

2017 - 2018 ANNUAL REPORT  
FIRE + RESCUE NSW

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# PREPARED FOR ANYTHING.



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# WE ARE FIRE + RESCUE NSW

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

Dear Minister

I have pleasure in submitting to you the Fire and Rescue NSW (FRNSW) 2017-18 Annual Report and Financial Statements for presentation to the NSW Parliament.

The report summarises FRNSW performance during 2017-18 and the outcomes achieved.

The report has been prepared in accordance with the Annual Reports (Departments) Act 1985, the Annual Reports (Departments) Regulation 2015, the Public Finance and Audit Act 1983, and the Public Finance and Audit Regulation 2015.

Yours sincerely

Paul Baxter  
Commissioner  
31 October 2018

**Fire and Rescue NSW**

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# FRNSW HAS EVOLVED AND ADAPTED AS THE TYPE OF INCIDENTS WE HAVE RESPONDED TO HAVE CHANGED.

**In the last 12 months over 900 people from all levels and areas across Fire and Rescue NSW (FRNSW) have come together to have a really honest and robust discussion about what we do well, what we could do better and where we want to be in five years' time.**

Additionally, external independent research has been conducted through 10 in-depth qualitative sessions to understand how our external stakeholders, government and the community view FRNSW.

The research clearly showed there's a disparity between the community perception of FRNSW as

the 'Fire Brigade', primarily providing fire-based property protection and the broad range of capabilities delivered by FRNSW.

## **WHAT IS THE PLUS PLAN?**

FRNSW has evolved and adapted as the type of incidents we have responded to have changed. As a result, FRNSW is one of the most skilled and highly regarded urban firefighting forces in the world, a world leader in hazardous material management, road accident rescue, urban search and rescue and a leader in the areas of fire investigation, research, and prevention activity.

We also recognise that we have work to do to ensure we are delivering all our capabilities sustainably and consistently across NSW. In addition, we identified behaviours we need to stop, start or continue - not only to ensure our success into the future but to make sure we are building from a strong foundation of a culture of inclusion.

We brought all this work together to form our Plus Plan - our strategy for future development - which we launched on 15 May 2018. This is not a static plan. It is an evolving body of work which has been developed with staff and is being refined by staff as it is rolled out.





**PART OF  
THE PLUS PLAN  
IS EDUCATING  
THE COMMUNITY  
ABOUT OUR  
ROLE AND  
BETTER  
DEMONSTRATING  
THE REAL VALUE  
OF HAVING A  
FRNSW STATION  
IN THEIR  
COMMUNITY.**

To assist in this process FRNSW has updated its visual identity to help the community understand who FRNSW are and what we do. The FRNSW logo is made of two parts, the Crest and Fire and Rescue name within a red square. Together they present a bold and unified identity which retains the trust and tradition of the crest and builds equity in it by making it clear that this is the symbol of Fire and Rescue.

**SHOWCASING OUR  
CAPABILITIES AND  
ACHIEVEMENTS**

While FRNSW has refreshed its brand identity, we have not changed our name. In fact, it has been given more meaning by replacing the '&' with a '+'. The Plus sign highlights the breadth of FRNSW capabilities today, beyond Fire and Rescue.

The Plus Plan is about continuing to enhance our capability delivery and ensuring we are at our best to deliver our services to the communities we protect.

A number of notable achievements in 2017-18 demonstrate that FRNSW is a leader in emergency management. Following the Grenfell Tower fire in London, FRNSW contributed to the State Government's Fire Safety and External Cladding Taskforce. Working alongside a number of government agencies, FRNSW contribution included:

- Visiting and operationally assessing over 3,000 buildings
- For those buildings deemed to be at higher risk due to the quantity, location and arrangement of combustible cladding, additional inspections, data collection and pre-incident plans were undertaken, as well as engagement with occupants concerning fire prevention, and how to respond appropriately if a fire occurs; and

- Contributing to the new Building Products (Safety) Act 2017 and the Environmental Planning and Assessment Amendment (Identification of Buildings with Combustible Cladding) Regulation 2018.

FRNSW has also made significant contributions to major State infrastructure projects, the NorthConnex and WestConnex road projects, and Sydney Metro rail project. The projects are making extensive use of tunnels, up to a combined 85 kilometres, to minimise the need for land acquisition and remove through traffic from local streets. As a major stakeholder in the projects FRNSW:

- Had extensive involvement in the fire engineering review process, and
- Provided advice on installed systems for fire suppression, smoke management, containment of contaminated water and video surveillance.

On 18 June 2018 FRNSW responded to a ship fire in Port Kembla. First arriving crews found a large fire within a conveyer belt on the 202 metre, 50,000 tonne Iron Chieftain cargo ship. The fire spread rapidly to the lower cargo holds, igniting heavy fuel oil, making firefighting operations very difficult and posing an extreme risk to both the aquatic environment and operations of Port Kembla.

Up to 150 firefighters were rotated every 24 hours. Numerous aerial appliances were used from the wharf with crews on deck applying water and foam, hazardous material firefighters continually monitored air and water contamination. Thermal imaging cameras were used to monitor heat levels below the main deck, with Remotely Piloted Aircraft Systems used to provide clear aerial

observations. The fire was brought under control in the early hours of 21 June, 2018.

In August 2017 the FRNSW Urban Search and Rescue Heavy Task Force was reclassified by the United Nations International Search and Rescue Advisory Group for a further five years for international response to disasters. The team scored World's Best Practice for five tasks covering strategy, tactical and task level activities during the 36 hour reclassification exercise. In addition to this capability FRNSW is mentoring New Zealand for their upcoming reclassification and Thailand for a medium classification.

Following a request from Canadian authorities, FRNSW specialists in fighting bushfires and emergency management were responded to British Columbia in July 2017 as up to 220 fires spread across 450,000 hectares. Canadian Prime Minister Justin Trudeau personally thanked the FRNSW crews.

Construction was completed for the FRNSW Emergency Services Academy building at Orchard Hills in 2017-18 as well as five new fire stations at Batlow, Henty, Mount Druitt, Murrurundi, Wallsend and a major renovation at Wollongong Fire Station. Construction commenced for new fire stations at Eden, Kariong, South West Rocks and a major renovation of the City of Sydney Fire Station. FRNSW also commissioned 63 new vehicles including 10 Class 1 Bush Fire tankers, eight Class 2 pumpers, 10 Class 3 pumpers and 38 specialist vehicles.

The FRNSW Turnout Stronger program received the '2017 iCare Treasury Managed Fund Risk Management Award' for innovation. The FRNSW ReAlarm Campaign won the Public Sector Category at the '2017 Australian Marketing

Institute Awards for Marketing Excellence'. FRNSW also received international recognition with the 'Higgins and Langley Memorial Award' for our swiftwater rescue training program.

## LEADING IN DIVERSITY

The FRNSW permanent firefighter recruitment campaign remains the biggest NSW Public Sector recruitment campaign, with more than 6,000 applications each year. The 2017 campaign attracted 1,418 applications from women, and the overall diversity of candidates improved, including an increase in applicants from Culturally and Linguistically Diverse backgrounds.

FRNSW continues to develop strong relationships with Aboriginal and Torres Strait Islander communities through the Indigenous Fire and Rescue Employment Strategy.

FRNSW participated in the Australasian Fire and Emergency Service Authorities Council 'Male Champions of Change' Program. The Program aims to ensure women have equitable access to all fire and emergency services activities. The FRNSW Aboriginal and Torres Strait Islander Employee's and Women's networks continued to support staff; while a new LGBTQI+ staff network was established.

The following report provides details of FRNSW further achievements in 2017-18.



**Paul Baxter**  
Commissioner





# OUR PURPOSE



## **WHAT DO WE DO?**

Fire and Rescue New South Wales prevents fires, extinguishes fires and rescues those in need.

## **WHY IS THAT IMPORTANT?**

To save lives, property and protect the environment.

## **WHY IS THAT IMPORTANT?**

To reduce suffering and provide a safer world for us to live in.

## **WHY IS THAT IMPORTANT?**

Because all lives are precious.

## **WHY IS THAT IMPORTANT?**

You cannot replace the things that really matter to you, like your loved ones, your home, your memories.

**FIRE AND RESCUE NSW'S  
PURPOSE:  
TO PROTECT THE  
IRREPLACEABLE**

# OUR MANIFESTO

**WE ARE HERE TO PROTECT  
THE IRREPLACEABLE.**

**WE EDUCATE THE COMMUNITY  
TO HELP PREVENT INCIDENTS  
FROM HAPPENING AND  
PREPARE THEM FOR ACTION  
WHEN THEY DO.**

**WE TRAIN TO GET IT RIGHT.**

**WE'RE READY.  
READY FOR ANY EMERGENCY.  
ANYTIME. EVERY TIME.**



**WE RESPOND FAST.**

**WE SERVE WITH COURAGE,  
WITH CARE AND WITHOUT  
JUDGEMENT.**

**WE HELP ANYONE,  
ANYWHERE, ANYTIME.**

**WE ARE FIRE AND RESCUE NSW.**

**AND WE ARE PREPARED  
FOR ANYTHING.**

# CORE FUNCTIONS AND KEY STAKEHOLDERS



## LEGISLATED 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 State Disaster Plan and its sub-plans for responding to and managing emergencies which may endanger the safety or health of people or animals in NSW, or destroy or damage property.

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.

There were no changes to FRNSW legislation in 2017 - 2018.

## 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 e.g. high-rise building owners and occupants
- Recipients of fire investigation and research e.g. 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 for Police, and 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
  - NSW Ambulance
  - NSW Police Force
  - Office of Environment and Heritage
  - NSW Environment Protection Authority
  - NSW Roads and Maritime Services
  - 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



# OVERVIEW OF PERFORMANCE

NUMBER AND TYPE OF INCIDENTS AND EMERGENCIES <sup>1</sup>	2013-14	2014-15	2015-16	2016-17	2017-18
<b>FIRES AND EXPLOSIONS</b>					
Structure fires	6,259	6,290	5,842	5,623	5,709
Outside storage fires	232	262	260	252	309
Vehicle fires	3,303	3,093	3,130	3,270	3,164
Bush and grass fires	8,449	5,964	6,509	6,678	8,884
Rubbish fires	6,753	5,686	5,264	5,112	5,197
Other fires	345	664	1,325	1,198	1,239
<b>TOTAL FIRES AND EXPLOSIONS</b>	<b>25,341</b>	<b>21,959</b>	<b>22,330</b>	<b>22,133</b>	<b>24,502</b>
<b>NON-FIRE RESCUE CALLS</b>					
Motor vehicle accidents involving the extrication of victims	5,012	4,829	4,705	4,946	4,703
Medical assistance	1,178	1,483	2,068	2,447	2,688
Animal rescues	1,745	1,806	1,683	1,610	1,590
Other non-fire rescues including industrial and vertical rescues	3,132	3,342	3,137	3,422	3,593
<b>TOTAL NON-FIRE RESCUE CALLS</b>	<b>11,067</b>	<b>11,460</b>	<b>11,593</b>	<b>12,425</b>	<b>12,574</b>
Hazardous material incidents & other hazardous conditions including power lines down, electrical short circuits, gas leaks and fuel and chemical spills	15,453	16,280	15,833	15,767	16,421
Storm, floods and other natural disasters and calls for assistance from other agencies	3,973	5,680	4,593	4,769	5,270
Other Services Calls	3,307	3,756	3,811	3,738	3,873
Good intent calls	11,753	12,141	14,050	14,466	14,226
System Initiated False Alarms	46,384	49,108	45,961	46,378	42,533
Malicious False Alarms	1,615	1,266	1,404	1,454	1,491
Other calls	8,069	6,341	2,428	2,490	3,548
<b>TOTAL OTHER EMERGENCIES AND INCIDENTS</b>	<b>101,621</b>	<b>106,032</b>	<b>99,673</b>	<b>101,487</b>	<b>99,936</b>
<b>TOTAL FIRES, EXPLOSIONS AND OTHER EMERGENCIES</b>	<b>126,962</b>	<b>127,991</b>	<b>122,003</b>	<b>123,620</b>	<b>124,438</b>

<b>COMMUNITY SAFETY ACTIVITIES</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
PreEd (Fire safety for preschool children)	1,926	1,307	1,768	1,724	1,556
FireEd (Fire safety for primary schools)	903	271	733	613	467
RescueEd (Road safety for high schools)	90	92	67	64	54
SeniorEd (Fire safety for seniors)	437	442	247	244	536
Home Fire Safety Check		553	2,500	8,177	7,025
<b>TOTAL COMMUNITY SAFETY ACTIVITIES</b>	<b>53,868</b>	<b>49,754</b>	<b>50,542</b>	<b>54,360</b>	<b>52,273</b>
<b>ONLINE ACTIVITIES BY NUMBER OF VISITS</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
Home Fire Safety - Keep looking when cooking		5,134	76,765	39,296	5,655
Home Fire Safety - ReAlarm			26,869	6,627	41,161
Brigades Kids	19,253	14,675	15,066	19,856	13,173
FRNSW Website	894,030	943,397	963,017	790,216	805,185
<b>SOCIAL MEDIA CUMULATIVE FOLLOWERS</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
@FRNSW Twitter followers	21,172	31,042	42,164	49,538	55,183
Facebook likes	53,111	84,592	105,810	114,337	124,367

<sup>1</sup> Figures may vary from previous publications to reflect additional incident reports and data quality improvement

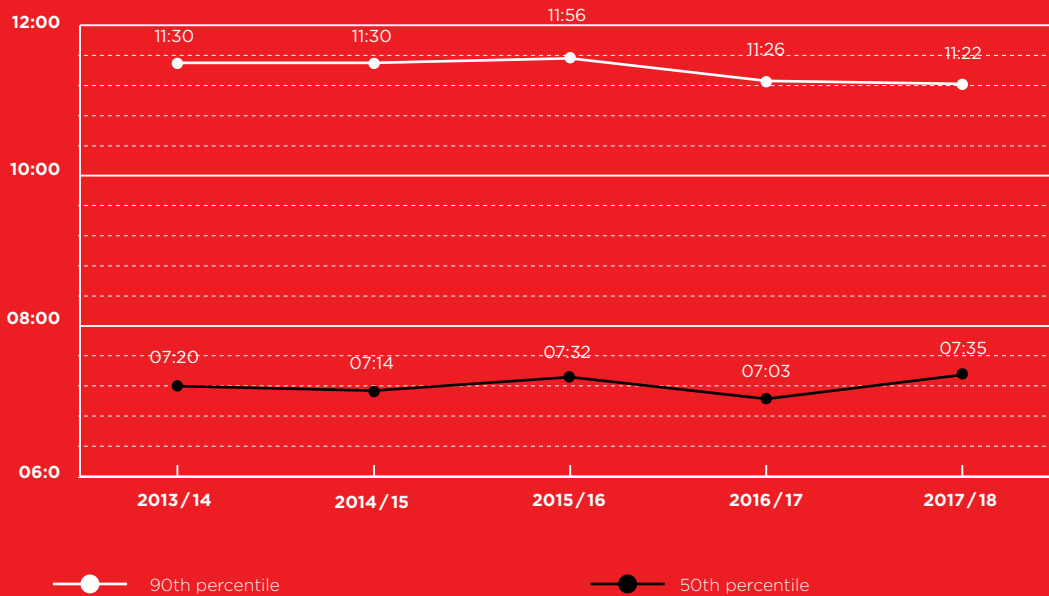
## OPERATIONAL PERFORMANCE

### INCIDENTS ATTENDED PER 100,000 POPULATION



Over the last five years the number of property fires and hazardous materials incidents have declined but FRNSW has responded to an increase in rescue calls.

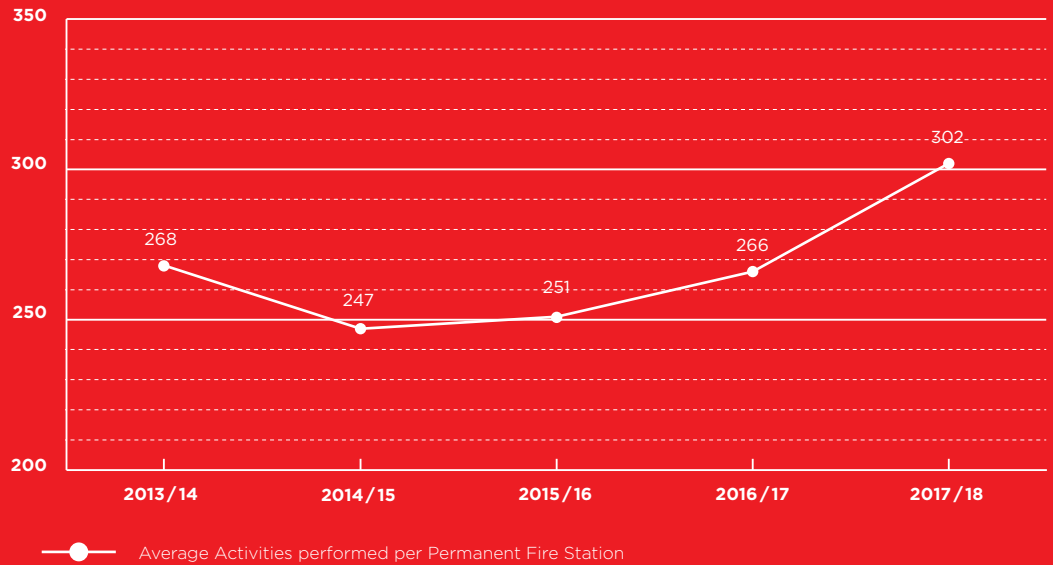
### RESPONSE TIME TO FIRE INCIDENTS (MM:SS)



Response times reflect the efforts of FRNSW to reduce the adverse effects of emergencies on the community by timely response.

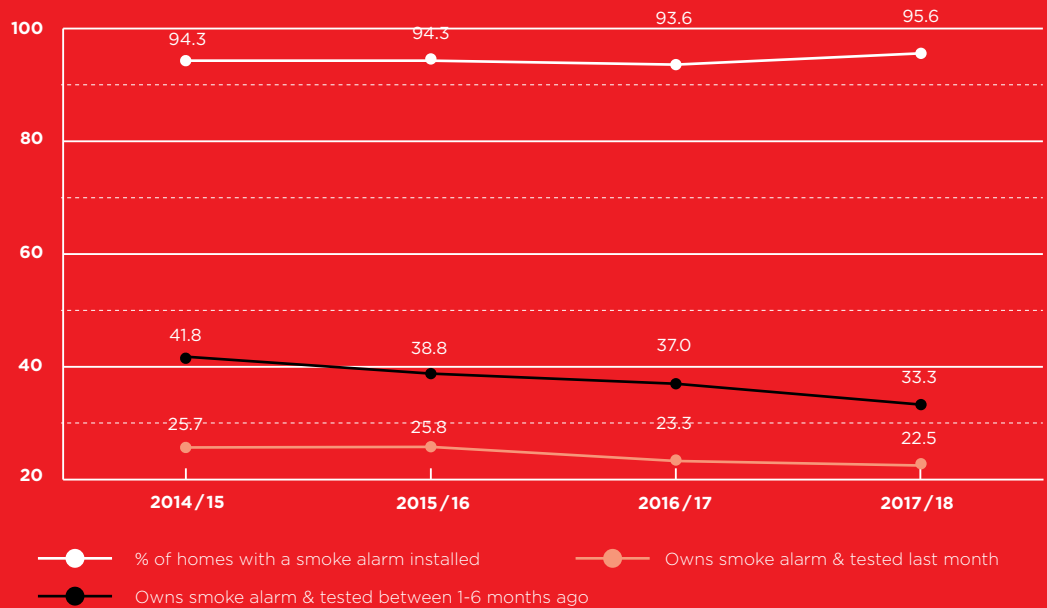


**COMMUNITY SAFETY ACTIVITIES PER PERMANENT FIRE STATION**



FRNSW community safety activities include but are not limited to Home Fire Safety Checks, Pre-incident Planning inspections, which are concerned with managing fire related risks at key premises, engagement with school and community groups to educate these groups about fire safety, fire station visits by members of the community and hydrant inspections.

**HOMES WITH A SMOKE ALARM INSTALLED AND TESTED (%)**

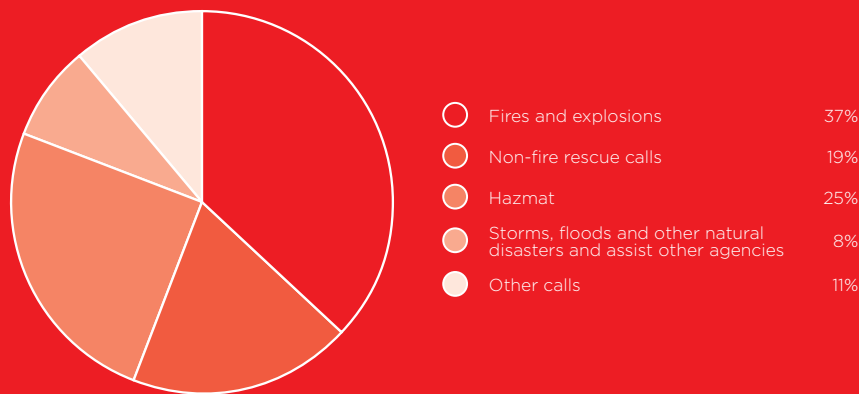


Source: % of homes with a smoke alarm installed - NSW Population Health Survey, NSW Ministry of Health

Only working smoke alarms save lives – smoke alarms should be dusted and tested monthly and replaced after 10 years.

## OPERATIONAL PERFORMANCE CONT.

### TYPE OF INCIDENTS AND EMERGENCIES ATTENDED 2017-18



### RESOURCES SUMMARY

	2013-14	2014-15	2015-16	2016-17	2017-18
Staff composition:					
Executive	12	12	10	25 <sup>1</sup>	23 <sup>2</sup>
Full-time firefighters	3,432	3,462	3,530	3,517	3,534
Retained (ie on-call) firefighters	3,380	3,336	3,327	3,341	3,293
Administrative and trade staff (FTE)	422	429	446	432 <sup>1</sup>	465
Community fire units	593	593	578	546	533
Community fire unit volunteers	7,015	6,812	6,318	5,891	5,782
Fire stations	337	337	337	335	336
Vehicles in the fire engine fleet	646	652	672	684	705
Actual total expenses excluding losses	\$657m	\$674m	\$702m	\$716m	\$735m

1. The increase in the number of Senior Executive positions reflects the reclassification of existing Senior Officer positions as a result of implementation of the Government Sector Employment Act 2013

2. Two positions were vacant at 30 June 2018

## 2018-19 BUDGET

### FRNSW TOTAL EXPENDITURE BUDGET FOR 2018-19 IS \$729 MILLION.

The revenue budget includes contributions of \$679.3 million funded by insurance companies, local governments and the State Government received through Department of Justice Cluster grant, and \$57.5 million of self-generated operating revenue.

The 2018-19 capital expenditure budget has been increased from Treasury Budget Paper allocation of \$74.9 million to \$86.5 million. The revised budget includes \$23.8 million for firefighting vehicles, \$19.2 million for the Critical Communications Enhancement Program, \$13.7 million for construction and refurbishment of fire stations across the state and \$9.8 million for training props and equipment at the Fire and Rescue NSW Emergency Services Academy at Orchard Hills.



**FIREFIGHTERS  
CONDUCTED  
52,273 COMMUNITY  
SAFETY ACTIVITIES  
RAISING AWARENESS  
OF FIRE SAFETY,  
SUPPORTING  
COMMUNITY  
FIRE UNITS AND  
ADDRESSING  
SCHOOL CHILDREN,  
SENIORS GROUPS  
AND COMMUNITY  
ORGANISATIONS.**





# THE EXECUTIVE LEADERSHIP TEAM



**COMMISSIONER  
PAUL BAXTER**

Commissioner Paul 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, GAIPM

Deputy Commissioner Jim 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  
EXECUTIVE DIRECTOR  
PEOPLE AND CULTURE  
MALCOLM CONNELLAN**

AFSM, GradCertSocSc, MIFireE

Deputy Commissioner Mal Connellan joined FRNSW in 1983. Mal has specialised in areas including Training, Community Safety, Professional Standards, Human Resources and spent five years as Chief of Staff to the Commissioner.

In July 2016, Mal was appointed Executive Director People & Culture at the rank of Assistant Commissioner; and in 2017, was seconded to the role of Deputy Commissioner NSW State Emergency Service. In November 2017, Mal Connellan was promoted to the rank of FRNSW Deputy Commissioner.

Deputy Commissioner Connellan has business accountability for workforce management, employee relations; and organisational development. Externally, he sits on groups such as the Australasian Fire and Emergency Service Authorities Council, where he also Chairs the Mental Health and Wellbeing Network, Workforce Management Group and Employee Relations Network.

The Deputy Commissioner has been awarded the Australian Fire Service Medal, National Medal and Clasp, the NSW Fire Brigades Long Service and Good Conduct Medal with two clasps and a Unit Commendation for Meritorious Service.



**DEPUTY COMMISSIONER  
STRATEGIC CAPABILITY**

**JEREMY FEWTRELL**  
BNatRes, MBA, GIFireE

Deputy Commissioner Jeremy Fewtrell joined FRNSW in 1997. The Deputy Commissioner has filled a wide range of operational roles in both metropolitan and regional operations. Mr Fewtrell has also filled senior leadership positions in the Community Safety Directorate and had a focus on enhancing FRNSW fire safety research capability.

Prior to his appointment as Deputy Commissioner Strategic Capability in July 2018, Mr Fewtrell was the Assistant Commissioner Operational Capability.

Mr Fewtrell holds a Bachelor of Natural Resources from the University of New England and a Masters of Business Administration from Deakin University. He is a Graduate of the Institution of Fire Engineers, has been the President of the Institution of Fire Engineers Australia Branch from 2015-2018 and Leader of the Institution's International General Assembly 2017-2018.

He has been awarded the National Medal, the FRNSW Long Service and Good Conduct Medal with one clasp and the Unit Citation for Meritorious Service.



**EXECUTIVE DIRECTOR  
FINANCE**

**KAREN FOLDI**  
FCPA, BCom, DipHS

Ms Karen Foldi joined FRNSW in 2018 as the Executive Director Finance. Ms Foldi has over 20 years experience in both private and public sector finance roles.

Prior to joining FRNSW Ms Foldi was the Director of Finance for South Eastern Sydney Local Health District and led its financial recovery during a significant period of reform.

Ms Foldi is a Fellow of Certified Practising Accountants Australia and holds a degree in Commerce and a Diploma in Health Science.



**EXECUTIVE DIRECTOR  
INFORMATION  
TECHNOLOGY**

**ROBERT HILDITCH**  
SHNC CompDataProc

Mr Robert 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 Emmanuel 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 FRNSW, 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.



### **DIRECTOR GOVERNANCE AND LEGAL OFFICE**

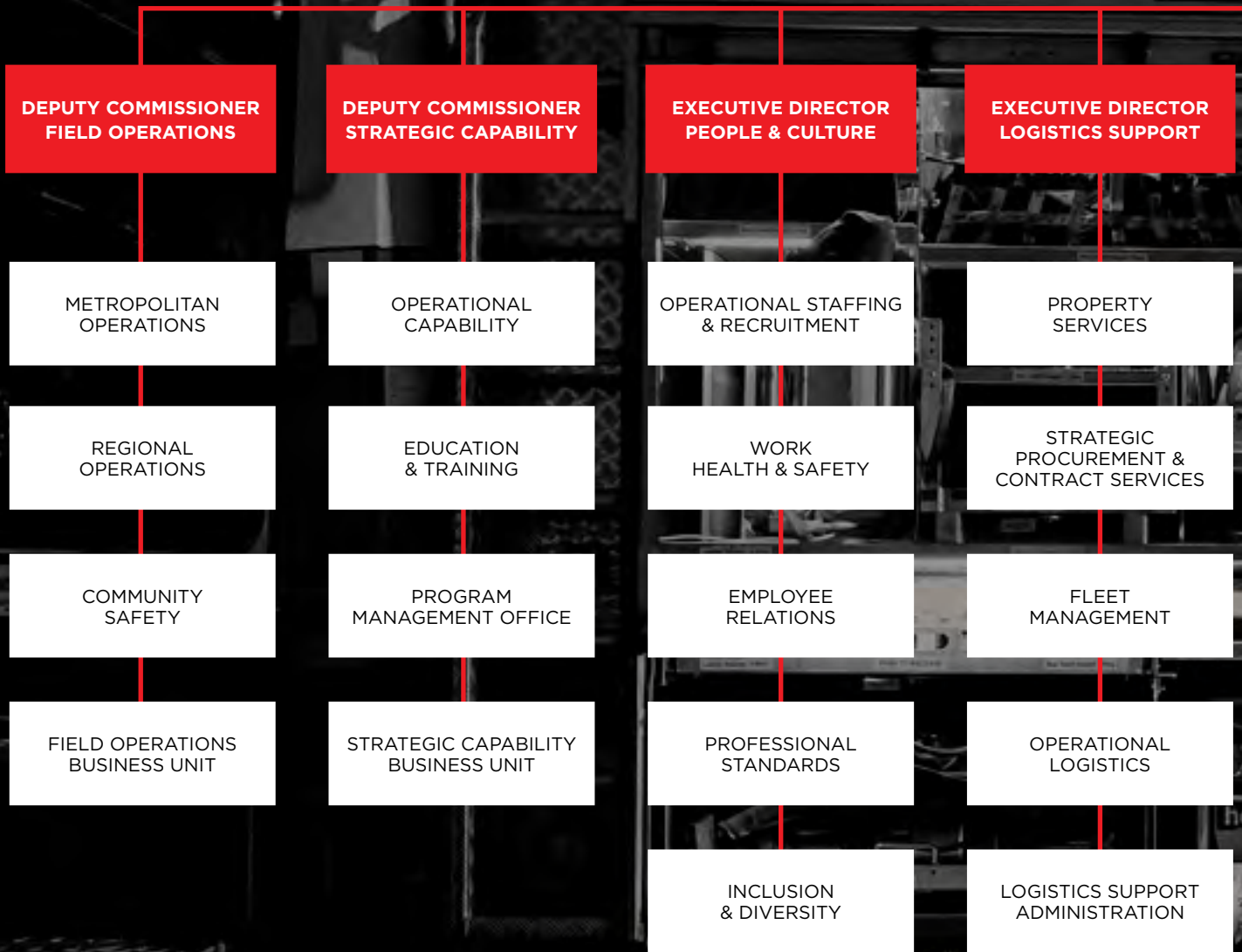
#### **CATHERINE O'MALLON**

MPP

Ms 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.

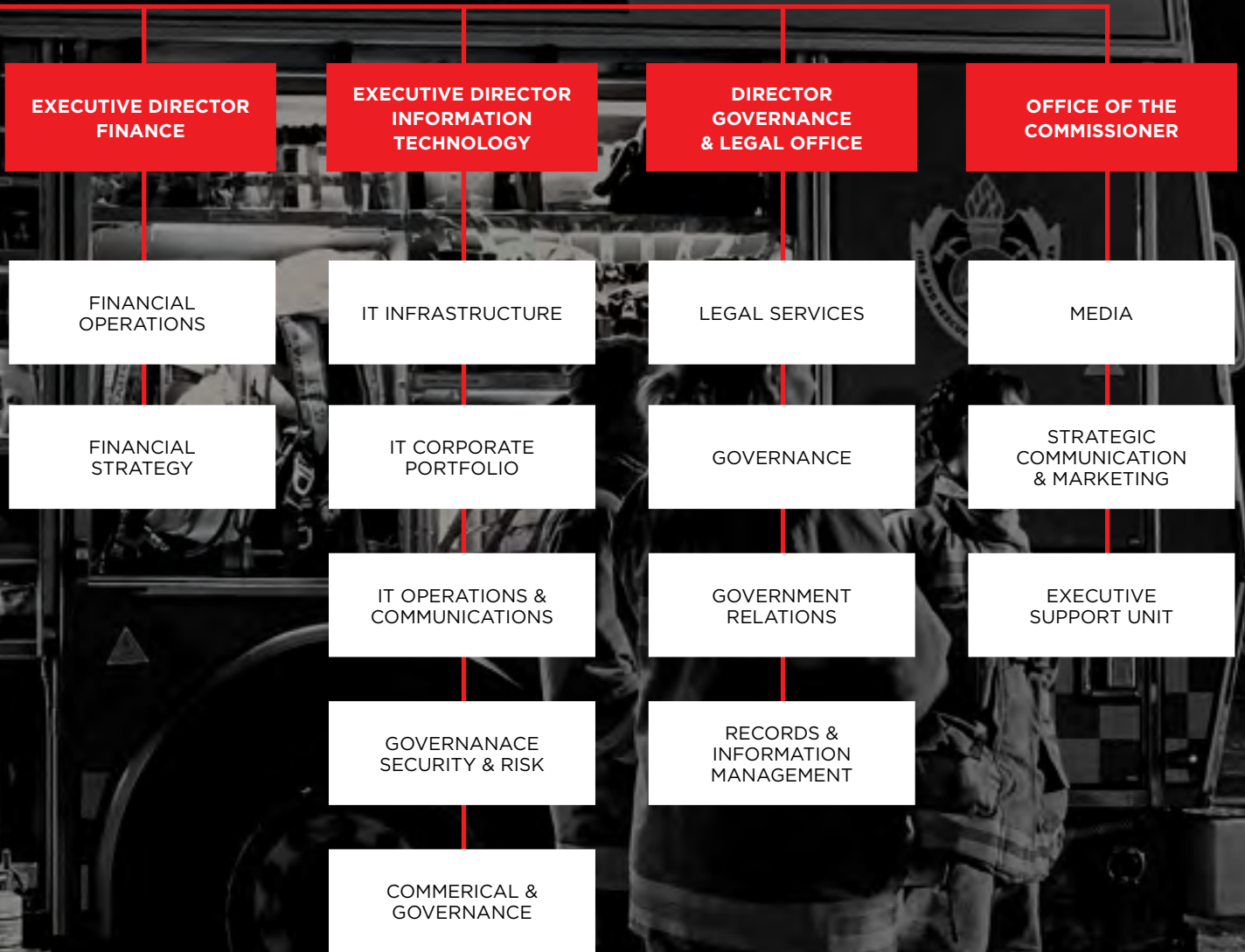
Catherine backs over 20 years' experience with strong academic achievements in public policy and strategic management including a Master of Public Policy from Sydney University and qualifications in Public Administration.

