

**ANNUAL  
REPORT  
2021-22**



**FIRE +  
RESCUE**

**WE ARE  
FIRE AND  
RESCUE  
NSW**



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# LETTER TO THE MINISTER



The Hon Steph Cooke MP  
Minister for Emergency Services and Resilience, and Minister for Flood Recovery  
Member for Cootamundra

GPO Box 5341  
Sydney NSW 2001

Dear Minister

In compliance with the terms of the *Annual Reports (Departments) Act 1985* and the *Public Finance and Audit Act 1983* and Regulations under those Acts, I am pleased to submit the Fire and Rescue NSW (FRNSW) 2021-22 Annual Report for your presentation to the NSW Parliament.

Throughout the year, FRNSW continued its collaboration with other emergency services to reduce the impact on life, property, and the environment from fires, emergencies, and natural disasters.

Of note during the year was FRNSW's significant and pivotal contribution to the response and recovery phases of the Northern Rivers and Hawkesbury River floods. FRNSW also engaged with the community to deliver a wide range of prevention and preparedness programs to provide the people of NSW with stronger awareness of hazards and how to mitigate risks, as we build a safer environment and a more resilient community.

Your sincerely

**Paul Baxter QSO**  
Commissioner  
Fire and Rescue NSW

31/10/2022



## ACKNOWLEDGEMENT OF COUNTRY

FRNSW acknowledges all the Traditional Custodians of the land and pays our respects to them and their Elders past and present. As a NSW Government agency that works across many locations, we have a responsibility to listen, learn and walk alongside First Nations peoples so that our activities support their ongoing connection to their lands, waters, cultures, languages and traditions. We value their custodianship of 65,000 years.



Cover image: Northern Rivers strike team in-water rescue



# COMMISSIONER'S MESSAGE



From multiple extreme weather events and major fires, to supporting our people and the community through the next phase of the COVID-19 pandemic, Fire and Rescue NSW has continued to deliver exceptional and life-changing service to the community of New South Wales. Reflective of our people's passion, courage and professionalism, we have done this while balancing "business as usual".

Whether it's a fire, a rescue, a hazmat incident, a suspected terrorist threat, or a medical assist incident - our people are equipped, empowered, and committed to saving lives and supporting the community of both NSW and beyond.

## Community first

We continue to evolve our response to match the growing needs of our communities and this year was no exception. Putting our community first and at the centre of our priorities ensures we continue to deliver a world-class emergency service response.

Through continued prevention and education such as our award-winning fire education programs for children and state-wide Open Days, our communities are prepared for and empowered to reduce their risk to fire incidents.

**Our people, and the achievements we have collectively made this year embody a future focused and world class emergency service, importantly, they showcase that we are prepared for anything, anywhere, anytime.**

Our commitment to our community was seen in force when NSW experienced the worst flooding in its recorded history. FRNSW was there to rescue vulnerable members of the community, as well as support the community, both empathetically and practically during the recovery phase.

## Our promise to our people

Our camaraderie and desire to look out for and after each other is synonymous with FRNSW and we continue to invest in ensuring that our agency is an equitable and inclusive place to work.

Diversity of thought and representation is integral for our progression, and this year we have continued to increase our number of women, First Nations, and Culturally and Linguistically Diverse people. While there is still more to be done, I'm proud that we have achieved 50% female representation within our Executive Leadership Team and that women represent 14.9% of our workforce.

In addition to improving our culture, we've kept our people's health and safety at the forefront of everything we do. Through health checks, fitness programs and evidence-based well-being and mental health support we

are encouraging better health outcomes and increasing resilience within FRNSW.

## Beyond the Plus Plan

Our Plus Plan continues to be the driving force behind enabling and empowering our people. Our achievements within it have been instrumental to our success and laid the foundation for our future.

Beyond the Plus Plan we'll continue to adapt to meet the changing needs of the communities we serve, strengthen our operational capability, and use what we've learnt as a launching pad for developing our next long-term strategy.

**Paul Baxter QSO**  
Commissioner  
Fire and Rescue NSW

# OUR PURPOSE

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.**

Fire and Rescue NSW, formerly the New South Wales Fire Brigades, is the State Government agency responsible for the provision of fire, rescue and hazardous material services within NSW. We have been serving the community since 1884 and our responsibilities are set out the Fire Brigades Act 1989, the *State Emergency and Rescue Management Act 1989*, the *Rural Fires Act 1997* and other related legislation.





# YEAR IN REVIEW

## Highlights

### Community outcomes

Accidental residential structure fires trended downwards on a per household basis (NSW), indicating a better prepared, safer community practising better prevention of fires in homes.

Responded to more than 125,000 emergency incidents.

Responded to a record 14,551 medical incidents where FRNSW delivered medical assistance, conducted welfare checks or assisted NSW Ambulance. This was up nearly 28 per cent on the previous financial year.



Open Day 2022

### Major incidents

Extinguished major fire at Kurri Kurri, Hunter Valley, on 14 November 2021, through a 10th alarm response involving deployment of more than 180 firefighters (see page 38).

Extinguished major fire at Wickham, Newcastle, on 1 March 2022, through a 10th alarm response involving deployment of more than 100 firefighters and complex hazmat response due to asbestos containing materials (see page 49).

Extinguished major fire in a Transgrid electricity substation at Yallah, Illawarra, and reduced environmental damage and interruption to key local infrastructure by confining about 100,000 litres of oil to a bunded containment area (see page 51).

