Fire & Rescue NSW

NSW GOVERNMENT

Annual Report 2016/17

FIRE AND RESCUE NEW SOUTH WALES

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Letter to the Minister

31 October 2017

The Hon Troy Grant MP
Minister for Police
Minister for Emergency Services
52 Martin Place
SYDNEY NSW 2000

Dear Minister,

I have pleasure in submitting to you the Fire & Rescue NSW (FRNSW) 2016/17 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.

FRNSW also engaged with the community concerning home fire safety as well as undertaking a wide range of educational and prevention activities.

This report summarises FRNSW performance during 2016/17 and the outcomes achieved.

The annual 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 P*ublic Finance and Audit Regulation 2015* and the *Premiers Memorandum 2013-09 Production Costs of Annual Reports.*

Yours sincerely

Paul Baxter
Commissioner

1.

Overview of Fire & Rescue NSW

1.1 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 for:

• Fighting bushfires, under the cooperative arrangements established by Part 3 of the Act

• Preventing bushfires

• Granting exemptions to total fire bans

• Issuing fire permits.

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

• Operating accredited rescue units for the purpose of safely removing people or domestic animals from actual or threatened danger of physical harm

• Carrying out the roles assigned to it under the NSW 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
- Minister Emergency Services
- Office of Emergency Management
- Department of Justice
- Members of Parliament – State and Federal
- Local Government NSW and local councils
- Other State and Territory Governments
- Insurance industry.

Partners

- Other emergency services and government agencies, including the:
  - NSW Rural Fire Service
  - NSW State Emergency Service
  - State Rescue Board
  - Ambulance Service of NSW
  - NSW Police Force
  - Office of Environment and Heritage
  - Housing NSW
  - NSW Volunteer Rescue Association
  - Australian Maritime Safety Authority
  - Museum of Fire
- Australasian Fire and Emergency Service Authorities' Council
- Business partners sponsoring prevention programs

1.3 Commissioner's Report

I was appointed the 22nd Commissioner of Fire & Rescue NSW (FRNSW) in January 2017. Greg Mullins AFSM was Commissioner for the first half of 2016/17. During his tenure of 13 years Commissioner Mullins established Fire & Rescue NSW as one of the world's best and most respected firefighting organisations. It gives me the firmest foundation on which to begin my work.

FRNSW firefighters are an intelligent, highly skilled, ethical and professional team of men and women from all walks of life. Being a firefighter is about much more than fighting fires, we help anyone, anywhere, anytime, responding to any emergency necessary and we are passionate about safety, education and prevention.

Firefighters conducted 54,369 community safety activities in 2016/17 raising awareness of fire safety, supporting Community Fire Units and engaging with local business groups, service clubs, schools and preschools, seniors groups and community organisations.

During the annual Open Day on 20 May 2017, 335 local fire stations attracted over 135,000 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.

The annual Open Day coincided with the Winter Fire Safety Campaign. Winter is the worst time of the year for fires in the home. Over winter, FRNSW attends an average of 1,230 home fires which result in an average of 576 injuries. Half of these fires start in the kitchen, with the majority of those caused by unattended cooking. FRNSW research has shown that complacency and inaction are the biggest risk factors when it comes to home fire safety. On average 21 people die from house fires each year. To improve this statistic, it is important people change their behaviour and their attitude towards home fire safety. The theme of the 2017 Winter Fire Safety Campaign was 'Keep looking when cooking'.

Firefighters visited 7,347 homes in 2016/17 and installed 3,220 smoke alarms and 2,454 batteries in existing smoke alarms under the Home Fire Safety Checks (HFSC) Program. The 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 percent of fires and 43 percent of injuries across NSW.

Working with the Deaf Society of NSW in 2016/17, FRNSW secured NSW Government funding under the Smoke Alarm Subsidy Scheme (SASS) to assist with the installation of 346 visual/tactile smoke alarms to wake the deaf, deaf/blind and hard of hearing. Since its inception in 2011 the Scheme has delivered more than 2000 smoke alarms for deaf, deaf/blind and hard of hearing residents across NSW.

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 produced seven emergency preparedness videos based on the Red Cross RediPlan, trained nine Deaf Liaison Officers in eight regions across Sydney and 345 firefighters to build communication between the deaf community and emergency services. In 2016, the Get Ready project won the NSW Resilient Australia Awards 'Community' category.

FRNSW in partnership with TAFE NSW Aboriginal Pathways program continues to develop strong relationships with the Aboriginal Community through the Indigenous Fire and Rescue Employment Strategy (IFARES) program. IFARES was developed to assist Aboriginal and Torres Strait Islander men and women with the FRNSW permanent firefighter application process. Whilst completing the course doesn't guarantee employment, it provides the graduates with an insight into the role of FRNSW and as well a Certificate IV in Fitness. There are currently eight IFARES graduates completing the permanent firefighter recruitment process. Since IFARES inception in 2014, 29 IFARES graduates have been successful in becoming firefighters.

FRNSW permanent firefighter recruitment campaign is the biggest NSW Public Sector recruitment campaign, with more than 7,000 applications each year. The 2016 permanent firefighter recruitment campaign attracted 1,711 female applicants, an increase over the 1,455 women applicants in 2015.

FRNSW will continue with a two-streamed approach for an equal representation of male and female recruits in recruit classes to better represent the community we serve. This approach is expected to further build on the previous year's success, attracting more women to apply to become a firefighter. Recruitment for 2018 will commence in late 2017.

FRNSW undertook several interagency projects in 2016/17. Of particular note was the build of the NSW State Emergency Services (SES) South-Western NSW radio networks where FRNSW took the lead in the rollout to approximately 50 SES sites. In combining the SES rollout with its own upgrade from an analogue to a digital radio network FRNSW used its experience and relationship with the equipment vendor to achieve a combined saving of $1.2m for the project.

A pilot project was commenced with the NSW Rural Fire Service (RFS) to provide direct access to an Emergency Services Computer Aided Dispatch (ESCAD) terminal for managing resources within two of their fire districts. This has been increased to another three districts and continues to grow as the benefits of this approach is realised. Incident information from triple zero (000) callers and automatic fire alarms are presented to the RFS operators allowing for rapid dispatch and management of RFS Resources.

A Multi-agency rescue workshop was held at the FRNSW training facility at Ingleburn in May 2017. All rescue agencies in NSW participated in this workshop. Two rescue instructors from The Netherlands helped facilitate the workshop and demonstrated the latest road crash rescue techniques. This event was co-ordinated through the State Rescue Board's Capability Matrix Working Group and was so successful that additional workshops will be conducted in 2017/18.

FRNSW enhanced its flood rescue capability in 2016/17. FRNSW has five water-based flood rescue stations and 20 land-based flood rescue stations, with 127 water-based flood rescue technicians and 565 land-based flood rescue operators. This capability was deployed in September 2016 in response to the Lachlan/Murrumbidgee floods and the March 2017 Northern Rivers/Lismore floods in the aftermath of Hurricane Debbie. FRNSW made a major contribution at both incidents with over 150 firefighters daily providing incident management expertise in flood rescue, rapid disaster assessment (RDA) and community recovery. RDA teams were also deployed to assist Queensland Fire and Emergency Services at the request of the Queensland Government.

During 2016/17 FRNSW has gained increased experience with specialist equipment and appliances for response to complex structure fires including Hytrans, for bulk relay of water and TAF 20 a turbine aided firefighting robot, for remote-controlled access to unsafe areas within a structure. FRNSW has also reviewed and updated its Aerial Appliance Strategy and introduced specialist training for all senior Fire Commanders in awareness and response protocols for a terrorism event. FRNSW technology and the skill of its firefighters was displayed at a major waste recycling plant fire in February 2017 requiring a response from over 30 fire crews and specialist units.

In 2016/17 FRNSW completed construction of three new fire stations at Abermain, Nyngan and Gulgong. Design, new construction works and major renovations are well underway at Alexandria, Henty, Mount Druitt, Murrurundi, Wallsend, and Wollongong.

Construction of the new FRNSW Headquarters at Greenacre was completed, with staff relocating, consistent with government policy from the Sydney CBD in February 2017. An agreement with a private proponent has been entered into to build the FRNSW State Training Academy on a lease back arrangement at Erskine Park. Construction has commenced for the new academy which will be a modern, state of the art leading edge facility including training props to maintain and improve firefighter safety and FRNSW capabilities. The Academy is expected to be operational mid-2018.

The following report provides details of FRNSW further achievements in 2016/17.
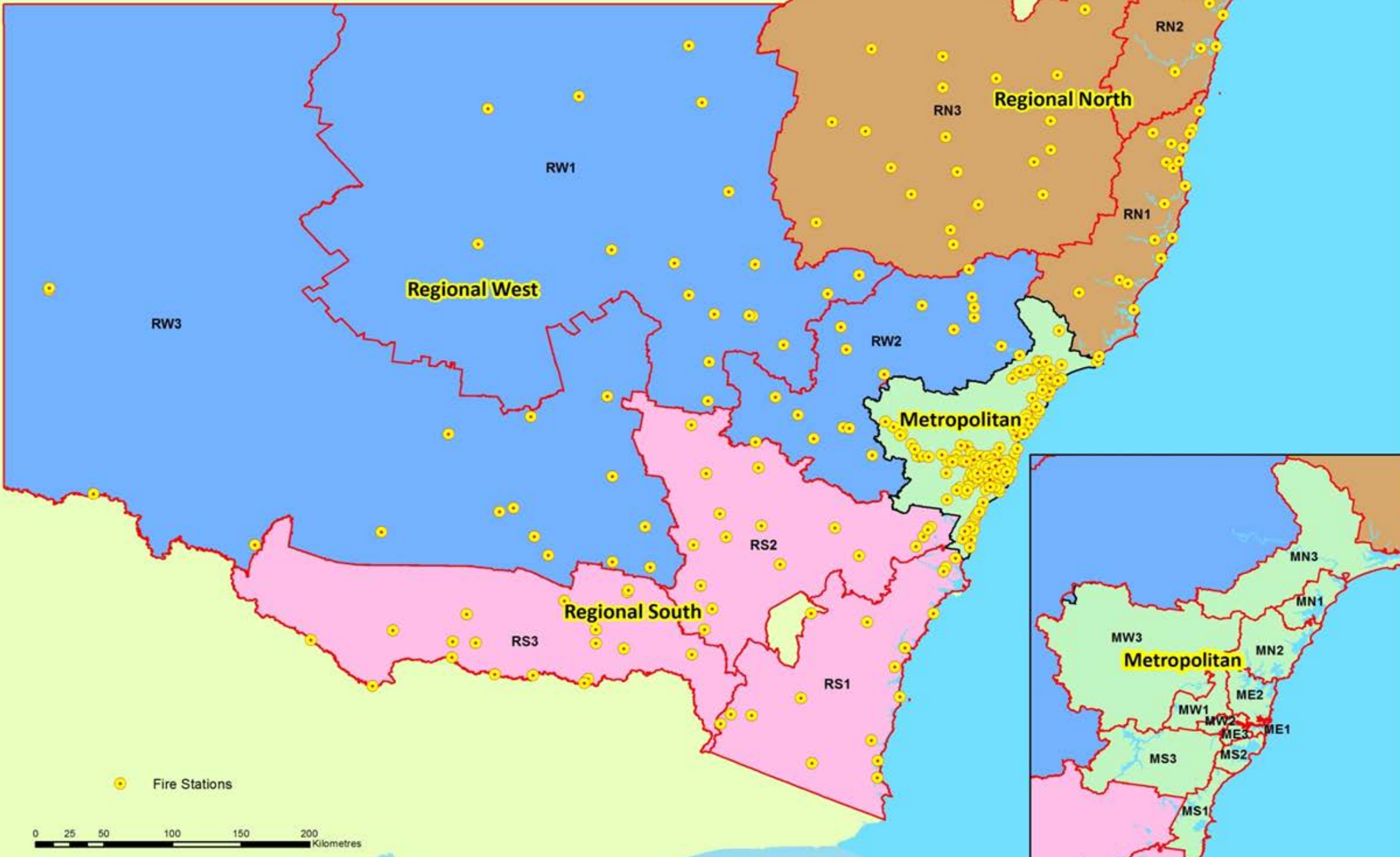
Paul Baxter
Commissioner

1.4 Performance Summary

1.4.1 Emergency incidents

Number and Type of Incidents and Emergencies Attended					
Profile of incidents attended	**2012/13**	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Fires and explosions					
Structure fires	6,766	6,259	6,288	5,834	5,550
Outside storage fires	234	232	262	260	249
Vehicle fires	3,763	3,303	3,090	3,119	3,230
Bush and grass fires	10,153	8,449	5,963	6,498	6,537
Rubbish fires	7,593	6,753	5,684	5,255	5,036
Other fires	375	345	665	1,321	1,182
Total fires and explosions	**28,884**	**25,341**	**21,952**	**22,287**	**21,784**
Non-fire rescue calls					
Motor vehicle accidents involving the extrication of victims	4,909	5,012	4,829	4,701	4,890
Medical assistance	1,062	1,178	1,478	2,068	2,386
Other non-fire rescues including industrial and vertical rescues	2,880	3,132	3,340	3,133	3,358
Animal rescues	1,894	1,745	1,803	1,682	1,600
Total non-fire rescue calls	**10,745**	**11,067**	**11,448**	**11,520**	**12,234**
Hazardous material incidents and other hazardous conditions including power lines down	15,901	15,453	16,277	15,818	15,541
Storm, floods and other natural disasters	3,713	3,973	5,676	4,584	4,705
Other service calls	3,388	3,307	3,755	3,805	3,690
Good intent calls	12,059	11,753	12,136	14,025	14,275
Malicious false calls	2,071	1,615	1,266	1,400	1,438
System initiated false alarms	49,181	46,384	49,092	45,905	46,013
Other calls	7,665	8,069	6,393	2,601	4,031
Total other emergencies and incidents	**104,723**	**101,621**	**106,045**	**99,722**	**101,927**
Total fires, explosions and other emergencies	**133,607**	**126,962**	**127,997**	**122,009**	**123,711**

FRNSW Area Commands and Zones

Regional North
RN2
RN1
RN3

Regional West
RW1
RW2
RW3

Metropolitan

Regional South
RS1
RS2
RS3

Fire Stations

0 25 50   100   150   200
                    Kilometres

Metropolitan
MN3
MN1
MN2
MW3
MW1
MW2
ME2
ME1
ME3
MS3
MS2
MS1

Incidents attended per 100,000 population

Property fires (buildings and vehicles), and fuel and chemical spills have declined since 2012/13.

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.
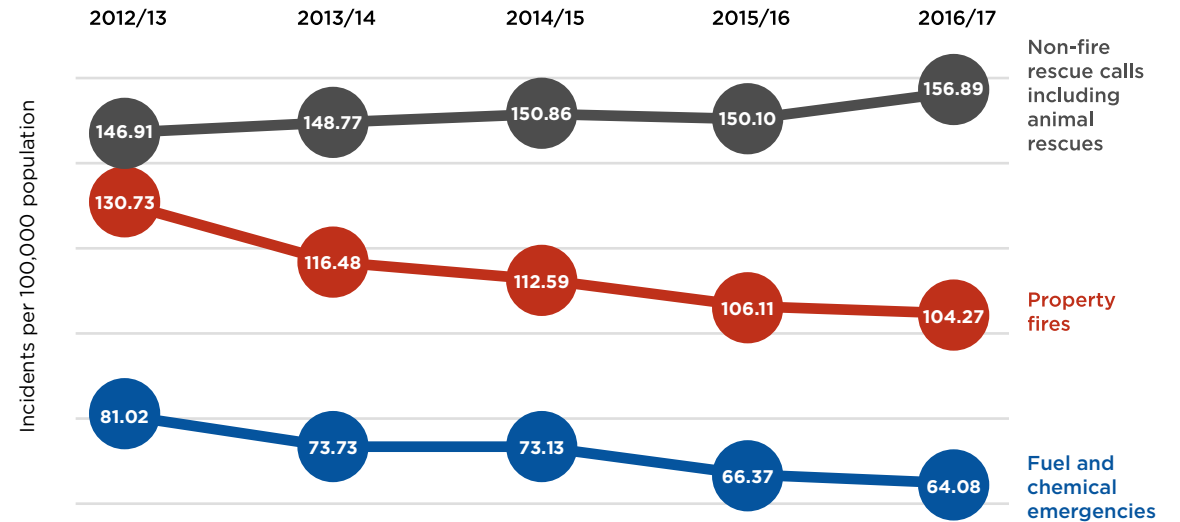
Response times in minutes to structure fires

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 2016/17 Permanent Crews responded to 90% of calls for assistance within 9 minutes and 27 seconds.
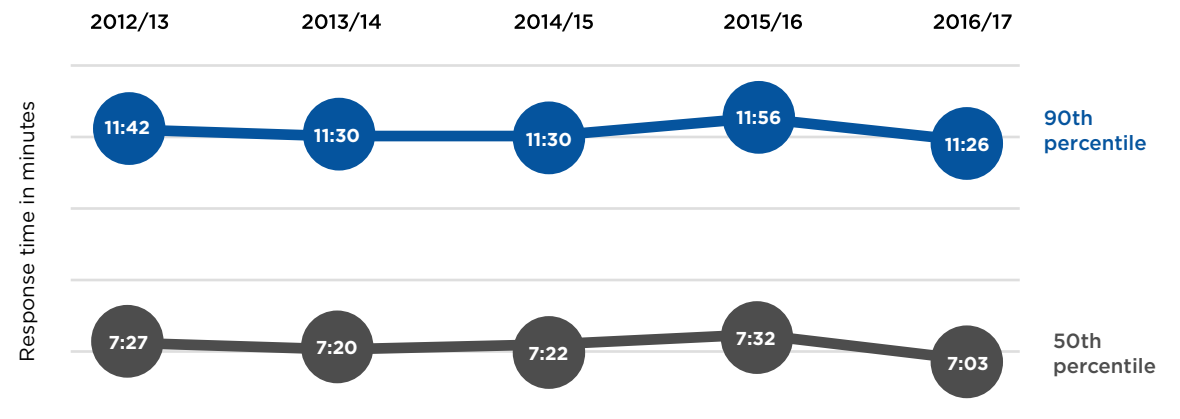
Percent of structure fires confined to object and room of origin

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

When arson is excluded the 2016/17 figure is 86%.

Confinement rate (%)

| 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| 82 | 81 | 82 | 75 | 78 |

1.4.2 Community safety activity

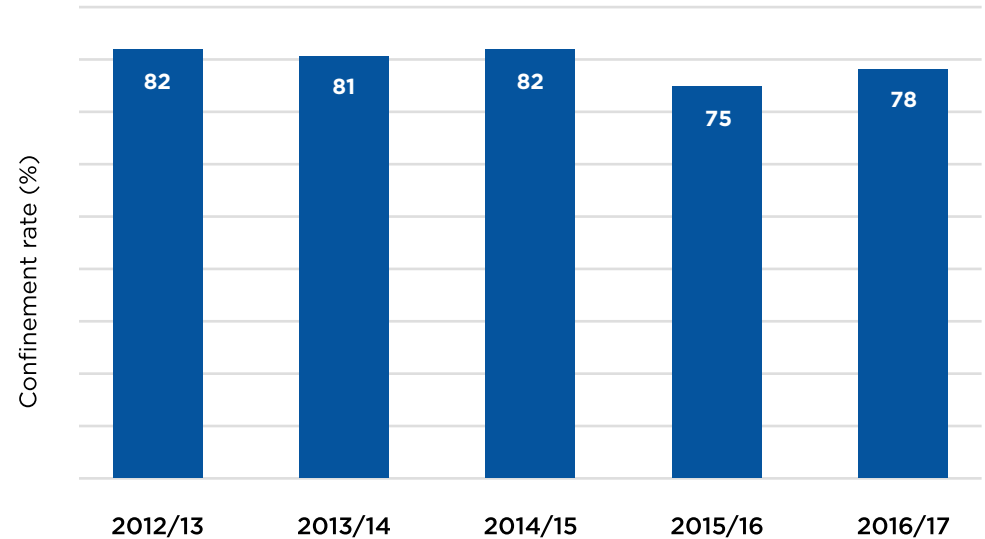| Community safety activities	2012/13	2013/14	2014/15	2015/16	2016/17
PreEd (Fire safety for preschool children)	1,874	1,926	1,307	1,768	1,724
FireEd (Fire safety for primary schools)	891	903	271	733	613
RescueEd (Road safety for high schools)	99	90	92	67	64
SeniorEd (Fire safety education for seniors)	384	437	442	247	244
Smoke Alarm Battery Replacement for the Elderly	9,906	9,755	9,383	9,416	5,781
Home Fire Safety eCheck			553	2,500	8,177
Total Community Safety Activities	55,132	53,868	49,754	50,542	54,369
Online activities by number of visits	**2012/13**	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Home Fire Safety – Keep looking when cooking			5,134	76,765	39,296
Home Fire Safety - ReAlarm				26,869	6,627
Brigades Kids	21,648	19,253	14,675	15,066	19,856
FRNSW Website	833,262	894,030	943,397	963,017	790,216
Social media cumulative followers	**2012/13**	**2013/14**	**2014/15**	**2015/16**	**2016/17**
@FRNSW Twitter followers	10,338	21,172	31,042	42,164	49,538
Facebook likes	26,182	53,111	84,592	105,810	114,337

Station Open Day Visitors

On 12 May, 2017 335 fire stations across NSW hosted the annual Open Day with 135,000 people visiting their local station. 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.


Open Day visitors (,000)

2012/13	2013/14	2014/15	2015/16	2016/17
105	120	120	132	135
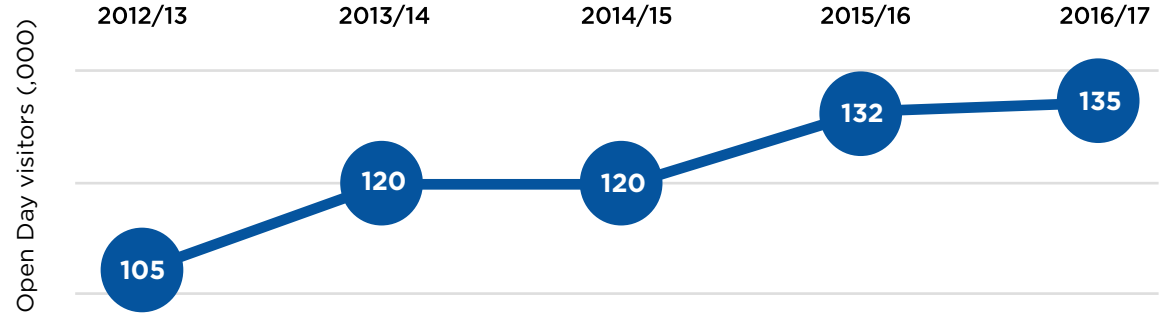
Community Safety Activities per Permanent Fire Station

FRNSW aims to improve community risk management by delivering an effective fire prevention and preparedness program. Permanent fire stations delivered an average of 266 prevention and preparedness programs in 2016/17.

Community safety activity

2012/13	2013/14	2014/15	2015/16	2016/17
256	268	247	251	266
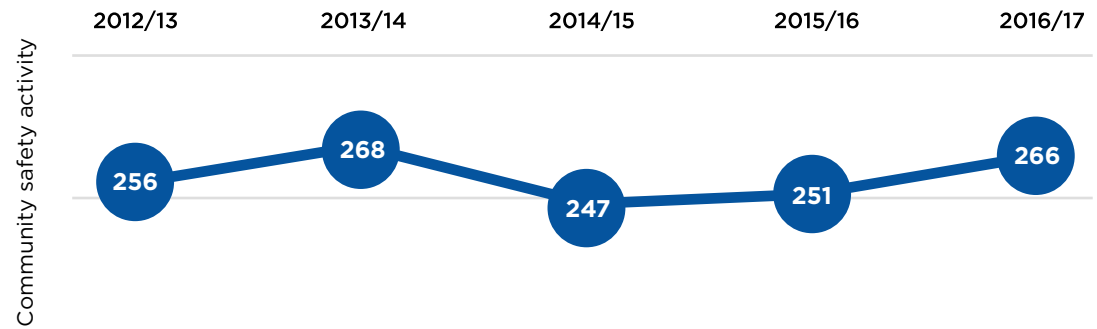
Smoke Alarm Penetration Rate in Targeted Higher Risk Communities

The Home Fire Safety Check 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 alarms.

FRNSW findings indicate that only 75% of NSW homes have a working smoke alarm.

Smoke Alarm Penetration (%)

2012	2013	2014	2015	2016
94	94	94.4	76	75
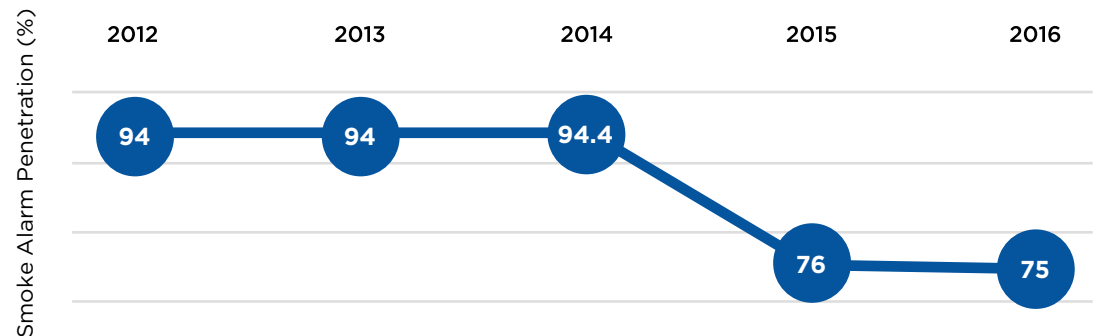
Source: NSW Adult Population Health Survey (SAPHaRI), Centre for Epidemiology and Evidence, NSW Ministry of Health (2012-2014) and FRNSW Community Safety Directorate (2015-2016)

1.4.3 Resources summary

	2012/13	2013/14	2014/15	2015/16	2016/17
Staff composition:					
- Executive	12	12	12	10	25[1]
- Full-time fire officers	3,457	3,432	3,462	3,530	3,517
- Retained (ie on-call) fire officers	3,368	3,380	3,336	3,327	3,341
- Administrative and trade staff (FTE)	400	422	429	446	432[1]
Community fire units	605	593	593	578	546
Community fire unit volunteers	7,200	7,015	6,812	6,318	5,891
Fire stations	337	337	337	337	335
Vehicles in the fire engine fleet	645	646	652	672	684
Accredited rescue crews	182	182	186	186	188
Actual total expenses excluding losses	$644m	$657m	$674m	$702m	$716m

1. Senior Executive transition to new structure under Government Sector Employment Act 2013 was completed by 24 February 2017

2017/18 Budget

FRNSW total expenditure budget for 2017/18 is $709.6 million.

