional campaign that firefighting is a genuine career option open to all.

On International Women's Day 2016, Commissioner Greg Mullins announced FRNSW's "Pledge for Parity" to deliver an equal number of males and females into permanent firefighter recruit classes.

In the lead up to the 2016 campaign, FRNSW partnered with Women & Firefighting Australasia (WAFA) to run four female only Physical Aptitude Test (PAT) information sessions at Alexandria, Campbelltown, Newcastle and Wollongong.

More than 300 women attended to get a better understanding of the physical demands involved in firefighting and the fitness level required to pass the PAT. The PAT, like all stages of the recruitment process, is exactly the same for men and women, and requires candidates to train specifically for a range of key tests.

The strategies to attract more female applicants were extremely successful with the largest ever number of female candidates applying out of a total of more than 7,500 candidates. In 2016, 23% of candidates were female with the number of female candidates increasing by 18% from 2015 levels. This significant increase demonstrates that interest

and demand is growing with more than 1,700 women applying for a firefighting role.

The 2016 permanent firefighter recruitment campaign will deliver on the goal to provide an equal number of male and female candidates into permanent firefighter recruit classes.

IFARES

The Indigenous Fire & Rescue Employment Strategy (IFARES), in partnership with South Western Sydney Institute of TAFE (SWSI) has continued to deliver significant results with another intake of Indigenous candidates coming into the program.

This year a Memorandum of Understanding was developed between FRNSW and the SWSI to strengthen the program and the relationship between the two organisations.

The program continues to be very popular with the Aboriginal/Torres Strait Islander Community with over 235 applications being received for the 2016 intake. There are currently 24 IFARES students in the Certificate IV Fitness program which commenced in June 2016.

To date 21 of 36 graduates from the IFARES Program have been successful in becoming full-time firefighters.

This employment pathway for Indigenous candidates has been recognised externally with other Fire Service jurisdictions and the NSW Public Service Commission taking an interest in the successful program.

FRNSW was joined by the NSW Police Force Deputy Commissioner Catherine Burn APM to celebrate International Women's Day on 11 March 2016. Commissioner Mullins outlined FRNSW "Pledge for Parity" to accelerate gender equity. The 2016 Permanent Recruit campaign will deliver equal numbers of men and women to the recruit classes.

L to R: Sonja Braidner, Diversity Coordinator - Commissioner Mullins AFSM – Deputy Police Commissioner Burn APM.

3.4.3. Establish workplace policies and practices that reflect the needs of a modern workforce

Workplace culture

Commissioner Mullins has led a strong focus on values-based leadership and zero tolerance to any form of bullying, harassment or discrimination.

There are many initiatives aimed at contributing to the growth and success of FRNSW, for example the "Be Heard Campaign", Performance Partnering and Employee Engagement.

Be Heard Campaign

The "Be Heard – Embedding a Respectful Workplace Strategy" is a comprehensive three year program of work, launched by the Commissioner and Dr Stepan Kerkyasharian, President of the Anti-Discrimination Board in August 2015.

The Be Heard Strategy includes a range of initiatives focussing on FRNSW commitment to building a modern, dynamic and harmonious workplace that actively encourages managers and all staff to recognise and speak out against bullying, harassment and inappropriate behaviours in the workplace. FRNSW is working towards imbedding the Be Heard Strategy by:

- Encouraging employees to voice their concerns and Be Heard without fear of retaliatory action
- Embedding ethical and lawful behaviours at all levels of FRNSW that

are the foundation of a healthy workplace culture
- Encouraging early "See, Act, Say" intervention to address and resolve inappropriate behaviour, and
- Reinforcing a zero tolerance approach to bullying behaviour.

Workplace Standards delivered Be Heard presentations to 32 metropolitan and regional operational commands, permanent and retained stations and administrative areas within FRNSW. The *See Act Say* message has been embraced by staff and FRNSW has observed greater confidence in staff to raise issues and address conflict situations before these escalate.

Performance Partnering

Personal satisfaction and engagement at work is directly related to the quality of the conversations employees have with management.

Performance Partnering aims to foster high quality conversations that help people and the organisation to learn, adapt and perform better. This approach brings together a simple concept and set of tools that help both managers and employees to participate and contribute to a practical and valuable process. So far, it has been rolled out across FRNSW corporate services. We are planning implementation across Commands in 2017.

Employee engagement

Measuring and increasing employee engagement is an organisational priority. The 'Have Your Say' employee engagement survey was conducted in 2015 to measure engagement and inclusion in our workforce and thereby drive strategies to create a more inclusive work environment in which differences are valued and celebrated. The results highlighted areas where engagement can be improved. The full report was shared with all staff via email and it is also on the intranet at http://intranet/about-frnsw/culture-and-values/engagement

Commissioner Mullins made a commitment that the Gallup engagement findings would result in tangible outcomes which would involve employee contribution. In 2016 Gallup experts in employee engagement, held four sessions with permanent and retained firefighters and trade and admin staff. Information obtained from these group sessions will inform an action plan which will be presented to the Executive Leadership Team in February 2017. The Executive leadership team understand that engagement must start with them. As such, all FRNSW Executive Directors are scheduling visits to fire stations to connect and communicate with frontline staff.

The Have your say survey results, alongside the Executive Leadership Teams understanding that to achieve operational excellence it is crucially important that we hear the current 'state of play' from our front-line staff, helped to plan and develop the 2016 Emergency Management Conference. For the first time, we invited all off-shift frontline staff. We included presentations from Metro and Regional Station Officers and Captains and frontline staff in Education and Training and Operational Capability. Presenters provided snapshots of their current working environment to help capture lessons learned over the course of their career, the issues they faced and ideas for the future. Conference presentations were videoed so all FRNSW employees can hear from FRNSW leaders and understand our strategic priorities.

Industrial relations

FRNSW continued to consult, communicate and collaborate with staff and unions on a broad range of industrial and employee related matters. In 2015/16, FRNSW finalised three new Industrial Awards by agreement with unions; the Permanent and Retained Firefighter Awards and the Trades Award:

- The new Permanent Firefighter Award further refined some of the major reforms introduced into the 2014 Award. It includes an increase in wages and wage related allowances of 2.5%, arrangements that will ensure FRNSW can fill 'hard-to-fill' positions, new provisions for interstate and international deployments, more flexible arrangements in relation to annual leave (swapping) and more flexible part-time work arrangements. The 24 hour roster is now being worked in the majority of permanent fire stations.
- As the 2014 Retained Firefighter Award was the subject of major reforms, FRNSW and the Fire Brigade Employees' Union agreed that further reform should not occur in this round. Accordingly the 2016 Retained Firefighter Award provides for an increase in wages and wage related allowances of 2.5%.

Future directions

In 2016/17 FRNSW will:

- Continue to build a diverse, dynamic and adaptable workforce
- Continue to highlight and embed values-based leadership
- Continue to place emphasis on enhancing a culture of personal accountability, mutual trust and respect, with strong principled leadership at all levels
- Recognise the diverse talents of our people and develop the skills that improve communication and engagement
- Continue to foster innovation and ideas at all levels
- Continue to keep our education and training programs up to date with our business practices and industry standards

3.5. Strategic Direction 5: Adaptable Systems

Achievements

In 2015/16 FRNSW:

- Commissioned 57 new vehicles including 20 Class 1 tankers, 16 Class 2 pumpers, one Class 3 pumper and 20 special other vehicles or equipment
- Completed six new fire stations at Ballina, Lambton, Ropes Crossing, Rutherford, Windsor and Yennora and major renovations at Pyrmont and Wingham
- Commenced construction of the new head office building at Greenacre
- Entered into a contract for the construction of a new Training Academy at Erskine Park on a lease back arrangement
- Commenced implementation of the Enterprise Asset Management System
- Achieved $5.1m procurement savings through leveraging the buying power of the Justice Cluster

3.5.1. Be respected for our high quality leadership, our unquestioned integrity and transparency

Leadership

A Leadership Summit held in 2014 examined the FRNSW leadership culture and how it could be improved to better lead and manage change. A significant outcome was an enhanced focus on leadership training for Duty and Station Commanders and Captains and Deputy Captains. Programs, offered through face-to-face and online mediums, have been developed focussing on developing leadership capabilities and styles, increasing awareness of how individuals' personalities influence behaviour, addressing the adaptive skills required for contemporary management and leadership, extending industry knowledge and forming strategic alliances.

FRNSW is actively participating in multi-agency leadership programs with experienced staff from agencies, such as the NSW RFS, SES, Ambulance Service of NSW and the NSW Police Force. FRNSW officers are encouraged to seek post-graduate qualifications in management and leadership, exposing them to people from a variety of backgrounds whilst learning the latest research findings.

Integrity and transparency

Firefighting is one of the most trusted professions. FRNSW is determined to maintain the community's trust by meeting the highest standards of ethical behaviour, governance and workplace conduct in all its operations and activities. FRNSW has adopted a zero tolerance approach to any unethical, fraudulent or corrupt practices and constantly reinforces this to all employees, supported by comprehensive systems and audits.

Internal audit

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 *Internal 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. In the last financial year, audits were undertaken of strategic emergency planning, Hazmat capability, community first responder, capital project management, enterprise asset management and the Government Data Centre.

Risk management

The Audit and Risk Committee (ARC) monitors FRNSW governance framework, including overseeing systems of financial reporting, internal control, risk management, corruption prevention, compliance management and other regulatory requirements. The ARC oversees internal and external auditing.

FRNSW has a robust Risk Management Framework that requires directorates to review and monitor existing risks at key points in each calendar year, as well as scanning their environment for new and emerging risks. These risks are used to inform audit planning and governance projects.

The Finance and Performance Committee (FPC) oversees financial and service delivery performance. The FPC monitors the delivery of key projects and the major project risks.

Risk assessment

In 2015/16 the Governance and Legal Office (GLO) undertook both Corporate Risk and Corruption Risk Assessments across the agency, and worked with the relevant directorates to develop action plans to mitigate the risks identified through these processes. These risk assessments are conducted as a component of the Fraud Control Prevention program 2014-2016 which is underpinned by FRNSW Fraud Corruption Prevention policy.

In 2015/16 FRNSW completed the NSW Audit Office Fraud Control Survey 2015. The survey self-assessed FRNSW as Effective – Highly Effective, against the ten attributes of fraud control in the Audit Office Fraud Control Improvement Kit.

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 2015/16 was $23.1 million.

Improved workers compensation and return-to-work performance are key priorities of FRNSW to facilitate redirection of funds from premiums to frontline service delivery.

Complaints management

In 2015/16 the Workplace Standards Branch received 233 allegations of misconduct. These included allegations of bullying, fraudulent conduct, criminal matters and other unprofessional behaviours. Of the 233 matters reported to Workplace Standards 187 matters have now been finalised. The outcomes of these matters after investigation were:

- 70 were low level non-disciplinary matters that were referred for local management resolution
- Four matters were the subject of disciplinary action
- 20 matters required remedial action
- One matter resulted in medical discharge of the employee during the investigation
- Four matters resulted in an employee resigning during the disciplinary process, including one resignation as a result of unsatisfactory performance
- 75 matters were examined but required no further action

- 11 matters resulted in the provision of information or advice concerning FRNSW policy
- Two staff were transferred as a result of Workplace Standards intervention.

Bullying and/or Harassment

During the 2015/16 financial year there were 49 complaints of alleged bullying and/or harassment submitted to Workplace Standards. This compares to 45 matters in the previous year. Of these 41 matters were investigated and concluded in the financial year. One matter resulted in disciplinary action, while 20 matters were the subject of local management action.

Alcohol and other drugs policy

FRNSW Alcohol and Other Drugs Policy provides for random and targeted alcohol and other drug testing for all employees. The policy promotes workplace health and safety for all employees, with a 0.02 limit for alcohol and a zero tolerance approach to the presence of non-prescribed or prohibited drugs.

In October 2015 FRNSW selected Drug and Alcohol Solutions Australia Pty Ltd as the testing provider for the next three years following a competitive tender process.

Of 945 employees tested in 2015/16, seven employees returned positive results. One administrative employee tested positive to prohibited drugs and resigned during the disciplinary process. The other six employees tested positive to alcohol and were managed within the provisions of the Alcohol and Other Drugs Policy.

The $4.2 million Rutherford Fire Station and Lower Hunter zone headquarters opened in April 2016 to protect the Telarah, Rutherford, Aberglasslyn and Maitland communities. It has a Class 3 Pumper, Hazmat tanker, improved staff and training areas and a reduce environmental and carbon footprint

3. 5.2. Continuously improve processes, performance and outcomes delivered by the organisation

Fleet strategy and profile

The FRNSW 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). At 30 June 2016 the FRNSW fleet totalled 1,564 vehicles. The fire engine fleet of 672 vehicles included 555 fire engines with pumps, an aerial fleet of 29 ladder platforms, ladders and aerial pumpers and 88 rescue and hazardous materials (hazmat) vehicles. During the year FRNSW commissioned 57 new vehicles consisting of 20 Class 1 tankers, 16 Class 2 pumpers, one Class 3 pumper and 20 special vehicles.

In addition, FRNSW has 651 miscellaneous vehicles including boats, trailers, prime movers, logistics support vehicles and community fire unit trailers. There were also 241 passenger and light commercial vehicles to support operational requirements and general use.

Tankers (Off Road Fire Engines)

Class 1 multi-purpose off road capable tankers carry more water than urban fire engines. Some have hazmat and primary rescue capability and a number of tankers have been commissioned with Compressed Air Foam Systems (CAFS). The use of CAFS increases the tanker's firefighting extinguishing capability five fold. During 2015/16 there have been 16 Mercedes Atego tankers and four

Hazmat tankers commissioned. Additionally four Isuzu 9,500 litre Bulk Water tankers with CAFS were completed.

All of the tankers have Class A bushfire foam systems, and pump-and-roll firefighting capabilities allowing them to deliver water while moving, which is effective for fighting bushfires and fast moving grass fires. The new tankers also incorporate cabin protection spray systems for the safety of firefighters in burn over situations.

Class 1 tankers are targeted for replacement at 20 years. The average age of the Class 1 fleet was 8.24 years at 30 June 2016. There are two rescue tankers and three light tankers funded to be commissioned over the coming year in addition to the four Cat 6 Bulk Water tankers with CAFS.

Pumpers (fire engines)

Class 2 Pumpers are designed for both metropolitan and regional areas and may have primary rescue capability. There are 241 Class 2 urban fire engines in service. A program is currently underway which will see the existing Class 2 fibreglass bodies and pump modules refurbished and fitted to new Mercedes chassis. This recycling is cost effective and reduces the impact on the environment of building new bodies. During 2015/16 there have been 16 Class 2 Pumpers commissioned.

The recycling project is based on the Class 2 Pumpers being replaced at 15 years of age. The average age of the Class 2 fleet was 9.49 years at 30 June. There are 10 vehicles funded to be recycled in 2016/17.

Class 3 Pumpers (heavy fire engines) are designed for both metropolitan and regional areas and can be configured as either primary rescue or hazmat vehicles. The Kuipers

Pyrmont Fire Station reopened in February 2016 after an 18-month respectful heritage renovation costing $2.7 million. The renovation brings the Fire Station, built in 1906, up to modern standards as well as providing a bigger and better base for the 28 firefighters stationed at 38 Pyrmont

engineering company has the contract for the build of replacement Class 3 Pumpers which includes 10 with Compressed Air Foam Systems (CAFS). Currently four vehicles have been completed with one commissioned. Orders have been placed for five standard Class 3 Pumpers with delivery expected from October 2016 and another five standard and two Rescue Pumpers are funded to be commissioned over the coming year. The average age of the Class 3 fleet was 8.2 years at 30 June 2016.

Aerial vehicles

The Aerial Fleet consists of two turntable ladders, four ladder platforms (27 metre), nine ladder platforms (37 metre), one ladder platform (44 metre) and 13 Aerial pumpers (15 metre). The average age of the aerial fleet was 13.76 years at 30 June 2016 with a targeted replacement age of 20 years. Almost one third of FRNSW aerial response capability, commissioned between 1996-2000, is reaching the end of its serviceable life. Three units are located in regional NSW at Albury, Wagga Wagga, and recently, Coffs Harbour. FRNSW is proposing to introduce four 32 metre ladder platforms to replace the four 27 metre ladder platforms.

Specialised vehicles

In 2015/16 the following fleet was commissioned:

- Eight Duty Commander vehicles with service type bodies mounted on a dual cab 4x4 chassis
- Two replacement Mobile Command Centres that will provide fire ground Incident Commanders with the most sophisticated vehicles in Australia
- One rehabilitation van designed to provide regional areas with the

necessary equipment to support firefighters working at long duration or complex incidents
- Two Rehabilitation PODs designed to provide both metropolitan and regional areas the necessary equipment to support firefighters working at long duration or complex incidents
- One Hook Loader vehicle to transport any of the different PODs
- One Hazmat Service van to enable trained FRNSW staff to service equipment in Regional areas
- One Special Events appliance, a small rapid intervention vehicle for use at major public events. The vehicle has limited equipment and a small firefighting pump, and
- Four Service and Logistic trucks were commissioned in 2015/16.

The average age of specialised vehicles not including the Duty Commander vehicles was 10 years at 30 June 2016.

Property management

FRNSW real estate portfolio includes 337 fire stations and over 100 other properties including training facilities, communication centres, area and zone offices, staff accommodation and logistics support facilities.

FRNSW spent $30 million on capital expenditure in 2015/16. Major work included six new fire stations and 3 administration offices at Ballina (including a new Zone Office), Rutherford (including a new Zone Office), Lambton (including a new Area and Zone Office), Ropes Crossing, Yennora and Windsor and significant renovations at Pyrmont and Wingham fire stations.

Design, new construction works and major renovations are well underway at Abermain, Gulgong, Mount Druitt, Murrurundi, Nyngan, and Wollongong.

Construction commenced for the new FRNSW Head Office building at Greenacre, with work on track for completion in early 2017.

An agreement with a private proponent has been entered into to build the Fire & Rescue Academy on a lease back arrangement. The new academy will be modern, state of the art with leading edge facilities and props to maintain and improve firefighter safety and FRNSW capabilities. It is a two year project with FRNSW College staff expected to relocate in January 2018.

Facilities management

During the 2015-16 financial year FRNSW spent $8.9 million on Facility Management related projects across NSW. This expenditure ensures FRNSW assets are maintained to meet required standards and expectations and include safety & compliance tasks, urgent unscheduled minor repairs, asset preservation, cleaning, security, pest control and preventative maintenance of essential plant and equipment.

The Properties Helpdesk provides an efficient central point for the reporting of all break/fix and maintenance requirements at FRNSW sites. In 2015/16, 4,457 calls for assistance were logged, ranging from urgent help to routine break/fix tasks.

Equipment maintenance and management

Operational Logistics core functions include:

- Managing over 100,000 items of equipment with an estimated replacement value of over $90 million including personal protective clothing (PPC), helmets, breathing apparatus, air cylinders, chemical booms, gas, and chemical, biological and radiation detection equipment, hydraulic rescue equipment, chainsaws, and power saws
- Maintaining and expanding the operational rescue and hazmat equipment capability across NSW
- Managing the transport of FRNSW equipment across FRNSW
- Procurement and asset management of new vertical and flood rescue equipment
- Managing the equipment quarantine process with FRNSW Health and Safety personnel, ensuring all existing equipment and PPC remains safe and fit for purpose
- Undertaking programed maintenance, servicing and management of approx. 60,000 items of hazmat and rescue equipment, located across the state
- Managing specifications for equipment, and contributing to the development of new specifications
- Implemented the Enterprise Asset Management (EAM) system to track and manage rescue equipment
- Equipment Logistics Hazmat will migrate hazmat equipment records from WILE to EAM during 2016/17
- Developing logistics plans for strike team deployments intrastate, interstate and internationally for assistance during large scale critical incidents, and
- Planning for future directions in equipment management, such as an electronic Station Inventory Management System, and centrally managing firefighting equipment.

The rollout of new structural firefighting helmets finished ahead of schedule in November 2015 due to the coordinated hard work of the Project Team, BA and Hazmat Training, Procurement, Zone Offices and the contractor, MSA. The combination of new structural firefighting clothing and structural helmet, means that firefighters are better protected against heat than in the past.

Procurement

The Strategic Procurement and Contract Services Unit is responsible for coordinating FRNSW procurement activities.

Since becoming accredited to undertake its own procurement in January 2014, a total of 26 significant procurement projects have been completed with a total contract value of $35.6m. One of the projects concluded in May 2016 was for the supply of self-contained breathing apparatus. The new agreement features a long term lease strategy incorporating a full maintenance and support service. The agreement also allows for the upgrade of equipment to take advantage of advances in technology.