### Organisational planning

Developed an Outcomes Framework to specify our goals in terms that benefit the community, to underpin performance reporting and management, planning and budgeting decisions (see page 18).

### Staffing

Increased the representation of women in FRNSW workforce from 13.5 per cent in 2020-21 to 14.9 per cent in 2021-22. This included appointing FRNSW's first female Deputy Commissioner, who also acted as Commissioner in April, 2022.

### Community safety

Hosted Open Days with more than 24,000 people attending 237 stations or the Emergency Services Academy (see page 30).

32,230 people accessed our Brigade Kids website, a new and effective tool for community engagement. 8,340 people subsequently viewed our Fire Ed Program Resources (see page 30).

We maintained protection of the community despite significant absence of our firefighters due to COVID-19 (see page 7).

### Budget enhancements

Funding was announced to replace 16 bushfire firefighting tankers as recommended in the NSW Bushfire Inquiry findings. This project aims to boost the critical bushfire fighting capability of FRNSW and improve firefighter safety.

Significant additional funding has allowed us to:

- Advance and complete priority work in support of the mental health of our firefighters
- Better manage exposure to cancer causing carcinogens
- Introduce new fleet
- Initiate a refresh of front-line technology
- Upgrade and enhance training
- Continue upgrades to our stations.

### Awards

Received international Higgins and Langley Award in June 2022 for work of Strike Team Zulu, a specialist in-water rescue strike team deployed to Port Macquarie in March 2021 (see page 43).

Received 2021 NSW Resilient Australia Government Award and the 2021 Resilient Australia National Award for our updated fire safety education programs for children (see page 31).



Assisting NSW Ambulance

### Natural disasters

Made a major contribution to the Northern Rivers and Hawkesbury River Flood response and recovery including making over 500 rescues (see page 8).

Deployed hazmat and humanitarian staff to Tonga to assist the Australian Defence Force with volumetric assessments of asbestos containing materials in the aftermath of the volcanic eruption and subsequent tsunami (see page 46).

# Transitioning from COVID-19

The COVID-19 Incident Management Team continued to operate in 2021-22 to ensure FRNSW remained responsive to the operational, employee and community impacts of COVID-19.

FRNSW addressed risks associated with the trend and rate of infections, using NSW Health guidelines and Public Health Orders to protect the health and safety of our people.

### COVID-19 service impacts

- More than 2,000 FRNSW staff infected with COVID-19. This infection rate was lower than the general community, attributed to the various risk control measures in place.
- Maintained essential services to the community while minimising risks to firefighters.
- Reduced the number of safety visits to homes (see page 20).
- Managed leave entitlements for FRNSW to manage work conditions, minimise exposures, and consider family needs.

### Achievements 2021-22

#### Collaboration

- Maintained strong working relationships with other Government services.
- Continued ongoing consultation with Fire Brigade Employees' Union.
- Provided a Liaison Officer to the State Emergency Operations Centre.
- Provided a Quarantine Hotel Taskforce, assisting multi-agency hotel quarantine operations.
- Advised other emergency service organisations both in Australia and internationally regarding COVID-19 management.

#### Health and safety

- Communicated clear processes to staff to identify COVID-19 symptoms, infections and identify contacts and associated risks.
- Implemented COVID-19 PCR testing facilities for dedicated use by Emergency Services staff. 20,000 PCR tests were conducted at on-site facilities established by FRNSW.

- Developed and implemented a policy for COVID-19 vaccination requirements.
- Increased usage of personal protective equipment. 141,000 disposable masks were used by FRNSW in the period.
- Fast tracked COVID-19 test results.
- Provided mental health support to geographically isolated staff or those self-isolating due to COVID-19 risk.
- Implemented a Rapid Antigen Testing (RAT) program at all FRNSW sites. 222,000 RAT kits were distributed for use by the workforce.
- Provided access to information and advice from a qualified medical staff member, seven days per week.

### Transition out of COVID-19

As the pandemic continues, FRNSW will implement the many changes it has made to operational, health and safety and purchasing policy and procedures into a business as usual setting.



COVID-19 Personal Protective Clothing



# NSW floods response



## FRNSW responds to catastrophic flooding event

From late February to April 2022, NSW experienced its worst flooding event in recorded history. From the Northern Rivers to outer Sydney, the Hawkesbury and southern regions of the state, FRNSW committed hundreds of firefighters along with administrative and technical personnel to assist the NSW State Emergency Service (SES) with in-water rescue, clean-up and recovery efforts.

At the peak of emergency operations, 242 operational personnel were in the field dealing directly with floods in both the Northern Rivers and Hawkesbury. Additional resources were supported by 120 Incident Management Team and support personnel located at emergency operations centres such as the State Emergency Operations Centre, SES headquarters, the FRNSW Strategic Operations Centre (the base of operations), and various FRNSW locations to manage logistics. For the majority of the event, FRNSW deployed its surge capacity of eight flood rescue equipment caches with in-water strike teams.

### What is a Strike Team?

Strike Teams are groups of firefighters deployed as tactical units. During the NSW flood deployments, Strike Teams undertook various tasks including search and rescue, humanitarian support, damage assessment data collection, pumping out water from basements, hosing out buildings, removing debris and assessing and rendering hazardous materials safe.

During the floods, FRNSW's Community Engagement Unit participated in an unprecedented community liaison multi-agency deployment including SES, NSW Rural Fire Service, Victoria State Emergency Service, South Australia State Emergency Service and Western Australia's Department of Fire and Emergency Services. The unit relayed valuable intelligence to the Incident Management Team, made referrals to essential services for residents and used specialist knowledge to identify and mitigate immediate community safety risks.