# COMMIS



Direct reporting only shown – not depicted in hierarchical levels

# SIONER



**OUR  
CAPABILITIES  
DRIVE  
EVERYTHING  
WE DO.**

**WE USE  
THEM AS A  
MEASURE.**





**We have to evolve our culture, how we behave every day, especially towards each other.**

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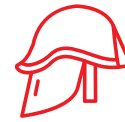
**We will engage closely with our communities to reduce their risk and increase their resilience to fire and emergencies.**

Page 35



**Fire is and will remain a cornerstone in our service delivery.**

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**We are the State's lead provider of rescue services, we will partner with agencies to ensure communities receive a seamless, professional service.**

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**As the legislated combat agency for hazardous materials we will be prepared to manage all incidents of accidental or deliberate release that confront us.**

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**We will increase our focus and commitment to better environmental outcomes as a consequence of fire and hazmat operations.**

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**We will take a more proactive role as a supporting agency looking for opportunities to improve and increase our contribution both the prevention and response to terrorism events.**

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**We will work closely with our partners to further develop our ability to deploy international and inter-state support to those in need.**

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**We will work with Ambulance New South Wales as the lead agency to increase our capabilities in medical response.**


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**Operational Support Services**

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**TERRY MANTON**  
Qualified Firefighter  
Blacktown



**“I’M PREPARED  
AND SKILLED TO  
BE THERE FOR YOU  
WHEN NO ONE  
ELSE CAN.”**



CULTURE +  
INCLUSION

# AN AGENCY WITH A STRONG INCLUSIVE CULTURE, IS AN AGENCY THAT IS PREPARED FOR ANYTHING.

## ACHIEVEMENTS

- Participation in AFAC's Male Champions of Change Program
- Development of the Firefighter Maternity Management Policy and Plan
- Partnership with NOVA Employment in supporting a work experience program for young people with intellectual disability
- Continued support of Aboriginal & Torres Strait Islander communities through the Indigenous Fire and Rescue Employment Strategy
- Establishment of a LGBTQI+ staff network
- Development and issue of a new Code of Conduct and Ethics for FRNSW
- Development of the *Respect, Reflect, Reset - Stop Bullying Action Plan*

## LEADERSHIP

FRNSW continues to be committed to developing and delivering meaningful programs targeted at building leadership capability at every level of the organisation. To achieve this the following programs were delivered and continue to evolve to meet the changing operating environment.

*Compass* is a 5-day residential program about personal and professional development which focuses on the individual and their role within the team and how this contributes to maximising their part in the overall performance of FRNSW. During this period 37 participants attended the program.

*The Multi-Agency Leadership Program* FRNSW collaborated with the NSW State Emergency Service, NSW Rural

Fire Service and NSW Ambulance to build the self-awareness, teamwork and leadership skills of our frontline. This has resulted in networks of skills, trust and collaboration around NSW which help to build a culture of inclusion, service and professionalism in our industry. The program had 100 enrolments in 2017-18.

*The Diploma of Leadership and Management* was offered to 54 front-line leaders from across the Emergency Services. The Diploma's project-based approach ensured it was directly applicable to the workplace and service delivery to the community.

*The Captains' Leadership Development Program*, a two-day residential program for Captains and Deputy Captains was revised to enhance these managers leadership skills



Chief Superintendent Wayne Phillips and Station Officer Belinda Wheeler joined Dr Marian Baird and Acting Commissioner Malcolm Connellan for an informative discussion, MC'd by Inclusion and Diversity Coordinator Sonja Braidner

and address workplace challenges. During 2017-18, 43 Captains/Deputy Captains participated in the program.

### **INCLUSION, EQUITY AND DIVERSITY**

FRNSW participated in the Australasian Fire and Emergency Service Authorities Council (AFAC) *Male Champions of Change Program* led by the FRNSW Commissioner as President of AFAC. The Program aims to support women having equitable access to all fire and emergency services activities. "Listen and Learn" workshops were held across FRNSW to facilitate sustainable positive gender-focussed change in support of female firefighters.

The FRNSW Aboriginal and Torres Strait Islander Employee's and Women's networks continued to support staff; while a new LGBTQI+ staff network was established. In March 2018, FRNSW participated in the 40th Anniversary of the Sydney Mardi Gras. Almost 100 staff members and senior leaders supported the FRNSW float.

To encourage greater workplace inclusion, FRNSW engaged in a variety of awareness raising and educational events celebrating

diversity including Harmony Day, NAIDOC week and International Women's Day. In keeping with the 2018 International Women's Day theme - "Press for Progress", FRNSW engaged Dr Marian Baird AO (Chair, Discipline of Work and Organisational Studies & Professor of Gender and Employment Relations, at Sydney University Business School) as guest speaker. Dr Baird led a discussion on family friendly work environments.

To celebrate Harmony Day, special guest Maha Abdo, CEO of the Muslim Women's Association, gave a moving speech on 14 March 2018 and shared her personal experiences working with our Community Engagement Unit. Wiradjuri woman and FRNSW HR advisor Meaghan Leck opened the event with an Acknowledgement to Country and a rendition of *I Am Australian* in both Wiradjuri and English. A Chinese dance troupe also performed during the event at FRNSW Greenacre Headquarters.

FRNSW also supported a three year major research study (*Diversity and Inclusion: Building Strength and Capability*) conducted by the Bushfire Natural Hazards Cooperative Research Centre in

conjunction with a wide range of industry stakeholders and Victoria University. This is a ground-breaking opportunity to map a framework specifically for the Emergency Services sector. FRNSW elected to be a key end-user in this project, participating in a major case study.

### **INDIGENOUS FIRE AND RESCUE EMPLOYMENT STRATEGY**

FRNSW continued to develop strong relationships with Aboriginal and Torres Strait Islander communities through the Indigenous Fire and Rescue Employment Strategy (IFARES). The Strategy delivered in partnership with the TAFE NSW Aboriginal Engagement Team at Campbelltown, aims to enhance workplace skills for community members. Successful completion of the training program leads to a Certificate IV in Fitness, a qualification for potential employment/business as a personal trainer. It also offers an insight into the role of a firefighter and can lead to further training and employment with FRNSW. In 2017-18, 27 participants successfully gained the Certificate IV with 5 participants gaining employment as firefighters after graduating from the FRNSW State Training College.

FRNSW has developed a partnership with ACT Fire & Rescue. Where opportunity exists, a limited number of Aboriginal men and women from the ACT have participated in the IFARES program and subsequently two participants have been successful in gaining employment with ACT Fire & Rescue.

### **REFUGEE EMPLOYMENT**

FRNSW remains committed to the NSW Government's Refugee Employment Program. This year a development opportunity emerged for one employee of the Program to gain experience in different roles in the Field Operations Division.



## PERMANENT FIREFIGHTER RECRUITMENT

The FRNSW permanent firefighter recruitment campaign remains the NSW Public Sector biggest, with more than 6,000 applications each year. The 2017 campaign attracted 1,418 applications from women. The overall diversity of candidates improved from previous recruitment campaigns (including an increase in applicants from Culturally and Linguistically Diverse backgrounds).

A number of initiatives were introduced to the campaign and recruitment processes including strategic media communications, and the provision of an opportunity for candidates to showcase their background and skills, in response to targeted questions as part of their online application. A community member from a

### Thirty-six female firefighters were successfully recruited during the 2017-18 Permanent Firefighter Campaign

culturally diverse background was also engaged to participate on the selection panel. Thirty-six female firefighters were successfully recruited during the 2017-18 Permanent Firefighter Campaign with one of these female recruits and nine male recruits identifying as being from culturally and linguistically diverse backgrounds.

## ALCOHOL AND OTHER DRUGS TESTING

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



Harmony Day 2018 – Assistant Commissioner Rob McNeil with Maha Adbo

non-prescribed or prohibited drugs.

Of 748 employees tested in 2017-18, seven employees tested positive to alcohol and were managed within the provisions of the Alcohol and Other Drugs Policy.

## COMPLAINTS MANAGEMENT

In 2017/18 the Professional Standards Branch received 378 reports or complaints, an increase on the 332 received in 2016/17. This indicates an increased understanding and confidence in FRNSW complaints handling process. The complaints included allegations of bullying, fraudulent conduct, criminal matters and other unprofessional behaviours. Professional Standards finalised 393 matters:

- 139 matters were complaints which did not meet the threshold of misconduct and did not require formal investigation; but did require detailed assessment and/or information.
- 165 matters were successfully managed by senior line managers and reported to Professional Standards for record keeping purposes only; or assessed at the outset as being suitable for referral to senior line managers for action.

- 58 matters resulted in the provision of general information and/or advice concerning FRNSW policy and procedure.

The remaining 31 reports involved alleged misconduct, 24 of these were managed in accordance with Part 1 of the Procedural Guidelines for the Management of Conduct (the Guidelines) while the remaining 7 matters related to off duty criminal charges and were managed pursuant to Part 2 of the Guidelines for the Management of Serious Offences. The outcomes are set out in the table on the following page.

Those complaints assessed as not meeting the definition or threshold of misconduct were managed using a range of alternative strategies to resolve the issues including mediation, conferencing, management direction, counselling and training, usually in conjunction with senior line managers.

**COMPLAINTS MANAGEMENT CONT.**

	2014-15	2015-16	2016-17	2017-18
<b>ALLEGED MISCONDUCT &amp; CRIMINAL MATTERS</b>	<b>37</b>	<b>36</b>	<b>33</b>	<b>31</b>
Sustained (either by investigation or court conviction)	30	21	23	22
Not Sustained	7	15	10	9
<b>DISCIPLINARY OUTCOMES</b>				
Termination	5	1	2	2
Allow to Resign	8	2	2	8
Demotion	0	2	2	1
Fine	0	0	1	0
Caution/Reprimand	6	7	9	6
<b>MEDICAL DISCHARGE</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>REMEDIAL OUTCOMES</b>				
Formal Warning	2	4	3	4
Counselling	5	4	3	0
Performance Monitoring	2	0	0	0
Training & Development	1	0	0	0
Transfer	0	0	0	1

**BULLYING AND/OR HARASSMENT**

Fifteen instances of alleged bullying and/or harassment were formally investigated. 10 of these investigations sustained findings of misconduct resulting in disciplinary and/or remedial outcomes as shown in the following table:

	2014-15	2015-16	2016-17	2017-18
<b>BULLYING INVESTIGATIONS</b>	<b>10</b>	<b>8</b>	<b>9</b>	<b>15</b>
Sustained	10	4	4	10
Not sustained	0	4	5	5
<b>DISCIPLINARY OUTCOMES</b>				
Termination	0	0	0	1
Allow/Direct to Resign	3	0	0	3
Demotion	0	0	1	1
Caution/Reprimand	1	3	2	3
Fine	0	0	0	0
<b>MEDICAL DISCHARGE</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>REMEDIAL OUTCOMES</b>				
Formal Warning	0	0	0	1
Counselling	4	1	0	0
Performance Monitoring	2	0	0	0
Training & Development	0	0	0	0
Transfer	0	0	0	1

# FRNSW CONTINUES TO BE COMMITTED TO DEVELOPING AND DELIVERING MEANINGFUL PROGRAMS.

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## FUTURE DIRECTIONS

Key initiatives include:

- Implementing measures to build self-awareness and promote the benefits of diversity and inclusive practices. Development has commenced on a workshop with modules covering: Lead with Emotional Intelligence, Lead with inclusion and Lead with respect
  - Greater participation in Performance Partnering is a focus area for the leadership of FRNSW going forward. A strategic project is planned to equip managers and staff with the support to fully engage in initiating and continuing conversations for enhanced performance, recognition and development
  - Launching and rolling out the Respect Reflect Reset Stop Bullying Action Plan which includes strategies for assisting staff to understand what bullying is, to encourage and support reporters and to focus on the role of bystanders as a way of enhancing response to these unacceptable behaviours
  - Development of the FRNSW Culture Plan which sets out our culture program over the next 3-5 years
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**“I’M PREPARED TO  
DELIVER TAILORED  
FIRE SAFETY  
MESSAGES TO  
THE COMMUNITY”**



PREVENTION +  
EDUCATION

# WE WILL UNDERTAKE GROUND BREAKING RESEARCH AND BENCHMARK OUR PERFORMANCE AGAINST INTERNATIONAL STANDARDS.

## ACHIEVEMENTS

In 2017-18 Fire and Rescue NSW:

- Delivered 1,485 fire safety activities to Indigenous communities
- Delivered 1,849 fire safety activities to Culturally and Linguistically Diverse communities
- Firefighters visited 11,000 homes, installing 6,905 10-year lithium battery operated smoke alarms and 5,155 batteries in existing

smoke alarms under the Home Fire Safety Check Program

- FRNSW responded swiftly to the emerging risk of combustible cladding, visiting and assessing over 3,000 buildings that were flagged as possibly containing combustible cladding and prepared pre-incident plans to address risk

A fundamental capability within FRNSW Plus Plan success model is the

delivery of Prevention + Education as a major contributor towards reducing community and firefighter risk.

FRNSW works closely with communities to reduce risks and increase resilience to fires and other emergencies. It is usually much more effective to prevent a fire from happening, or create the conditions where it is easily mitigated, than to deal with it when it becomes a real and present danger.



# FRNSW DELIVERS A WIDE RANGE OF PREVENTION AND PREPAREDNESS PROGRAMS TO CREATE A SAFER ENVIRONMENT AND BUILD COMMUNITY RESILIENCE, PARTICULARLY AMONGST 'AT RISK' COMMUNITIES.

## AT RISK GROUPS

### **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**

The Brigades Kids website aims to encourage young children to learn about fire safety. It has recently been updated and now includes a collection of videos that feature children asking firefighters questions such as "Do you ever get scared?" and "What if my clothes catch on fire?" FRNSW has a strategic partnership with LEGO® Australia brand LEGO City® which provides children with fire safety knowledge. The [www.brigadekids.com.au](http://www.brigadekids.com.au) web site is also embedded with public safety material.

#### **"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 to the National Curriculum.

#### **"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 around 1.1 million 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. The app is also available in Modern Chinese, Simplified Chinese and Japanese.

#### **Rescue Ed & Rescue Ed Express**

FRNSW delivers Rescue Ed, a road safety education program that aims to reduce the number of young people killed or injured on NSW roads. Rescue Ed 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 48 Rescue Ed presentations to high school students in 2017-18.

Rescue Ed Express was developed in response to an increase in stations being contacted by schools or road safety organisations in their local communities asking for experts to attend the school to talk with students about road safety and building their skills in making safer decisions on the road. Firefighters delivered 6 Rescue Ed Express presentations to high school students in 2017-18.

#### **Youth Road Safety**

In 2017, 78 young people aged 17-25 years lost their lives on our roads, accounting for 20% of the NSW road toll and 2,547 young road users were seriously injured resulting in profound consequences for themselves, their families and the NSW health system.

BStreetSmart, an annual event coordinated by 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. Over the three days of the event in August 2017 an estimated 28,000 students attended.

#### **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. FRNSW participated in nine of these conferences in 2017-18.

#### **SENIORS AND OLDER ADULTS**

Seniors and older adults, defined

as people aged 65 years over, experience a disproportionate burden of home fire deaths. In NSW, older adults represent 14% of the population, yet in 2017-18, they accounted for 50% of preventable fire deaths. Older adults are greatest 'at risk' to home fire injury and fatality due to age-associated sensory and cognitive impairments, disability and mobility limitations, social isolation, socio-economic status, and low prevalence of working smoke alarms.

To reduce this community risk, FRNSW adopts a multifaceted approach with firefighters educating older adults through the Senior Ed program and increasing working smoke alarms in their homes via the Home Fire Safety Check program. FRNSW also works with the community care sector to develop capability to identify and refer hard-to-reach, high risk clients for smoke alarm installations.

In 2017-18, FRNSW developed partnerships with the Attendant Care Industry Association (ACIA); My Aged Care and Regional Assessment Services; Dementia Australia; and the NSW Meals on Wheels Association to educate support workers on fire risk factors and the importance of smoke alarms and escape planning, and to implement referral pathways to FRNSW's Home Fire Safety Check program.

#### Senior Ed Program

The Senior Ed program aims to reduce fires and fire related injuries and fatalities. An independent evaluation of the program in 2017 found 86% of participants had adopted a fire safety behaviour following a Senior Ed presentation by firefighters. Firefighters delivered 536 Senior Ed presentations and 1,224 other community safety activities across NSW to seniors in 2017-18.

In 2017, FRNSW worked with the Department of Family and Community Services (FACS) -



A Home Fire Safety Check by Braidwood firefighters could have saved Mr Ted Blewitt's life in September 2017 when his smoke alarm alerted him to a fire

Sydney, South Eastern Sydney and Northern Sydney districts to identify and address fire risks for older social housing tenants in high rise buildings across the districts. This included local FRNSW stations engaging tenants in fire safety education at morning teas held at these locations by FACS in conjunction with the RSPCA.

### 86% of participants had adopted a fire safety behaviour following a Senior Ed presentation by firefighters.

In April 2018, FRNSW participated in the 'NSW Seniors Festival', an annual event run by the Department of Family and Community Services (FACS) at the International Convention Centre, Darling Harbour. FRNSW participated in the event, attended by over 30,000 seniors, to engage older people in home fire safety awareness and identify those requiring assistance with their smoke alarms.

#### PEOPLE WITH DISABILITIES

During 2017-18, firefighters delivered 147 fire safety presentations and 575

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.

To drive increased reporting of risk in our communities, the Hoarding Notification System and Group Home Notification System were consolidated allowing responding firefighters to be made aware of residential risks enroute to a fire. It also enables identified 'at risk' households to be referred to local fire stations for Home Fire Safety Checks or linked with external service providers for appropriate treatment programs. In 2017-18, FRNSW received 23 Hoarding Notifications and 103 Group Home Notifications from firefighters and external agencies.

In 2017-18, FRNSW worked with the University of Sydney's Hazards Centre for Disability Research and Policy to develop the 'Person-Centred Emergency Preparedness (PCEP) Process Tool and Framework' as part of the Australian Government Natural Disaster Resilience Program. The project aims to develop capacity in community-based care workers to embed disaster risk management into their routine client interactions



Engaging with the Tamworth Aboriginal Land Council

with the diversity of people they serve in their local community. Through an interactive conversation with clients and their support networks, care providers can thoroughly profile, identify, and address disaster risk and promote capability and resilience for people with disability and chronic health conditions using the PCEP tool. In September 2018, the PCEP Process Tool and Framework will be launched.

**ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITIES**

During 2017-18, firefighters delivered 1,485 community safety activities across NSW to indigenous members of the community. FRNSW Aboriginal Diversity Coordinators have continued to identify key Aboriginal community members with the aim of establishing and strengthening stakeholder relationships within our first nation communities.

Partnerships that have been developed include:

- Working with the NSW Rural Fire Service and the Wreck Bay Aboriginal community to carry

out Home Fire Safety Checks. Residents were left with working smoke alarms and education about how to prevent fires in their homes and what to do if a fire starts

- Working with the Moree Aboriginal Land Council
- Consulting with the Ngemba Aboriginal community Working Party in Brewarrina to support the acknowledgement of Ngemba country on a FRNSW fire truck, and
- Engaging with the Tamworth Aboriginal Land Council and supporting the local community with the Home Fire Safety Check Program.

The Diversity Coordinators have been a key conduit for Regional Commands linking Community Engagement and Recruitment in remote communities.

Work in this area includes:

- Developing a partnership with the Coledale Community Centre and establishing an ongoing arrangement for the local Area Commander to attend elders' meetings

- Supporting local firefighters to engage with the Aboriginal community at a NAIDOC event in Dubbo
- Ensuring that the local Regional North Zone Commander has a seat on the Moree Council's safety committee
- Supporting local firefighters at Trangie develop a partnership with the local Aboriginal Land Council, and
- Securing funding from the Office of Emergency Management to stage Expos in Bourke and Walgett. The expos aim is to invite local communities to attend and showcase the capabilities of the various emergency services through demonstrations, inspections and discussions. Employment strategies and options will also be highlighted.

**CULTURALLY AND LINGUISTICALLY DIVERSE COMMUNITIES**

During 2017-18, firefighters delivered 1,849 community safety activities across NSW to Culturally and Linguistically Diverse (CALD) communities. FRNSW continues to develop and implement home fire safety initiatives amongst CALD communities in line with its Multicultural Policies and Services Program (MPSP) 2014-2017.

FRNSW CALD achievements during the year also included:

- 10 bilingual staff from Administration and Field Operations have assisted in engaging Hindi, Arabic, Chinese, Philippine and Vietnamese communities about our role and service delivery
- Ongoing consultations with external CALD service providers has raised the awareness of Home Fire Safety amongst their new arrivals and new and emerging communities across NSW
- Conducting fire safety awareness exercises in partnership with local fire stations

- Working closely in partnership with CALD service providers to promote our Home Fire Safety campaigns, such as “Keep Looking When Cooking”, Home Fire Safety Check (HFSC) Program and our “ReAlarm” campaign and Open Day activities
- Active participation in the Multicultural NSW Co-ordinator’s Forum with other key stakeholders
- 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
- Celebrating Harmony Day annually at Parramatta, Fairfield, Wagga Wagga and Wollongong and to FRNSW 200 Headquarters staff, and
- Working closely with the Commonwealth Department of Social Services (DSS) to promote FRNSW ongoing Home Fire Safety campaigns at Albury, Griffith, Goulburn, Wagga Wagga and Wodonga interagency forums.

## SPECIALIST ADVICE AND SERVICES

### FIRE SAFETY ASSESSMENTS AND INSPECTIONS

FRNSW contributed effectively to the State Government’s Fire Safety and External Cladding Taskforce, along with the Department of Finance, Services and Innovation, Department of Planning and Environment, the Office of Local Government including NSW Treasury, Department of Premier and Cabinet. FRNSW contribution included:

- Visiting and operationally assessing over 3,000 buildings
- For those buildings deemed to be at higher risk due to the quantity, location and arrangement of combustible cladding, additional inspections,

data collection and pre-incident plans were undertaken, as well as engagement with occupants concerning fire prevention, and how to respond appropriately if a fire occurs; and

- Contributing to the new Building Products (Safety) Act 2017 and the Environmental Planning and Assessment Amendment (Identification of Buildings with Combustible Cladding) Regulation 2018.

FRNSW fire safety officers, engineers and building surveyors continued to provide technical advice on fire prevention and safety in buildings and sites owned or occupied by State Government agencies, local councils, industry and the public. This work concerned major infrastructure, hospitals, high-rise buildings, warehouses and residential developments covered by the *National Construction Code Series – Building Code of Australia*. Significant contributions were made to the NorthConnex and WestConnex road tunnel projects, and Sydney Metro.

During 2017-18 FRNSW received 1,000 submissions for proposed performance solutions on developments (comprising both Fire Engineering Briefs and applications in accordance with *Clause 144 of the Environmental Planning and Assessment Regulation 2000*). 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 215 developments. Significant work was also undertaken on assessing risks associated with combustible cladding and waste management facilities.

FRNSW also conducted 343 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.

### MAJOR HAZARDS FACILITIES

FRNSW provided 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.

### FIRE INVESTIGATIONS

FRNSW specialists investigated 262 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 42 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 85 Police court statements and made twelve court appearances.

**FIREFIGHTERS  
VISITED  
11,000 HOMES  
IN 2017-18,  
INSTALLING 6,905  
10-YEAR  
LITHIUM BATTERY  
OPERATED  
SMOKE ALARMS  
AND 5,155  
BATTERIES IN  
EXISTING SMOKE  
ALARMS.**



## **FIRE RESEARCH**

The year saw the FRNSW Fire Investigation and Research Unit continue to build upon partnerships and collaborations with a number of research institutions, peak bodies and government agencies, including CSIRO, University of NSW, Western Sydney University, Canberra Institute of Technology, the Australian Building Codes Board, Transport for NSW, NSW Police Force and NSW Coroner.

FRNSW Executive has endorsed the development of a non-binding Heads of Agency Agreement between FRNSW and the CSIRO to explore options to construct a world-class fire research facility that is integrated into the FRNSW Emergency Services Academy and meets environmental best practice requirements for fire research.

## **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. In 2018 fire investigators identified spontaneous ignition in clothes dryers caused by oil residue on towels used at four Endota Spas, leading to a change in the product used.

## **ACCELERANT DETECTION DOGS**

Accelerant detection dogs have been used by FRNSW for the past 23 years to assist firefighters and investigators in fire origin and cause determination, and various agencies in the detection of liquid accelerants throughout NSW. These dogs and their handlers work with FRNSW, NSW Rural Fire Service and NSW Police Force 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 and form an integral part of the FIRU. In late 2017-18, K9 Earl was medically retired and a new Labrador, K9 Gandalf was enlisted.

This year, the canine teams conducted 131 deployments. Our K9 handlers appeared in court to provide expert testimony 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.

## **AUTOMATIC FIRE ALARMS**

Automatic Fire Alarms (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*.

In 2017-18 the 15,210 NSW AFAs generated 43,775 false activations causing unnecessary disruption to businesses and the community potentially diverting valuable emergency service resources from responding to genuine emergencies. FRNSW is committed to reducing false alarms and strives to achieve this by actively engaging with building owners and managers, providing advice on strategies to reduce unwanted activations. False alarms were reduced by eight percent in 2017-18.

## **DEVELOPING STRATEGIC PARTNERSHIPS**

### **Fire safety in Health Care Facilities**

During 2017-18 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.

## **Fire safety in public and community housing**

The NSW Land and Housing Corporation works alongside Department of Family and Community Services (FACS) and 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 FACS have continued working together to maintain high levels of fire safety in public housing. All FACS properties have been highlighted in the FRNSW computer aided dispatch system and the local station risk profile.

FRNSW has also been working with resident groups of FACS properties such as the Redfern and Surry Hills Community Resilience Committee to strengthen emergency preparedness activities in social housing communities.

## **COMMUNITY BASED PREVENTION AND EDUCATION**

### **STATION-BASED COMMUNITY ENGAGEMENT**

Firefighters conducted 52,273 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 19 May 2018, 300 local fire stations attracted over 120,000 visitors. Activities included fire station tours, firefighting and rescue equipment demonstrations, kitchen fire simulations and fire safety presentations. Over 150,000 items of educational and fire prevention material were distributed.

### **SMOKE ALARMS**

Smoke alarms are early-warning devices which detect smoke and alert occupants to the presence



Firefighter conducting a Home Fire Safety Check

of fire. Correctly installed smoke alarms increase the time available for people to safely escape a burning building. 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.

**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. FRNSW has launched a 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”.

**HOME FIRE SAFETY CHECKS PROGRAM**

The Home Fire Safety Checks (HFSC) program is a prevention program that empowers firefighters to make homes safer. It involves offering some simple but critical home fire safety tips and testing smoke alarms. The HFSC program is underpinned by prevention and early intervention strategies that promote community safety and support disadvantaged and vulnerable communities. Firefighters visited 11,000 homes in 2017-18, installing 6,905 10-year lithium battery operated smoke alarms and 5,155 batteries in existing smoke alarms.

The program is currently subject to an independent audit following its initial roll-out. Audit findings and other FRNSW research will direct improvements in meeting the community’s needs and expectations, program delivery, training, support material, referrals, IT, data capture, reporting and funding.

**CLASS 1 HOME SPRINKLERS PROJECT**

FRNSW Residential Sprinklers Research report that underpins the current proposal for change to the 2019 National Construction Code seeking to mandate sprinklers in Class 2 and 3 buildings under 25 metres, recommends further research on sprinklers in Class1 homes.

FRNSW and Sydney Water have negotiated with the developer of a new housing estate in Western Sydney to redesign its water infrastructure and install cost-effective residential sprinklers in Class 1 homes. The objective of this trial is to develop and test a new arrangement that improves fire safety and water supply resilience at a cost that makes it marketable for a land developer.

**MUSEUM OF FIRE**

The relationship between Fire and Rescue NSW and the Museum of Fire was founded in 1975 with the establishment of a Museum at Alexandria Training College. From a small beginning, the relationship while independent has grown to encompass Heritage and Research Services, Collection Management of the FRNSW Heritage Fleet and Assets, Promotional Support and Public Education. The FRNSW Heritage Fleet is listed on the NSW State Heritage Register.

The Museum of Fire is recognised as the foremost Australian Museum on understanding the experience of fire and through special events and visitation, the Museum has delivered fire safety education to around 60,000 visitors in 2017-18.

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# THE MUSEUM HAS DELIVERED FIRE SAFETY EDUCATION TO AROUND 60,000 VISITORS IN 2017-18.

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## FUTURE DIRECTIONS

FRNSW will improve public safety by developing, implementing and evaluating programs and processes that influence changes in the built environment and people's behaviour. Our goal is to create a safer community that is resilient to emergency situations.

FRNSW aims to achieve this reduction in community risk by ensuring that:

- The organisation strives for excellence in fire cause determination, fire investigation training, fire research and accelerant detection canines
  - We will undertake ground breaking research and benchmark our performance against international standards in injury and property loss prevention
  - The legislative responsibilities of the Commissioner for prevention are met under the *Fire Brigades Act 1989* and other relevant legislation
  - NSW buildings are compliant with fire safety regulations
  - The community is provided with the best possible community education programs, information, awareness and advice on fire safety, and
  - FRNSW input drives NSW building legislation to the highest practical safety levels.
-

**KAREN MOORE**  
Retained Firefighter  
Corrimal



**“I’M PREPARED  
TO HELP WHEN  
YOU NEED IT  
MOST.”**

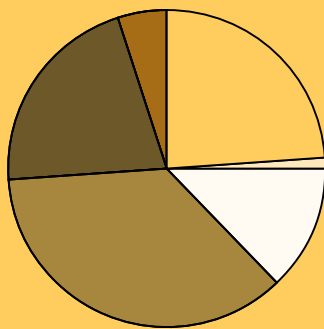




FIRE

# WE WILL ENSURE A CONSISTENT AND PROFESSIONAL RESPONSE TO FIRE EMERGENCIES ACROSS THE STATE.

## FIRES AND EXPLOSIONS BY TYPE 2017-18



○ Structure fires	24%
○ Outside storage fires	1%
○ Vehicle fires	13%
○ Bush and grass fires	36%
○ Rubbish fires	21%
○ Other fires	5%

## ACHIEVEMENTS

- FRNSW responded to 68,526 fire-related emergency calls in 2017-18, with 24,502 of these being actual fires, a 10 percent increase over 2016-17
- FRNSW responded to 8,884 bush and grass fires in 2017-18 including the major South Coast bushfires engulfing the Bega Valley in March 2018 and Holsworthy in April 2018. This is a 33 percent increase over 2016-17
- Following a request from Canadian authorities, FRNSW specialists in fighting bushfires and emergency management were responded to British Columbia in July 2017

Under the *Fire Brigades Act 1989*, FRNSW is responsible for protecting the people, property and environment of NSW from fire. We have a duty to take all practicable measures for preventing

and extinguishing fires, including powers to enter property, to protect and save life and property in the event of a fire in any fire district.

*Firefighting* involves the prevention and suppression of all forms of fire, in order to minimise death, injury, property loss, and economic disruption, thus underpinning a resilient, safe, and prosperous community.

FRNSW is working to ensure that its firefighters have skills, knowledge and equipment to respond to and deal with all types of fire and related incidents to provide a 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.



## FRNSW RESPONDED TO SEVERAL MAJOR INCIDENTS IN 2017-18 IN METROPOLITAN AND REGIONAL AREAS:

### BLAYNEY FACTORY FIRE

Just before 9:00pm on 20 March 2018 crews from Bathurst and Blayney responded to a large chemical fire in Blayney. First arriving crews were confronted with an advanced fire in a chemical store encompassing a 3,750 square metre area that was fully involved in fire.

Additional resources were called for to bring the fire under control and mitigate a very serious hazardous material incident. Crews from Orange, Kelso, and Katoomba responded to assist and extinguish the fire. The NSW Rural Fire Service attended with water tankers to supplement water delivery and crews. FRNSW Hazmat crews worked very closely with the NSW Environment Protection Authority to successfully contain any spillage and prevent run off into the environment.

The incident required a multi-agency response with NSW Police Force, Local Emergency Management Officer (LEMO), Zone Commander, Duty Commander Central West and Duty Commander Blue Mountains attending to finally extinguishing the fire. FRNSW was able to close the incident at daylight and hand the site over to the owner.

### MANILDRA FLOUR MILL EXPLOSION

On 19 May 2018 the Manildra Flour Mill, the largest in the southern hemisphere, was rocked by three explosions impacting twelve, 85 tonne silos, each 15 metres high by 6 metres wide. Fire crews were responded from Gulgong, Kelso, Molong and Orange as well as the NSW Rural Fire Service. Minor

injury was reported to one factory employee. Crews were on site for approximately eight hours until the mill was determined safe.

### FULL TURNOUT FOR HIGH RISE SCAFFOLDING FIRE

At 8.00am on 31 May, just prior to the 12-month anniversary of the Grenfell Tower tragedy in London that claimed 72 lives, firefighters from multiple stations responded to a high-rise scaffolding fire with four people reported trapped on Macquarie Street, Sydney.

First arriving crews were confronted with a large and intense fire within the scaffolding work of an eleven-level building. Crews attacked the fire from street level and internal fire attack from the upper levels, ladder platforms (cherry pickers) from City of Sydney and Glebe were also used for fire attack and rescue.

Twenty people were safely evacuated through the fire stairs



Scaffolding Fire at Macquarie Street, Sydney

with one individual suffering smoke inhalation who was treated by NSW Ambulance Paramedics. The fire was quickly brought under control and extinguished. The building had only a week before removed flammable cladding from the façade, having been identified through a joint FRNSW and Government taskforce.