A successful negotiation to extend the current agreement for supply of the fire fighters protective uniform (PPC) for a further two years was undertaken during the year. A program to inspect repair and launder all the PPC garments was negotiated as part of the new agreement. The inspection program ensures that the garments remain fit for purpose. The extended term will also allow time to develop the forward strategy for the next generation PPC.

In 2015/16 procurement savings of $5.1m were achieved through improved procurement practices, better negotiated outcomes and by leveraging the increased buying power of the Justice Cluster agencies.

Initiatives to improve sustainability were continued in 2015/16 including the recycling of firefighter protective clothing (PPC) and the refurbishment of Class 2 Pumpers bodies. In 2015/16, 1,204 PPC garments were recycled and 18 Class 2 Pumper bodies were recycled.

Sustainability

FRNSW implemented its Sustainability Policy in 2015. The Policy aims to:

- Effectively implement the NSW Government Resource Efficiency Policy (GREP) July 2014
- Review and modify the way FRNSW operates, introducing new initiatives for implementing sustainable water and energy use, and reducing greenhouse gas emissions and waste that are practical, functional and measurable that align with the intent of the NSW GREP
- Inform further detailed sub-plans to ensure targets and minimum standards are met to improve resource efficiency in the GREP key target areas. The GREP frameworks focuses on four key areas of energy,

water, waste and clean air and requires agencies to put measures in place for meeting the challenge of rising costs
- Create an environment that considers safety and sustainability first, by embedding it into the culture of FRNSW, creating a leading sustainable fire brigade
- Continue working collaboratively and support other emergency management and environmental services.

The Sustainability Policy will not impact FRNSW core business but will minimise any environmental impacts.

The FRNSW Sustainability Policy is supported by the FRNSW Sustainability Plan 2015-2017 that identifies key initial target areas within FRNSW for implementing the GREP framework, in addition to further sub-plans that will define the specific projects, their measures and targets that address the four key target areas of the GREP framework. These specific targets will ensure FRNSW reduce their impact on the environment within a timely manner as set by the GREP; with interim targets by 2017 and longer term targets for 2023.

FRNSW performance against the GREP in 2015 is included in the appendices to the Annual Report.

3.5.3. Effectively engage stakeholders in decisions that affect the development of capabilities and the delivery of our services

Customer Satisfaction Study

FRNSW conducted a benchmark customer satisfaction study in 2015 in line with NSW Customer Service Commissioner and Department of Premier and Cabinet "whole-of-Government" Customer Satisfaction Measurement. FRNSW undertook a follow up study in 2016 to measure improvement over time and incorporate actions into business plans.

While the study found that 84% of consumers were satisfied with FRNSW services it provides important strategic guidance and directions for FRNSW. The 2016 study identified education about home fire prevention as important to the community. FRNSW has moved to meet this expectation through the new Home Fire Safety Checks Program.

Commissioner's Participative Council

The Commissioner's Participative Council (CPC) aims to foster improved communication and innovation within FRNSW and to provide opportunities for all staff, particularly junior staff, to have a say in solving current and future challenges.

The CPC uses the leader-leader model to give control back to employees, recognizing the intelligence, experiences and shared knowledge of all staff. People in formal leadership positions have become more adaptive and facilitative in their approach.

The 25 member Council represents a cross section of staff from multiple locations and the diversity of the workforce. Members have been working with each other, employees across FRNSW and management, developing their skills, capabilities and networks to increase innovation and drive change throughout FRNSW. CPC initiatives have included:

- Community support cards for firefighters to distribute at Community First Responder or Ambulance Assist incidents
- Motor vehicle accident information checklist for members of the public
- Improved safety of firefighters climbing and operating aerial appliances
- New incident management checklist for firefighters
- Standardised first aid signage on fire trucks, and a
- Fire hydrant awareness campaign.

The CPC's successes has resulted in the establishment of Innovation Councils in the Community Safety Directorate and the Metro South Command.

Young People's Network

FRNSW Young People's Network (YPN) is a group of FRNSW operational, administrative and trades employees who work together to identify and facilitate opportunities for professional and personal development of young employees (35 years or under) at FRNSW.

Emergency Management Leadership Conference

In order for a culture to live and prosper it needs a strategy, a shared ambition, purpose and direction. FRNSW third Emergency Management Conference held in May 2016 provided an opportunity for Emergency Management Leaders across Areas, Directorates and Ranks to align strategic direction, collaborate and work together to learn and plan for the future and importantly to celebrate the success of our people.

The theme of the conference was "Navigating uncertainty to be operationally excellent". Striving to achieve operational excellence is one of the most important contributors to the performance and growth of FRNSW. It requires an evolving and agile approach to operations and a continually productive and innovative workforce.

Deputy Commissioner Cindy Briscoe, Australian Border Force was a keynote speaker on diversity.

Future directions

In 2016/17 FRNSW will:

- Continue to enhance emergency management leadership at all levels that supports an engaged workforce
- Maintain sound risk management practices
- Continue fraud and corruption prevention initiatives and bullying prevention policies
- Complete construction and major renovations at Abermain, Greenacre, Gulgong, Mount Druitt, Murrurundi, Nyngan and Wollongong
- Maintain an optimal fleet age and profile
- Continue to minimise FRNSW environmental impacts and reduce recurrent costs

4. General Purpose Financial Statements

4.1. Independent Auditor's Report

INDEPENDENT AUDITOR'S REPORT

Fire and Rescue New South Wales

To Members of the New South Wales Parliament

Opinion

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 2016, the statement of comprehensive income, statement of changes in equity, statement of cash flows and service group statements for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion the financial statements:

- give a true and fair view of the financial position of the Department as at 30 June 2016, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015

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

Basis for Opinion

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

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

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

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

The PF&A Act further promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies, but precluding the provision of non-audit services.

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

Commissioner's Responsibility for the Financial Statements

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

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

Auditor's Responsibility for the Audit of the Financial Statements

My objectives are to:

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

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

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

The description forms part of my auditor's report.

My opinion does *not* provide assurance:

- that the Department carried out its activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented.

David Nolan
Director, Financial Audit Services

22 September 2016
SYDNEY

4.2. Statement by CFO and Commissioner

Fire & Rescue NSW
Statement by Chief Financial Officer and Commissioner

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2016

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 as at 30 June 2016 and financial performance of Fire & Rescue NSW 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 2015, and 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
21 September 2016

Jim Hamilton AFSM
Acting Commissioner
21 September 2016

4.3. Financial Statements

Fire & Rescue NSW
Statement of Comprehensive Income
for the year ended 30 June 2016

	Notes	Actual 2016 $'000	Budget 2016 $'000	Actual 2015 $'000
EXPENSES EXCLUDING LOSSES				
Operating expenses				
Employee related	2(a)	554,101	553,161	531,499
Other operating expenses	2(b)	95,967	80,840	94,365
Depreciation and amortisation	2(c)	52,419	45,783	48,458
Total Expenses excluding losses		**702,487**	**679,784**	**674,322**
REVENUE				
Sale of goods and services	3(a)	15,427	14,501	15,090
Investment revenue	3(b)	4,404	5,819	5,752
Retained taxes, fees and fines	3(c)	32,390	28,466	30,314
Grants and contributions	3(d)	624,474	611,728	603,122
Other Revenue	3(e)	11,549	12,977	21,400
Total Revenue		**688,244**	**673,491**	**675,678**
Gain/(loss) on disposal of non-current assets	4	802	-	(1,225)
Other gains	5	748	-	87
NET RESULT		**(12,693)**	**(6,293)**	**218**
Other comprehensive income				
Items that will not be reclassified to net result:				
Actuarial loss	15	(40,402)	-	(11,015)
Net increase in asset revaluation reserve	11	121,795	-	18,581
Total other comprehensive income		**81,393**	**-**	**7,566**
TOTAL COMPREHENSIVE INCOME		**68,700**	**(6,293)**	**7,784**

The accompanying notes form part of these financial statements.

Fire & Rescue NSW
Statement of Financial Position
as at 30 June 2016

	Notes	Actual 2016 $'000	Budget 2016 $'000	Actual 2015 $'000
ASSETS				
Current assets				
Cash and cash equivalents	8	146,362	181,831	144,633
Receivables	9	19,111	19,983	21,220
Inventories	10	1,972	1,592	1,709
Other financial assets	19	23	67	55
Non-current assets held for sale	22	2,146	-	1,475
Total Current Assets		**169,614**	**203,473**	**169,092**
Non-Current Assets				
Property, Plant and Equipment	11			
- Land and Buildings		519,102	429,377	404,953
- Plant and Equipment		67,584	60,483	70,302
- Fire appliances		152,727	144,406	139,338
Total property, plant and equipment		739,413	634,266	614,593
Intangible assets	12	51,055	53,740	53,958
Total Non-Current Assets		**790,468**	**688,006**	**668,551**
Total Assets		**960,082**	**891,479**	**837,643**
LIABILITIES				
Current Liabilities				
Payables	14	28,632	41,607	26,596
Provisions	15	123,251	161,474	112,686
Total Current Liabilities		**151,883**	**203,081**	**139,282**
Non-Current Liabilities				
Payables	14	225	-	-
Provisions	15	174,670	120,412	133,757
Total Non-Current Liabilities		**174,895**	**120,412**	**133,757**
Total Liabilities		**326,778**	**323,493**	**273,039**
Net Assets		**633,304**	**567,986**	**564,604**
EQUITY				
Reserves		432,760	310,992	310,965
Accumulated funds		200,544	256,994	253,639
Total Equity		**633,304**	**567,986**	**564,604**

The accompanying notes form part of these financial statements.

Fire & Rescue NSW
Statement of Changes in Equity
for the year ended 30 June 2016

	Notes	Accumulated Funds $'000	Asset Revaluation Surplus $'000	Total Equity $'000
Balance at 1 July 2015		**253,639**	**310,965**	**564,604**
Net result for the year		**(12,693)**	**-**	**(12,693)**
Other Comprehensive Income:				
Actuarial loss	15	(40,402)	-	(40,402)
Net increase in asset revaluation reserve	11	-	121,795	121,795
Total Other Comprehensive Income		**(40,402)**	**121,795**	**81,393**
Total Comprehensive Income for the Year		**(53,095)**	**121,795**	**68,700**
Balance at 30 June 2016		**200,544**	**432,760**	**633,304**
Balance at 1 July 2014		**264,436**	**292,384**	**556,820**
Net result for the year		**218**	**-**	**218**
Other Comprehensive Income:				
Net increase in property, plant and equipment		-	18,581	18,581
Actuarial loss		(11,015)	-	(11,015)
Total Other Comprehensive Income		**(11,015)**	**18,581**	**7,566**
Total Comprehensive Income for the Year		**(10,797)**	**18,581**	**7,784**
Balance at 30 June 2015		**253,639**	**310,965**	**564,604**

Fire & Rescue NSW
Statement of Cash Flows
for the year ended 30 June 2016

	Notes	Actual 2016 $'000	Budget 2016 $'000	Actual 2015 $'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(538,331)	(551,411)	(518,251)
Other		(98,862)	(54,187)	(109,584)
Total Payments		**(637,193)**	**(605,598)**	**(627,835)**
Receipts				
Sale of goods and services		17,994	14,501	17,593
Retained taxes, fees and fines		31,434	28,466	28,404
Interest received		4,742	5,970	5,985
Grants and contributions		624,474	610,412	603,122
Other		12,382	12,977	24,169
Total Receipts		**691,026**	**672,326**	**679,273**
NET CASH FLOWS FROM OPERATING ACTIVITIES	18	**53,833**	**66,728**	**51,438**
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of property, plant and equipment		12,632	-	1,819
Purchases of property, plant and equipment		(60,002)	(56,423)	(76,654)
Purchases of intangible assets		(4,734)	(8,000)	-
NET CASH FLOWS USED IN INVESTING ACTIVITIES		**(52,104)**	**(64,423)**	**(74,835)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from borrowings and advances		-	358	-
Repayment of borrowings and advances		-	(358)	-
NET CASH FLOWS FROM FINANCING ACTIVITIES		**-**	**-**	**-**
NET INCREASE /(DECREASE) IN CASH		**1,729**	**2,305**	**(23,397)**
Opening cash and cash equivalents		144,633	179,526	168,030
CLOSING CASH AND CASH EQUIVALENTS	8	**146,362**	**181,831**	**144,633**

The accompanying notes form part of these financial statements.

Fire & Rescue NSW
Supplementary Financial Statements
Service Group Statements for the year ended 30 June 2016

EXPENSES & INCOME	Service Group 1*		Service Group 2*		Service Group 3*		Total	
	2016	2015	2016	2015	2016	2015	2016	2015
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Expenses excluding losses								
Operating Expenses								
- Employee related	29,920	27,637	199,477	190,277	324,704	313,585	554,101	531,499
- Other operating expenses	5,187	4,912	34,545	33,780	56,235	55,673	95,967	94,365
Depreciation and amortisation	2,828	2,520	18,872	17,349	30,719	28,589	52,419	48,458
Total Expenses excluding losses	**37,935**	**35,069**	**252,894**	**241,406**	**411,658**	**397,847**	**702,487**	**674,322**
Revenue								
Sale of goods and services	834	785	5,553	5,402	9,040	8,903	15,427	15,090
Investment revenue	238	298	1,585	2,060	2,581	3,394	4,404	5,752
Retained taxes, fees and fines	1,749	1,575	11,661	10,853	18,980	17,886	32,390	30,314
Grants and contributions	33,723	31,362	224,810	215,919	365,941	355,841	624,474	603,122
Other revenue	626	1,112	4,156	7,660	6,767	12,628	11,549	21,400
Total Revenue	**37,170**	**35,132**	**247,765**	**241,894**	**403,309**	**398,652**	**688,244**	**675,678**
Gain/(loss) on disposal	43	(63)	289	(438)	470	(724)	802	(1,225)
Other gains	41	5	269	31	438	51	748	87
NET RESULT	**(681)**	**5**	**(4,571)**	**81**	**(7,441)**	**132**	**(12,693)**	**218**
Other comprehensive income								
Actuarial Loss	(2,181)	(573)	(14,545)	(3,943)	(23,676)	(6,499)	(40,402)	(11,015)
Net increase in asset revaluation reserve	6,577	966	43,846	6,652	71,372	10,963	121,795	18,581
Total other comprehensive income	**4,396**	**393**	**29,301**	**2,709**	**47,696**	**4,464**	**81,393**	**7,566**
TOTAL COMPREHENSIVE INCOME	**3,715**	**398**	**24,730**	**2,790**	**40,255**	**4,596**	**68,700**	**7,784**

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

Fire & Rescue NSW
Supplementary Financial Statements
Service Group Statements as at 30 June 2016

ASSETS & LIABILITIES	Service Group 1*		Service Group 2*		Service Group 3*		Total	
	2016	2015	2016	2015	2016	2015	2016	2015
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Current Assets								
Cash and cash equivalents	7,903	7,522	52,690	51,777	85,769	85,334	146,362	144,633
Receivables	1,032	1,103	6,879	7,597	11,200	12,520	19,111	21,220
Inventories	-	-	1,972	1,709	-	-	1,972	1,709
Other financial assets	1	3	9	19	13	33	23	55
Non-current assets held for sale	115	-	773	-	1,258	1,475	2,146	1,475
Total Current Assets	**9,051**	**8,628**	**62,323**	**61,102**	**98,240**	**99,362**	**169,614**	**169,092**
Non-Current Assets								
Property, Plant and Equipment								
- Land and buildings	28,032	21,058	186,877	144,973	304,193	238,922	519,102	404,953
- Plant and equipment	3,648	3,656	24,331	25,168	39,605	41,478	67,584	70,302
- Fire appliances	-	-	-	-	152,727	139,338	152,727	139,338
Intangible Assets	2,757	2,806	18,381	19,316	29,917	31,836	51,055	53,958
Total Non-Current Assets	**34,437**	**27,520**	**229,589**	**189,457**	**526,442**	**451,574**	**790,468**	**668,551**
Total Assets	**43,488**	**36,148**	**291,912**	**250,559**	**624,682**	**550,936**	**960,082**	**837,643**
Current Liabilities								
Payables	1,544	1,386	10,309	9,518	16,779	15,692	28,632	26,596
Provisions	6,658	5,859	44,369	40,342	72,224	66,485	123,251	112,686
Total Current Liabilities	**8,202**	**7,245**	**54,678**	**49,860**	**89,003**	**82,177**	**151,883**	**139,282**
Non-Current Liabilities								
Payables	225	-	-	-	-	-	225	-
Provisions	9,432	6,956	62,881	47,885	102,357	78,916	174,670	133,757
Total Non-Current Liabilities	**9,657**	**6,956**	**62,881**	**47,885**	**102,357**	**78,916**	**174,895**	**133,757**
Total Liabilities	**17,859**	**14,201**	**117,559**	**97,745**	**191,360**	**161,093**	**326,778**	**273,039**
Net Assets	**25,629**	**21,947**	**174,353**	**152,814**	**433,322**	**389,843**	**633,304**	**564,604**

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

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

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 2016 have been authorised for issue by the Commissioner of FRNSW on 21 September 2016.

(b) Basis of preparation

The FRNSW financial statements are general purpose financial statements which have been prepared on an accrual basis and in accordance with:

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

Property, plant and equipment, and assets (or disposal groups) held for sale and financial assets 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.

Judgements, key assumptions and estimations that 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) 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.

(e) 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 and

(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 are recoverable from, or payable to, the Australian Taxation Office are classified as operating cash flows.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

1. **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)**

(f) Income recognition

Income is measured at the fair value of the consideration or contribution received or receivable. Comments regarding the accounting policies for the recognition of income are provided below.

(i) Grants and Contributions

Grants and contributions from other bodies (including donations) are generally recognised as income when FRNSW obtains control over the assets comprising grants/contributions. Control over grants and contributions is normally obtained upon the receipt of cash. Grants and contributions have been recognised in accordance with AASB 1004 *Contributions*.

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 the Department of Justice (as principal agency for the Justice cluster) which are paid pursuant to the *Appropriation Act 2015.*

(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

FRNSW recognises revenue when the amount of revenue can be reliably measured and it is probable that future economic benefits will flow to it. Revenue is measured at the fair value of the consideration received or receivable.

(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 from operating leases is recognised in accordance with AASB 117 *Leases* on a straight-line basis over the lease term.

(g) Assets

(i) Acquisitions 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 price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

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1.   SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

(g)   Assets (cont'd)

(i)   Acquisitions of Assets (cont'd)
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 over the period of credit.

(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 14-01). This policy adopts fair value in accordance with AASB 13 *Fair Value Measurement*, AASB 116 *Property, Plant and Equipment* and AASB 140 *Investment Property*.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into account these considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Also refer Note 11 and Note 13 for further information regarding fair value.

FRNSW revalues its land and buildings at least every three years and 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. An independent comprehensive revaluation as at 31 December 2015 was completed on 31 March 2016. Interim revaluations are conducted between comprehensive revaluations where cumulative changes to indicators suggest fair value may differ materially form carrying value.

Non-specialised assets with short useful lives are measured at depreciated historical cost as an approximation of fair value. The entity has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

An independent full valuation of the fire appliances class of assets as at 31 December 2015 was completed on 31 March 2016. The valuation assessment was performed with reference to the requirements pertaining to the valuation of specialised plant and infrastructure.

When revaluing non-current assets using the cost approach, the gross amount and the related accumulated depreciation are separately restated.

For other assets valued using other valuation techniques, any balances of accumulated depreciation 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.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

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1.   SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

(g)   Assets (cont'd)

(iii)   Revaluation of Property, Plant and Equipment (cont'd)

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, impairment under AASB 136 *Impairment of Assets* is unlikely to arise. As property, plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in the rare circumstances such as where the costs of disposal are material. Specifically, impairment is unlikely for not-for-profit entities given that AASB 136 modifies the recoverable amount test for non-cash generating assets of not-for-profit entities to the higher of fair value less costs of disposal and depreciated replacement cost, where depreciated replacement cost is also fair value.

(v)   Depreciation of Property, Plant and Equipment

Except for certain heritage assets, 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 identifiable components of assets are depreciated separately over their useful lives.

Land is not a depreciable asset. Certain heritage assets including original artworks and collections and heritage buildings may not have a limited useful life because appropriate curatorial and preservation policies are adopted. Such assets are not subject to depreciation. The decision not to recognise depreciation for these assets is reviewed annually.