Throughout the emergency response, FRNSW fielded resource requests to support stakeholders including NSW SES, Resilience NSW, Environment Protection Authority, Public Works Advisory and FRNSW commands.

- More than **500 FLOOD RESCUES**
- 3400 FIREFIGHTERS DEPLOYED** for rescue and recovery
- 60 IN-WATER FLOOD RESCUE TEAMS**
- Over **200 HAZMAT INCIDENTS** rendered safe by crews
- Over **12,000 RAPID DAMAGE ASSESSMENTS**
- 100 RPAS MISSIONS**
- 20 COMMUNITY LIAISON OFFICERS** conducted more than **750 ENGAGEMENTS**
- More than **1900 INCIDENT MANAGEMENT TEAM SPECIALISTS, OPERATIONAL AND ADMIN SUPPORT STAFF**

- 23 February**: First request for assistance received from SES. FRNSW in-water rescue team and Hytrans deployed to Lismore
- 28 February**: Technical Support Vehicle deployed to assist with RPAS capability
- 28 February**: FRNSW Strategic Operations Centre (SOC) activated. FRNSW liaison officers deployed to State Emergency Operations Centre, SES State Control Centre and other emergency operations centres
- 2 March**: Multi-agency Base of Operations (BOO) established by FRNSW and Rural Fire Service at Wollongbar, housing around 550 first responders
- 4 March**: FRNSW led a multi-agency USAR task force response to Upper Wilsons Creek landslide
- 4 March**: Hawkesbury Emergency Operations Centre (EOC) activated. Strike Teams and RPAS capability deployed
- 5 March**: 10 strike teams and a Strike Team leader (21 personnel) deployed to conduct Rapid Damage Assessments in the Northern Rivers
- 7 March**: 19 Community Liaison Officers deployed to Northern Rivers
- 7 April**: Final Strike Team returns to Sydney from Northern Rivers region
- 7 April**: BOO demobilised
- 11 March**: 10 teams and a Strike Team leader (21 personnel) deployed to conduct Rapid Damage Assessments in the Hawkesbury
- 14 March**: Daily peak resource count: 242 personnel, including 8 Northern Rivers, 6 Hawkesbury and 1 South Coast recovery strike teams in the field



# OUR OPERATIONS NETWORK

## Properties at a glance

### Training centres

#### Tier 1 Facility

Emergency Services Academy (ESA) at Orchard Hills

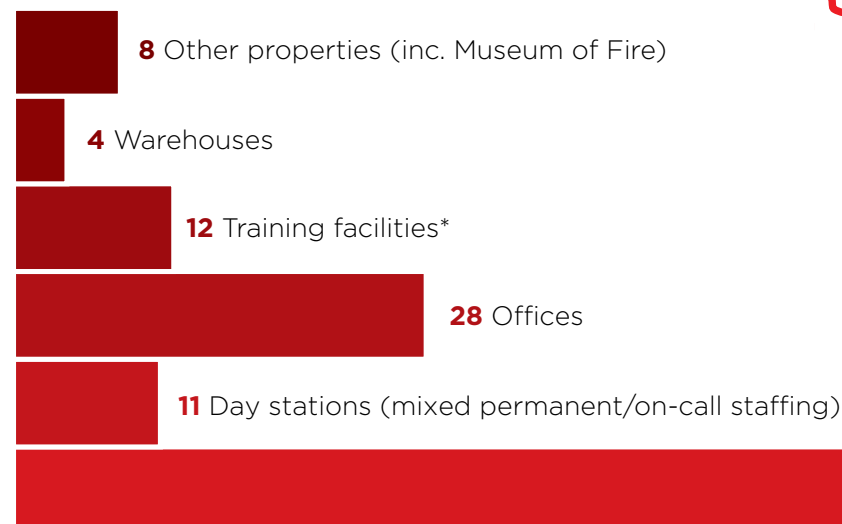
#### Regional Tier 2 Training Centres

- Albion Park Metro South 1
- Armidale Regional North 3
- Deniliquin Regional South 3
- Kempsey Regional North 1
- Wellington Regional West 1