FRNSW has had substantial involvement in the State level response to the Grenfell tragedy and has played a vital role in providing advice on the hazards of combustibile cladding. Since June 2017 FRNSW has visited and assessed over 3,000 buildings that were flagged as possibly containing combustibile cladding and firefighters across the state have visited these buildings to create individual pre-Incident plans.

### SILVERWATER FUEL TERMINAL EXERCISE

FRNSW's ability to respond to a major petrochemical fire was put to the test in an exercise in Silverwater in late 2017. Firefighters joined forces with industry experts for the exercise, which simulated a full surface tank fire at Sydney Metropolitan Pipeline's Silverwater fuel terminal.

In the scenario firefighters were asked to respond to an exposed tank fire atop one of the terminal's giant gasoline tanks, extinguish the fire and minimise the impact on the community, environment and industry. An Incident Management Team was assembled to manage the response and develop an incident action plan. In addition to firefighting operations, the team had to plan road closures, evacuations from surrounding areas, health warnings for the community and media announcements.

Incidents at major hazard facilities have the potential to go catastrophically wrong, so it's vital that FRNSW tests its deployment and response to facilities like the Silverwater fuel terminal. As part of

the exercise, FRNSW commanders performed a site walk with industry representatives to highlight how firefighting foam would be initiated to extinguish the blaze and how cooling water would be applied to surrounding tanks and other at-risk assets. Silverwater firefighters also had the opportunity to familiarise themselves with the fuel terminal during the exercise, training with portable water cannons and the Hytrans bulk water transfer system.

## BUSHFIRES

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 NSW Rural Fire Service 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.

To reduce the risk of bushfires FRNSW undertook hazard reduction burns in co-operation with the NSW Rural Fire Service, the NSW 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 81 prescribed hazard reduction burns in 2017/18 reducing the bushfire risk for 991 properties with an accumulated value of over \$11.28 billion.



Rapid Damage Assessment conducted by remote piloted aircraft system at Tathra

## BEGA VALLEY

On 18 March 2018, 13 FRNSW fire appliances with over 50 firefighters from stations across southern NSW including Batemans Bay, Braidwood, Cooma, Eden, Merimbula, Moruya, Narooma, and Nowra assisted the NSW Rural Fire Service with a major bushfire that impacted the south coast town of Tathra. Under extreme conditions firefighters battled to protect houses from the fire with difficulties concerning running the towns reticulated water supply, thick choking smoke and wind gusts up 90km.

Intense media interest after the fire prompted the Minister for Police and Emergency Services, the Hon Troy Grant MP, to request

an independent review which was conducted by former Australian Federal Police Commissioner M. Keelty AO, APM.

The fire burnt through more than 1,250 hectares destroying 65 homes and 70 caravans or cabins. Importantly, no one lost their lives and 810 houses were saved through the combined efforts of firefighters, police and residents. Fundamentally, Mr Keelty concluded that there were five fires and many more homes might have been destroyed and even lives lost had the efforts of firefighters and residents not been so successful on the day.

The independent review made a number of recommendations. The report and NSW government response to the recommendations can be found under publications at the Emergency NSW website.

In the aftermath of the bushfire FRNSW received a request for FRNSW Remotely Piloted Aircraft Systems to fly over Tathra to estimate the volume of waste resulting from the bushfire. This information was essential to the NSW Environment Protection Authority in the critical clean-up operations. FRNSW was able to provide individual site reports, estimated debris calculations, 2D aerial imagery and 3D visualisations.

## SOUTHERN NSW

On Thursday 12 April, FRNSW firefighters responded from Albury, Culcairn, Henty, Holbrook, Corowa, Mulwala, Finley, Tocumwal, Berrigan, Turvey Park and Wagga Wagga to multiple grass and bushfires in southern NSW. Fires were burning across a huge area in the Albury, Culcairn, Henty, Corowa and Mulwala areas and required a major response from FRNSW to support NSW Rural Fire Service operations. At one stage FRNSW had 10 strike teams made up of 46 appliances and 190 firefighters combating 23 separate fires across an area 130 km wide.



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**2017 - 2018 ANNUAL REPORT**

FRNSW responding to bushfires  
in South West Sydney





### **SOUTH WESTERN SYDNEY**

FRNSW firefighters, support staff and Community Fire Unit volunteers worked tirelessly on 14-16 April 2018 alongside the NSW Rural Fire Service at bushfires in the Holsworthy, Menai and Alford's Point suburbs of Sydney to ensure there was no lives lost or damage to property. FRNSW activated 35 Community Fire Units and more than 400 volunteers. This was the largest activation of volunteers in the program's 25 year history.

### **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 2018, FRNSW had 533 CFUs in metropolitan and regional NSW with 5,782 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 they continue 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 introduced in 2016 continue to assist communication with CFUs. The 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.

## **FUTURE DIRECTIONS**

Responding to fire emergencies will remain a cornerstone in our service delivery. FRNSW will:

- Ensure a consistent and professional response to fire emergencies across the State, adopting new technology and procedures
- Benchmark our performance against international standards in injury, property and environmental loss prevention.

In addition FRNSW will:

- Continue to focus on our four core capabilities - prevention + education, fire, rescue, and hazardous materials response to ensure we are delivering these to the highest possible standard
- Expand and improve on our other capabilities, over the next five years to successfully adapt to our changing environment and remain a leading emergency service.



**GRANT RICE**  
Station Officer  
Manager Operational Logistics



**“I’M PREPARED  
FOR THE WORST,  
BUT PLAN  
FOR THE BEST  
OUTCOME”**

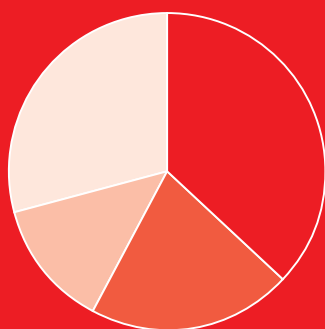




RESCUE

# WE WILL DEVELOP SUCCESS MEASURES AND MONITOR OUR PERFORMANCE AGAINST THEM.

## NON-FIRE RESCUE CALLS BY TYPE 2017-18 (%)



Motor vehicle accidents involving the extrication of victims	37%
Medical assistance	21%
Animal rescues	13%
Other non-fire rescues including industrial and vertical rescues	29%

## ACHIEVEMENTS

- FRNSW responded to 12,574 non-fire rescue calls in 2017-18, a one percent increase over 2016-17. The total included 1,590 animal rescues such as horses, cattle and a llama
- FRNSW successfully completed the United Nations International Search and Rescue Advisory Group recertification as a Heavy Urban Search and Rescue Task Force
- FRNSW received international recognition for “outstanding achievement in the technical rescue discipline of swiftwater and flood rescue”

The provision of rescue services in NSW is coordinated by the State Rescue Board of NSW under the *State Emergency and Rescue Management Act 1989*. 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, NSW Ambulance, NSW State Emergency Service and the NSW Volunteer Rescue Association.**

### REVIEW OF LAND RESCUE

In January 2017, the final report into the review of land rescue arrangements in NSW prepared by the State Rescue Board was endorsed by the former Minister for Emergency Services. As part of the move to enhance the provision of rescue services the State Rescue Board and the Minister for Emergency Services have endorsed moving to an accreditation system that recognises a unit's capability, rather than its ranking in a dispatch protocol. A two tiered land rescue capability will be introduced consisting of:

- General Land Rescue Units, equipped with all necessary skills measured by national units of competency and minimum equipment capability to meet the current standards for a primary rescue unit including Road Crash Rescue, Industrial and Domestic Rescue, and Urban Search and Rescue Category 1 capability, and
- Road Crash Rescue Units, equipped with all the necessary skills measured by national units of competency and minimum equipment capability to meet accreditation standards to carry out road crash rescues.

FRNSW is currently the largest provider of rescue services in NSW, carrying out almost 70% of all rescues. FRNSW's 80 current primary rescue units will transition smoothly to accredited General Land Rescue Units however the Road Crash Rescue classification is not related to FRNSW secondary rescue units, primarily located in

regional NSW. FRNSW is proposing to upgrade secondary rescue units to General Land Rescue based on a risk assessment of local need.

The training and equipment required for General Land Rescue cannot be provided at short notice and is something that needs planning and exposure to ensure firefighters are proficient when required to take on the role. Rescue trainers have been decentralised to the North, West and South Regional Commands, enhancing the capability to efficiently accredit and maintain the skills of firefighters. FRNSW has also allocated \$918,000 from the 2018-19 capital budget to provide the minimum equipment to upgrade an initial 12 secondary rescue units to General Land Rescue.

### URBAN SEARCH AND RESCUE

FRNSW Urban Search and Rescue 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 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 urban search and rescue task forces.

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 Task Force for international response to disasters. FRNSW coordinates the resourcing and management of the state based INSARAG accredited taskforce, designated as AUS-2. AUS-2 is a disaster assistance response team made up of FRNSW, NSW Police Force, NSW Public Works, NSW Health and the NSW Ambulance personnel. When deployed internationally, Commonwealth staff from the Department of Foreign Affairs and Trade 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.

In August 2017 FRNSW (AUS 2) participated in the INSARAG external reclassification program. AUS 2 was assessed by peers from across the INSARAG community to ensure it remained fit for international deployment. The INSARAG assessment reviewed strategic, tactical and task level actions required during a deployment. This includes the mobilisation of the team, in country liaison, operations in the field and team management and leadership. FRNSW is a world leader in this capability and was successfully reclassified by INSARAG for another 5 years.

In addition, during 2017-18 FRNSW:

- Supported Malaysia with the annual Asia Pacific Earthquake Exercise
- Mentored New Zealand for their upcoming reclassification
- Commenced mentoring Thailand in gaining a medium classification, and
- Supported the Philippines, in a joint program with Japan, to work towards achieving an international external classification.

## VEHICLE EXTRACTION RESCUE

On 9 October 2017 crews from Revesby, Bankstown, Liverpool and Lakemba fire stations attended a very difficult vertical rescue on the T2 Macarthur rail corridor. First arriving crews found a car had gone through a fence landing on rail tracks some 15 metres below with the driver unable to exit the vehicle. Crews very quickly established liaison with Sydney Trains track management to stop the trains on this line. The driver was stabilised with assistance from NSW Ambulance paramedics and crews were able to get to work affecting a vertical rescue.

With the boom from the Revesby Aerial Platform and additional crews for hauling lines the scene was set to affect the rescue. With subsequent treatment and liaison with the paramedics the driver was placed on a spinal board and carried down the track to an ambulance. The car was left in situ for investigation and the scene was handed over to Sydney Trains.

## INNOVATION IN VERTICAL RESCUE

A new cordage system for rescuing passengers trapped at height in a cable car was introduced in November 2017. Fire crews were concerned that if a cable car such as the SkySafari Gondola at Taronga Zoo or similar carnival rides were to fail for an extended time during extreme heat days, occupants would be exposed to severely increased life risk every minute they were trapped, due to close proximity to each other in the car and limited ventilation.

The new system is a fast to set up, portable cordage system that has reduced rescue time to 15 minutes from 40-50 minutes per gondola, allows firefighters to securely access the gondola to prioritise the passengers rescue order then



Large animal rescue training program

assist them exiting the gondola while body belays lower them to the ground. The new system can also quickly haul a paramedic in harness aloft to address any medical issues in a matter of minutes.

## ANIMAL RESCUE

In an example of how the type of incidents responded to by firefighters is changing, in late 2017 FRNSW introduced Large Animal Rescue Operations training to enhance capabilities to respond to large animal rescue incidents, particularly along Sydney's urban fringe areas. The two-day intensive program, developed in consultation with the NSW State Emergency Service, was delivered at the Sydney International Equestrian Centre.

As there is a high risk of serious injury involved with animal rescue incidents it is crucial that firefighters receive appropriate training, so they can assist the animal while still protecting their own safety. FRNSW two new Technical Rescue Vehicles, stationed at Blacktown and Liverpool Fire Stations, have the new large animal rescue equipment on board and are designed to enhance frontline service delivery. The two vehicles can be deployed anywhere, anytime within the Greater Sydney Region.

Blacktown Technical Rescue along with Castle Hill Fire Station responded to a horse trapped in mud at Galston in February 2018. Thirty five year-old Mishna had fallen a metre into a creek and was unable to get out. Through the combined efforts of FRNSW, the NSW Police Force, NSW State Emergency Service, and the NSW Rural Fire Service the team worked for seven hours in placing a sling around the horse's girth and raising her onto the large animal rescue glide to safety.

## ADDITIONAL TECHNICAL RESCUE VEHICLES

Two Technical Rescue Vehicles with specialist equipment were commissioned in November 2017 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 are located at Blacktown and Liverpool fire stations. Two more Technical Rescue Vehicles have been purchased and will be located at Newcastle and Wollongong in 2018-19.





**THREE FRNSW  
FIREFIGHTERS  
RECEIVED  
INTERNATIONAL  
RECOGNITION  
DURING ONE OF  
THE LARGEST  
SWIFTWATER  
RESCUE  
CONFERENCES  
IN THE WORLD IN  
INDIANA, USA**



### INTERNATIONAL RECOGNITION FOR FLOOD RESCUE

Three FRNSW firefighters received international recognition during one of the largest swiftwater rescue conferences in the world in Indiana, USA in October 2017. Anthony Wallgate, Shannon Crofton and James Boland received a *Higgins and Langley Memorial Award*. The Awards are presented to individuals and agencies that commit time, resources and training for successful swiftwater rescue program development.

Programs must reflect a level of excellence that

defines state-of-the-art deployment and can be considered international models for the discipline. The training package has ONLINE developed in partnership with the NSW State Emergency Service, LAND, WATER and HELO components aligned to National Competencies.

### ROAD RESCUE CHALLENGE

FRNSW is a member of the Australasian Road Rescue Organisation, the peak body in Australasia for the development and exchange of knowledge and skills in road rescue. FRNSW participated in the Australasian Road Rescue Challenge in Hamilton

New Zealand in 2017-18 sending two teams and providing assessors. The FRNSW Wollongong team was judged Best Technical Team.

FRNSW in partnership with the NSW State Emergency Service secured holding the Australasian Road Rescue Challenge in Dubbo in 2019. This event will bring approximately 300 road rescue emergency service people, rescue competition assessors and their family and friends to Dubbo to compete in one of the world's most prestigious rescue competitions enhancing the skills of all attending emergency service agencies.


## FUTURE DIRECTIONS

FRNSW as the State's lead provider of rescue services will:

- Partner with agencies to ensure communities receive a seamless, professional service
- Prepare our firefighters to confidently undertake the rescues incidents that confront them
- Develop success measures and monitor our performance against them
- Continue to focus on our four core capabilities - prevention + education, fire, rescue, and hazardous materials response to ensure we are delivering these to the highest possible standard
- Need to expand and improve on our other capabilities over the next five years, to successfully adapt to our changing environment and remain a leading emergency service.



**QUOC TRI HOANG**  
Senior Firefighter  
Alexandria



**“I’M PREPARED  
TO MANAGE  
MAJOR CHEMICAL  
EMERGENCIES  
AND PROTECT THE  
ENVIRONMENT”**



HAZMAT

# WE WILL INNOVATE, EVOLVE AND IMPROVE OUR OPERATIONS TO ACHIEVE WORLD'S BEST PRACTISE.

## ACHIEVEMENTS

- FRNSW responded to 16,421 hazardous material incidents in 2017-18 a four percent increase over 2016-17
- Due to the closure of refinery capacity in NSW, FRNSW has upgraded its capability to respond to bulk petrochemical storage and transport incidents
- FRNSW liaised with NSW government agencies including the NSW Environment Protection Authority and SafeWork NSW to develop asbestos eLearning programs

## COMBAT AGENCY FOR 100% OF NSW

Under the *Fire Brigades Act 1989* FRNSW is the combat agency for hazardous material (hazmat) incidents on land and inland waterways within NSW.

FRNSW is responsible for protecting and saving life and property endangered by hazardous material incidents, confining or ending such an incident, and rendering the site safe.

A hazardous material is anything that, when produced, stored, moved, used, or otherwise dealt with without adequate safeguards to prevent it from escaping, may cause injury or death or damage to property. A hazardous material incident is an actual or impending spillage, or other escape, of a hazardous material.

FRNSW can deal with hazmat incidents ranging from small and contained, to large and complex. We use a standard methodology in which all firefighters are trained. This allows us to:

- Identify the hazardous material where possible

- Manage the hazardous material incident, and
- Render the site safe.

FRNSW is also responsible for dealing with chemical, biological, radiation or nuclear incidents

that may be the consequence of terrorism or other deliberate acts.

FRNSW has a Memorandum of Understanding with the NSW Environment Protection Authority to assist them to protect the environment and is able to provide its hazmat capability anywhere within NSW. In remote locations, we can deploy a cache of hazmat equipment and hazmat specialists by air to the incident if necessary. When requested, FRNSW can deploy to other States and nations affected by sudden onset disasters.

FRNSW waterways capability enables us to deal with hazmat incidents

affecting inland waterways. In addition, FRNSW has a Memorandum of Understanding with Roads and Maritime Services to provide support at hazmat incidents on State Waters, and with the Australian Maritime Safety Authority to assist at hazmat incidents on board ships in waters in the Australian Economic Zone.

When requested, FRNSW assists the NSW Police Force Protection Operations Unit with dignitary protection of International Protected People, providing hazmat detection and decontamination capability. When requested, FRNSW also assists NSW Police

Force Chemical Operations Unit at clandestine drug laboratory operations, to assist with hazmat detection and monitoring of safety.

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 Chemical, Biological and Radiological Consequence Management Group. FRNSW also chairs the NSW Chemical, Biological, Radiological and Nuclear Committee that reports to the State Emergency Management Committee.

FRNSW chairs the Petrochemical Industry Emergency Management Committee to continuously improve safety at petrochemical sites in NSW. Due to the closure of refinery capacity in NSW, FRNSW has upgraded its capability to respond to bulk petrochemical storage and transport incidents by introducing new training programs and working with industry on arrangements for bulk foam delivery and shared specialist equipment. FRNSW is also engaged with the national bulk tanker industry to increase awareness of FRNSW response and recovery role during bulk

tanker incidents and to promote standardised training and incident management practices.

During 2017-18 FRNSW liaised with NSW government agencies including the NSW Environment Protection Authority and SafeWork NSW to develop asbestos eLearning programs. FRNSW is a member of the NSW Heads of Asbestos Coordinating Authority and works closely with all agencies involved with asbestos. A FRNSW officer is seconded to SafeWork NSW to assist in the development of emergency procedures at Major Hazard Facilities throughout NSW. FRNSW participated in Exercise Warragul in June 2018 testing our ability to identify and deal with a spill on a container ship, to support our work with the Australian Maritime Safety Authority in managing hazardous and noxious substance incidents on vessels at sea.

### **OYSTER FARM PROTECTED**

Forster, Taree Fire Stations and the Duty Commander North Coast responded to a luxury boat fire at Tuncurry on 6 February, 2018. First arriving crews found a 15 metre vessel attached to a wooden jetty well alight in approximately six metres of water and very close to pristine oyster farms.

Firefighters strategically deployed booms to prevent fuels spreading downstream and contaminating the oyster leases, while at the same time commencing firefighting operations.

With the fire under control after two hours but not fully extinguished, two fishing vessels were engaged to tow the vessel out to sea away from the oyster leases. Firefighters on board with pumps managed to keep the boat afloat. The NSW Police Force Marine Command met the vessel three kilometres at sea where it finally succumbed to the ocean and sank. The NSW Environment Protection Authority was notified of the incident.

### **STRATHFIELD ASBESTOS INCIDENT**

On 14 May, 2018 Burwood Fire Station responded to a possible asbestos dumping on Dunlop Street, Strathfield. On arrival the crew found a very large pile of building materials with asbestos present in the car park of an industrial complex. There were approximately 30 people on site, thankfully they were not contaminated and were removed to a safe area.

With an exclusion zone implemented additional resources from Ashfield, Campsie, Chester Hill, Forestville, Lakemba, Lidcombe Fire Stations and the Duty Commander Inner West were responded to make the area safe.

Crews implemented an action plan, using hoses to wet down the material to prevent the asbestos from becoming airborne. Some five hours later, after liaising with the NSW Environment Protection Authority, NSW Police Force and SafeWork NSW crews applied blue PVC glue and covered the asbestos with black plastic. The Incident Controller was able to transfer management of the incident to the NSW Environment Protection Authority and NSW Police Force for further action.

### **NORTH ALBURY PAPER MILL**

On 24 May 2018, crews from Albury, Culcairn and Wagga Fire Stations responded to a serious incident at a paper mill in North Albury. Workers had accessed a holding container and been overcome by hydrogen sulphide gas. FRNSW crews provided initial medical assistance and secured the scene with gas monitoring in place until the scene could be rendered safe.

Critically affected workers were transported to Albury Base Hospital where decontamination procedures were established. Unfortunately, the incident led to the death of three workers. FRNSW assisted SafeWork NSW with its investigation.





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## FUTURE DIRECTIONS

FRNSW as the legislated combat agency for hazardous materials will:

- Be prepared to manage all incidents of accidental or deliberate release that confront us
- Prioritise life, property and the environment in our preparedness and response
- Partner strongly with other agencies to provide the best possible outcomes for communities
- Innovate, evolve and improve our operations to achieve world's best practise
- Establish measures for our performance and look for opportunities to improve our service delivery.

A black and white photograph of Rachel Wyper, a retained firefighter, standing in front of a fire truck. She is wearing a dark firefighter's jacket with a name tag that reads 'R. WYPER'. The fire truck behind her has 'FIRE & RESCUE' and 'RESCUE' written on it. Other firefighters in helmets are visible in the background. The scene is outdoors, possibly at a training or work site.

**“I’M PREPARED TO  
DO WHAT IT TAKES  
TO PROTECT THE  
ENVIRONMENT  
FOR FUTURE  
GENERATIONS”**





PROTECT THE  
ENVIRONMENT

# WE WILL PUT MORE EFFORT INTO MINIMISING OUR OWN IMPACT ON THE ENVIRONMENT.

## ACHIEVEMENTS

- Energy efficiency projects implemented at eight high energy consumption fire stations
- FRNSW undertook 81 complex prescribed hazard reduction burns in 2017-18 reducing the bushfire risk for 1,620 properties with an accumulated value of over \$11.28 billion.

## PRACTICING SUSTAINABILITY

FRNSW has a closer relationship with the environment than many organisations. The effects of extreme weather events such as floods, storms and bushfires directly impact the work we do.

We also protect people, property and the natural environment through assisting the NSW Rural Fire Service and the NSW National Parks and Wildlife Service manage bushfires and the NSW State Emergency Service respond to floods.

FRNSW also ensures that our own operations create minimal impact on the environment. Being careful with the resources that we use not only reduces our environmental footprint but saves money and directs additional resources to frontline service delivery.

FRNSW new headquarters at 1 Amarina Avenue, Greenacre, occupied

in February 2017 was designed to achieve a 4.5 Star designed NABERS energy rating and 4 Star NABERS water rating. NABERS is the national rating system that measures the environmental performance of Australian buildings, tenancies and homes. The new headquarters building includes the following efficiency design features:

- Rainwater harvested to flush toilets and water gardens
- Building Management System to remotely control and monitor energy consumption and adjust air conditioning system

- Thermal under slab insulation
- High performance glazing
- Blinds to all facades
- Water efficient tapware and showerheads, and
- Sixty percent of the building that was originally located on the headquarters site was recycled.

Fire Stations being constructed today include a range of sustainability measures, making them more efficient from the day they start operating. All new fire stations include:

- Solar panels: Installed to generate energy
- Solar Hot Water System: Solar panels connected to a solar water storage tank and supported by an electric or gas booster tank, to provide the station with an adequate supply of hot water
- Rainwater Tanks: Rain collected from the roof is directed to tanks and is used to flush toilets and supplied to external taps
- Efficient Building Lighting: LED's are utilised for downlights, engine bay lighting and external flood lights and T5 fluorescent lighting for all other areas
- General lighting control: In common areas and reclines, lighting is connected to motion detectors to avoid lights being on when the room is not being used
- Sun screens: Provided to the north and west facing windows to reduce the amount of solar load on these windows, thereby reducing the total cooling load on the air conditioning system
- Window dressing/covering: Block out blinds installed to assist in reducing the amount of heat gain and loss in the building and for privacy
- Clothes line: Installed in the yard with crew encouraged to use this in lieu of electric clothes dryers or drying rooms, and

- Skylights: To provide natural light and avoid using artificial lighting during the day

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

- Effectively implement the *NSW Government Resource Efficiency Policy, July 2014 (GREP)*
- 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
- Continue working collaboratively and support other emergency management and environmental services.

FRNSW has collaborated with the Office of Environment and Heritage to identify projects to meet its 2018 GREP targets.

FRNSW is midway through delivering solar panels and efficiencies to 18 high energy consumption fire stations.

Work was completed at eight fire stations in 2017-18 at Regentville, Hornsby, Schofields, Huntingwood, Bankstown, St. Andrews, Liverpool and Chester Hill. Upgrades at the remaining 10 fire stations including Arncliffe, Blacktown, Berkeley Vale, Holmesville, Katoomba, Kincumber, Mayfield West, Shellharbour, Silverwater and Toronto will be completed in 2018-19. The \$1.3 million project is expected to deliver \$200,000 annually in savings and a 30% energy reduction across the identified sites.

### CHEMICAL WASTE FIRE AT ST MARY'S

On Monday 31 July 2017, crews turned out to reports of explosions and large amounts of visible smoke at St Mary's. When crews arrived, they were faced with an expanding

fire burning in machinery and stored chemicals in the rear yard of a waste recycling facility and requested additional resources.

A quick size up revealed that the fire was spreading into an adjoining timber yard and additional resources were requested. A worker suffered serious burns and FRNSW provided medical assistance until the ambulance arrived.

Compressed air foam system pumpers were used to great effect to extinguish the fire and an aerial pumper prevented further spread of fire in the timber yard. With a staging area set up early, additional resources were managed effectively.

With the fire controlled, the Incident Controller implemented a strategy to safely resolve the incident, to ensure there was no contamination to surround sites, including a Sydney Water facility and nearby creek. Additional Hazmat resources, including the scientific advisor, worked alongside SafeWork NSW, NSW Police Force and NSW Environment Protection Authority representatives.

### SEAPLANE CRASH REQUIRES PROLONGED HAZMAT RESPONSE

On 4 January 2018 Berowra and Berkeley Vale Fire Stations responded to a seaplane down in Apple Tree Bay near Jerusalem Bay, Brooklyn.

This was a multi-agency response involving the NSW Police Force, NSW Ambulance, NSW Rural Fire Service, National Parks & Wildlife Service and the Air Transport Safety Bureau.

Over the ensuing days FRNSW Specialised Operations Hazmat, Chester Hill, Forestville Hazmat stations and Narrabeen Rescue Station assisted with placing booms in the water, placing a containment skirt under the plane to prevent any fuels or oils entering this pristine waterway.

FRNSW New Headquarters  
1 Amarina Avenue, Greenacre





## ENVIRONMENTAL RISK AT PORT KEMBLA

On 18 June 2018 fire crews responded to a ship fire in Port Kembla. First arriving crews found a large fire within a conveyor belt on the 202 metre, 50,000 tonne Iron Chieftain cargo ship. The fire spread rapidly to the lower cargo holds, igniting heavy fuel oil, making firefighting operations very difficult and posing an extreme risk to both the aquatic environment and operations of Port Kembla. Early indications confirmed that this fire would be a protracted multi agency incident. Carbon dioxide was discharged into the ship's engine room to protect it, and all twenty-two members of the crew were evacuated without injury. With firefighting operations concentrated on the conveyor belt fire, super structure and cargo hold, fire crews were continually rotated requiring additional response from

Metropolitan and Regional Commands. Numerous aerials were used from the wharf with crews on deck applying water and foam, Hazardous material firefighters continually monitored air and water contamination. Thermal imaging cameras were used to monitor heat levels below the main deck, with Remotely Piloted Aircraft Systems used to provide clear aerial observations.

The Strategic Operations Command at Alexandria was activated, and an Incident Control Centre was established within Roads & Maritime in Port Kembla. Over the following five days up to 150 firefighters, Executive and Senior officers, trades and administrative staff were rotated every 24hrs. FRNSW continually liaised with the Ports Authority, Roads & Maritime, NSW Environment Protection Authority, Australian Maritime Safety Authority, Bluescope Steel, Australian Transport Safety Bureau, NSW Police Force,

NSW Environment Protection Authority, NSW Ambulance, ship owners and insurers.

During operations liaison officers from NSW Rural Fire Service and NSW State Emergency Service assisted with planning and logistics. Two Metropolitan Fire Brigade Melbourne Assistant Commissioners attended to share experience and learn from the management of the incident.

Using a strategy of high expansion foam the fire was eventually brought under control in the early hours of 21 June. Crews however still monitored temperatures. With temperatures following a downward trend and access to the ship's hold confirming the fire had been extinguished, the ship was handed over to NSW Police Force, Ports Authority and owners on 24 June, 2018. The Australian Transport Safety Bureau commenced an investigation into the incident.

## FUTURE DIRECTIONS

FRNSW will:


- Increase our focus and commitment to better environmental outcomes as a consequence of fire and hazmat operations
- Work more closely with other agencies to improve our contribution to better management of environmental impacts as a result of accidental or deliberate releases
- Put more effort into minimising our own impact on the environment.

Port Kembla fire  
on Iron Chieftain





**PHILIP  
MIDAVAINÉ**  
Station Officer  
Ryde



**“I’M PREPARED  
TO ASSIST  
THE COMMUNITY  
IN TIMES OF  
CRISIS”**



COUNTER  
TERRORISM

# WE WILL EXPLORE AND ADOPT IMPROVEMENTS BASED ON INTERNATIONAL BEST PRACTICE TO ADDRESS THE EVOLVING THREAT.

FRNSW developed its Chemical, Biological, Radiological and Nuclear capability as a result of the 2001 World Trade Centre attack and 2003 Bali bombings. FRNSW has maintained its operational preparedness to manage the consequences of terrorist acts particularly those involving fires, explosions, building collapse, and chemical, biological, radiological or nuclear agents, as part of an integrated whole-of-government counter-terrorism strategy.

FRNSW continues to work closely with all stakeholders within NSW including the NSW Police Force, the combat agency for counter terrorism activities, the NSW Ambulance, NSW Rural Fire Service, Australian Security and Intelligence Organisation and the Australian Defence Force on the prevention, preparedness and response to managing the consequences of acts of terrorism.

## TERRORISM CONSEQUENCE MANAGEMENT

FRNSW has a wide range of capabilities that may be called upon by the NSW Police Force to assist with the consequences of a terrorist incident. These include:

- Management of Triple Zero and automatic fire alarm system calls to incidents in the area of operations
- Incident management
- Firefighting
- Rescue
- Basic life support
- Mass casualty
- Hazardous materials identification, monitoring and containment
- Decontamination
- Structure collapse risk assessment, search and rescue
- Mobile command
- Provision of shelter
- Rapid damage assessment, and
- Fire investigation.

FRNSW Hazardous Material (Hazmat) pumpers and Heavy Hazmat appliances carry radiological detectors and personal radiation dosimeters. FRNSW has six Industrial Radiation Safety Officers with high level radiation training through the Australian Nuclear Science and Technology Organisation (ANSTO). FRNSW is evaluating indicative kits to provide on-site preliminary testing for biological agents and will be purchasing a portable biological detector with proven in-field detection capability to augment our response to biological, radiological or nuclear incidents.

The Commissioner is a member of the State Counter Terrorism Committee and FRNSW has an officer based within the NSW Police Force Counter Terrorism and Special Tactics Command. This position is

responsible for planning, developing and implementing appropriate counter terrorism capability to ensure that FRNSW can meet the growing challenges of a changing operating environment.

FRNSW is undertaking research into world best practice, looking at fire services around the world facing significant risk and the threat of terrorism related incidents, and increasing our training, skill sets and capabilities where necessary. This provides FRNSW with a broad set of identified lessons that are used to ensure both an effective operational response and the safety of our firefighters.

FRNSW senior Fire Commanders take part in the command and control training program to provide strategic support to the NSW Police Force's Task Force Pioneer. Task Force Pioneer has responsibility for terrorist prevention and response operations in NSW. "Exercise Tango Support" specialist training, providing significant and focussed awareness and response protocols for a terrorism event, has been completed by all FRNSW Chief Superintendents and Superintendents.

FRNSW has hosted and/or participated in numerous multi-agency counter-terrorism training exercises that focus on exercising the risk. This multiagency training will be maintained to improve our effectiveness in providing an effective and compatible response to terrorism incidents with the NSW Police Force, and partner emergency services agencies.

### ALECTRO 4 – MASS CASUALTY EXERCISE

On Wednesday 21 March, 2018 FRNSW was involved in a NSW Health mass casualty exercise known as Alecto 4. The objectives of the exercise for FRNSW were to:

- Ensure collaborative emergency team management

- Ensure effective site management, security and staging
- Test communication to all emergency services concerning site clearance of any hazardous atmosphere/materials, and
- Transition between rescue to patient transfer.

The scenario for the exercise was:

**ANZ Stadium is hosting a football exhibition match in the lead up to Easter. There are approximately 25,000 spectators in the stadium. Shortly after the match started there are three loud explosion sounds coming from a kitchen area off the Captain's Room. It is unclear if the explosive noises were gunshots. Mass panic in the immediate surrounding area results in people self-evacuating the area.**

FRNSW had over 50 participants and were the initial responders to the call concerning a fire in one of the stadium kitchens. The exercise involved over 300 participants, including university students performing casualty roles. FRNSW crews performed all their roles with professionalism and were highly praised for their medical assessment of the 150 plus casualties.





## FUTURE DIRECTIONS

FRNSW will:

- Take a more proactive role as a supporting agency looking for opportunities to improve and increase our contribution both the prevention and response to terrorism events
- Provide high quality advice and support to the NSW Police Force as the lead agency, in our areas of expertise
- Explore and adopt improvements based on international best practise to address the evolving threat
- Continue to contribute an effective and compatible response to any terrorism incident.