The useful lives of each class of depreciable assets have been determined as follows:

Asset Class	Useful Life (Years)
Buildings	40
Fire Appliances	15 - 30
Other Vehicles	2 - 15
General Equipment	5 - 20
Computers	3 - 5
Leasehold improvements are depreciated over the terms of the lease.	

**Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016**

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1.   SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

(g)   Assets (cont'd)

(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 rewards incidental to ownership of the leased assets, and operating leases under which the lessor does not transfer substantially all the risks and rewards.

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

FRNSW did not have any finance leases during the financial year ended 30 June 2016 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 entity 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 originated 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 indefinite, as FRNSW has an indefinite period to use or sell the asset for its own benefit. It is not amortised but tested for impairment at least annually. It is measured at fair value based on an independent valuation. 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.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

1.   **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)**

(g)   Assets (cont'd)

(x)   Intangible Assets (cont'd)

(b)   Software and Other Intangible Assets

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

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 and impairment losses.

Computer software are generally amortised using the straight line method over a period of 3 years. In specific cases, they are amortised over a period exceeding 3 years depending on the nature and useful purpose of the computer software acquired.

Other intangible assets consist of Standard Operating Guidelines that are amortised using the straight line method over a period of 6½ years.

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

(xi)   Loans and Receivables

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

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

(xii)   Inventories

Inventories held for distribution are stated at cost, adjusted when applicable, for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount. 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 method (see Note 0).

(xiii)   Impairment of Financial Assets

All financial assets, except those measured at fair value through profit and loss, are subject to an annual review for impairment. An allowance for impairment is established when there is objective evidence that the entity will not be able to collect all amounts due.

For financial assets carried at amortised cost, the amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the impairment loss is recognised in the net result for the year.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

1. **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)**

(g) **Assets (cont'd)**

(xiii) Impairment of Financial Assets (cont'd)

Any reversals of impairment losses are reversed through the net result for the year, where there is objective evidence. However, reversals of impairment losses on an investment in an equity instrument classified as 'available-for-sale' must be made through the revaluation surplus. Reversals of impairment losses of financial assets carried at amortised cost cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

(xiv) Derecognition of Financial Assets and Financial Liabilities

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the entity transfers the financial asset:

- where substantially all the risks and rewards have been transferred or
- where the entity has not transferred substantially all the risks and rewards, if the entity has not retained control.

Where the entity has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the entity's continuing involvement in the asset.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or   expires.

(xv) Other Assets

Other assets are recognised on a historical cost basis.

(xvi) Non-current Assets Held for Sale

FRNSW has certain land and buildings held for sale. Non-current assets held for sale are recognised at the lower of carrying amount and fair value less costs of disposal. These assets are not depreciated while they are classified as held for sale. Further details are in Note 22.

(h) 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 expected to be settled within 12 months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

1. **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)**

(h) **Liabilities (cont'd)**

(ii) Employee Benefits and Other Provisions (cont'd)

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

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 1.7%.

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 (LSL) and defined benefit superannuation are assumed by the Crown Entity. FRNSW pays the Crown Entity an agreed annual amount for the growth in LSL entitlements. These payments discharge the FRNSW liability and the Crown Entity has accepted responsibility for any annual or cumulative shortfall.

Although the liability for LSL is assumed by the Crown, LSL related consequential costs are the responsibility of FRNSW. In accordance with Treasury policy, the on-costs have been treated as a provision.

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 15/09) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

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 Fire & Rescue NSW as provided under the Crown Employees (Fire and Rescue NSW Firefighting Staff Death and Disability) Award 2015.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

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1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

(h) Liabilities (cont'd)

(ii) Employee Benefits and Other Provisions (cont'd)

(c) The NSW Fire Brigades Firefighting Staff Death and Disability Superannuation Fund (cont'd)

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 15) 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 2.3% (3.30% in 2015) per annum. This discount rate is appropriate for AASB 119 purposes.
- The salary increase rate is 2.50% (2.50% in 2015).
- The inflation rate for pensions is 2.50% (2.50% in 2015).
- Mortality rates from the 2015 valuation of SSS invalidity pensions.
- An allowance of 0% (12.00% in 2015) for commutation of pensions has been provided.
- An allowance of 40% (50.00% in 2015) for reversionary commutation of pensions (% of eligible claimants) has been provided.
- An allowance of 30% (37.00% in 2015) for commuted lump sums as a % of lifetime pension (2012 Award).

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 2.2% (2.00% in 2015), 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.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

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1   SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

(h)   Liabilities (cont'd)

(iv)   Fair value hierarchy

A number of FRNSW accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities. When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13 *Fair Value Measurement*, the entity categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 - quoted prices in active markets for identical assets / liabilities that the entity can access at the measurement date.
- Level 2 - inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 - inputs that are not based on observable market data (unobservable inputs).

FRNSW recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

Refer Note 13 and Note 19 for further disclosures regarding fair value measurements of financial and non-financial assets.

(i) 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 policy on the revaluation of property, plant and equipment as discussed in note 1(g)(iii).

(ii)   Accumulated funds

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

(j) Budgeted Amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the primary financial statements are explained in Note 17.

The budgeted amounts for revenue presented in these financial statements cannot be fully aligned with those presented to Parliament on a line by line basis because NSW Treasury in their Budget Paper 3 classifies the funding from insurers as retained taxes whereas the accounting standard consider these to be grants and contributions. However the total budgeted amount are the same.

(k) Comparative information

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

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

1. **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)**

(l) **Changes in accounting policy, including new and revised Australian Accounting Standards**

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

The accounting policies applied in 2015-16 are consistent with those of the previous financial year except as a result of the following new or revised Australian Accounting Standards that have been applied for the first time in 2015-16:

- *AASB 2015-3 Amendments to Australian Accounting Standards arising from the Withdrawal of AASB 1031 Materiality*

  This Standard applies to annual reporting periods beginning on or after 1 July 2015. It effects the withdrawal of AASB 1031 *Materiality* by amending AASB 108 *Accounting Policies, changes in Accounting Estimates and Errors* to supersede AASB 1031 and deletes references to AASB 1031 in Australian Accounting Standards. It has no impact on FRNSW's current accounting policies.

- *AASB 2015-07 Amendments to Australian Accounting Standards – Fair Value Disclosures of Not-for-Profit Public Sector Entities*

  This Standard applies to annual reporting periods beginning on or after 1 July 2016 but the Treasury permits its early adoption in the 2015/16 financial year. This Standard relieves not-for-profit public sector entities from disclosing the following Level 3 property, plant and equipment that are held primarily for their current service potential rather than to generate future net cash inflows:

  o Quantitative information about significant unobservable inputs used in the fair value measurement.

  o A narrative description of the sensitivity of the fair value measurement to changes in unobservable inputs that may significantly impact on fair value.

  o The amount of the total gains and losses for the period included in profit or loss that is attributable to the change in unrealised gains or losses relating to assets held at reporting date, and the profit and loss line items in which those unrealised gains or losses are recognised.

  In line with this Standard, FRNSW is not required to disclose the above information in the financial statements.

(ii) Issued but not yet effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless NSW Treasury determines otherwise.

The following new Australian Accounting standards have not been applied and are not yet effective:

- *AASB 9 Financial Instruments*
  This Standard applies to annual reporting periods beginning on or after 1 January 2018. It addresses the classification, measurement and de-recognition of financial assets and financial liabilities. This compiled standard improves and simplifies the approach for classification and measurement of financial assets and liabilities compared with the requirements of AASB 139 *Financial Instruments: Recognition and Measurement,* which will be superseded. This standard, when operative, will not impact FRNSW's current practice of accounting for financial assets and liabilities.

**Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016**

1. **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)**

(l) **Changes in accounting policy, including new or revised Australian Accounting Standards (cont'd)**

(ii) Issued but not yet effective (cont'd)

- AASB 16 Leases
  This Standard applies to annual reporting periods beginning on or after 1 January 2019. When applicable, it supersedes the existing lease accounting requirements in AASB 117 *Leases* and the related interpretation. The new standard introduces a single lessee accounting model by eliminating the current requirements to distinguish leases as either operating lease or finance leases. Instead, all long-term leases are treated in a similar way to finance leases and are to be brought onto the balance sheet as asset and liability at present value and depreciated in line with AASB 116 *Property, Plant and Equipment*. It also requires the unwinding of lease liability and the recognition of interest expense.

  Although FRNSW anticipates that the adoption of AASB 16 will impact the agency's financial statements, it is impractical at this stage to provide a reasonable estimate of such impact.

- *AASB 1057 Application of Australian Accounting Standards*
  This Standard applies to annual reporting periods beginning on or after 1 January 2016. All Australian-specific application paragraphs that were previously included in each Australian Accounting Standard have been moved to this new Standard. In doing so, the application requirements have not been amended. This Standard has no impact on FRNSW's financial statements.

- *AASB 2014-4 Amendments to Australian Accounting Standards – Clarification of Acceptable Methods of Depreciation and Amortisation*
  This Standard applies to annual reporting periods beginning on or after 1 January 2016. It clarifies that the use of revenue-based method to calculate the deprecation of an asset is not appropriate. As FRNSW does not use revenue-based method, this Standard has no impact on its financial statements.

- *AASB 2015-1 Amendments to Australian Accounting Standards – Annual Improvements to Australian Accounting Standards 2012–2014 Cycle*
  This Standard applies to annual reporting periods beginning on or after 1 January 2016. It makes some minor amendments to 13 Standards and has no impact on FRNSW's current accounting policies.

- *AASB 2015-2 Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 101*
  This Standard applies to annual reporting periods beginning on or after 1 January 2016. It proposes narrow-focus amendments to address some of the concerns expressed about existing presentation and disclosure requirements and to ensure entities are able to use judgement when applying a Standard in determining what information to disclose in their financial statements. This Standard has no impact on FRNSW's current accounting policies and information disclosed.

- *AASB 2015-6 Amendments to Australian Accounting Standards - Extending Related Party Disclosures to Not-for-Profit Public Sector Entities.*
  This Standard applies to annual reporting periods beginning on or after 1 July 2016. It requires Not-for-Profit Public Sector Entities to disclose related party transactions relating to key management personnel, which is defined as those persons that have the authority and responsibility for planning, directing and controlling the activities of another entity, directly or indirectly, including any director (whether executive or otherwise) of the entity.

  When this standard becomes effective, FRNSW may need to make additional disclosure in Notes to the Financial Statements for related party transactions.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

1. **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)**

(l) **Changes in accounting policy, including new or revised Australian Accounting Standards (cont'd)**

(ii) Issued but not yet effective (cont'd)

- *AASB 15 Revenue from Contracts with Customers*

  This Standard applies to annual reporting periods beginning on or after 1 January 2018. The core principle of this Standard is that an entity shall recognise revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services.
  This Standard does not affect the way FRNSW currently recognizes revenue from contracts with customers.

  There are no other standards that are not yet effective and that are expected to have a material impact on FRNSW in the current or future reporting periods and on foreseeable future transactions.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

2. EXPENSES EXCLUDING LOSSES

(a)   Employee Related Expenses

	2016 $'000	2015 $'000
Salaries and wages (Including Annual Leave)		
- Brigades	308,307	294,877
- Retained Firefighters	45,934	44,028
- Administrative & Technical Staff	46,238	47,368
Superannuation - Defined Benefit Plans	17,196	18,328
Superannuation - Defined Contribution Plans	28,316	26,299
Long Service Leave	18,506	19,055
Workers' Compensation Insurance	33,379	23,141
Payroll Tax and Fringe Benefits Tax	27,735	24,194
Overtime	14,517	16,712
Redundancy Payments	143	188
Meal Allowance	141	245
Death and Disability Benefits - Retrospective	130	128
Death and Disability Actuarial Expenses	11,478	13,460
Long Service Leave Liability On-Costs not assumed by the Crown Entity*	2,081	3,476
	554,101	531,499

* Refer to Note 15 for further information.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

2.   EXPENSES EXCLUDING LOSSES (cont'd)

(b)   Other Operating Expenses

	2016 $'000	2015 $'000
Auditor's Remuneration -		
Audit of the Financial Statements	220	220
Bad Debts Written Off	21	17
Operating Leases Rental Expenses		
- Minimum Lease Payments		
(see Note 3(e) Sub-leases to Employees)	6,168	6,233
Maintenance *	21,457	20,224
Insurance	2,179	2,072
Rates, Utilities and Cleaning	7,178	6,784
Fire Appliances and Vehicles Running Costs	3,792	4,266
Stores and Minor Equipment	5,688	5,891
Uniforms	4,141	11,209
Communications	13,097	13,374
Travel and Subsistence	3,427	3,470
Computer Services	464	496
Printing and Stationery	887	960
Consultants	605	538
Other Contractors	10,683	4,081
Fees for Services	12,263	10,673
General Expenses	3,697	3,857
	95,967	94,365

Reconciliation: Total maintenance

	2016 $'000	2015 $'000
Maintenance expense, contracted labour and other (non employee related), as above	21,457	20,224
Maintenance related employee expense included in Note 2(a)	2,030	1,924
Total maintenance expenses included in Note 2(a) + 2(b)	23,487	22,148

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

2.   EXPENSES EXCLUDING LOSSES (cont'd)

(c)   Depreciation and Amortisation

	2016	2015
	$'000	$'000
Depreciation		
Buildings		
Buildings	12,117	11,052
Leasehold Improvements	769	1,333
	12,886	12,385
Plant and Equipment		
Motor Vehicles	1,194	1,092
Computer Equipment	2,966	2,764
Plant and Equipment	9,344	9,226
	13,504	13,082
Fire Appliances	17,875	16,838
Total Depreciation	**44,265**	**42,305**
Amortisation		
Software	8,122	6,097
Other Intangibles	32	56
Total Amortisation	**8,154**	**6,153**
Total Depreciation and Amortisation	**52,419**	**48,458**

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

3. REVENUE

(a)   Sale of Goods and Services

	2016 $'000	2015 $'000
Monitoring of Automatic Fire Alarms	9,051	9,038
Fire Service Charges -		
Commonwealth Government	3,872	3,740
Public Lectures	1,149	1,619
Charges for Removing Hazardous Materials	1,355	693
	15,427	15,090

(b)   Investment Revenue

	2016 $'000	2015 $'000
Interest revenue from financial assets not at fair value through profit or loss	4,053	5,102
TCorp Hour-Glass Cash Investment Facility designated at fair value through profit or loss	351	650
	4,404	5,752

(c)   Retained Taxes, Fees and Fines

	2016 $'000	2015 $'000
Fines:		
Charges for False Alarms	30,316	28,919
Fees:		
Statutory Fire Safety Charges	2,074	1,395
	32,390	30,314

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

3.   REVENUE (cont'd)

(d)   Grants and Contributions

	2016 $'000	2015 $'000
Insurance Companies Contributions *	459,612	442,880
Local Government Contributions *	72,965	70,231
Other Grants and Contributions Received	847	1,381
Department of Police and Justice Grants:		
Recurrent Grant	85,096	81,186
Capital Grant	5,954	7,444
	624,474	603,122

*Refer to Note 1(f)(i) Grants and contributions

(e)   Other Revenue

	2016 $'000	2015 $'000
ATO Diesel Fuel Rebate	876	188
Workers Compensation Receipts	3,063	3,492
Commissions Received	13	11
Claims for Natural Disasters	0	1,914
Proceeds from Insurance Claims	1,166	668
Service Costs from other Government Departments	2,243	7,154
Salary Recoups from other Government Departments	573	808
Salary Packaged Recoup	271	315
Treasury Managed Fund (TMF) Hindsight Adjustment	739	4,771
Property Rentals:		
Leases	509	412
Sub-leases to Employees	379	396
Sundry Items	1,717	1,271
	11,549	21,400

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

4. GAIN/(LOSS) ON DISPOSAL OF NON-CURRENT ASSETS

	2016 $'000	2015 $'000
Gain/(Loss) on Disposal of Land and Buildings:		
Proceeds from Disposal	10,625	553
Written Down Value of Assets Disposed	(8,768)	(877)
Net Gain/(Loss) on Disposal of Land and Buildings	1,857	(324)
Loss on Disposal of Fire Appliances:		
Proceeds from Disposal	725	404
Written Down Value of Assets Disposed	(1,077)	(1,067)
Net Loss on Disposal of Fire Appliances	(352)	(663)
Loss on Disposal of Plant and Equipment:		
Proceeds from Disposal	1,258	862
Written Down Value of Assets Disposed	(1,959)	(1,100)
Net Loss on Disposal of Plant and Equipment	(701)	(238)
Gain/(Loss) on Disposal of Intangible Assets:		
Proceeds from Disposal	-	-
Written Down Value of Assets Disposed	(2)	-
Net Gain /(Loss) on Disposal of Intangible Assets	(2)	-
Gain/(Loss) on Disposal of Non-Current Assets	802	(1,225)

5. OTHER GAINS

	2016 $'000	2015 $'000
Increase in value of Heritage Floor Space	854	171
Impairment of receivables	(106)	(84)
Total Other Gains	748	87

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

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 (h)(ii)(b) for details.

7. SERVICE GROUPS OF THE AGENCY

(A)   SERVICE GROUP 1: COMMUNITY SAFETY

Purpose: This service group covers improved risk management by ensuring effective fire prevention and developing resilient, emergency-ready communities. Activities include community education, assistance to the elderly (e.g. replacing smoke alarm batteries), premises inspections, expert advice on fire safety and special hazard facilities, and the establishment of community fire units in bushfire-risk communities.

(B)   SERVICE GROUP 2: OPERATIONAL PREPAREDNESS

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

(C)   SERVICE GROUP 3: EMERGENCY MANAGEMENT

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

**Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016**

8. CURRENT ASSETS – CASH AND CASH EQUIVALENTS

	2016 $'000	2015 $'000
Cash on Hand	161	173
Cash at Bank*	116,201	114,460
Short-term Deposits	30,000	30,000
	146,362	144,633

For the purpose of the Statement of Cash Flows, cash and cash equivalents include cash at bank, cash on hand and short-term deposits.

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)	146,362	144,633
Closing cash and cash equivalents (per Statement of Cash Flows)	146,362	144,633

* Refer to Note 19 for details regarding credit risk, liquidity risk and market risk arising from financial instruments and Note 21 for restrictions regarding the use of unspent grants from the Commonwealth.