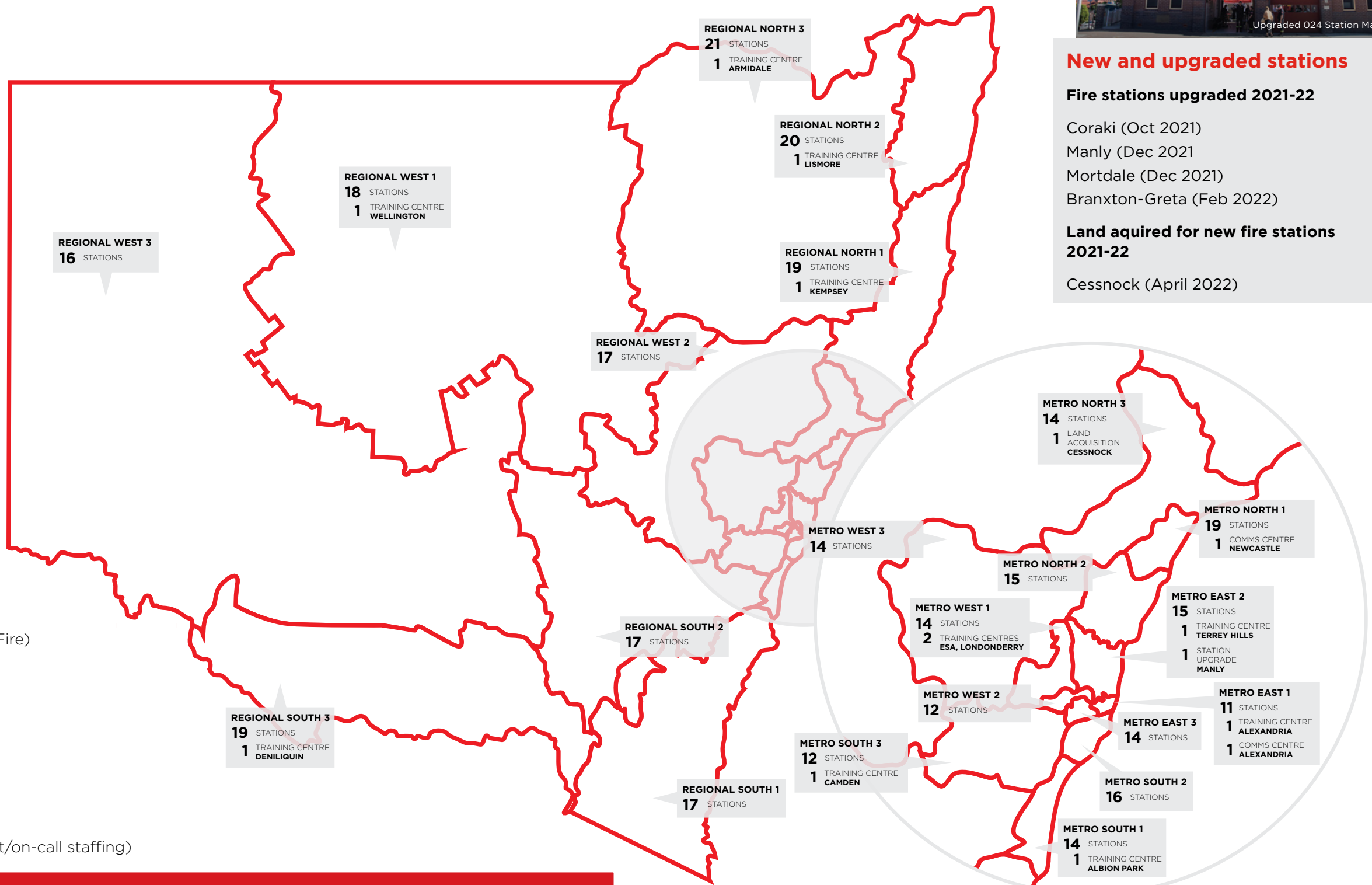
#### Metropolitan Tier 2 Training Centres

- Alexandria
- Liverpool
- Terrey Hills

### 511 Community Fire Units across the State



\*Includes additional facilities to Tiers 1 and 2 facilities listed above



### New and upgraded stations

#### Fire stations upgraded 2021-22

- Coraki (Oct 2021)
- Manly (Dec 2021)
- Mortdale (Dec 2021)
- Branxton-Greta (Feb 2022)

#### Land acquired for new fire stations 2021-22

- Cessnock (April 2022)