The budget includes contributions of $661.7 million funded by insurance companies, local governments and the State Government received through Department of Justice Cluster grant, and $56.1 million of self-generated operating revenue.

The 2017/18 capital expenditure budget is $52 million. This includes $16.5 million for the construction and refurbishment of fire stations across the state, $16.8 million for the replacement of essential firefighting vehicles and $5 million for training props at the new FRNSW Training Academy at Erskine Park.

2.

FRNSW Senior Management and Structure

Commissioner
Paul Baxter

Commissioner Baxter was appointed as the 22nd Commissioner of FRNSW in January 2017 following an international executive search and merit based selection process. Commissioner Baxter has over 30 years of fire service experience working through the ranks until he was appointed National Commander of the New Zealand Fire Service in 2012. He oversaw the New Zealand Fire Service and the National Rural Fire Authority that together have 10,000 firefighters and support staff serving at 440 locations nationally.

Commissioner Baxter holds a degree in business, is a certified company director with the New Zealand Institute of Directors, has studied advanced management at the Melbourne School of Business, is a Fellow of the Institution of Fire Engineers, a Member of the New Zealand Institute of Management and has completed the Executive Fire Officer Program at the United States Fire Academy.

Deputy Commissioner Field Operations
Jim Hamilton, AFSM, MMgt, GradCertMgt

Deputy Commissioner 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, Director Metropolitan Operations in 2011, Director Operational Capability in 2015 and Deputy Commissioner Field Operations in July 2016.

After the retirement of Commissioner Mullins in January 2017, Mr Hamilton was appointed Commissioner in the interim period before the commencement of Commissioner Baxter on Monday 24 April.

Mr Hamilton holds a Masters Degree in Management, a Graduate Certificate in Management and is a Graduate of the Australian Institute of Police Management.

He has been awarded the Australian Fire Service Medal, National Medal and Clasp, the FRNSW Long Service and Good Conduct Medal and two Clasps, a Unit Commendation for Courageous Action and a Unit Commendation for Meritorious Service.

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

Deputy Commissioner Finney joined FRNSW in 2015. Having served in a number of senior operational and training appointments including as Commandant of recruit training at Kapooka and Director General of Army Operations, Deputy Commissioner Finney was well positioned to take up his appointment as Assistant Commissioner Education and Training. He was appointed Deputy Commissioner Strategic Capability in July 2016.

Deputy Commissioner Finney was awarded the Medal of the Order of Australia in 2011 for his service to the community of Wagga Wagga and was awarded the Commendation for Distinguished Service in 2000 for his service in East Timor as part of INTERFET. He has received two Australian Army Service commendations and two United States Meritorious Service Medals.

Executive Director People and Culture
Malcolm Connellan, AFSM, GradCertSocSc, MIFireE

Assistant Commissioner Malcolm Connellan joined Fire & Rescue NSW in 1983. He has served in a variety of operational roles across the Sydney and Wollongong Areas, and worked in several specialised areas.

Assistant Commissioner Connellan has also worked as FRNSW Conduct Officer, Assistant Director Recruitment and Staffing, Acting Director Human Resources and; for a five-year period, the Commissioner's Chief of Staff. He was appointed Executive Director People & Culture in July 2016. In early 2017, he was seconded to the NSW State Emergency Service as Deputy Commissioner, returning to FRNSW in March.

Assistant Commissioner Connellan sits on a number of Australasian Fire and Emergency Service Authorities' Council (AFAC) Groups; and Chairs the AFAC Mental Health and Wellbeing Network.

He has been awarded the Australian Fire Service Medal, National Medal and Clasp, the FRNSW Long Service and Good Conduct Medal with two clasps and a Unit Commendation for Meritorious Service.

Executive Director Finance
Adam Summons, BEc, FCA, GAICD, AFAIM

Mr Summons joined FRNSW in January 2011 as the Chief Financial Officer and in July 2016 was appointed Executive Director Finance. He has over 25 years of experience working in both the private and public sectors. Prior to joining Fire & Rescue NSW he was Director Financial and Performance Management at Housing NSW during a significant reform program.

Mr Summons is a Fellow of Chartered Accountants Australia and New Zealand, Graduate of the Australian Institute of Company Directors and holds a Bachelor of Economics degree from Macquarie University. He was awarded "CFO of the Year" with FRNSW receiving "Finance Team of the Year" at the 2014/15 Thomson Reuters Tax and Accounting Excellence Awards for Australia and New Zealand.

Executive Director Information Technology
Robert Hilditch, SHNC CompDataProc

Mr Hilditch commenced as Interim Director, Information Technology in December 2015. He was appointed Executive Director Information Technology in July 2016.

Mr Hilditch 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.

Executive Director Logistics Support

Emmanuel Varipatis, BE (Civil Eng), MEMgt, SMSQC

Mr Varipatis joined FRNSW in October 2010 as Director Logistics Support. He was appointed Executive Director Logistics Support in July 2016. He has over 40 years experience in both the private and public sector including various consulting roles. In 2017 he received a Unit Commendation for Meritorious Service.

Prior to joining Fire & Rescue NSW, Mr Varipatis 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 Australia; Chief Executive Officer, RedR Australia; and other key construction roles throughout Australia, Indonesia and the United States.

Mr Varipatis holds a Bachelor of Engineering Degree, has a Masters in

Management and a Services Marketing and Services Quality Certificate. He was appointed Executive Director Logistics Support in July 2016.

Director Governance and Legal

Catherine O'Mallon MPP

Catherine O'Mallon joined FRNSW in 2013. Her background includes corporate and government roles and she is well experienced in governance and assurance, government relations, organisational ethics and corruption prevention.

Catherine backs over 20 years' experience with strong academic achievements in public policy and strategic management including a Master of Public Policy from Sydney University and qualifications in Public Administration.

2.2 Organisational Structure

Organisational structure chart:

Commissioner

- **Field Operations Division**
  - Metropolitan Operations
  - Regional Operations
  - Community Safety
  - Field Operations Business Unit
- **Strategic Capability Division**
  - Operational Capability
  - Education & Training
  - Program Management Office
  - Strategic Capability Business Unit
- **People & Culture Directorate**
  - Professional Standards
  - Work Health & Safety
  - Employee Relations
  - Operational Staffing & Recruitment
  - Diversity & Inclusion Unit
- **Logistics Support Directorate**
  - Property Services
  - Strategic Procurement & Contract Services
  - Fleet Management
  - Operational Logistics
- **Finance Directorate**
  - Financial Operations
  - Financial Strategy
- **Information Technology Directorate**
  - IT Infrastructure
  - IT Corporate Portfolio
  - IT Operations & Communications
  - Governanace Security & Risk
  - Commerical & Governance
- **Governance & Legal Office**
  - Legal Services
  - Governance
  - Government Relations
  - Records & Information Management
- **Office of the Commissioner**
  - Media & Communications
  - Strategic Marketing & Communications
  - Executive Services

2. 3 Senior Management

Commissioner
Paul Baxter

- **Chief of Staff, Office of the Commissioner**
  Chief Superintendent David Felton AFSM

- **Manager Media and Communications**
  Tanya Abraham

- **Manager Strategic Marketing and Communications**
  Christopher Fish

Deputy Commissioner Field Operations
Jim Hamilton AFSM

- **Director Community Safety**
  Assistant Commissioner Mark Whybro AFSM

- **Director Metropolitan Operations**
  Assistant Commissioner Gerry Byrne AFSM

- **Director Regional Operations**
  Assistant Commissioner Robert McNeil AFSM

Deputy Commissioner Strategic Capability
Graeme Finney OAM

- **Director Education and Training**
  Assistant Commissioner Janet Ruecroft

- **Director Operational Capability**
  Assistant Commissioner Paul McGuiggan AFSM

- **Director Program Management Office**
  Michael Taylor

Executive Director People and Culture
Assistant Commissioner Malcolm Connellan AFSM

- **Chief Superintendent, Operational Staffing & Recruitment**
  Wayne Phillips

- **Director Employee Relations**
  Bernard King

- **Director Health & Safety**
  Alison Donohoe

- **Director Professional Standards**
  Louise Clarke

- **Manager Diversity and Inclusion**
  Sonja Braidner

Executive Director Information Technology/CIO
Robert Hilditch

- **Director IT Corporate Portfolio**
  Brian Green

- **Director IT Infrastructure**
  Malcolm Thompson

- **Director IT Operations and Communications**
  Paul Barnes

Executive Director Finance/CFO
Adam Summons

- **Director Financial Operations**
  Ian Lister

- **Director Financial Strategy**
  Brian Lin

Executive Director, Logistics Support
Emmanuel Varipatis

- **Director Fleet Services**
  Ian Peisley

- **Director Operational Logistics**
  Chief Superintendent Terry Farley

- **Director Property Services**
  Andrew Peters

- **Director Strategic Procurement and Contract Services**
  Nickolaos Alfieris

Director Governance and Legal Office
Catherine O'Mallon

- **Manager Governance**
  Lauren Edwards

- **Manager Government Relations**
  Damian Spruce

- **Manager Records and Information Management**
  David Pallot

- **Principal Solicitor**
  Patricia Lenehan

3.

FRNSW Performance in 2016/17

Achievements

In 2016/17 Fire & Rescue NSW:

- Gained increased experience with specialist equipment and appliances for response to complex structure fires

- Introduced specialist training for all Senior Fire Commanders in awareness and response protocols for a terrorism event

- Provided Community First Responder programs in Alstonville, Branxton, Bundanoon, Bundeena, Culcairn, Denman, Henty, Thredbo, Tocumwal and Uralla to assist the Ambulance Service of NSW

- Regional Operations led two significant community engagement activities

  - In Brewarrina, a community engagement and fire safety campaign focussed on the Aboriginal community resulted in many Aboriginals being recruited as retained firefighters

  - Firefighters at Tamworth led a home and camping fire safety campaign to the tens of thousands of residents and visitors attending the 2017 Tamworth Country Music festival

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 67,945 fire-related emergency calls in 2016/17, with 21,784 of these being actual fires.

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. FRNSW protects 90% of the population of NSW making it one of the largest fire services in the world.

During 2016/17 FRNSW has gained increased experience with specialist equipment and appliances for response to complex structure fires including Hytrans, for bulk relay of water and TAF 20 a turbine assisted firefighting robot for remote-controlled access to unsafe areas within a structure. FRNSW has also reviewed and updated its Aerial Appliance Strategy.

FRNSW responded to 67,945 fire-related emergency calls in 2016/17, with 21,784 of these being actual fires.

Chullora waste recycling fire

One of the most extensive fire duty operations in recent times occurred on the 23rd February 2017. Thirty fire trucks, aerial pumpers, ladder platforms, the Hytrans bulk water transfer system, TAF 20, incident command centre, hazardous materials response and a remote piloted aerial system were responded to a 20 hectare waste material recycling plant at Chullora at 9.21am.

A 7,500 sq metre building containing cardboard, styrofoam, timber, polyurethane foam mattresses, plastic and general rubbish was quickly surrounded by firefighters and all exposures were simultaneously protected. Three aerial appliances were directing master stream deluges onto the fire, significantly reducing the fire intensity. Numerous other hose lines were conducting direct fire attack. Sustained water supplies were being provided by two water relays and the Hytrans bulk water system enabling the combined firefighting operations to press home an effective attack.

By early afternoon, fire intensity had greatly diminished, although a large amount of deep seated fire activity continued to burn within the material stacks. At 3.00pm FRNSW made the decision to begin the first major crew changeover at the fireground and at the same time begin to scale back operations.

FRNSW was assisted by the NSW Police Force, Ambulance NSW, Environmental Protection Authority, Department of Public Works structural and civil engineers, Roads and Maritime Services, waste removal contractors, demolition contractors, the local council, and gas and electricity authorities.

Photo courtesy of The Daily Telegraph

Quakers Hill nursing home fire

The 18th November 2016 was the fifth anniversary of the fire at the Quakers Hill Nursing Home, that led to the deaths of 14 residents during or soon after the fire. This was one of the most tragic and shocking fires in NSW's history and highlighted the vulnerability of mobility-impaired and bedridden residents of aged care facilities who are dependent on staff and firefighters in the event of a fire.

On 9 March 2015, the Deputy State Coroner handed down the findings of the inquest into this fire. The findings spoke glowingly of FRNSW and recognised the difficulties faced, and overcome, by everyone who responded. In addition, the Coroner nominated Station Officer David McIlrath, Senior Firefighter Barry Jones and Qualified Firefighter Michael Watts-Seale for Australian Bravery medals, which were awarded by the Governor-General in August 2016.

The Coroner also made a number of recommendations for FRNSW to:

- Deploy mobile data terminals to all primary fire trucks in FRNSW fire stations

- Develop policies, procedures and training for firefighters in relation to aged care facilities

- Improve our door management capability

- Issue a brochure on the lessons learned from the Quakers Hill fire to all aged care facilities and the fire safety industry, and

- Develop and have legislated a fire safety guideline on fire sprinklers in aged care facilities.

In October 2016, FRNSW was able to report that it had implemented all the recommendations. FRNSW is able to demonstrate its commitment to protecting residents of aged care facilities from fires through regular drills with aged care facility staff, fire safety inspections and ongoing partnerships with regulatory agencies.

Bushfire suppression

FRNSW responded to 6,537 bush and grass fires in 2016/17 including the Carwoola, St Ivans, Boggabri and Laurieton/Mid North Coast major bushfires.

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. 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.

FRNSW undertook 34 prescribed hazard reduction burns in 2016/17 reducing the bushfire risk for 991 properties with an accumulated value of over $6.9 billion.

Muswellbrook grass fire - 18 Feb 2017

Hazardous materials incidents

FRNSW responded to 15,541 hazardous material (hazmat) incidents in 2016/17. 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 continues to work with industry groups, and government agencies 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, the Environment Protection Authority and SafeWork NSW.

FRNSW continues to work with the Australian Maritime Safety Authority (AMSA) to assist manage Hazardous and Noxious Substance (HNS) incidents on vessels at sea.

FRNSW responded to 15,541 hazardous material (hazmat) incidents in 2016/17.

Rescue

FRNSW responded to 12,234 non-fire rescue calls including animal rescues in 2016/17. 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 and 109 secondary accredited specialist rescue units in 188 locations. All firefighters are trained in basic rescue including 2,297 registered as rescue operators with the SRB. In addition to specialist rescue vehicles, every fire engine carries rescue equipment.

FRNSW enhanced its flood rescue capability in 2016/17. FRNSW has five water-based flood rescue stations and 20 land-based flood rescue stations, with 127 water-based flood rescue technicians and 565 land-based flood rescue operators. This capability was deployed in September 2016 in response to the Lachlan/Murrumbidgee floods and the March 2017 Northern Rivers/Lismore floods in the aftermath of Hurricane Debbie. FRNSW made a major contribution at both incidents with over 150 firefighters daily providing incident management expertise in flood rescue, rapid disaster assessment (RDA) and community recovery. RDA teams were also deployed to assist Queensland Fire and Emergency Services at the request of the Queensland Government.

A Multi-agency rescue workshop was held at the FRNSW training facility at Ingleburn in May 2017. All rescue agencies in NSW participated in this workshop. Two rescue instructors from The Netherlands helped facilitate the workshop and demonstrated the latest road crash rescue techniques. This event was co-ordinated through the SRB's Capability Matrix Working Group and was so successful that more events of this kind will be conducted in 2017/18.

Two Technical Rescue Vehicles (TRVs) with specialist equipment were purchased in 2016/17 to enhance FRNSW capability for building stability monitoring, partial structure collapse shoring, trench rescue, heavy vehicle rescue, bariatric patient rescue and large animal rescue. The vehicles will replace the Heavy Rescue Vehicles at Blacktown and Liverpool fire stations from November 2017.

FRNSW responded to 12,234 non-fire rescue calls including animal rescues in 2016/17.

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.

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.

Every five years a team of assessors from INSARAG assess the NSW team to ensure it continues to comply with the international standard. In May 2017 FRNSW undertook a simulation exercise of the deployment of our full multi-agency heavy team to test our preparedness for the upcoming International External Reclassification (IER). FRNSW introduced a new canine search capability provided by the NSW Police Dog Squad. The dress rehearsal was a successful event and FRNSW is looking forward to the IER to be held in August 2017.

In addition, FRNSW has delivered a USAR skills maintenance program, facilitated USAR training for the United Nations, introduced a series of USAR Field Operations Guides and developed a USAR First Responder program for AFAC.

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 numerous multi-agency counter-terrorism training exercises that focus on exercising the risk.

All Senior Fire Commanders are currently undertaking specialist training in awareness and response protocols for a terrorism event. FRNSW maintains strong ties to partner agencies both here in Australia and overseas, that have experienced significant terrorism incidents. This provides FRNSW with a broad set of identified lessons that are used to ensure the effective operational response and safety of our firefighters.

Community medical assistance

FRNSW responded to 2,386 medical emergencies in 2016/17 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. Three 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, Denman, Henty, Thredbo, Tocumwal and Uralla to assist the 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 exploring a revised program restricted to time critical response to cardiac arrest emergencies.

Aviation operations

The Memorandum of Understanding between FRNSW and Southern Region Surf Life Saver Rescue Helicopter Service (Westpac Rescue Helicopter), continued in 2016/17 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.

Bundeena Firefighters join the Community First Responder program

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

Memoranda of Understanding and Mutual Aid Agreements

FRNSW enters into Memoranda of Understanding (MOUs) and Mutual Aid Agreements (MAAs) with other government agencies and organisations to achieve agreed outcomes through effective partnerships. These agreements formalise collaborative activities such as response, training, information exchange and protocols for dealing with cross agency issues.

During 2016/17 FRNSW renewed and progressed cross border arrangements with the Queensland Fire and Emergency Services. This will enhance emergency service capability for both Queensland and NSW particularly with the imminent 2018 Commonwealth Games.

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 Baxter 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 Baxter 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 (FSJSC) 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. During 2016/17 the FSJSC finalised the Operational Communications Service Level Agreement that will further enhance service delivery to the community of NSW.

Partnerships in rescue/urban search and rescue

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

FRNSW coordinates the resourcing and management of the state based INSARAG accredited heavy rescue team NSW Taskforce, designated as AUS-2. AUS-2 is a disaster assistance response team made up of FRNSW, NSW Police, NSW Public Works and NSW Health and Ambulance NSW personnel. When deployed internationally, Commonwealth staff from the Department of Foreign Affairs and Trade along and Emergency Management Australia are embedded in the team. The multi-agency approach to AUS-2 ensures that a diverse and wide range of skills are part of the disaster assistance response to humanitarian emergencies.

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.

During 2016/17 FRNSW has liaised with NSW government agencies including EPA, and SafeWork NSW to develop Asbestos handling guidelines.

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 Police and 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.

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 2016/17 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, university buildings and residential development formed the bulk of the work. Notable major projects contributed to include the NorthConnex and WestConnex road tunnel projects, and Sydney Metro.

During the 2016/17 FRNSW received 1,225 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 109 developments.

Major hazards facilities and dangerous goods sites

FRNSW continues to provide advice on a number of Environmental Impact Statements and Fire Safety Studies associated with 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.

Fire research

FRNSW Fire Investigation and Research Unit (FIRU) in partnership with the CSIRO designed and built a two-bedroom unit for testing of residential sprinklers at the CSIRO S.A.F.E. Building at North Ryde. A comprehensive burn program was conducted to assess the effectiveness of two sprinkler systems. The project aims to provide cost-effective, fit-for-purpose, sprinkler system options for use in Class 2 and 3 residential shared accommodation buildings under 25 metres in height. A report is being prepared to support a Proposal For Change to the 2019 National Construction Code to mandate sprinklers in all new Class 2 and Class 3 buildings.

A major focus for the team has also been the design of the proposed new Fire Research Facility to be located at the FRNSW State Training Academy. The new facilities will include a 20 metre high burn hall and full environmental treatment, which will allow the research team to conduct fire tests in controlled conditions.

FIRU continues to build on our partnerships and collaborations with a number of research organisations and peak bodies including, University of NSW, University of Queensland, Western Sydney University, Canberra Institute of Technology, CSIRO, Fire Protection Association of Australia and the Australian Building Codes Board.

Other building inspections

FRNSW conducted approximately 396 fire safety inspections during the year, prompted by complaints from local councils, 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. The most common problems were locked or blocked exits, improperly maintained fire alarm and/or suppression systems and malfunctioning exit signs, emergency lighting and hydrant systems.

Fire investigations

FRNSW specialists investigated 258 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 45 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 150 Police court statements and made eight court appearances.

Accelerant detection dogs

Accelerant detection dogs have been used by FRNSW for the past 22 years to assist firefighters and investigators in fire origin and cause determination throughout NSW. These dogs and their handlers work with FRNSW, RFS and NSW Police to reduce the number of undetermined fires and decrease exposure time at incidents post fire.

Detector dogs Opal, Viking and Earl have been trained, assessed and used in the field since 2014/15 replacing recently retired canines and forming an integral part of the FIRU.

This year, the canine teams assisted investigators at 189 incidents, their handlers appeared in court to provide expert testimony 15 times and presented a range of lectures and demonstrations to community members, forensic societies, universities and government agencies, including the NSW Police Force and the Australian Defence Force.

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. 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.

Automatic fire alarms

At end of 2016/17 there were 14,628 Automatic Fire Alarms (AFAs) connected in NSW generating more than 48,873 unwanted false activations. Of these activations 46.5% were generated from human activity for instance cooking, workmen, 43% from systems including faulty detectors and 10.5% from external sources such as storms and water pressure fluctuations. 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 *National Construction 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 84% since 2003; nevertheless, FRNSW has succeeded in reducing unwanted false alarms by 30% since that time by actively engaging with building owners and managers. FRNSW provides strategies to reduce unwanted activations and, in turn, FRNSW 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. FRNSW is committed to reducing unwanted false alarms.

Future directions

In 2017/18 Fire & Rescue NSW will increase our collaboration with other emergency services and peak bodies to provide relevant service delivery for the community by:

- Driving collaboration opportunities with other emergency services to create better and more sustainable service delivery outcomes

- Demonstrating the benefits of deeper integration and efficiencies of shared triple zero systems and interoperability

- Growing the capability of FRNSW humanitarian and disaster assistance capability

- Reviewing and enhancing our counter terrorism capability

Achievements

In 2016/17 Fire & Rescue NSW:

- Won the NSW Resilient Awards 'Community' category as a partner in the 'Get Ready' project empowering the Deaf community to be more prepared for emergencies

- Concluded the NSW Smoke Alarm Subsidy Scheme in partnership with the Deaf Society of NSW and the Department of Family and Community Services installing specialised smoke alarms in over 2,000 deaf and hard of hearing residents' homes across NSW since its inception in 2011

- Attracted over 135,000 people to their local fire stations on the annual Open Day

- Winter Fire Safety campaign resulted in an 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

LEGO® Australia brand LEGO City® entered into a strategic partnership with FRNSW to provide 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. FRNSW's www.brigadekids.com.au web site is embedded in public safety material, such as colouring-in books and decals.

Save the app that could save your life

"Emergency+" smartphone app

The "Emergency+" app available for free on iOS (Apple), Android and Windows phone versions, provides information on when to call Triple Zero (000), who to call in various emergencies, displays the phone's GPS coordinates and assists the caller to dial the relevant number.

The app has been downloaded over 800,000 times. Google Analytics is 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 also available in Modern Chinese, Simplified Chinese and Japanese.

"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 award-winning Teacher's Guide and Resource pack is available for free download from the game's website. These resources align the Kids' Challenge to the National Curriculum, providing teachers with a ready educational game for the classroom.

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 64 RescuEd presentations to high school students in 2016/17.

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 2016/17 firefighters provided counselling and educational programs for 15 children referred by the courts to participate in the Program.

Youth road safety

In 2016/17, 78 young people aged 17-25 years lost their lives on our roads accounting for 25% of the NSW road toll. In 2016, 946 young drivers were seriously injured resulting in profound consequences for themselves, their families and the NSW health system.

Bstreetsmart, an annual event by the Westmead Hospital Trauma Unit, features real-life, graphic examples of road crash scenarios, interactive displays, guest speakers from crash survivors, and presentations from road safety experts. An estimated 22,000 students attended the program in August 2016. FRNSW was represented by Technical Rescue Training, Community Engagement and fire stations from Metropolitan East and Metropolitan West Area Commands.

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 in a Youth Justice Conference.

In late 2016 a revised Memorandum of Understanding (MoU) with the NSW Department of Justice was enacted. Additionally, an internal training program for firefighters was developed and launched at a Youth Justice Conference to increase firefighter confidence and understanding of their roles and responsibilities.

FRNSW participated in seven of these conferences in 2016/17 related to fire offences under the terms of the MoU with the NSW Department of Justice.

Bstreetsmart

Seniors and older adults

People aged 65 and over, particularly those requiring domestic assistance, have a disproportionately higher fire injury and fatality risk than the rest of the population. In 2016/17, more than 50% of fire-related fatalities were aged 65 years and over. NSW's ageing population is resulting in older people increasingly opting for community 'in home' care over that provided in facility-based care.

The convergence of these two trends has significant implications for fire services translating into the growth of the highest fire risk group, who will remain living in the community with higher levels of disability than ever before.