BRADLEY HOJEL  
Station Officer  
Blacktown



**“I’M PREPARED  
TO HELP FOLLOWING  
ANY LOCAL,  
NATIONAL OR  
INTERNATIONAL  
DISASTER”**



NATURAL  
DISASTER +  
HUMANITARIAN  
RELIEF

# WE WILL ENSURE OUR FIREFIGHTERS DEVELOP AND MAINTAIN THEIR SKILLS TO RESPOND TO NATURAL DISASTER.

## ACHIEVEMENTS

- FRNSW responded to 5,270 storms, floods and other natural disasters including calls for assistance from other agencies in 2017-18 a 10.5 percent increase over 2016-17
- FRNSW has committed to a partnership with Deakin University to participate in the Graduate Certificate in Humanitarian Leadership Program

## PARTNERSHIP WITH DEAKIN UNIVERSITY

FRNSW has committed to a partnership with Deakin University to participate in the Graduate Certificate in

Humanitarian Leadership Program to develop the skillset of firefighters to navigate the leadership and strategic problems faced by local, national and international managers in the aid system.

The Program examines the complexities, values, principles and methodologies that underpin humanitarian operations through a leadership lens. Firefighters are equipped with the essential leadership skills to provide quality disaster risk reduction, response delivery and transition to recovery services to support affected communities and partner organisations in delivering

humanitarian assistance in the most challenging contexts.

The first three FRNSW officers have successfully completed the Humanitarian Leadership Program that also attracted participants from several other government and non-government agencies such as the Australian Department of Foreign Affairs and Trade, World Vision, Save the Children, the United Nations Children's Fund and Action against Hunger.

The Program involved study in Australia and hands on practical projects in Semarang, Indonesia.



Handover of fire appliances to RSIPF Commissioner Matthew Varley

### CANADIAN WILDFIRES

Following a request from Canadian authorities, FRNSW specialists in fighting bushfires and emergency management were responded to British Columbia in July 2017 as up to 220 fires spread across 450,000 hectares. Canadian Prime Minister Justin Trudeau personally thanked the FRNSW crews.

Australia has an on-going mutual fire management arrangement with Canada that allows for the exchange of personnel, resources and technology. This support has been reciprocated into Australia over a number of years since 2000.

### SUPPORT FOR ROYAL SOLOMON ISLANDS

FRNSW provided the Royal Solomon Islands Police Force (RSIPF) with three fire trucks in December 2017, marking the transition of FRNSW 15 year support of the Regional Assistance Mission to the Solomon Islands (RAMSI) which came to an end in June.

RAMSI and the new Solomon Islands Police Development Program (SIPDP) are represented by a FRNSW inspector, seconded to the Solomon Islands with the Australian

Federal Police in an advisory role to the Solomon Islands Fire Service.

RAMSI was formed to help lay the foundations for long-term stability and prosperity in Solomon Islands following five years of ethnic tensions and a coup in 2000. With the success of this mission, work is now focused on developing the nations emergency service to be self-sustainable into the future.

The vehicles were due to be decommissioned, but their meticulous service histories, low kilometres and water tanker capabilities make them ideal for use in the Solomon Islands. The three fire appliances, 50 self-contained breathing apparatus kits, two mobile air compressors, radios and other equipment will support firefighting operations in the Solomon Islands.

### AUS-2 MISSION TO TONGA

FRNSW deployed a small AUS-2 team of Urban Search and Rescue operators to the Kingdom of Tonga as part of the Australian Government response to Tropical Cyclone Gita, which impacted on the island nation on 11 February, 2018. The team partnered with the New Zealand team as part of a multi-nation Disaster Assistance Response Team.

**These types of humanitarian responses are becoming more commonplace with the increased prevalence of significant weather events in our region.**

Passing within 20km of the main island of Tongatapu, the Category 4 cyclone generated wind gusts in excess of 230km/hour, wreaking havoc on the small island nation, damaging critical infrastructure, domestic dwellings and community buildings. The national parliament building was destroyed.

The team was deployed for 10 days, completing damage assessments on many government buildings and critical infrastructure on the main island of Tongatapu and a two-day special assessment mission to the outer island of 'Eua. This reporting assisted in the speedy recovery of the affected community.

These types of humanitarian responses are becoming more commonplace with the increased prevalence of significant weather events in our region.

They are something we continually discuss with our partners, the Department of Foreign Affairs and Trade and the Queensland Fire and Emergency Services.

FRNSW Firefighters responding to  
Tropical Cyclone Gita



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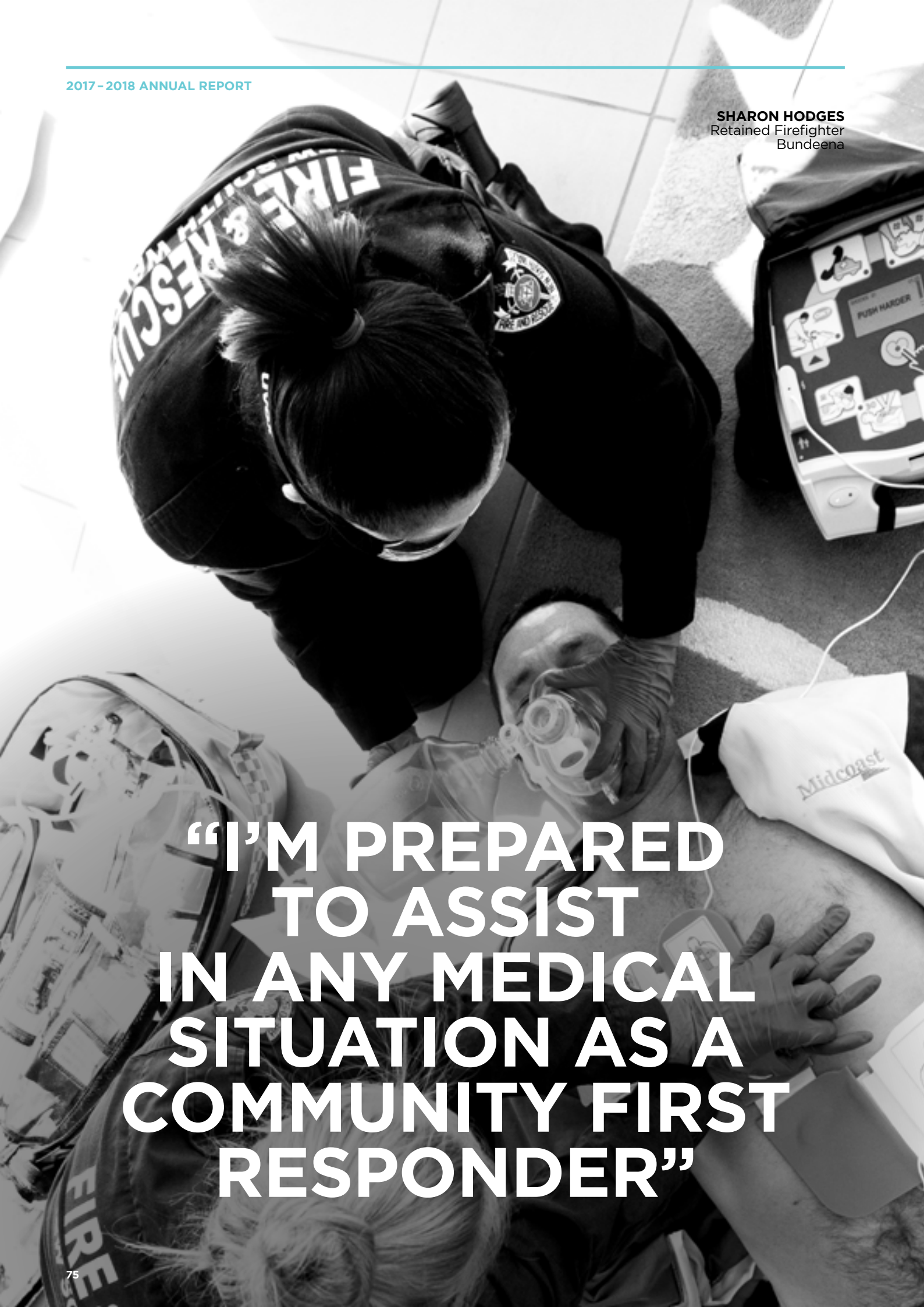
## FUTURE DIRECTIONS

FRNSW will:

- Work closely with our partners to further develop our ability to deploy international and inter-state support to those in need
  - Improve our flexibility to provide the Commonwealth options for utilising our capabilities and capacity “beyond the rubble” in lighter more agile deployments
  - Ensure our firefighters develop and maintain their skills to respond to natural disasters and assist other agencies to do the same.
-



SHARON HODGES  
Retained Firefighter  
Bundeena



**“I’M PREPARED  
TO ASSIST  
IN ANY MEDICAL  
SITUATION AS A  
COMMUNITY FIRST  
RESPONDER”**



MEDICAL  
RESPONSE

# WE WILL ENSURE OUR TRAINING IS APPROPRIATE AND REALISTIC AND OUR PEOPLE ARE CONFIDENT IN DELIVERING THE SERVICE.

## ACHIEVEMENTS

- FRNSW responded to 1,575 Community First Responder calls in 2017-18, a 19 percent increase over 2016-17
- FRNSW responded to 3,679 Ambulance Assist calls in 2017-18, a 17 percent increase over 2016-17
- Inaugural Lessons Learned Workshop held for Community First Responder Units in June 2018

## COMMUNITY FIRST RESPONDER

During 2017-18 FRNSW 10 Community First Responder (CFR) fire stations responded to 1,575 calls for help ranging from cardiac arrest, childbirth, snake bites to major trauma assisting the NSW Ambulance.

FRNSW has provided the Community First Responder program for almost 10 years in remote or rural communities that do not have timely access to an ambulance service.

Ten fire stations, at Alstonville, Branxton, Bundanoon, Bundeena, Culcairn, Denman, Henty, Thredbo, Tocumwal and Uralla provide a first response emergency medical service under the clinical and operational control of the NSW Ambulance, using a defined set of Ambulance protocols. FRNSW has a Memorandum of Understanding and Service Level Agreement with the NSW Ambulance to participate in the program.



Firefighters training in use of an automatic external defibrillator

All firefighters are trained in basic life support including advanced first aid, oxygen resuscitation, and the use of automatic external defibrillators. Community First Responders receive additional initial training and skills maintenance facilitated by the NSW Ambulance. When a medical emergency occurs in the stations area of operation, Ambulance contacts the FRNSW Communication Centre and requests that the CFR unit attends. The next available ambulance unit is also responded.

The program has been very successful in these communities and FRNSW is proposing to expand the program into other areas with new CFR stations as part of the 'enhancing medical response' capability strategic priority. It is expected that three new CFR stations will become operational within the next 12 to 18 months. This will involve costing and implementing a standardised new CFR station model.

The first annual Lessons Learned Workshop for CFR fire stations was held in June 2018 bringing together firefighters and their partners to discuss service delivery, training,

resources, psychological resilience and how to better promote CFR within the communities in which it operates. The workshop provided valuable lessons, demonstrating how these stations have successfully worked with their communities to protect the irreplaceable.

Enhancing our capabilities including medical response is one of our Plus Plan priorities. This includes a review of the model to assess how FRNSW can better support CFR units to deliver their vital service sustainably and consistently.

FRNSW aims to develop and implement a consistent 'best practice' model for all CFR stations, standardising resources, equipment and processes across stations, implementing consistent response models, local recruitment models, and maintaining a close relationship with the NSW Ambulance at the local level.

FRNSW will also focus on psychological resilience programs and improved communication and service delivery relationships between the Zone Management, firefighters at the CFR stations and other key stakeholders.

## AMBULANCE ASSIST CALLS

FRNSW also supports the NSW Ambulance through attending calls defined as "Ambulance Assist" as part of FRNSW usual business operations. In 2017-18 FRNSW responded to 3,679 calls. Of these 33 percent involved providing person power/crew resources, 28 percent involved providing medical assistance or patient care, 22 percent involved gaining entry to allow Ambulance crews to deliver medical treatment and 17 percent involved investigating or making a situation assessment. Ambulance Assist calls have been growing at a rate of 15 percent per annum.

## EARLY ACCESS TO DEFIBRILLATION

In 2016 the NSW Ambulance proposed that FRNSW participate in an Early Access to Defibrillation Program that deals specifically with out of hospital cardiac arrest calls. The NSW Ambulance is also in discussion with other emergency services agencies.

Over 33,000 people experience an out of hospital cardiac arrest in Australia every year and less than nine per cent survive. Medical research has shown that the likelihood of survival and avoiding serious ongoing illness can be improved by early defibrillation or cardiopulmonary resuscitation by trained first responder staff. Early cardiopulmonary resuscitation and defibrillation within the first 8-10 minutes can increase the chance of survival by up to 75 per cent but, the chance of survival decreases by up to 10 percent for every minute that passes.

**OVER 33,000  
PEOPLE EXPERIENCE  
AN OUT OF  
HOSPITAL CARDIAC  
ARREST IN  
AUSTRALIA EVERY  
YEAR AND LESS  
THAN 9% SURVIVE.**

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## **FUTURE DIRECTIONS**

FRNSW will:

- Work with the NSW Ambulance as the lead agency to increase our capabilities in medical response
  - Further develop and support our Community First Responder Program
  - Deliver scene management training and a psychological resilience and support program so that our people are confident and safe when delivering our full range of services. We will ensure we have quality staff support systems in place that reflect the changing role
  - Work with other emergency services to provide the Community Early Access to Defibrillator Program.
-



# OPERATIONAL SUPPORT SERVICES

## HEALTH AND SAFETY

### ACHIEVEMENTS

- Development of the FRNSW Health and Safety Plan 2018-2020, a three-year strategy to improve health and safety processes and outcomes across the organisation
- The Turnout Stronger program received the 2017 iCare Treasury Managed Fund Risk Management Award for Innovation
- Joint research undertaken with the University of New South Wales underpinning the Black Dog RESPECT manager training program was published in the Lancet Journal in October 2017
- Improved support services for injured workers through the inclusion of families in support and treatment programs
- Provision of mental health support information sessions for Recruit Firefighters
- Extensive workforce consultation on health and safety issues through a program of structured focus groups; followed by a Health and Safety Conference involving over 150 personnel

### SAFETY

The Health and Safety Plan 2018-2020 has been developed to enhance safety across FRNSW. The plan was developed after extensive consultation with staff, culminating in the Health and Safety Workshop in August 2017. In response to the feedback and insights received, several key safety systems have already been developed to improve how risks are managed and communicated including a:

- Diligence Framework that will manage safety risk information and communication flow to senior leaders
- Work Health & Safety (WHS) Compliance Framework that will

systematically manage health and safety legal and regulatory requirements

- More sophisticated risk analysis tools (Bow-tie Analysis) to provide a more holistic picture of risk elements, and
- Revised and improved investigation process for application to serious safety incidents.

### HEALTH AND FITNESS

FRNSW has continued to focus on implementing evidence-based injury prevention initiatives across our workforce, with 401 face-to-face engagement sessions providing a range of support programs to 3,307 individuals. While the Functional Movement Screening and Cardio-check programs continue to be valuable, two new FIREFIT programs, make up most of the engagement sessions.

Development of the FRNSW Fitness Drill was finalised in December 2017 and went 'live' in January 2018. Over 93 'Information Road Show' sessions have been delivered to over 1150 firefighters.

The Turnout Stronger program received the 2017 iCare Treasury Managed Fund Risk Management Award for Innovation due to the results achieved in reducing risk of musculoskeletal injury to firefighters. The best-practice strength training program has been delivered to 481 firefighters.

Cardiovascular health and fitness education was delivered to over 380 firefighters, with the focus being on Maximal Aerobic Speed training involving the most up-to-date strength and conditioning protocols relevant to both improving the cardiovascular performance and reducing cardiovascular disease risk.

The 2017-18 Influenza Vaccination program was made available through 99 clinics, a network of pharmacies and GP clinics ensuring an array of options for access to these vaccines.

## Cardiovascular health and fitness education was delivered to over 380 firefighters.

FRNSW vaccinated over 2,000 staff in 2017-18 an increase of 25% over 2016-17. The Health and Medical Team used this opportunity to engage with firefighters face to face and discuss an array of health-related topics with particular focus on the self-bench marking Fitness Drills and pending periodic Health Checks to be activated in late 2018.

In addition, the hepatitis B vaccination program was continued throughout the year, with all recruits participating in this program.

A total of 397 pre-employment medicals and physical assessments for retained firefighters and 53 permanent firefighters were undertaken.

The Red Cross Emergency Services Blood Drive was promoted to all staff. In June to August 2017, FRNSW personnel made 340 donations, saving over 1,000 lives.

### MENTAL HEALTH

Building mental health and resilience has been identified as a priority for FRNSW under the Plus Plan. This commitment is supported by the development of comprehensive evidenced-based mental health programs in partnership with a number of leading mental health organisations.

The FIT MIND Program arising from research with the University of New South Wales has been made available electronically to all firefighters and delivered face to face to recruit firefighters. The program aims to reduce stigma and promote early help-seeking amongst firefighters.

FRNSW has also commenced running induction sessions for the families of recruit firefighters. These sessions aim to improve the



Health and Fitness staff receive the TMF Award for Innovation

awareness family members have of mental health and the extensive support services available to both firefighters and their families.

The FRNSW Peer Support Team commenced the role out of the Good Mental Health presentation to firefighters across the State, delivered by Peer Support Officers in addition to their critical incident support interventions for crews following potentially traumatic events.

The research jointly undertaken by FRNSW and the University of New South Wales underpinning the Black Dog RESPECT manager training program was published in the Lancet Journal in October 2017. The results of the randomised control trial demonstrated significant enhancements to the confidence managers have in making contact with their staff with mental health conditions and subsequent reductions in observed mental health related absences from the workplace.

FRNSW has continued to work with the University of New South Wales and the Black Dog Institute as an industry partner on the development of a “Headgear” mental health mobile application.

FRNSW has enhanced its Retiree Peer Support Program. Team members are retired firefighters, volunteering their time to provide confidential support to members transitioning into retirement and members that have retired or exited FRNSW. The program provides one on one support for individuals experiencing personal difficulties or mental health issues.

The Employee Assistance Program (EAP), administered by Benestar is a confidential professional 24-hour counselling services available within FRNSW. The EAP service provided over 251 employees and their immediate families advice and support for both work-related and personal issues.

### **INJURY MANAGEMENT**

FRNSW in collaboration with EML (the FRNSW claims manager) were recognised and rewarded for our early intervention approach to Post-Traumatic Stress Disorder, winning the 2017 Excellence and Innovation in Injury Management category in the Care and Service Excellence awards.

In addition, parameters have been widened to ensure employees with physical injury, regardless of their diagnosis or severity of injury, are

also screened for psychosocial risk factors and provided with tailored, holistic intervention plans.

Processes have been developed in collaboration with EML, using both internal and external resources, to provide families with access to support, treatment and services, whilst the firefighter is recovering from physical or psychological injury. An education day ‘*Resilience, Change and Family Support*’ was held in Newcastle with keynote speakers Alex McKinnon (former Rugby League Player who suffered a spinal injury) and his wife Teigan, confirming the commitment of both EML and FRNSW to this important initiative.

Further targeting resilience, the FRNSW Career Transition Guide has been developed to assist firefighters through medical discharge, which can cause distress and requires adjustment to injury, lifestyle, self-image, purpose and friendships. The Guide provides advice on wellbeing, financial and vocational rehabilitation supports as well as links to relevant internal and external services.

These initiatives have continued to result in injured employees requiring less time off work, less treatment and reduced rates of injury recurrence. These outcomes are reflected in the workers compensation premium contribution results, where a \$1.4 million reduction in total payments and a 13% reduction in the proportion of claims resulting in lost time was observed in 2017-18, compared to 2016-17.

### **CHAPLAINCY SERVICE**

FRNSW Salvation Army Chaplains, Majors Lyndsay Smith and Dawn Smith continued to provide counselling and support to Firefighters and their families. They also assisted members of the public involved in or affected by emergencies on a 24/7 basis.

The Chaplains are actively involved in all the support services of FRNSW including the Critical Incident Support Program, Relief and Welfare Fund and Employee Assistance Program. The Chaplains have proven to be an invaluable resource to FRNSW and the community for over ten years.

### **FUTURE DIRECTIONS**

Key initiatives include:

- Continuing to advance strategic priorities to research, develop and implement programs to enhance the mental health and psychological resilience of our people; and to reduce firefighter exposure to carcinogens.
- Commencing Work Health and Safety (WHS) self-assessments (audits and inspections) for compliance with the NSW Government WHS Sector Plan and to build accountability for safety management
- Implementation of health and fitness checks for firefighters.

## **EDUCATION AND TRAINING**

### **ACHIEVEMENTS**

- Over 800 people accessed the Education and Training Learning Hub in 2018 to complete on-line leadership development programs
- FRNSW was reaccredited as a Registered Training Organisation by the Australian Skills Quality Authority for a further five years
- A Joint Venture Initiative was developed between FRNSW, the NSW Rural Fire Service, the NSW State Emergency Service, Office for Emergency Management and the NSW Police Force to strengthen the joint capacity of the agencies to design, develop, deliver and assess training and emergency management skills

FRNSW has approximately 125 education and training staff located across NSW at Alexandria, Londonderry, Albion Park, Terry Hills, Deniliquin, Wellington, Pyrmont, Armidale and Orchard Hills grouped by function.

### **COMMAND, LEADERSHIP AND MANAGEMENT (CLM)**

CLM provides internal and external training programs for the technical and professional development of firefighters ranging from initial recruit training to progression programs, incident management and leadership skills acquisition. CLM graduated 85 permanent recruits, 70 Leading Firefighters and 99 Senior Firefighters. Programs offered in 2017-18 included:

#### **INTERNAL TRAINING**

- Permanent Recruit Training Program
- Level 1 to Qualified Firefighter Program
- Senior Firefighters Promotional Program
- Station Officers Promotional Program
- Inspectors Promotional Program
- Incident Management Team Development Program
- Captains Development Program
- Station Skills Maintenance Program
- Leadership and Management Programs

#### **EXTERNAL TRAINING**

- Australian Institute of Police and Emergency Management
- Emergency Management Australia
- Australasian Fire and Emergency Services Authorities Council
- Charles Sturt University
- Open Training Education Network
- Australian Institute of Management
- Australia & New Zealand School of Government.

## **To remove the barriers of distance and shift work, interactive webinar and video technology has been piloted to deliver the Diploma of Leadership and Management**

### **INTERACTIVE LEARNING AT FIRE STATIONS**

To remove the barriers of distance and shift work, interactive webinar and video technology has been piloted to deliver the Diploma of Leadership and Management to 20 firefighters and station officers at their stations, on-shift. Initial feedback has been excellent, with participants engaging and connecting with their facilitator and with colleagues around NSW.

On-line leadership development programs have been offered through the Learning Hub in 2018, with more than 800 people using the courses and resources in the first six months after the launch.

### **TECHNICAL TRAINING**

Technical training is provided for five core areas:

#### **APPLIANCE TRAINING UNIT**

The Appliance Training Unit works in partnership with Roads and Maritime Services in the delivery of driver training and assessment. The primary aim of this partnership is to ensure consistent and effective skills acquisition across FRNSW.

#### **BREATHING APPARATUS-HAZARDOUS MATERIALS**

Breathing Apparatus-Hazardous Materials (BA Hazmat) delivers Self Contained Breathing Apparatus skills acquisition and skills maintenance to firefighters. The BA Semitrailer provided skills maintenance in Wollongong, Katoomba, Central Coast, Tweed



Heads, Wagga and Tamworth.

22 of the 25 Intermediate Hazmat fire stations received training including new nationally recognised units of competency in Gas Detection.

### EMERGENCY FIRST AID

The Emergency First Aid team consists of one Station Officer, two firefighters and three seconded Paramedics from the NSW Ambulance. During 2017-18 the team conducted:

- 77 regional advanced first aid refresher re-certification courses for 736 firefighters
- 212 advanced first aid refresher training courses for 1,581 participants
- 30 Phase Two Basic Life Support training sessions for 335 participants and 12 initial courses for recruits resulting in 144 accreditations.

### FIREFIGHTER OPERATIONAL TRAINING

In addition to firefighter training the team delivered training in the Solomon Islands, worked closely with the Fire Investigation Research Unit to conduct research, and delivered fire training to external clients such as NSW Police Force and Rail Emergency Response Unit. During 2017-18 the team conducted:

- Skills acquisition training in Structure Fire 1 and 2, Search and Rescue, High-Rise Firefighting, Tactical Ventilation, Compressed Air Foam Systems and Firefighting Tactics. The Firefighting Tactics course enabled Firefighters in the Leading Firefighter Program to enhance skills managing an incident during "live fire" scenario-based training
- 'Back-to-Basics' training course enabling Firefighters to refresh skills and knowledge in fire dynamics, structural firefighting behaviour, hose handling, door entry techniques, thermal imaging camera operations and

search and rescue. An online thermal imaging course was also developed for skills maintenance training.

### TECHNICAL RESCUE

Technical Rescue delivered courses ranging from Large Animal Rescue to Vertical Rescue right across NSW over the past 12 months whilst also having Instructors deployed to the Solomon Islands to train local firefighters in USAR Cat 1 and Road Crash Rescue. During 2017-18 the team conducted:

- Trench Rescue and Partial Structural Collapse training for 60 firefighters. This training complemented the roll-out of 2 new Technical Rescue Vehicles at Blacktown and Liverpool Fire stations.

### TRAINING COORDINATION AND RESOURCES

The team supports all teams across Education and Training as follows:

- Manages the scheduling of resources that support training eg fleet vehicles, training/meeting/conference rooms as well as props/objects
- Manages the maintenance of training facilities, resources and equipment
- Supports information and technology training services, and
- Manages Operational Communications training.

### REGIONAL AND RETAINED TRAINING

A total of 14 Instructors manage the training requirements and conduct initial training for retained firefighters and delivers ongoing qualifications and skills maintenance to all Regional areas.

During 2017-18 the team conducted:

- Initial training for 315 recruit Retained Firefighters, and
- Developed a new nine day recruit Retained Firefighter course with carefully revised and aligned training topics for

core skill development including Gas Detection, Thermal Imaging, Forced Door Entry and additional scenario training.

Other Regional training provided includes:

- Off Road Driving
- Retained Pump School
- Appliance Crossover
- Road Crash Rescue
- Work Safely at Heights
- Chainsaw
- Power saw
- Gas Test Atmospheres, and
- Breathing Apparatus Refresher.

### LIBRARY

The FRNSW Library informs and supports staff by providing and maintaining a comprehensive collection of relevant and current specialist information resources, providing timely and equitable access to these resources and assistance in their use, and offering advanced research assistance in a professional, timely and equitable manner.

The Library is located on level two above the recently refurbished Pymont Fire Station, and the Librarian instigated regular 'pop-up Library' visits to Headquarters at Greenacre and the Training College at Alexandria. During 2017-18 1,245 staff visited the library, 2,184 made contact by phone or email, 1,066 items were loaned, and 1,340 copies of articles or research papers were supplied, with 71 of these being sourced from other libraries. Over 2,600 short queries were answered, and the Library catalogue, accessible via our intranet, was improved with the addition of 1,870 books, articles and online reports.

### INFORMATION TECHNOLOGY TRAINING SERVICES

During 2017-18 key projects specifically targeted included:

- Rollout of new Activity Based Working devices

- Providing on-site support to Zone Offices
- Providing support for fire stations on request
- Participating in the development of various FRNSW technology systems (e. SSRM and SPS)
- Supporting video conferencing systems
- Preparation for rollout and training of 2018-19 PC upgrade project with 1,000 new computers to be installed requiring training and support for 100 fire stations and 1,200 firefighters.

**OPERATIONAL COMMUNICATIONS TRAINING TEAM**

During 2017-18 key projects specifically targeted included:

- 12 participants trained in Initial Operational Communications
- Seven participants graduated in NSW Rural Fire Service ESCAD Operations and Communication, and
- Seven participants received Supervisor Training.

**ENTERPRISE REGISTERED TRAINING ORGANISATION**

**PROGRAM DESIGN AND DEVELOPMENT (PDD)**

FRNSW continued to deliver nationally accredited courses as well as individual units of competency as an enterprise Registered Training Organisation. A significant focus in 2017-18 was preparing for re-registration through the national Vocational Education and Training regulator, the Australian Skills Quality Authority. This included reviewing all current programs that align to nationally recognised units of competency.

Public Safety Training Package qualifications achieved in 2017-18 included:

- 83 for the Certificate II in Public Safety (Firefighter & Emergency Operations)



Recruit Graduation 2018

- 92 for the Certificate III in Public Safety (Firefighter & Emergency Operations), and
- 10 for the Certificate IV in Public Safety (Firefighter Supervision).

The use of the Learning Hub continued to grow with 221 active courses housed on the platform and a total of 17,704 course completions recorded throughout 2017-18.

**JOINT VENTURE INITIATIVE**

A NSW Emergency Services Joint Venture Initiative was developed between FRNSW, the NSW Rural Fire Service, the NSW State Emergency Service, Office for Emergency Management and the NSW Police Force to strengthen the joint capacity of the agencies to design, develop, deliver and assess training and emergency management learning.

Some of the identified benefits of the NSW Emergency Management agencies working together include:

- Enhanced training flexibility and access across NSW
- Provision of multi-agency training leading to improved joint operational capability
- Greater sharing of each agency's areas of expertise and shared knowledge

- Increased efficiency in the use of government resources including facilities, people, products and services, and
- Enhanced cross cluster cooperation and collaboration in education and training.

The success of the joint venture was demonstrated by 59 participants drawn from the five agencies undertaking the Diploma of Leadership and Management hosted and funded by FRNSW with subsidised support through the NSW Department of Industry - Smart and Skilled Targeted Priority Program.

FRNSW worked with the NSW State Emergency Service to develop and sign off a Memorandum of Understanding for use of the FRNSW Albion Park Training Centre and on 16 September 2017 the State Emergency Service, Illawarra/South Coast Region Rescue Challenge was held at the Centre. The agencies worked together to perform several risk scenarios to test the site. Three teams tackled five rescue scenarios using several training props. The day provided an example of Emergency Services Agencies sharing resources to achieve positive outcomes.

## FUTURE DIRECTIONS

Getting training right is fundamental to delivering FRNSW capabilities in a consistent and sustainable manner which is the very heart of the Plus Plan.

FRNSW priority as part of enhancing our response capability is to look at training, to identify the current issues and barriers standing in the way of delivering training that meets firefighter expectations, identifying the causes of these problems and delivering short, medium and long-term innovative solutions. All of this will be done in consultation with front line staff so we can confirm the solutions we propose will meet our expectations and address the core issues we are facing.

## LOGISTICS SUPPORT

### ACHIEVEMENTS

- Completed the new FRNSW Emergency Services Academy building at Orchard Hills and five new fire stations at Batlow, Henty, Mount Druitt, Murrurundi and Wallsend and the completion of the major renovation at Wollongong Fire Station
- Commenced construction of new fire stations at Eden, Kariong, South West Rocks and a major renovation of the City of Sydney Fire Station
- Commenced the sustainability program of delivering solar panels and efficiencies to 18 high energy consumption fire stations
- Commissioned 63 new vehicles including 10 Class 1 Bush Fire tankers, eight Class 2 pumpers, 10 Class 3 pumpers and 38 specialist vehicles or equipment
- Successfully introduced a contract life cycle management software system that provides live tracking and reporting facilities that previously have had



Commissioning of new technical rescue vehicles

- 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.

### FLEET

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 2018 the FRNSW fleet totalled 1,609 vehicles. The fire engine fleet of 705 vehicles included 580 fire engines with pumps, an aerial fleet of 28 ladder platforms, ladders and aerial pumpers and 97 rescue and hazardous materials (hazmat) vehicles. During the year FRNSW commissioned 66 new vehicles including 10 Class 1 Bush Fire tankers, eight Class 2 pumpers, 10 Class 3 pumpers and 38 specialist vehicles or equipment. In addition, FRNSW has 643 miscellaneous vehicles including boats, trailers, prime movers, logistics support vehicles and Community Fire Unit trailers. There

are also 261 passenger and light commercial vehicles to support operational requirements and general use.

### TANKERS (OFF ROAD FIRE ENGINES)

Class 1 off road capable Bush Fire tankers carry more water than urban fire engines. All of the tankers have Class A bushfire foam systems, pump-and-roll firefighting capabilities and front bar sprayers 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.

During 2017-18 there have been 10 Isuzu Bush Fire tankers commissioned equipped with a standard inventory.

### 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 chassis. This recycling is cost effective and reduces the impact



Minister Troy Grant MP opening Gulgong Fire Station

on the environment of building new bodies. During 2017-18 there have been eight Class 2 Pumpers commissioned.

Class 3 Pumpers (heavy fire engines) are designed for both metropolitan and regional areas and can be configured as either Standard, Primary Rescue or Hazmat vehicles and with Compressed Air Foam Systems. Ten Standard pumpers were commissioned in 2017-18.

**TECHNICAL RESCUE (SPECIALISED RESCUE)**

The Technical Rescue vehicle builds on the established capability of the heavy rescue vehicle. The Technical Rescue vehicles deliver specialist rescue capabilities including complex road crash rescue, partial structural collapse, trench rescue and large animal rescue.

During 2017-18 there have been two Technical Rescue vehicles were commissioned.

**AERIAL VEHICLES**

Almost one third of FRNSW aerial response capability, commissioned between 1996-2000, is reaching the end of its serviceable life. FRNSW commenced a procurement process that will see it acquire Ladder Platform and Aerial Pumper fire-

fighting appliances over the coming years.

During 2017-18 orders were placed for the supply of two 45 metre Ladder Platforms and one Aerial Pumper.

**SPECIALISED VEHICLES**

In 2017-18 the following fleet was commissioned:

- Eight Duty Commander pod type and one Duty Commander van
- One additional Rehabilitation Van
- Two K9 response vehicles
- One Fire & Investigation vehicle
- Four logistic support vehicles, and
- 22 Minor fleet vehicles.