Upgraded O24 Station Manly



# Fleet at a glance

**399**  
Pumpers  
(Class 2 +3)

**153**  
Tankers  
(Class 1)

**24**  
Aerial  
appliances

**39**  
Compressed  
Air Foam  
System (CAFS)

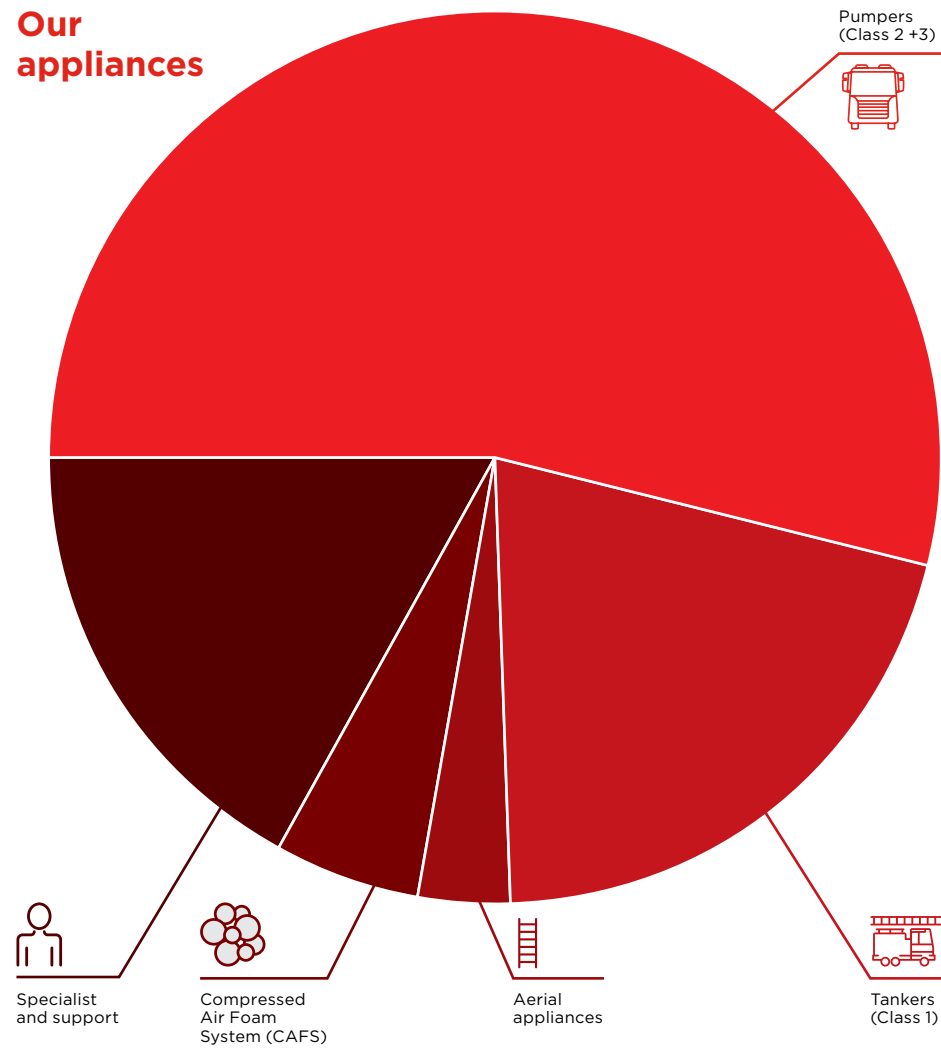
**124**  
Specialist  
and support

**509**  
Community  
Fire Unit  
(CFU) Trailers

**271**  
Minor Fleet



## Our appliances



## New fleet 2021-22

**11**  
Pumpers  
(Class 2 + 3)

**3**  
Aerial  
appliances

**6**  
Specialist  
and  
support

**29**  
Minor  
fleet

**62**  
Community  
Fire Unit  
(CFU)  
Trailers

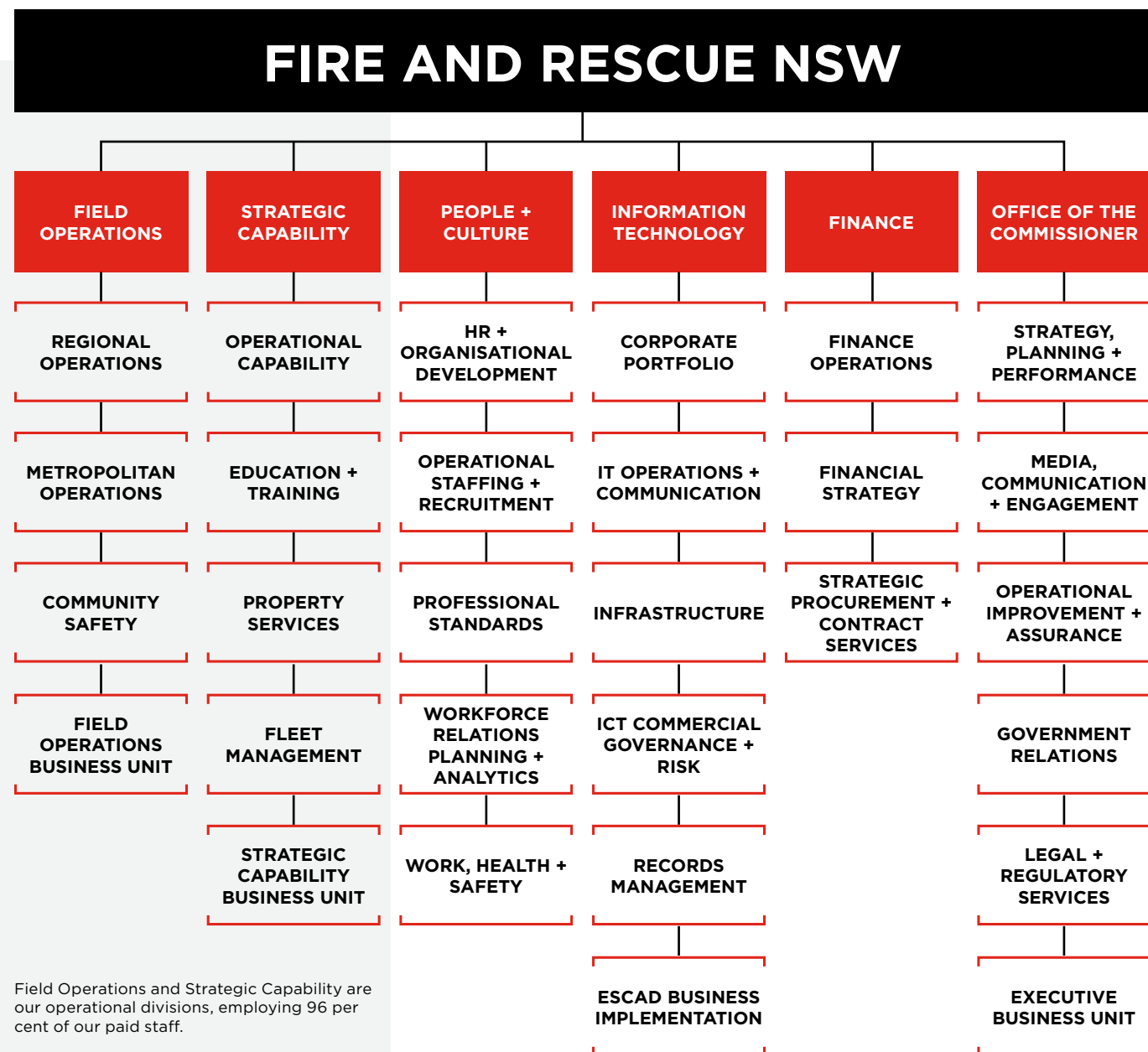




## Our people at a glance



## Organisation structure



## Executive Leadership Team

**PAUL BAXTER**  
QSO  
**Commissioner**



Commissioner Baxter is an experienced senior executive with more than 30 years in public service. He has a Bachelor of Business, is a certified company director and a Fellow of the Institution of Fire Engineers. He has extensive international experience and formal qualifications in disaster and crisis leadership, as well as frontline experience as a firefighter, fire commander and ambulance officer.