Community Partnerships

FRNSW has identified the way to reach older people most "at risk" is through the people who care for them. FRNSW works with service providers such as the Department of Family and Community Services (FACS) and Australian Unity to reach support workers and their clients with home fire safety education, to understand the importance of installing and maintaining smoke alarms, and refer fire safety issues to their supervisors or FRNSW for follow up.

Partnerships include:

- My Aged Care Home Care Support Services and their Aged Care Assessment Teams

- NSW/ACT Red Cross Emergency Services and the Red Cross Telecross program

- NSW RSL & Services Clubs Association and the Department of Veteran Affairs

- In 2016, an MoU was developed with Australian Unity to ensure care workers check clients smoke alarms as part of their annual risk assessments, and

- Caravan and Camping association road safety and fire safety when residing or travelling in mobile accommodation.

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 5,781 homes across NSW in 2016/17 to install and maintain smoke alarms including the installation of 356 smoke alarms for the hearing impaired. In 2017, the SABRE program transitioned to the Home Fire Safety Checks (HFSC) program, which sees firefighters visiting the homes of residents who may be 'at risk' from a fire in their home and not be engaged in fire safety. During these visits, firefighters check smoke alarms, change batteries and install free smoke alarms if none are present, while educating residents about fire safety.

Senior Ed Program

The Senior Ed program aims to reduce fires and fire related injuries and fatalities amongst people aged 65 years and over. Firefighters delivered 424 Senior Ed presentations and 1,316 other community safety activities across NSW to seniors in 2016/17. In 2017, FRNSW commissioned an independent evaluation of the Senior Ed program to improve the program's effectiveness in engaging 'at risk' older people.

In March 2017, FRNSW participated in the "NSW Seniors Festival", previously known as the Premier's Seniors' Gala Concerts, an annual event run by the Department of Family and Community Services (FACS). The aim of participation in the event, which is attended by over 40,000 seniors, is to engage older people in home fire safety awareness and identify those requiring assistance with their smoke alarms. FRNSW was represented by the Community Engagement Unit and fire stations from Metropolitan East Command.

People with disabilities

One in five people in NSW have disabilities. During 2016/17 firefighters delivered 120 fire safety presentations and 676 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 in 2016/17, FRNSW secured NSW Government funding under the Smoke Alarm Subsidy Scheme (SASS) to assist with the installation of 346 visual/tactile smoke alarms to wake the deaf, deaf/blind and hard of hearing. In 2017, the Scheme concluded resulting in more 2000 deaf, deaf/blind and hard of hearing residents across NSW receiving smoke alarms under the Scheme which FRNSW installed under the SABRE program since 2011.

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 345 firefighters to build communication between the deaf community and emergency services. In 2016, the Get Ready project won the NSW Resilient Australia Awards 'Community' category.

In 2016/17, FRNSW also worked with the University of Sydney's Hazards Research Group (HRG) and Centre for Disability Research and Policy (CDRP) in a project entitled "Disability Inclusive Disaster Preparedness in NSW: Enabling Local Community Resilience through Collaboration" as part of the Australian Government Natural Disaster Resilience Program. The project aimed to provide the NSW Government with knowledge and tools to assess and increase the resilience of people with disabilities to natural disasters. In June 2017, the 'Local Emergency Management Guidelines for Disability Inclusive Disaster Risk Reduction in NSW' was launched.

Aboriginal and Torres Strait Islander communities

FRNSW has continued to develop partnerships with Aboriginal and Torres Strait Islander communities including:

- Working with the NSW and Local Aboriginal Land Councils (LALC) and other Aboriginal organisations to assist implementing Home Fire Safety Checks (HFSC) and other prevention strategies in their households to improve service delivery to Aboriginal communities across NSW, and

- 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 events in partnership with the LALC NSW involving Aboriginal communities, including the annual Yabun Festival, the Aboriginal Rugby League Knock Out (Known as the 'modern day' Corroboree), NAIDOC Week and Reconciliation Week to promote home fire safety strategies.

Throughout the year FRNSW Community Engagement Unit (CEU) engaged with many Aboriginal Communities across NSW. In 2017 CEU and local firefighters formed partnerships with the NSW Rural Fire Service and LALC to deliver HFSC deployments in the Gingie Reserve and Namoi Village, Walgett and The Barwon Four Reserve, Brewarrina. During this deployment over 50 houses received a HFSC.

FRNSW in partnership with Aboriginal Pathways TAFE NSW continue to develop strong relationships with the Aboriginal Community through the Indigenous Fire and Rescue Employment Strategy (IFARES) program. This program was developed to assist Aboriginal and Torres Strait Islander men and women with the FRNSW permanent firefighter application process. Whilst completing the course doesn't guarantee employment, it provides the graduates with a Certificate IV in Fitness, as well as an insight into the role of FRNSW. There are currently eight IFARES graduates completing the permanent firefighter recruitment process. Since IFARES inception in 2014, 29 IFARES graduates have been successful in becoming firefighters within the organisation.

Culturally and Linguistically Diverse Communities

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

- A significant progression from a Non-Key Agency to a Key Agency under the MPSP reporting to Multicultural NSW more regularly on our CALD initiatives and productivity

- Working closely in partnership with CALD service providers to promote our "Keep Looking When Cooking" and "ReAlarm" home fire safety campaigns and Open Day activities

- Conducting fire safety awareness exercises in partnership with local fire stations for newly-arrived families and international students across the State, to advise on our role and service delivery as an emergency service, having a working smoke alarm, to have the capacity to call Triple Zero (000) and implement their home escape plan in the event an incident occurs in their property

- Celebrating Harmony Day at the recently opened FRNSW Headquarters in partnership with the Community Migrant Resource Centre, with cultural performances and over 120 internal staff in attendance. FRNSW also attended Harmony Day events in Parramatta, Fairfield, 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. FRNSW's initiatives promoted our fire safety campaigns and the Home Fire Safety Checks program

- Working closely with the Commonwealth Department of Social Services (DSS) to promote FRNSW winter and summer fire safety campaigns in the educational curriculum delivered at Albury, Griffith, Goulburn, Wagga Wagga and Wodonga interagency forums

- The development of translated home fire safety brochures in Vietnamese, Chinese, Korean and Arabic languages and the redeveloped English for Students of Other Languages (ESOL) module for CALD stakeholders to use within their own training curriculum, and

- Working closely with CALD agencies to disseminate home fire safety information to their communities, building the understanding of the need to have a working smoke alarm 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 2016/17, FRNSW continued to work 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 Code 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 also aligns 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

FRNSW has been working closely with the Department of Education to reduce the incidence, severity and impact of fires in NSW schools, Throughout the year firefighters have been visiting schools within their station areas to ensure they are able to gain access to school grounds in an emergency and to familiarise themselves with the premises. At the end of each school term meetings are held and information is exchanged on high risk schools with the aim of reducing the risk of arson on school properties during holiday periods.

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.

FRNSW assisted AFAC in the development of a new version of the Fire Brigade Intervention Model, which can be used to quantify the times for various fire brigade intervention activities.

Partnerships with the business sector

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

ComSafe within the Community Safety Directorate provides safety training in a practical environment, by combining simulated realistic fire situations with the highest quality of instruction. During 2016/17 ComSafe continued working across NSW with Government, health care and industry bodies to deliver essential emergency, safety, preparedness, risk mitigation and response training services and commercial consultancy to support WHS obligations.

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

Station-based community engagement

Firefighters conducted 54,369 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 20 May 2017, 335 local fire stations attracted over 135,000 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.

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 percent of fires and 43 percent of injuries across NSW.

Firefighters visited 7,347 homes in 2016/17, for HFSCs, and installed 3,220 smoke alarms and 2,454 batteries in existing smoke alarms.

ComSafe – Fire Emergency Management Planning Program

ComSafe designed a program in conjunction with NSW Department of Family and Community Services, specifically for their residential disability homes across the state of NSW. This assisted staff to prepare for emergencies, addressing incident management and raising capability to evacuate clients with varying behaviours and disabilities from residential settings.

This program promoted good prevention and preparedness practices and assisted staff to better understand their roles in emergency situations. This included: using installed systems, development of site specific emergency procedures and communication with emergency services.

There were over 300 programs run with 3,200 staff trained. The majority of these programs were conducted at individual residential homes allowing for the Trainer to contextualise learning outcomes through realistic scenarios and incorporating systems and testing procedures. The success of this program has led to further consultation with the non-Government agencies under the NDIS roll-out.

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 2017, FRNSW had 546 CFUs in metropolitan and regional NSW with 5,891 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.

Smoke alarms

Smoke alarms are early-warning devices which detect smoke and alert occupants to the presence of fire. Correctly installed smoke alarms increase the time available for people to safely escape a burning building. Through the HFSCs program testing phase, FRNSW determined that the penetration rate of smoke alarms across homes in NSW is 56% of the general population and closer to 34% with those residences determined to have a higher propensity for a fire occurring. It is a legal requirement to have smoke alarms installed on every level of a home. These alarms must be placed in hallways near bedrooms. If bedrooms are in different parts of the house, there must be alarms installed in each of these locations. If there are no hallways associated with the bedrooms, alarms must be installed between the part of the home containing the bedroom and the rest of the house. Smoke alarms must be installed on all levels of a home even if there are no bedrooms located on that level.

This includes owner occupied homes, rental properties, relocatable homes, caravans and camper-vans or any other residential building where people sleep.

FRNSW is concerned that "at risk" community groups have a significantly low penetration rate of working smoke alarms increasing their chances of failing to evacuate a burning house in a timely manner. FRNSW will continue working with partner agencies and through our Home Fire Safety Checks 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. This 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 had found that 56% of home fire deaths in NSW did not have a working smoke alarm. Combined with FRNSW 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 the 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.

REALARM
your home against fire
Find out more at fire.nsw.gov.au   #FRNSW   #ReAlarm

Winter Fire Safety campaign

The Winter Fire Safety Campaign raises awareness of home fire safety to reduce incidents and injuries at this peak risk time. With kitchen (cooking) fires representing the cause of 46% of all house fire injuries, and unattended cooking the most common cause contributing to kitchen fires, the 2017 winter campaign focussed on fire safety in the kitchen with the 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 interaction with local community groups and television opportunities, such as the Better Homes and Gardens show. The campaign was also supported by the Knafeh Bakery, which generated further promotion through social media. Both the digital and radio ads were also translated into Arabic, Cantonese, Mandarin and Vietnamese.

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 2016/17. 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.

In October 2016, FRNSW's 2015 winter fire safety campaign "Keep Looking when Cooking" won the National Marketing Excellence Award in the Public Sector Marketing category.

Fundraising and practical support

In 2016/17 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 $2M to the Burns Units.

The Newcastle Firefighters Ball in September 2016 raised $29,500 with $24,500 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 $463,300 to the Burns Unit, KIDS Foundation and KIDSafe Hunter.

Future directions

In 2017/18 Fire & Rescue NSW will engage closely with our communities to reduce their risk and increase their resilience to fire and emergencies by:

- Recalibrating the current state of community risk, what they need, expect, and want from us and we want from them to reduce loss

- Implementing targeted campaigns to increase community awareness and resilience

- Demonstrating the highest level of contemporary and innovative emergency services to the community

Achievements

In 2016/17 Fire & Rescue NSW:

- Completed joint two-way radio network rollout in partnership with State Emergency Services in the Murray region in NSW

- Installed 224 additional Mobile Data Terminals in vehicles (total now 430), providing at least one terminal in every fire station improving frontline technological capabilities, especially in regional areas

- Implemented IT component of Activity Based Working at new Headquarters in Greenacre

- Incorporated Functional Movement Screening (FMS) and Cardio-check programs into fire station health and fitness sessions

- Embedded the FIT MIND Program into recruit training and made it available to all firefighters

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 requirements.

The Disaster-Recovery (DR) site for ESCAD was recently migrated from the SES-Wollongong facility to a re-furbished site alongside the new state-of-the-art FRNSW Headquarters, providing varied multi-path power and communications infra-structure to enable high-availability resilience for this mission-critical system.

Additional functionality was added to the ESCAD system allowing greater flexibility in responding specialised resources to incidents.

A pilot project was commenced with the NSW Rural Fire Service (RFS) to provide them with direct access to an ESCAD terminal for managing resources within two of their fire districts. This has been increased to another 3 districts and continues to grow as the benefits of this approach is realised. Incident information from triple zero (000) callers and automatic fire alarms are presented to the RFS operators allowing for rapid dispatch and management of RFS Resources within these nominated districts.

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

Specialist Rescue Equipment

FRNSW researched, developed and procured a range of equipment to compliment the new Technical Rescue Vehicle as well as enhancing already existing Rescue Appliances:

- Stabfast- Stabilisation equipment
- Battery Operated Combi Tool 4150- Hydraulic Tools
- CORE Hydraulic System- single line, slowly phasing out dual line hydraulic lines
- Pelican Lighting System - Bluetooth battery style halogen lighting
- PowerShore Strut System- used for trench rescue, and
- Hasty Search Camera and Life Detector- combined kit.

Cold Climate Gear

New cold climate gear was rolled out for stations identified as cold climate or alpine areas:

- Magnum Vulcan Structural Firefighting boot
- Trousers
- Alpine jumper
- Thinsulate beanie, and
- Thermal Gloves.

Specialist Hazmat Equipment

The following specialist Hazmat equipment was introduced in 2016/17:

- 3600 x MSA SCBA sets
- 126 x 300bar SCBA cylinders
- 116 x AED 3 – these are the new AED units to replace the older style AED+
- 8 x MSA Evolution E6000 Thermal Imaging Cameras
- 4 x Mako SCBA Cylinder fill cabinets
- 2 x Megator slide pumps
- 100 x CBRN Charcoal suits, gloves and boots
- 60 x CBRN face masks with CBRN canisters
- 80 x Chemical splash suits
- 122 x Personal Floatation Devices (PFD's)
- 91 x Resperex Fully Encapsulated gas suits (FFE suits)
- 66 x chemical resistant boots, and
- 3 x Air Compressors for SCBA fill stations.

Female Uniform

The introduction of a complete female specific uniform in duty wear, dress uniform & mess dress uniform.

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.

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 improved voice quality and the ability for remote monitoring of network hardware. FRNSW completed the digital upgrade of its south and south-western two-way radio networks in 2016/17.

The conversion of remaining FRNSW north coast and New England networks to digital frequencies has been delayed due to a NSW Treasury decision to expand the coverage of the NSW Government Radio Network (GRN) statewide. FRNSW has taken action to extend the life of the northern networks until the expected migration to the GRN.

Technology to support activity based working

In 2016/17 the majority of office staff transitioned from traditional desktop computers that tied them to a single desk to leading edge Activity Based Working (ABW) devices freeing them to collaborate with others in various units. Workspaces, meeting rooms and training rooms at the new Headquarters at Greenacre and area offices have been designed to accommodate the new culture and mobile work force resulting in a synergised team focused approach to partnering and fast-tracking improvement.

The FRNSW Telecommunications team successfully implemented various projects integrating Voice, Video, and Data Network Convergence across multiple FRNSW sites. IP telephony continues to be rolled out across all 400 FRNSW sites as well as careful coordination around the introduction of NBN to ensure continuity of services to staff.

FRNSW-Media Mobile app

A new FRNSW-Media Mobile app was introduced that allows external stakeholders from media organisations such as TV stations to be alerted to and access media updates on FRNSW incident information in real-time. The app allows journalists to access FRNSW information wherever they are, in a timely and convenient manner on their mobile phones.

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 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.

Mobile Data Terminals were installed into a further 204 vehicles and a further 20 Service Exchange Vehicles (total now 430) in 2016/17. This resulted in every fire station within NSW receiving at least one MDT, which greatly improved the frontline technological capabilities especially in regional areas.

Further capability around the ADASHI platform is being planned for 2017/18 including major incident management and the ability to provide critical incident information to senior officers and operational support personnel in real time via smartphones and tablet devices.

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

Shared emergency services IT systems

FRNSW undertook several interagency projects in 2016/17. Of particular note was the build of the NSW State Emergency Services (SES) South-Western NSW radio networks where FRNSW took the lead in the rollout to approximately 50 SES sites. In combining the SES rollout with its own upgrade from an analogue to a digital radio network FRNSW used its experience and relationship with the equipment vendor to achieve a combined saving of $1.2m for the project.

The SAP Enterprise Asset Management (EAM) for the Emergency Services project concluded in 2016/17 with FRNSW migrating its Hazmat equipment and IT radio and communications systems to EAM gaining the full end-to-end equipment traceability and transparency benefits already realised by Properties, Fleet and Rescue Equipment.

FRNSW supported the SES with their introduction of Automatic Vehicle Location (AVL) and some of their telecommunication requirements during the relocation of their headquarters in Wollongong.

FRNSW also supported the NSW Rural Fire Service with the implementation of a new Payroll Control Centre and a new Portal for Volunteer Rescue Association members, and the Department of Justice and Office of Emergency Management to migrate to Accenture SAP applications.

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

Safety

This year the final stages of the 2013-2017 Safety Strategy introduced many initiatives to enhance workplace safety; and the Commissioner's Safety Awards received record numbers of nominations highlighting outstanding and continued safety initiatives and leadership throughout FRNSW.

Key Safety initiatives in 2016/17 included:

- Implementation of enhanced risk management procedures and tools to minimise workplace, equipment and process risks throughout FRNSW

- Re-election of over 120 Health and Safety representatives (HSR) representing over 60 workgroups to build on the consultation and communication mechanisms to manage workplace risks to health and safety

- Expansion of the executive work health and safety committees to enhance the strategic direction for FRNSW in terms of safety, and provide a continued focus on critical safety risks, and

- Implementation of the procedures to comply with the Globally Harmonized System of Classification and Labelling of Chemicals (GHS); and processes for the management of hazardous chemicals in the workplace to minimise risks to health and safety.

Mental Health

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

FRNSW has undertaken a review of its mental health strategic plan in line with the "Good Practice Framework for Emergency Services Mental Health". This revealed FRNSW is applying best practice in the development and implementation of its programs.

The FIT MIND Program arising from an Australian Research Council grant has now been embedded into recruit training and made available to all firefighters. The program aims to reduce stigma and promote early help-seeking amongst firefighters.

FRNSW programs addressing Post Traumatic Stress Disorder were amongst the finalists at the 2016 Treasury Managed Fund Awards for Excellence. The programs included publication of the handbook titled 'A Guide for Firefighters with Post-Traumatic Stress Disorder' and a firefighter PTSD Seminar. A keynote address from retired Major General John Cantwell featured.

The FRNSW Peer Support Team 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 or major incidents including the Northern Rivers floods in early 2017.

The Black Dog RESPECT Program has continued to be delivered to FRNSW Managers, including those promoted through the Leading Station Officer program over the past 12 months.

FRNSW has been engaged as an industry partner by the University of New South Wales and the Black Dog Institute who are developing a "Headgear" mental health mobile application.

In May 2017, FRNSW in conjunction with Employer Mutual Limited, hosted a Mental Health Seminar which was attended by the FRNSW Peer Support Teams and other FRNSW personnel. Presentations were delivered on a range of mental health topics.

This year the Employee Assistance Program (EAP) provided over 260 employees and their immediate families confidential professional 24-hour counselling services for both work-related and personal issues.

Health and fitness

FRNSW has continued to focus on implementing evidence-based injury prevention initiatives across our workforce, with 2,356 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 905 FMS screens and 554 checks delivered by the Health Promotion Team.

A detailed review of injury data and analysis of rescue operations was undertaken this year to develop the Turnout Stronger Program. Turnout Stronger, piloted at three metropolitan rescue stations, had the primary objective of reducing the risk of musculoskeletal injury to firefighters through increasing maximal whole-body strength. Following a successful outcome, the program will be rolled out across FRNSW.

The 2017 Influenza Vaccination program was made available through 79 clinics, a network of pharmacies and GP clinics ensuring an array of options for access to these vaccines. In addition, the Hepatitis B vaccination program for recruit firefighters was rolled out throughout the year.

Over 500 pre-employment medicals and physical assessments for firefighters were undertaken in 2016/17 to ensure that applicants entering firefighting roles across the organisation possess the necessary level of health and fitness to operate in safety critical environments.

The Red Cross Emergency Services Blood Drive was promoted to all staff. Every winter first response agencies - police, fire services, ambulance services and the SES across Australia compete to give the most blood donations during the Red25 Challenge. In June to August 2016, FRNSW personnel made 321 donations, saving nearly 1000 lives.

Injury management

The focus of injury Management has been integrating injury management and prevention systems to facilitate the claims and rehabilitation processes and minimise future injury.

In addition, FRNSW commenced implementation of a processes to allow a more holistic treatment approach to injury management, by focussing on external and internal support required in addition to the diagnosis. This approach is supported by current research in occupational rehabilitation and was the basis for the 2017 FRNSW Mental Health Seminar. These initiatives have resulted in injured employees requiring less time off work and less treatment; and reduced rates of recurrence of injury.

FRNSW and our claims manager EML, have focussed on improving protocols to ensure that a collaborative and consistent approach is taken to the management of all injured workers. This has streamlined approval processes to minimise delays for investigation and treatment, while also providing medical oversight to ensure our employees receive best practice treatment. As part of this collaboration, all communication sent to injured workers from FRNSW and EML has been reviewed and is now consistent with the Behavioural Insights Principles. This ensures information is clear and easily understood. To ensure a consistent supportive approach, FRNSW and EML have also participated in Motivational Interviewing for all rehabilitation staff, and training in the Progressive Goal Attainment Programme (PGAP) to assist severely injured workers. The collaborative approach by FRNSW and EML was won awards from the Personal Injury Education Foundation and the Treasury Managed Fund in the past 12 months.

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 2017/18 Fire & Rescue NSW will demonstrate our number one priority is the safety and well being of our people by:

- Developing and implementing the 2018-2022 Safety & Well-being Plan embedding safety in every activity
- Acting upon contemporary research into occupational WHS and other environmental risks
- Implementing health checks to reduce risk to individuals
- Researching, developing and implementing programs to enhance the mental health and psychological resilience of our people

And we will have fit for purpose systems, doctrine, processes, technology, information and assets to enable our operations and strategy by:

- Providing a simple, effective and contemporary front end system for firefighters (Station Planning System)
- Simplifying operational doctrine to ensure it is relevant and easily accessible
- Reviewing feedback from internal customers/customer satisfaction

3.4 Strategic Direction 4: Adaptable People

Achievements

In 2016/17 Fire & Rescue NSW:

- Education and Training Directorate delivered over 115 courses to 17,059 participants

- Developed 20 new eLearning modules taking the total to 33 with another eight in development

- Assisted 29 Indigenous Australians gain employment as full-time firefighters under the Indigenous Fire & Rescue Employment Strategy

- Developed an Equity, Diversity and Inclusion Strategic Framework & Policy to facilitate a more inclusive workplace culture

- Developed a new Code of Conduct and Ethics for FRNSW

- Issued the Resolving Workplace Complaints Policy to support strategy for preventing and resolving workplace conflict

- Delivered respectful workplace presentations to over 70 workgroups under the "Be Heard" strategy

- Exceeded the Public Service Commission's target for employment of candidates from the Refugee Employment Pool

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 2016/17 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 2016/17 E&T focussed on ensuring that priority for resource allocation was skills acquisition, whether in recruit training programs or specialist rescue training to station based firefighters across NSW.

Increasing the Learning Technology capacity has continued to be a focus within training. Building upon the rollout of technology solutions commenced in 2014/15, E&T developed more resources for instructors and staff through eLearning modules and mobile assessments in 2016/17.

The Education and Training Directorate delivered courses to 17,059 participants in 2016/17.

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. The focus this year has been increasing the number of program validations and evaluation resulting in improvements to program outcomes.

In 2016/17 FRNSW focussed on increasing the suite of eLearning courses available to FRNSW staff. This led to a further 20 courses being developed taking the total to 63. This included joint course development with the SES.

There have been upgrades and improvements made to the Learning Management System (Learning Hub) resulting in greater functionality and improved reporting. A new ePortfolio system (LearnEd) has been added where firefighters will be able to submit portfolios of evidence electronically.

At the same time there have been major enhancements to the Mobile Assessment application that can now be used on an increased range of mobile devices. As part of the roll out of mobile online assessments for trainers, E&T has received over 21,700 submissions for assessment 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 as this processes are developed.

Skills acquisition and development

In 2016/17 FRNSW completed the development and roll out of the blended learning firefighter progression programs that support 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 is to continue 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 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 also manage the eLearning systems and evidence based learning environment for the directorate.

Programs 2016/17

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 2016/17, three 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 2017/18 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 longstanding 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.

Breathing apparatus and hazardous materials training

In 2016/17 BA/Hazmat Training continued to deliver confined space entry, intermediate hazmat, metropolitan and regional core skills, gas detection and thermal imaging camera training courses to permanent and retained firefighters.

The training team has also developed on-line learning programs to support the rollout of the new SCBA set and SCBA and hazmat refreshers conducted at stations.

External training delivery included Hazmat Awareness and Breathing Apparatus courses for the Police, Ambulance and State Rail services.

Operational firefighting

In 2016/17 the Fire Training Team delivered skills acquisition training in Structure Fire 1 and 2, search and rescue, high-rise firefighting, tactical ventilation, CAFS, and firefighting tactics for commanders and firefighters. The firefighting tactics course enabled firefighters undertaking the Leading Firefighter Program to enhance skills managing an incident during live fire scenario based training.

A back to basics skills maintenance training course was developed to refresh skills and knowledge in fire dynamics, structural firefighting behaviour, hose handling, door entry techniques, thermal imaging camera operations and search and rescue.

The team also deliver training in the Solomon Islands and work closely with FIRU to conduct research and deliver fire training to the Police Arson Squad.

Tier 3 Prop Program

FRNSW has 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 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 2016/17 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 2016/17, the transition planned for the Library to the historic and refurbished Pyrmont Fire Station was completed. A floor is now 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 is a Registered Training Organisation (RTO 91235), specialising in comprehensive, complainant workplace emergency response and technical training to a diverse client base.