**PROPERTY MANAGEMENT**

FRNSW real estate portfolio includes 336 fire stations and approximately 108 other properties including training facilities, communication centres, area and zone offices, staff residential accommodation and logistics support facilities.

- Major work included completion of five new fire stations at Batlow, Henty, Mount Druitt, Murrurundi and Wallsend and the completion of the major renovation at Wollongong Fire Station.

- Completed the new FRNSW Emergency Services Academy Building at Orchard Hills
- Design, new construction works and major renovations are well underway at Eden, Kariiong, South West Rocks and a major renovation of the City of Sydney Fire Station.
- Ryde was postponed due to unavailability of suitable land. Negotiations are underway with Health for a new parcel of land.
- Alexandria Fire Station was postponed due to mutual agreement with Sydney Trains. New plans are underway in 2018/19 financial year to master plan the Alexandria precinct including an upgraded new fire station.

**FACILITIES MANAGEMENT**

This ensures FRNSW 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 2017-18, 4,513 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 and developing 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 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.

## 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:

- CORE Hydraulic System - single line, slowly phasing out dual line hydraulic lines
- Developed vehicle mounted winch lines using Dyneema technology.
- Pelican Lighting System - Bluetooth battery style halogen lighting
- PowerShore Strut System - used for trench rescue
- Introduced 31 x battery powered Positive Pressure Ventilation fans (PPV)
- In 2017-18, Planned and unplanned maintenance of 5,610 Rescue equipment was completed as per compliance requirements.

### SPECIALIST HAZMAT EQUIPMENT

The following specialist Hazmat equipment was introduced in 2017-18:

- 117 x 300bar SCBA cylinders
- 5 x MSA Evolution E6000 Thermal Imaging Cameras
- 90 x Chemical splash suits
- 337 x Respirix Fully Encapsulated gas suits (FE suits)
- 40 x chemical resistant boots, and
- 2 x Asbestos Detectors.

In 2017-18, planned and unplanned maintenance of 6,762 pieces of Hazmat equipment was completed as per compliance requirements

### EQUIPMENT MANAGEMENT UNIT

- Introduced Vacuum Cleaners with HEPA Filters for fire stations to help reduce the effect of carcinogens
- Introduced Vertical Rescue Helmet Torch to provide lighting

for Vertical Rescue operations

- Introduced Operational Logistics Foam Truck and emergency foam supply procedure for the greater Sydney area. This replaced small foam trailers which were reaching end of life and improved capacity to respond a greater amount of foam quickly and efficiently
- Introduced a new digital Non-contact voltage detector
- Development of High Expansion Foam capability
- Supplied Single Inlet Monitors for Regional and Metropolitan stations.

## PROCUREMENT

The Strategic Procurement and Contract Services Unit is responsible for coordinating FRNSW procurement activities. In 2017-18 procurement savings in the order of \$3.9 million were achieved through improved procurement practices, better negotiated outcomes, leveraging the increased buying power of the Justice Cluster agencies and recycling approximately 1,200 garments.

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

FRNSW undertook an outcome-based procurement exercise for the Aerial Tender and awarded contracts for two Ladder platforms and one Aerial Appliance.

The contract to build the Aerial pumper will have an aerial capability of 25 metres this is considerable higher than 15 metres capability of the existing appliances and puts them within reach of the lowest Major Appliance capability of 27 metres. This increase in capability was as a result of the outcome-based procurement exercise undertaken.



Operational Communications 2018

## FUTURE DIRECTIONS

Key initiatives include:

- Updating FRNSW visual brand identity by replacing fire station signage, progressively replacing staff lanyards and ID cards, and updating fleet full livery as part of the midlife maintenance rebuild
- Analysis of retirement age of fleet and equipment assets to maximise whole of life costings
- Roll out of protective flash hoods with particulate moisture barrier to reduce exposure to contaminants and carcinogens.

## INFORMATION TECHNOLOGY

### ACHIEVEMENTS

- Installed 39 additional Mobile Data Terminals (MDT) in vehicles (total now 469), providing at least one terminal in every fire station improving frontline technological capabilities, especially in regional areas
- Deployed the MDT (Wires Down) upgrade throughout FRNSW
- Deployed ADASHI Command and Control to all operational and support personnel
- Implemented the IT component of Activity Based Working at the new Training Academy.

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.

### EMERGENCY SERVICES COMPUTER AIDED DISPATCH

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 and maintaining 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 Communications Centres received almost 227,000 calls for assistance in 2017-18 a five percent increase over 2016-17.

Various pilot projects were conducted in preparation for replacement of ageing equipment, most notably the fire station turnout equipment. In addition, testing of a replacement solution for ISDN lines was completed, required for the NBN rollout.

A feasibility study to take advantage of new fire-panel technologies to provide enhanced information was undertaken which will enable better decision making for front-line responders and improve auditing across all systems. This study also looked at the potential of reducing nuisance Automatic Fire Alarms.

### EMERGENCY MANAGEMENT

FRNSW deployed the MDT (Wires Down) upgrade throughout the organisation. This was a combination of a technology and organisational change management initiative that saw frontline crews being able to digitally report the fall of electrical and telecommunications cables to ComCen via their MDTs. The MDT (Wires Down) functionality saw significant adoption early, with 55 uses within the first 10 days. This has greatly reduced the workload during storm events for ComCen operators, especially during storm and tempest events. This paves the way for straight-through communications between firefighters and external agencies such as power utilities.

**FRNSW has been a leader in the Emergency Services in adopting technologies to improve the effectiveness of service delivery.**

## ADASHI INCIDENT COMMAND

Mobile Data Terminals were installed into a further 39 vehicles (total now 469) reflecting the success this program has achieved which greatly improved the frontline technological capabilities especially in regional areas.

ADASHI Command and Control was deployed to all operational and support personnel. This is the latest iteration of the Incident Management product that has greatly improved incident management and collaboration. A number of new and innovative features have been developed through close collaboration with FRNSW, ADASHI and the AFAC community.

The development of ADASHI Area Command (Area of Operations) was commenced. This project is unique to large emergency services, where an Area of Operations or Level 3 (AIIMS) incidents are managed. This includes the ability to aggregate incidents in a defined Area of Operation, greater task management; and greater resource management. Ongoing work between FRNSW and ADASHI as well as the AFAC community will further develop this capability over FY18/19.

## TECHNOLOGY TO SUPPORT ACTIVITY BASED WORKING

IT continued with its mobility strategy supporting the move to activity based working with further procurement of tablet laptops and docking stations which replaced fixed desktops at the Alexandria Training College, the remainder of our Greenacre offices and all Zone Offices throughout the state.

The roll out included changes to the remaining office work spaces to accommodate plug and play docking stations on all desks at each office.

## FRNSW partnered with the NSW State Emergency Service (SES) to complete the rollout of Automatic Vehicle Location into General Land Rescue vehicles

The previous year's design and install at Headquarters was expanded to accommodate the new Academy at Orchard Hills with a further 150 work spaces configured for activity based working along with the ability for staff to present from their devices to audio/visual systems in 12 lecture rooms, video conference in 4 meeting rooms and print and scan using "follow me" multifunctional printers.

## FIRE STATION AND DATA CENTRE INFRASTRUCTURE

In 2018, IT commenced reviewing the organisation's current data centre model for the hosting of our enterprise applications in preparation to either extend existing agreements or move to an improved data centre design.

Planning for the 2019 refresh of all desktop computers and upgrades to many fire station printers commenced. The design will provide fire fighters the ability to share and retrieve their files within the station from any computer and share resources provided within their Zone. Faster desktop computers with Microsoft Windows 10 will replace the existing Windows 7 devices.

## INFORMATION/CYBER SECURITY

FRNSW information/cyber security supports FRNSW corporate and IT business strategy. We are certified to ISO 27001 and international security management standard,

and in line with the NSW digital information security policy, to provide assurance to business and to NSW Government. The scope of the certification is expanded to cover most of the FRNSW critical business processes and information assets. IT/cyber security risks are regularly assessed, tracked and reported to the Audit and Risk Committee.

We have reduced the impact of SPAM and Phishing email to nearly zero by regularly sending Information/cyber security awareness emails to all staff. We are now rolling out an Information security awareness program to all employees and have implemented advanced security controls to detect SPAM and malicious code coming in from the Internet. A whole-of-government Domain-based Message Authentication, Reporting & Conformance solution for email security will also be implemented.

## SHARED EMERGENCY SERVICES IT SYSTEMS

FRNSW partnered with the NSW State Emergency Service to complete the rollout of Automatic Vehicle Location into General Land Rescue vehicles and commenced the deployment into their Unit vehicles.

FRNSW assisted the NSW State Emergency Service with the expansion of their volunteer program as well as assisting with their new Business Intelligence, insights and reporting platform. 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.

A review was completed for the existing Emergency Services SAP services offering with a number of continuous improvements implemented across FRNSW, NSW Rural Fire Service and NSW State Emergency Service in regard

to Enterprise Asset Management, Finance, Payroll and mobile training assessments.

FRNSW worked closely with the NSW Telco Authority providing specialist knowledge and support in the Critical Communications Enhancement Program to expand and enhance the NSW Government Radio Network. As part of this program, a trial in the New England Area was successfully completed, with plans next year to commence coverage of the North Coast and Greater Sydney Area. Once completed, FRNSW will migrate onto this network and retire its aged Private Mobile Radio Networks.

## FUTURE DIRECTIONS

Key projects for 2018-19 include:

- Replacement of all vehicle radios and older style handheld radios (around 3000 in total)
- Replacement of all paging network transmitters (around 180) and firefighter paging terminals (around 4000)
- Continued replacement of aged Fire Station Turnout Equipment (UPSs and Public Address System)
- Migration of approximately 500 operational and corporate broadband links to the NBN
- Fire Appliance mobile phone replacement
- Further development of the ADASHI platform to include mobile phone based application (ADASHI notify)
- Home Fire & Safety (HFSC) online self-assessment.

# GOVERNANCE AND LEGAL OFFICE

## INTERNAL AUDIT

The FRNSW Internal Audit Program provides independent assurance and advisory services designed to add value through promoting business process improvement. The internal audit function supports FRNSW by bringing a systematic, disciplined approach to evaluating and improving control environment activities and governance processes. It informs priorities for the continual improvement of policies, practices and processes.

An Annual FRNSW Internal Audit Plan is developed with consideration of the internal control environment, risk analysis, trends, and business objectives. The Plan is endorsed by the Audit and Risk Committee and approved by the Commissioner. In the last financial year, audits were undertaken in recruitment, tax compliance, risk management, maturity assessment of the Program Management Office, major fleet, minor fleet, and data governance of the Electronic Australasian Incident Reporting System.

## RISK MANAGEMENT

FRNSW is committed to proactively manage risks. FRNSW recognises that effective risk management supports informed decisions. It is central to achieving our business objectives through sound management and governance practices.

FRNSW is compliant with the NSW Treasury Policy *Internal Audit and Risk Management Policy for the NSW Public Sector* (TPP 15-03). FRNSW risk management activities are based on FRNSW risk management program aims to improve decision-making and minimise the negative impact of events that may affect our operational activities, our

reputation, legislative compliance and the health, safety and security of our employees.

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.

## PLUS PLAN PRIORITY – REDUCE RED TAPE

The Reduce Red Tape Taskforce has finished its first phase of work in implementing this Strategy Priority, focusing on consultation, quick wins and planning and is now moving on to its second phase.

Consultations across FRNSW and externally have identified a number of themes running through discussions of red tape and bureaucracy, each of which have been specifically addressed in Reduce Red tape Projects. The following are components of this Priority Program:

- Providing an ongoing framework for red tape reduction through the establishment of a reporting and evaluation process that is accessible across FRNSW
- The need for greater flexibility, responsiveness, and elimination of wasteful bureaucratic processes in purchasing and ordering processes and some online administration systems
- Reducing the proliferation of forms required for basic business processes across the organisation as well as putting them in a more accessible order, streamlining and digitising them in one central format.



This builds on work already undertaken at FRNSW to reduce red tape, involving reviews of more than 350 forms, and streamlining financial processes for purchasing, ordering, and online payments.

## PROGRAM MANAGEMENT OFFICE

### ACHIEVEMENTS

- Supporting the Executive Leadership Team in developing and implementing the FRNSW Plus Plan
- Contributing to the development and implementation of the Plus Plan Success Model
- Developing and reviewing the implementation of the Allocation of Capital Procedure
- Managing the development of business cases to assist the Executive Leadership Team in the prioritisation of investment and resources to enable delivery of strategy
- Providing business insights and intelligence from data to justify decisions and investment that drive FRNSW strategic direction, and ensure projects are evidence based
- Development and implementation of the Data Management Policy.

The purpose of the Program Management Office is to support FRNSW to align plans with strategy, ensure that projects and programs are executed effectively and efficiently, and provide reports, analysis and insights to aid decision making and strategy development.

These functions are delivered through three main operational units:

- Planning and Performance Evaluation
- Program and Change Management, and

- Business Intelligence and Decision Support.

The Program Management Office delivers a range of relevant and useful services that link strategy to execution, improve project management and build capability across teams including:

- Working with the Executive Leadership Team to shape and continuously improve a project framework that will support all staff to deliver successful projects
- Providing leadership, advice and support on project and portfolio management
- Developing systems and processes to provide visibility to the Executive Leadership Team of projects, budget and forecasted milestones to ensure programs and projects are sponsored, managed and delivered successfully
- Working closely with Sponsors, Project Managers and teams to leverage and build on internal project and change management capability
- Facilitating workshops with project teams to prepare for each phase of the project to support execution and progression through gateways
- Ensuring whole of business change is sustained by identifying desired behaviour change and supporting strategies to manage and embed successful change
- Continuing to monitor and review projects, programs of work and relevance of strategy to ensure FRNSW continue to deliver on the intended benefits, and
- Ensuring information is available to all staff to provide visibility of progress on delivering the strategic plan.

### FUTURE DIRECTIONS

The PMO will continue to:

- Provide project and change management for key strategic and capital projects
- Assist in enhancing project management capability across teams within FRNSW
- Provide business insights and intelligence to justify decisions and investment that drive FRNSW strategic direction

**The Program Management Office supports FRNSW to align plans with strategy, ensure that projects and programs are executed effectively and efficiently and provide analysis and insights to aid decision making.**



# FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2018

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## 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 Comprehensive Income for the year ended 30 June 2018, the Statement of Financial Position as at 30 June 2018, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, notes comprising a Statement 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 2018, 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.



## Other Information

Other information comprises the information included in the FRNSW's annual report for the year ended 30 June 2018, other than the financial statements and my Independent Auditor's Report thereon. The Commissioner is responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the PF&A Act Statement by the Commissioner

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact. I have nothing to report in this regard.

## Commissioner's Responsibilities 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 determine 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 is responsible for assessing FRNSW's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting except where FRNSW will be dissolved by an Act of Parliament or otherwise cease operations.

## Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

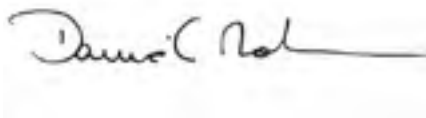
- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

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](http://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.

A handwritten signature in black ink, appearing to read "David Nolan", with a long horizontal flourish extending to the right.

David Nolan  
Director, Financial Audit Services

24 September 2018  
SYDNEY

**Fire and Rescue NSW**  
**Statement by Commissioner and Chief Financial Officer**

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**FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2018**


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 2018 and financial performance of Fire & Rescue NSW for the year then ended.
2. The financial statements have been prepared in accordance with applicable accounting standards (including Australian Accounting Interpretations), 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 2018



Karen Foldi  
Chief Financial Officer  
21 September 2018

**Fire and Rescue NSW**  
**Statement of Comprehensive Income**  
for the year ended 30 June 2018

	Notes	Actual 2018 \$'000	Budget 2018 \$'000	Actual 2017 \$'000
<b>EXPENSES EXCLUDING LOSSES</b>				
Operating expenses				
Employee related	2(a)	579,499	563,779	560,018
Other operating expenses	2(b)	101,326	90,709	92,330
Grants and subsidies	2(c)	-	-	9,300
Depreciation and amortisation	2(d)	54,548	55,082	54,711
<b>Total Expenses excluding losses</b>		<b>735,373</b>	<b>709,570</b>	<b>716,359</b>
<b>REVENUE</b>				
Sale of goods and services	3(a)	12,308	12,834	12,278
Investment revenue	3(b)	4,323	3,000	3,105
Retained taxes, fees and fines	3(c)	37,873	34,000	38,864
Grants and contributions	3(d)	666,388	665,726	640,573
Other revenue	3(e)	21,562	2,302	15,298
<b>Total Revenue</b>		<b>742,454</b>	<b>717,862</b>	<b>710,118</b>
Gain/ (loss) on disposal	4	(838)	-	7,409
Other (losses)/ gains	5	(783)	-	(603)
<b>NET RESULT</b>		<b>5,460</b>	<b>8,292</b>	<b>565</b>
<b>Other comprehensive income</b>				
Items that will not be reclassified to net result:				
Actuarial gain / (loss)	15	10,018	-	20,596
<b>Total other comprehensive income</b>		<b>10,018</b>	<b>-</b>	<b>20,596</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>15,478</b>	<b>8,292</b>	<b>21,161</b>

*The accompanying notes form part of these financial statements.*



## Fire and Rescue NSW

### Statement of Financial Position

As at 30 June 2018

	Notes	Actual 2018 \$'000	Budget 2018 \$'000	Actual 2017 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and cash equivalents	8	213,054	202,313	170,470
Receivables	9	18,413	19,552	18,372
Inventories	10	2,020	1,580	2,067
Other financial assets	19	32	23	35
Non-current assets held for sale	22	263	856	-
<b>Total Current Assets</b>		<b>233,782</b>	<b>224,324</b>	<b>190,944</b>
<b>Non-Current Assets</b>				
Property, plant and equipment				
- Land and buildings		531,196	528,818	525,294
- Plant and equipment		66,854	67,360	69,857
- Fire appliances		143,620	142,263	147,538
Total property, plant and equipment	11	741,670	738,441	742,689
Intangible assets	12	32,771	39,655	39,326
<b>Total Non-Current Assets</b>		<b>774,441</b>	<b>778,096</b>	<b>782,015</b>
<b>Total Assets</b>		<b>1,008,223</b>	<b>1,002,420</b>	<b>972,959</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	14	39,752	33,216	37,023
Provisions	15	139,468	95,637	130,267
<b>Total Current Liabilities</b>		<b>179,220</b>	<b>128,853</b>	<b>167,290</b>
<b>Non-Current Liabilities</b>				
Payables	14	-	225	125
Provisions	15	159,060	211,096	151,079
<b>Total Non-Current Liabilities</b>		<b>159,060</b>	<b>211,321</b>	<b>151,204</b>
<b>Total Liabilities</b>		<b>338,280</b>	<b>340,174</b>	<b>318,494</b>
<b>Net Assets</b>		<b>669,943</b>	<b>662,246</b>	<b>654,465</b>
<b>EQUITY</b>				
Reserves		431,787	432,760	432,669
Accumulated funds		238,156	229,486	221,796
<b>Total Equity</b>		<b>669,943</b>	<b>662,246</b>	<b>654,465</b>

The accompanying notes form part of these financial statements.

**Fire and Rescue NSW**  
**Statement of Changes in Equity**  
for the year ended 30 June 2018

	Notes	Accumulated Funds \$'000	Asset Revaluation Surplus \$'000	Total Equity \$'000
<b>Balance at 1 July 2017</b>		<b>221,796</b>	<b>432,669</b>	<b>654,465</b>
<b>Net result for the year</b>		<b>5,460</b>	<b>-</b>	<b>5,460</b>
<b>Other Comprehensive Income:</b>				
Actuarial gain	15	10,018	-	10,018
Transfer from asset revaluation reserve to accumulated funds		882	(882)	-
<b>Total Other Comprehensive Income</b>		<b>10,900</b>	<b>(882)</b>	<b>10,018</b>
<b>Total Comprehensive Income for the Year</b>		<b>16,360</b>	<b>(882)</b>	<b>15,478</b>
<b>Balance at 30 June 2018</b>		<b>238,156</b>	<b>431,787</b>	<b>669,943</b>
<b>Balance at 1 July 2016</b>		<b>200,544</b>	<b>432,760</b>	<b>633,304</b>
<b>Net result for the year</b>		<b>565</b>	<b>-</b>	<b>565</b>
<b>Other Comprehensive Income:</b>				
Actuarial gain	15	20,596	-	20,596
Transfer from asset revaluation reserve to accumulated funds		91	(91)	-
<b>Total Other Comprehensive Income</b>		<b>20,687</b>	<b>(91)</b>	<b>20,596</b>
<b>Total Comprehensive Income for the Year</b>		<b>21,252</b>	<b>(91)</b>	<b>21,161</b>
<b>Balance at 30 June 2017</b>		<b>221,796</b>	<b>432,669</b>	<b>654,465</b>

*The accompanying notes form part of these financial statements.*

## Fire and Rescue NSW

### Statement of Cash Flows

for the year ended 30 June 2018

	Notes	Actual 2018 \$'000	Budget 2018 \$'000	Actual 2017 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Employee related		(559,224)	(566,826)	(554,140)
Other		(107,901)	(87,614)	(98,895)
<b>Total Payments</b>		<b>(667,125)</b>	<b>(654,440)</b>	<b>(653,035)</b>
<b>Receipts</b>				
Sale of goods and services		14,696	16,621	19,130
Retained taxes, fees and fines		37,220	34,000	38,905
Interest received		5,508	2,789	3,904
Grants and contributions		666,388	661,719	636,265
Other		20,836	1,212	14,917
<b>Total Receipts</b>		<b>744,648</b>	<b>716,341</b>	<b>713,121</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	18	<b>77,523</b>	<b>61,901</b>	<b>60,086</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from sale of property, plant and equipment	4	2,037	-	14,966
Purchases of property, plant and equipment		(36,833)	(49,021)	(49,458)
Purchases of intangible assets		(143)	(2,933)	(1,486)
<b>NET CASH FLOWS USED IN INVESTING ACTIVITIES</b>		<b>(34,939)</b>	<b>(51,954)</b>	<b>(35,978)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Proceeds from borrowings and advances		-	358	-
Repayment of borrowings and advances		-	(358)	-
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>		<b>-</b>	<b>-</b>	<b>-</b>
<b>NET INCREASE /(DECREASE) IN CASH</b>		<b>42,584</b>	<b>9,947</b>	<b>24,108</b>
Opening cash and cash equivalents		170,470	192,365	146,362
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	8	<b>213,054</b>	<b>202,312</b>	<b>170,470</b>

The accompanying notes form part of these financial statements.

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## Fire and Rescue NSW

### Notes to the Financial Statements

#### for the year ended 30 June 2018

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#### 1. Summary of significant accounting policies

##### (a) Reporting entity

Fire and 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 2018 have been authorised for issue by the Commissioner of FRNSW on 21 September 2018.

##### (b) Basis of preparation

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

- applicable Australian Accounting Standards which include Australian Accounting Interpretations;
- the requirements of the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2015* and
- 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 and Rescue NSW**  
**Notes to the Financial Statements**  
**for the year ended 30 June 2018**

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**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*.

The 2017-18 annual funding was received from the Department of Justice (as principal agency for the Justice cluster) pursuant to the *Appropriation Act 2017*. In 2016-17 contributions were received from local government councils (11.7%), insurance companies (73.7%), and NSW Treasury (14.6%).

(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 Australian Accounting Standards.

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

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

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**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
**for the year ended 30 June 2018**

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**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 17-12 *Agency guidelines for the 2017-18 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 and Rescue NSW

### Notes to the Financial Statements

#### for the year ended 30 June 2018

#### 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.	

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**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
**for the year ended 30 June 2018**

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

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

(vi) Major Inspection Costs

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

(vii) Restoration Costs

The 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 2018 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.



**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
**for the year ended 30 June 2018**

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**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.

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**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
**for the year ended 30 June 2018**

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**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 recognised 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.

**(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 and Rescue NSW Notes to the Financial Statements for the year ended 30 June 2018

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### 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 2.3%.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the entitlements accrued in the future.

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

##### (b) Long Service Leave and Superannuation

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

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

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

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

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

The NSW Fire Brigades Firefighting Staff Death and Disability Superannuation Fund ("the Scheme") is established to facilitate Death and Total and Permanent Incapacity (TPI) benefits to firefighting employees of Fire and Rescue NSW as provided under the Crown Employees (Fire and Rescue NSW Firefighting Staff Death and Disability) Award 2017.

## Fire and Rescue NSW

### Notes to the Financial Statements

for the year ended 30 June 2018

#### 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.

The fund administrator and insurer is Hannover Life of Australasia (Hannover) effective from 1 July 2016. The Trustee of the superannuation fund is Crown Employees (NSW Fire Brigade Firefighting Staff Death and Disability) Superannuation Fund. 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 2.8% (2.9% in 2017) per annum. This discount rate is appropriate for AASB 119 purposes.
- The salary increase rate is 2.5% (2.5% in 2017).
- The inflation rate for pensions is 2.5 % (2.5% in 2017).
- Mortality rates from the 2015 valuation of SSS invalidity pensions.
- An allowance of 40.0% (40.0% in 2017) for reversionary commutation of pensions (% of eligible claimants) has been provided.
- An allowance of 32.0% (33.0% in 2017) 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 2.3% (2.2% in 2017), 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 and Rescue NSW**  
**Notes to the Financial Statements**  
**for the year ended 30 June 2018**

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

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

(iv) Fair value hierarchy

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

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

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

Refer 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 cluster grant revenue separately from grants and contributions. However the total budgeted amounts 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 and Rescue NSW

### Notes to the Financial Statements

for the year ended 30 June 2018

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

##### (I) Changes in accounting policy, including new and revised Australian Accounting Standards

###### (i) Effective for the first time in 2017-18

No new or revised Australian Accounting Standards were applied for the first time in 2017–18.

###### (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.

## Fire and Rescue NSW Notes to the Financial Statements for the year ended 30 June 2018

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

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

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

It is estimated that approximately \$15.5 million will be brought onto the balance sheet as leased right-of-use assets and liabilities during the first year of adoption of this standard.

- *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 than fair value to further its objectives and in 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*.

FRNSW will consider the timing of the application of AASB 15 and AASB 1058.

- *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.

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**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
**for the year ended 30 June 2018**

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

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

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

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

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 and Rescue NSW

### Notes to the Financial Statements

for the year ended 30 June 2018

#### 2. Expenses excluding losses

##### (a) Employee Related Expenses

	2018	2017
	\$'000	\$'000
Salaries and wages (including Annual Leave)		
- Brigades	324,517	317,083
- Retained Firefighters	46,370	46,942
- Administrative & Technical Staff	49,701	48,890
Superannuation - Defined Benefit Plans	15,468	16,380
Superannuation - Defined Contribution Plans	31,315	29,830
Long Service Leave	19,443	18,969
Workers' Compensation Insurance	20,582	24,458
Payroll Tax and Fringe Benefits Tax	29,463	28,158
Overtime	14,847	14,965
Redundancy Payments	270	1,855
Meal Allowance	94	135
Death and Disability Scheme	24,279	12,670
Long Service Leave Liability On-Costs not assumed by the Crown Entity*	3,150	(317)
	579,499	560,018

\* Refer to Note 15 for further information.

**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
for the year ended 30 June 2018

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

**(b) Other Operating Expenses**

	<b>2018</b>	<b>2017</b>
	<b>\$'000</b>	<b>\$'000</b>
Auditor's Remuneration -		
Audit of the Financial Statements	235	230
Bad Debts Written Off	-	1
Operating Leases Rental Expenses		
- Minimum Lease Payments		
(see Note 3(e) Sub-leases to Employees)	4,750	5,629
Maintenance *	26,953	22,379
Insurance	2,307	2,216
Rates, Utilities and Cleaning	5,840	5,897
Fire Appliances and Vehicles Running Costs	4,367	4,127
Stores and Minor Equipment	6,951	5,343
Uniforms	8,317	5,705
Communications	15,221	13,779
Travel and Subsistence	2,675	3,249
Computer Services	544	201
Printing and Stationery	932	1,007
Consultants	3,676	1,355
Other Contractors	6,914	6,948
Fees for Services	10,356	10,331
General Expenses (see Note 2 (c) Grants and subsidies)	1,288	3,933
	<u>101,326</u>	<u>92,330</u>

*\*Reconciliation: Total maintenance*

Maintenance expense, contracted labour and other (non employee related), as above	26,953	22,379
Maintenance related employee expense included in Note 2(a)	2,090	1,954
Total maintenance expenses included in Note 2(a) + 2(b)	<u>29,043</u>	<u>24,333</u>

**(c) Grants and subsidies**

In 2016-17 FRNSW accrued an Insurance Levy Monitor Fee of \$9.3m in respect of the Fire and Emergency Services Levy. This fee was subsequently reduced to \$3.4m. FRNSW have reflected this reduction in General Expenses in Note 2 (b) Other Operating Expenses above.

**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
for the year ended 30 June 2018

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

## (d) Depreciation and Amortisation

	2018 \$'000	2017 \$'000
<b>Depreciation</b>		
<b>Buildings</b>		
Buildings	14,601	13,839
Leasehold Improvements	536	652
	<u>15,137</u>	<u>14,491</u>
<b>Plant and Equipment</b>		
Motor Vehicles	1,279	1,473
Computer Equipment	3,790	2,426
Plant and Equipment	8,744	9,620
	<u>13,813</u>	<u>13,519</u>
Fire Appliances	17,495	18,122
<b>Total Depreciation</b>	<u><b>46,445</b></u>	<u><b>46,132</b></u>
<b>Amortisation</b>		
Software	8,103	8,566
Other Intangibles	-	13
<b>Total Amortisation</b>	<u><b>8,103</b></u>	<u><b>8,579</b></u>
<b>Total Depreciation and Amortisation</b>	<u><b>54,548</b></u>	<u><b>54,711</b></u>

**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
for the year ended 30 June 2018

**3. Revenue**

**(a) Sale of Goods and Services**

	<b>2018</b>	<b>2017</b>
	<b>\$'000</b>	<b>\$'000</b>
Monitoring of Automatic Fire Alarms	9,776	9,229
Public Lectures	1,065	1,253
Charges for Removing Hazardous Materials	1,195	1,552
Other services	272	244
	<u>12,308</u>	<u>12,278</u>

**(b) Investment Revenue**

	<b>2018</b>	<b>2017</b>
	<b>\$'000</b>	<b>\$'000</b>
Interest revenue from financial assets not at fair value through profit or loss	4,323	3,105
	<u>4,323</u>	<u>3,105</u>

**(c) Retained Taxes, Fees and Fines**

	<b>2018</b>	<b>2017</b>
	<b>\$'000</b>	<b>\$'000</b>
Fines:		
Charges for False Alarms	35,278	35,759
Fees:		
Statutory Fire Safety Charges	2,595	3,105
	<u>37,873</u>	<u>38,864</u>

## Fire and Rescue NSW

### Notes to the Financial Statements

for the year ended 30 June 2018

#### 3. Revenue (cont'd)

##### (d) Grants and Contributions

	2018 \$'000	2017 \$'000
Cluster Grant from Department of Justice	661,679	92,835
Fire Service - Commonwealth Government	4,232	4,007
Insurance Companies Contributions *	-	468,639
Local Government Contributions *	-	74,400
Other Grants and Contributions Received	477	692
	666,388	640,573

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

##### (e) Other Revenue

	2018 \$'000	2017 \$'000
ATO Diesel Fuel Rebate	298	286
Workers Compensation Receipts	3,626	3,445
Claims for Natural Disasters	1,451	1,197
Proceeds from Insurance Claims	1,816	791
Service Costs from other Government Departments	1,785	2,174
Salary Recoups from other Government Departments	529	438
Salary Packaged Recoup	151	274
Treasury Managed Fund (TMF) Hindsight Adjustment	9,746	3,910
Property Rentals:		
Leases	576	549
Sub-leases to Employees	387	415
Sundry Items	1,197	1,819
	21,562	15,298



**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
for the year ended 30 June 2018

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

	<b>2018</b>	<b>2017</b>
	<b>\$'000</b>	<b>\$'000</b>
Gain on Disposal of Land and Buildings:		
Proceeds from Disposal	1,150	1,960
Asset Disposal Expenses	(22)	(28)
Written Down Value of Assets Disposed	(833)	(860)
Net Gain on Disposal of Land and Buildings	<u>295</u>	<u>1,072</u>
Loss on Disposal of Fire Appliances:		
Proceeds from Disposal	478	718
Written Down Value of Assets Disposed	(1,289)	(1,379)
Net Loss on Disposal of Fire Appliances	<u>(811)</u>	<u>(661)</u>
Loss on Disposal of Plant and Equipment:		
Proceeds from Disposal	409	612
Written Down Value of Assets Disposed	(692)	(749)
Net Loss on Disposal of Plant and Equipment	<u>(283)</u>	<u>(137)</u>
Gain/(Loss) on Disposal of Intangible Assets:		
Proceeds from Disposal	-	11,676
Asset Disposal Expenses	-	(270)
Written Down Value of Assets Disposed	(39)	(4,271)
Net Gain/(Loss) on Disposal of Intangible Assets	<u>(39)</u>	<u>7,135</u>
Gain on Disposal of Non-Current Assets	<u>(838)</u>	<u>7,409</u>

**5. Other (losses)/gains**

	<b>2018</b>	<b>2017</b>
	<b>\$'000</b>	<b>\$'000</b>
Impairment of receivables	<u>(783)</u>	<u>(603)</u>
Total Other Gains/(Losses)	<u>(783)</u>	<u>(603)</u>

**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
**for the year ended 30 June 2018**

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**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. Program groups of the agency**

From 2017-18 Treasury mandated that the disaggregated disclosures should be based on program groups instead of the previous service groups. Under this mandate, FRNSW's three service groups are now amalgamated into only one program group - 'emergency services'. As a result of this change, FRNSW is not required to prepare a program group statement as the information is available in the financial statements.