9. CURRENT ASSETS - RECEIVABLES

	2016 $'000	2015 $'000
Monitoring of Automatic Fire Alarms	1,231	1,050
False Alarms	6,128	5,097
Public Lectures	76	154
Statutory Fire Safety Charges	420	495
Interest Accrued	2,024	2,362
Goods and Services Tax (GST)	2,493	3,482
Sundry		
- Other Sundry Receivables	4,219	4,842
	16,591	17,482
Less: Allowance for impairment*	(347)	(261)
Net receivables	16,244	17,221
Prepayments	2,867	3,999
	19,111	21,220

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

9.   **CURRENT ASSETS - RECEIVABLES (cont'd)**

	2016 $'000			2015 $'000		
	Public Lectures	**Sundry**	**Total**	**Public Lectures**	**Sundry**	**Total**
Movement in the allowance for impairment						
Balance at 1 July	(34)	(227)	(261)	(32)	(137)	(169)
Amounts written off during the year	-	21	21	-	17	17
Amounts recovered during the year	25	(25)	-	-	-	-
Increase in allowance recognised in profit or loss	4	(111)	(107)	(2)	(107)	(109)
Balance at 30 June	**(5)**	**(342)**	**(347)**	**(34)**	**(227)**	**(261)**

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

10. CURRENT ASSETS - INVENTORIES

	2016 $'000	2015 $'000
Held for distribution	1,972	1,709

The mechanical workshop inventories, which are finished goods, have been included in the Statement of Financial Position at cost value of $1.972m ($1.709m in 2014/15). 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.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

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

	Land and Buildings	Plant and Equipment	Fire Appliances	Total
At 1 July 2015 - fair value	**$'000**	**$'000**	**$'000**	**$'000**
Gross carrying amount	437,187	178,379	323,629	939,195
Accumulated depreciation and impairment	(32,234)	(108,077)	(184,291)	(324,602)
Net Carrying Amount	**404,953**	**70,302**	**139,338**	**614,593**
At 30 June 2016 - fair value				
Gross carrying amount	775,019	186,899	324,286	1,286,204
Accumulated depreciation and impairment	(255,917)	(119,315)	(171,559)	(546,791)
Net Carrying Amount	**519,102**	**67,584**	**152,727**	**739,413**

Reconciliation

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

	Land and Buildings	Plant and Equipment	Fire Appliances	Totals
Year ended 30 June 2016	**$'000**	**$'000**	**$'000**	**$'000**
Net Carrying Amount at Start of Year	404,953	70,302	139,338	614,593
2015/16 additions:				
Expenditure Capitalised	12,037	3,916	4,664	20,617
Work in Progress	18,551	6,807	12,187	37,545
Reclassifications	9	2,022	(933)	1,098
Disposals	(10,923)	(4,224)	(13,757)	(28,904)
Depreciation expense	(12,886)	(13,504)	(17,875)	(44,265)
Net Revaluation Increment	105,499	-	16,296	121,795
Adjustments	377	-	129	506
Depreciation Written Back on Disposals	1,485	2,265	12,678	16,428
Net Carrying Amount at End of Year*	**519,102**	**67,584**	**152,727**	**739,413**

* Further details regarding the fair value measurement of property, plant and equipment are disclosed in Note 13.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

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

	Land and Buildings	Plant and Equipment	Fire Appliances	Total
At 1 July 2014 - fair value	**$'000**	**$'000**	**$'000**	**$'000**
Gross carrying amount	396,312	160,917	313,528	870,757
Accumulated depreciation and impairment	(18,802)	(97,139)	(172,280)	(288,221)
Net Carrying Amount	**377,510**	**63,778**	**141,248**	**582,536**
At 30 June 2015 - fair value				
Gross carrying amount	437,187	178,379	323,629	939,195
Accumulated depreciation and impairment	(32,234)	(108,077)	(184,291)	(324,602)
Net Carrying Amount	**404,953**	**70,302**	**139,338**	**614,593**

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 and Buildings	Plant and Equipment	Fire Appliances	Totals
Year ended 30 June 2015	**$'000**	**$'000**	**$'000**	**$'000**
Net Carrying Amount at Start of Year	377,510	63,778	141,248	582,536
2014/15 additions:				
Expenditure Capitalised	9,649	13,681	5,412	28,742
Work in Progress	14,216	12,542	10,369	37,127
Reclassifications	-	(5,517)	-	(5,517)
Transfers	-	-	(11)	(11)
Disposals	(2,445)	(3,245)	(5,894)	(11,584)
Depreciation expense	(12,385)	(13,082)	(16,838)	(42,305)
Net Revaluation Increment	18,356	-	225	18,581
Adjustments	(40)	-	-	(40)
Depreciation Written Back on Disposals	92	2,145	4,827	7,064
Net Carrying Amount at End of Year	**404,953**	**70,302**	**139,338**	**614,593**

* Further details regarding the fair value measurement of property, plant and equipment are disclosed in Note 13.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

12. NON - CURRENT ASSETS – INTANGIBLE ASSETS

	Heritage Floor Space $'000	Other Intangibles $'000	Software $'000	Total $'000
At 1 July 2015				
Cost (gross carrying amount)	4,271	386	73,462	78,119
Accumulated amortisation and impairment	(854)	(341)	(22,966)	(24,161)
Net Carrying Amount	**3,417**	**45**	**50,496**	**53,958**
At 30 June 2016				
Cost (gross carrying amount)	4,271	381	77,697	82,349
Accumulated amortisation and impairment	-	(368)	(30,926)	(31,294)
Net Carrying Amount	**4,271**	**13**	**46,771**	**51,055**

	Heritage Floor Space $'000	Other Intangibles $'000	Software $'000	Total $'000
Year ended 30 June 2016				
Net Carrying Amount at Start of Year	3,417	45	50,496	53,958
2015/16 additions:				
- Internally developed	-	-	2,140	2,140
- Externally acquired	-	-	993	993
Work in Progress	-	-	2,365	2,365
Reclassifications	-	-	(1,099)	(1,099)
Disposals	-	-	(164)	(164)
Amortisation Expense	-	(32)	(8,122)	(8,154)
Revaluation gain	854	-	-	854
Amortisation Written Back on Disposals	-	-	162	162
Net Carrying Amount at End of Year	**4,271**	**13**	**46,771**	**51,055**

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

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

	Heritage Floor Space $'000	Other Intangibles $'000	Software $'000	Total $'000
At 1 July 2014				
Cost (gross carrying amount)	4,271	381	60,159	64,811
Accumulated amortisation and impairment	(1,025)	(280)	(17,051)	(18,356)
Net Carrying Amount	**3,246**	**101**	**43,108**	**46,455**
At 30 June 2015				
Cost (gross carrying amount)	4,271	386	73,462	78,119
Accumulated amortisation and impairment	(854)	(341)	(22,966)	(24,161)
Net Carrying Amount	**3,417**	**45**	**50,496**	**53,958**

	Heritage Floor Space $'000	Other Intangibles $'000	Software $'000	Total $'000
Year ended 30 June 2015				
Net Carrying Amount at Start of Year	3,246	101	43,108	46,455
2014/15 additions:				
- Internally developed	-	-	546	546
- Externally acquired	-	-	1,073	1,073
Work in Progress	-	-	6,349	6,349
Reclassifications	-	-	5,517	5,517
Disposals	-	-	(182)	(182)
Amortisation Expense	-	(56)	(6,097)	(6,153)
Revaluation gain	171	-	-	171
Amortisation Written Back on Disposals	-	-	182	182
Net Carrying Amount at End of Year	**3,417**	**45**	**50,496**	**53,958**

**Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016**

13. FAIR VALUE MEASUREMENT OF NON - FINANCIAL ASSETS

FRNSW measures and recognises Land, Buildings and Fire Appliances at fair value on a recurring basis in accordance with AASB 13 *Fair Value Measurements*. Fair value measurement of non-financial assets is based on the highest and best use of the asset, using valuation techniques that maximises relevant observable inputs and minimises unobservable inputs.

(a)   Fair value hierarchy

Fair value measurements recognised in the balance sheet are categorised into the following levels:

2016	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total Fair Value $'000
Land, Buildings and Fire Appliances (Note 11)				
Land and Buildings	-	237,705	281,397	519,102
Fire Appliances	-	2,603	150,124	152,727
	-	240,308	431,521	671,829

2015	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total Fair Value $'000
Land, Buildings and Fire Appliances (Note 11)				
Land and Buildings	-	2,259	402,694	404,953
Fire Appliances	-	-	139,338	139,338
	-	2,259	542,032	544,291

(b)   Valuation Techniques, Inputs and Processes

Recurring fair value measurements

Land and buildings

Fair value of land and buildings are measured having regard to the highest and best use of the assets. Where current market buying prices can be observed the property is valued having regard to the direct comparison method of valuation, with reference to current market transactions of comparable properties in the surrounding locality. Vacant land and residential properties are valued using this market approach, with level 2 input used.

FRNSW's property portfolio consists predominantly of fire stations and related leasehold improvements which are considered to be specialised assets and therefore current market buying prices cannot be observed. These assets are valued using the cost approach (depreciated replacement cost), using level 3 inputs.

A full valuation of land and buildings as at 31 December 2015 was completed by FRNSW in March 2016 using an independent valuer.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

13.   FAIR VALUE MEASUREMENT OF NON - FINANCIAL ASSETS (CONT'D)

(b)   Valuation Techniques, Inputs and Processes (cont'd)
         Fire Appliances

Fire Appliances consist of specialised fire fighting plant and equipment and non-specialised services vehicles, quad bikes, etc. Specialised fire appliances have no observable current market buying prices. The valuation technique applied to value these assets is the cost methodology (depreciated replacement cost) using level 3 input. In applying this methodology, depreciated replacement cost is calculated as the current replacement cost less accumulated depreciation to reflect the already consumed future economic benefits of the asset. Adjustments are then made for any differences between the practical capacity and/or useful life of the modern equivalent asset and that of the existing asset.

Non-specialised fire appliances are valued using level 2 input as observable current market buying prices are available for these assets.

A full valuation as at 31 December 2015 was completed by FRNSW in March 2016 using an independent valuer.

Non-recurring fair value measurements

FRNSW did not have non-recurring fair value measurements of assets and liabilities as at 30 June 2016.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

13.   FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS (CONT'D)

(c)   Reconciliation of recurring Level 3 fair value measurements

2016	Land and Buildings $'000	Fire Appliances $'000	Total Recurring Level 3 Fair Value $'000
Fair value as at 1 July 2015	402,694	139,338	542,032
Additions	30,588	16,453	47,041
Reclassification/ transfer	(148,737)	(3,249)	(151,986)
Disposals	(10,923)	(13,039)	(23,962)
Depreciation expense	(12,886)	(17,547)	(30,433)
Depreciation written back on disposal	1,485	12,122	13,607
Net revaluation increment	19,176	15,917	35,093
Adjustments	-	129	129
Fair value as at 30 June 2016	**281,397**	**150,124**	**431,521**

2015	Land and Buildings $'000	Fire Appliances $'000	Total Recurring Level 3 Fair Value $'000
Fair value as at 1 July 2014	377,510	141,248	518,758
Additions	21,606	15,781	37,387
Reclassification/ transfer	(40)	(11)	(51)
Disposals	(2,445)	(5,894)	(8,339)
Depreciation	(12,293)	(12,011)	(24,304)
Net revaluation increment	18,356	225	18,581
Fair value as at 30 June 2015	**402,694**	**139,338**	**542,032**

**Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016**

14. CURRENT / NON-CURRENT LIABILITIES – PAYABLES

	2016 $'000	2015 $'000
Current Payables		
Accrued Salaries, Wages and On-Costs	9,578	8,166
Creditors	11,921	13,004
Unearned Revenue	613	1,344
Accruals	6,520	4,082
	28,632	26,596
Non-current Payables		
Revenue received in advance	225	-
	225	-

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

15. CURRENT/NON-CURRENT LIABILITIES - PROVISIONS

	2016 $'000	2015 $'000
Employee Benefits and Related On-Costs		
Annual Leave	68,061	62,763
Long Service Leave On-Costs not assumed by the Crown	27,208	25,127
Death & Disability Benefits	197,460	154,006
Death & Disability Retrospective Benefits	3,410	2,725
Fringe Benefits Tax	896	780
	297,035	245,401
Other Provisions		
Restoration costs*	886	1,042
	886	1,042
Total Provisions	297,921	246,443
Aggregate Employee Benefits and Related On-Costs		
Provisions - Current	122,365	111,644
Provisions - Non-Current	174,670	133,757
Accrued Salaries, Wages and On-Costs (Note 14)	9,578	8,166
	306,613	253,567
Current provisions not expected to be settled within the next 12 months:		
Annual Leave	29,337	27,296
Long Service Leave On-costs	4,218	13,068
	33,555	40,364

* Restoration provision is an obligation under existing lease agreements for the make good of leased 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 - $0.21m
- later than one year - $0.67m

**Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016**

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

Movement 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
2016	**$'000**
Carrying amount at the beginning of the financial year	1,042
Unwinding / change in the discount rate	(156)
Carrying amount at the end of financial year	886

Characteristics FRNSW Death & Disability Scheme Prospective Benefits

Nature of benefits provided

Firefighters receive a lump sum benefit for partial and permanent incapacity (PPI) and for death or total and permanent incapacity (TPI) for off duty incidents. PPI lump sum payments depend on age and salary and whether it is due to an on duty or off duty incident. Death or TPI off duty lump sum payments depend on age. Firefighters receive a pension for death or TPI arising due to on duty incidents. Pensions are increased in line with the Consumer Price Index in payment.

Regulatory framework

The Crown Employees (Fire and Rescue NSW Firefighter Staff Death and Disability) Award 2015.

Other entity's responsibilities for the governance of the plan

The Death and Disability Superannuation fund along with Sunsuper are responsible for managing death and TPI claims. Fire and Rescue NSW is responsible for managing the PPI claims.

Death & Disability Plan Risks

Increase in the number of claims - The risk that the fund receives more claims than expected either due to longer delays in reporting than expected, increased incidents or greater awareness of entitlement to benefits.

Salary growth - The risk that wages or salaries (on which future benefit amounts will be based) will rise more rapidly than assumed, increasing defined benefit amounts and thereby requiring additional contributions by FRNSW.

Pension increase - The risk that pension increases will rise more rapidly than assumed, increasing defined benefit amounts and thereby requiring additional contributions by FRNSW.

**Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016**

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

Death & Disability Scheme Amendments, Curtailments or Settlements

The Award is generally updated every two to three years. There were previous Awards in 2003, 2006, 2009 and 2012.

	2016 $'000	2015 $'000
Death & Disability Benefits Position		
Defined benefit obligation	202,372	156,931
Net assets	(4,912)	(2,926)
Deficit	197,460	154,005
Movement in Net Liabilities		
Net liability in Statement of Financial Position at beginning of year	154,005	134,402
Expense recognised in Statement of Comprehensive Income	22,644	11,461
Employer contributions	(7,683)	(6,243)
Amount recognised in Other Comprehensive Income (OCI)	28,494	14,385
Net liability in Statement of Financial Position at the end of the year	197,460	154,005
The amounts recognised in the Statement of Comprehensive Income		
Employer service cost	19,074	21,581
Net interest expense	5,270	5,541
Past service cost (saving from change in benefit design)	(1,700)	(15,661)
Expense recognised	22,644	11,461
Reconciliation of movement in the fair value of plan assets:		
Fair value of plan assets at beginning of year	2,926	6,663
Employer contributions	7,683	6,243
Participant contributions	3,165	4,349
Benefit payments	(9,812)	(14,990)
Operating costs	(848)	(716)
Interest income	100	160
Actual return on plan assets less interest income	1,698	1,217
Assets at year end	4,912	2,926

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

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

	2016	2015
	$'000	$'000
Reconciliation of movement in the Defined Benefit Obligation (DBO):		
Total defined benefit obligations at beginning of year	156,931	141,065
Employer service cost	19,074	21,581
Interest expense	5,370	5,701
Participant contributions	3,165	4,349
Operating costs	(848)	(716)
Benefit payments	(9,812)	(14,990)
Past service cost (saving from change in benefit design)	(1,700)	(15,661)
Actuarial loss on liabilities	30,192	15,602
Total defined benefit obligations at year end	202,372	156,931
Amount recognised in Other Comprehensive Income		
Actual return on assets less interest income	1,698	1,217
Actuarial loss on liability	(30,192)	(15,602)
Actuarial gain on liabilities - past service cost	-	3,606
Actuarial loss recognised in OCI	(28,494)	(10,779)
Reconciliation of Interest Cost		
Defined benefit obligations at end of prior year (net discount rate)	156,931	141,065
Material movements in defined benefit obligation	11,579	10,224
Weighted for timing	(5,789)	(5,112)
Average benefit obligations	162,721	146,177
Discount rate	3.30%	3.90%
Calculated interest cost	5,370	5,701
Reconciliation of Expected Return on Assets		
Fair value of assets at beginning of year	2,926	6,663
Employer contributions	7,683	6,243
Weighted for timing	3,842	3,121
Participant contributions	3,165	4,349
Weighted for timing	1,583	2,174
Benefit payments	(9,812)	(14,990)
Weighted for timing	(4,906)	(7,495)
Operating costs	(848)	(716)
Weighted for timing	(424)	(358)
Average expected assets	3,020	4,106
Assumed rate of return	3.30%	3.90%
Calculated interest income	100	160

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

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

Sensitivity Analysis

The defined benefit obligation for prospective benefits is presented on the following scenarios:

		New Rate	Defined Benefit Obligation $000	Change in Obligation $000	Percentage change in obligation
Discount rate	1% increase	3.30%	175,676	(26,696)	-13.20%
	1% decrease	1.30%	237,710	35,338	17.50%
CPI inflation and salary Increase	1% increase	3.50%	237,324	34,952	17.30%
	1% decrease	1.50%	175,498	(26,875)	-13.30%
Future expected claims	10% increase		207,848	5,476	2.70%
	10% decrease		196,896	(5,476)	-2.70%

There have been no changes from the previous period in the methods and assumptions used in preparing the sensitivity analysis.

Asset and liability matching strategies

The FRNSW Death & Disability Scheme has no matching strategies.

Funding arrangements and funding policy

The FRNSW Death & Disability Scheme is financially underwritten by the Crown (refer Note 1 (h) (ii) (c)).

Expected contributions for the next reporting period

The fund will receive approximately $3.2 million in member contributions each year under the 2015 Award. Employer contributions are made to meet the cost of the benefits as they fall due (refer Note 1 (h) (ii) (c)).

Maturity profile of defined benefit obligation (DBO)

The weighted average term of the defined benefit obligation is 15 years.

**Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016**

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

	2016 $'000	2015 $'000
Death & Disability Retrospective Benefits Position		
Defined benefit obligation	3,408	2,725
Net assets	-	-
Deficit	3,408	2,725
Movement in Net Liabilities		
Net liability in Statement of Financial Position at beginning of year	2,746	2,543
Expense recognised in Statement of Comprehensive Income	88	96
Employer contributions	(131)	(129)
Amount recognised in Other Comprehensive Income (OCI)	726	236
Net liability in Statement of Financial Position at the end of the year	3,429	2,746
Components recognised in the Statement of Comprehensive Income		
Employer service cost	-	-
Interest cost	88	96
Expected return on plan assets	-	-
Recognised actuarial (gains) / losses	-	-
Expense recognised	88	96
Reconciliation of movement in the fair value of plan assets		
Fair value of plan assets at beginning of year	-	-
Employer contributions	131	129
Participant contributions	-	-
Benefit payments	(131)	(129)
Operating costs	-	-
Expected return on assets	-	-
Expected assets at year end	-	-
Actuarial gain on assets	-	-
Assets at year end	-	-

* The benefit payments are paid by employer contributions in the year.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

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

	2016 $'000	2015 $'000
Reconciliation of movement in the Defined Retrospective Benefit Obligation (DBO)		
Total defined benefit obligations at beginning of year	2,725	2,523
Employer service cost	88	96
Interest cost	-	-
Participants contributions	-	-
Operating cost	-	-
Benefit payments	(131)	(129)
Actuarial loss on liabilities	726	235
Total defined benefit obligations at year end	3,408	2,725
Amount recognised in Other Comprehensive Income		
Actuarial gain on assets	-	-
Actuarial loss on liabilities	(726)	(236)
Actuarial loss recognised in OCI	(726)	(236)
Reconciliation of Interest Cost		
Defined benefit obligations at end of prior year (net discount rate)	2,725	2,523
Material movements in defined benefit obligation	(131)	(129)
Weighted for timing	(65)	(64)
Average benefit obligations	2,660	2,458
Discount rate	3.30%	3.90%
Calculated interest cost	88	96
Reconciliation of Expected Return on Assets		
Fair value of assets at beginning of year	-	-
Employer contributions	131	129
Weighted for timing	65	64
Participant contributions	-	-
Weighted for timing	-	-
Benefit payments	(131)	(129)
Weighted for timing	(65)	(64)
Operation costs	-	-
Weighted for timing	-	-
Average expected assets	-	-
Assumed rate of return	3.30%	3.90%
Calculated expected return on assets	-	-

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

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

Sensitivity Analysis

The defined benefit obligation for retrospective benefits is presented on the following scenarios:

		New rate	Defined Benefit Obligation $000	Change in Obligation $000	Percentage change in obligation
Discount rate	1% increase	3.30%	2,960	(449)	-13.20%
	1% decrease	1.30%	3,976	568	16.70%
CPI inflation	1% increase	3.50%	3,969	560	16.40%
	1% decrease	1.50%	2,957	(452)	-13.30%

There have been no changes from the previous period in the methods and assumptions used in preparing the sensitivity analysis.

Asset and liability matching strategies

The FRNSW Death & Disability Scheme has no matching strategies.

Funding arrangements and funding policy

The FRNSW Death & Disability Scheme is financially underwritten by the Crown (refer Note 1 (h) (ii) (c)).

Expected contributions for the next reporting period

Employer contributions are made to meet the cost of the benefits as they fall due (refer Note 1 (h) (ii) (c)).

Maturity Profile of defined benefit obligation (DBO)

The weighted average term of the defined benefit obligation is 15 years.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

16. COMMITMENTS FOR EXPENDITURE

	2016 $'000	2015 $'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	12,577	6,676
Plant and Equipment	69	3,071
Fire Appliances	5,681	1,107
Communications	243	53
Software Development	1,374	597
Total (including GST)	19,944	11,504
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	1,813	1,046

	2016 $'000	2015 $'000
(b) Operating Lease Commitments		
Future non-cancellable operating lease rentals not provided for and payable:		
Not later than one year	4,787	5,560
Later than one year and not later than five years	4,258	3,675
Later than five years	672	620
Total (including GST)	9,717	9,855
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	883	896

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 up to 30 June 2016.

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.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

16.   COMMITMENTS FOR EXPENDITURE (cont'd)

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.