ComSafe Training Services exists to support and build partnerships between FRNSW and industry, including private businesses, health/aged care, major hazard facilities, Councils and other Government agencies. FRNSW strives to work closely with our clients to 'increase their preparedness and resilience from fire and other emergencies and disasters by promoting a preventative culture'.

As an RTO, FRNSW offers accredited competency-based training and non-accredited programs on a national basis in a practical environment. ComSafe combines simulated scenarios with the highest quality instruction, delivered by professional FRNSW firefighters with extensive emergency response experience and training qualifications.

During 2016/17, ComSafe's new training and deployment facility at Ingleburn was finalised. This site includes: a confined space prop with multiple entry points and the flexibility to challenge test students: a heights platform; a smoke cell for breathing apparatus training; search and rescue training; a hospital ward simulator and; an outside area for Firefighter for a Day; delivered in multiple classrooms. This new facility provides greater training capacity in the greater Sydney area, while maintaining state-wide delivery in regional areas.

Through quality training, services and consultations, ComSafe continues to build new external relationships with community groups, the healthcare sector, Government agencies and other industries.

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

Diversity, equity and inclusion

FRNSW is emerging as an acknowledged thought leader in the Inclusion and Diversity forum across the Emergency Services Industry. Commitment to workplace diversity, equity and inclusion continues to ensure that the workforce better reflects the communities we serve; and to contribute to improving employee engagement, decision making and innovation.

The Diversity & Inclusion Unit works to facilitate change towards a more inclusive organisational culture. The Unit has delivered consolidated diversity, equity and inclusion support services throughout this year; underpinned by the Equity, Diversity and Inclusion Strategic Framework and corresponding Policy.

In late 2016 an additional role was created for a Family Support Officer and, in 2017 an administration assistant role was created specifically for disability employment.

FRNSW now has an established Women's Staff Network, an LGBTIQ+ staff network and an Aboriginal and Torres Strait Islander employee network.

In addition, FRNSW has created an Aboriginal and Torres Strait Islander Council which reports to the Commissioner.

In March 2017, FRNSW participated in the annual Sydney Mardi Gras as a show of support to the community and to its LGBTIQ+ employees. Close to 100 staff members marched on the FRNSW float. The event was supported and attended by a number FRNSW leaders.

To assist in cultural change towards greater workplace inclusion FRNSW engaged in a variety of awareness raising and educative events celebrating diversity, including Harmony Day, Reconciliation Week, NAIDOC week, International Women's Day and the UN Refugee Day.

NSW Police Deputy Commissioner Catherine Burn speaks at FRNSW's International Women's Day event.

Employment programs and recruitment - Pathways and IFARES

In 2017 "Pathways" – a holistic Indigenous Engagement Plan, was created and underpins the Indigenous Fire & Rescue Employment Strategy (IFARES) Program. Pathways, incorporates the updated FRNSW Reconciliation Action Plan, a community engagement and an employment lifecycle plan.

Under IFARES nine Indigenous candidates completed their recruit training program and graduated as firefighters in 2017. In total, 29 Permanent firefighters have now been recruited through the IFARES entry program. Another 2 Aboriginal women commenced IFARES last year before being successfully recruited via a separate 2016 Permanent Recruitment Campaign.

Candidates who complete IFARES but do not progress to Firefighter recruitment attain a Certificate IV (via TAFE) in Fitness. This enables employment/business as a personal trainer and is another way FRNSW contributes to enhancing workplace skills in Aboriginal and Torres Strait Islander communities.

The program is proving very popular with the Aboriginal/Torres Strait Islander Community with over 176 applications being received for the 2017 intake. There are 26 IFARES students (6 female and 20 Male) in the current intake. IFARES candidates have also been successful in gaining firefighter positions in the ACT Fire Service.

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 this successful program.

Refugee Employment Program

In mid-2016, FRNSW joined the NSW Government's Refugee Employment Program.

Over the past twelve months, FRNSW has recruited 3 Refugees, 2 of which have been placed for ongoing employment. Whilst numerically small this does represent success and FRNSW has been commended on the achievement.

Recruitment campaigns

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

The 2016 permanent firefighter recruitment campaign attracted 1,711 female applicants, an increase over the 1,455 women applicants in 2015. FRNSW will continue with a 2-streamed approach for an equal representation of male and female recruits in recruit classes. This approach is expected to further build on the previous year's success, attracting more women to apply to become a firefighter.

Recruitment for 2018 will commence in the later part of 2017.

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

Our Values

The FRNSW values of Respect, Integrity, Service and Courage are closely aligned with the NSW Public Sector Values of Integrity, Trust, Service and Accountability. These core values guide the development of, and are reflected in, all FRNSW policies and procedures. Policies are regularly revised ensuring that our policy framework remains relevant to our workforce and actively contributes to a respectful and ethical workplace.

Resolving Workplace Complaints Policy

In 2016/17 FRNSW reviewed and released the Resolving Workplace Complaints Policy and Procedure. The revision provides detailed information about the complaint process, the range of options to manage and resolve workplace complaints, potential outcomes, and the options for assistance and support, including protection from victimisation. It clearly articulates FRNSW commitment to address workplace complaints in a timely and impartial manner, and at the lowest management level possible.

Be Heard Strategy

This year Professional Standards continued to promote the "Be Heard" – Embedding a Respectful Workplace Strategy. The strategy includes over 30 targeted actions designed to embed respectful workplace practices across FRNSW. Professional Standards delivered targeted "Be Heard" presentations to firefighters, administrative and trade staff throughout NSW.

Training and awareness

Training, education and awareness of workplace polices occurred through internal organisation wide communications including a regular Professional Standards eNewsletter, articles in the fortnightly Commissioner's Corner and intranet Policy Toolkits which provide guidance, fact sheets and resources. Additionally, Professional Standards attended a range of metropolitan and regional management meetings, promotional training programs and other forums to deliver training, build relationships and discuss issues affecting employees.

Employee engagement

During May 2016, the Public Service Commission conducted the "People Matter Survey". The response rate for the survey for FRNSW employees for 2016 was 17% which was an increase on the previous survey which was 15.2% in 2014. The engagement rate of FRNSW was 72%, higher than the sector average of 65%. The report provided valuable feedback to the Executive Leadership Team and highlighted areas for improvement.

Performance Partnering

Performance Partnering aims to foster regular and high-quality conversations that help people and the organisation to learn, adapt and perform better. This helps both managers and employees participate and contribute to a practical and valuable process. Performance Partnering has been rolled out across FRNSW corporate services and is now being extended to our command structure.

Industrial Relations

In 2016/17, FRNSW finalised three new Industrial Awards by agreement with unions; the Permanent and Retained Firefighter Awards and the Trades Award. All three Awards provided for increases of 2.5% per annum. A new Death and Disability Award is to be made in the next financial year. Industrial representations by unions and FRNSW are continuous over a wide range of issues.

Human Resources Advisory

The FRNSW 'HR/Payroll Helpdesk' takes requests from staff each year (by phone and email) for prompt and accurate advice and assistance on their enquiries. The Team also manages leave for FRNSW and assists with grievances, performance partnering and employee support. During 2016/17 12,851 enquiries were actioned by the Helpdesk.

Future directions

In 2017/18 Fire & Rescue NSW will continue to build a diverse and inclusive environment in which we feel safe, valued and have the opportunity to contribute, learn, grow and be our best everyday by:

- Developing a comprehensive understanding of our workforce to ensure a pipeline of people, with the right skills and training, are available at the right time

- Equipping our people leaders with the tools and behaviours to effectively engage and manage their staff

- Developing a talent identification program, succession planning and refine and implement the professional development pathways

- Eliminating negative aspects of our culture and behaviours and working with our people on developing a merit based strategy

And we will work collaboratively with unions to provide the best service for the community by co-creating a shared vision and intent of what success looks like, operating principles and disenablers.

3.5 Strategic Direction 5: Adaptable Systems

Achievements

In 2016/17 Fire & Rescue NSW:

- Emphasised the integration of leadership attributes within and beyond management roles and activities

- Further embedded identification and addressing of behaviours not meeting legal, ethical and professional standards

- Completed the new FRNSW Headquarters at Greenacre and three new fire stations at Abermain, Nyngan and Gulgong. Commenced construction of new fire stations at Mount Druitt, Murrurundi, Wallsend and a major renovation of Wollongong Fire Station

- Commenced construction of the new FRNSW Training Academy at Erskine Park

- Commissioned 56 new vehicles including 10 Class 1 tankers, 13 Class 2 pumpers, 10 Class 3 pumpers and 23 specialist vehicles or equipment

- Successfully introduced a contract life cycle management software system that provides live tracking and reporting facilities that previously have had to be done in disparate, manual systems with poor transparency, and

- Continued to generate savings by managing tenders and procurements that were open and competitive in nature, promoting competitive pricing of goods and services, whilst maintaining quality acquisitions.

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

Leadership

FRNSW continues to place significant importance on leadership development through enhanced focus on programs for Duty and Station Commanders, Captains and Deputy Captains. We continue to be an active partner in multi-agency leadership programs working with experienced staff from partner agencies, such as the NSW Rural Fire Service, NSW State Emergency Service and the Ambulance Service of NSW.

These programs focus on developing leadership capabilities by facilitating awareness of how individuals' behaviours influence workplace health and safety. Addressing the adaptive skills required for contemporary management and leadership, extending industry knowledge and forming strategic alliances are an integral part of these programs.

Leadership development is further strengthened by offering program places to trades and administration staff at appropriate levels. These expanded cohorts offer participants an opportunity to engage in discussions about contemporary organisational leadership issues and gain a greater appreciation of the challenges facing public safety organisations.

FRNSW continues to support staff in seeking post-graduate qualifications in management and leadership, and this will become critically important as we progress the implementation of succession planning.

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

FRNSW Internal Audit program provides independent assurance and advisory services designed to add value and improve FRNSW operations. The Internal Audit function supports management in achieving FRNSW objectives and statutory obligations by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes.

FRNSW 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 workforce planning, Urban Search and Rescue capability, equipment and assets, environmental management, procurement processes and the internal audit function.

Risk management

FRNSW recognises that the effective identification and management of risk provides greater certainty over decisions and is central to achieving our business objectives.

FRNSW is compliant with Internal Audit and Risk Management Policy for the NSW Public Sector (TPP 15-03) published by NSW Treasury. Fire & Rescue NSW's risk management activities are based on ISO AS/NZS 31000: 2009 Risk Management Standard.

FRNSW risk management program aims to improve decision-making and to minimise the negative impact of events that may affect our operational activities, our reputation, compliance with our regulators and the safety and security of our employees, passengers and road users.

The Executive Leadership Team, comprising senior executives of FRNSW, oversees the implementation, operation and review of the risk management program, and reviews activities relating to risk management. Also, FRNSW Audit and Risk Committee, comprised of independent members, provides independent assistance to the Commissioner by overseeing and monitoring FRNSW governance, risk and control framework, and its external accountability requirements.

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 2016/17 was $21.9 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 2016/17 the Professional Standards Branch received 332 allegations of misconduct an increase on the 233 received in the 2015/16 financial year. This increase would indicate increased awareness and compliance with mandatory reporting of complaints which was introduced in February 2016. The complaints received by Professional Standards included allegations of bullying, fraudulent conduct, criminal matters and other unprofessional behaviours.

During the 2016/17 Professional Standards finalised 327 matters. The outcomes of these matters after assessment and/or investigation were;

- 148 were referred for local management action and resolution
- 15 matters were the subject of disciplinary action
- 11 matters required remedial action
- Two matters resulted in medical discharge of the employee during the investigation
- Three matters resulted in an employee resigning during the disciplinary process
- 122 matters were assessed and examined but required no further action
- 26 matters resulted in the provision of information or advice concerning FRNSW policy

Bullying and/or Harassment

In 2016/17 there were 53 complaints of alleged bullying and/or harassment submitted to Workplace Standards relating to 39 instances. Of these 39 reported instances nine were assessed as meeting the definition of bullying and harassment and were the subject of formal investigation. Three of those 9 have been finalised; with one matter being sustained, resulting in disciplinary action. Outcomes are pending in relation to the remaining six matters.

Complaints assessed as not meeting the definition of bullying and harassment were managed using a range of alternative strategies to resolve the issues including management directions, increased supervision, training, counselling, mediation and conferencing.

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 welfare based 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.

Of 692 employees tested in 2016/17, six employees tested positive to alcohol and were managed within the provisions of the Alcohol and Other Drugs Policy.

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 2017 the FRNSW fleet totalled 1,579 vehicles. The fire engine fleet of 684 vehicles included 559 fire engines with pumps, an aerial fleet of 29 ladder platforms, ladders and aerial pumpers and 96 rescue and hazardous materials (hazmat) vehicles. During the year FRNSW commissioned 56 new vehicles including 10 Class 1 tankers, 13 Class 2 pumpers, 10 Class 3 pumpers and 23 specialist vehicles or equipment.

In addition, FRNSW has 640 miscellaneous vehicles including boats, trailers, prime movers, logistics support vehicles and community fire unit trailers. There are also 255 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 fire fighting extinguishing capability five fold. During 2016/17 there have been 10 Mercedes Atego tankers commissioned. Additionally 4 Isuzu 9,000 litre Bulk Water tankers with CAFS and 4 Cat 7 bushfire tankers were commissioned.

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 incorporate cabin protection spray systems for the safety of firefighters in burn over situations.

Pumpers (fire engines)

Class 2 Pumpers are designed for both metropolitan and regional areas and may have primary rescue capability. There are 248 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 2016/17 there have been 13 Class 2 Pumpers commissioned.

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 and with Compressed Air Foam Systems (CAF's). 10 CAF's pumpers were commissioned in 2016/17.

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). Aerial vehicles have 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 currently undergoing a tender process for replacement aerial vehicles.

Specialised vehicles

In 2016/17 the following fleet was commissioned:

- Two replacement Snowmobiles
- Two replacement all terrain vehicles
- Twelve Hazmat Support vans designed to meet the responsibilities of FRNSW for dealing with class 2A or 2B hazardous materials incidents in designated NSW country areas
- One Transport Prime mover, and
- Six Service and Logistic trucks were commissioned.

Property management

FRNSW real estate portfolio includes 335 fire stations and approximately 183 other properties including training facilities, communication centres, area and zone offices, staff residential accommodation and logistics support facilities.

Major work included three new fire stations at Abermain, Nyngan and Gulgong.

Design, new construction works and major renovations are well underway at Alexandria, Henty, Mount Druitt, Murrurundi, Wallsend, and Wollongong.

Construction of the new FRNSW Headquarters at Greenacre was completed, with staff relocating, consistent with government policy, from the CBD in February 2017.

An agreement with a private proponent has been entered into to build the FRNSW State Training Academy on a lease back arrangement.

Construction commenced for the new academy which will be a modern, state of the art leading edge facility including training props, to maintain and improve firefighter safety and FRNSW capabilities. The academy is expected to be operational in mid-2018.

Facilities management

This ensures Fire & Rescue NSW assets are maintained to meet required standards and expectations and include safety & compliance tasks, urgent unscheduled repairs ('break/fix'), 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 2016/17, 4,053 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, chemical, biological and radiation detection equipment, hydraulic rescue equipment, chainsaws, and power saws

- Maintaining evaluating and expanding the operational capability of rescue and hazmat equipment capability across NSW

- Managing the transportation of FRNSW equipment to ensure that equipment is serviced and maintained without compromising operational capability.

- 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 periodic programmed 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 hazmat and rescue equipment.

- 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 and innovation such as an electronic Station Inventory Management System, and centrally managing firefighting equipment.

Procurement

The Strategic Procurement and Contract Services Unit is responsible for coordinating FRNSW procurement activities. In 2016/17 procurement savings in the order of $4.6M were achieved through improved procurement practices, better negotiated outcomes, leveraging the increased buying power of the Justice Cluster agencies and recycling approximately 1,249 garments.

FRNSW refreshed a number of crucial, business-as-usual standing offer period contracts used to purchase key operational equipment such as hoses, hydraulic rescue equipment.

A successful negotiation to extend the current agreement for supply of the fire fighters protective uniform (PPC) for a further two years was undertaken which led to a program to inspect repair and launder all the PPC garments. The inspection program ensures that the garments remain fit for purpose.

The procurement team is developing the forward strategy for the next generation PPC.

The Procurement Team underwent an extensive re-accreditation assessment process resulting in a higher accreditation rating from a Level 2B to a Level 2A agency.

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 2018 and longer term targets for 2023.

FRNSW performance against the GREP in 2016 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.

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.

Future directions

In 2017/18 Fire & Rescue NSW will do more and better through innovation, agility and collaboration for the people of NSW by:

- Collaborating with government regarding FRNSW ongoing financial sustainability while providing value for money services

- Demonstrating doing more and better with our assets and resources within FRNSW

- Developing an asset management strategy that addresses our aging property, fleet and PPC portfolio

- Identify asset management opportunities including recycling of assets and reinvestment

- Implement an aggressive approach to reducing waste

- Implementing aligned business plans at business unit level to deliver with clear accountability

- Identifying and mitigate financial risks including financial pressures

- Identifying and mitigate resourcing risks and opportunities for reallocation

4.

General Purpose Financial Statements

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 (FRNSW), which comprise the statement of financial position as at 30 June 2017, the statement of comprehensive income, statement of changes in equity, statement of cash flows, 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 FRNSW as at 30 June 2017, 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 the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of FRNSW in accordance with the requirements of the:

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

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament 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
- precluding the Auditor-General from providing non-audit services.

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

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Commissioner's Responsibility for the Financial Statements

The Commissioner is responsible for the preparation and fair presentation of the financial statements 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 and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibility for the Audit of the Financial Statements

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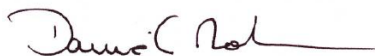
- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

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 description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

My opinion does not provide assurance:

- that FRNSW 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
- about any other information which may have been hyperlinked to/from the financial statements.

David Nolan
Director, Financial Audit Services

22 September 2017
SYDNEY

4.2 Statement by Commissioner and Chief Financial Officer

Fire & Rescue NSW
Statement by Commissioner and Chief Financial Officer

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2017

Pursuant to section 45F(1B) of the *Public Finance and Audit Act 1983*, we, the Commissioner and the Chief Financial Officer 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 2017 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.

Paul Baxter
Commissioner
21 September 2017

Adam Summons FCA
Chief Financial Officer
21 September 2017

Fire & Rescue NSW
Statement of Comprehensive Income
for the year ended 30 June 2017

	Notes	Actual 2017 $'000	Budget 2017 $'000	Actual 2016 $'000
EXPENSES EXCLUDING LOSSES				
Operating expenses				
Employee related	2(a)	560,018	551,889	554,101
Other operating expenses	2(b)	92,330	83,558	95,967
Grants and subsidies	2(c)	9,300	9,300	-
Depreciation and amortisation	2(d)	54,711	48,414	52,419
Total Expenses excluding losses		**716,359**	**693,161**	**702,487**
REVENUE				
Sale of goods and services	3(a)	16,285	17,253	15,427
Investment revenue	3(b)	3,105	5,950	4,404
Retained taxes, fees and fines	3(c)	38,864	29,000	32,390
Grants and contributions	3(d)	636,566	634,351	624,474
Other revenue	3(e)	15,298	2,818	11,549
Total Revenue		**710,118**	**689,372**	**688,244**
Gain on disposal	4	7,409	-	802
Other gains/(losses)	5	(603)	-	748
NET RESULT		**565**	**(3,789)**	**(12,693)**
Other comprehensive income				
Items that will not be reclassified to net result:				
Actuarial gain/(loss)	15	20,596	-	(40,402)
Net increase in asset revaluation reserve	11	-	-	121,795
Total other comprehensive income		**20,596**	**-**	**81,393**
TOTAL COMPREHENSIVE INCOME		**21,161**	**(3,789)**	**68,700**

The accompanying notes form part of these financial statements.

Fire & Rescue NSW
Statement of Financial Position
As at 30 June 2017

	Notes	Actual 2017 $'000	Budget 2017 $'000	Actual 2016 $'000
ASSETS				
Current Assets				
Cash and cash equivalents	8	170,470	205,836	146,362
Receivables	9	18,372	21,565	19,111
Inventories	10	2,067	2,032	1,972
Other financial assets	19	35	39	23
Non-current assets held for sale	22	-	-	2,146
Total Current Assets		**190,944**	**229,472**	**169,614**
Non-Current Assets				
Property, plant and equipment				
- Land and buildings		525,294	499,934	519,102
- Plant and equipment		69,857	54,812	67,584
- Fire appliances		147,538	156,024	152,727
Total property, plant and equipment	11	742,689	710,770	739,413
Intangible assets	12	39,326	51,967	51,055
Total Non-Current Assets		**782,015**	**762,737**	**790,468**
Total Assets		**972,959**	**992,209**	**960,082**
LIABILITIES				
Current Liabilities				
Payables	14	37,023	26,396	28,632
Provisions	15	130,267	127,180	123,251
Total Current Liabilities		**167,290**	**153,576**	**151,883**
Non-Current Liabilities				
Payables	14	125	-	225
Provisions	15	151,079	185,792	174,670
Total Non-Current Liabilities		**151,204**	**185,792**	**174,895**
Total Liabilities		**318,494**	**339,368**	**326,778**
Net Assets		**654,465**	**652,841**	**633,304**
EQUITY				
Reserves		432,669	405,179	432,760
Accumulated funds		221,796	247,662	200,544
Total Equity		**654,465**	**652,841**	**633,304**

The accompanying notes form part of these financial statements.

Fire & Rescue NSW
Statement of Changes in Equity
for the year ended 30 June 2017

	Notes	Accumulated Funds $'000	Asset Revaluation Surplus $'000	Total Equity $'000
Balance at 1 July 2016		**200,544**	**432,760**	**633,304**
Net result for the year		**565**	**-**	**565**
Other Comprehensive Income:				
Actuarial gain	15	20,596	-	**20,596**
Transfer from asset revaluation reserve to accumulated funds		91	(91)	**-**
Total Other Comprehensive Income		**20,687**	**(91)**	**20,596**
Total Comprehensive Income for the Year		**21,252**	**(91)**	**21,161**
Balance at 30 June 2017		**221,796**	**432,669**	**654,465**
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		(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**

Fire & Rescue NSW
Statement of Cash Flows
for the year ended 30 June 2017

	Notes	Actual 2017 $'000	Budget 2017 $'000	Actual 2016 $'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(554,140)	(551,889)	(538,331)
Other		(98,895)	(54,354)	(98,862)
Grants and subsidies		-	(9,300)	-
Total Payments		**(653,035)**	**(615,543)**	**(637,193)**
Receipts				
Sale of goods and services		19,130	16,768	17,994
Retained taxes, fees and fines		38,905	29,000	31,434
Interest received		3,904	5,950	4,742
Grants and contributions		636,265	634,351	624,474
Other		14,917	2,818	12,382
Total Receipts		**713,121**	**688,887**	**691,026**
NET CASH FLOWS FROM OPERATING ACTIVITIES	18	**60,086**	**73,344**	**53,833**
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of property, plant and equipment	4	14,966	-	12,632
Purchases of property, plant and equipment		(49,458)	(39,154)	(60,002)
Purchases of intangible assets		(1,486)	(7,800)	(4,734)
NET CASH FLOWS USED IN INVESTING ACTIVITIES		**(35,978)**	**(46,954)**	**(52,104)**
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		**24,108**	**26,390**	**1,729**
Opening cash and cash equivalents		146,362	179,446	144,633
CLOSING CASH AND CASH EQUIVALENTS	8	**170,470**	**205,836**	**146,362**

The accompanying notes form part of these financial statements.

EXPENSES & INCOME	Community Safety		Operational Preparedness		Emergency Management		Total	
	2017	2016	2017	2016	2017	2016	2017	2016
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Expenses excluding losses								
Operating Expenses								
- Employee related	30,238	29,920	199,929	199,477	329,851	324,704	560,018	554,101
- Other operating expenses	4,982	5,187	32,961	34,545	54,387	56,235	92,330	95,967
Grants and subsidies	502	-	3,320	-	5,478	-	9,300	-
Depreciation and amortisation	2,953	2,828	19,533	18,872	32,225	30,719	54,711	52,419
Total Expenses excluding losses	**38,675**	**37,935**	**255,743**	**252,894**	**421,941**	**411,658**	**716,359**	**702,487**
Revenue								
Sale of goods and services	882	834	5,812	5,553	9,591	9,040	16,285	15,427
Investment revenue	168	238	1,108	1,585	1,829	2,581	3,105	4,404
Retained taxes, fees and fines	2,098	1,749	13,875	11,661	22,891	18,980	38,864	32,390
Grants and contributions	34,373	33,723	227,256	224,810	374,937	365,941	636,566	624,474
Other revenue	827	626	5,460	4,156	9,011	6,767	15,298	11,549
Total Revenue	**38,348**	**37,170**	**253,511**	**247,765**	**418,259**	**403,309**	**710,118**	**688,244**
Gain on disposal	402	43	2,645	289	4,362	470	7,409	802
Other (losses)/gains	(33)	41	(215)	269	(355)	438	(603)	748
NET RESULT	**42**	**(681)**	**198**	**(4,571)**	**325**	**(7,441)**	**565**	**(12,693)**
Other comprehensive income								
Actuarial gain/(loss)	1,112	(2,181)	7,353	(14,545)	12,131	(23,676)	20,596	(40,402)
Net increase in asset revaluation reserve	-	6,577	-	43,846	-	71,372	-	121,795
Total other comprehensive income	**1,112**	**4,396**	**7,353**	**29,301**	**12,131**	**47,696**	**20,596**	**81,393**
TOTAL COMPREHENSIVE INCOME	**1,154**	**3,715**	**7,551**	**24,730**	**12,456**	**40,255**	**21,161**	**68,700**

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

ASSETS & LIABILITIES	Community Safety		Operational Preparedness		Emergency Management		Total	
	2017	2016	2017	2016	2017	2016	2017	2016
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Current Assets								
Cash and cash equivalents	9,204	7,903	60,859	52,690	100,407	85,769	170,470	146,362
Receivables	993	1,032	6,557	6,879	10,822	11,200	18,372	19,111
Inventories	-	-	2,067	1,972	-	-	2,067	1,972
Other financial assets	2	1	12	9	21	13	35	23
Non-current assets held for sale	-	115	-	773	-	1,258	-	2,146
Total Current Assets	**10,199**	**9,051**	**69,495**	**62,323**	**111,250**	**98,240**	**190,944**	**169,614**
Non-Current Assets								
Property, plant and equipment								
- Land and buildings	28,364	28,032	187,531	186,877	309,399	304,193	525,294	519,102
- Plant and equipment	3,772	3,648	24,938	24,331	41,147	39,605	69,857	67,584
- Fire appliances	-	-	-	-	147,538	152,727	147,538	152,727
Intangible Assets	2,123	2,757	14,040	18,381	23,163	29,917	39,326	51,055
Total Non-Current Assets	**34,259**	**34,437**	**226,509**	**229,589**	**521,247**	**526,442**	**782,015**	**790,468**
Total Assets	**44,458**	**43,488**	**296,004**	**291,912**	**632,497**	**624,682**	**972,959**	**960,082**
Current Liabilities								
Payables	2,000	1,544	13,216	10,309	21,807	16,779	37,023	28,632
Provisions	7,033	6,658	46,506	44,369	76,728	72,224	130,267	123,251
Total Current Liabilities	**9,033**	**8,202**	**59,722**	**54,678**	**98,535**	**89,003**	**167,290**	**151,883**
Non-Current Liabilities								
Payables	125	225	-	-	-	-	125	225
Provisions	8,158	9,432	53,936	62,881	88,985	102,357	151,079	174,670
Total Non-Current Liabilities	**8,283**	**9,657**	**53,936**	**62,881**	**88,985**	**102,357**	**151,204**	**174,895**
Total Liabilities	**17,316**	**17,859**	**113,658**	**117,559**	**187,520**	**191,360**	**318,494**	**326,778**
Net Assets	**27,142**	**25,629**	**182,346**	**174,353**	**444,977**	**433,322**	**654,465**	**633,304**

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

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

1.   Summary of significant accounting policies

(a)   Reporting entity

Fire & Rescue NSW (FRNSW) is a NSW government entity and is controlled by the State of New South Wales, which is the ultimate parent. The Entity is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units.