**JEREMY FEWTRELL**  
AFSM  
**Deputy Commissioner Field Operations**



Deputy Commissioner Fewtrell has worked in numerous operational roles in both metropolitan and regional locations over 25 years. He is a Graduate of the Institution of Fire Engineers, holds a Bachelor of Natural Resources degree from the University of New England and a Master of Business Administration from Deakin University.

**MEGAN STIFFLER**  
**Deputy Commissioner Strategic Capability**



Deputy Commissioner Stiffler is a career firefighter, officer and executive. She has extensive operational experience including senior command roles and leading Urban Search and Rescue teams, as well as senior executive experience in strategic change management and community engagement. She holds a Master of Business Administration and is a graduate of the Australian Institute of Company Directors.

**ROBERT HILDITCH**  
**Executive Director Information Technology**



Mr Hilditch has extensive executive management experience in delivering information, communications and technology solutions to large businesses. He holds a Higher National Certificate in Computer Data Processing.

**LOUISE CLARKE**  
**Executive Director Office of the Commissioner**



Ms Clarke has developed and led teams in legal, professional standards, communications, industrial relations, human resources, and organisational development. She holds a Bachelor of Nursing, Bachelor of Laws, Graduate Diploma of Legal Practice, and an Executive Master of Public Administration.

**MICHAEL BALDI**  
**Executive Director People and Culture**



Mr Baldi has extensive executive experience leading strategic human resources, work, health and safety and industrial relations initiatives within several NSW Government agencies. He holds a Master of Business Administration from the Macquarie Graduate School of Management and a Master of Labour Law and Relations from the University of Sydney.

**KAREN FOLDI**  
**Executive Director Finance**



Ms Foldi has over 20 years of experience in both private and public sector finance roles. She is a Fellow of Certified Practising Accountants Australia and holds a Bachelor of Commerce and a Diploma in Health Science.



# OUR CAPABILITIES AND PERFORMANCE

## Our capabilities

### PREVENTION + EDUCATION

We engage closely with our communities and partners to reduce risk and increase resilience to fire and emergencies.

### MEDICAL RESPONSE

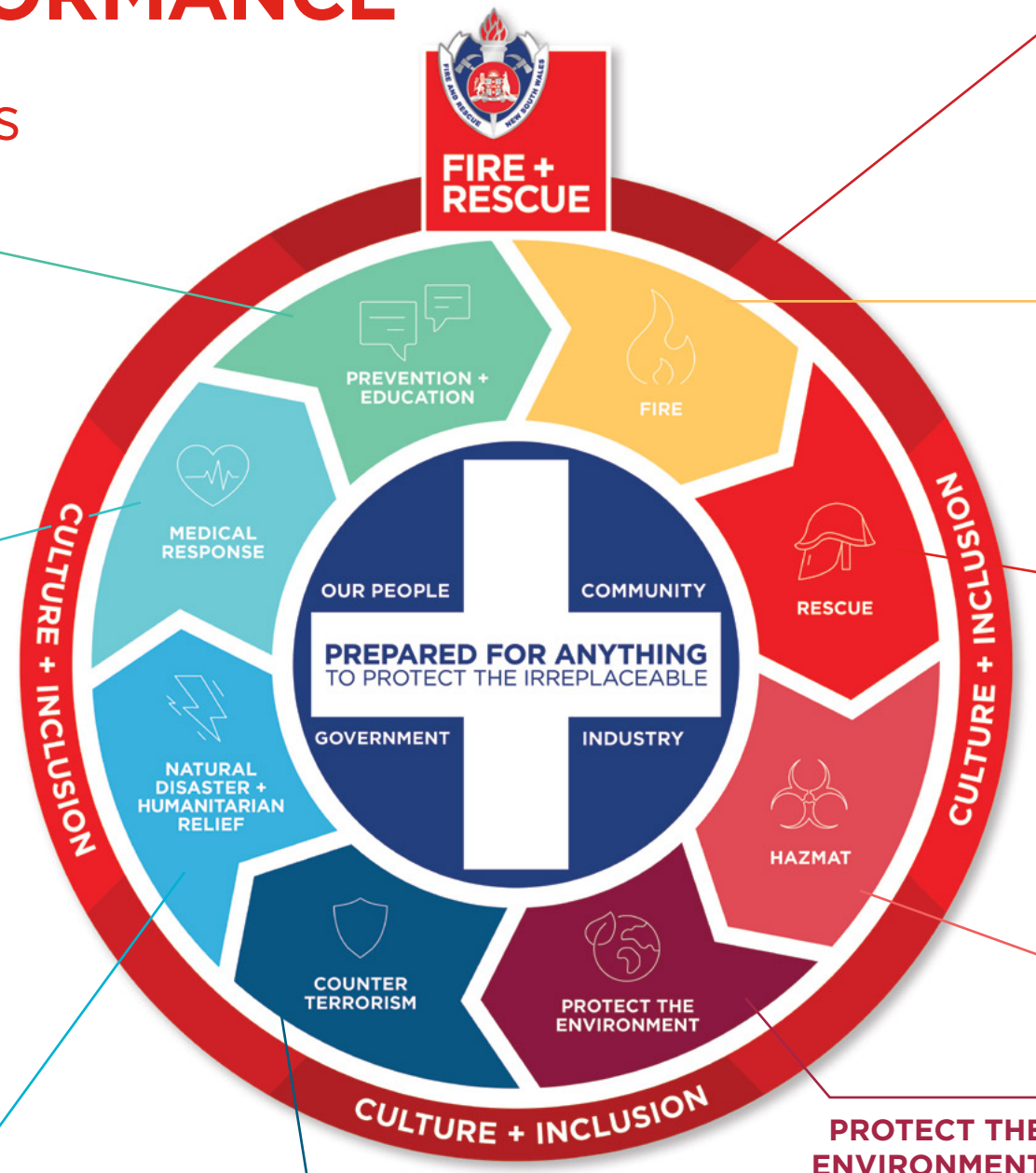
We provide invaluable and timely support to NSW Ambulance and the community. Our medical capability means we have the skills, knowledge, and equipment to provide medical assistance to people who are trapped, injured, or some other way affected by an incident or situation. The medical assistance may be provided during the course of dealing with an incident such as a fire or rescue, or FRNSW may be specifically called upon by another agency, such as NSW Ambulance, to support them.