**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
for the year ended 30 June 2018

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

	<b>2018</b>	<b>2017</b>
	<b>\$'000</b>	<b>\$'000</b>
Cash on Hand	133	148
Cash at Bank*	182,921	140,322
Short-term Deposits	30,000	30,000
	<u>213,054</u>	<u>170,470</u>

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

Cash and cash equivalent assets recognised in the Statement of Financial Position are reconciled at the end of the financial year to the Statement of Cash Flows as follows:

Cash and cash equivalents (per Statement of Financial Position)	<u>213,054</u>	<u>170,470</u>
Closing cash and cash equivalents (per Statement of Cash Flows)	<u>213,054</u>	<u>170,470</u>

\* 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**

	<b>2018</b>	<b>2017</b>
	<b>\$'000</b>	<b>\$'000</b>
Monitoring of Automatic Fire Alarms	1,518	1,115
False Alarms	6,285	5,819
Statutory Fire Safety Charges	875	688
Interest Accrued	40	1,225
Goods and Services Tax (GST)	2,758	2,014
Sundry		
- Other Receivables	6,331	5,661
	<u>17,807</u>	<u>16,522</u>
Less: Allowance for impairment*	<u>(2,021)</u>	<u>(951)</u>
Net receivables	15,786	15,571
Prepayments	2,627	2,801
	<u>18,413</u>	<u>18,372</u>

**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
**for the year ended 30 June 2018**

**9. Current assets - receivables (cont'd)**

	<b>2018</b>	<b>2017</b>
	<b>\$'000</b>	<b>\$'000</b>
<i>Movement in the allowance for impairment</i>		
Balance at 1 July	(951)	(347)
Amounts written off during the year	-	1
Amounts recovered during the year	-	-
Decrease/(increase) in allowance recognised in profit or loss	(1,070)	(605)
Balance at 30 June	<u>(2,021)</u>	<u>(951)</u>

\* 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**

	<b>2018</b>	<b>2017</b>
	<b>\$'000</b>	<b>\$'000</b>
Held for distribution	<u>2,020</u>	<u>2,067</u>

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 and Rescue NSW**  
**Notes to the Financial Statements**  
for the year ended 30 June 2018

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

	Land and Buildings \$'000	Plant and Equipment \$'000	Fire Appliances \$'000	Total \$'000
<b>At 1 July 2017 - fair value</b>				
Gross carrying amount	792,887	196,040	324,061	1,312,988
Accumulated depreciation and impairment	(267,593)	(126,183)	(176,523)	(570,299)
<b>Net Carrying Amount</b>	<b>525,294</b>	<b>69,857</b>	<b>147,538</b>	<b>742,689</b>
<b>At 30 June 2018 - fair value</b>				
Gross carrying amount	812,315	205,487	329,398	1,347,200
Accumulated depreciation and impairment	(281,119)	(138,633)	(185,778)	(605,530)
<b>Net Carrying Amount</b>	<b>531,196</b>	<b>66,854</b>	<b>143,620</b>	<b>741,670</b>

**Reconciliation**

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

	Land and Buildings \$'000	Plant and Equipment \$'000	Fire Appliances \$'000	Total \$'000
<b>Year ended 30 June 2018</b>				
Net Carrying Amount at Start of Year	525,294	69,857	147,538	742,689
2017/18 additions:				-
Expenditure Capitalised	7,977	1,844	2,036	11,857
Work in Progress	4,807	10,002	13,859	28,668
Reclassifications to Intangibles	(73)	(344)	(1,027)	(1,444)
Increase in Makegood Obligations**	3,355	-	-	3,355
Disposals	(2,446)	(2,053)	(9,529)	(14,028)
Transfer to Assets Held for Sale	(263)	-	-	(263)
Depreciation expense	(15,137)	(13,813)	(17,495)	(46,445)
Reclassification to Inventory	-	-	(2)	(2)
Depreciation Written Back on Disposals	1,613	1,361	8,240	11,214
Leasehold Right-of Use Assets	6,069	-	-	6,069
<b>Net Carrying Amount at End of Year*</b>	<b>531,196</b>	<b>66,854</b>	<b>143,620</b>	<b>741,670</b>

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

\*\* The increase in make good provision has arisen, inter alia, as a result of the new administration building at Orchard Hills coming on line and the associated training facility being operational during 2019.



## Fire and Rescue NSW

### Notes to the Financial Statements

for the year ended 30 June 2018

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

	Land and Buildings \$'000	Plant and Equipment \$'000	Fire Appliances \$'000	Total \$'000
<b>At 1 July 2016 - fair value</b>				
Gross carrying amount	775,019	186,899	324,286	1,286,204
Accumulated depreciation and impairment	(255,917)	(119,315)	(171,559)	(546,791)
<b>Net Carrying Amount</b>	<b>519,102</b>	<b>67,584</b>	<b>152,727</b>	<b>739,413</b>
<b>At 30 June 2017 - fair value</b>				
Gross carrying amount	792,887	196,040	324,061	1,312,988
Accumulated depreciation and impairment	(267,593)	(126,183)	(176,523)	(570,299)
<b>Net Carrying Amount</b>	<b>525,294</b>	<b>69,857</b>	<b>147,538</b>	<b>742,689</b>

#### 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 \$'000	Plant and Equipment \$'000	Fire Appliances \$'000	Total \$'000
<b>Year ended 30 June 2017</b>				
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 to Intangibles	(277)	1,204	(1,527)	(600)
Transfer from Assets Held for Sale	2,145	-	-	2,145
Disposals	(1,934)	(7,403)	(14,538)	(23,875)
Depreciation expense	(14,491)	(13,519)	(18,122)	(46,132)
Reclassification to Inventory	-	-	95	95
Depreciation Written Back on Disposals	1,075	6,654	13,158	20,887
<b>Net Carrying Amount at End of Year*</b>	<b>525,294</b>	<b>69,857</b>	<b>147,538</b>	<b>742,689</b>

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

**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
for the year ended 30 June 2018

**12. Non - current assets – intangible assets**

	Heritage Floor Space \$'000	Other Intangibles \$'000	Software \$'000	Total \$'000
<b>At 1 July 2017</b>				
Cost (gross carrying amount)	-	381	78,291	78,672
Accumulated amortisation and impairment	-	(381)	(38,965)	(39,346)
<b>Net Carrying Amount</b>	<b>-</b>	<b>-</b>	<b>39,326</b>	<b>39,326</b>
<b>At 30 June 2018</b>				
Cost (gross carrying amount)	-	381	78,432	78,813
Accumulated amortisation and impairment	-	(381)	(45,661)	(46,042)
<b>Net Carrying Amount</b>	<b>-</b>	<b>-</b>	<b>32,771</b>	<b>32,771</b>
<b>Year ended 30 June 2018</b>				
Net Carrying Amount at Start of Year	-	-	39,326	39,326
2017/18 additions:				
- Internally developed	-	-	-	-
- Externally acquired	-	-	143	143
Work in Progress	-	-	-	-
Reclassifications from PPE	-	-	1,444	1,444
Transfers	-	-	-	-
Disposals	-	-	(1,445)	(1,445)
Amortisation Expense	-	-	(8,103)	(8,103)
Revaluation gain	-	-	-	-
Amortisation Written Back on Disposals	-	-	1,406	1,406
<b>Net Carrying Amount at End of Year</b>	<b>-</b>	<b>-</b>	<b>32,771</b>	<b>32,771</b>

## Fire and Rescue NSW

### Notes to the Financial Statements

for the year ended 30 June 2018

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

	Heritage Floor Space	Other Intangibles	Software	Total
	\$'000	\$'000	\$'000	\$'000
<b>At 1 July 2016</b>				
Cost (gross carrying amount)	4,271	381	77,697	82,349
Accumulated amortisation and impairment	-	(368)	(30,926)	(31,294)
<b>Net Carrying Amount</b>	<b>4,271</b>	<b>13</b>	<b>46,771</b>	<b>51,055</b>
<b>At 30 June 2017</b>				
Cost (gross carrying amount)	-	381	78,291	78,672
Accumulated amortisation and impairment	-	(381)	(38,965)	(39,346)
<b>Net Carrying Amount</b>	<b>-</b>	<b>-</b>	<b>39,326</b>	<b>39,326</b>
	Heritage Floor Space	Other Intangibles	Software	Total
	\$'000	\$'000	\$'000	\$'000
<b>Year ended 30 June 2017</b>				
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 from PPE	-	-	600	600
Disposals	(4,271)	-	(528)	(4,799)
Amortisation Expense	-	(13)	(8,566)	(8,579)
Amortisation Written Back on Disposals	-	-	528	528
<b>Net Carrying Amount at End of Year</b>	<b>-</b>	<b>-</b>	<b>39,326</b>	<b>39,326</b>

**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
for the year ended 30 June 2018

**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:

2018	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
<b>Land, Buildings and Fire Appliances (Note 11)</b>				
Land and Buildings	-	239,504	291,692	531,196
Fire Appliances	-	2,749	140,871	143,620
	-	242,253	432,563	674,816

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

**(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 2018. The report indicated that the increase in land and building values for the period 1 January 2016 to 30 June 2018 did not require a comprehensive revaluation.

**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
**for the year ended 30 June 2018**

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**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. A further review was carried out on 30 June 2018 which indicated that there was no change to the value.

**Non-recurring fair value measurements**

FRNSW did not have non-recurring fair value measurements of assets and liabilities as at 30 June 2018.



**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
for the year ended 30 June 2018

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

(c) Reconciliation of recurring Level 3 fair value measurements

	Land and Buildings	Fire Appliances	Total Recurring Level 3 Fair Value
<b>2018</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Fair value as at 1 July 2017</b>	286,115	144,531	430,646
Additions	11,808	13,240	25,048
Reclassification/transfer	(161)	(32)	(193)
Disposals	(1,737)	(7,791)	(9,528)
Transfer to Assets Held for Sale	(133)	-	(133)
Depreciation expense	(15,137)	(16,062)	(31,199)
Leasehold restoration	3,255	-	3,255
Depreciation written back on disposal	1,613	6,985	8,598
Leasehold right-of-use assets	6,069	-	6,069
<b>Fair value as at 30 June 2018</b>	<b>291,692</b>	<b>140,871</b>	<b>432,563</b>

	Land and Buildings	Fire Appliances	Total Recurring Level 3 Fair Value
<b>2017</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Fair value as at 1 July 2016</b>	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
<b>Fair value as at 30 June 2017</b>	<b>286,115</b>	<b>144,531</b>	<b>430,646</b>

## Fire and Rescue NSW

### Notes to the Financial Statements

for the year ended 30 June 2018

#### 14. Current / non-current liabilities – payables

	2018 \$'000	2017 \$'000
<b>Current Payables</b>		
Accrued Salaries, Wages and On-Costs	13,275	10,881
Creditors	16,062	13,399
Unearned Revenue	323	373
Accruals	10,092	12,370
	<u>39,752</u>	<u>37,023</u>
<b>Non-current Payables</b>		
Revenue received in advance	-	125
	<u>-</u>	<u>125</u>

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

	2018 \$'000	2017 \$'000
<b>Employee Benefits and Related On-Costs</b>		
Annual Leave	70,734	71,707
Long Service Leave On-Costs not assumed by the Crown	30,041	26,891
Death & Disability Benefits	184,078	178,911
Death & Disability Retrospective Benefits	3,029	3,017
Fringe Benefits Tax	491	50
	<u>288,373</u>	<u>280,576</u>
<b>Other Provisions</b>		
Restoration costs*	4,086	770
Lease incentives	6,069	-
	<u>10,155</u>	<u>770</u>
<b>Total Provisions</b>	<u>298,528</u>	<u>281,346</u>
<b>Aggregate Employee Benefits and Related On-Costs</b>		
Provisions - Current	139,063	129,497
Provisions - Non-Current	149,310	151,079
Accrued Salaries, Wages and On-Costs (Note 14)	13,275	10,881
	<u>301,648</u>	<u>291,457</u>
Current provisions not expected to be settled within the next 12 months:		
Annual Leave	33,409	32,878
Long Service Leave On-costs	2,262	2,151
	<u>35,671</u>	<u>35,029</u>

## Fire and Rescue NSW

### Notes to the Financial Statements

#### for the year ended 30 June 2018

#### 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 - \$0.00m
- later than one year - \$4.09m

#### 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:

2018	Restoration Costs \$'000
Carrying amount at the beginning of the financial year	770
Amounts used during 2017-18	(39)
Additional provisions during 2017-18	3,355
Carrying amount at the end of financial year	<u>4,086</u>

#### 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 Firefighter Staff Death and Disability) Award 2017. 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 and Rescue NSW

### Notes to the Financial Statements

#### for the year ended 30 June 2018

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

##### Death & Disability Scheme Amendments, Curtailments or Settlements

	2018 \$'000	2017 \$'000
<b>Death &amp; Disability Benefits Position</b>		
Defined benefit obligation	190,689	184,551
Net assets	(6,612)	(5,640)
Deficit	<u>184,077</u>	<u>178,911</u>

	2018 \$'000	2017 \$'000
<b>Movement in Net Liabilities</b>		
Net liability in Statement of Financial Position at beginning of year	178,911	197,460
Expense recognised in Statement of Comprehensive Income	24,131	12,594
Employer contributions	(8,887)	(10,883)
Amount recognised in Statement of Comprehensive Income	<u>(10,078)</u>	<u>(20,260)</u>
Net liability in Statement of Financial Position at the end of the year	<u>184,077</u>	<u>178,911</u>

##### The amounts recognised in the Statement of Comprehensive Income Prospective

Employer service cost	18,799	7,967
Net interest cost	5,332	4,627
Total included in employer benefits expense	<u>24,131</u>	<u>12,594</u>

##### Remeasurement in other comprehensive income

Actual return on assets less interest income	655	(1,187)
Actuarial gains/(losses) on liability	9,423	21,447
Total included in other comprehensive income	<u>10,078</u>	<u>20,260</u>

##### Reconciliation of movement in the fair value of plan assets:

Fair value of plan assets at beginning of year	5,640	4,912
Employer contributions	8,887	10,883
Participant contributions	3,408	3,309
Benefit payments	(11,347)	(11,632)
Operating costs	(797)	(778)
Interest income	166	134
Actual return on plan assets less interest income	655	(1,188)
Assets at year end	<u>6,612</u>	<u>5,640</u>

**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
for the year ended 30 June 2018

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

	<b>2018</b>	<b>2017</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Reconciliation of movement in the Defined Benefit Obligation (DBO):</b>		
Total defined benefit obligations at beginning of year	184,551	202,372
Employer service cost	18,799	18,339
Interest expense	5,498	4,761
Participant contributions	3,408	3,309
Operating costs	(797)	(778)
Benefit payments	(11,347)	(11,632)
Actuarial (gain)loss on liability due to changes in financial assumptions	2,771	(15,889)
Actuarial (gain)loss on liability due to changes in liability experience	(12,194)	(15,931)
Total defined benefit obligations at year end	<u>190,689</u>	<u>184,551</u>
	<b>2018</b>	<b>2017</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Amount recognised in Other Comprehensive Income (OCI)</b>		
Actual return on assets less interest income	655	(1,187)
Actuarial gain / (loss) on liability	9,423	21,447
Actuarial gain / (loss) recognised in OCI	<u>10,078</u>	<u>20,260</u>
<b>Reconciliation of Interest Cost</b>		
Defined benefit obligations at end of prior year (net discount rate)	184,551	202,372
Material movements in defined benefit obligation	10,063	9,238
Weighted for timing	(5,032)	(4,619)
Average benefit obligations	<u>189,582</u>	<u>206,991</u>
Discount rate	<u>2.9%</u>	<u>2.3%</u>
Calculated interest cost	<u>5,498</u>	<u>4,761</u>
<b>Reconciliation of Expected Return on Assets</b>		
Fair value of assets at beginning of year	5,640	4,912
Employer contributions	8,887	10,883
Weighted for timing	4,444	5,442
Participant contributions	3,408	3,309
Weighted for timing	1,704	1,655
Benefit payments	(11,347)	(11,632)
Weighted for timing	(5,673)	(5,816)
Operating costs	(797)	(778)
Weighted for timing	(398)	(389)
Average expected assets	5,715	5,803
Assumed rate of return	2.9%	2.3%
Calculated interest income	166	133



## Fire and Rescue NSW

### Notes to the Financial Statements

for the year ended 30 June 2018

#### 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	3.8%	167,946	(22,743)	-11.9%
	1% decrease	1.8%	219,992	29,303	15.4%
CPI inflation and salary Increase	1% increase	3.5%	219,867	29,178	15.3%
	1% decrease	1.5%	167,709	(22,981)	-12.1%
Future expected claims	10% increase		195,302	4,613	2.4%
	10% decrease		186,077	(4,613)	-2.4%

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 2017 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 and Rescue NSW**  
**Notes to the Financial Statements**  
for the year ended 30 June 2018

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

	2018	2017
	\$'000	\$'000
<b>Death &amp; Disability Retrospective Benefits Position</b>		
Defined benefit obligation	3,029	3,018
Deficit	3,029	3,018
<b>Movement in Net Liabilities</b>		
Net liability in Statement of Financial Position at beginning of year	3,039	3,429
Expense recognised in Statement of Comprehensive Income	86	77
Employer contributions	(134)	(131)
Amount recognised in Statement of Comprehensive Income	60	(336)
Net liability in Statement of Financial Position at the end of the year	3,051	3,039
<b>Reconciliation of movement in the fair value of plan assets</b>		
Employer contributions	134	131
Benefit payments	(134)	(131)
Expected assets at year end	-	-

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

**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
**for the year ended 30 June 2018**

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

	2018	2017
	\$'000	\$'000
<b>Reconciliation of movement in the Defined Retrospective Benefit Obligation (DBO)</b>		
Total defined benefit obligations at beginning of year	3,018	3,408
Interest expense	86	77
Benefit payments	(134)	(131)
Actuarial gain/(loss) on liability	59	(336)
Total defined benefit obligations at year end	<u>3,029</u>	<u>3,018</u>
<b>Amount recognised in Other Comprehensive Income</b>		
Actuarial gain on assets	-	-
Actuarial gain / (loss) on liability	(60)	336
Actuarial gain / (loss) recognised in OCI	<u>(60)</u>	<u>336</u>
<b>Reconciliation of Interest Cost</b>		
Defined benefit obligations at end of prior year (net discount rate)	3,018	3,408
Material movements in defined benefit obligation	(134)	(131)
Weighted for timing	(67)	(65)
Average benefit obligations	2,951	3,343
Discount rate	2.9%	2.3%
Calculated interest cost	86	77
<b>Reconciliation of Expected Return on Assets</b>		
Employer contributions	134	131
Weighted for timing	67	65
Benefit payments	(134)	(131)
Weighted for timing	(67)	(65)
Assumed rate of return	2.9%	2.3%

**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
for the year ended 30 June 2018

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

**Sensitivity Analysis**

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

		<b>New rate</b>	<b>Defined Benefit Obligation \$000</b>	<b>Change in Obligation \$000</b>	<b>Percentage change in obligation</b>
Discount rate	1% increase	3.8%	2,669	(360)	-11.9%
	1% decrease	1.8%	3,475	446	14.7%
CPI inflation and salary Increase	1% increase	3.5%	3,472	442	14.6%
	1% decrease	1.5%	2,665	(364)	-12.0%
Future expected claims	10% increase				
	10% decrease				

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 and Rescue NSW

### Notes to the Financial Statements

#### for the year ended 30 June 2018

#### 16. Commitments for expenditure

	2018	2017
	\$'000	\$'000
<b>(a) Capital Commitments</b>		
Aggregate capital expenditure for the acquisition of non-current assets contracted for at balance date and not provided for:		
Not later than one year		
Land and Buildings	2,084	7,058
Plant and Equipment	1,193	49
Fire Appliances	7,433	1,175
Software Development	508	31
Total (including GST)	11,218	8,313
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	1,020	756
	<b>2018</b>	<b>2017</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>(b) Operating Lease Commitments</b>		
Future non-cancellable operating lease rentals not provided for and payable:		
Not later than one year	5,994	2,205
Later than one year and not later than five years	26,207	3,232
Later than five years	60,425	521
Total (including GST)	92,626	5,958
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	8,420	541

#### 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.



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**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
**for the year ended 30 June 2018**

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**17. Budget review****Net Result**

The net result of \$5.5m is \$2.8m (34%) below budget primarily due to the additional costs associated with the Death and Disability Scheme which were not in the budget.

**Assets and Liabilities**

Current assets are \$9.5m (4%) above budget because of higher bank balances attributable to the \$9.7m TMF hindsight insurance refund which is quarantined for future projects.

Non-current assets are \$3.6m (1%) below budget due to deferral of certain capital projects.

Total current and non-current liabilities are \$1.9m (1%) below budget primarily because of a lower than estimated Death and Disability Benefits liability following the 30 June 2018 actuarial review.

**Cash Flows from Operating Activities**

Total cash payments are \$12.7m (2%) above budget because of improvements in creditor payment performance compared to budget.

Total receipts are \$28.3m (4%) above budget primarily because of higher than budgeted revenue. These included TMF insurance hindsight adjustment relating to prior years, general insurance and workers compensation claim settlements and service cost recoups from other agencies.

**Cash Flows from Investing Activities**

Cash outflows from investing activities are \$17.0m (33%) below budget mainly because of the delay in three capital projects: Emergency Services Academy at Orchard Hills, Ryde and Alexandria Fire Stations.

**Cash Flows from Financing Activities**

There are no cash flows from Financing Activities generated by FRNSW during 2017/18.

The budgeted amounts for revenue presented in these financial statements cannot be aligned with those presented to Parliament on a line by line basis because NSW Treasury in their Budget Paper 3 classifies the cluster grant revenue separately from grants and contributions.

## Fire and Rescue NSW

### Notes to the Financial Statements

for the year ended 30 June 2018

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

	2018	2017
	\$'000	\$'000
Net cash flows from operating activities	77,523	60,086
Depreciation and amortisation	(54,548)	(54,711)
Net decrease / (increase) in provisions	(7,762)	16,669
(Decrease) / increase in receivables and prepayments	41	(739)
(Decrease) / increase in inventories	(47)	95
(Decrease) / Increase in other assets	(3)	12
(Increase) / decrease in creditors	1,090	(7,958)
Superannuation actuarial (gain) / loss	(10,018)	(20,596)
Net gain on sale of assets	(816)	7,707
Net result	5,460	565

#### 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. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Audit and Risk Committee provides independent assistance to FRNSW by monitoring, reviewing and providing advice about FRNSW's governance processes, risk management and control frameworks and its external accountability obligations. FRNSW employs a risk identification and assessment methodology consistent with *ISO 31000*. Compliance with policies is reviewed by the Audit and Risk Committee on a continuous basis.

Financial risks have been identified and evaluated 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 and Rescue NSW**  
**Notes to the Financial Statements**  
for the year ended 30 June 2018

**19. Financial instruments (cont'd)**

**(a) Financial instrument categories**

Financial Assets	Note	Category	Carrying Amount 2018 \$'000	Carrying Amount 2017 \$'000
<b>Class:</b>				
Cash and cash equivalents	8	N/A	213,054	170,470
Receivables <sup>1</sup>	9	Loans and receivables (measured at amortised cost)	4,227	6,397
Other financial assets			32	35
Financial Liabilities	Note	Category	Carrying Amount 2018 \$'000	Carrying Amount 2017 \$'000
<b>Class:</b>				
Payables <sup>2</sup>	14	Financial liabilities (measured at amortised cost)	36,599	33,805

<sup>1</sup> Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).

<sup>2</sup> 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 2017/18 the average interest earned was 1.50% (2017: 1.52%).

## Fire and Rescue NSW

### Notes to the Financial Statements

#### for the year ended 30 June 2018

#### 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 2018: \$1.53m (2017: \$1.85m) and less than 3 months past due 2018: \$0.18m (2017: \$0.19m) are not considered impaired. Together these represent 95.4% (2017: 87.3%) of the total trade debtors.

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

Trade Debtors	Total <sup>1,2</sup>	Past due but not impaired <sup>1,2</sup>	Considered impaired <sup>1,2</sup>
	\$'000	\$'000	\$'000
<b>2018</b>			
< 3 months overdue	185	185	-
3 months - 6 months overdue	35	-	35
> 6 months overdue	47	-	47
<b>2017</b>			
< 3 months overdue	191	191	-
3 months - 6 months overdue	86	-	86
> 6 months overdue	210	-	210

#### Notes:

- Each column in the table reports 'gross receivables'.
- The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7 and excludes receivables that are not past due and not impaired. Therefore, the 'total' will not reconcile to the receivables total recognised in the statement of financial position.

**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
**for the year ended 30 June 2018**

**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 9.73% (2017 – 9.83%). 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		\$'000		
	Interest Rate Exposure		Maturity Dates		
	Nominal Amount	Non-interest bearing	< 1 year	1 -5 years	> 5 years
<b>2018</b>					
<i>Payables</i>	36,599	36,599	36,599	-	-
	36,599	36,599	36,599	-	-
<b>2017</b>					
<i>Payables</i>	33,805	33,805	33,805	-	-
	33,805	33,805	33,805	-	-



## Fire and Rescue NSW

### Notes to the Financial Statements

#### for the year ended 30 June 2018

#### 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 2017. The analysis assumes that all other variables remain constant.

##### *Interest rate risk*

FRNSW exposure to interest rate risk is set out below.

	\$'000				
	Carrying Amount	-1% Profit	Equity	+1% Profit	Equity
<b>2018</b>					
<i>Financial assets:</i>					
Cash and cash equivalents	213,054	(2,131)	(2,131)	2,131	2,131
<b>2017</b>					
<i>Financial assets:</i>					
Cash and cash equivalents	170,470	(1,705)	(1,705)	1,705	1,705

#### 20. Contingent assets and contingent liabilities

Fire and Rescue NSW has undertaken site assessments at its training centres located in Armidale, Albion Park, Deniliquin and Alexandria. The assessment results confirmed the presence of perfluorooctane sulfonate (PFOS), perfluorooctanoic acid (PFOA) and Perfluorohexane Sulfonic Acid (PFHxS) chemicals. FRNSW is working closely with the Environmental Protection Agency to determine the most appropriate remediation action. At this point in time, FRNSW is still to determine the nature and extent of any remediation work that may be required at these sites. Accordingly, FRNSW has made no provision this year.

#### 21. Restricted assets

Items that are restricted assets are listed below:

	2018 \$'000	2017 \$'000
<b>Cash and Cash Equivalents</b>		
Unspent Grant from Commonwealth	30	-

The Grant from Department of Foreign Affairs and Trade (DFAT) is to support activities for maintaining USAR capacity to INSARAG accreditation standards and overseas development assistance for the period August 2017 to 31 July 2020. A Deed was signed by Department of Foreign Affairs and Trade and FRNSW on 27 September 2017.

**Fire and Rescue NSW**  
**Notes to the Financial Statements**  
for the year ended 30 June 2018

**22. Restricted assets (cont'd)**

FRNSW received these funds as a specific purpose grant relating to USAR development and is obligated to provide annual financial acquittal report to DFAT.

**23. Non-current assets held for sale**

	<b>2018</b>	<b>2017</b>
	<b>\$'000</b>	<b>\$'000</b>
Land and buildings held for sale	263	-
	<u>263</u>	<u>-</u>

**24. After balance date events**

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

**25. 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:

	<b>2018</b>	<b>2017</b>
	<b>\$'000</b>	<b>\$'000</b>
Salaries	2,494	2,145
Non-monetary benefits	51	35
Long-term employee benefits	-	898
Termination benefits	7	151
Total remuneration	<u>2,552</u>	<u>3,229</u>

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.

These transactions include:

- Grants received from the principal cluster agency;
- Services provided to related agencies;
- Long service leave and defined benefit superannuation assumed by the Crown;
- Appropriations (and subsequent adjustments to appropriations);
- Transactions relating to the Treasury Banking System;
- Employer contributions paid to Defined Benefit Superannuation funds;
- Receipts from the provision of personnel and related services; and
- Payments into the Treasury Managed Fund for workers' compensation insurance and other insurances.

**End of audited financial statements**

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## Finance 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 and Rescue NSW (FRNSW) through statutory contributions from the insurance industry (73.7%) and local government (11.7%). The balance (14.6%) is met by NSW Treasury. These estimates are based on FRNSW operating budget for the financial year.

Fire District Estimates (\$)	
Aberdeen	197,128
Albury	3,835,510
Alstonville	170,447
Armidale, Guyra	1,372,613
Ballina	305,020
Balranald	124,406
Bangalow	161,790
Barham, Moama	255,904
Barraba	123,457
Batemans Bay	923,101
Bathurst	3,479,387
Batlow, Tumbarumba, Tumut	465,843
Bega	206,759
Bellingen	140,352
Berrigan	134,424
Berry	128,917
Bingara	118,349
Blayney	167,168
Blue Mountains	9,612,361
Boggabri	147,491
Bombala, Cooma, Jindabyne	669,475
Boorowa, Murrumburrah, Young	596,013
Bourke	283,089
Bowral	326,567
Bowraville	179,651
Braidwood, Queanbeyan	3,357,210
Branxton-Greta	231,768
Brewarrina	119,285
Broken Hill	4,071,438
Brunswick Heads	181,343
Budgewoi-Toukley, Gosford, Wyong	22,150,662
Bundanoon	138,273
Bundeena	114,263
Byron Bay	226,456
Camden	3,315,236
Canowindra	188,366
Casino	563,564
Cessnock	2,587,815
Cobar	210,300
Coffs Harbour	3,555,000
Condobolin	171,242

Fire District Estimates (\$)	
Coolah	96,379
Coolamon	145,410
Coonabarabran	204,941
Coonamble	157,151
Cootamundra, Gundagai	478,506
Coraki	144,603
Corowa, Mulwala	320,703
Cowra	269,853
Crookwell	261,593
Culcairn	139,132
Deniliquin	450,936
Denman	134,456
Dorrigo	112,405
Dubbo City, Wellington	3,128,577
Dunedoo	95,825
Dungog	137,170
Eden	119,245
Evans Head	185,377
Finley	155,455
Forbes	184,127
Forster, Gloucester, Tea Gardens, Taree, Wingham	1,663,052
Gilgandra	218,019
Glen Innes	601,053
Goulburn	939,984
Grafton	700,763
Grenfell	213,857
Griffith	671,552
Gulgong	109,047
Gunnedah	229,965
Hay	210,568
Helensburgh	308,776
Henty	109,191
Hillston	141,234
Holbrook	134,764
Illawarra	23,675,207
Inverell	692,519
Jerilderie	162,185
Junee	176,017
Kandos	113,467
Kempsey	592,405
Kiama	309,361

Fire District Estimates (\$)	
Kingscliff	216,879
Kyogle	172,559
Lake Cargelligo	113,234
Lake Macquarie	21,467,792
Laurieton	251,115
Leeton	260,345
Lightning Ridge	210,903
Lismore	4,009,757
Lithgow	903,656
Lockhart	148,995
Lower Hunter	284,297
Macksville	205,964
Macleay	141,098
Maitland	5,198,518
Manilla	122,437
Merriwa	111,181
Merimbula	291,273
Mittagong	322,538
Molong	140,905
Moree	1,078,862
Morisset	573,934
Moruya	170,218
Moss Vale	292,186
Mudgee	256,641
Mullumbimby	161,326
Murrurundi	143,476
Murwillumbah	258,710
Muswellbrook	228,359
Nambucca Heads	163,225
Narooma	210,709
Narrabri	438,912
Narrandera	327,903
Narromine	149,597
Nelson Bay	1,045,728
Newcastle	24,394,211
Nowra	3,302,288
Nyngan	169,107
Oberon	145,890
Orange	3,028,346
Parkes	231,049
Peak Hill	106,747
Perisher Valley	1,136,284
Picton	264,177
Portland	129,701
Port Macquarie	2,472,554
Quirindi	173,766
Raymond Terrace	249,107
Sawtell	225,321

Fire District Estimates (\$)	
Scone	136,454
Shellharbour	5,850,438
Singleton	519,691
South West Rocks	158,317
Sydney	459,044,823
Tamworth	2,138,468
Temora	294,091
Tenterfield	217,684
Thredbo	321,283
Tocumwal	147,653
Trangie	126,958
Tweed Heads	2,912,873
Ulladulla	248,334
Uralla	169,326
Urunga	171,468
Wagga Wagga	3,960,834
Walcha	118,860
Walgett	140,124
Wallerawang	118,058
Warialda	133,500
Warragamba	153,224
Warren	178,019
Wauchope	229,125
Wee Waa	114,659
Wentworth	199,433
Werris Creek	125,012
West Wyalong	181,628
Windsor	1,306,210
Woolgoolga	304,340
Yamba	126,195
Yass	350,853
Yenda	138,012
<b>Total</b>	<b>\$660,640,000</b>

## Appendix 2: Contributions from Local Government

The following local governments were required to contribute to FRNSW funding during 2017-18.