These financial statements for the year ended 30 June 2017 have been authorised for issue by the Commissioner of FRNSW on 21 September 2017.

(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 (AAS) (which include Australian Accounting Interpretations);
- the requirements of the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2015* and
- Financial Reporting Directions mandated 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 based on past claims 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 2017
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 2016.*

(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.

Rental income arising from operating leases is accounted for on a straight-line basis over the lease terms.

(g)   Assets

(i)   Acquisitions of property, plant and equipment

Property, plant and equipment are initially measured at cost and subsequently revalued at fair value less accumulated depreciation and impairment. 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 requirements of other AAS.

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 2017

1.   **Summary of significant accounting policies (cont'd)**

(g)   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 $3,000 and above) 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 specialised plant and infrastructure assets 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. When changes in indicators/indices are greater than 20%, a formal revaluation using external professionally qualified valuer is required.This is in line with NSW Treasury Circular 16-13 *Agency guidelines for the 2016-17 Mandatory early close.* An independent comprehensive revaluation as at 31 December 2015 was completed on 31 March 2016.

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.

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.

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.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

1. **Summary of significant accounting policies (cont'd)**

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

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

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.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end.

(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 2017

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 present value of the expected cost for the restoration or cost of dismantling of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

(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 2017 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

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 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.

This asset was disposed of in December 2016. Refer to Note 12.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

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 10).

    (xiii)   Impairment of Financial Assets

        All financial assets, except those at fair value through profit and loss, are subject to an annual review for impairment. Financial assets are considered to be impaired when there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

        For certain categories of financial assets, such as trade receivables, the entity first assesses whether impairment exists individually for financial assets that are individually significant, or collectively for financial assets that are not individually significant. Assets are assessed for impairment on a collective basis if they were assessed not to be impaired individually.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

1. **Summary of significant accounting policies (cont'd)**

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

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

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 recgnised in the net result for the year.

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

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. 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.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

1. Summary of significant accounting policies (cont'd)

(h) Liabilities (cont'd)

    (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.

Annual leave that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 *Employee Benefits*. Market yield on government bonds closest to the term of the expected liabilities are used to discount long-term annual leave. The average rate used over the term of the liability was 2.2%.

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 FRNSW 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 2017

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 Hannover Life of Australasia (Hannover) effective from 1 July 2016. 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 Hannover.

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 2.9% (2.3% in 2016) per annum. This discount rate is appropriate for AASB 119 purposes.
- The salary increase rate is 2.5% (2.5% in 2016).
- The inflation rate for pensions is 2.5% (2.5% in 2016).
- Mortality rates from the 2015 valuation of SSS invalidity pensions.
- An allowance of 40.0% (40.0% in 2016) for reversionary commutation of pensions (% of eligible claimants) has been provided.
- An allowance of 33.0% (30.0% in 2016) 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% (2.2% in 2016), 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 2017

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 to 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 2017

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 2016-17

The accounting policies applied in 2016-17 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 2016-17:

- *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.

    Refer to Note 24 for disclosures on related party transactions.

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Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

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

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.

  This standard has been amended by AASB 2016-8 (see below) which inserts in this standard the Australian requirements and authoritative implementation guidance for not-for-profit entities.

- *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 recognises revenue from contracts with customers.

  This standard has been amended by AASB 1058 *Income of Not-for-Profit Entities,* AASB 2016-7 *Amendments to Australian Accounting Standards - Deferral of AASB 15 for Not-for-Profit Entities* and AASB 2016-8 *Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities* (see below).

- *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.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

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 1058 Income of Not-for-Profit Entities*

   This Standard applies to annual reporting periods beginning on or after 1 January 2019. It clarifies and simplifies the income recognition requirements that apply to not-for-profit (NFP) entities in conjunction with AASB 15 *Revenue from Contracts with Customers*. These Standards supersede all the income recognition requirements relating to private sector NFP entities, and the majority of income recognition requirements relating to public sector NFP entities, previously in AASB 1004 *Contributions.* The requirements of this Standard more closely reflect the economic reality of NFP entity transactions that are not contracts with customers. The timing of income recognition depends on whether such a transaction gives rise to a liability or other performance obligation (a promise to transfer a good or service), or a contribution by owners, related to an asset (such as cash or another asset) received by an entity.

   This Standard applies when a NFP entity receives volunteer services or enters into other transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives.

   This standard is relevant to FRNSW in its recognition of income in the event it acquires an asset at significantly less that fair value to further its objectives and the receipt of volunteer services.

- *AASB 2016-7 Amendments to Australian Accounting Standards - Deferral of AASB 15 for Not-for-Profit Entities*

   This Standard applies to annual reporting periods beginning on or after 1 January 2017. It amends the mandatory effective date (application date) of AASB 15 *Revenue from Contracts with Customers* for not-for-profit entities so that AASB 15 is required to be applied by such entities for annual reporting periods beginning on or after 1 January 2019 instead of 1 January 2018. The amendments arise in conjunction with the issuance of AASB 2016-8 *Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities*, which sets requirements and provides guidance for the application of AASB 15 by not-for-profit entities, and AASB 1058 *Income of Not-for-Profit Entities*.

- *AASB 2016-8 Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities*

   This Standard applies to annual reporting periods beginning on or after 1 January 2019. It amends AASB *9 Financial Instruments* and AASB 15 *Revenue from Contracts with Customers* by inserting into these standards the Australian requirements and authoritative implementation guidance for not-for-profit entities.

   The amendments to AASB 9 address the initial measurement and recognition of non-contractual receivables arising from statutory requirements. Such receivables include taxes, rates and fines.

   The amendments to AASB 15 address the following aspects of accounting for contracts with customers:

   (a) identifying a contract with a customer;

   (b) identifying performance obligations; and

   (c) allocating the transaction price to performance obligations.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

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)

FRNSW will consider the requirements and guidance in this standard in the application of AASB 9 and AASB 15.

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 2017

2.   Expenses excluding losses

(a)   Employee Related Expenses

	2017	2016
	$'000	$'000
Salaries and wages (Including Annual Leave)		
- Brigades	317,083	308,307
- Retained Firefighters	46,942	45,934
- Administrative & Technical Staff	48,890	46,238
Superannuation - Defined Benefit Plans	16,380	17,196
Superannuation - Defined Contribution Plans	29,830	28,316
Long Service Leave	18,969	18,506
Workers' Compensation Insurance	24,458	33,379
Payroll Tax and Fringe Benefits Tax	28,158	27,735
Overtime	14,965	14,517
Redundancy Payments	1,855	143
Meal Allowance	135	141
Death and Disability Scheme	12,670	11,608
Long Service Leave Liability On-Costs not assumed by the Crown Entity*	(317)	2,081
	560,018	554,101

Employee related costs capitalised and therefore excluded from the above:		
Property, plant and equipment	4	84

* Refer to Note 15 for further information.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

2. **Expenses excluding losses (cont'd)**

(b) **Other Operating Expenses**

	2017	2016
	$'000	$'000
Auditor's Remuneration -		
Audit of the Financial Statements	230	220
Bad Debts Written Off	1	21
Operating Leases Rental Expenses		
- Minimum Lease Payments		
(see Note 3(e) Sub-leases to Employees)	5,629	6,168
Maintenance *	22,379	21,457
Insurance	2,216	2,179
Rates, Utilities and Cleaning	5,897	7,178
Fire Appliances and Vehicles Running Costs	4,127	3,792
Stores and Minor Equipment	5,343	5,688
Uniforms	5,705	4,141
Communications	13,779	13,097
Travel and Subsistence	3,249	3,427
Computer Services	201	464
Printing and Stationery	1,007	887
Consultants	1,355	605
Other Contractors	6,948	10,683
Fees for Services	10,331	12,263
General Expenses	3,933	3,697
	92,330	95,967

Reconciliation: Total maintenance

Maintenance expense, contracted labour and other (non employee related), as above	22,379	21,457
Maintenance related employee expense included in Note 2(a)	1,954	2,030
Total maintenance expenses included in Note 2(a) + 2(b)	24,333	23,487

(c) **Grants and subsidies**

In 2016-17 FRNSW incurred an Insurance Levy Monitor Fee of $9.3m in respect of the Fire and Emergency Services Levy.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

2.   **Expenses excluding losses (cont'd)**

(d)   Depreciation and Amortisation

	2017	2016
	$'000	$'000
Depreciation		
Buildings		
Buildings	13,839	12,117
Leasehold Improvements	652	769
	14,491	12,886
Plant and Equipment		
Motor Vehicles	1,473	1,194
Computer Equipment	2,426	2,966
Plant and Equipment	9,620	9,344
	13,519	13,504
Fire Appliances	18,122	17,875
Total Depreciation	**46,132**	**44,265**
Amortisation		
Software	8,566	8,122
Other Intangibles	13	32
Total Amortisation	**8,579**	**8,154**
Total Depreciation and Amortisation	**54,711**	**52,419**

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

3.   **Revenue**

(a)   Sale of Goods and Services

	2017	2016
	$'000	$'000
Monitoring of Automatic Fire Alarms	9,229	9,051
Fire Service Charges - Commonwealth Government	4,007	3,872
Public Lectures	1,253	1,149
Charges for Removing Hazardous Materials	1,552	1,355
Other services	244	-
	16,285	15,427

(b)   Investment Revenue

	2017	2016
	$'000	$'000
Interest revenue from financial assets not at fair value through profit or loss	3,105	4,053
TCorp Hour-Glass Cash Investment Facility designated at fair value through profit or loss	-	351
	3,105	4,404

(c)   Retained Taxes, Fees and Fines

	2017	2016
	$'000	$'000
Fines:		
Charges for False Alarms	35,759	30,316
Fees:		
Statutory Fire Safety Charges	3,105	2,074
	38,864	32,390

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

3.   Revenue (cont'd)

(d)   Grants and Contributions

	2017	2016
	$'000	$'000
Insurance Companies Contributions *	468,639	459,612
Local Government Contributions *	74,400	72,965
Department of Justice Grants:		
Recurrent Grant	86,881	85,096
Capital Grant	5,954	5,954
Other Grants and Contributions Received	692	847
	636,566	624,474

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

(e)   Other Revenue

	2017	2016
	$'000	$'000
ATO Diesel Fuel Rebate	286	876
Workers Compensation Receipts	3,445	3,063
Commissions Received	9	13
Claims for Natural Disasters	1,197	-
Proceeds from Insurance Claims	791	1,166
Service Costs from other Government Departments	2,174	2,243
Salary Recoups from other Government Departments	438	573
Salary Packaged Recoup	274	271
Treasury Managed Fund (TMF) Hindsight Adjustment	3,910	739
Property Rentals:		
Leases	549	509
Sub-leases to Employees	415	379
Sundry Items	1,810	1,717
	15,298	11,549

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

4.   Gain/(loss) on disposal of non-current assets

	2017	2016
	$'000	$'000
Gain on Disposal of Land and Buildings:		
Proceeds from Disposal	1,960	10,625
Asset Disposal Expenses	(28)	-
Written Down Value of Assets Disposed	(860)	(8,768)
Net Gain on Disposal of Land and Buildings	1,072	1,857
Loss on Disposal of Fire Appliances:		
Proceeds from Disposal	718	725
Written Down Value of Assets Disposed	(1,379)	(1,077)
Net Loss on Disposal of Fire Appliances	(661)	(352)
Loss on Disposal of Plant and Equipment:		
Proceeds from Disposal	612	1,258
Written Down Value of Assets Disposed	(749)	(1,959)
Net Loss on Disposal of Plant and Equipment	(137)	(701)
Gain/(Loss) on Disposal of Intangible Assets:		
Proceeds from Disposal	11,676	-
Asset Disposal Expenses	(270)	-
Written Down Value of Assets Disposed	(4,271)	(2)
Net Gain/(Loss) on Disposal of Intangible Assets	7,135	(2)
Gain on Disposal of Non-Current Assets	7,409	802

5.   Other (losses)/gains

	2017	2016
	$'000	$'000
Increase in value of heritage floor space	-	854
Impairment of receivables	(603)	(106)
Total Other Gains/(Losses)	(603)	748

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

6.   Acceptance by the Crown Entity of employee benefits and other liabilities

FRNSW's liabilities for long service leave are assumed by the Crown Entity. FRNSW pays the Crown Entity an agreed annual amount for the growth in long service leave entitlements. These payments discharge the FRNSW liability and the Crown Entity has accepted responsibility for any annual or cumulative shortfall.

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

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

7.   Service groups of the agency

(a)   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)   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)   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 2017

8. **Current assets – cash and cash equivalents**

	2017	2016
	$'000	$'000
Cash on Hand	148	161
Cash at Bank*	140,322	116,201
Short-term Deposits	30,000	30,000
	170,470	146,362

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:

	2017	2016
Cash and cash equivalents (per Statement of Financial Position)	170,470	146,362
Closing cash and cash equivalents (per Statement of Cash Flows)	170,470	146,362

* 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**

	2017	2016
	$'000	$'000
Monitoring of Automatic Fire Alarms	1,115	1,231
False Alarms	5,819	6,128
Public Lectures	244	76
Statutory Fire Safety Charges	688	420
Interest Accrued	1,225	2,024
Goods and Services Tax (GST)	2,014	2,493
Sundry		
- Other Receivables	5,417	4,219
	16,522	16,591
Less: Allowance for impairment*	(951)	(347)
Net receivables	15,571	16,244
Prepayments	2,801	2,867
	18,372	19,111

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

9.   Current assets - receivables (cont'd)

	2017			2016		
	$'000			$'000		
	Public Lectures	**Sundry**	**Total**	**Public Lectures**	**Sundry**	**Total**
Movement in the allowance for impairment						
Balance at 1 July	(5)	(342)	(347)	(34)	(227)	(261)
Amounts written off during the year	-	1	1	-	21	21
Amounts recovered during the year	-	-	-	25	(25)	-
Increase in allowance recognised in profit or loss	1	(606)	(605)	4	(111)	(107)
Balance at 30 June	**(4)**	**(947)**	**(951)**	**(5)**	**(342)**	**(347)**

* 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**

	2017	2016
	$'000	$'000
Held for distribution	2,067	1,972

The mechanical workshop inventories, which are finished goods, have been included in the Statement of Financial Position at cost. 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 2017

11. **Non - current assets – property, plant and equipment**

At 1 July 2016 - fair value	Land and Buildings $'000	Plant and Equipment $'000	Fire Appliances $'000	Total $'000
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**
At 30 June 2017 - fair value				
Gross carrying amount	792,887	196,040	324,061	1,312,988
Accumulated depreciation and impairment	(267,593)	(126,183)	(176,523)	(570,299)
Net Carrying Amount	**525,294**	**69,857**	**147,538**	**742,689**

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:

Year ended 30 June 2017	Land and Buildings $'000	Plant and Equipment $'000	Fire Appliances $'000	Total $'000
Net Carrying Amount at Start of Year	519,102	67,584	152,727	739,413
2016/17 additions:				
Expenditure Capitalised	12,752	7,834	3,056	23,642
Work in Progress	6,922	7,503	12,689	27,114
Reclassifications	(277)	1,204	(1,528)	(601)
Transfers	1,286	-	-	1,286
Disposals	(2,821)	(7,403)	(14,538)	(24,762)
Depreciation expense	(14,491)	(13,519)	(18,122)	(46,132)
Adjustments	-	-	95	95
Depreciation Written Back on Disposals	2,821	6,654	13,159	22,634
Net Carrying Amount at End of Year*	**525,294**	**69,857**	**147,538**	**742,689**

* 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 2017

11.   Non - current assets - property, plant and equipment (cont'd)

	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 previous reporting period is set out below:

	Land and Buildings	Plant and Equipment	Fire Appliances	Total
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
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12.   Non - current assets – intangible assets

At 1 July 2016	Heritage Floor Space $'000	Other Intangibles $'000	Software $'000	Total $'000
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**
At 30 June 2017				
Cost (gross carrying amount)	-	381	78,291	78,672
Accumulated amortisation and impairment	-	(381)	(38,965)	(39,346)
Net Carrying Amount	**-**	**-**	**39,326**	**39,326**

Year ended 30 June 2017	Heritage Floor Space $'000	Other Intangibles $'000	Software $'000	Total $'000
Net Carrying Amount at Start of Year	4,271	13	46,771	51,055
2016/17 additions:				
- Internally developed	-	-	453	453
Work in Progress	-	-	68	68
Reclassifications	-	-	600	600
Disposals	(4,271)	-	(528)	(4,799)
Amortisation Expense	-	(13)	(8,566)	(8,579)
Amortisation Written Back on Disposals	-	-	528	528
Net Carrying Amount at End of Year	**-**	**-**	**39,326**	**39,326**

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

12.   Non - current assets – intangible assets (cont'd)

	Heritage Floor Space	Other Intangibles	Software	Total
At 1 July 2015	**$'000**	**$'000**	**$'000**	**$'000**
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	Other Intangibles	Software	Total
Year ended 30 June 2016	**$'000**	**$'000**	**$'000**	**$'000**
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
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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 statement of financial position are categorised into the following levels:

2017	Level 1	Level 2	Level 3	Total Fair Value
	$'000	$'000	$'000	$'000
Land, Buildings and Fire Appliances (Note 11)				
Land and Buildings	-	239,179	286,115	525,294
Fire Appliances	-	3,007	144,531	147,538
	-	242,186	430,646	672,832

2016	Level 1	Level 2	Level 3	Total Fair Value
	$'000	$'000	$'000	$'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

(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.

An indexation review of land and buildings was performed by an independent valuer at 30 June 2017. The report indicated that the increase in land values for the period 1 July 2016 to 30 June 2017 is between 5.5% to 12.5% while the movement in buildings is between 3.0% and 3.25%.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

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.

An indexation review of fire appliances was performed by management as at 30 June 2017. The review indicated a 2% movement in values.

Non-recurring fair value measurements

FRNSW did not have non-recurring fair value measurements of assets and liabilities as at 30 June 17.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

13.   Fair value measurement of non-financial assets (cont'd)

(c)   Reconciliation of recurring Level 3 fair value measurements

2017	Land and Buildings $'000	Fire Appliances $'000	Total Recurring Level 3 Fair Value $'000
Fair value as at 1 July 2016	281,397	150,124	431,521
Additions	18,868	13,000	31,868
Reclassification/transfer	341	(1,434)	(1,093)
Disposals	(2,821)	(8,445)	(11,266)
Depreciation expense	(14,491)	(16,547)	(31,038)
Depreciation written back on disposal	2,821	7,833	10,654
Fair value as at 30 June 2017	**286,115**	**144,531**	**430,646**

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**

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

14. Current / non-current liabilities – payables

	2017	2016
	$'000	$'000
Current Payables		
Accrued Salaries, Wages and On-Costs	10,881	9,578
Creditors	13,399	11,921
Unearned Revenue	373	613
Accruals	12,370	6,520
	37,023	28,632
Non-current Payables		
Revenue received in advance	125	225
	125	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

	2017	2016
	$'000	$'000
Employee Benefits and Related On-Costs		
Annual Leave	71,707	68,061
Long Service Leave On-Costs not assumed by the Crown	26,891	27,208
Death & Disability Benefits	178,911	197,460
Death & Disability Retrospective Benefits	3,017	3,410
Fringe Benefits Tax	50	896
	280,576	297,035
Other Provisions		
Restoration costs*	770	886
	770	886
Total Provisions	281,346	297,921
Aggregate Employee Benefits and Related On-Costs		
Provisions - Current	129,497	122,365
Provisions - Non-Current	151,079	174,670
Accrued Salaries, Wages and On-Costs (Note 14)	10,881	9,578
	291,457	306,613

Current provisions not expected to be settled within the next 12 months:

	2017	2016
Annual Leave	32,480	29,337
Long Service Leave On-costs	3,179	4,218
	35,659	33,555

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

15.   Current/non-current liabilities - provisions (cont'd)

* 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 - $0.27m
- later than one year - $0.50m

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
2017	**$'000**
Carrying amount at the beginning of the financial year	886
Amounts used during 2016-17	(116)
Carrying amount at the end of financial year	770

Characteristics of FRNSW Death & Disability Scheme Prospective Benefits

Nature of benefits provided

Firefighters receive lump sum payments for Partial and Permanent Incapacity (PPI). They receive lump sum payments and pensions for Death or Total and Permanent Incapacity (TPI).

All payments are dependent on:

- Age
- Salary
- On duty or off duty injury

Pensions are increased in line with the Consumer Price Index.

Regulatory framework

The Crown Employees (Fire and Rescue NSW Firefighting Staff Death and Disability) Award 2015. The Award is updated every three years.

Other entity's responsibilities for the governance of the plan

The Death and Disability Superannuation fund along with Hannover 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 2017

15.   Current/non-current liabilities - provisions (cont'd)

Death & Disability Scheme Amendments, Curtailments or Settlements

	2017	2016
	$'000	$'000
Death & Disability Benefits Position		
Defined benefit obligation	184,551	202,372
Net assets	(5,640)	(4,912)
Deficit	178,911	197,460

	2017	2016
	$'000	$'000
Movement in Net Liabilities		
Net liability in Statement of Financial Position at beginning of year	197,460	154,005
Expense recognised in Statement of Comprehensive Income	22,966	22,644
Employer contributions	(10,883)	(7,683)
Amount recognised in Statement of Comprehensive Income	(30,632)	28,494
Net liability in Statement of Financial Position at the end of the year	178,911	197,460
The amounts recognised in the Statement of Comprehensive Income		
Prospective		
Expenses	(22,966)	(22,644)
Actuarial gains/(losses)	30,632	(28,494)
Employer contributions	10,883	7,683
Other costs net of employer contributions	1,656	3,736
Retrospective		
Expenses	(77)	(88)
Expenses and actuarial (gains)/losses	337	(726)
Employer contributions	131	131
	20,596	(40,402)
Reconciliation of movement in the fair value of plan assets:		
Fair value of plan assets at beginning of year	4,912	2,926
Employer contributions	10,883	7,683
Participant contributions	3,309	3,165
Benefit payments	(11,632)	(9,812)
Operating costs	(778)	(848)
Interest income	134	100
Actual return on plan assets less interest income	(1,188)	1,698
Assets at year end	5,640	4,912

Fire & Rescue NSW
Notes to the Financial Statements
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15.   Current/non-current liabilities - provisions (cont'd)

	2017	2016
	$'000	$'000
Reconciliation of movement in the Defined Benefit Obligation (DBO):		
Total defined benefit obligations at beginning of year	202,372	156,931
Employer service cost	18,339	19,074
Interest expense	4,761	5,370
Participant contributions	3,309	3,165
Operating costs	(778)	(848)
Benefit payments	(11,632)	(9,812)
Past service cost saving from change in benefit design	-	(1,700)
Actuarial (gain)loss on liability	(31,820)	30,192
Total defined benefit obligations at year end	184,551	202,372

	2017	2016
	$'000	$'000
Amount recognised in Other Comprehensive Income (OCI)		
Actual return on assets less interest income	(1,188)	1,698
Actuarial gain/(loss) on liability	31,820	(30,192)
Actuarial gain/(loss) recognised in OCI	30,632	(28,494)
Reconciliation of Interest Cost		
Defined benefit obligations at end of prior year (net discount rate)	202,372	156,931
Material movements in defined benefit obligation	9,238	11,579
Weighted for timing	(4,619)	(5,789)
Average benefit obligations	206,991	162,721
Discount rate	2.3%	3.3%
Calculated interest cost	4,761	5,370
Reconciliation of Expected Return on Assets		
Fair value of assets at beginning of year	4,912	2,926
Employer contributions	10,883	7,683
Weighted for timing	5,442	3,842
Participant contributions	3,309	3,165
Weighted for timing	1,655	1,583
Benefit payments	(11,632)	(9,812)
Weighted for timing	(5,816)	(4,906)
Operating costs	(778)	(848)
Weighted for timing	(389)	(424)
Average expected assets	5,803	3,020
Assumed rate of return	2.3%	3.3%
Calculated interest income	133	100

Fire & Rescue NSW
Notes to the Financial Statements
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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	3.9%	161,835	(22,716)	-12.3%
	1% decrease	1.9%	212,468	27,917	15.1%
CPI inflation and salary Increase	1% increase	3.5%	212,334	27,782	15.1%
	1% decrease	1.5%	161,595	(22,956)	-12.4%
Future expected claims	10% increase		189,735	5,184	2.8%
	10% decrease		179,367	(5,184)	-2.8%

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 13 years.