17. BUDGET REVIEW

Net Result

Fire & Rescue NSW operated within the revised 2015/16 net result budget control limit.

The net result includes charges for two Treasury Managed Fund workers compensation insurance hindsight adjustments, covering two financial years totalling $10.28m.

Assets and Liabilities

Current assets were $33.9m (16.6%) below budget mainly because cash and cash equivalents was $35.5m (19.5%) lower than budget. This was mainly due to timing difference.

Non-current assets were $102.5m (14.9%) above budget. This was mainly due to $105m increases in the net fair values of property, plant and equipment following asset revaluation on 31 December 2015. This was not included in the budget.

Current Liabilities were $51.2m (25.2%) below budget mainly because the provision for Death and Disability Benefits liability was mainly classified as a non-current liability following the 30 June 2016 actuarial review.

Non-current Liabilities were $54.5m (45.3%) higher than budget primarily due to an increase of $40.9m in Death and Disability Benefits liability following the 30 June 2016 actuarial review.

Cash Flows from Operating Activities

Total cash payments were $31.6m (5.2%) above budget because of higher payments to creditors than budgeted. Creditors balance as at 30 June 2016 was $13.0 m (31.2%) lower than budget.

Total receipts were $18.7m (2.78%) above budget.

Cash Flows from Investing Activities

Cash outflows from investing activities were $12.3m (19.1 %) lower than budget because $12.6m was received from the sales of property, plant and equipment during the year, which was not budgeted for.

Cash Flows from Financing Activities

No cash flows from Financing Activities were generated by FRNSW during 2015/16.

The budgeted amounts for revenue presented in these financial statements cannot be fully aligned with those presented to Parliament on a line by line basis because NSW Treasury in their Budget Paper 3 classifies the funding from insurers as retained taxes whereas the accounting standard consider these to be grants and contributions. However the total budgeted amount are the same.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

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

	2016 $'000	2015 $'000
Net cash used in operating activities	53,833	51,438
Depreciation and amortisation	(52,419)	(48,458)
Net increase in provisions	(51,257)	(26,207)
(Decrease) / increase in Receivables and Prepayments	(2,110)	1,225
Increase in Inventories	392	117
Decrease in Other Assets	(32)	(12)
(Increase) / decrease in Creditors	(3,184)	12,154
Superannuation Actuarial Loss	40,402	11,015
Net gain / (loss) on Sale of Assets	828	(1,225)
Net gain	854	171
Net Result	(12,693)	218

19. FINANCIAL INSTRUMENTS

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

FRNSW's main risks relating to these 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 and Risk 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.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

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19.   FINANCIAL INSTRUMENTS (CONT'D)

(a)   Financial instrument categories

Financial Assets	Note	Category	Carrying Amount	Carrying Amount
			2016	**2015**
			$'000	**$'000**
Class:				
Cash and cash equivalents	8	N/A	146,362	144,633
Receivables [1]	9	Loans and receivables (measured at amortised cost)	6,094	7,434
Other financial assets			23	55

Financial Liabilities	Note	Category	Carrying Amount	Carrying Amount
			2016	**2015**
			$'000	**$'000**
Class:				
Payables [2]	14	Financial liabilities (measured at amortised cost)	26,428	22,554

[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 2015/16 the average interest earned was 1.96% (2014/2015: 2.35%). The TCorp Hour Glass cash facility is discussed in paragraph (d) below.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

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19.   FINANCIAL INSTRUMENTS (CONT'D)

(b)   Credit risk (cont'd)

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 (2016: $1,266; 2015: $2,698) and less than 3 months past due (2016: $360; 2015: $493) are not considered impaired. Together these represent 90.5% (2015: 88.3%) of the total trade debtors.

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

Trade Debtors	Total [1,2]	Past due but not impaired [1,2]	Considered impaired [1,2]
	$'000	$'000	$'000
2016			
< 3 months overdue	360	360	-
3 months - 6 months overdue	1	-	1
> 6 months overdue	170	-	170
2015			
< 3 months overdue	493	493	-
3 months - 6 months overdue	251	-	251
> 6 months overdue	171	-	171

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.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

19.   FINANCIAL INSTRUMENTS (CONT'D)

(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 10.20% (2015 – 10.61%). Note: This interest rate is calculated as an average for the financial year as required by section 22 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	**Non-interest bearing**	**< 1 year**	**1 -5 years**	**> 5 years**
2016					
Payables	28,631	28,631	28,631	-	-
	28,631	28,631	28,631	-	-
2015					
Payables	26,596	26,596	26,596	-	-
	26,596	26,596	26,596	-	-

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

19.   FINANCIAL INSTRUMENTS (CONT'D)

(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 exposures 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 2015. The analysis assumes that all other variables remain constant.

Interest rate risk

FRNSW exposure to interest rate risk is set out below.

		$'000			
		-1%		**+1%**	
	Carrying Amount	**Profit**	**Equity**	**Profit**	**Equity**
2016					
Financial assets:					
Cash and cash equivalents	146,362	(1,464)	(1,464)	1,464	1,464
2015					
Financial assets:					
Cash and cash equivalents	144,633	(1,446)	(1,446)	1,446	1,446

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. FRNSW has no direct equity investments. In February 2016, FRNSW withdrew the fund held in the TCorp Hour-Glass Investment Facilities and placed it in a specific Westpac bank account within the Treasury Banking System. This was to meet the requirements of the Treasury Circular NSW TC 15/01: *Cash Management – Expanding the Scope of the Treasury Banking System*.

Facility	**Investment Sectors**	**Investment Horizon**	**2016 $'000**	**2015 $'000**
Cash facility	Cash and money market instruments	Up to 1.5 years	-	24,300

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

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19.   FINANCIAL INSTRUMENTS (CONT'D)

(d)   Market risk (cont'd)

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.

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	2016 $'000	2015 $'000
Hour Glass Investment - Cash facility	+- 1%	-	242

(a)   Fair value Measurement

(i)   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 FRNSWs 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.

Fair value recognised in the Statement of Financial Position

	Level 1 $'000	Level 2 $'000	Level 3 $'000	2016 Total $'000
Hour Glass Investment - Cash facility	-	-	-	-

	Level 1 $'000	Level 2 $'000	Level 3 $'000	2015 Total $'000
Hour Glass Investment - Cash facility	-	24,300	-	24,300

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2016

20. CONTINGENT ASSETS AND CONTINGENT LIABILITIES

Fire & Rescue NSW has been made aware, via preliminary NSW Environment Protection Authority (EPA) soil and water sample tests, of potentially elevated readings of perfluorooctane sulfonate (PFOS) and perfluorooctanoic acid (PFOA) at a number of its training centres. FRNSW is undertaking further investigation as recommended by the EPA and as such, FRNSW is unable at this time to determine the nature and extent of any remediation work that may be required. FRNSW is therefore unable to make provision for remediation works in the financial statements for the year ended 30 June 2016.

21. RESTRICTED ASSETS

Items that are restricted assets are listed below:

	2016 $'000	2015 $'000
Cash and Cash Equivalents		
Unspent Grant from Commonwealth	247	385

Unspent Grant from Commonwealth represents unspent funding received from AUSAid for FRNSW's project titled Urban Search and Rescue (USAR) Capability Development 2011 – 2014. A Deed of Amendment was signed by Department of Foreign Affairs and Trade and FRNSW on 23 December 2015 to extend the completion date of the project to 30 September 2016. FRNSW received these funds as a specific purpose grant relating to USAR development and is obligated to report annually to AUSAid on any incurred expenditure. Any unspent funds remaining at the end of the agreement are to be refunded back to the Commonwealth.

22. NON-CURRENT ASSETS HELD FOR SALE

	2016 $'000	2015 $'000
Land and buildings held for sale	2,146	1,475
	2,146	1,475

23. AFTER BALANCE DATE EVENTS

Fire & Rescue NSW do not have after balance date events that affect materially on the financial statements.

End of audited financial statements

5. Appendices

Finance and Asset Management

Governance and Risk Management

Human Resources

Operational Performance

Financial and Asset Management

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 on FRNSW's operating budget for the financial year.

Fire District Estimates ($)		Fire District Estimates ($)	
Aberdeen	186,086	Eden	112,565
Albury	3,620,657	Evans Head	174,993
Alstonville	160,899	Finley	146,747
Armidale	1,188,377	Forbes	173,813
Ballina	287,933	Forster	332,506
Balranald	117,437	Gilgandra	205,806
Bangalow	152,727	Glen Innes	567,384
Barham	133,873	Gloucester	182,411
Barraba	116,542	Gosford	9,929,992
Batemans Bay	871,392	Goulburn	887,329
Bathurst	3,284,483	Grafton	661,508
Batlow	105,027	Grenfell	201,877
Bega	195,177	Griffith	633,933
Bellingen	132,490	Gulgong	102,938
Berrigan	126,894	Gundagai	216,791
Berry	121,696	Gunnedah	217,083
Bingara	111,719	Guyra	107,347
Blayney	157,804	Hay	198,773
Blue Mountains	9,073,907	Helensburgh	291,479
Boggabri	139,229	Henty	103,075
Bombala	192,506	Hillston	133,323
Boorowa	147,430	Holbrook	127,215
Bourke	267,231	Illawarra	22,348,988
Bowral	308,274	Inverell	653,726
Bowraville	169,587	Jerilderie	153,100
Braidwood	161,982	Jindabyne	176,798
Branxton-Greta	218,785	Junee	166,157
Brewarrina	112,603	Kandos	107,111
Broken Hill	3,843,368	Kempsey	559,221
Brunswick Heads	171,185	Kiama	292,032
Budgewoi-Toukley	1,140,343	Kingscliff	204,730
Bundanoon	130,528	Kyogle	162,893
Bundeena	107,863	Lake Cargelligo	106,891
Byron Bay	213,771	Lake Macquarie	20,265,233
Camden	3,129,527	Laurieton	237,048
Canowindra	177,815	Leeton	245,761
Casino	531,995	Lightning Ridge	199,089
Cessnock	2,442,853	Lismore	3,785,143
Cobar	198,519	Lithgow	853,036
Coffs Harbour	3,355,860	Lockhart	140,649
Condobolin	161,650	Lower Hunter	268,371
Coolah	90,980	Macksville	194,427
Coolamon	137,264	Maclean	133,194
Cooma	262,669	Maitland	4,907,313
Coonabarabran	193,461	Manilla	115,578
Coonamble	148,348	Merimbula	274,957
Cootamundra	234,911	Merriwa	104,953
Coraki	136,503	Mittagong	304,470
Corowa	167,096	Moama	107,696
Cowra	254,737	Molong	133,012
Crookwell	246,939	Moree	1,018,428
Culcairn	131,339	Morisset	541,784
Deniliquin	425,676	Moruya	160,683
Denman	126,924	Moss Vale	275,818
Dorrigo	106,109	Mudgee	242,265
Dubbo	2,723,390	Mullumbimby	152,289
Dunedoo	90,457	Mulwala	135,642
Dungog	129,487	Murrumburrah	141,462

Fire District Estimates ($)	
Murrurundi	135,439
Murwillumbah	244,218
Muswellbrook	215,567
Nambucca Heads	154,082
Narooma	198,906
Narrabri	414,326
Narrandera	309,535
Narromine	141,217
Nelson Bay	987,150
Newcastle	23,027,722
Nowra	3,117,304
Nyngan	159,634
Oberon	137,718
Orange	2,858,707
Parkes	218,106
Peak Hill	100,767
Perisher Valley	1,072,633
Picton	249,379
Port Macquarie	2,334,049
Portland	122,436
Queanbeyan	3,007,167
Quirindi	164,032
Raymond Terrace	235,152
Sawtell	212,699
Scone	128,810
Shellharbour	5,522,715
Singleton	490,580
South West Rocks	149,449
Sydney	433,762,016
Tamworth	2,018,678
Taree	750,600
Tea Gardens	161,678
Temora	277,617
Tenterfield	205,490
Thredbo	303,286
Tocumwal	139,382
Trangie	119,846
Tumbarumba	143,255
Tumut	191,466
Tweed Heads	2,749,703
Ulladulla	234,423
Uralla	159,841
Urunga	161,863
Wagga Wagga	3,738,960
Walcha	112,202
Walgett	132,275
Wallerawang	111,445
Warialda	126,022
Warragamba	144,641
Warren	168,047
Wauchope	216,290
Wee Waa	108,236
Wellington	229,934
Wentworth	188,262
Werris Creek	118,010
West Wyalong	171,454
Windsor	1,233,040
Wingham	142,698
Woolgoolga	287,292
Wyong	9,408,058
Yamba	119,126
Yass	331,199
Yenda	130,281
Young	273,735
Total	**$623,633,000**

Appendix 2: Contributions from local government

The following local governments were required to contribute to FRNSW funding during 2015/16.

Council Contributions ($)	
Albury City Council	423,617
Armidale Dumaresq Council	139,040
Ashfield Council	529,325
Auburn City Council	697,713
Ballina Shire Council	52,513
Balranald Shire Council	13,740
Bankstown City Council	1,962,191
Bathurst Regional Council	384,285
Bega Valley Shire Council	68,176
Bellingen Shire Council	46,854
Berrigan Shire Council	48,324
Blacktown City Council	1,909,338
Bland Shire Council	20,060
Blayney Shire Council	18,463
Blue Mountains City Council	1,061,647
Bogan Shire Council	18,677
Bombala Council	22,523
Boorowa Council	17,249
Bourke Shire Council	31,266
Brewarrina Shire Council	13,175
Broken Hill City Council	449,674
Burwood Council	453,084
Byron Shire Council	80,727
Cabonne Council	36,366
Camden Council	366,155
Campbelltown City Council	821,943
Canterbury City Council	1,374,834
Carrathool Shire Council	15,599
Cessnock City Council	311,412
City of Canada Bay Council	1,367,927
City Of Lithgow Council	127,169
Clarence Valley Council	106,918
Cobar Shire Council	23,227
Coffs Harbour City Council	451,135
Coolamon Shire Council	16,060
Cooma-Monaro Shire Council	30,732
Coonamble Shire Council	17,357
Cootamundra Shire Council	27,485
Corowa Shire Council	35,420
Council of the City of Ryde	1,582,837
Council of the City of Sydney	3,505,755
Cowra Shire Council	29,804
Deniliquin Council	49,804
Dubbo City Council	318,637
Dungog Shire Council	15,150
Eurobodalla Shire Council	144,025
Fairfield City Council	1,383,550
Forbes Shire Council	20,336
Gilgandra Shire Council	24,079
Glen Innes Severn Council	66,384
Gloucester Shire Council	21,342
Gosford City Council	1,161,809
Goulburn Mulwaree Council	103,817
Great Lakes Council	57,819

Council Contributions ($)	
Greater Hume Shire Council	42,311
Greater Taree City Council	104,516
Griffith City Council	89,413
Gundagai Shire Council	25,365
Gunnedah Shire Council	25,399
Guyra Shire Council	12,560
Gwydir Shire Council	27,816
Harden Shire Council	16,551
Hawkesbury City Council	144,266
Hay Shire Council	23,256
Holroyd City Council	845,433
Hurstville City Council	1,034,309
Inverell Shire Council	76,486
Jerilderie Shire Council	17,913
Junee Shire Council	19,440
Kempsey Shire Council	82,915
Kogarah City Council	832,029
Ku-ring-gai Council	1,999,946
Kyogle Council	19,058
Lachlan Shire Council	31,419
Lake Macquarie City Council	2,445,657
Lane Cove Municipal Council	659,901
Leeton Shire Council	28,754
Leichhardt Municipal Council	1,124,322
Lismore City Council	442,862
Liverpool City Council	1,187,641
Liverpool Plains Shire Council	32,999
Lockhart Shire Council	16,456
Maitland City Council	574,156
Manly Council	958,703
Marrickville Council	1,046,117
Mid-Western Regional Council	52,921
Moree Plains Shire Council	119,156
Mosman Municipal Council	916,276
Murray Shire Council	12,600
Muswellbrook Shire Council	40,071
Nambucca Shire Council	60,618
Narrabri Shire Council	77,430
Narrandera Shire Council	36,216
Narromine Shire Council	30,544
Newcastle City Council	2,698,573
North Sydney Council	1,251,659
NSW National Parks and Wildlife Service	160,982
Oberon Council	16,113
Orange City Council	334,469
Palerang Council	18,952
Parkes Shire Council	37,308
Parramatta City Council	1,556,489
Penrith City Council	1,161,606
Pittwater Council	1,397,161
Port Macquarie-Hastings Council	326,125
Port Stephens Council	158,843
Queanbeyan City Council	351,839
Randwick City Council	2,178,364
Richmond Valley Council	98,688
Rockdale City Council	1,253,209
Shellharbour City Council	646,158
Shoalhaven City Council	406,390
Singleton Council	57,398
Snowy River Shire Council	20,685
Strathfield Municipal Council	531,396
Sutherland Shire Council	2,990,030
Tamworth Regional Council	263,343
Temora Shire Council	32,481
Tenterfield Shire Council	24,042

Council Contributions ($)	
The Council of the City of Botany Bay	674,851
The Council of the Municipality of Hunters Hill	393,984
The Council of the Municipality of Kiama	34,168
The Council of the Shire of Hornsby	1,741,395
The Council of the Shire of Wakool	15,663
The Hills Shire Council	1,820,885
Tumbarumba Shire Council	16,761
Tumut Shire Council	34,690
Tweed Shire Council	374,242
Upper Hunter Shire Council	64,969
Upper Lachlan Shire Council	28,892
Uralla Shire Council	18,701
Wagga Wagga City Council	437,458
Walcha Council	13,128
Walgett Shire Council	38,769
Warren Shire Council	19,661
Warringah Council	2,280,557
Warrumbungle Shire Council	43,863
Waverley Council	1,602,424
Weddin Shire Council	23,620
Wellington Council	26,902
Wentworth Shire Council	22,027
Willoughby City Council	1,403,431
Wingecarribee Shire Council	119,234
Wollondilly Shire Council	46,100
Wollongong City Council	2,648,935
Woollahra Municipal Council	2,332,161
Wyong Shire Council	1,234,161
Yass Valley Council	38,750
Young Shire Council	32,027
Total	**$72,965,061**

Appendix 3: Review of credit card use

Corporate credit cards are available to staff and fire officers of FRNSW where a valid business need to use them is established.

FRNSW credit cards are used for the purchase of goods or services which, are usually outside the catalogues of the e-procurement system and are for official business purposes only.

Credit card transactions by cardholders are reviewed and approved by senior 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 4: Contributing insurance companies and owners

The following insurance companies and owners were required to contribute to FRNSW funding for 2015/16.