Council Contribution (\$)	
Albury City Council	448,755
Armidale Regional Council	160,596
Ballina Shire Council	55,629
Balranald Shire Council	14,556
Bathurst Regional Council	407,088
Bayside Council	2,088,999
Bega Valley Shire Council	72,222
Bellingen Shire Council	49,634
Berrigan Shire Council	51,191

Council Contribution (\$)	
Blacktown City Council	2,122,385
Bland Shire Council	21,250
Blayney Shire Council	19,559
Blue Mountains City Council	1,124,646
Bogan Shire Council	19,786
Bourke Shire Council	33,121
Brewarrina Shire Council	13,956
Broken Hill City Council	476,358
Burwood Council	548,396
Byron Shire Council	85,516
Cabonne Council	38,525
Camden Council	387,883
Campbelltown City Council	909,956
Canterbury-Bankstown Council	3,702,005
Carrathool Shire Council	16,524
Central Coast Council	2,591,627
Cessnock City Council	329,891
City of Canada Bay Council	1,452,468
City Of Lithgow Council	134,716
City of Parramatta Council	2,280,249
Clarence Valley Council	113,262
Cobar Shire Council	24,605
Coffs Harbour City Council	477,906
Coolamon Shire Council	17,013
Coonamble Shire Council	18,387
Cootamundra-Gundagai Regional Council	55,985
Corowa Shire Council	31,573
Council of the City of Ryde	1,653,440
Council of the City of Sydney	3,725,800
Cumberland Council	1,790,797
Dubbo Regional Council	366,044
Dungog Shire Council	16,049
Edward River Council	52,760
Eurobodalla Shire Council	152,572
Fairfield City Council	1,480,834
Federation Council	37,522
Forbes Shire Council	21,543
Georges River Council	1,966,094
Gilgandra Shire Council	25,508
Glen Innes Severn Council	70,323
Goulburn Mulwaree Council	109,978
Greater Hume Shire Council	44,820
Griffith City Council	94,719
Gunnedah Shire Council	26,906
Gwydir Shire Council	29,467
Hawkesbury City Council	152,827
Hay Shire Council	24,636

Council Contribution (\$)	
Hilltops Council	69,734
Inner West Council	3,029,940
Inverell Shire Council	81,025
Junee Shire Council	20,594
Kempsey Shire Council	87,834
Ku-ring-gai Council	2,105,479
Kyogle Council	20,189
Lachlan Shire Council	33,283
Lake Macquarie City Council	2,592,334
Lane Cove Municipal Council	659,987
Leeton Shire Council	30,460
Lismore City Council	469,142
Liverpool City Council	1,328,951
Liverpool Plains Shire Council	34,957
Lockhart Shire Council	17,432
Maitland City Council	608,227
Mid-Coast Council	194,577
Mid-Western Regional Council	56,061
Moree Plains Shire Council	126,227
Mosman Municipal Council	872,469
Murray River Council	29,941
Murrumbidgee Council	18,976
Muswellbrook Shire Council	42,449
Nambucca Shire Council	64,214
Narrabri Shire Council	82,024
Narrandera Shire Council	38,365
Narromine Shire Council	32,357
Newcastle City Council	2,853,053
North Sydney Council	1,258,834
Northern Beaches Council	4,587,499
NSW National Parks and Wildlife Service	170,535
Oberon Council	17,069
Orange City Council	354,316
Parkes Shire Council	39,522
Penrith City Council	1,149,270
Port Macquarie-Hastings Council	345,477
Port Stephens Council	172,377
Queanbeyan-Palerang Regional Council	392,794
Randwick City Council	2,246,620
Richmond Valley Council	104,545
Shellharbour City Council	684,501
Shoalhaven City Council	430,506
Singleton Council	60,804
Snowy Monaro Regional Council	78,329
Snowy Valleys Council	54,504
Strathfield Municipal Council	610,685
Sutherland Shire Council	3,059,491



Council Contribution (\$)	
Tamworth Regional Council	278,970
Temora Shire Council	34,409
Tenterfield Shire Council	25,469
The Council of the Municipality of Hunters Hill	412,191
The Council of the Municipality of Kiama	36,195
The Council of the Shire of Hornsby	1,646,001
The Hills Shire Council	1,776,243
Tweed Shire Council	396,450
Upper Hunter Shire Council	68,824
Upper Lachlan Shire Council	30,606
Uralla Shire Council	19,811
Wagga Wagga City Council	463,418
Walcha Council	13,907
Walgett Shire Council	41,071
Warren Shire Council	20,828
Warrumbungle Shire Council	46,466
Waverley Council	1,595,710
Weddin Shire Council	25,021
Wentworth Shire Council	23,334
Willoughby City Council	1,535,300
Wingecarribee Shire Council	126,309
Wollondilly Shire Council	48,836
Wollongong City Council	2,806,125
Woollahra Municipal Council	2,125,520
Yass Valley Council	41,050
<b>Total</b>	<b>\$77,294,880</b>

### Appendix 3: Review of Credit Card Use

Corporate credit cards are available to staff and fire officers of Fire and 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 4: 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 and Rescue NSW Annual Report 2017-18. 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](http://www.fire.nsw.gov.au)

Electronic copies of the Annual Report 2017-18 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 5: Funds Granted to Non-government Community Organisations

In 2017/18 Fire and Rescue NSW provided \$362,098 to the following organisations.

Organisation Name	Amount (\$)	Funding Purpose
AFAC Ltd	27,500	Contribution to Home Fire Sprinklers Coalition
Museum of Fire	307,098	Fees for services rendered
The Warren Centre for Advanced Engineering Ltd	27,500	Fire safety engineering project sponsorship
<b>Total</b>	<b>362,098</b>	

## Appendix 6: Use of Consultants

### Consultancies equal to or more than \$50,000:

Consultant	Category	Amount (\$)¹	Nature of service
Abnorml Pty Ltd	Management Services	149,996	Production of “Prepared for anything” videos
AECOM Australia Pty Ltd	Engineering	75,130	Quantity surveyor services for new Academy
Brand Council Pty Ltd	Management Services	386,639	Brand development, repositioning, strategy and culture implementation
Critical Management Group Pty Ltd	Management Services	439,067	Specialist services to support development of the organisational strategy and culture plan including the deployment of strategy into Divisional/ Directorate and Command business plans
Deloitte Touche Tohmatsu	Management Services	87,577	Health check engagement
Ernst & Young	Finance and accounting/tax	178,004	Capital Funding Enhancement business case
ET Collective Pty Ltd	Management Services	376,205	Consultation and design services for brand rollout
GHD Pty Ltd	Environmental	329,316	Environmental assessments for presence of PFAS and development of recommended actions to manage contaminated sites
International Code Services	Engineering	226,228	Design and master planning for new Academy
John Clampett Consulting Pty Ltd	Engineering	150,948	Sprinkler research project
Nettleton Tribe Architects	Engineering	145,090	Masterplan development and infrastructure design for new Academy
Primary Communication Partners	Management Services	321,542	Public relation services and communication management
Quotidian Management Pty Ltd	Management Services	382,250	Project management for new Academy
River Consulting Engineering Pty Ltd	Engineering	135,960	Civil engineering services, hydraulic and fire design for new Academy
Roubaix Consulting Pty Ltd	Management Services	79,513	Registered Training Organisation Training Program compliance
RPS Manidis Roberts Pty Ltd	Management Services	145,700	Total Asset Management review for fleet, equipment and properties

### Consultancies less than \$50,000:

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

Category	Amount (\$)¹
Engineering	2,178
Environmental	2,958
Finance and Accounting/Tax	43,980
Management Services	133,994
<b>Total</b>	<b>183,110</b>

¹ Amount as at 30th June 2018 includes GST

**Appendix 7: Payment of Accounts and Time Taken**

Time taken to pay accounts was consistent during 2017/18.

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*.

**Aged analysis at the end of each quarter**

2017/18					
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 \$
<b>All suppliers <sup>1</sup></b>					
September	5,615,607	188,473	2,303	4,503	8,151
December	1,969,492	194,451	28,342	10,787	-
March	5,981,102	189,750	32,363	32,967	-
June	6,696,832	241,173	22,461	7,283	-

**Accounts due or paid within each quarter**

2017/18				
Measure	September	December	March	June
<b>All suppliers</b>				
Number of accounts due for payment	25,986	23,283	21,160	20,891
Number of accounts paid on time	23,303	20,714	18,680	16,932
Actual percentage of accounts paid on time (based on number of accounts)	90%	89%	89%	81%
Amount of accounts due for payment	\$83,690,088	\$51,386,630	\$44,764,205	\$51,871,124
Amount of accounts paid on time	\$75,876,339	\$48,585,023	\$39,388,443	\$45,852,410
Actual percentage of accounts paid on time (based on \$)	91%	95%	88%	89%
Number of payments for interest on overdue accounts	-	-	-	-
Interest paid on overdue accounts	-	-	-	-

## Appendix 8: Major Capital Works in Progress

Project Description	Location	Start	Complete	Estimated	Est. Expend	Allocation
				Total Cost	To 30-06-18	2018-19
				\$000	\$000	\$000
<b>Fire and Rescue NSW</b>						
<b>Major Works</b>						
<b>New Works</b>						
Critical Communications Enhancement Program - Stay Safe and Keep Operational <sup>(a)</sup>	Various	2018	2019	4,878		4,878
Critical Communications Enhancement Program – Terminal Refresh and Change Management	Various	2018	2022	15,699		14,309
Props at New Academy - Phase 2	Orchard Hills	2018	2019	5,000		5,000
Ryde Land and New Station	Ryde	2018	2021	5,300		2,000
<b>Total, New Works</b>						<b>26,187</b>
<b>Works in Progress</b>						
Alexandria Fire Station Fit-out	Alexandria	2016	2020	2,000	255	250
City of Sydney Fire Station Refurbishment	Sydney	2017	2020	5,290	300	2,710
Eden Land and New Station	Eden	2016	2019	1,020	370	650
Kariong Fire Station Renovation and Extension	Kariong	2017	2020	2,000	250	1,750
Parkes Land and New Station	Parkes	2016	2020	1,020	400	620
Replacement of Fire Appliances Program <sup>(b)</sup>	Various	2011	2022	166,271	98,271	17,000
South West Rocks Land and New Station	South West Rocks	2016	2019	1,500	600	900
West Tamworth Land and New Station	West Tamworth	2017	2020	5,040	600	140
<b>Total, Works in Progress</b>						<b>24,020</b>
<b>Total, Major Works</b>						<b>50,207</b>
<b>Total, Minor Works</b>						<b>24,684</b>
<b>Total, Fire and Rescue NSW</b>						<b>74,891</b>

(a) Funding to maintain agency's current network while Critical Communications Enhancement Program (CCEP) is implemented.

(b) Represents an ongoing program.

## Appendix 9: Government Resource Efficiency Policy Statement of Compliance

The Annual Statement of Compliance has been provided by the Office of Environment and Heritage (OEH) as part of the FRNSW Government Resource Efficiency Policy (GREP) Agency Report. In 2017-18 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

FRNSW has collaborated with the Office of Environment and Heritage to identify projects to meet its 2018 GREP targets. FRNSW is midway through delivering solar panels and efficiencies to 18 high energy consumption fire stations. Work was completed at eight fire stations in 2017-18 at Regentville, Hornsby, Schofields, Huntingwood, Bankstown, St. Andrews, Liverpool and Chester Hill. Upgrades at the remaining 10 fire stations including Arncliffe, Blacktown, Berkeley Vale, Holmesville, Katoomba, Kincumber, Mayfield West, Shellharbour, Silverwater and Toronto will be completed in 2018-19. The \$1.3million project is expected to deliver \$200,000 annually in savings and a 30% energy reduction across the identified sites.

#### 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 Risk 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 and Rescue NSW (FRNSW) has a strong focus on the immediate 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). In 2017/18, taking into account the amount of information already released on the FRNSW website and social media feeds, no further information was proactively released.

#### Formal Applications Received

In 2017-18 there were 120 formal applications under the GIPA Act to FRNSW for access to information, a decrease of 33 on the number of formal applications received in 2016-17 (153). This is a decrease of 22%. FRNSW received 7 formal applications for access to personal information (up from 5 in 2016-17). 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	1	1	0	0	0	0	0
Members of Parliament	0	1	0	0	0	0	0	0
Private sector business	4	53	5	2	0	2	0	1
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	24	2	2	0	0	0	0
Members of the public (other)	6	15	2	0	0	1	0	0

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*	1	5	0	0	0	1	0	0
Access applications (other than personal information applications)	8	85	10	2	0	1	0	1
Access applications that are partly personal information applications and partly other	1	4	0	0	0	1	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)	22
Application is for excluded information of the agency (section 43 of the Act)	2
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	24
Invalid applications that subsequently became valid applications	1

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	1
Executive Council information	0
Contempt	0
Legal professional privilege	2
Excluded information	2
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	15
Law enforcement and security	5
Individual rights, judicial processes and natural justice	99
Business interests of agencies and other persons	5
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
<b>Total</b>	<b>124</b>

**Table F: Timeliness**

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	115
Decided after 35 days (by agreement with applicant)	3
Not decided within time (deemed refusal)	1
<b>Total</b>	<b>119</b>

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

	Decision varied	Decision upheld	Total
Internal review	1	0	1
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	1	1	2
Review by ADT	0	0	0
<b>Total</b>	<b>2</b>	<b>1</b>	<b>3</b>

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	4
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	5
Applicant initiated transfers	0
<b>Total</b>	<b>5</b>

## Appendix 11: Internal Audit and Risk Management Attestation Statement



# ANNUAL ATTESTATION

## Internal Audit and Risk Management Attestation for the 2017-18 Financial Year for Fire & Rescue NSW

I, Paul Baxter, Commissioner, am of the opinion that 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 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, Dianne Leeson, (2 March 2016 to 1 March 2020)
- Independent Member, Brian Blood, (6 December 2016 to 5 December 2020)
- Independent Member, Malcolm Clinch, (4 September 2014 to 5 September 2022)

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

Paul Baxter  
Commissioner  
Fire & Rescue NSW

FIRE AND RESCUE NSW

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Business Operations

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Appendix 12: Digital Information Security Annual Attestation Statement



Unclassified

TRIM: D18/54898

**Annual Attestation Statement**

**Digital Information Security Annual Attestation Statement for the 2017-2018 Financial Year for Fire & Rescue NSW**

I, Paul Baxter, Commissioner Fire & Rescue NSW, am of the opinion that Fire & Rescue NSW had an Information Security Management System (ISMS) in place during the 2017-18 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 & Rescue NSW are adequate.

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

Fire & Rescue NSW has maintained 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 2017-18 financial year.

Yours sincerely

A handwritten signature in black ink, appearing to read "Paul Baxter".

Paul Baxter  
Commissioner



### Appendix 13: Public Interest Disclosures

In January 2018, FRNSW reviewed and amended its Public Interest Disclosures policy and procedures.

- In 2017/18 FRNSW two Public Interest Disclosures (PIDs) were received by FRNSW. These PIDs related to allegations of corrupt conduct.
- No PIDs were received relating 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 Public Interest Disclosures Act 1994 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 and internal policy requirements of the Public Interest Disclosures Act, 1994.

### Appendix 14: Privacy and Personal Information Protection

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 one request for internal review under Section 53 of the *Privacy and Personal Information Protection Act (PIPPA) 1998*. It was found that the release of personal information did not represent a breach of privacy as the release of information was otherwise permitted under the PIPPA Act.

### Appendix 15: Executive Remuneration

#### Senior Executive Remuneration Band and Gender

Band	As at 30 June 2017		As at 30 June 2018	
	Female	Male	Female	Male
Band 4				
Band 3		1		1
Band 2		6		4
Band 1	4	14	4	14
Totals	4	21	4	19
		25		23

#### Senior Executive Remuneration Band and Average Remuneration

Band	2017 Range (\$)	Average (\$)	2018 Range (\$) *	Average (\$)
Band 4				
Band 3	(320,901 - 452,250)	440,000	451,000	451,000
Band 2	(255,051 - 320,900)	297,008	272,663 to 327,966	303,411
Band 1	(178,850 - 255,050)	209,505	190,883 to 261,426	218,112

\* Range is based on current Execs salary.

Two Senior Executive roles at Band 2 were substantively vacant at 30 June 2018 (Deputy Commissioner Strategic Capability and Executive Director Finance)

## 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:

- Superintendent Gregory Rankin
- Superintendent Peter Levett
- Station Officer Wayne Young
- Inspector Craig Easy
- Captain Rodney Hargrave
- Deputy Captain David Gill
- Deputy Captain Shane Kearney

##### National Medals and Clasps

The National Medal for 15 years of service was awarded to 174 fire officers, the 1st clasp for 25 years service was awarded to 90 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 a sodium fire at Jemalong on 13 June 2016:

- Captain Brian Clarke
- Captain Michael Malouf
- Captain Ryan Terry
- Deputy Captain Gregory Nagle
- Deputy Captain Andrew Rousell
- Retained Firefighter Brendan Hayes
- Retained Firefighter Michael Prior
- Retained Firefighter Mark Willis
- Retained Firefighter Mathew Teale
- Retained Firefighter Vivian Russell
- Retained Firefighter Duncan Williams
- Retained Firefighter Steven Walker
- Retained Firefighter Ian Prior
- Retained Firefighter Nicholas Ryan
- Retained Firefighter David Hodder
- Retained Firefighter Daniel Bayley
- Retained Firefighter Matthew Jack
- Retained Firefighter Daniel Lark
- Retained Firefighter Craig Coleman
- Retained Firefighter Nathan Dodgson
- Retained Firefighter Russell Keen
- Retained Firefighter Stephen Brasnett
- Retained Firefighter Michael Fyfe
- Retained Firefighter Peter Riley
- Retained Firefighter Jack Dawe
- Retained Firefighter Angus Randall
- Retained Firefighter Trent Jamieson

##### Commissioner's Commendation for Meritorious Service

For assisting a NSW Police Force investigation after a serious convenience store fire at Rozelle:

- Leading Station Officer Michael Forbes

For actions at a BBQ explosion in the Belanglo State Forest on 26 March 2017:

- Senior Firefighter Bernard Daly

##### Commissioner's Unit Commendation for Meritorious Service

For actions at a sodium fire at Jemalong on 13 June 2016:

- Captain Barry Fisher
- Deputy Captain Ian Forrest

For contributing to the Home Fire Safety Checks Program:

- Assistant Commissioner Mark Whybro AFSM
- Chief Superintendent Christopher Lewis AFSM
- Superintendent Michael Ollerenshaw
- Inspector Gary Williams
- Station Officer Graeme Watson
- Station Officer William Spek
- Station Officer Jeremy Cohen
- Station Officer Daniel Butler
- Leading Firefighter Conrad Walsh
- Christopher Fish
- Sally Langley
- David Weir
- Susan Broomhall
- Jessica Matherson
- Glen Adamson
- Graham Chapman

- Leading Station Officer Stephen Brown
- Senior Firefighter Paula Raat
- Senior Firefighter Melanie Rebane
- Afshin Irani
- Kamil Singh

For actions at a rescue of an excavator operator at Charlotte Bay on 7 February 2017:

- Deputy Captain Stephen Howard
- Retained Firefighter Colin Stewart
- Retained Firefighter Douglas McDonald
- Retained Firefighter Denis Hammond
- Retained Firefighter Fletcher Duckett
- Retained Firefighter Grant Crabbe
- Retained Firefighter Simon Black
- Retained Firefighter Anthony Grosvenor
- Retained Firefighter Jessie Wrigley

### **Long Service and Good Conduct Medals and Clasps**

The Long Service and Good Conduct Medal for 10 years of service was awarded to 269 staff (fire officers, administrative and trades employees), the 1st clasp for 20 years service was awarded to 155 staff members, the 2nd clasp for 30 years service was awarded to 116 staff members, the 3rd clasp for 40 years service was awarded to 15 staff members, and the 4th clasp for 50 years of service was awarded to 3 staff members.



## Appendix 17: Human Resources

	2013-14	2014-15	2015-16	2016-17	2017-18
<b>Senior Executive Headcount</b>					
Commissioner	1	1	1	1	1
Deputy Commissioner/Assistant Commissioner/Director	11	11	9		
Deputy Commissioner/Executive Director				6	4 <sup>1</sup>
Assistant Commissioner/Director				18	18
<b>Subtotal</b>	<b>12</b>	<b>12</b>	<b>10</b>	<b>25</b>	<b>23</b>
<b>Firefighter Headcount</b>					
<b>(Full-time)</b>					
Chief Superintendent	17	16	17	19	19
Superintendent	37	38	37	44	46
Inspector	100	103	108	88	85
Station Officer	700	705	666	641	635
Full-time Firefighter	2,415	2,436	2,544	2,570	2,600
Operational Support Level 2	123	13	27	42	56
Operational Support Level 2A	39	112	89	68	54
Operational Support Level 3					1
Operational Support Level 3A	1	39	35	27	20
Operational Support Inspector			7	18	18
<b>Total Full-time</b>	<b>3,432</b>	<b>3,462</b>	<b>3,530</b>	<b>3,517</b>	<b>3,534</b>
<b>(Retained - on-call)</b>					
Captain	242	240	236	236	236
Deputy Captain	309	304	321	330	310
Retained Firefighter	2,829	2,792	2,770	2,775	2,747
<b>Total Retained</b>	<b>3,380</b>	<b>3,336</b>	<b>3,327</b>	<b>3,341</b>	<b>3,293</b>
<b>Total Firefighting staff</b>	<b>6,812</b>	<b>6,798</b>	<b>6,857</b>	<b>6,858</b>	<b>6,827</b>
<b>Administrative and Trades Staff (FTE)</b>					
Area/Zone Administration	51	53	51	50	52
Community Safety	36	42	43	46	48
Education and Training	25	23	29	30	25
Finance	38	36	38	31	31
Field Operations - Business Unit				4 <sup>2</sup>	4
Governance and Legal	11	16	17	15	19
Information Technology	62	56	51	51	65
Logistics Support	87	86	94	85	90
Office of the Commissioner <sup>2</sup>	14	25	24	11	14
Operational Capability	19	19	20	22	20
People and Culture <sup>3</sup>	72	65	70	76	81
Program Management Office	7	8	9	9	13
Strategic Capability - Business Unit				2	2
<b>Total administrative &amp; trades staff</b>	<b>422</b>	<b>429</b>	<b>446</b>	<b>432</b>	<b>465</b>

<sup>1</sup> Excludes 2 vacancies (Deputy Commissioner Strategic Capability and Executive Director Finance)

<sup>2</sup> Office of the Commissioner includes Strategic Communication & Marketing, Media and Executive Services Units

<sup>3</sup> People + Culture Directorate includes Corporate Trainers transferred from Education and Training

## Appendix 18: Equal Employment Opportunity Data

### (1) Representation of EEO Groups in FRNSW as at 30 June 2018 - As a % of total staff

EEO Target Group	All Staff (%)	Full-time Firefighting Staff (%)	Retained Firefighting Staff (%)	Senior Executive (%)	Administrative & Trades Staff (%)
Women	10.56	7.16	7.83	17.39	53.96
Aboriginal people and Torres Strait Islanders	3.59	4.16	3.31	0.00	1.46
People whose first language was not English	2.74	2.21	1.21	8.70	16.88
People with a disability	0.76	0.76	0.36	0.00	3.54
People with a disability requiring work-related adjustment	0.19	0.28	0.00	0.00	0.83

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

EEO Groups	2013/14 (%)	2014/15 (%)	2015/16 (%)	2016/17 (%)	2017/18 (%)
Women	8.63	8.83	9.58	10.17	10.56
Aboriginal and Torres Strait Islanders	2.56	2.66	3	3.33	3.59
People whose first language was not English	2.08	2.22	2.37	2.44	2.74
People with a disability	10.7	0.74	0.78	0.71	0.76
People with a disability requiring work related adjustment	0.26	0.26	0.19	0.19	0.19

## Appendix 19: Multicultural Policies and Services Program

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 Multicultural Programs and Services Plan 2018-21 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, and
  - increase workforce involvement in prevention activities with culturally and linguistically diverse (CALD) communities.
2. Attract, recruit and develop a diverse, skilled and adaptable workforce:
  - support FRNSW staff to implement Home Fire Safety strategies with their local CALD communities, and
  - 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, and
  - enhance FRNSW governance practices and better manage corporate risks.

**Appendix 20: Overseas Travel**

During 2017-18, FRNSW personnel travelled to 13 overseas destinations. 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. The majority of trips were either fully or partially sponsored by national or international bodies.

Dates of Travel	Name of Officer(s)	Destination and Purpose	Cost to FRNSW	Cost to Other Organisations
7-30 August, 2017	Leading Firefighter James Manuao	<b>Vanuatu:</b> To attend the Rotary Vocational Training Team Program in Port Vila	Nil	Rotary International Cost unknown
29 August-1 September, 2017	Assistant Commissioner Malcolm Connellan Chief Superintendent Wayne Phillips Training Officer Philip Langdon	<b>New Zealand:</b> To research the implementation of a “Career Board” and talent identification scheme in Wellington	\$4,991	Nil
29 August-3 September, 2017	Commissioner Paul Baxter	<b>New Zealand:</b> To receive the Queen’s Service Order in Wellington	Nil	New Zealand Government. Cost unknown
25-29 September, 2017	Senior Firefighters: Derek Baban Shane Kennedy	<b>Solomon Islands:</b> To train local fire and emergency responders in the Solomon Islands	Nil	Australian Federal Police Cost unknown
15-20 October, 2017	Chief Superintendents: Paul Bailey John Denny Superintendent Darryl Dunbar Station Officer Russell Turner	<b>Bali:</b> To attend the INSARAG Team Leader’s meeting in Bali	Nil	Department of Foreign Affairs and Trade \$6,158
29 October-7 November, 2017	Station Officer Glen Mole	<b>Thailand:</b> To attend the Adventist Development and Relief Agency Asia Pacific Emergency Response Team Training in Chang Mai	\$1,013	Adventist Development and Relief Agency Cost unknown
7-11 November, 2017	Chief Superintendent Paul Bailey Superintendent Darryl Dunbar Senior Firefighter Peter Watson Doctrine Officer Karen Pavey	<b>Kingdom of Thailand:</b> To assist preparations for the Asia-Pacific Earthquake Exercise in 2019 in Thailand. To guide the development of a five-year capacity building plan in Bangkok and Chainat Province	Nil	Department of Foreign Affairs and Trade \$6,620
13-17 November, 2017	Acting Inspector, Station Officer Bradley Turner Senior Firefighter Stephen Jones	<b>New Zealand:</b> To attend the Australasian Fire and Emergency Service Authorities Council Urban Search and Rescue Instructors’ Worksoop in Auckland	\$4,614	Australasian Fire and Emergency Service Authorities Council Cost unknown
16-20 November, 2017	Assistant Commissioner Robert McNeil Mark Rutter Regional Events Coordinator and fire crews from: Bega Deputy Captain Gerard Hanscombe Retained Firefighters: Clinton Towill Cassandra Dickson Trent Smith Berry Retained Firefighter Ross Goodger Dorrigo Retained Firefighter Shaun Noble Dubbo Retained Firefighters: Scott Drady Brett Smyth Benjamin Moore Joshua Loxley	<b>New Zealand:</b> To represent FRNSW at the Australasian Firefighter Championships in Carterton	\$1,963	Participants were self-funded. Mark Rutter was funded by the United Fire Brigades’ Association of New Zealand. Cost unknown.

Dates of Travel	Name of Officer(s)	Destination and Purpose	Cost to FRNSW	Cost to Other Organisations
	Kelso Captain Ray Dresser Deputy Captain Shane Kearney Retained Firefighters: Lance McKenzie Ashley McCaull Nowra Captain John Dun Deputy Captain Christopher Ison Retained Firefighters: Matthew Farrugia Hayley Dun Port Macquarie Deputy Captain Rob Reid Retained Firefighters: Paul Clarke Mitch Rourke Hollie Anderson Seth Vagg Emma Parke Pat Slevitzke Trangie Deputy Captain Wade Haines Retained Firefighter: Mark Haines John Terry Tony Terry Tweed Heads Retained Firefighters: Callum Taylor Jacob Spence Daniel Perrin Jonathon Chemello Ulladulla Captain Paul Collins Deputy Captain Tony Bewley Retained Firefighters: Nathan Garrett Nicole Clarke Uralla Captain Rodney Hargrave Deputy Captain Kerri Hine Retained Firefighter Chris Pyros Wangi Captain Glenn Swift Deputy Captain Paul Puller Retained Firefighter Mark Sampson Wyong Captain Jamie Loader Retained Firefighters: Rick Cole Tim Farlow Judith Alderdice			
1-5 December 2017	Commissioner Paul Baxter	<b>Solomon Islands:</b> To inspect and assess FRNSW's assistance program and formally hand over vehicles donated by FRNSW to the Royal Solomon Island Police Force Fire Service in Honiara	\$52	Australian Federal Police Cost unknown
2-9 December, 2017	Chief Superintendents: John Denny Paul Bailey	<b>Oman:</b> To attend the UN INSARAG reclassification of the Omani Search and Rescue Team in Muscat	Nil	Department of Foreign Affairs and Trade \$11,277
12-15 December 2017	Chief Superintendent David Lewis Executive Director Information Technology Robert Hilditch Principal Project Manager Sally Langley	<b>New Zealand:</b> To meet Fire & Emergency New Zealand in Wellington	\$5,451	Fire & Emergency New Zealand Cost unknown

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Dates of Travel	Name of Officer(s)	Destination and Purpose	Cost to FRNSW	Cost to Other Organisations
17-24 February 2018	Station Officer: Scott Hanley Leading Firefighters: Peta Miller William McClatchie Senior Firefighter: Richard Wilson	<b>Tonga:</b> Deployment to Tonga to join the New Zealand USAR Team conduct damage assessments of tropical cyclone Gita	Nil	Emergency Management Australia Cost unknown
4-24 March, 2018	Senior Firefighters: Shane Bonsall David Wrightson	<b>New Zealand:</b> To assist the Fire and Emergency New Zealand Urban Search and Rescue Team present a USAR Category II Course in Palmerston	Nil	Department of Foreign Affairs and Trade \$9,264
6-7 March, 2018	Station Officer Russell Turner Senior Firefighter Peter Watson	<b>Philippines:</b> To attend a pre-exercise planning meeting for the INSARAG Asia Pacific Regional Earthquake Response Exercise 2018 in Clark	Nil	Department of Foreign Affairs and Trade \$4,120
7-12 March, 2018	Senior Firefighter Peter Kirwan	<b>USA:</b> To attend and deliver training at the Southeastern Extrication School in South Carolina	Nil	Nil
13-20 March, 2018	Senior Firefighters: Christopher Meath Marion Lucas	<b>Solomon Islands:</b> To train local firefighters in Honiara	Nil	Australian Federal Police Cost unknown
19-24 March, 2018	Assistant Commissioner Jeremy Fewtrell Chief Superintendents: Paul Bailey John Denny	<b>New Zealand:</b> To attend the Australasian Fire and Emergency Service Authorities Council Urban Search and Rescue Group meeting and table top exercise in Wellington	Nil	Department of Foreign Affairs and Trade \$2,967
12-20 April, 2018	Leading Station Officer Russell Turner	<b>Denmark:</b> To attend the INSARAG Training Working Group meeting in Tingalev	Nil	Department of Foreign Affairs and Trade \$4,724
14-21 April, 2018	Chief Superintendent Paul Bailey	<b>Switzerland:</b> To represent Asia-Pacific region at the INSARAG Guidelines Review Group meeting in Geneva	Nil	Department of Foreign Affairs and Trade \$4,807
16-29 April, 2018	Superintendent Graham Kingsland Senior Firefighter John Stokes	<b>USA:</b> To conduct research into cold-weather operations with Boston Massachusetts Taskforce 1, the Cold Regions Research and Engineering Laboratory and to observe the Federal Emergency Management Agency Multi-Taskforce Exercise in Virginia	Nil	Department of Foreign Affairs and Trade \$16,254
21-30 April, 2018	Technical Rescue Instructor, Senior Firefighter Peter Kirwan	<b>USA:</b> To attend and deliver training for the Hands-On Training (HOT) Evolutions for road rescue at the 2018 Fire Department Instructor's Conference in Indiana	Nil	Nil
22 April-2 May, 2018	Chief Superintendent Terry Farley Director Strategic Procurement Nickolaos Alfieris	<b>USA:</b> To attend a Fire Department Instructor's Conference to research equipment and personal protective equipment in Indiana. To visit Chicago and Orange County Fire Departments to identify synergies in operational processes for laundry and cleaning policies and procedures in Los Angeles and Chicago	\$22,166	Nil
28 April - 04 May 2018	NSW Ambulance USAR Paramedic: Murray Traynor	<b>USA:</b> To attend a USAR Medical Team Specialist course hosted by Fire Department of New York	Nil	Department of Foreign Affairs and Trade \$4,199
Various dates in April, May and June, 2018	Fleet Project Officer Michael Phillips Leading Firefighters: Robert Ferguson	<b>Solomon Islands:</b> To train local firefighters in Honiara	\$1,148	Australian Federal Police Cost unknown

Dates of Travel	Name of Officer(s)	Destination and Purpose	Cost to FRNSW	Cost to Other Organisations
	Andrew Chalmers Leading Station Officer Michael Forbes Qualified Firefighter Samuel Rouen Senior Firefighters: Andrew Johnson Kent Barker Simon King Andy Haag Lucas Garden John Parrish Station Officers: Morgan Cook Brian Aubusson Grant Rice Lyle Davidson			
5-16 May, 2018	Superintendent Josh Turner	<b>China:</b> To attend the ASEAN Regional Forum Senior Training Course in Urban Search and Rescue in Beijing and Chengdu	Nil	Department of Foreign Affairs and Trade \$3,243
7-11 May, 2018	Station Officer Conrad Walsh	<b>New Zealand:</b> To attend the Fire and Emergency New Zealand Annual Youth Fire Intervention Conference in Auckland	\$1,056	Fire and Emergency New Zealand Cost unknown
19 May-2 June 2018	Leading Station Officer Michael Forbes	<b>USA:</b> To attend an International Training Conference at the International Association of Arson Investigators in Frisco, Texas and California Department of Forestry and Fire Protection in Los Angeles, California	\$5,990	International Association of Arson Investigators, California Department of Forestry and Fire Protection and Los Angeles Sheriff's County Arson/Bomb Unit. Cost unknown
22-26 May 2018	Chief Superintendent: Philip Lindsay Principal System Administrator - ESCAD Anthony Bedingfield	<b>New Zealand:</b> To attend the National Emergency Communications Working Group (NECWG) meeting	\$2,895	Nil
1-10 June, 2018	Superintendent Adam Dewberry	<b>Indonesia:</b> To complete Unit 4 (residential component) of Deakin University's Humanitarian Leadership Program in Semarang	\$2,306	Deakin University Cost unknown
5-8 June, 2018	Station Officer Mark Castelli	<b>New Zealand:</b> To attend the Austroad Tunnel Task Force Committee meeting in Auckland	\$1,177	Austroads Cost unknown
22-30 June, 2018	Superintendents: Mark Reilly Jeff Hogan Senior Firefighters: Peter Watson Richard Wilson Rod Wellington Leading Firefighter Samuel Parkhouse	<b>Philippines:</b> To attend the Asia-Pacific Regional Earthquake Response Exercise in Manila and Clark	Nil	Department of Foreign Affairs and Trade \$12,710