### NATURAL DISASTER + HUMANITARIAN RELIEF

We will ensure our firefighters develop and maintain their skills to respond to natural disasters and assist other agencies to do the same. We will work closely with our partners to further develop our ability to deploy international and interstate support to those in need.

### COUNTER TERRORISM

We support lead agencies in responding to terrorism events by providing expert advice on fire, hazmat, urban search and rescue and general emergency response, and contribute to the assessment of potential threats.



### CULTURE + INCLUSION

We will build a diverse and inclusive environment in which all employees feel safe, valued and have the opportunity to contribute, learn and be our best every day.

### FIRE

We will continue to provide consistent and professional fire emergency response across the state by adopting new technologies and procedures.

### RESCUE

We will continue to identify the needs of the community and take actions to ensure the people of NSW receive a seamless, professional rescue service that is able to reduce the impact of accidents and other emergencies state-wide and in all conditions.

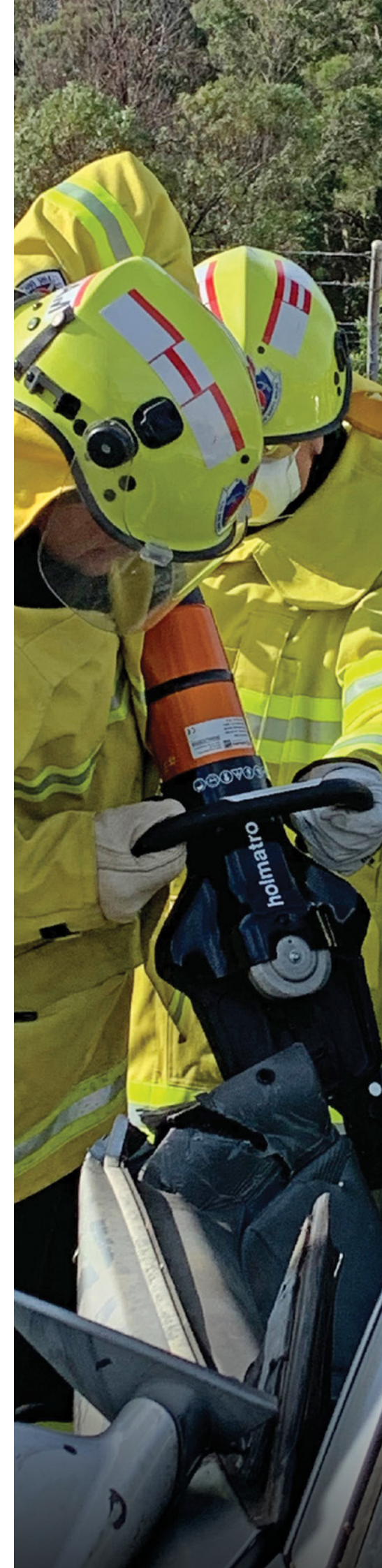
### HAZMAT

We are the combat agency for hazardous materials incidents in NSW. We will prioritise life, property and the environment in our preparedness and response. We will partner, innovate and evolve to improve our operations and achieve world's best practice.

### PROTECT THE ENVIRONMENT

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

We will work closely with other agencies to improve our contribution to better management of environmental impacts as a result of accidental or deliberate incidents. We will put more effort into minimising our own impact on the environment.