Fire & Rescue NSW
Notes to the Financial Statements
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15. Current/non-current liabilities - provisions (cont'd)

	2017	2016
	$'000	$'000
Death & Disability Retrospective Benefits Position		
Defined benefit obligation	3,018	3,408
Deficit	3,018	3,408
Movement in Net Liabilities		
Net liability in Statement of Financial Position at beginning of year	3,429	2,746
Expense recognised in Statement of Comprehensive Income	77	88
Employer contributions	(131)	(131)
Amount recognised in Statement of Comprehensive Income	(336)	726
Net liability in Statement of Financial Position at the end of the year	3,039	3,429
Reconciliation of movement in the fair value of plan assets		
Employer contributions	131	131
Benefit payments	(131)	(131)
Expected assets at year end	-	-

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

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15.   Current/non-current liabilities - provisions (cont'd)

	2017	2016
	$'000	$'000
Reconciliation of movement in the Defined Retrospective Benefit Obligation (DBO)		
Total defined benefit obligations at beginning of year	3,408	2,725
Interest expense	77	88
Benefit payments	(131)	(131)
Actuarial gain/(loss) on liability	(336)	726
Total defined benefit obligations at year end	3,018	3,408
Amount recognised in Other Comprehensive Income		
Actuarial gain on assets	-	-
Actuarial gain/(loss) on liability	336	(726)
Actuarial gain/(loss) recognised in OCI	336	(726)
Reconciliation of Interest Cost		
Defined benefit obligations at end of prior year (net discount rate)	3,408	2,725
Material movements in defined benefit obligation	(131)	(131)
Weighted for timing	(65)	(65)
Average benefit obligations	3,343	2,660
Discount rate	2.3%	3.3%
Calculated interest cost	77	88
Reconciliation of Expected Return on Assets		
Employer contributions	131	131
Weighted for timing	65	65
Benefit payments	(131)	(131)
Weighted for timing	(65)	(65)
Assumed rate of return	2.3%	3.3%

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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	3.9%	2,650	(368)	-12.2%
	1% decrease	1.9%	3,477	459	15.2%
CPI inflation	1% increase	3.5%	3,474	456	15.1%
	1% decrease	1.5%	2,646	(372)	-12.3%

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 13 years.

Fire & Rescue NSW
Notes to the Financial Statements
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16. Commitments for expenditure

	2017 $'000	2016 $'000

(a) Capital Commitments

Aggregate capital expenditure for the acquisition of non-current assets contracted for at balance date and not provided for:

	2017 $'000	2016 $'000
Not later than one year		
Land and Buildings	7,058	12,577
Plant and Equipment	4	69
Fire Appliances	1,175	5,681
Communications	45	243
Software Development	31	1,374
Total (including GST)	8,313	19,944
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	756	1,813

	2017 $'000	2016 $'000
(b) Operating Lease Commitments		
Future non-cancellable operating lease rentals not provided for and payable:		
Not later than one year	2,205	4,787
Later than one year and not later than five years	3,232	4,258
Later than five years	521	672
Total (including GST)	5,958	9,717
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	541	883

Motor Vehicle Leases

Budget sector agencies are required to utilise operating lease arrangements through a selected fleet management provider for the provision of passenger and light commercial motor vehicles.

Property Leases

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

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

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

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

Fire & Rescue NSW
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17. Budget review

Net Result

Fire & Rescue NSW operated within the 2016/17 net result budget control limit.

The favourable budget result is due to higher than expected revenues, because of false alarm charges increasing during the third quarter of the financial year. This contributed an additional $6.8m revenue above budget. In addition, the one-off $7.1m gain from the sale of the Heritage Floor Space at the City of Sydney Fire Station occurred during the second quarter of the financial year.

Assets and Liabilities

Current assets were $38.5m (16.8%) below budget mainly because cash and cash equivalents was $35.4m (17.2%) lower than budget. This was mainly due to improvement in creditor payment performance compared to budget.

Non-current assets were $19.3m (2.5%) above budget. This was mainly due to an increase in the fair values of land and buildings following asset revaluation in 2016, the impact not being adjusted in the budget due to the timing regarding the finalisation of the valuation.

Current Liabilities were $13.7m (8.9%) above budget mainly due to the $9.3m accrual for 2016/17 Fire and Emergency Services Levy monitoring grant at year end.

Non-current Liabilities were $34.6m (18.6%) below budget primarily due to a decrease in Death and Disability Benefits liability following the 30 June 2017 actuarial review.

Cash Flows from Operating Activities

Total cash payments were $37.5m (6.1%) above budget due to improvements in creditor payment performance compared to budget.

Total receipts were $24.2m (3.5%) above budget due to receipts from false alarm charges,TMF hindsight adjustment and natural disaster recoveries.

Cash Flows from Investing Activities

Cash outflows from investing activities were $11.0m (23.4%) lower than budget because of the $11.7m proceeds received from the sale of heritage floor space and $3.3m from the sales of property, plant and equipment during the year, which were not included in the budget.

Cash Flows from Financing Activities

No cash flows from Financing Activities were generated by FRNSW during 2016/17.

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.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

18. **Reconciliation of cash flows from operating activities to net result**

	2017	2016
	$'000	$'000
Net cash flows from operating activities	60,086	53,833
Depreciation and amortisation	(54,711)	(52,419)
Net decrease / (increase) in provisions	16,669	(51,257)
(Decrease) / increase in receivables and prepayments	(739)	(2,110)
Increase in inventories	95	392
Increase / (decrease) in other assets	12	(32)
(Increase) / decrease in creditors	(7,958)	(3,184)
Superannuation actuarial (gain) / loss	(20,596)	40,402
Net gain on sale of assets	7,707	828
Net gain (reduction in asset impairment expense)	-	854
Net result	565	(12,693)

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 *IS0 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 2017

19.   Financial instruments (cont'd)

(a)   Financial instrument categories

Financial Assets	Note	Category	Carrying Amount 2017 $'000	Carrying Amount 2016 $'000
Class:				
Cash and cash equivalents	8	N/A	170,470	146,362
Receivables [1]	9	Loans and receivables (measured at amortised cost)	6,397	6,094
Other financial assets			35	23

Financial Liabilities	Note	Category	Carrying Amount 2017 $'000	Carrying Amount 2016 $'000
Class:				
Payables [2]	14	Financial liabilities (measured at amortised cost)	33,805	26,023

[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 Reserve Bank of Australia cash rate. During 2016/17 the average interest earned was 1.52% (2016: 1.96%).

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

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 2017: $1.85m (2016: $1.27m) and less than 3 months past due 2017: $0.19m (2016: $0.36m) are not considered impaired. Together these represent 87.3% (2016: 90.5%) 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
2017			
< 3 months overdue	191	191	-
3 months - 6 months overdue	86	-	86
> 6 months overdue	210	-	210
2016			
< 3 months overdue	360	360	-
3 months - 6 months overdue	1	-	1
> 6 months overdue	170	-	170

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 2017

19. Financial instruments (cont'd)

(c) Liquidity risk

Liquidity risk is the risk that FRNSW will be unable to meet its payment obligations relating to financial liabilities 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 9.83% (2016 – 10.20%). 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		$'000 Maturity Dates		
	Nominal Amount	Non-interest bearing	< 1 year	1 -5 years	> 5 years
2017					
Payables	33,805	33,805	33,805	-	-
	33,805	33,805	33,805	-	-
2016					
Payables	26,023	26,023	26,023	-	-
	26,023	26,023	26,023	-	-

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

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 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 2016. 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
2017					
Financial assets:					
Cash and cash equivalents	170,470	(1,705)	(1,705)	1,705	1,705
2016					
Financial assets:					
Cash and cash equivalents	146,362	(1,464)	(1,464)	1,464	1,464

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 considering recommendations by the EPA and as such, FRNSW has not determined the nature and extent of any remediation work that may be required. Accordingly, FRNSW makes no provision this year.

21.   Restricted assets

Items that are restricted assets are listed below:

	2017	2016
	$'000	$'000
Cash and Cash Equivalents		
Unspent Grant from Commonwealth	-	247

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

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2017

21.   Restricted assets (cont'd)

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.

22.   Non-current assets held for sale

	2017	2016
	$'000	$'000
Land and buildings held for sale	-	2,146

23.   After balance date events

Fire & Rescue NSW has no after balance date events that affect materially on the financial statements.

24.   Related party disclosures

Key management personnel are considered to be any person(s) having authority and responsibility for planning, directing and controlling the activities of FRNSW, directly or indirectly, including any director (whether executive or otherwise).

Key management personnel compensation for the year:

	2017
	$'000
Salaries	2,145
Non-monetary benefits	35
Long-term employee benefits	898
Termination benefits	151
Total remuneration	3,229

During the year, FRNSW had no transactions with key management personnel, their close family members and controlled or jointly controlled entities thereof.

During the year, FRNSW entered into transactions with other entities that are controlled, jointly controlled or significantly influenced by NSW Government. These transactions in aggregate are a significant portion of FRNSW's rendering of services.

	2017
	$'000
Recurrent grant	86,881
Capital grant	5,954
Services rendered	2,174
Total	95,009

End of audited financial statements

5.

Appendices

Appendices index

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 Fire & Rescue NSW (FRNSW) through statutory contributions from the insurance industry (73.7%) and local government (11.7%). These estimates are based on FRNSW operating budget for the financial year.

Fire District Estimates ($)	
Aberdeen	195,330
Albury	3,800,519
Alstonville	168,892
Armidale, Guyra	1,360,091
Ballina	302,237
Balranald	123,271
Bangalow	160,314
Barham, Moama	253,569
Barraba	122,331
Batemans Bay	914,680
Bathurst	3,447,645
Batlow, Tumbarumba, Tumut	461,593
Bega	204,873
Bellingen	139,072
Berrigan	133,198
Berry	127,741
Bingara	117,269
Blayney	165,643
Blue Mountains	9,524,668
Boggabri	146,145
Bombala, Cooma, Jindabyne	663,367
Boorowa, Murrumburrah, Young	590,576
Bourke	280,506
Bowral	323,588
Bowraville	178,012
Braidwood, Queanbeyan	3,326,582
Branxton-Greta	229,654
Brewarrina	118,197
Broken Hill	4,034,294
Brunswick Heads	179,689
Budgewoi-Toukley, Gosford, Wyong	21,948,582
Bundanoon	137,012
Bundeena	113,221
Byron Bay	224,390
Camden	3,284,991
Canowindra	186,648
Casino	558,423
Cessnock	2,564,206
Cobar	208,381
Coffs Harbour	3,522,568
Condobolin	169,680
Coolah	95,500
Coolamon	144,083

Fire District Estimates ($)	
Coonabarabran	203,071
Coonamble	155,717
Cootamundra, Gundagai	474,141
Coraki	143,284
Corowa, Mulwala	317,777
Cowra	267,391
Crookwell	259,206
Culcairn	137,863
Deniliquin	446,822
Denman	133,229
Dorrigo	111,380
Dubbo City, Wellington	3,100,035
Dunedoo	94,951
Dungog	135,919
Eden	118,157
Evans Head	183,686
Finley	154,037
Forbes	182,447
Forster, Gloucester, Tea Gardens, Taree, Wingham	1,647,880
Gilgandra	216,030
Glen Innes	595,570
Goulburn	931,409
Grafton	694,370
Grenfell	211,906
Griffith	665,425
Gulgong	108,052
Gunnedah	227,867
Hay	208,647
Helensburgh	305,959
Henty	108,195
Hillston	139,946
Holbrook	133,535
Illawarra	23,459,212
Inverell	686,201
Jerilderie	160,705
Junee	174,411
Kandos	112,432
Kempsey	587,001
Kiama	306,539
Kingscliff	214,900
Kyogle	170,985
Lake Cargelligo	112,201
Lake Macquarie	21,271,942

Fire District Estimates ($)	
Laurieton	248,824
Leeton	257,970
Lightning Ridge	208,979
Lismore	3,973,176
Lithgow	895,412
Lockhart	147,636
Lower Hunter	281,703
Macksville	204,085
Maclean	139,811
Maitland	5,151,092
Manilla	121,320
Merriwa	110,167
Merimbula	288,616
Mittagong	319,595
Molong	139,620
Moree	1,069,020
Morisset	568,698
Moruya	168,665
Moss Vale	289,520
Mudgee	254,300
Mullumbimby	159,854
Murrurundi	142,167
Murwillumbah	256,350
Muswellbrook	226,276
Nambucca Heads	161,736
Narooma	208,787
Narrabri	434,908
Narrandera	324,912
Narromine	148,232
Nelson Bay	1,036,188
Newcastle	24,171,663
Nowra	3,272,161
Nyngan	167,564
Oberon	144,559
Orange	3,000,718
Parkes	228,941
Peak Hill	105,773
Perisher Valley	1,125,918
Picton	261,767
Portland	128,518
Port Macquarie	2,449,997
Quirindi	172,181
Raymond Terrace	246,834
Sawtell	223,265
Scone	135,209
Shellharbour	5,797,065
Singleton	514,950
South West Rocks	156,873
Sydney	454,856,970

Fire District Estimates ($)	
Tamworth	2,118,959
Temora	291,408
Tenterfield	215,698
Thredbo	318,352
Tocumwal	146,306
Trangie	125,800
Tweed Heads	2,886,299
Ulladulla	246,068
Uralla	167,781
Urunga	169,904
Wagga Wagga	3,924,699
Walcha	117,776
Walgett	138,846
Wallerawang	116,981
Warialda	132,282
Warragamba	151,826
Warren	176,395
Wauchope	227,035
Wee Waa	113,613
Wentworth	197,614
Werris Creek	123,872
West Wyalong	179,971
Windsor	1,294,293
Woolgoolga	301,564
Yamba	125,044
Yass	347,652
Yenda	136,753
Total	**$654,613,000**

Appendix 2: Contributions from local government

The following local governments were required to contribute to Fire & Rescue NSW funding during 2016/17.

Council Contribution ($)	
Albury City Council	444,661
Armidale Regional Council	159,131
Ballina Shire Council	55,122
Balranald Shire Council	14,423
Bathurst Regional Council	403,374
Bayside Council	2,050,751
Bega Valley Shire Council	71,562
Bellingen Shire Council	49,181
Berrigan Shire Council	50,724
Blacktown City Council	2,071,053
Bland Shire Council	21,057
Blayney Shire Council	19,380
Blue Mountains City Council	1,114,386
Bogan Shire Council	19,605
Bourke Shire Council	32,819
Brewarrina Shire Council	13,829
Broken Hill City Council	472,012
Burwood Council	494,675
Byron Shire Council	84,738
Cabonne Council	38,174
Camden Council	384,344
Campbelltown City Council	863,545
Canterbury-Bankstown Council	3,591,869
Carrathool Shire Council	16,374
Central Coast Council	2,567,984
Cessnock City Council	326,882
City of Canada Bay Council	1,428,283
City Of Lithgow Council	133,487
City of Parramatta Council	1,858,915
Clarence Valley Council	112,229
Cobar Shire Council	24,381
Coffs Harbour City Council	473,545
Coolamon Shire Council	16,858
Coonamble Shire Council	18,219
Cootamundra-Gundagai Regional Council	55,474
Corowa Shire Council	31,285
Council of the City of Ryde	1,645,043
Council of the City of Sydney	3,671,381
Cumberland Council	1,706,800
Dubbo Regional Council	362,704
Dungog Shire Council	15,903
Edward River Council	52,278
Eurobodalla Shire Council	151,180

Council Contribution ($)	
Fairfield City Council	1,459,241
Federation Council	37,180
Forbes Shire Council	21,346
Georges River Council	1,945,469
Gilgandra Shire Council	25,276
Glen Innes Severn Council	69,682
Goulburn Mulwaree Council	108,975
Greater Hume Shire Council	44,413
Griffith City Council	93,855
Gunnedah Shire Council	26,660
Gwydir Shire Council	29,197
Hawkesbury City Council	151,432
Hay Shire Council	24,412
Hilltops Council	69,097
Inner West Council	2,902,859
Inverell Shire Council	80,286
Junee Shire Council	20,406
Kempsey Shire Council	87,033
Ku-ring-gai Council	2,092,143
Kyogle Council	20,005
Lachlan Shire Council	32,981
Lake Macquarie City Council	2,568,021
Lane Cove Municipal Council	670,631
Leeton Shire Council	30,182
Lismore City Council	464,862
Liverpool City Council	1,266,450
Liverpool Plains Shire Council	34,638
Lockhart Shire Council	17,273
Maitland City Council	602,678
Mid-Coast Council	192,802
Mid-Western Regional Council	55,550
Moree Plains Shire Council	125,075
Mosman Municipal Council	910,261
Murray River Council	29,668
Murrumbidgee Council	18,802
Muswellbrook Shire Council	42,062
Nambucca Shire Council	63,628
Narrabri Shire Council	81,276
Narrandera Shire Council	38,015
Narromine Shire Council	32,062
Newcastle City Council	2,829,664
North Sydney Council	1,281,251
Northern Beaches Council	4,675,233
NSW National Parks and Wildlife Service	168,979
Oberon Council	16,913
Orange City Council	351,084
Parkes Shire Council	39,161
Penrith City Council	1,184,319

Council Contribution ($)	
Port Macquarie-Hastings Council	342,325
Port Stephens Council	168,826
Queanbeyan-Palerang Regional Council	389,210
Randwick City Council	2,270,567
Richmond Valley Council	103,590
Shellharbour City Council	678,257
Shoalhaven City Council	426,579
Singleton Council	60,249
Snowy Monaro Regional Council	77,614
Snowy Valleys Council	54,006
Strathfield Municipal Council	572,626
Sutherland Shire Council	3,112,141
Tamworth Regional Council	276,425
Temora Shire Council	34,095
Tenterfield Shire Council	25,237
The Council of the Municipality of Hunters Hill	408,287
The Council of the Municipality of Kiama	35,865
The Council of the Shire of Hornsby	1,787,760
The Hills Shire Council	1,873,544
Tweed Shire Council	392,833
Upper Hunter Shire Council	68,197
Upper Lachlan Shire Council	30,327
Uralla Shire Council	19,630
Wagga Wagga City Council	459,190
Walcha Council	13,780
Walgett Shire Council	40,696
Warren Shire Council	20,638
Warrumbungle Shire Council	46,042
Waverley Council	1,648,035
Weddin Shire Council	24,793
Wentworth Shire Council	23,121
Willoughby City Council	1,512,101
Wingecarribee Shire Council	125,157
Wollondilly Shire Council	48,391
Wollongong City Council	2,780,525
Woollahra Municipal Council	2,276,279
Yass Valley Council	40,675
Total	**$76,589,721**

Appendix 3: Contributing insurance companies and owners

The following insurance companies and owners were required to contribute to Fire & Rescue NSW funding for 2016/17.

Contributing Insurance Companies/Owners
AAI Limited
Ace Insurance Ltd
Achmea Schadeverzekeringen N.V
Adhesif Labels Ltd
Affinity Risk Partners
AIG Australia Limited
Aioi Nissay Dowa Company Australia
AIS Insurance Brokers Pty Ltd
Allianz Australia Insurance Ltd
Allied World Assurance
Ansvar Insurance Limited
AON Risk Services Australia Ltd
AON Risk Services Australia Ltd
Arch Underwriting At Lloyd'S
Argenta Underwriting Asia Pte. Ltd
Arthur J. Gallagher & Co (Aus) Ltd
Asia Mideast Insurance &
Assetinsure Pty Ltd
ATC Insurance Solutions Pty Ltd
Austbrokers Aei Pty Ltd
Auto & General Insurance Co Ltd
Avatar Brokers Pty Ltd
AXA Corporate Solutions Assurance
Axis Specialty Europe Limited
Axis Underwriting Services Pty Ltd
Berkley Insurance Company
Berkshire Hathaway
Blue Badge Insurance Australia
BMW Australia Ltd
Bovill Risk And Insurance Consultan
Brooklyn Underwriting Pty Ltd
Calliden Group Limited
Catholic Church Insurances Ltd
Catlin Australia Pty Ltd
CGU Insurance Ltd
Chemiplas Australia Pty Ltd
Chubb Insurance Company Of
Cinesure Pty Ltd
CKA Risk Solutions Pty Ltd
Coca-Cola South Pacific Pty Ltd
Commonwealth Insurance Ltd
Corion Pty Ltd
Coverforce Insurance Pty Ltd
CRE Insurance Broking Pty Ltd

Appendices

Contributing Insurance Companies/Owners
Defence Service Homes Insurance
East West Insurance Brokers Pty Ltd
Elkinton Bishop Molineaux
Ensurance Underwriting Pty Ltd
Eric Insurance Limited
ESG Asia Pacific Pty Ltd
Factory Mutual Insurance Company
Genesis Underwriting Pty Ltd
Glencore Coal Pty Limited
Gow-Gates Insurance Brokers P/L
Great Lakes Australia
GSA Insurance Brokers Pty Ltd
Guild Insurance Ltd
HDI-Gerling Industry Insurance
High Street U/Writing Agency P/L
Honan Insurance Group Pty Ltd
Hostsure Underwriting Agency
HW Wood Australia Pty Ltd (Lloyds)
Insurance Advisernet Australia
Insurance Australia Ltd
Insurance Broker.Kiwi
Insurance Manufacturers Of
Insure That Pty Ltd
International Insurance Company
Ironshore Australia Pty Ltd
Jardine Lloyd Thompson P/L (Lloyds)
Jardine Lloyd Thompson Pty Ltd
JMD Ross Insurance Brokers Pty Ltd
JUA Underwriting Agency Pty Ltd
KJ Risk Group Pty Ltd
Liberty Mutual Insurance Company
Lundie Insurance Brokers P\L
Marsh Pty Ltd (Lloyds)
Marsh Pty Ltd (Non Lloyds)
MBA Insurance Service Pty Ltd
Millennium Underwriting Agencies
Miramar Underwriting Agency
Mitsui Sumitomo Insurance
National Franchise Insurance
National Transport Insurance
NM Insurance Pty Ltd
One Underwriting Pty Ltd

Contributing Insurance Companies/Owners
Onepath General Insurance Pty Ltd
Pacific Underwriting Corp Pty Ltd
Panoptic Underwriting Agencies
Peabody Australia Holdco Pty Ltd
Progressive Direct Insurance
QBE Insurance (Australia) Ltd
QBE Insurance (International) Ltd
Quanta Insurance Group Pty Ltd
Quantum Insurance Holdings Pty Ltd
RAA Insurance Ltd
Racq Insurance Limited
Rollex Group Australia Pty Ltd
Sguas Pty Limited Frmly Sua
SLE Worldwide Australia Pty Ltd
Sompo Japan Insurance Inc
Sportscover Australia P/L (Lloyds)
SRS Underwriting Agency Pty Ltd
Starr Underwriting Agents
Steadfast Placement Solutions Pty L
Strathearn Insurance Brokers
Sura Hospitality Pty Ltd
Sura Plant And Equipment Pty Ltd
Swann Insurance (Aust) Pty Ltd
Swiss Re International Se
Territory Insurance Office
The Hollard Insurance Company P/L
Tokio Marine & Nichido Fire
Trinity Pacific Underwriting
TT Club Mutual Insurance Limited
W.R.Berkley Insurance Australia
Westpac General Insurance Ltd
WFI Insurance Limited
Willis Australia Ltd (Lloyds)
Willis Australia Ltd (Non Lloyds)
XL Insurance Company Ltd
Youi Pty Ltd
Zurich Australian Insurance Ltd
Zurich Financial Services Australia

Appendix 4: Funds granted to non-government community organisations

In 2016/17 Fire & Rescue NSW provided $288,687 to the Museum of Fire as a fee for services rendered.

Appendix 5: Use of consultants

Consultancies equal to or more than $50,000:

Consultant	Category	Amount ($)[1]	Nature of service
GHD Pty Ltd	Environmental	417,624	Environmental site assessment
Quotidian Management Pty Ltd	Management Services	258,060	Project direction and management for establishment of new FRNSW Academy
Ernst & Young	Management Services	242,320	Communication centre assessment & operating model optimisation
PMMS Consulting Group Pty Ltd	Management Services	99,825	Procurement re-accreditation support
PPB Advisory	Management Services	67,905	Review of Relieving Firefighter Model
John Clampett Consulting Pty Ltd	Engineering	61,215	Sprinkler research project
Australia Online Research	Management Services	55,000	Behaviour study for community engagement and communications

Consultancies less than $50,000:

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

Category	Amount ($)[1]
Engineering	46,486
Finance and Accounting/Tax	127,363
Management Services	115,089
Total	288,938

[1] Amount as at 30th June 2017 includes GST

Appendix 6: Review of credit card use

Corporate credit cards are available to staff and fire officers of Fire & Rescue NSW (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.

Paul Baxter
Commissioner

Appendix 7: 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 Fire & Rescue NSW Annual Report 2016/17. 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 2016/17 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.

Appendix 8: Payment of accounts and time taken

Time taken to pay accounts was consistent during 2016/17. 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.

During 2016/17, Fire & Rescue NSW (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

2016/17					
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	712,797	4,347,081	32,647	47,769	42,529
December	1,533,593	129,365	14,571	14,432	57,685
March	7,150,463	70,079	33,819	44,125	8,107
June	6,147,008	215,139	7,598	707	6,460

Accounts due or paid within each quarter

2016/17				
Measure	Sept	Dec	Mar	June
All suppliers				
Number of accounts due for payment	25,471	25,690	22,196	19,984
Number of accounts paid on time	23,293	23,010	19,400	17,381
Actual percentage of accounts paid on time (based on number of accounts)	91%	90%	87%	87%
	$ million	$ million	$ million	$ million
Dollar amount of accounts due for payment	88	51	47	59
Dollar amount of accounts paid on time	82	48	46	54
Actual percentage of accounts paid on time (based on $)	93%	94%	98%	92%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts	0	0	0	0

Appendix 9: 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.