Contributing insurance companies/owners	
AAI Limited	Sompo Japan Insurance
Insurance Australia	Sportscover Australia P/L
QBE Insurance	Jardine Lloyd Thompson
Allianz Australia	Brooklyn Underwriting
CGU Insurance Ltd	ATC Insurance Solutions
WFI Insurance	Argenta Underwriting
Commonwealth	Willis Australia Ltd
Zurich Australian	National Transport
Westpac General	Aioi Nissay Dowa
AIG Australia	RAA Insurance Ltd
Youi Pty Ltd	Axis Specialty Europe
Ace Insurance Ltd	OAMPS Insurance
Chubb Insurance	Arch Underwriting At
Marsh Pty Ltd (Non	Hostsure Underwriting
Great Lakes	Insurance Manufacturers
The Hollard	Ricegrowers Limited
Auto & General	International Insurance
Factory Mutual	Strathearn Insurance
Guild Insurance Ltd	Calliden Agency Services
Glencore Coal Pty	RACQ Insurance Limited
Catholic Church	CKA Risk Solutions Pty
AON Risk Services	Achmea
Willis Australia Ltd	Pacific Underwriting Corp
Assetinsure Pty Ltd	Catlin Australia Pty Ltd
Swiss Re	Gow-Gates Insurance
XL Insurance	Starr Underwriting
FM Insurance	QBE Insurance
Onepath General	Elkinton Bishop
Axis Underwriting	Swann Insurance (Aust)
Miramar	NM Insurance Pty Ltd
HDI-Gerling Industry	Territory Insurance Office
Ansvar Insurance	Ensurance Underwriting
Liberty Mutual	Berkley Insurance
Peabody Australia	KJ Risk Group Pty Ltd
Defence Service	Berkshire Hathaway
Jardine Lloyd	Arthur J. Gallagher (Aus)
Tokio Marine &	Progressive Direct
Marsh Pty Ltd	Genesis Underwriting Pty
AXA Corporate	Cinesure Pty Ltd
Calliden Group	Coverforce Insurance Pty
W.R.Berkley	GSA Insurance Brokers
SRS Underwriting	Cemac Pty Ltd
Mitsui Sumitomo	Quanta Insurance Group
AON Risk Services	Honan Insurance Group
Jua Underwriting	Avea Insurance Limited

Contributing insurance companies/owners	
SLE Worldwide	Steadfast Placement
Sura Hospitality Pty	National Franchise
Millennium	Coca-Cola South Pacific
Freeman Mcmurrick	Cre Insurance Broking
Insurance	Chemiplas Australia Pty
Quantum Insurance	Affinity Risk Partners
Trinity Pacific	AIS Insurance Brokers Pty
Viva Energy	Stratex (Aust) Pty Ltd
TT Club Mutual	Rollex Group Australia
JMD Ross Insurance	Leisureinsure Australia
Trident Insurance	Tolehouse Risk Services
Aioi Nissay Dowa	Austbrokers Aei Pty Ltd
East West Insurance	Panoptic Underwriting
Bovill Risk And	Macmurry Insurance
Parmia Pty Ltd	Great Lakes Reinsurance
MBA Insurance	Zurich Financial Services
Esg Asia Pacific Pty	BMW Australia Ltd
HW Wood Australia	Morris And Watson
Avatar Brokers Pty	TCL Australia Pty Ltd
Ironshore Australia	Lundie Insurance Brokers
Shell Aviation	Infrasure Pty Ltd
Adhesif Labels Ltd	Blue Badge Insurance
Corion Pty Ltd	Asia Mideast Insurance &
High Street	Austruck Insurance Pty
Insure That Pty Ltd	

Appendix 5: Availability and cost of the annual report

In accordance with the *Premiers Memorandum 2013-09 Production Costs of Annual Reports,* no external cost was incurred in the preparation and production of the FRNSW Annual Report 2014/15. Six hard copies were photocopied inhouse for submission to Parliament (2), the Minister of Emergency Management (2), the Secretary, Department of Justice (1) and the Office for Emergency Services (1). The report is available in the Publications List on the FRNSW website at www.fire.nsw.gov.au

Electronic copies of the FRNSW 2015/16 Annual Report have been sent to State Records, the National Library of Australia, the State Library of NSW, the NSW Parliament Library, UWS Library, the NSW Treasury and Multicultural NSW (Community Relations Commission).

Appendix 6: Payment of accounts and time taken

Time taken to pay accounts was consistent during 2015/16. Some delays arose as a result of quality controls required to confirm delivery and the quality of goods and services rendered. These controls related to major acquisitions and not to 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.

During 2015/16, FRNSW was in the process of automating the payment of accounts process which reduced the time taken to pay invoices by eliminating the need to manually enter data into the payment system. Structural reforms are also currently underway to centralise the payment processing function within FRNSW. These reforms will also help to reduce the time taken to pay 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 2015/16					
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	621,139	89,139	72,938	51,069	7,352
December	173,802	492,828	12,889	35,320	11,150
March	5,265,801	981,573	19,149	5,715	20,695
June	4,967,261	96,402	73,279	994	23,097

Accounts due or paid within each quarter 015/16				
Measure	Sept	Dec	Mar	June
All suppliers				
Number of accounts due for payment	28,901	23,614	23,080	21,977
Number of accounts paid on time	26,422	21,402	20,706	19,706
Actual percentage of accounts paid on time (based on number of accounts)	91%	91%	90%	90%
	$ million	$ million	$ million	$ million
Dollar amount of accounts due for payment	95	48	38	69
Dollar amount of accounts paid on time	90	42	34	62
Actual percentage of accounts paid on time (based on $)	95%	88%	89%	90%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts	0	0	0	0

1. There were no accounts due or paid during 2015/16 for registered small businesses.

Appendix 7: Funds granted to non-government community organisations

In 2015/16 FRNSW provided $282,412 to the Museum of Fire as a fee for services rendered.

Appendix 8: Government resource efficiency policy statement of compliance

The Annual Statement of Compliance (below) has been provided by the Office of Environment and Heritage (OEH) as part of the FRNSW Government Resource Efficiency Policy (GREP) Agency Report (January 2016). In 2015/16 FRNSW has been working towards:

- Implementing energy efficiency projects at sites representing 40% of

its 2013/14 baseline billed energy use for electricity and gas by June 2018
- Improving GREP reporting for energy and water use as well as the top three waste streams, and
- Other initiatives reported on in the Annual Report.

Annual Statement of Compliance

E2: Minimum NABERS Energy ratings for offices and data centres

FRNSW current leased corporate head office has a 3.5 star NABERS rating with no planned energy initiatives to enhance rating. FRNSW has commenced construction of a new 4.5 star headquarters at Greenacre. Occupancy is expected July 2017.

FRNSW has complied with Department of Finance, Services and Innovation policy and relocated our data centres into GovDC sites at Silverwater and Wollongong. GovDC sites operate to a minimum 4.5 star NABERS energy rating.

E3: Minimum standards for new electrical appliances and equipment

FRNSW complies with the GREP requirement for purchasing appliances that have a minimum energy star rating under the Greenhouse and Energy Minimum Standards (GEMS) for:

- Refrigerators – a minimum 2 stars energy rating
- Freezers – a minimum 2.5 stars energy rating
- Fridge-freezers - a minimum 2.5 stars energy rating

Printers, computers, notebooks, tablets are purchased under NSW Government contracts. Guidelines consistent with the GREP are being developed for the procurement of televisions meeting 4 stars or better energy rating.

E4: Minimum standards for new buildings

FRNSW complies with Section J of the Building Code of Australia 2014. FRNSW exceeds the base standard through energy saving initiatives such as solar power and the use of clothes lines rather than clothes dryers.

E5: Identify and enable solar leasing opportunities

FRNSW has not had the opportunity to implement solar projects in 2014-15 but a number of solar and other sustainable projects have been identified and will commence in 2015-16.

E6: Minimum fuel efficiency standards for new light vehicles

FRNSW complies through purchasing light vehicles under State Government Contract SCM 0653 which only includes vehicles meeting the minimum fuel efficiency and emission limit standards.

E7: Purchase 6% GreenPower

FRNSW complies through only purchasing power from Government Contract 776 - Supply of Electricity - Small Sites or Contract 777 - Supply of Electricity - Large Sites and specifies at least 6% GreenPower to be applied.

W2: Minimum NABERS Water ratings for office buildings

FRNSW has commenced construction of a new headquarters at Greenacre. Occupancy is expected July 2017. The building will have 4.5 stars NABERS water rating.

W3: Minimum standards for new water-using appliances

The Water Efficiency Labelling Standards apply to plumbing products, white goods and sanitary ware. FRNSW complies through specifying WELS in tender documentation. This is subsequently validated by NSW Public Works. FRNSW purchases white goods with a 4.5 stars or better NABERS rating.

A1: Air emissions standards for mobile non-road diesel plant and equipment

FRNSW does not use mobile non-road diesel plant and equipment.

A2: Low-VOC surface coatings

FRNSW specifies surface coatings compliant with the Australian Paint Approval Scheme in tender documentation for all new buildings and refurbishments of existing building stock. This is subsequently validated by NSW Public Works.

Governance and Risk Management

Appendix 9: Government information (public access)

Review of Proactive Release Program

Section 7 of the *Government Information (Public Access) Act 2009* (the GIPA Act) authorises agencies to make any government information held by the agency publicly available unless there is an overriding public interest against disclosure of the information.

FRNSW has a strong focus on the immediate proactive release of information concerning current significant incidents. Information is immediately released via a public social media feed which is updated by communications staff 24 hours a day, 7 days a week. This information can be 'followed' by media outlets or the general public. Depending on the size and nature of the incident FRNSW may also conduct or participate in on-site press conferences. When this occurs FRNSW endeavours to provide a live stream of the press conference to the public through the FRNSW website.

In addition to current incident information, FRNSW regularly reviews formal and informal requests for information to determine whether there is sufficient public interest to publicly release any information already provided to an applicant through the FRNSW website or through the FRNSW Disclosure Log (published on the FRNSW website). For example, information about firefighter recruitment is regularly updated on the FRNSW website prior to each intake. Information concerning FRNSW fees and charges is also posted on the website.

Formal Applications Received

In 2015/16 there were 117 formal applications under the GIPA Act to FRNSW for access to information, an increase of 23 on the number of formal applications received in 2014/15 (94). This is an increase of 24%. FRNSW received 6 formal applications for access to personal information (up from 2 in 2014/15). No issues arose from FRNSW's compliance with the Act. Five of the formal applications received, were found to be invalid.

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	1	0	0	0	0	0	0	0
Members of Parliament	1	0	0	0	0	0	0	0
Private sector business	7	45	0	5	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	11	0	3	0	0	0	0
Members of the public (other)	6	32	0	1	0	0	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*	0	6	0	0	0	0	0	0
Access applications (other than personal information applications)	15	82	0	9	0	0	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)	11
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	11
Invalid applications that subsequently became valid applications	6

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 Act	
	Number of occasions when application not successful
Responsible and effective government	2
Law enforcement and security	0
Individual rights, judicial processes and natural justice	86
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)	111
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	0
Total	112

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*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

Table H: Applications for review under Part 5 of the Act (by type of applicant)	
	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Appendix 10: Public interest disclosures

With effect from 1 January 2012, the *Public Interest Disclosures Act 1994* (PID Act) requires Agencies to report on a six monthly basis to the NSW Ombudsman on the handling of public interest disclosures.

In February 2015 Fire and Rescue NSW reviewed and amended its Public Interest Disclosures policy and procedures. For the period 1 July 2015 to 30 June 2016:

- A total of one public interest disclosure (PID) was received by FRNSW. This PID related to an allegation of corrupt conduct, specifically fraudulent activity relating to travel. The PID was made by one Firefighter about another.

- No PIDs were received that related to alleged maladministration, serious and substantial waste of public money or government information contraventions.
- FRNSW actively promotes the reporting of serious wrongdoing through its PID policy, procedures and related information available on the corporate intranet and FRNSW website.

Section 6B(1)(f) of the PID Act provides that the NSW Ombudsman has the responsibility to conduct audits and provide reports to Parliament. Audit functions include reviewing the handling of agency investigations and checking agency compliance with statutory reporting requirements & internal policy requirements of the PID Act.

Appendix 11: 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.

During this reporting period, FRNSW received two requests for internal review under Section 53 of the *Privacy and Personal Information Protection Act (PIPPA) 1998*. In both cases it was found that the release of personal information did not represent a breach of privacy as the release of information was otherwise permitted under the PIPPA Act.

Appendix 12: Digital information security annual attestation statement

I, Greg Mullins AFSM, Commissioner Fire & Rescue NSW, am of the opinion that Fire & Rescue NSW had an Information Security Management System in place during the 2015/16 financial year that is consistent with the Core Requirements set out in the *Digital Information Security Policy*.

The controls in place to mitigate identified risks to the digital information and digital information systems of Fire & Rescue NSW are adequate.

Risks to the digital information and digital information system of Fire & Rescue NSW have been assessed with an independent ISMS *certified* in accordance with the *NSW Government Digital Information Security Policy*.

Fire & Rescue NSW has maintained compliance with *AS/NZS ISO/IEC 27001 Information technology - Security techniques - Information security management systems – Requirements* by an Accredited Third Party (BSi) during the 2015-2016 financial year.

Greg Mullins AFSM
Commissioner

Appendix 13: Use of consultants

Consultancies equal to or more than $50,000:

Consultant	Category	Amount ($)[1]	Nature of service
Opteon Property Group	Finance and Accounting	375,100	Valuation of land and buildings
PricewaterhouseCoopers	Organisational Review	121,470	Design of a new leadership framework

Consultancies less than $50,000:

During the year seven consultancies were engaged in the following categories:

Category	Amount ($)[1]
Management Services	87,500
Environmental	48,222
Organisational Review	32,945
Total	**$168,667**

1 Amount as at 30th June 2016 includes GST

Appendix 14: Internal audit and risk management attestation statement for 2015-2016 financial year for Fire & Rescue NSW

Internal Audit and Risk Management Attestation Statement for the 2015-2016 Financial Year for Fire & Rescue NSW

I, Jim Hamilton AFSM, Acting Commissioner Fire & Rescue NSW am of the opinion that Fire & Rescue NSW has internal audit and risk management processes in operation that are compliant with the eight (8) core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

Core Requirements

Risk Management Framework		
1.1	The agency head is ultimately responsible and accountable for risk management in the agency	**Compliant**
1.2	A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	**Compliant**
Internal Audit Function		
2.1	An internal audit function has been established and maintained	**Compliant**
2.2	The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	**Compliant**
2.3	The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	**Compliant**
Audit and Risk Committee		
3.1	An independent Audit and Risk Committee with appropriate expertise has been established	**Compliant**
3.2	The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	**Compliant**
3.3	The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	**Compliant**

Membership

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

- Independent Chair, Mr Allan Cook, 17 September 2014, 30 June 2017;
- Independent Member 1, Mr Mal Clinch, 4 September 2014, 3 September 2018; and
- Independent Member 2, Ms Dianne Leeson, 2 March 2016, 1 March 2020.

Jim Hamilton ASFM
A/Commissioner

26 September 2016

Kelly McFadyen
Chief Audit Executive

Human Resources

Appendix 15: 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 Gregory Wild
- Superintendent Alex Scott
- Station Officer Barry Cleary
- Senior Firefighter Melanie Rebane
- Captain Michael Brettschneider
- Captain Christopher Kane
- Captain Mark Moroney

Humanitarian Overseas Service Medal

For members of recognised Australian groups for emergency humanitarian service overseas in hazardous circumstances.

Japan

- Station Officer Clayton Allison
- Station Officer Dean Broadwood
- Station Officer Timothy Brown
- Senior Firefighter Norman Buchanan
- Senior Firefighter Michael Butcher
- Station Officer Brett Butler
- Senior Firefighter Terrence Caban
- Senior Firefighter Adam Campbell
- Senior Firefighter Justin Clarke
- Station Officer David Cross
- Station Officer Grahame Cunningham
- Qualified Firefighter Brendan Daly
- Station Officer Rodney Davis
- Station Officer Gregory Faulkner
- Senior Firefighter Jeffrey Fell
- Senior Firefighter Wayne Fergusson
- Station Officer Bruce Fitzpatrick
- Station Officer Dave Grant
- Leading Firefighter Michael Harvey
- Senior Firefighter Anthony Hatch
- Superintendent Steve Hirst
- Station Officer Brendan Hurley
- Station Officer John Ivison
- Senior Firefighter Glenn Jackson
- Senior Firefighter Darren Johnson
- Superintendent Warwick Kidd
- Superintendent Ian Krimmer
- Qualified Firefighter Adrian Laing
- Inspector Glenn Launt
- Senior Firefighter Kapua Manuao
- Senior Firefighter Michael McHugh
- Station Officer John McNamara
- Assistant Commissioner Rob McNeil
- Inspector Gary Meagher
- Inspector Stuart Mitchell
- Senior Firefighter Peter Morrison
- Senior Firefighter Anthony Northbrook-Hine
- Senior Firefighter Pavel Novotny
- Leading Firefighter Michael Packham
- Senior Firefighter Steven Pigolt
- Superintendent Kim Reeson
- Senior Firefighter Dean Scifleet
- Senior Firefighter Richard Stevens
- Station Officer Russell Turner
- Station Officer Adam Turnor-Browne
- Senior Firefighter Gary Wardlaw
- Senior Firefighter Peter Watson
- Senior Firefighter John Wells
- Station Officer Jason Wood
- Senior Firefighter Dirk Zeikenheiner

Clasp of the Humanitarian Overseas Medal

Japan

- Inspector Timothy Fox
- Station Officer Graham Tait
- Station Officer Craig Vincent

National Medals and Clasps

The National Medal for 15 years of service was awarded to 192 fire officers, the 1st clasp for 25 years service was awarded to 123 fire officers, the 2nd clasp for 35 years service was awarded to 50 fire officers and the 3rd clasp for 45 years service was awarded to 6 fire officers.

FRNSW Commendations

Commissioner's Commendation for Courageous Action

For actions at a motor vehicle accident on the Hume Highway near Holbrook on 17 July 2015:

- 902208 Retained Firefighter Troy Hughes

For actions during the Hunter Storm and Flood Emergency on 20 and 21 April 2016:

- 521666 Captain Mitchell Parker
- 282029 Deputy Captain David Robinson
- 522220 Deputy Captain Andrew Viner
- 282024 Retained Firefighter David Evans

Commissioner's Commendation for Meritorious Service

For his leadership in preparing and presenting FRNSW's evidence to assist the coronial inquiry from an apartment fire in Bankstown on 7 September 2012:

- 6006 Chief Superintendent Gregory Buckley AFSM

For his contribution to information technology initiatives over more than 40 years:

- Mr Stephen Edwards

For his provision of information technology leadership:

- Mr Richard Host

For actions during the Hunter Storm and Flood Emergency on 20 and 21 April 2016:

- 902135 Retained Firefighter Matthew Thompson
- 902114 Retained Firefighter Renae Thompson
- 521420 Retained Firefighter Matthew O'Brien
- 903632 Retained Firefighter David Wells
- 902246 Retained Firefighter Rodney Muddle

Commissioner's Unit Commendation for Meritorious Service

For actions at a motor vehicle accident at Fountaindale on 1 February 2015:

- 7168 Station Officer Raymond Lonergan
- 6237 Senior Firefighter Kenneth Smith
- 6479 Senior Firefighter Grant McDonald
- 8136 Senior Firefighter Darren Crotty
- 7575 Senior Firefighter Gareth Wells

Commissioner's Commendation (awarded to members of the public and other emergency services)

For actions at a house fire at Liverpool on 27 May 2003:

- Mr Angelo Koroneos (posthumous award)

For actions at a house fire at Berala on 20 January 2015:

- Mr Bardouh Nabil

For actions at an apartment fire at Gunnedah on 6 February 2015:

- Mr Brian Jaeger
- Mr Stephen Smith
- Mr Jamie Fitzroy
- Mr Jackson Ludlow

For actions at an apartment fire at Glebe on 21 February 2015:

- Mr David Campbell
- Mr Bunny Kahaki

For actions at a motor vehicle accident at the Caltex petrol station at Armidale on 14 September 2015:

- Mr Ivan Smith
- Mr Hidayat Hidayat
- Mr Nicholas Daniell

For actions during the Hunter Storm and Flood Emergency on 20 and 21 April 2016:

- Senior Constable David Hanna,
- NSW Police Force
- Senior Constable Jason Wright,
- NSW Police Force

For actions at a hotel fire at Cobar on 17 August 2014:

- Mr Shane McGregor
- Mr Brad Weeks
- Mr Rob Bruce
- Mr Matt Crotty
- Superintendent Chris Favelle, NSW Rural Fire Service
- Captain Tony Lord, NSW Rural Fire Service
- Deputy Captain Chris Snelson, NSW Rural Fire Service
- Firefighter Tim Lord, NSW Rural Fire Service
- Paramedic Stephen Dutton, NSW Ambulance Service
- Paramedic Anita Hodgkinson, NSW Ambulance Service

Long Service and Good Conduct Medals and Clasps

The Long Service and Good Conduct Medal for 10 years of service was awarded to 307 staff (fire officers, administrative and trades employees), the 1st clasp for 20 years service was awarded to 126 staff members, the 2nd clasp for 30 years service was awarded to 157 staff members, the 3rd clasp for 40 years service was awarded to 30 staff members, and the 4th clasp for 50 years of service was awarded to 2 staff members.

FRNSW Firefighter recipients of awards and medals at the St Florian's Honours and Awards ceremony on the 1st May 2016.

Appendix 16: Human resources

As at 30 June 2015, FRNSW had 12 executives, 3,462 full-time fire officers, 3,336 retained fire officers, 429 trades and administrative staff.

Numbers exclude casual, skill hire staff and volunteers.