## Operational Performance

## Appendix 21: Type of Incident by Local Government Area

Local Government Area	Fires and Explosions	Non-fire rescue calls	Hazardous material and other hazardous conditions	Storm, floods and 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	196	35	99	30	16	106	193	15	39	729
Armidale Dumaresq	263	23	57	11	8	52	199	6	1	620
Ballina	114	306	44	14	7	53	105	2	22	667
Balranald	11	6	1	3	1	1	7	1	0	31
Bathurst Regional	142	39	83	20	19	68	216	14	15	616
Bega Valley	80	17	19	31	6	37	60	1	63	314
Bellingen	41	13	18	5	3	15	39	1	0	135
Berrigan	1050	639	730	287	175	663	987	66	201	4798
Blacktown	1366	537	768	199	195	577	1236	105	79	5062
Bland	9	3	9	1	2	6	2	0	16	48
Blayney	23	5	3	5	0	1	26	1	0	64
Blue Mountains	205	148	276	91	75	262	285	9	23	1374
Bogan	29	1	8	9	1	3	5	1	0	57
Bourke	110	2	8	2	0	3	6	2	17	150
Brewarrina	51	5	7	1	1	1	6	0	5	77
Broken Hill	116	33	56	28	9	65	63	3	17	390
Burwood	83	75	82	26	25	64	281	7	7	650
Byron	98	23	56	17	17	74	160	7	7	459
Cabonne	22	18	6	11	4	7	25	1	8	102
Camden	224	102	138	26	30	75	162	5	9	771
Campbelltown	897	357	326	107	101	343	635	47	49	2862
Canada Bay	145	117	181	54	44	160	560	10	20	1291
Canterbury-Bankstown	867	745	1090	290	216	529	1261	55	69	5122
Carrathool	9	3	4	3	0	0	0	2	0	21
Cessnock	446	327	115	46	25	187	157	11	36	1350
Clarence Valley	158	49	98	27	3	58	164	17	29	603
Cobar	38	4	4	13	2	7	1	0	3	72
Coffs Harbour	282	76	123	75	40	136	205	21	22	980
Coolamon	4	0	0	0	0	0	2	0	24	30
Coonamble	76	11	6	2	7	6	3	3	1	115
Cowra	35	8	25	6	1	39	25	4	6	149
Cumberland	593	404	656	102	132	350	1182	31	88	3538
Dungog	13	16	9	7	2	6	3	0	4	60
Edward River	13	1	4	2	0	2	7	0	75	104
Eurobodalla	114	36	52	36	5	42	97	4	10	396
Fairfield	510	311	555	128	106	271	597	16	26	2520
Federation	51	29	19	2	0	6	33	0	14	154
Forbes	61	9	10	10	0	22	17	3	1	133
Georges River	238	263	284	107	74	208	586	18	19	1797

Local Government Area	Fires and Explosions	Non-fire rescue calls	Hazardous material and other hazardous conditions	Storm, floods and natural disasters and calls for assistance	Other service calls	Good intent calls	System initiated false alarms	Malicious false calls	Other calls	Total primary incidents
Gilgandra	13	20	4	1	0	1	2	0	15	56
Glen Innes Severn	50	16	19	9	1	19	23	4	0	141
Goulburn Mulwaree	51	23	80	24	13	49	118	9	39	406
Greater Hume Shire	35	114	20	1	3	1	24	0	3	201
Griffith	173	16	48	3	1	47	104	1	9	402
Gundagai	45	11	41	31	17	20	35	2	0	202
Gunnedah	70	11	34	9	1	22	8	4	0	159
Gwydir	10	6	4	9	0	3	8	1	6	47
Hawkesbury	153	57	128	20	13	81	141	12	28	633
Hay	10	12	10	2	1	5	2	1	1	44
Hilltops	50	35	28	23	3	22	26	0	5	192
Hornsby	196	302	316	97	65	181	556	10	28	1751
Hunters Hill	25	25	22	13	10	22	116	3	3	239
Indigo	5	2	2	4	0	0	0	0	1	14
Inner West	304	204	425	120	125	414	1026	24	49	2691
Inverell	83	13	36	8	0	38	18	4	15	215
Junee	20	9	16	1	1	2	85	0	0	134
Kempsey	307	25	43	36	14	58	93	18	2	596
Kiama	41	7	34	3	5	15	25	2	7	139
Ku-ring-gai	139	150	306	77	78	163	509	6	24	1452
Kyogle	15	2	9	1	2	12	14	0	1	56
Lachlan	24	13	11	2	2	8	7	1	9	77
Lake Macquarie	871	276	392	183	84	335	453	57	85	2736
Lane Cove	34	43	72	27	24	63	280	6	12	561
Leeton	60	8	10	4	2	33	25	0	0	142
Lismore	153	38	76	38	11	124	184	14	54	692
Lithgow	65	27	42	14	9	28	79	3	22	289
Liverpool	796	430	519	120	129	368	868	45	24	3299
Liverpool Plains	24	3	9	3	1	4	11	2	0	57
Lockhart	4	2	0	6	1	0	2	0	2	17
Maitland	290	66	136	36	36	147	194	22	27	954
Mid-Coast	279	73	72	88	17	170	184	15	39	937
Mid-Western Regional	49	23	74	35	9	49	46	0	9	294
Moree Plains	623	30	29	19	8	35	37	22	15	818
Mosman	49	60	61	34	18	85	190	0	3	500
Murray River	23	15	6	5	1	11	14	2	6	83
Murrumbidgee	5	4	2	1	0	0	4	0	0	16
Muswellbrook	131	117	32	24	11	33	39	8	3	398
Nambucca	99	39	61	17	7	18	41	7	6	295
Narrabri	67	40	28	13	2	28	29	2	6	215
Narrandera	62	4	9	4	2	7	15	0	0	103

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Local Government Area	Fires and Explosions	Non-fire rescue calls	Hazardous material and other hazardous conditions	Storm, floods and natural disasters and calls for assistance	Other service calls	Good intent calls	System initiated false alarms	Malicious false calls	Other calls	Total primary incidents
Narromine	67	10	14	8	1	5	2	0	11	118
Newcastle	780	219	486	141	104	412	1217	51	107	3517
North Sydney	113	108	161	73	47	211	1213	8	29	1963
Northern Beaches	412	399	588	176	203	502	1357	28	96	3761
Oberon	15	9	7	1	0	2	10	0	1	45
Orange	222	57	72	30	23	92	203	14	21	734
Parkes	73	26	41	12	3	17	27	0	27	226
Parramatta	497	392	652	144	120	402	2041	53	92	4393
Penrith	761	376	416	139	112	375	802	58	135	3174
Port Macquarie-Hastings	204	86	109	82	34	103	269	11	20	918
Port Stephens	179	71	80	36	30	96	177	10	9	688
Queanbeyan-Palerang	120	64	67	43	15	81	88	1	13	492
Randwick	303	115	298	73	76	292	1217	38	24	2436
Richmond Valley	192	19	36	20	6	46	54	15	5	393
Ryde	183	194	270	63	51	180	990	11	36	1978
Shellharbour	246	72	113	28	24	93	138	15	154	883
Shoalhaven	277	78	146	41	26	127	296	15	38	1044
Singleton	67	63	28	9	21	34	96	5	4	327
Snowy Monaro Regional	78	117	63	22	12	170	156	4	17	639
Snowy Valleys	57	22	22	6	3	11	31	2	73	227
Strathfield	128	70	142	24	26	115	348	5	12	870
Sutherland Shire	349	477	381	208	93	345	624	14	49	2540
Sydney	811	271	513	163	215	1013	9572	102	531	13191
Tamworth Regional	351	83	111	39	17	113	160	21	36	931
Temora	14	4	10	11	2	7	20	1	0	69
Tenterfield	23	7	11	11	0	3	15	0	1	71
The Hills Shire	551	463	709	144	132	496	1932	42	74	4543
Tweed	237	94	173	63	33	171	348	20	36	1175
Unincorporated NSW	7	1	4	1	0	0	0	0	0	13
Upper Hunter Shire	43	25	25	12	4	20	29	3	21	182
Upper Lachlan Shire	13	19	5	9	2	4	12	0	1	65
Uralla	16	259	6	4	0	4	10	0	0	299
Wagga Wagga	445	52	114	32	24	136	247	36	47	1133
Walcha	7	8	3		1	2	6	1	0	28
Walgett	60	23	7	16	4	11	11	3	1	136
Warren	10	15	2	3	1	5	8	0	4	48
Warrumbungle Shire	27	9	12	16	1	21	17	0	1	104
Waverley	136	62	136	24	37	201	653	9	33	1291
Weddin	11	9	5	2	1	3	3	0	1	35
Wentworth	28	9	0	4	0	1	2	0	2	46
Western Plains Regional	407	41	95	36	15	114	310	26	18	1062

Local Government Area	Fires and Explosions	Non-fire rescue calls	Hazardous material and other hazardous conditions	Storm, floods and natural disasters and calls for assistance	Other service calls	Good intent calls	System initiated false alarms	Malicious false calls	Other calls	Total primary incidents
Willoughby	128	107	181	61	36	145	952	6	45	1661
Wingecarribee	112	262	93	26	49	89	193	9	26	859
Wollondilly	106	121	42	9	27	37	48	4	7	401
Wollongong	1199	316	487	168	120	520	808	45	59	3722
Woollahra	75	42	120	20	38	146	568	7	26	1042
Yass Valley	23	27	23	4	0	7	14	0	12	110
Other areas and areas not categorised	53	34	47	14	5	20	6	2	10	191
<b>Total</b>	<b>24,502</b>	<b>12,574</b>	<b>16,421</b>	<b>5,270</b>	<b>3,873</b>	<b>14,226</b>	<b>42,533</b>	<b>1,491</b>	<b>3,548</b>	<b>124,438</b>

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
<b>Metropolitan East</b>					
<b>Metropolitan East 1</b>					
1	City of Sydney	633	8805	9438	904
3	The Rocks	113	1991	2104	461
4	Darlinghurst	211	2483	2694	310
10	Redfern	207	1713	1920	292
11	Woollahra	229	1760	1989	433
12	Balmain	79	476	555	408
13	Alexandria	264	2286	2550	152
18	Glebe	286	2152	2438	242
22	Leichhardt	117	851	968	538
38	Pyrmont	211	1872	2083	521
76	Bondi	140	1185	1325	208
<b>Zone Totals</b>		<b>2490</b>	<b>25574</b>	<b>28064</b>	<b>4469</b>
<b>Metropolitan East 2</b>					
6	Mona Vale	76	459	535	490
24	Manly	122	1066	1188	572
25	Mosman	84	678	762	722
36	Crows Nest	164	2074	2238	273
37	Gordon	121	1338	1459	384
40	Willoughby	142	1263	1405	571
50	Hornsby	156	1073	1229	307
51	Forestville	73	620	693	276
53	Neutral Bay	135	1395	1530	519
58	Beecroft	121	963	1084	364

Station Number	Station Name	Fire responses	Other responses	Total responses	Community safety, preparedness and engagement actions
60	Avalon	51	239	290	500
61	Lane Cove	117	1454	1571	434
68	Narrabeen	104	963	1067	537
69	Dee Why	146	1133	1279	267
75	Berowra	65	484	549	364
<b>Zone Totals</b>		<b>1677</b>	<b>15202</b>	<b>16879</b>	<b>6580</b>
<b>Metropolitan East 3</b>					
5	Newtown	169	1570	1739	227
14	Ashfield	140	1045	1185	269
15	Burwood	215	1413	1628	411
16	Concord	156	1281	1437	344
17	Drummoyne	98	646	744	287
19	Silverwater	200	1197	1397	351
28	Marrickville	160	950	1110	346
30	Lidcombe	225	1327	1552	294
47	Revesby	280	1221	1501	309
52	Campsie	238	870	1108	269
62	Bankstown	282	1539	1821	392
64	Lakemba	257	932	1189	464
66	Rhodes	49	716	765	49
85	Chester Hill	385	1096	1481	298
177	Royal Agricultural Showground	0	3	3	130
<b>Zone Totals</b>		<b>2854</b>	<b>15806</b>	<b>18660</b>	<b>4440</b>
<b>Region Totals</b>		<b>7021</b>	<b>56582</b>	<b>63603</b>	<b>15489</b>
<b>Metropolitan North</b>					
<b>Metropolitan North 1</b>					
222	Belmont	202	373	575	187
251	Cardiff	241	475	716	135
252	Carrington	76	337	413	22
255	Charlestown	264	534	798	194
260	Newcastle	265	1030	1295	172
357	Lambton	270	1217	1487	214
376	Merewether	120	410	530	2
377	Minmi	46	51	97	25
383	Morisset	120	277	397	63
446	Stockton	114	110	224	48
447	Swansea	26	45	71	6
454	Tarro	203	340	543	27
458	Teralba	114	218	332	4
462	Mayfield West	141	663	804	263
464	Toronto	115	302	417	114
484	Wallsend	137	291	428	18
485	Wangi Wangi	45	107	152	122
498	Holmesville	165	208	373	212
500	Tingira Heights	456	403	859	138
516	Newcastle Hazmat	61	114	175	10

Station Number	Station Name	Fire responses	Other responses	Total responses	Community safety, preparedness and engagement actions
<b>Zone Totals</b>		<b>3181</b>	<b>7505</b>	<b>10686</b>	<b>1976</b>
<b>Metropolitan North 2</b>					
228	Berkeley Vale	123	388	511	310
245	Budgewoi	71	112	183	114
292	Doyalson	138	180	318	230
304	Gosford	175	1005	1180	403
340	Umina	194	573	767	443
341	Kariong	134	442	576	534
351	Bateau Bay	113	330	443	299
353	Kincumber	51	138	189	508
434	Hamlyn Terrace	85	323	408	421
450	Saratoga	39	71	110	3
459	Terrigal	49	299	348	20
460	The Entrance	73	224	297	214
470	Toukley	59	190	249	85
505	Wyong	93	314	407	30
509	Wyoming	179	444	623	23
<b>Zone Totals</b>		<b>1576</b>	<b>5033</b>	<b>6609</b>	<b>3637</b>
<b>Metropolitan North 3</b>					
202	Abermain	48	79	127	34
220	Bellbird	79	53	132	26
237	Branxton Greta	80	493	573	23
254	Cessnock	253	476	729	90
282	Dungog	12	54	66	47
344	Kearsley	42	34	76	0
349	Kurri Kurri	157	167	324	12
373	East Maitland	118	328	446	132
374	Maitland	79	249	328	37
382	Morpeth	34	93	127	15
402	Salamander Bay	97	398	495	156
418	Paxton	2	20	22	3
432	Raymond Terrace	100	194	294	44
455	Rutherford	155	251	406	88
497	Weston	26	27	53	13
<b>Zone Totals</b>		<b>1282</b>	<b>2916</b>	<b>4198</b>	<b>720</b>
<b>Region Totals</b>		<b>6039</b>	<b>15454</b>	<b>21493</b>	<b>6333</b>
<b>Metropolitan South</b>					
<b>Metropolitan South 1</b>					
207	Albion Park Rail	177	389	566	193
210	Balgownie	86	268	354	21
241	Bulli	196	348	544	107
258	Coledale	17	38	55	2
269	Corrimal	98	131	229	16
277	Dapto	314	305	619	180
325	Helensburgh	16	77	93	7
346	Kiama	60	96	156	57



Station Number	Station Name	Fire responses	Other responses	Total responses	Community safety, preparedness and engagement actions
422	Warrawong	321	562	883	332
442	Scarborough	16	24	40	7
461	Thirroul	74	66	140	19
474	Unanderra	133	300	433	60
488	Shellharbour	381	617	998	169
503	Wollongong	386	1327	1713	284
<b>Zone Totals</b>		<b>2275</b>	<b>4548</b>	<b>6823</b>	<b>1454</b>
<b>Metropolitan South 2</b>					
20	Hurstville	232	1587	1819	131
21	Kogarah	266	1140	1406	402
26	Mascot	138	1272	1410	198
29	Arncliffe	163	957	1120	150
33	Engadine	54	367	421	144
34	Riverwood	194	780	974	217
35	Botany	121	712	833	302
39	Randwick	160	1508	1668	834
45	Miranda	146	859	1005	251
46	Sutherland	109	553	662	265
48	Mortdale	61	361	422	99
54	Cronulla	72	587	659	144
56	Matraville	180	811	991	638
70	Maroubra	168	1103	1271	441
80	Bundeena	19	225	244	1717
90	Menai	114	287	401	281
<b>Zone Totals</b>		<b>2197</b>	<b>13109</b>	<b>15306</b>	<b>6214</b>
<b>Metropolitan South 3</b>					
7	Horningsea Park	224	430	654	260
8	Liverpool	329	1547	1876	301
31	Busby	395	848	1243	444
79	Ingleburn	140	329	469	177
84	Macquarie Fields	225	532	757	284
87	Rosemeadow	203	429	632	359
88	Campbelltown	626	1234	1860	288
92	St Andrews	495	696	1191	167
93	Narellan	178	539	717	260
248	Camden	117	304	421	36
421	Picton	81	244	325	10
489	Warragamba	73	142	215	123
<b>Zone Totals</b>		<b>3086</b>	<b>7274</b>	<b>10360</b>	<b>2709</b>
<b>Region Totals</b>		<b>7558</b>	<b>24931</b>	<b>32489</b>	<b>10377</b>
<b>Metropolitan West</b>					
<b>Metropolitan West 1</b>					
32	Mount Druitt	391	921	1312	193
43	Seven Hills	316	1032	1348	195
63	Blacktown	315	1210	1525	154
67	Baulkham Hills	189	889	1078	178

Station Number	Station Name	Fire responses	Other responses	Total responses	Community safety, preparedness and engagement actions
71	Castle Hill	98	673	771	138
77	St Marys	356	1039	1395	177
78	Ropes Crossing	654	829	1483	235
83	Riverstone	104	166	270	51
86	Penrith	330	905	1235	299
94	Kellyville	144	884	1028	240
96	Schofields	154	580	734	271
97	Huntingwood	216	740	956	165
98	Cranebrook	178	236	414	164
102	Regentville	227	915	1142	152
<b>Zone Totals</b>		<b>3672</b>	<b>11019</b>	<b>14691</b>	<b>2612</b>
<b>Metropolitan West 2</b>					
23	Gladesville	81	717	798	144
27	Parramatta	492	2120	2612	253
41	Smithfield	193	801	994	199
42	Ryde	160	1510	1670	375
49	Cabramatta	341	1052	1393	176
55	Guildford	264	952	1216	88
57	Wentworthville	282	1575	1857	117
59	Eastwood	217	1441	1658	143
65	Rydalmere	178	1171	1349	155
72	Merrylands	114	804	918	9
73	Yennora	267	947	1214	107
101	Bonnyrigg Heights	215	675	890	128
<b>Zone Totals</b>		<b>2804</b>	<b>13765</b>	<b>16569</b>	<b>1894</b>
<b>Metropolitan West 3</b>					
81	Windsor	111	365	476	38
82	Richmond	160	564	724	29
226	Blackheath	11	77	88	0
301	Glenbrook	86	258	344	44
343	Katoomba	73	483	556	276
359	Lawson	55	165	220	0
361	Leura	16	156	172	11
363	Lithgow	58	197	255	34
364	Lithgow West	33	122	155	10
386	Mt Victoria	15	33	48	1
423	Portland	8	20	28	11
445	Springwood	105	386	491	244
483	Wallerawang	23	23	46	4
495	Wentworth Falls	30	179	209	4
<b>Zone Totals</b>		<b>784</b>	<b>3028</b>	<b>3812</b>	<b>706</b>
<b>Region Totals</b>		<b>7260</b>	<b>27812</b>	<b>35072</b>	<b>5212</b>
<b>Regional North</b>					
<b>Regional North 1</b>					
221	Bellingen	19	52	71	38
235	Bowraville	39	35	74	75

Station Number	Station Name	Fire responses	Other responses	Total responses	Community safety, preparedness and engagement actions
257	Coffs Harbour	234	697	931	397
279	Dorrigo	10	16	26	3
295	Forster	84	379	463	12
303	Gloucester	14	47	61	1
345	Kempsey	434	326	760	257
358	Laurieton	47	117	164	20
371	Macksville	65	140	205	8
397	Nambucca Heads	76	154	230	20
424	Port Macquarie	251	741	992	229
441	Sawtell	141	143	284	3
449	South West Rocks	13	65	78	51
453	Taree	218	269	487	129
471	Tea Gardens	9	75	84	1
476	Urunga	15	51	66	4
492	Wauchope	60	160	220	43
502	Wingham	48	110	158	19
507	Woolgoolga	59	139	198	2
<b>Zone Totals</b>		<b>1836</b>	<b>3716</b>	<b>5552</b>	<b>1312</b>
<b>Regional North 2</b>					
204	Alstonville	23	340	363	22
211	Ballina	123	326	449	36
213	Bangalow	16	115	131	3
240	Brunswick Heads	54	77	131	31
243	Byron Bay	59	225	284	22
253	Casino	158	199	357	12
267	Coraki	68	24	92	92
288	Evans Head	12	42	54	10
306	Grafton	75	241	316	145
307	South Grafton	89	227	316	14
316	Goonellabah	62	227	289	5
347	Kingscliff	52	246	298	15
350	Kyogle	16	43	59	52
362	Lismore	143	582	725	194
372	Maclean	14	89	103	16
388	Mullumbimby	19	44	63	20
391	Murwillumbah	54	148	202	5
468	Tweed Heads	188	791	979	398
510	Yamba	21	58	79	22
514	Banora Point	65	195	260	1
<b>Zone Totals</b>		<b>1311</b>	<b>4239</b>	<b>5550</b>	<b>1115</b>
<b>Regional North 3</b>					
205	Armidale	309	518	827	243
215	Barraba	11	18	29	6
225	Bingara	4	23	27	2
229	Boggabri	16	25	41	3
264	Coonabarabran	29	50	79	0

Station Number	Station Name	Fire responses	Other responses	Total responses	Community safety, preparedness and engagement actions
302	Glen Innes	70	124	194	150
314	Gunnedah	94	101	195	65
315	Guyra	15	12	27	0
331	Inverell	118	176	294	0
375	Manilla	18	46	64	4
381	Moree	698	220	918	78
399	Narrabri	72	159	231	6
429	Quirindi	18	25	43	1
452	Tamworth	303	587	890	172
457	Tenterfield	37	71	108	0
475	Uralla	19	301	320	16
481	Walcha	8	21	29	6
487	Warialda	7	16	23	20
496	Werris Creek	13	12	25	0
506	Wee Waa	12	25	37	4
508	West Tamworth	326	192	518	3
<b>Zone Totals</b>		<b>2197</b>	<b>2722</b>	<b>4919</b>	<b>779</b>
<b>Region Totals</b>		<b>5344</b>	<b>10677</b>	<b>16021</b>	<b>3206</b>
<b>Regional South</b>					
<b>Regional South 1</b>					
217	Batemans Bay	74	245	319	155
219	Bega	47	87	134	4
224	Berry	25	78	103	16
230	Bombala	5	30	35	24
236	Braidwood	11	35	46	15
263	Cooma	72	177	249	36
286	Eden	29	62	91	0
338	Jindabyne	19	62	81	2
384	Moruya	47	63	110	4
395	Merimbula	25	163	188	9
398	Narooma	25	42	67	0
405	Nowra	157	359	516	17
426	Perisher Valley	14	143	157	198
428	Queanbeyan	143	403	546	454
440	Shoalhaven	194	482	676	534
451	Thredbo	3	285	288	367
477	Ulladulla	71	223	294	6
<b>Zone Totals</b>		<b>961</b>	<b>2939</b>	<b>3900</b>	<b>1841</b>
<b>Regional South 2</b>					
218	Batlow	12	26	38	1
232	Boorowa	2	22	24	3
234	Bowral	86	478	564	10
242	Bundanoon	12	268	280	72
266	Cootamundra	38	164	202	3977
270	Cowra	52	129	181	3
271	Crookwell	17	66	83	50

Station Number	Station Name	Fire responses	Other responses	Total responses	Community safety, preparedness and engagement actions
294	Forbes	93	80	173	2
305	Goulburn	70	453	523	76
308	Grenfell	13	22	35	0
313	Gundagai	25	57	82	0
378	Mittagong	41	250	291	17
385	Moss Vale	51	152	203	24
389	Harden	10	33	43	4
467	Tumut	42	121	163	3
511	Yass	28	95	123	33
513	Young	64	117	181	4
<b>Zone Totals</b>		<b>656</b>	<b>2533</b>	<b>3189</b>	<b>4279</b>
<b>Regional South 3</b>					
203	Albury Central	175	454	629	263
206	Albury North	54	125	179	0
209	Albury Civic	76	228	304	26
214	Barham	5	28	33	6
223	Berrigan	11	6	17	4
268	Corowa	99	178	277	6
272	Culcairn	19	101	120	20
278	Deniliquin	30	170	200	4
293	Finley	16	27	43	18
322	Henty	9	55	64	10
324	Holbrook	12	34	46	1
336	Jerilderie	9	14	23	2
365	Lockhart	5	16	21	2
379	Moama	20	40	60	6
394	Mulwala	16	35	51	5
463	Tocumwal	32	228	260	99
466	Tumbarumba	15	31	46	2
472	Turvey Park	564	757	1321	422
480	Wagga Wagga	70	222	292	16
<b>Zone Totals</b>		<b>1237</b>	<b>2749</b>	<b>3986</b>	<b>912</b>
<b>Region Totals</b>		<b>2854</b>	<b>8221</b>	<b>11075</b>	<b>7032</b>
<b>Regional West</b>					
<b>Regional West 1</b>					
233	Bourke	115	43	158	0
244	Brewarrina	59	26	85	0
256	Cobar	51	37	88	2
261	Coolah	8	25	33	1
265	Coonamble	104	51	155	7
280	Dubbo	403	581	984	765
281	Dunedoo	5	12	17	0
284	Delroy	123	182	305	2
300	Gilgandra	16	45	61	11
367	Lightning Ridge	32	55	87	8
401	Narromine	61	34	95	124

Station Number	Station Name	Fire responses	Other responses	Total responses	Community safety, preparedness and engagement actions
406	Nyngan	37	32	69	2
417	Parkes	67	133	200	7
419	Peak Hill	12	25	37	36
465	Trangie	15	31	46	1
482	Walgett	39	30	69	8
491	Warren	10	44	54	0
493	Wellington	93	159	252	7
<b>Zone Totals</b>		<b>1250</b>	<b>1545</b>	<b>2795</b>	<b>981</b>
<b>Regional West 2</b>					
105	Kelso	48	119	167	4
208	Aberdeen	21	59	80	2
216	Bathurst	178	554	732	280
227	Blayney	26	48	74	3
250	Canowindra	14	44	58	0
283	Denman	23	133	156	1
312	Gulgong	18	64	82	41
342	Kandos	6	37	43	19
380	Molong	11	33	44	0
387	Mudgee	61	234	295	80
390	Murrurundi	13	43	56	2
392	Muswellbrook	112	150	262	19
393	Merriwa	7	18	25	0
411	Oberon	15	29	44	0
412	Orange	306	699	1005	306
443	Scone	27	71	98	16
444	Singleton	71	214	285	78
<b>Zone Totals</b>		<b>957</b>	<b>2549</b>	<b>3506</b>	<b>851</b>
<b>Regional West 3</b>					
212	Balranald	11	22	33	0
238	Broken Hill	178	297	475	514
239	Broken Hill Sth	43	120	163	2
259	Condobolin	34	48	82	4
262	Coolamon	9	39	48	7
311	Griffith	228	290	518	10
321	Hay	15	44	59	0
323	Hillston	9	9	18	6
337	Junee	21	119	140	1
355	Lake Cargelligo	4	15	19	0
360	Leeton	86	126	212	0
400	Narrandera	97	55	152	10
456	Temora	21	82	103	0
494	Wentworth	32	23	55	5
499	West Wyalong	8	43	51	1
512	Yenda	19	57	76	22
<b>Zone Totals</b>		<b>815</b>	<b>1389</b>	<b>2204</b>	<b>582</b>
<b>Region Totals</b>		<b>3022</b>	<b>5483</b>	<b>8505</b>	<b>2414</b>



Station Number	Station Name	Fire responses	Other responses	Total responses	Community safety, preparedness and engagement actions
<b>Grand Total</b>		<b>39,097</b>	<b>149,161</b>	<b>188,258</b>	<b>52,263</b>

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 three appliances from a station are called out, it is considered three 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 which is used to record involvement of fire stations and units in community safety programs, meetings and community engagement activities. The data currently includes operational preparedness activities performed by crews such as hydrant inspections, pre-incident plans and station drills. Some stations have also reported local media campaigns. The Grand Total also includes community engagement activities performed by specialist areas of FRNSW. FRNSW is currently undertaking a program of works that will change the data collection and reporting of community engagement activities. This will improve FRNSW ability to separately report on Community engagement activities aimed at reducing community risk through driving changes in community behaviour, community activities aimed at raising awareness of FRNSW and its role in the community, and operational preparedness activities.

**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:

<p><b>HEADQUARTERS</b> 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</p>	<p><b>Fire Investigation and Research</b> 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</p>
<p><b>Community Engagement Unit</b> 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</p>	<p><b>Logistics Support</b> 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</p>
<p><b>Community Fire Units</b> 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</p>	<p><b>Operational Capability</b> 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</p>
<p><b>Community Safety Business Operations</b> 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</p>	<p><b>Operational Communications</b> 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</p>
<p><b>Community Safety Directorate</b> 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</p>	<p><b>State Training Academy</b> 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</p>
<p><b>Fire Safety</b> 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</p>	

**METROPOLITAN OPERATIONAL AREAS**

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

<p><b>Area Command Metropolitan East</b> <b>Zone Office Metropolitan East 1</b> <b>- Sydney East</b> Level 2 - 213 Castlereagh Street SYDNEY NSW 2000 PO Box 20937 WORLD SQUARE NSW 2002 Telephone (02) 9265 2700 Fax (02) 9265 2785 Business hours 8.30am - 4.30pm</p>	<p><b>Area Command Metropolitan North</b> <b>Zone Office Metropolitan North 1</b> <b>- Hunter Coast</b> 40 Young Road LAMBTON NSW 2299 Telephone (02) 4979 3799 Fax (02) 4952 9745 Business hours 8:00am - 4:00pm</p>
<p><b>Zone Office Metropolitan East 2</b> <b>- Sydney North</b> Corner Shirley Road and Sinclair Street CROWS NEST NSW 2065 Telephone (02) 9901 3539 Fax (02) 9901 3479 Business hours 8.30am - 4.30pm</p>	<p><b>Zone Office Metropolitan North 2</b> <b>- Central Coast</b> Kariong Rural Fire Control Centre 155 Woy Woy Road KARIONG NSW 2250 Telephone (02) 4337 9703 Fax (02) 8823 1890 Business hours 8.30am - 4.00pm</p>
<p><b>Zone Office Metropolitan East 3</b> <b>- Sydney Mid-West</b> Ashfield Fire Station, 16 Victoria Street ASHFIELD NSW 2131 PO Box 224 ASHFIELD NSW 2131 Telephone (02) 9797 7033 Fax (02) 9798 4572 Business hours 8:30am - 4.30pm</p>	<p><b>Zone Office Metropolitan North 3</b> <b>- Lower Hunter</b> 2 Mustang Drive RUTHERFORD NSW 2320 Telephone (02) 4932 6411 Fax (02) 4932 6699 Business hours 8:30am - 4:00pm</p>
<p><b>Area Command Metropolitan West</b> <b>Zone Office Metropolitan West 1</b> <b>- Cumberland</b> 42 Huntingwood Drive HUNTINGWOOD NSW 2148 Telephone (02) 9621 7498 Fax (02) 9622 8135 Business hours 8:30am - 4:30pm</p>	<p><b>Area Command Metropolitan South</b> <b>Zone Office Metropolitan South 1</b> <b>- Illawarra</b> 32 Denison Street WOLLONGONG NSW 2500 Telephone (02) 4224 2000 Fax (02) 4224 2088 Business hours 8:30am - 4:00pm</p>
<p><b>Zone Office Metropolitan West 2</b> <b>- Parramatta</b> 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</p>	<p><b>Zone Office Metropolitan South 2</b> <b>- Georges River</b> Rear of Kogarah Fire Station Cnr Kensington &amp; 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</p>
<p><b>Zone Office Metropolitan West 3</b> <b>- Blue Mountains, Lithgow and Hawkesbury</b> 17 Parke Street KATOOMBA NSW 2780 Telephone (02) 4782 2568 Fax (02) 4782 2476 Business hours 9:00am - 4:30pm</p>	<p><b>Zone Office Metropolitan South 3</b> <b>- Sydney South-West</b> 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</p>

**REGIONAL OPERATIONAL AREAS**

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

**Area Command Regional North****Region North Area Office**

Suit 1/26 Gordon Street  
COFFS HARBOUR NSW 2450  
PO Box 480 COFFS HARBOUR NSW 2450  
Telephone (02) 6652 5641  
Fax (02) 6652 9431  
Business hours: 8.00am - 4.00pm

**Area Command Regional South****Region South Area Office**

Suite 1/30 Lowe Street  
QUEANBEYAN NSW 2620  
Telephone (02) 6284 2150  
Fax (02) 6297 7096  
Business hours: 8:30am - 5.00pm

**Zone Office Regional North 1****- Mid-North Coast**

5 Central Road  
PORT MACQUARIE NSW 2444  
PO Box 5686 PORT MACQUARIE NSW 2444  
Telephone (02) 6581 3166  
Fax (02) 6581 3744  
Business hours 8:30am - 4:30pm

**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 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 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 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

**Zone Office Regional South 3****- Murray**

Ground Floor 45 Johnston Street  
WAGGA WAGGA NSW 2650  
Telephone (02) 6921 5322  
Fax (02) 6921 1197  
Business hours 8.30am - 4:00pm

**Area Command Regional West****Zone Office Regional West 1****- Western Slopes**

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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.]

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