In 2016/17 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 vacated its leased 3.5 star NABERS corporate head office in February 2017 and relocated to its new purpose built Headquarters at 1 Amarina Avenue, Greenacre. The new Headquarters building has a minimum 4.5 star NABERS energy rating.

FRNSW complied with Department of Finance, Services and Innovation policy and relocated our data centres into GovDC sites at Silverwater and Wollongong in 2015. GovDC sites operate to a 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 were developed for the procurement of televisions meeting 4 stars or better energy rating in 2016-17.

E4: Minimum standards for new buildings

FRNSW complies with the National Construction Code 2016. FRNSW exceeds the base standard through energy saving initiatives such as solar power, energy efficient lighting and the use of clothes lines rather than clothes dryers.

E5: Identify and enable solar leasing opportunities

During 2016-17 FRNSW commenced a sustainability program for the design and implementation of

energy/water efficiency and renewable energy projects to achieve savings over 2016-17 and 2017-18 to meet GREP targets.

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 new Headquarters at Greenacre has a 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 star 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 Management

Appendix 10: 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.

Fire & Rescue NSW (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 2016/17 there were 153 formal applications under the GIPA Act to FRNSW for access to information, an increase of 41 on the number of formal applications received in 2015/16 (112). This is an increase of 37%. FRNSW received 5 formal applications for access to personal information (down from 6 in 2015/16). No issues arose from FRNSW compliance with the Act.

Table A: Number of applications by type of applicant and outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	1	0	0	0	0	0	0
Private sector business	59	27	2	9	0	3	0	0
Not for profit organisations or community groups	0	1	0	0	0	0	0	0
Members of the public (application by legal representative)	6	13	0	2	0	0	0	1
Members of the public (other)	7	21	0	1	0	0	0	1

More than one decision can be made in respect of a particular application. If so, a recording will be made in relation to each decision.

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*	5	15	0	0	0	0	0	1
Access applications (other than personal information applications)	67	48	2	11	0	3	0	1
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

A personal information application is an access application for personal information (as defined in clause 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	3
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	3
Invalid applications that subsequently became valid applications	0

These relate to applications that lacked sufficient detail to locate information sought.

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	11
Law enforcement and security	3
Individual rights, judicial processes and natural justice	47
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
Total	61

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	118
Decided after 35 days (by agreement with applicant)	18
Not decided within time (deemed refusal)	0
Total	136

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	1	1
Review by Information Commissioner*	1	2	3
Internal review following recommendation under section 93 of Act	1	0	1
Review by ADT	0	0	0
Total	2	3	5

The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made. More than one decision can be made in respect of a particular access application. If so, a recording will be made in relation to each such decision.

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

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

Table I: Applications transferred to other agencies

	Number of applications
Agency initiated transfers	6
Applicant initiated transfers	0
Total	6

Appendix 11: Digital Information Security Annual Attestation Statement for 2016-2017 Financial Year for Fire & Rescue NSW

Unclassified

Fire & Rescue NSW

TRIM: D17/43536

Annual Attestation Statement

Digital Information Security Annual Attestation Statement for the 2016-2017 Financial Year for Fire and Rescue NSW

I, Paul Baxter, Commissioner Fire and Rescue NSW, am of the opinion that Fire and Rescue NSW had an Information Security Management System (ISMS) in place during the 2016-17 financial year that is consistent with the Core Requirements set out in the NSW Digital Information Security Policy.

The controls in place to mitigate identified risks to the digital information and digital information systems of Fire and 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 and Rescue NSW has maintained certified compliance with AS/NZS ISO/IEC 27001 Information technology - Security techniques - Information security management systems - Requirements by an Accredited Third Party (BSi) during the 2016-17 financial year.

Yours sincerely

Paul Baxter,
Commissioner,
Fire and Rescue NSW

Fire & Rescue NSW
Information Technology Directorate

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Unclassified

Appendix 12: Internal audit and risk management attestation statement for 2016-2017 Financial Year for Fire & Rescue NSW

Internal Audit and Risk Management Attestation for the 2016-17 Financial Year for Fire & Rescue NSW

I, Paul Baxter, Commissioner, am of the opinion that the Fire & Rescue NSW has internal audit and risk management processes in operation that are compliant with the eight core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector, specifically:

Core Requirements	Compliant, non-compliant, or in transition
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
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
3.1 An independent and 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

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

- Independent Chair, Allan Cook, (17 September 2014 to 30 June 2017)
- Independent Member, Brian Blood, (6 December 2016 to 5 December 2020)
- Independent Member, Malcolm Clinch, (4 September 2014 to 4 September 2018)
- Independent Member, Dianne Leeson, (2 March 2016 to 1 March 2020)

These processes demonstrate that The Fire & Rescue NSW has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within agency.

Paul Baxter
Commissioner
Fire & Rescue NSW

www.fire.nsw.gov.au

Appendix 13: 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 & Rescue NSW (FRNSW) reviewed and amended its Public Interest Disclosures policy and procedures. For the period 1 July 2016 to 30 June 2017:

- A total of four public interest disclosures (PID) were received by FRNSW. These PIDs related to allegations of corrupt conduct.
- 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 14: Privacy Management

FRNSW respects the privacy of its employees and volunteers, and of members of the public who use its services. As an emergency service, FRNSW knows that protecting people's privacy is an important part of maintaining the community's trust so that it can help them in times of need.

During this reporting period, FRNSW received no requests for internal review under Section 53 of the *Privacy and Personal Information Protection Act (PIPPA) 1998*.

Appendix 15: Executive Remuneration

Senior Executives	At 30 June 2017[1]	
	Female	Male
Band 4		
Band 3		1
Band 2		6
Band 1	4	14
Totals	4	21
	25	

Band	2017 range ($)	Average remuneration ($)
Band 4		
Band 3	(320,901 – 452,250)	440,000
Band 2	(255,051 – 320,900)	297,008
Band 1	(178,850 – 255,050)	209,505

1.03% of FRNSW employee related expenditure in 2016/17 was related to senior executives.

1. Senior Executive transition to new structure under Government Sector Employment Act 2013 was completed by 24 February 2017

Human Resources

Appendix 16: 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 David Felton
- Chief Superintendent Kenneth Murphy
- Inspector Kernin Lambert
- Station Officer Ian Grimwood

- Captain Brian Clarke
- Captain Paul Langley
- Captain Robert Avard

National Medals and Clasps

The National Medal for 15 years of service was awarded to 125 fire officers, the 1st clasp for 25 years service was awarded to 109 fire officers, the 2nd clasp for 35 years service was awarded to 46 fire officers and the 3rd clasp for 45 years service was awarded to 7 fire officers.

FRNSW Commendations

Commissioner's Unit Commendation for Courageous Action

For actions at an explosion and fire, Darling Street Rozelle on 4 September 2014:

- Station Officer Bradley Giersch
- Senior Firefighter Christopher Lyons
- Senior Firefighter Mark Thompson
- Senior Firefighter Warren Whillier

- Station Officer Adam Standfield
- Senior Firefighter Stephen Koperberg
- Qualified Firefighter Dane Bastable
- Qualified Firefighter Adrian Child

Commissioner's Commendation for Meritorious Service

For contributions to the successful transition to the new headquarters, Greenacre:

- Ms Michelle Smith
- Mr Malcolm Thompson
- Mr John Cassimatis

Commissioner's Unit Commendation for Meritorious Service

For actions at a unit fire at Parramatta on 10 August 2013:

- Senior Firefighter Rodney Potter
- Qualified Firefighter Bradley Jory
- Station Officer David Inskip

- Qualified Firefighter David Robinson
- Senior Firefighter Paul Minahan
- Qualified Firefighter Michael Connaughton

For actions at an apartment fire, Villawood on 10 August 2016:

- Inspector Kernin Lambert
- Station Officer Matthew Ruse
- Senior Firefighter Damien Cartwright
- Senior Firefighter Trent Goddard
- Senior Firefighter Patrick Kwong
- Senior Firefighter David Attard
- Senior Firefighter Benjamin Forner
- Station Officer Mark McKinnon
- Senior Firefighter Andrew Nagy
- Qualified Firefighter Luke Jackson
- Qualified Firefighter Scott Lahiff
- Station Officer Christopher McAuliffe

- Qualified Firefighter Cameron Simpson
- Senior Firefighter Daren Mellor
- Qualified Firefighter Adam Robinson
- Senior Firefighter David Weekes
- Senior Firefighter Thomas Morris
- Station Officer Geoffrey Wood
- Senior Firefighter Daniel Cunningham
- Senior Firefighter Peter Cooke
  - Senior Firefighter Shane Stephens
  - Deputy Captain Craig Ferns
  - Retained Firefighter Edmund Mather
- Retained Firefighter Christopher McDermott

- Retained Firefighter Mohammed Shobaki

For actions at a medical access emergency at Green Valley on 16 January 2016:

- Inspector Craig Easy
- Station Officer Bradley Turner
- Senior Firefighter Ivor Demitlika
- Qualified Firefighter Mark Vesperman
- Qualified Firefighter Paul Cameron
- Senior Firefighter Rodney Toms
- Senior Firefighter Marc Favero

- Senior Firefighter Stephan Marshall
- Qualified Firefighter Patrick Nguyen
- Station Officer Kevin Smith
- Qualified Firefighter Mitchell Curran
- Senior Firefighter Robert Bruce
- Qualified Firefighter Joel Solah

For contributions to the successful transition to the new headquarters, Greenacre:

- Mr Emmanuel Varipatis
- Mr Andrew Peters
- Mr John Cassimatis
- Mr John Seddon

- Mr Ismael Costa
- Mr George Stojanovski
- Ms Sidar Yau

For developing and implementing the Indigenous Fire & Rescue NSW Employment Strategy:

- Chief Superintendent Craig Brierley
- Superintendent Philip Lindsay
- Station Officer William Spek

- Station Officer Patrick Albany
- Senior Firefighter Dean Dobson
- Ms Susan McDougall

Commissioner's Commendation (awarded to members of the public and other emergency services)

For actions at a grass fire at Wallacia on 24 June 2016:

- Ms Lilyana Alvarez

For actions at a motor vehicle accident at Wahroonga on 18 August 2016:

- Mr James Reid

For developing and implementing the Indigenous Fire & Rescue NSW Employment Strategy:

- Mr David Roberts
- Ms Karen Davies

For actions at an explosion and fire, Darling Street Rozelle on 4 September 2014:

- Detective Chief Inspector Ian McNab, NSW Police Force
- Inspector Gary Coffey, NSW Police Force

Long Service and Good Conduct Medals and Clasps

The Long Service and Good Conduct Medal for 10 years of service was awarded to 293 staff (fire officers, administrative and trades employees), the 1st clasp for 20 years service was awarded to 143 staff members, the 2nd clasp for 30 years service was awarded to 184 staff members, the 3rd clasp for 40 years service was awarded to 23 staff members, and the 4th clasp for 50 years of service was awarded to 3 staff members.

Appendix 17: Human resources

Establishment	2012/13	2013/14	2014/15	2015/16	2016/17
Executive					
Commissioner	1	1	1	1	1
Deputy Commissioner/Assistant Commissioner/Director	11	11	11	9	
Deputy Commissioner/Executive Director[1]					6
Assistant Commissioner/Director[1]					18
Subtotal	**12**	**12**	**12**	**10**	**25**
(Full-time)					
Chief Superintendent	17	17	16	17	19
Superintendent	38	37	38	37	44
Inspector	99	100	103	108	88
Station Officer	720	700	705	666	641
Full-time Fire Officer	2,429	2,415	2,436	2,544	2,570
Operational Support Level 2	118	123	13	27	42
Operational Support Level 2A	36	39	112	89	68
Operational Support Level 3	0	1	39	35	27
Operational Support Inspector				7	18
Total Full-time	**3,457**	**3,432**	**3,462**	**3,530**	**3,517**
(Retained ie on-call)					
Captain	240	242	240	236	236
Deputy Captain	300	309	304	321	330
Retained Fire Officer	2,828	2,829	2,792	2,770	2775
Total Retained	**3,368**	**3,380**	**3,336**	**3,327**	**3,341**
Total firefighting staff	**6,825**	**6,812**	**6,798**	**6,857**	**6,858**
Area/Zone Administration	61	51	53	51	50
Community Safety	31	36	42	43	46
Education and Training	25	25	23	29	30
Finance	34	38	36	38	31
Field Operations - Business Unit[2]					2
Governance and Legal	7	11	16	17	15
Information Technology	57	62	56	51	51
Logistics Support	81	87	86	94	85
Office of the Commissioner[3]	16	14	25	24	11
Operational Capability	14	19	19	20	22
People and Culture[4]	69	72	65	70	76
Program Management Office	5	7	8	9	9
Strategic Capability - Business Unit[5]					4
Total administrative & trades staff	**400**	**422**	**429**	**446**	**432**

1. Senior Executive transition to new structure under Government Sector Employment Act 2013 was completed by 24 February 2017
2. Staff of the Field Operations Unit were formerly included in Area/Zone Administration.
3. The Office of the Commissioner was established in July 2012. The increase in direct reports is due to the Media and Internal Communications Unit.
4. The People and Culture Directorate (formerly Human Resources) includes the Professional Standards Unit formerly part of the Office of Commissioner.
5. Strategic Capability is a new Division.

Appendix 18: Equal Employment Opportunity (EEO) Data

1) Representation of EEO Groups in FRNSW as at 30 June 2017 – As a % of total staff

EEO Target Group	All Staff	Full-time Firefighting Staff	Retained Firefighting Staff	Senior Executive	Admin & Trades Staff
Women	10.17	6.14	8.14	16.00	56.44
Aboriginal people and Torres Strait Islanders	3.33	3.78	3.14	0.00	1.32
People whose first language was not English	2.44	2.02	0.93	8.00	16.67
People with a disability	0.71	0.71	0.33	0.00	3.56
People with a disability requiring work-related adjustment	0.19	0.28	0.00	0.00	0.89

(2) Trends in the Representation of EEO Groups in FRNSW – As a % of total staff

EEO Groups	2012/13	2013/14	2014/15	2015/16	2016/17
Women	8.03	8.63	8.83	9.58	10.17
Aboriginal and Torres Strait Islanders	2.25	2.56	2.66	3.00	3.33
People whose first language was not English	1.56	2.08	2.22	2.37	2.44
People with a disability	1.29	1.07	0.74	0.78	0.71
People with a disability requiring work related adjustment	0.30	0.26	0.26	0.19	0.19

Appendix 19: 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. Objectives of the Plan are:

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 2016/17 under its MPSP Forward Plan, refer to the Community Based chapter in this Annual Report.

Appendix 20: Overseas Travel

During 2016/17, FRNSW personnel travelled to 16 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 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
2016				
11-23 July, 2016	Senior Firefighter John Stokes	**USA:** To attend the Equipment Preparation and Load Planners Course in San Diego.	Nil	Department of Foreign Affairs and Trade $9,052.90
20-22 July, 2016	Commissioner Gregory Mullins	**New Zealand:** To attend the Australasian Fire and Emergency Services Authorities Council Board annual planning meeting in Wellington.	$2,271.45	Australasian Fire and Emergency Services Authorities Council Cost unknown
23-29 July, 2016	Chief Superintendent David Felton A/Superintendent Joshua Turner Inspector Michael Morris Station Officers: Bradley Turner Christopher Andrews Russell Turner Senior Firefighter Richard Wilson	**Indonesia:** To attend the annual International Search and Rescue Advisory Group (INSARAG) Asia-Pacific Earthquake Exercise in Yogyakarta.	Nil	Department of Foreign Affairs and Trade $18,510.12
22-29 August, 2016	Deputy Commissioner Graeme Finney Chief Superintendent Paul McGuiggan Superintendent Warwick Kidd	**China:** To attend the United Nations (UN) INSARAG Asia Pacific meeting in Xi'an. To visit Hong Kong Fire Services Department Training Academy and the Hong Kong Light Rail.	$1,735.01	Department of Foreign Affairs and Trade $13,029.10
3-11 September, 2016	Chief Superintendent John Denny	**Russia:** To attend the UN INSARAG classification of the Siberian Regional Urban Search and Rescue (USAR) team in Krasnoyarsk.	Nil	Department of Foreign Affairs and Trade $13,089.79
5-10 September, 2016	Chief Superintendents: David Felton Gary McKinnon Gregory Wild Station Officer Russell Turner	**Japan:** To attend the 2016 INSARAG Team Leaders Meeting in Tokyo.	Nil	Department of Foreign Affairs and Trade $21,400.23

Dates of travel	Name of officer	Destination and purpose	Cost to FRNSW	Cost to other organisations
16-26 October, 2016	Station Officers: Andrew Barber Clayton Allison Senior Firefighter: Andrew Clark David Elliott Stuart Willick Qualified Firefighters: John Robinson Justin Taylor	**Brazil:** To attend 2016 World Rescue Challenge.	$40,300.60	Australian Road Rescue Organisation $4,516.53
27 October-13 November, 2016	Leading Station Officer Bruce Cameron Senior Firefighters: Peter Watson Stephen Jones	**Hong Kong:**To attend Hong Kong Fire and Ambulance Service Academy and facilitate USAR instructor skills enhancement workshop.	Nil	Hong Kong Fire Services Department$34,000
5-12 November, 2016	Superintendents: Darryl Dunbar Gregory Rankin	**Singapore:** To attend the INSARAG USAR Coordination Cell Course.	Nil	Department of Foreign Affairs and Trade $6,226.48
13-18 November, 2016	NSW Ambulance Superintendent Peter Croft	**South Korea:** To attend the UN INSARAG International External Reclassification (IER) in South Korea as a Medical Classifier.	Nil	Department of Foreign Affairs and Trade $1,472.57
25 November-1 December, 2016	Superintendent Brian Smart Inspector Trent Lawrence	**New Zealand:** To attend final assessment for Australian and New Zealand School of Government Executive Masters of Public administration in Wellington.	$1,133.38	Nil
27 November-10 December, 2016	Communications Systems Officer - Radio Richard Cerveny	**New Zealand:** To participate in factory acceptance testing of the digital private mobile radio network equipment in Christchurch.	$2,574.84	Nil
2-11 December, 2016	Senior Firefighters John Stokes Peter Watson	**USA:** To attend a multi-agency Federal Emergency Management Agency Logistics Specialist Course in Texas.	Nil	Department of Foreign Affairs and Trade $9,947.66
2017				
8-14 January, 2017	Chief Superintendent John Denny Superintendent Darryl Dunbar Senior Firefighter Richard Wilson	**USA:** To mentor the Los Angeles County Fire Department USAR team for their INSARAG External Reclassification exercise.	Nil	Department of Foreign Affairs and Trade $18,340.90

Dates of travel	Name of officer	Destination and purpose	Cost to FRNSW	Cost to other organisations
14-16 January, 2017	Incoming Commissioner & partner: Mr Paul Baxter Ms Gina Dwyer	**From New Zealand:** To attend the Banner Handover Ceremony in Sydney.	$4,551.92	Nil
20-22 February, 2017	Interim Commissioner James Hamilton Chief Superintendent David Felton	**New Zealand:** To attend meeting with incoming Commissioner.	$6,811.56	Nil
22 February-4 March, 2017	Station Officer Russell Turner	**France:** To attend and facilitate the INSARAG USAR Coordination Course.	Nil	Department of Foreign Affairs and Trade $4,436.64
9-11 March, 2017	Incoming Director of Professional Standards Ms Louise Clarke Inspector Trent Lawrence	**New Zealand:** To attend final residential sessions for the Australian and New Zealand School of Government (ANZSOG) Executive Masters of Public Administration (EMPA) in Wellington.	$566.64	NSW Ambulance Cost unknown ANZSOG EMPA Cost unknown
12-22 March, 2017	Chief Superintendent Richard Griffiths Station Officers: Glen Mole Richard Schembri	**Indonesia:**To complete Unit 4 (the residential component) of the Deakin University Humanitarian Leadership Program in Semarang.	$4,307.45	Nil
1-11 April, 2017	Station Officer Russell Turner	**USA:** To attend and facilitate the INSARAG and USAR Coordination Course in Fairfax.	Nil	Department of Foreign Affairs and Trade $6,913.68
25 April-4 May, 2017	Chief Superintendents: John Denny Gregory Wild Superintendents: Darryl Dunbar Michael Morris Senior Firefighter Richard Wilson	**USA:** To attend the Los Angeles County fire Department USAR Team INSARAG IER exercise.	Nil	Department of Foreign Affairs and Trade $24,117.25
29 April-13 May, 2017	Inspector John McDonough	**Canada:** To attend and deliver training to Canadian Regional Instructors for Stage 7 of the Ottawa Fire Service's Fire Dynamics Development Program.	Nil	Ottawa Fire Service Cost unknown

Dates of travel	Name of officer	Destination and purpose	Cost to FRNSW	Cost to other organisations
13-18 May, 2017	Senior Firefighter Richard Wilson	**Hungary:** To assess the Hungarian National Organisation for Rescue Services for their INSARAG International External Re-Classification.	Nil	Department of Foreign Affairs and Trade $2,833.91
5-9 June, 2017	Deputy Commissioner James Hamilton Superintendent Joshua Turner Leading Firefighter Marcus Davidson Senior Firefighter Andrew Haag	**Solomon Islands:** To provide assistance to the Regional Assistance Mission Solomon Islands per request of the Commander of the Participating Police Force.	$4,420.28	Australian Federal Police Cost unknown
10-17 June, 2017	Station Officer Russell Turner	**UK:** To attend the INSARAG USAR Coordination Course Program debrief and finalisation in Winchester.	Nil	Department of Foreign Affairs and Trade $4,346.36
18-26 June, 2017	Superintendents: Gregory Symonds Mark Reilly	**UK:** To participate in a post incident analysis of the Grenfell Tower residential apartments in London.	$5,521.94	Nil
22 June-4 July, 2017	Senior Firefighter James Boland	**The Netherlands:** To attend a Holmatro equipment information and training program.	$4,172.79	Nil
27 June-3 July, 2017	Superintendent Adam Dewberry	**Solomon Islands:** To commemorate the closing of the Regional Assistance Mission Solomon Islands.	Nil	Australian Federal Police Cost unknown

Operational Performance and Activities

Appendix 21: Type of Incident by Local Government Area

Local Government Area	Fire, Explosions	Non-fire rescue calls including animal rescues	Hazardous material incidents & other hazardous conditions	Storm, floods & other natural disasters and calls for assistance	Other service calls	Good intent calls	System initiated false alarms	Malicious false calls	Other calls	Total primary incidents
Albury	184	44	120	27	13	115	264	14	7	788
Armidale Dumaresq	194	10	35	11	4	74	199	10	2	539
Ashfield	89	72	124	29	31	159	204	3	5	716
Auburn	214	188	335	35	34	141	951	13	21	1,932
Ballina	116	206	40	15	19	67	111	3	79	656
Balranald	6	2	0	2	0	0	1	0	0	11
Bankstown	528	473	658	113	104	292	767	28	74	3,037
Bathurst Regional	160	39	80	13	7	94	217	10	5	625
Bega Valley	65	33	21	40	5	26	66	0	41	297
Bellingen	31	10	21	11	4	17	21	2	6	123
Berrigan	37	213	12	2	1	3	15	0	1	284
Blacktown	1,304	543	764	197	220	609	1,071	142	116	4,966
Bland	3	2	4	0	0	1	2	0	37	49
Blayney	10	5	7	1	0	3	23	0	2	51
Blue Mountains	195	148	257	109	79	269	326	3	26	1,412
Bogan	21	4	5	10	1	2	3	0	0	46
Bombala	5	7	8	7	0	1	4	0	3	35
Boorowa	0	1	1	0	0	2	1	0	26	31
Botany Bay	136	65	144	20	30	134	939	10	14	1,492
Bourke	94	0	2	3	0	8	11	2	23	143
Brewarrina	78	1	3	3	0	3	13	1	9	111
Broken Hill	78	17	53	39	13	58	64	6	46	374
Burwood	74	44	83	21	9	62	315	1	12	621
Byron	100	19	67	12	17	57	176	4	19	471
Cabonne	11	14	7	15	0	6	20	0	14	87
Camden	172	145	120	41	30	77	155	1	8	749
Campbelltown	823	307	302	100	102	267	682	71	36	2,690
Canada Bay	120	135	198	34	36	157	548	5	17	1,250
Canterbury	279	243	397	101	80	219	369	22	36	1,746
Carrathool	7	1	5	4	0	1	4	0	0	22
Cessnock	514	267	91	29	27	153	142	11	30	1,264
Clarence Valley	166	42	73	24	21	58	182	17	32	615
Cobar	28	9	4	14	2	9	3	0	1	70
Coffs Harbour	282	59	112	43	47	155	290	21	10	1,019
Conargo	0	0	0	0	0	1	0	0	0	1
Coolamon	1	2	1	0	0	0	0	0	22	26
Cooma-Monaro	42	18	22	13	0	12	21	0	6	134
Coonamble	34	9	4	20	2	9	3	4	0	85
Cootamundra	37	29	15	15	4	12	26	0	3	141
Corowa Shire	34	25	15	2	0	14	32	0	2	124
Cowra	19	5	12	3	1	10	5	1	84	140