Headcount employee classification by rank or directorate (as at 30 June 2015)					
	2011/12	2012/13	2013/14	2014/15	2015/16
Executive					
Commissioner	1	1	1	1	1
Deputy Commissioner/Assistant Commissioner/Director	12	11	11	11	9
Subtotal	13	12	12	12	10
Firefighting staff					
(Full-time)					
Chief Superintendent	18	17	17	16	17
Superintendent	42	38	37	38	37
Inspector	98	99	100	103	108
Station Officer	742	720	700	705	666
Full-time Fire Officer	2,431	2,429	2,415	2,436	2,544
Operational Support Level 2	127	118	123	13	27
Operational Support Level 2A	40	36	39	112	89
Operational Support Level 3	0	0	1	39	35
Operational Support Inspector					7
Total Full-time	3,498	3,457	3,432	3,462	3,530
(Retained ie on-call)					
Captain	238	240	242	240	236
Deputy Captain	299	300	309	304	321
Retained Fire Officer	2,786	2,828	2,829	2,792	2,770
Total Retained	3,323	3,368	3,380	3,336	3,327
Total firefighting staff	6,821	6,825	6,812	6,798	6,857
Administrative & trades staff (FTE)					
Information Technology	62	57	62	56	51
Strategy and Innovation	34				
Governance and Legal		7	11	16	17
Program Management Office		5	7	8	9
Education and Training	23	25	25	23	29
Logistics Support	83	81	87	86	94
Finance	28	34	38	36	38
Human Resources	73	69	72	65	70
Community Safety	27	31	36	42	43
Operational Capability	17	14	19	19	20
Area/Zone Administration	59	61	51	53	51
Office of the Commissioner[1]	2	16	14	25	24
Total administrative & trades staff	408	400	422	429	446

1. The Office of the Commissioner was established in July 2012. The increase in direct reports is due to the Media and Communications Unit (2012), and Workplace Standards (2014) forming part of the Office of Commissioner.

Appendix 17: Equal employment opportunity (EEO) data

(1) Representation of EEO Groups in FRNSW (As % of total staff at 30 June 2016)

EEO Target Group	All Staff	Full-time Fire Officers	Retained Fire Officers	Admin & Trades Staff
Women	9.58	5.30	7.75	54.33
Aboriginal people and Torres Strait Islanders	3.00	3.54	2.68	1.27
People whose first language was not English	2.37	1.84	0.84	17.12
People with a disability	0.78	0.79	0.36	3.59
People with a disability requiring work-related adjustment	0.19	0.28	0	0.85

(2) Trends in the Representation of EEO Groups in FRNSW (As % of total staff)

EEO Groups	2011/12	2012/13	2013/14	2014/15	2015/16
Women	7.49	8.03	8.63	8.83	9.58
Aboriginal and Torres Strait Islanders	2.00	2.25	2.56	2.66	3.00
People whose first language was not English	1.64	1.56	2.08	2.22	2.37
People with a disability	1.49	1.29	1.07	0.74	0.78
People with a disability requiring work related adjustment	0.34	0.30	0.26	0.26	0.19

Appendix 18: Multicultural policies and services program (MPSP)

FRNSW is committed to the principles of multiculturalism as stated in the *Multicultural NSW Act 2000.* FRNSW recognises the benefits that cultural, linguistic and religious diversity brings to the community, and will continue developing and implementing initiatives to increase opportunities for all people to access FRNSW services.

The strategies in FRNSW *MPSP Forward Plan 2014-17* 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 achievements during 2015/16 under its *MPSP Forward Plan,* refer to the Community Based chapter in this Annual Report.

Appendix 19: Overseas travel

During 2015/16, FRNSW personnel travelled to 14 overseas destinations. The majority of trips were either fully or partially sponsored by national or international bodies.

FRNSW enhanced its reputation as a world class organisation and established closer links with international fire and emergency services through the deployment of a number of personnel to assist with fire emergencies overseas, as well as attending a number of international strategic exercises and training programs. These trips also gave FRNSW personnel opportunities to identify benchmarks with which to compare current best practices, and to identify potential practice improvements.

Dates of Travel	Name of Officer	Destination and Purpose	Cost to FRNSW	Cost to Other Organisations
13/7/2015 – 6/8/2015	Superintendents: Lindsay West Steve Moran Gregory Windeatt	Canada: Deployment to British Columbia and Alberta for bushfire emergency	Nil	NSW Rural Fire Service $ 70,299.00
23/8/2015 - 30/9/2015	Inspectors: Peter Nugent Michael Morris Geoff McAllister	United States of America: Deployment for bushfire emergency	Nil	NSW Rural Fire Service $ 117,000.00
27/9/2015 - 6/10/2015	Senior Firefighters: Richard Wilson John Stokes	Denmark: To attend the Belgium and Danish International Search and Rescue Advisory Group (INSARAG) External Re-classification exercise as representative for FRNSW	Nil	Department of Foreign Affairs and Trade $13,396.25
13/10/2015 – 21/10/2015	Commissioner Gregory Mullins Assistant Commissioner Jim Hamilton Chief Superintendents: John Denny Gregory Wild Paul McGuiggan	United Arab Emirates: To attend a series of meetings of the United Nation's INSARAG	Nil	Department of Foreign Affairs and Trade $45,811.26
19/10/2015 – 30/10/2015	Inspector John McDonough	Canada - Ottawa: To attend the Ottawa Fire Service's Fire Dynamics Development Program	Nil	Ottawa Fire Service Cost unknown
14/11/2015 – 21/11/2015	Superintendent Gregory Rankin Inspector Stuart Mitchell	Singapore: To attend INSARAG On Site Operations Coordination Centre (OSOCC) skills acquisition program	Nil	Department of Foreign Affairs and Trade $6,056.43
20/11/2015 - 27/11/2015	Chief Superintendent John Denny Station Officer Andrew McNamara	Qatar: To participate in an INSARAG External Classification exercise and training	Nil	Department of Foreign Affairs and Trade $13,064.51
16/1/2016 - 25/1/2016	Station Officer Russell Turner	United States of America: To attend the INSARAG Technical Working Group (TWG) meeting	Nil	Department of Foreign Affairs and Trade $5,470.85

Dates of Travel	Name of Officer	Destination and Purpose	Cost to FRNSW	Cost to Other Organisations
15/2/2016 - 18/2/2016	Station Officer Russell Turner	United Kingdom: To attend INSARAG Reception/Departure Centres and OSOCC training program workshop	Nil	Department of Foreign Affairs and Trade $6,538.18
24/2/2016 – 28/2/2016	Inspector John McDonough	United States of America-Chicago: To attend the Underwriters Laboratories' Firefighting Technical Panel for the 'Study of the Impact of Fire Attack Using Interior and Exterior Streams on Firefighting Safety and Occupant Survival'	Nil	Underwriters Laboratories Cost unknown
12/3/2016 - 19/3/2016	Station Officer Brendan Hurley	Indonesia - Semarang: To attend the Humanitarian Leadership Program	Nil	Deakin University Cost unknown
13/3/2016 - 19/3/2016	Inspector John McDonough	Hong Kong: To attend the Syposium on Emergency Response and inspect the Hong Kong Fire & Ambulance Services Academy	Nil	Hong Kong Fire Service Cost unknown
3/4/2016 - 10/4/2016	Chief Superintendent Paul McGuiggan	Philippines: To assist the United Nations INSARAG conduct an Urban Search and Rescue (USAR) capacity assessment for the Armed Forces of the Philippines	Nil	Department of Foreign Affairs and Trade $4,423.87
3/4/2016 - 11/4/2016	Chief Superintendent Gregory Wild	Czech Republic - Prague: To attend the annual European Emergency Number Association Conference	$3,296.03	The National Emergency Communication Working Group Cost unknown
20/4/2016 – 2/5/2016	Station Officer Michael Forbes	United States of America - Orlando: To visit Orlando Fire Department Arson Unit and attend an International Training Conference conducted by the International Association of Arson Investigators	$1,448.27	The International Association of Arson Investigators Foundation Cost unknown
25/4/2016 – 3/5/2016	Station Officer Clayton Abel	United States - To attend the INSARAG External Reclassification Exercise in Fairfax County	Nil	Department of Foreign Affairs and Trade $4,605.03
29/4/2016 – 7/5/2016	Superintendent Roger Mentha Inspectors: Andrew Connon Andrew Peake Jeremy Stubbs Robert Jansen Robert McGowan Senior Firefighter Jamie Kwiedor	United States of America - Texas: To attend bulk storage flammable liquid firefighting training. Supported by Caltex as a result of an enforceable undertaking by SafeWork NSW	Nil	Caltex Australia Petroleum Pty Ltd $23,152.10
5/5/2016 - 14/5/2016	Chief Superintendent Greg Wild Senior Firefighters:	United States of America - LA: To mentor the Los Angeles County Fire Department USAR team for undertaking their INSARAG External Reclassification exercise	Nil	Department of Foreign Affairs and Trade $9,245.84

Dates of Travel	Name of Officer	Destination and Purpose	Cost to FRNSW	Cost to Other Organisations
	Peter Watson Richard Wilson			
29/5/2016 – 11/6/2016	Inspector John McDonough	Canada - Ottawa: To attend Stage 6 of the Ottawa Fire Service's Fire Dynamics Development Program	Nil	Ottawa Fire Service Cost unknown
23/5/2016 - 31/5/2016	Superintendent Darryl Dunbar Senior Firefighter Raymond Irving	Germany - Berlin: To observe the English and Spanish USAR teams International External Reclassification exercise	Nil	Department of Foreign Affairs and Trade $4,860.38
27/5/2016 – 5/6/2016	Senior Firefighter John Stokes	Malaysia – Kuala Lumpur: To assess the Special Malaysia Disaster Assistance and Rescue Team for their INSARAG External Classification	Nil	Department of Foreign Affairs and Trade $1,473.88
6/6/2016 - 12/6/2016	Commissioner Gregory Mullins	Japan: To attend International Fire Chiefs' Association of Asia General Conference	$378.84	Australasian Fire and Emergency Services Authorities Council Cost unknown
14/6/2016 – 19/6/2016	Chief Superintendent John Denny	United States of America - Seattle: To accompany a delegation from Emergency Management Australia to a bilateral meeting with the United States Federal Emergency Management Agency	Nil	Emergency Management Australia Cost unknown

Operational Performance

Appendix 20: Type of incident by local government area

Local Government Area	Fire, explosions	Non-fire rescue calls including animal rescues	Hazardous material incidents and other hazardous conditions	Storm, floods and other natural disasters and calls for assistance from other agencies	Other service Calls	Good intent calls	System initiated false alarms	Malicious false calls	Other calls	Total primary incidents [1]
Albury	197	41	100	24	11	97	267	16	17	770
Armidale Dumaresq	218	26	41	12	4	83	228	15	6	633
Ashfield	84	61	112	30	23	155	193	4	27	689
Auburn	228	183	340	54	46	122	935	21	43	1,972
Ballina	87	142	36	8	7	45	109	3	8	445
Balranald	6	2	2	1	0	0	3	1	0	15
Bankstown	555	463	730	135	98	304	814	33	53	3,185
Bathurst Regional	137	38	102	11	18	84	233	24	17	664
Bega Valley	47	17	25	18	6	35	84	3	43	278
Bellingen	28	15	15	4	1	16	29	1	10	119
Berrigan	43	215	13	0	2	7	18	0	0	298
Blacktown	1,313	508	696	146	215	565	998	88	209	4,738
Bland	14	5	6	1	0	1	14	0	5	46
Blayney	20	10	3	0	1	6	17	0	0	57
Blue Mountains	214	170	266	97	76	275	325	8	62	1,493
Bogan	16	4	5	5	1	3	4	0	0	38
Bombala	11	10	7	6	1	0	6	0	1	42
Boorowa	2	10	4	0	1	1	2	0	0	20
Botany Bay	117	56	136	12	30	113	855	8	22	1,349
Bourke	93	2	1	5	1	14	10	3	32	161
Brewarrina	39	1	1	3	0	1	7	2	12	66
Broken Hill	113	25	45	16	7	81	52	8	19	366
Burwood	69	69	88	18	14	68	287	7	17	637
Byron	93	21	58	10	25	67	188	4	9	475
Cabonne	19	29	15	6	5	3	27	0	8	112
Camden	135	115	114	33	52	69	138	4	13	673
Campbelltown	876	358	327	96	81	337	669	54	51	2,849
Canada Bay	84	119	188	44	29	127	561	8	21	1,181
Canterbury	229	263	310	78	87	216	347	18	75	1,623
Carrathool	3	2	5	0	0	1	1	0	0	12
Cessnock	510	192	95	17	22	120	152	25	39	1,172
Clarence Valley	184	32	75	48	16	63	176	19	13	626
Cobar	27	2	8	13	0	6	3	1	3	63
Coffs Harbour	308	53	127	49	38	116	218	6	24	939
Conargo	2	0	0	0	0	0	0	0	0	2
Coolamon	1	3	0	0	1	1	1	0	19	26
Cooma-Monaro	30	17	22	5	4	9	26	0	4	117
Coonamble	71	10	5	12	0	8	10	1	1	118
Cootamundra	27	20	8	6	2	21	24	1	0	109
Corowa Shire	52	24	20	5	2	16	31	0	3	153
Cowra	45	21	20	3	0	16	23	1	11	140
Deniliquin	23	4	9	3	5	19	5	0	1	69
Dubbo	222	25	82	22	17	126	166	13	20	693
Dungog	14	16	7	5	3	14	8	0	6	73
Eurobodalla	90	47	58	15	14	49	86	3	11	373
Fairfield	489	320	527	123	134	224	707	30	53	2,607
Forbes	39	9	15	19	0	19	35	4	2	142
Gilgandra	11	11	2	3	1	3	7	0	5	43
Glen Innes Severn	56	3	18	14	2	12	13	0	2	120
Gloucester	8	2	9	7	0	2	4	0	1	33
Gosford	480	290	371	136	98	329	696	37	159	2,596

Local Government Area	Fire, explosions	Non-fire rescue calls including animal rescues	Hazardous material incidents and other hazardous conditions	Storm, floods and other natural disasters and calls for assistance from other agencies	Other service Calls	Good intent calls	System initiated false alarms	Malicious false calls	Other calls	Total primary incidents [1]
Goulburn Mulwaree	56	27	53	8	17	35	151	4	69	420
Greater Hume Shire	20	108	10	2	0	3	7	0	1	151
Greater Taree	237	23	56	19	14	67	120	21	10	567
Great Lakes	79	26	16	38	8	106	81	1	9	364
Griffith	151	8	37	2	1	42	66	4	1	312
Gundagai	18	4	18	4	0	5	13	1	0	63
Gunnedah	76	8	26	3	1	12	20	9	5	160
Guyra	7	4	3	0	0	2	8	0	0	24
Gwydir	12	5	4	2	0	2	7	0	8	40
Harden	4	4	4	3	1	7	7	0	14	44
Hawkesbury	167	57	111	20	10	77	194	19	11	666
Hay	21	6	5	0	0	2	25	1	1	61
Holroyd	245	186	360	60	81	162	593	9	99	1,795
Hornsby	207	284	357	90	76	256	636	5	64	1,975
Hunters Hill	27	19	36	9	6	20	105	0	13	235
Hurstville	123	126	186	56	36	113	307	12	9	968
Indigo	5	1	0	1	0	0	0	0	0	7
Inverell	46	19	26	9	2	37	24	1	8	172
Jerilderie	9	3	2	0	1	0	1	0	5	21
Junee	14	0	12	4	2	5	4	0	1	42
Kempsey	364	39	50	28	10	51	75	22	2	641
Kiama	32	15	42	2	9	24	40	2	2	168
Kogarah	74	89	109	23	26	91	300	10	12	734
Ku-ring-gai	103	163	338	58	49	168	542	8	29	1,458
Kyogle	16	4	2	2	0	22	17	0	5	68
Lachlan	24	4	5	17	1	11	13	1	11	87
Lake Macquarie	768	243	332	133	69	322	526	52	135	2,580
Lane Cove	43	42	78	24	16	75	369	3	24	674
Leeton	41	9	13	5	2	32	46	0	1	149
Leichhardt	94	47	129	33	40	137	382	4	28	894
Lismore	139	30	67	27	12	86	206	18	141	726
Lithgow	60	26	66	23	13	50	88	4	12	342
Liverpool	634	369	504	139	139	319	1,032	49	63	3,248
Liverpool Plains	11	4	5	3	2	8	11	1	13	58
Lockhart	1	5	1	0	0	0	0	0	6	13
Maitland	353	49	165	40	43	160	167	15	26	1,018
Manly	56	57	82	22	13	90	466	12	22	820
Marrickville	210	85	213	45	59	190	448	16	51	1,317
Mid-Western Regional	45	19	46	16	2	53	29	0	6	216
Moree Plains	330	25	19	20	3	36	52	12	12	509
Mosman	46	58	51	21	20	73	198	3	5	475
Murray	13	5	7	3	0	9	10	0	3	50
Murrumbidgee	0	1	0	1	0	0	0	0	0	2
Muswellbrook	104	28	25	20	16	37	41	6	8	285
Nambucca	122	26	27	21	21	26	74	0	13	330
Narrabri	55	21	17	14	2	33	39	1	3	185
Narrandera	52	2	13	2	1	6	5	0	0	81
Narromine	27	5	6	10	2	6	12	0	6	74
Newcastle	602	216	415	79	101	359	1,301	51	114	3,238
North Sydney	93	107	133	35	45	167	1,278	11	37	1,906
Oberon	17	4	1	1	0	3	11	0	0	37
Orange	184	42	101	19	40	88	253	18	39	784
Palerang	18	24	7	2	0	2	6	0	5	64
Parkes	64	20	32	18	2	22	30	4	4	196
Parramatta	483	304	406	112	141	377	1,531	46	161	3,561
Penrith	831	350	391	119	116	362	939	57	124	3,289
Pittwater	79	116	166	31	26	96	239	2	40	795
Port Macquarie-Hastings	182	81	113	54	32	110	286	10	14	882

Local Government Area	Fire, explosions	Non-fire rescue calls including animal rescues	Hazardous material incidents and other hazardous conditions	Storm, floods and other natural disasters and calls for assistance from other agencies	Other service Calls	Good intent calls	System initiated false alarms	Malicious false calls	Other calls	Total primary incidents [1]
Port Stephens	168	74	69	33	22	65	210	13	15	669
Queanbeyan	101	54	75	45	20	65	95	4	16	475
Randwick	211	110	267	78	84	276	1,345	11	32	2,414
Richmond Valley	184	19	19	22	6	42	95	9	15	411
Rockdale	158	184	271	64	52	179	519	9	29	1,465
Ryde	174	187	255	61	73	192	1,157	8	48	2,155
Shellharbour	233	81	144	40	23	104	164	10	61	860
Shoalhaven	256	105	143	47	29	145	324	13	35	1,097
Singleton	79	36	31	6	12	40	107	4	5	320
Snowy River	17	59	19	14	1	142	143	0	5	400
Strathfield	66	66	129	16	13	92	263	8	26	679
Sutherland Shire	289	463	374	178	110	343	791	17	68	2,633
Sydney	716	202	519	151	230	1,070	10,090	91	813	13,882
Tamworth Regional	263	57	117	24	24	104	191	12	9	801
Temora	10	4	12	11	0	8	19	1	1	66
Tenterfield	23	5	15	7	2	2	16	1	2	73
The Hills Shire	193	192	295	49	60	179	737	7	68	1,780
Tumbarumba	7	4	6	6	0	3	5	0	1	32
Tumut Shire	22	7	9	6	0	9	45	3	40	141
Tweed	222	66	145	65	23	133	387	28	63	1,132
Upper Hunter Shire	36	13	17	10	2	22	44	1	8	153
Upper Lachlan Shire	11	9	5	9	0	5	9	0	2	50
Uralla	11	253	9	0	1	4	3	1	2	284
Urana	0	0	1	0	0	0	0	0	0	1
Wagga Wagga	344	41	107	24	19	138	275	28	22	998
Wakool	2	4	0	2	0	1	11	0	0	20
Walcha	6	7	5	0	1	3	2	0	0	24
Walgett	64	9	15	36	1	16	11	1	8	161
Warren	2	8	1	0	0	2	1	0	26	40
Warringah	212	192	313	87	79	274	870	11	54	2,092
Warrumbungle Shire	13	14	17	19	2	8	24	0	3	100
Waverley	147	53	135	39	45	195	689	13	29	1,345
Weddin	10	15	6	3	0	1	4	0	0	39
Wellington	69	3	14	16	2	23	61	7	5	200
Wentworth	18	3	2	0	0	7	14	0	2	46
Willoughby	110	109	158	45	39	160	1,096	5	30	1,752
Wingecarribee	107	263	124	39	34	93	226	3	11	900
Wollondilly	105	142	74	21	30	46	81	3	54	556
Wollongong	1,012	404	467	167	123	443	967	37	143	3,763
Woollahra	93	50	122	28	35	141	671	7	18	1,165
Wyong	498	146	280	94	45	278	478	17	121	1,957
Yass Valley	30	26	15	11	0	7	22	2	17	130
Young	33	13	23	9	2	20	31		4	135
Other areas and areas not categorised	44	35	29	16	2	28	5	1	10	170
Total	**22,042**	**11,520**	**15,621**	**4,528**	**3,776**	**13,831**	**45,541**	**1,385**	**4,583**	**122,827**

1. 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 21) refer to the turnout of every station or unit to an incident. 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 21: Reported responses by area, zone and fire station

Station Number	Station Name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement actions [2,3]
Metropolitan East					
Metropolitan East 1					
1	City of Sydney	346	6517	6863	339
3	The Rocks	96	2175	2271	610
4	Darlinghurst	181	2537	2718	203
10	Redfern	204	1868	2072	201
11	Woollahra	181	1949	2130	391
12	Balmain	65	494	559	283
13	Alexandria	226	2104	2330	139
18	Glebe	140	2274	2414	285
22	Leichhardt	130	920	1050	268
38	Pyrmont	104	2095	2199	249
76	Bondi	145	1147	1292	162
Zone Totals		**1,818**	**24,080**	**25,898**	**3,130**
Metropolitan East 2					
6	Mona Vale	55	478	533	405
24	Manly	105	1044	1149	398
25	Mosman	94	674	768	497
36	Crows Nest	111	1988	2099	291
37	Gordon	113	1357	1470	411
40	Willoughby	122	1352	1474	400
50	Hornsby	120	1027	1147	343
51	Forestville	63	595	658	215
53	Neutral Bay	96	1443	1539	310
58	Beecroft	122	944	1066	265
60	Avalon	34	221	255	468
61	Lane Cove	122	1573	1695	335
68	Narrabeen	70	745	815	381
69	Dee Why	147	1066	1213	353
75	Berowra	42	364	406	278
Zone Totals		**1,416**	**1,4871**	**16,287**	**5,350**
Metropolitan East 3					
5	Newtown	189	1646	1835	276
14	Ashfield	155	948	1103	190
15	Burwood	158	1319	1477	488
16	Concord	113	1226	1339	442
17	Drummoyne	67	499	566	347
19	Silverwater	223	1162	1385	277
28	Marrickville	161	833	994	376
30	Lidcombe	188	1318	1506	332
47	Revesby	254	1122	1376	258
52	Campsie	179	749	928	269
62	Bankstown	288	1435	1723	351
64	Lakemba	206	889	1095	335
66	Rhodes	43	358	401	55
85	Chester Hill	270	929	1199	181
177	Royal Agricultural Showground	4	16	20	94
Zone Totals		**2,498**	**14,449**	**16,947**	**4,271**
Region Totals		**5,732**	**53,400**	**59,132**	**12,751**
Metropolitan North					
Metropolitan North 1					
222	Belmont	97	268	365	177
251	Cardiff	129	375	504	114
252	Carrington	44	218	262	26
255	Charlestown	130	420	550	246
260	Newcastle	126	772	898	111
320	Hamilton	146	656	802	132

Station Number	Station Name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement actions [2,3]
357	Lambton	100	515	615	28
376	Merewether	31	87	118	32
377	Minmi	32	44	76	34
383	Morisset	53	239	292	59
404	New Lambton	55	214	269	13
446	Stockton	76	116	192	55
447	Swansea	39	79	118	30
454	Tarro	124	314	438	44
458	Teralba	99	161	260	5
462	Mayfield West	96	695	791	182
464	Toronto	113	216	329	196
484	Wallsend	91	309	400	187
485	Wangi Wangi	41	112	153	96
498	Holmesville	86	113	199	142
500	Tingira Heights	179	282	461	136
Zone Totals		**1,887**	**6,205**	**8,092**	**2,045**
Metropolitan North 2					
228	Berkeley Vale	89	369	458	206
245	Budgewoi	64	94	158	148
292	Doyalson	90	130	220	270
304	Gosford	126	935	1061	305
340	Umina	165	503	668	546
341	Kariong	76	390	466	248
351	Bateau Bay	112	343	455	369
353	Kincumber	27	187	214	287
434	Hamlyn Terrace	105	260	365	243
450	Saratoga	13	79	92	40
459	Terrigal	44	259	303	46
460	The Entrance	49	249	298	201
470	Toukley	69	230	299	127
505	Wyong	70	211	281	85
509	Wyoming	130	353	483	45
Zone Totals		**1,229**	**4,592**	**5,821**	**3,166**
Metropolitan North 3					
202	Abermain	112	45	157	95
220	Bellbird	67	37	104	86
237	Branxton Greta	55	191	246	32
254	Cessnock	173	285	458	119
282	Dungog	13	62	75	10
344	Kearsley	22	19	41	2
349	Kurri Kurri	147	130	277	117
373	East Maitland	131	283	414	161
374	Maitland	118	275	393	180
382	Morpeth	63	79	142	16
402	Salamander Bay	52	296	348	70
418	Paxton	9	11	20	1
432	Raymond Terrace	101	172	273	61
455	Rutherford	96	214	310	110
497	Weston	64	39	103	27
Zone Totals		**1,223**	**2,138**	**3361**	**1,087**
Region Totals		**4,339**	**12,935**	**17274**	**6,298**
Metropolitan South					
Metropolitan South 1					
207	Albion Park Rail	95	367	462	222
210	Balgownie	34	237	271	29
241	Bulli	112	343	455	81
258	Coledale	5	19	24	4
269	Corrimal	108	166	274	26
277	Dapto	182	284	466	179
325	Helensburgh	12	68	80	25
346	Kiama	31	130	161	50

Station Number	Station Name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement actions [2,3]
422	Warrawong	285	518	803	212
442	Scarborough	9	29	38	4
461	Thirroul	28	87	115	33
474	Unanderra	143	356	499	68
488	Shellharbour	218	479	697	138
503	Wollongong	270	1324	1594	228
Zone Totals		1,532	4,407	5,939	1,299
Metropolitan South 2					
20	Hurstville	145	1269	1414	283
21	Kogarah	146	1120	1266	371
26	Mascot	125	1189	1314	226
29	Arncliffe	130	858	988	199
33	Engadine	51	343	394	198
34	Riverwood	173	712	885	289
35	Botany	70	707	777	320
39	Randwick	145	1589	1734	429
45	Miranda	117	961	1078	207
46	Sutherland	104	564	668	274
48	Mortdale	80	324	404	156
54	Cronulla	62	636	698	180
56	Matraville	91	781	872	260
70	Maroubra	107	1058	1165	981
80	Bundeena	13	199	212	1649
90	Menai	54	266	320	339
Zone Totals		1,613	12,576	14,189	6,361
Metropolitan South 3					
7	Horningsea Park	112	422	534	273
8	Liverpool	246	1437	1683	166
31	Busby	382	926	1308	530
79	Ingleburn	124	322	446	148
84	Macquarie Fields	179	613	792	288
87	Rosemeadow	209	487	696	319
88	Campbelltown	389	968	1357	326
92	St Andrews	265	592	857	275
93	Narellan	110	488	598	291
248	Camden	73	297	370	62
421	Picton	39	225	264	31
489	Warragamba	65	204	269	104
Zone Totals		2,193	6,981	9,174	2,813
Region Totals		5,338	23,964	29,302	10,473
Metropolitan West					
Metropolitan West 1					
32	Mount Druitt	500	917	1417	324
43	Seven Hills	282	1000	1282	127
63	Blacktown	248	1075	1323	210
67	Baulkham Hills	148	903	1051	222
71	Castle Hill	82	766	848	151
77	St Marys	274	935	1209	289
78	Dunheved	487	720	1207	145
83	Riverstone	107	120	227	57
86	Penrith	314	938	1252	197
94	Kellyville	110	653	763	268
96	Schofields	115	415	530	153
97	Huntingwood	177	710	887	135
98	Cranebrook	145	235	380	172
102	Regentville	135	738	873	237
Zone Totals		3,124	10,125	13,249	2,687
Metropolitan West 2					
23	Gladesville	97	726	823	164
27	Parramatta	318	1888	2206	183
41	Smithfield	190	841	1031	189
42	Ryde	153	1576	1729	287

Station Number	Station Name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement actions [2,3]
49	Cabramatta	300	1119	1419	243
55	Guildford	245	906	1151	133
57	Wentworthville	196	1444	1640	209
59	Eastwood	159	1275	1434	248
65	Rydalmere	181	1038	1219	154
72	Merrylands	145	701	846	18
73	Yennora	231	1025	1256	173
101	Bonnyrigg Heights	203	640	843	108
Zone Totals		2,418	13,179	15,597	2,109
Metropolitan West 3					
81	Windsor	122	419	541	66
82	Richmond	85	454	539	113
226	Blackheath	10	88	98	5
301	Glenbrook	59	181	240	52
343	Katoomba	56	417	473	312
343	Lawson	28	148	176	4
361	Leura	13	146	159	15
363	Lithgow	27	166	193	96
364	Lithgow West	19	158	177	18
386	Mt Victoria	10	49	59	19
423	Portland	16	30	46	38
445	Springwood	67	337	404	464
483	Wallerawang	15	36	51	6
495	Wentworth Falls	34	146	180	24
Zone Totals		561	2,775	3,336	1,232
Region Totals		6,103	26,079	32,182	6,028
Regional North					
Regional North 1					
221	Bellingen	12	56	68	62
235	Bowraville	28	47	75	214
257	Coffs Harbour	210	467	677	441
279	Dorrigo	4	25	29	17
295	Forster	67	258	325	65
303	Gloucester	8	25	33	69
345	Kempsey	355	214	569	545
358	Laurieton	37	97	134	75
371	Macksville	28	100	128	31
397	Nambucca Heads	82	87	169	43
424	Port Macquarie	134	532	666	306
441	Sawtell	103	156	259	7
449	South West Rocks	12	71	83	82
453	Taree	216	283	499	90
471	Tea Gardens	13	34	47	36
476	Urunga	18	24	42	40
492	Wauchope	40	96	136	48
502	Wingham	43	109	152	64
507	Woolgoolga	41	86	127	17
Zone Totals		1,451	2,767	4,218	2,252
Regional North 2					
204	Alstonville	20	168	188	44
211	Ballina	70	206	276	104
213	Bangalow	16	84	100	49
240	Brunswick Heads	38	80	118	101
243	Byron Bay	44	240	284	23
253	Casino	102	151	253	171
267	Coraki	72	28	100	105
288	Evans Head	12	57	69	53
306	Grafton	61	222	283	316
307	South Grafton	111	195	306	34
316	Goonellabah	74	221	295	39
347	Kingscliff	39	239	278	83
350	Kyogle	18	55	73	191

Station Number	Station Name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement actions [2,3]
362	Lismore	87	473	560	578
372	Maclean	23	73	96	59
388	Mullumbimby	9	50	59	134
391	Murwillumbah	47	136	183	21
468	Tweed Heads	149	589	738	441
510	Yamba	20	76	96	77
514	Banora Point	45	125	170	31
Zone Totals		1,057	3,468	4,525	2,654
Regional North 3					
205	Armidale	219	418	637	268
215	Barraba	1	21	22	2
225	Bingara	6	22	28	46
229	Boggabri	12	15	27	10
264	Coonabarabran	11	68	79	2
302	Glen Innes	56	66	122	271
314	Gunnedah	77	85	162	29
315	Guyra	7	18	25	0
331	Inverell	46	127	173	47
375	Manilla	7	37	44	7
381	Moree	331	179	510	115
399	Narrabri	36	95	131	11
429	Quirindi	6	30	36	0
452	Tamworth	99	362	461	283
457	Tenterfield	23	50	73	73
475	Uralla	12	277	289	16
481	Walcha	6	19	25	19
487	Warialda	6	6	12	1
496	Werris Creek	5	21	26	14
506	Wee Waa	8	24	32	4
508	West Tamworth	201	196	397	8
Zone Totals		1,175	2,136	3,311	1,226
Region Totals		3,683	8,371	12,054	6,132
Regional South					
Regional South 1					
217	Batemans Bay	43	211	254	256
219	Bega	27	102	129	30
224	Berry	15	61	76	28
230	Bombala	11	30	41	39
236	Braidwood	13	30	43	17
263	Cooma	31	89	120	154
286	Eden	16	34	50	249
338	Jindabyne	8	58	66	86
384	Moruya	42	53	95	86
395	Merimbula	8	96	104	11
398	Narooma	17	37	54	7
405	Nowra	115	354	469	22
426	Perisher Valley	7	135	142	158
428	Queanbeyan	110	399	509	541
440	Shoalhaven	211	552	763	466
451	Thredbo	0	199	199	299
477	Ulladulla	26	180	206	27
Zone Totals		700	2,620	3,320	2,476
Regional South 2					
218	Batlow	2	37	39	5
232	Boorowa	6	22	28	0
234	Bowral	46	348	394	70
242	Bundanoon	19	233	252	71
266	Cootamundra	28	82	110	774
270	Cowra	46	94	140	2
271	Crookwell	12	36	48	58
294	Forbes	40	105	145	25
305	Goulburn	57	370	427	81

Station Number	Station Name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement actions [2,3]
308	Grenfell	11	29	40	0
313	Gundagai	23	46	69	5
378	Mittagong	37	241	278	44
385	Moss Vale	39	153	192	81
389	Harden	6	40	46	15
467	Tumut	23	85	108	11
511	Yass	32	104	136	21
513	Young	37	105	142	41
Zone Totals		464	2,130	2,594	1,304
Regional South 3					
203	Albury Central	163	521	684	350
206	Albury North	50	78	128	20
209	Albury Civic	63	238	301	74
214	Barham	3	18	21	126
223	Berrigan	12	12	24	43
268	Corowa	50	89	139	73
272	Culcairn	11	60	71	52
278	Deniliquin	29	48	77	26
293	Finley	20	30	50	54
322	Henty	3	63	66	19
324	Holbrook	8	18	26	8
336	Jerilderie	10	13	23	8
365	Lockhart	0	7	7	2
379	Moama	14	39	53	12
394	Mulwala	11	17	28	20
463	Tocumwal	24	223	247	116
466	Tumbarumba	9	21	30	1
472	Turvey Park	337	626	963	339
480	Wagga Wagga	61	229	290	38
Zone Totals		878	2,350	3,228	1,381
Region Totals		2,042	7,100	9,142	5,161
Regional West					
Regional West 1					
233	Bourke	93	68	161	7
244	Brewarrina	39	27	66	4
256	Cobar	27	35	62	13
261	Coolah	2	7	9	9
265	Coonamble	71	47	118	24
280	Dubbo	179	429	608	589
281	Dunedoo	2	13	15	2
284	Delroy	93	130	223	11
300	Gilgandra	11	32	43	1
367	Lightning Ridge	30	56	86	33
401	Narromine	22	40	62	92
406	Nyngan	16	23	39	6
417	Parkes	62	122	184	25
419	Peak Hill	5	10	15	14
465	Trangie	4	13	17	8
482	Walgett	34	41	75	0
491	Warren	2	37	39	4
493	Wellington	69	131	200	13
Zone Totals		761	1,261	2,022	855
Regional West 2					
105	Kelso	33	89	122	8
208	Aberdeen	35	47	82	17
216	Bathurst	131	504	635	314
227	Blayney	21	39	60	2
250	Canowindra	17	51	68	1
283	Denman	10	36	46	1
312	Gulgong	10	36	46	6
342	Kandos	7	28	35	13
380	Molong	7	30	37	0

Station Number	Station Name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement actions [2,3]
387	Mudgee	32	119	151	97
390	Murrurundi	5	16	21	23
392	Muswellbrook	97	161	258	50
393	Merriwa	4	21	25	6
411	Oberon	17	21	38	7
412	Orange	184	619	803	285
443	Scone	15	61	76	48
444	Singleton	72	203	275	114
Zone Totals		697	2,081	2,778	992
Regional West 3					
212	Balranald	6	6	12	0
238	Broken Hill	106	234	340	505
239	Broken Hill South	41	87	128	2
259	Condobolin	24	56	80	11
262	Coolamon	1	24	25	2
311	Griffith	147	153	300	24
321	Hay	21	40	61	0
323	Hillston	3	9	12	12
337	Junee	14	32	46	12
355	Lake Cargelligo	0	11	11	0
360	Leeton	47	115	162	23
400	Narrandera	51	32	83	19
456	Temora	11	57	68	8
494	Wentworth	18	30	48	0
499	West Wyalong	14	35	49	0
512	Yenda	15	20	35	17
Zone Totals		519	941	1460	635
Region Totals		1,977	4,283	6,260	2,482
Grand Total		29,214	136,136	165,350	50,540

1. Total responses data is sourced from FRNSW Australian Incident Reporting System. Total responses refer to every turnout of stations or units to an incident whereas primary incidents (see Appendix 20) 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. Total responses exclude responses by Senior Officer Responses and Specialist Responses.
2. Community safety, preparedness and engagement data is sourced from FRNSW Community Activity Reporting System, used to record involvement of fire stations and units in a community safety program, meeting or community engagement activity. The data under-represents the level of prevention activities by fire officers as not all such activities are currently reported.
3. Community safety, preparedness and engagement activities include 1,215 Specialist Responses.

6. Access details

Business Units

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

Logistics Support

1 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

1 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

State Training Academy

189 Wyndham Street
ALEXANDRIA NSW 2015

PO Box 559 ALEXANDRIA NSW 1435

Telephone (02) 9318 4399
Fax (02) 9318 4886

Business hours
8:30am – 4:30pm Monday to Thursday
8:00am – 4:00pm Friday

Community Engagement Unit

1 Amarina Avenue
GREENACRE NSW 2190

Locked Bag 12 GREENACRE NSW 2190

Telephone (02) 9742 7179
Fax (02) 9742 7183

Business hours 8:30am – 4:30pm

Operational Capability

189 Wyndham Street
ALEXANDRIA NSW 2015

PO Box 559 ALEXANDRIA NSW 1435

Telephone (02) 9318 4434
Fax (02) 9318 4480

Business hours 8:00am – 4:30pm

Fire Safety

1 Amarina Avenue
GREENACRE NSW 2190

Locked Bag 12 GREENACRE NSW 2190

Telephone (02) 9742 7434
Fax (02) 9742 7483

Business hours 7:30am – 5:00pm

Operational Communications

189 Wyndham Street
ALEXANDRIA NSW 2015

PO Box 559 ALEXANDRIA NSW 1435

Telephone (02) 9318 4351 (business. hours)
Telephone (02) 9319 7000 (after hours)
Fax (02) 9318 4382

24-hours emergency response

Fire Investigation and Research

1 Amarina Avenue
GREENACRE NSW 2190

Locked Bag 12 GREENACRE NSW 2190

Telephone (02) 9742 7395
Fax (02) 9742 7385

Business Hours 7:30am – 5:00pm
24-hour on-call response capability

Specialised Operations – Bushfire/Hazmat CBR/Rescue USAR/Counter Terrorism and Aviation

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

Community Safety Business Operations

1 Amarina Avenue
GREENACRE NSW 2190

Locked Bag 12 GREENACRE NSW 2190

Telephone (02) 9742 7550
Fax (02) 9742 7486

Business hours 8:30am – 4:30pm

Community Fire Units

110-114 Wigram Street

HARRIS PARK NSW 2150

PO Box H4 HARRIS PARK NSW 2150

Telephone (02) 9895 4640
Fax (02) 9895 4688

Business hours 8:00am – 4:00pm

ComSafe Training Services

8 Garner Street
INGLEBURN NSW 2565

Free 1800 787 848

Email: comsafe@fire.nsw.gov.au

Web: www.comsafe.com.au

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

Level 3 - 213 Castlereagh Street
SYDNEY NSW 2000

PO Box A249 SYDNEY SOUTH NSW 1232

Telephone (02) 9265 2709
Fax (02) 9265 2785

Business hours 8.30am – 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) 9901 3479

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 8:30am – 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 8.30am – 4.00pm

Zone Office Metropolitan North 3
– Lower Hunter

Level 1 - 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

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 9:00am – 4:30pm

Zone Office Metropolitan West 3
– Blue Mountains, Lithgow 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

Rear of Kogarah Fire Station

Cnr Kensington & Gray Streets
KOGARAH NSW 2217

PO Box 1035 KOGARAH NSW 1485

Telephone (02) 9588 2833
Fax (02) 9553 8600

Business hours 8:30am – 4:00pm

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 8:30am – 4:30pm

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

60 Tamarind Drive
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
– New England

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

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
Region South Area Office

2/56 Bayldon Road
Queanbeyan NSW 2620

Telephone (02) 6284 2150
Fax (02) 6297 7096

Business hours: 8:30am – 5pm

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

7. Index (incorporating statutory compliance index)

[Disclosures required under the *Annual Reports (Departments) Regulation 2015*, the *Government Information (Public Access) Act 2009*, *Treasury Circulars* and *Treasurer's Directions*, are in **bold**.]

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your home against fire

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