Local Government Area	Fire, Explosions	Non-fire rescue calls including animal rescues	Hazardous material incidents & other hazardous conditions	Storm, floods & other natural disasters and calls for assistance	Other service calls	Good intent calls	System initiated false alarms	Malicious false calls	Other calls	Total primary incidents
Deniliquin	37	0	9	7	1	25	18	2	2	101
Dubbo	237	44	100	27	10	118	210	11	11	768
Dungog	19	21	5	1	1	10	6	0	0	63
Eurobodalla	98	46	59	23	10	36	102	3	10	387
Fairfield	520	322	524	108	118	251	550	18	61	2,472
Forbes	38	7	11	13	1	22	37	2	4	135
Gilgandra	6	27	8	4	0	5	2	0	1	53
Glen Innes Severn	33	14	21	8	1	12	25	1	2	117
Gloucester	10	3	5	5	0	3	1	0	13	40
Gosford	472	312	344	146	93	337	596	52	118	2,470
Goulburn Mulwaree	57	33	61	23	17	32	136	5	41	405
Greater Hume Shire	18	117	7	3	1	12	16	0	1	175
Greater Taree	202	22	56	25	17	78	80	15	71	566
Great Lakes	59	18	29	35	8	91	90	6	3	339
Griffith	139	19	32	7	9	36	101	4	8	355
Gundagai	13	4	16	1	1	9	20	3	0	67
Gunnedah	55	12	22	9	1	22	33	4	3	161
Guyra	8	5	5	0	1	0	3	0	0	22
Gwydir	4	4	3	13	0	4	13	0	8	49
Harden	14	5	5	5	0	4	28	0	0	61
Hawkesbury	164	46	91	24	9	76	166	11	9	596
Hay	14	5	4	0	0	2	3	0	1	29
Holroyd	282	202	340	52	82	184	534	20	69	1,765
Hornsby	194	341	312	93	76	256	595	22	23	1,912
Hunters Hill	30	21	20	6	5	26	118	1	4	231
Hurstville	159	107	162	49	36	130	283	9	12	947
Indigo	1	1	0	2	1	1	1	0	1	8
Inverell	23	11	21	7	3	23	13	3	23	127
Jerilderie	4	2	5	0	0	1	3	0	1	16
Junee	15	5	9	2	3	5	10	0	0	49
Kempsey	273	22	46	42	7	63	87	15	3	558
Kiama	35	20	22	3	9	23	34	4	1	151
Kogarah	68	117	114	36	25	107	271	9	7	754
Ku-ring-gai	107	165	281	62	50	165	550	6	13	1,399
Kyogle	16	6	9	6	0	9	13	0	0	59
Lachlan	24	9	2	7	2	8	7	0	19	78
Lake Macquarie	683	238	332	121	64	340	451	38	160	2,427
Lane Cove	39	49	62	30	28	74	348	1	15	646
Leeton	39	9	12	7	0	25	40	1	0	133
Leichhardt	99	74	122	33	27	144	416	1	19	935
Lismore	144	39	76	46	16	125	235	16	78	775
Lithgow	52	24	51	15	7	60	67	2	8	286
Liverpool	733	392	482	123	118	331	1,028	28	30	3,265
Liverpool Plains	11	4	7	1	0	4	0	0	1	39	67
Lockhart	4	3	2	3	0	1	0	0	10	23
Maitland	318	62	119	34	24	142	195	17	31	942

Local Government Area	Fire, Explosions	Non-fire rescue calls including animal rescues	Hazardous material incidents & other hazardous conditions	Storm, floods & other natural disasters and calls for assistance	Other service calls	Good intent calls	System initiated false alarms	Malicious false calls	Other calls	Total primary incidents
Manly	64	65	68	26	21	66	441	8	27	786
Marrickville	176	95	240	41	61	199	489	7	28	1,336
Mid-Western Regional	42	11	45	30	6	46	27	1	21	229
Moree Plains	395	14	26	21	4	33	41	25	16	575
Mosman	34	47	45	34	14	110	219	3	5	511
Murray	5	11	6	1	2	12	12	0	2	51
Murrumbidgee	1	1	2	0	0	0	0	0	0	4
Muswellbrook	114	29	55	19	22	45	37	11	4	336
Nambucca	92	23	36	8	9	32	34	1	4	239
Narrabri	83	36	23	17	3	39	48	1	7	257
Narrandera	31	4	10	7	0	2	5	0	0	59
Narromine	40	7	8	10	2	2	16	1	1	87
Newcastle	654	236	403	77	83	401	1,348	43	157	3,402
North Sydney	95	113	134	48	49	178	1,211	13	34	1,875
Oberon	11	6	9	2	1	4	12	0	0	45
Orange	222	33	93	29	27	88	287	16	42	837
Palerang	15	19	11	1	0	3	12	0	2	63
Parkes	44	18	38	7	2	10	45	1	10	175
Parramatta	495	354	437	145	137	384	1,735	35	103	3,825
Penrith	724	356	394	122	102	413	884	63	74	3,132
Pittwater	84	105	139	54	31	86	281	8	28	816
Port Macquarie-Hastings	181	88	114	46	27	118	346	15	18	953
Port Stephens	152	91	85	43	31	68	166	9	12	657
Queanbeyan	112	49	70	41	17	99	142	6	11	547
Randwick	234	105	204	55	72	281	1,311	19	38	2,319
Richmond Valley	157	33	29	28	4	76	60	9	8	404
Rockdale	161	214	244	60	44	194	482	18	37	1,454
Ryde	176	202	273	66	63	171	1,158	14	50	2,173
Shellharbour	213	74	124	44	18	121	174	10	94	872
Shoalhaven	274	89	148	56	31	123	283	7	19	1,030
Singleton	76	60	29	6	21	29	110	6	4	341
Snowy River	17	71	33	8	2	106	132	5	7	381
Strathfield	92	94	166	24	27	89	319	1	9	821
Sutherland Shire	279	443	332	162	110	292	754	20	53	2,445
Sydney	712	237	502	131	258	1,008	10,600	91	617	14,156
Tamworth Regional	266	63	116	29	7	97	186	14	45	823
Temora	12	4	6	14	2	9	14	5	1	67
Tenterfield	29	14	11	9	2	9	11	1	0	86
The Hills Shire	208	208	347	66	35	196	764	21	47	1,892
Tumbarumba	6	13	4	2	2	1	2	0	2	32
Tumut Shire	28	5	9	1	1	2	12	0	104	162
Tweed	211	103	180	62	39	167	418	21	45	1,246
Upper Hunter Shire	51	21	21	3	2	22	31	2	13	166
Upper Lachlan Shire	5	17	6	8	0	3	13	0	3	55
Uralla	7	201	4	1	0	3	14	0	1	231

Local Government Area	Fire, Explosions	Non-fire rescue calls including animal rescues	Hazardous material incidents & other hazardous conditions	Storm, floods & other natural disasters and calls for assistance	Other service calls	Good intent calls	System initiated false alarms	Malicious false calls	Other calls	Total primary incidents
Urana	1	1	0	0	0	0	0	0	1	3
Wagga Wagga	416	55	149	30	28	159	287	35	20	1,179
Wakool	1	4	2	1	0	0	6	0	0	14
Walcha	5	4	2	0	2	5	5	0	0	23
Walgett	72	28	8	27	1	9	12	2	27	186
Warren	2	4	0	2	0	4	8	1	24	45
Warringah	197	210	320	75	79	271	757	20	36	1,965
Warrumbungle Shire	12	15	11	19	3	13	29	1	3	106
Waverley	118	67	127	28	49	213	736	17	15	1,370
Weddin	9	11	3	2	0	1	2	1	1	30
Wellington	78	10	17	12	1	23	49	1	2	193
Wentworth	25	3	2	0	0	6	4	0	3	43
Willoughby	109	94	169	32	44	125	969	9	24	1,575
Wingecarribee	99	274	120	24	27	86	193	4	71	898
Wollondilly	75	139	87	13	20	36	68	1	6	445
Wollongong	877	419	420	124	92	510	926	35	73	3,476
Woollahra	72	42	115	16	33	145	690	4	14	1,131
Wyong	459	152	319	121	65	319	459	33	29	1,956
Yass Valley	31	34	18	14	2	9	15	2	13	138
Young	55	21	17	23	3	13	37	1	3	173
Other areas and areas not categorised	130	100	109	33	25	102	294	4	55	852
Total	21,784	12,234	15,541	4,705	3,690	14,275	46,013	1,438	4,031	123,711

Primary incidents: These data are sourced from FRNSW's eAIRS System. Primary incidents are those where a station attends an incident and is responsible for reporting it, whereas total responses 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 22: Reported Responses by Area, Zone and Station

Station Number	Station Name	Fire responses	Other responses	Total responses	Community safety, preparedness and engagement actions
Metropolitan East					
Metropolitan East 1					
1	City of Sydney	512	9184	9696	631
3	The Rocks	97	2271	2368	425
4	Darlinghurst	201	2688	2889	497
10	Redfern	184	2037	2221	222
11	Woollahra	188	1950	2138	418
12	Balmain	73	533	606	390
13	Alexandria	209	2429	2638	210
18	Glebe	214	2379	2593	431
22	Leichhardt	137	950	1087	404
38	Pyrmont	138	2027	2165	345
76	Bondi	124	1273	1397	205
Zone Totals		**2077**	**27721**	**29798**	**4178**
Metropolitan East 2					
6	Mona Vale	60	504	564	420
24	Manly	145	1027	1172	450
25	Mosman	75	706	781	595
36	Crows Nest	148	1961	2109	341
37	Gordon	102	1436	1538	395
40	Willoughby	119	1356	1475	504
50	Hornsby	175	998	1173	339
51	Forestville	65	597	662	271
53	Neutral Bay	118	1440	1558	505
58	Beecroft	120	973	1093	298
60	Avalon	35	220	255	405
61	Lane Cove	106	1438	1544	334
68	Narrabeen	91	958	1049	403
69	Dee Why	137	1088	1225	250
75	Berowra	51	411	462	321
Zone Totals		**1547**	**15113**	**16660**	**5831**
Metropolitan East 3					
5	Newtown	163	1689	1852	407
14	Ashfield	178	1010	1188	353
15	Burwood	178	1411	1589	456
16	Concord	141	1328	1469	485
17	Drummoyne	87	496	583	351
19	Silverwater	195	1164	1359	544
28	Marrickville	162	912	1074	459
30	Lidcombe	220	1307	1527	329
47	Revesby	294	1138	1432	387
52	Campsie	196	836	1032	332
62	Bankstown	276	1452	1728	338
64	Lakemba	229	946	1175	431
66	Rhodes	49	593	642	46
85	Chester Hill	371	1104	1475	302

Station Number	Station Name	Fire responses	Other responses	Total responses	Community safety, preparedness and engagement actions
177	Royal Agricultural Showground	1	13	14	311
Zone Totals		**2740**	**15399**	**18139**	**5531**
Region Totals		**6364**	**58233**	**64597**	**15540**
Metropolitan North					
Metropolitan North 1					
222	Belmont	155	323	478	181
251	Cardiff	226	427	653	118
252	Carrington	64	308	372	20
255	Charlestown	197	503	700	234
260	Newcastle	256	1040	1296	108
320	Hamilton	1	31	32	12
357	Lambton	260	1255	1515	166
376	Merewether	90	369	459	12
377	Minmi	50	41	91	22
383	Morisset	102	268	370	82
404	New Lambton	1	5	6	4
446	Stockton	56	142	198	32
447	Swansea	32	48	80	33
454	Tarro	210	369	579	30
458	Teralba	84	258	342	3
462	Mayfield West	104	699	803	192
464	Toronto	138	297	435	205
484	Wallsend	150	325	475	141
485	Wangi Wangi	88	117	205	87
498	Holmesville	149	207	356	211
500	Tingira Heights	260	352	612	133
516	Newcastle Hazmat	54	113	167	0
Zone Totals		**2727**	**7497**	**10224**	**2026**
Metropolitan North 2					
228	Berkeley Vale	116	368	484	254
245	Budgewoi	80	128	208	71
292	Doyalson	66	170	236	188
304	Gosford	155	1002	1157	221
340	Umina	228	631	859	339
341	Kariong	146	517	663	336
351	Bateau Bay	105	341	446	197
353	Kincumber	59	136	195	452
434	Hamlyn Terrace	98	332	430	341
450	Saratoga	39	85	124	3
459	Terrigal	55	255	310	75
460	The Entrance	49	247	296	87
470	Toukley	76	203	279	103
505	Wyong	123	278	401	8
509	Wyoming	144	459	603	27
Zone Totals		**1539**	**5152**	**6691**	**2702**
Metropolitan North 3					

Station Number	Station Name	Fire responses	Other responses	Total responses	Community safety, preparedness and engagement actions
202	Abermain	133	73	206	81
220	Bellbird	70	45	115	81
237	Branxton Greta	58	410	468	37
254	Cessnock	255	393	648	97
282	Dungog	18	51	69	87
344	Kearsley	42	26	68	0
349	Kurri Kurri	222	153	375	69
373	East Maitland	143	287	430	105
374	Maitland	93	272	365	61
382	Morpeth	73	60	133	15
402	Salamander Bay	98	453	551	102
418	Paxton	6	8	14	5
432	Raymond Terrace	88	200	288	44
455	Rutherford	157	248	405	159
497	Weston	83	32	115	16
Zone Totals		**1539**	**2711**	**4250**	**959**
Region Totals		**5805**	**15360**	**21165**	**5687**
Metropolitan South					
Metropolitan South 1					
207	Albion Park Rail	125	415	540	214
210	Balgownie	50	276	326	21
241	Bulli	107	299	406	171
258	Coledale	2	10	12	2
269	Corrimal	71	126	197	26
277	Dapto	170	302	472	221
325	Helensburgh	16	66	82	11
346	Kiama	50	127	177	41
422	Warrawong	259	536	795	301
442	Scarborough	5	26	31	10
461	Thirroul	35	68	103	14
474	Unanderra	135	423	558	44
488	Shellharbour	257	686	943	175
503	Wollongong	346	1453	1799	239
Zone Totals		**1628**	**4813**	**6441**	**1490**
Metropolitan South 2					
20	Hurstville	208	1483	1691	422
21	Kogarah	215	1089	1304	414
26	Mascot	137	1393	1530	241
29	Arncliffe	143	875	1018	213
33	Engadine	39	334	373	162
34	Riverwood	189	710	899	317
35	Botany	88	790	878	316
39	Randwick	162	1572	1734	646
45	Miranda	144	907	1051	246
46	Sutherland	106	579	685	305
48	Mortdale	83	372	455	168
54	Cronulla	62	625	687	180
56	Matraville	116	836	952	555

Station Number	Station Name	Fire responses	Other responses	Total responses	Community safety, preparedness and engagement actions
70	Maroubra	132	1066	1198	742
80	Bundeena	19	160	179	2851
90	Menai	93	334	427	318
Zone Totals		**1936**	**13125**	**15061**	**8096**
Metropolitan South 3					
7	Horningsea Park	161	429	590	256
8	Liverpool	291	1600	1891	391
31	Busby	408	972	1380	545
79	Ingleburn	115	374	489	160
84	Macquarie Fields	220	613	833	419
87	Rosemeadow	198	456	654	360
88	Campbelltown	593	1360	1953	319
92	St Andrews	339	658	997	238
93	Narellan	143	543	686	363
248	Camden	99	327	426	42
421	Picton	60	299	359	11
489	Warragamba	58	224	282	85
Zone Totals		**2685**	**7855**	**10540**	**3189**
Region Totals		**6249**	**25793**	**32042**	**12775**
Metropolitan West					
Metropolitan West 1					
32	Mount Druitt	439	953	1392	268
43	Seven Hills	297	1119	1416	201
63	Blacktown	344	1358	1702	174
67	Baulkham Hills	196	917	1113	196
71	Castle Hill	72	796	868	164
77	St Marys	311	975	1286	313
78	Ropes Crossing	602	794	1396	161
83	Riverstone	103	172	275	66
86	Penrith	322	943	1265	350
94	Kellyville	138	894	1032	274
96	Schofields	131	416	547	264
97	Huntingwood	189	725	914	172
98	Cranebrook	186	229	415	182
102	Regentville	170	933	1103	171
Zone Totals		**3500**	**11224**	**14724**	**2956**
Metropolitan West 2					
23	Gladesville	109	793	902	141
27	Parramatta	444	2129	2573	203
41	Smithfield	189	785	974	154
42	Ryde	185	1631	1816	382
49	Cabramatta	309	1054	1363	174
55	Guildford	300	889	1189	124
57	Wentworthville	216	1529	1745	123
59	Eastwood	214	1577	1791	199
65	Rydalmere	168	1121	1289	176
72	Merrylands	162	980	1142	7
73	Yennora	272	912	1184	137

Station Number		Station Name	Fire responses	Other responses	Total responses	Community safety, preparedness and engagement actions
101		Bonnyrigg Heights	205	641	846	177
Zone Totals			**2773**	**14041**	**16814**	**1997**
Metropolitan West 3						
81		Windsor	130	411	541	44
82		Richmond	141	558	699	26
226		Blackheath	17	99	116	0
301		Glenbrook	74	250	324	55
343		Katoomba	93	552	645	317
343		Lawson	56	170	226	2
361		Leura	16	174	190	11
363		Lithgow	40	192	232	99
364		Lithgow West	25	117	142	24
386		Mt Victoria	9	44	53	13
423		Portland	8	24	32	31
445		Springwood	93	447	540	472
483		Wallerawang	16	25	41	2
495		Wentworth Falls	43	152	195	19
Zone Totals			**761**	**3215**	**3976**	**1115**
Region Totals			**7034**	**28480**	**35514**	**6068**
Regional North						
Regional North 1						
221		Bellingen	12	48	60	108
235		Bowraville	33	36	69	75
257		Coffs Harbour	215	760	975	545
279		Dorrigo	14	13	27	4
295		Forster	68	344	412	20
303		Gloucester	13	38	51	0
345		Kempsey	376	335	711	252
358		Laurieton	24	158	182	52
371		Macksville	48	98	146	5
397		Nambucca Heads	77	116	193	5
424		Port Macquarie	200	830	1030	253
441		Sawtell	123	200	323	4
449		South West Rocks	14	70	84	49
453		Taree	277	324	601	143
471		Tea Gardens	19	59	78	34
476		Urunga	19	41	60	9
492		Wauchope	71	147	218	30
502		Wingham	29	145	174	18
507		Woolgoolga	71	123	194	8
Zone Totals			**1703**	**3885**	**5588**	**1614**
Regional North 2						
204		Alstonville	16	306	322	9
211		Ballina	140	359	499	44
213		Bangalow	22	120	142	14
240		Brunswick Heads	50	99	149	36
243		Byron Bay	58	244	302	53
253		Casino	125	221	346	86

Station Number	Station Name	Fire responses	Other responses	Total responses	Community safety, preparedness and engagement actions
267	Coraki	57	40	97	85
288	Evans Head	10	55	65	17
306	Grafton	87	255	342	290
307	South Grafton	91	222	313	19
316	Goonellabah	81	311	392	18
347	Kingscliff	57	257	314	7
350	Kyogle	17	44	61	183
362	Lismore	120	655	775	269
372	Maclean	25	84	109	2
388	Mullumbimby	13	40	53	42
391	Murwillumbah	45	191	236	7
468	Tweed Heads	166	863	1029	477
510	Yamba	23	64	87	53
514	Banora Point	62	171	233	7
Zone Totals		**1265**	**4601**	**5866**	**1718**
Regional North 3					
205	Armidale	230	539	769	268
215	Barraba	6	18	24	10
225	Bingara	2	35	37	40
229	Boggabri	13	18	31	74
264	Coonabarabran	7	65	72	1
302	Glen Innes	44	113	157	212
314	Gunnedah	85	141	226	40
315	Guyra	8	15	23	0
331	Inverell	38	144	182	65
375	Manilla	7	30	37	2
381	Moree	456	191	647	57
399	Narrabri	107	198	305	3
429	Quirindi	6	40	46	1
452	Tamworth	130	509	639	280
457	Tenterfield	43	80	123	20
475	Uralla	11	239	250	14
481	Walcha	5	18	23	13
487	Warialda	3	13	16	1
496	Werris Creek	8	19	27	2
506	Wee Waa	24	31	55	1
508	West Tamworth	297	258	555	15
Zone Totals		**1530**	**2714**	**4244**	**1119**
Region Totals		**4498**	**11200**	**15698**	**4451**
Regional South					
Regional South 1					
217	Batemans Bay	68	213	281	175
219	Bega	39	79	118	17
224	Berry	20	53	73	22
230	Bombala	7	31	38	38
236	Braidwood	15	34	49	8
263	Cooma	71	128	199	72
286	Eden	20	71	91	0

Station Number	Station Name	Fire responses	Other responses	Total responses	Community safety, preparedness and engagement actions
338	Jindabyne	16	94	110	4
384	Moruya	46	86	132	48
395	Merimbula	37	148	185	18
398	Narooma	19	45	64	8
405	Nowra	151	335	486	37
426	Perisher Valley	5	130	135	191
428	Queanbeyan	152	566	718	506
440	Shoalhaven	207	492	699	597
451	Thredbo	4	219	223	346
477	Ulladulla	59	244	303	11
Zone Totals		**936**	**2968**	**3904**	**2098**
Regional South 2					
218	Batlow	4	23	27	1
232	Boorowa	7	46	53	0
234	Bowral	79	596	675	3
242	Bundanoon	14	260	274	4
266	Cootamundra	56	152	208	3351
270	Cowra	28	162	190	0
271	Crookwell	12	55	67	36
294	Forbes	47	114	161	11
305	Goulburn	87	459	546	47
308	Grenfell	9	23	32	0
313	Gundagai	31	81	112	0
378	Mittagong	40	241	281	10
385	Moss Vale	52	171	223	69
389	Harden	16	47	63	4
467	Tumut	28	123	151	1
511	Yass	38	131	169	6
513	Young	89	167	256	12
Zone Totals		**637**	**2851**	**3488**	**3555**
Regional South 3					
203	Albury Central	155	533	688	339
206	Albury North	48	118	166	13
209	Albury Civic	75	265	340	48
214	Barham	1	12	13	97
223	Berrigan	9	7	16	18
268	Corowa	53	162	215	41
272	Culcairn	7	75	82	35
278	Deniliquin	69	117	186	27
293	Finley	21	39	60	52
322	Henty	9	79	88	3
324	Holbrook	11	21	32	3
336	Jerilderie	5	18	23	2
365	Lockhart	3	19	22	2
379	Moama	6	47	53	11
394	Mulwala	25	31	56	32
463	Tocumwal	23	227	250	63
466	Tumbarumba	8	25	33	3

Station Number	Station Name	Fire responses	Other responses	Total responses	Community safety, preparedness and engagement actions
472	Turvey Park	559	832	1391	382
480	Wagga Wagga	59	262	321	13
Zone Totals		**1146**	**2889**	**4035**	**1184**
Region Totals		**2719**	**8708**	**11427**	**6837**
Regional West					
Regional West 1					
233	Bourke	98	53	151	0
244	Brewarrina	80	35	115	3
256	Cobar	33	46	79	8
261	Coolah	2	25	27	10
265	Coonamble	52	64	116	1
280	Dubbo	291	679	970	622
281	Dunedoo	6	15	21	0
284	Delroy	86	143	229	2
300	Gilgandra	14	50	64	0
367	Lightning Ridge	29	48	77	3
401	Narromine	37	33	70	92
406	Nyngan	27	30	57	4
417	Parkes	46	116	162	7
419	Peak Hill	4	18	22	9
465	Trangie	5	22	27	1
482	Walgett	71	66	137	0
491	Warren	2	47	49	1
493	Wellington	80	112	192	9
Zone Totals		**963**	**1602**	**2565**	**772**
Regional West 2					
105	Kelso	45	83	128	4
208	Aberdeen	42	54	96	3
216	Bathurst	202	605	807	367
227	Blayney	11	45	56	3
250	Canowindra	6	38	44	0
283	Denman	19	42	61	0
312	Gulgong	7	54	61	2
342	Kandos	6	27	33	6
380	Molong	6	29	35	0
387	Mudgee	53	162	215	42
390	Murrurundi	8	29	37	1
392	Muswellbrook	100	186	286	21
393	Merriwa	7	22	29	2
411	Oberon	12	35	47	8
412	Orange	286	829	1115	226
443	Scone	22	65	87	28
444	Singleton	77	218	295	101
Zone Totals		**909**	**2523**	**3432**	**814**
Regional West 3					
212	Balranald	9	6	15	1
238	Broken Hill	122	305	427	510
239	Broken Hill South	28	115	143	1

Station Number	Station Name	Fire responses	Other responses	Total responses	Community safety, preparedness and engagement actions
259	Condobolin	30	44	74	13
262	Coolamon	1	32	33	5
311	Griffith	204	251	455	24
321	Hay	25	23	48	0
323	Hillston	9	13	22	10
337	Junee	16	37	53	10
355	Lake Cargelligo	6	27	33	0
360	Leeton	49	163	212	0
400	Narrandera	57	36	93	2
456	Temora	21	79	100	6
494	Wentworth	31	25	56	2
499	West Wyalong	3	47	50	3
512	Yenda	24	40	64	17
Zone Totals		**635**	**1243**	**1878**	**604**
Region Totals		**2507**	**5368**	**7875**	**2190**
Grand Total		**35176**	**153142**	**188318**	**54369**

Total turnout data is sourced from FRNSW eAIRS System. Total turnouts refer to the dispatch of all individual appliances to a call out. For example, if 3 appliances from a station are called out, it is considered 3 turnouts. Primary incidents refer only to instances when stations attend an incident and are responsible for reporting it. As at least two appliances/ units usually turnout to an incident in Sydney, Newcastle and Wollongong, about twice as many responses as primary incidents are recorded.

Community safety, preparedness and engagement data is sourced from FRNSW Community Activity Reporting System, used to record involvement of fire stations and units in community safety programs, meetings, community engagement activities, or local media campaigns. The data under-represents the level of prevention activities by fire officers as not all such activities are currently reported.

6. Access Details

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

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

Headquarters
1 Amarina Avenue
GREENACRE NSW 2190
Locked Bag 12 GREENACRE NSW 2190
Telephone (02) 9265 2999
Fax (02) 9265 2988
Business hours 9:00am – 5:00pm

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

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

Logistics Support
1 Amarina Avenue
GREENACRE NSW 2190
Locked Bag 12 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 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

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

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

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

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

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

METROPOLITAN 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
40 Young Road
LAMBTON NSW 2299
Telephone (02) 4979 3799
Fax (02) 4952 9745
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

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

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
Telephone (02) 6681 1847
Fax (02) 6686 2959
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

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[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.]