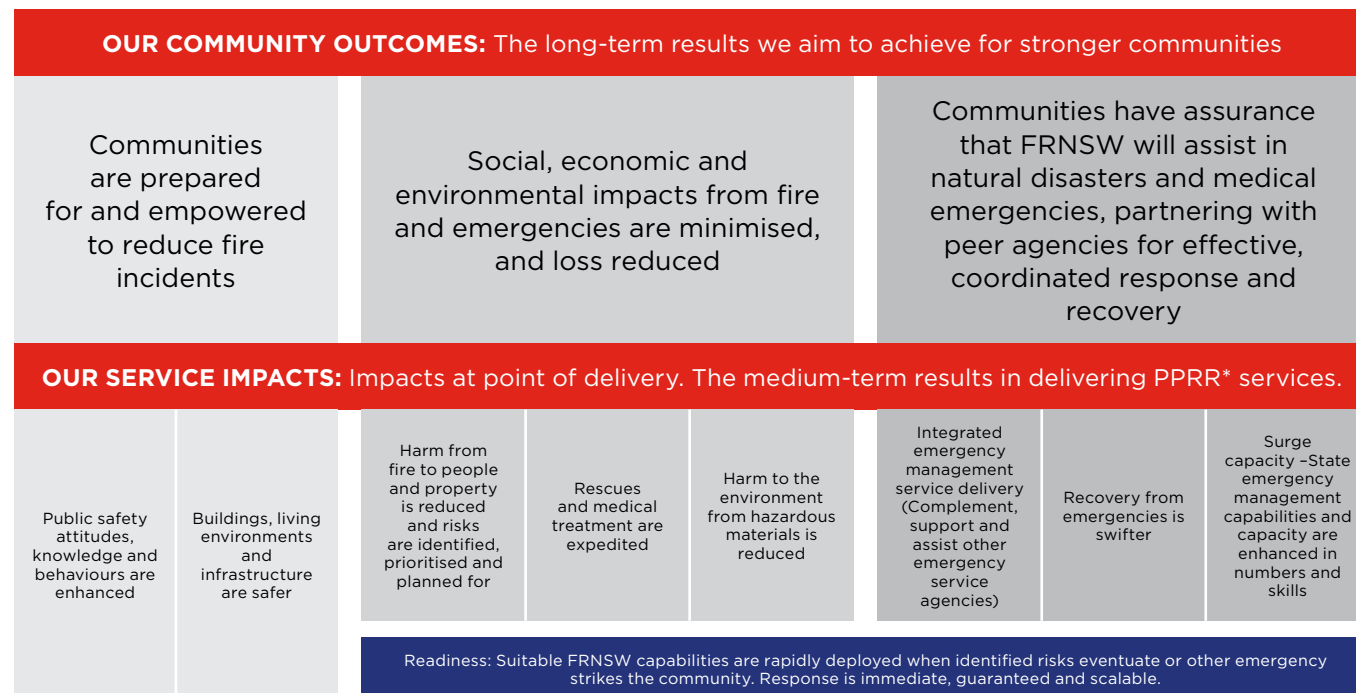
## How we measure our success

During the year FRNSW developed the FRNSW Outcomes Framework to support an outcomes-based approach to planning, budgeting and performance measurement and monitoring. The framework has been created to articulate our objectives as an organisation in terms of the results that impact and benefit the people of NSW. The NSW Government Policy on Outcomes Based Budgeting has informed the approach and the framework has been tested with stakeholders including NSW Treasury, Department of Communities and Justice, as our cluster managers, and Resilience NSW.

The framework articulates the ultimate outcomes FRNSW delivers for the community and the specific, immediate and medium-term impacts of FRNSW activities in the community. Further layers of the framework (not presented below) present the foundation of capabilities, enabling resources and values that drive the organisation's performance. Performance indicators that link measures to each outcome and service impact will be identified during 2022-23.

## Prepared for anything

We deliver emergency management to enhance response and recovery efforts, and build community resilience. We have mapped our objectives in terms of the results that benefit the community.

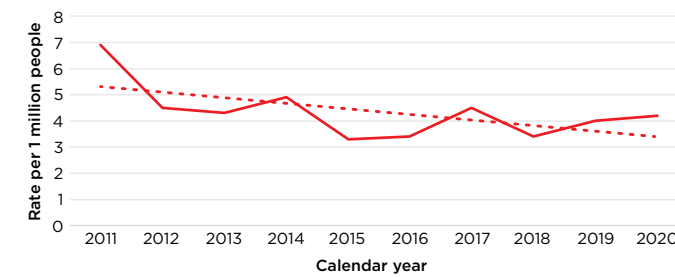


\*Prevention, Preparedness, Response, Recovery

## Outcome performance

### Fire deaths NSW

Source: 2022 Report on Government Services / Australian Bureau of Statistics Causes of Death and Estimated Resident Population.



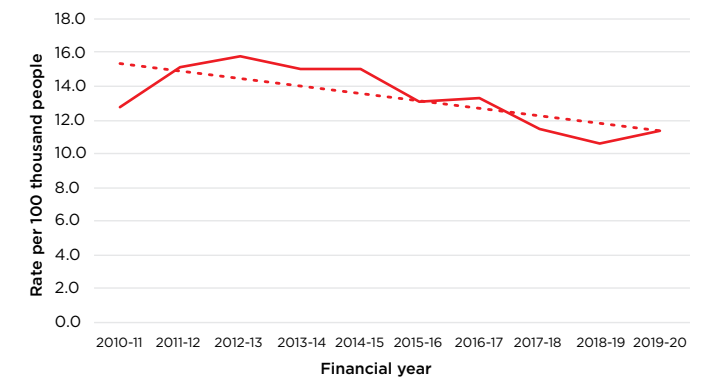
The fire death rate includes all deaths, per million people, where the underlying cause of death is fire-related to smoke, fire and flames, and including all structure and landscape fires. Annual fire death rates can be volatile because of the relatively small number of fire deaths each year and the influence of major incidents such as bushfires. The death rate has increased marginally since 2018, reflecting the impact of the Black Summer bushfires of 2019-20. The longer-term trend remains downward to 2020.

While official data are not yet available and the time period is out of scope for this report, there have been a high number of home fire deaths in NSW in the winter of 2022, reinforcing the urgency and importance of ongoing fire prevention and fire safety education within the community. (See Prevention and Education on page 30 for further information about measures being taken to protect the community).

### Fire injuries NSW

(Hospitalisation due to fire injury)

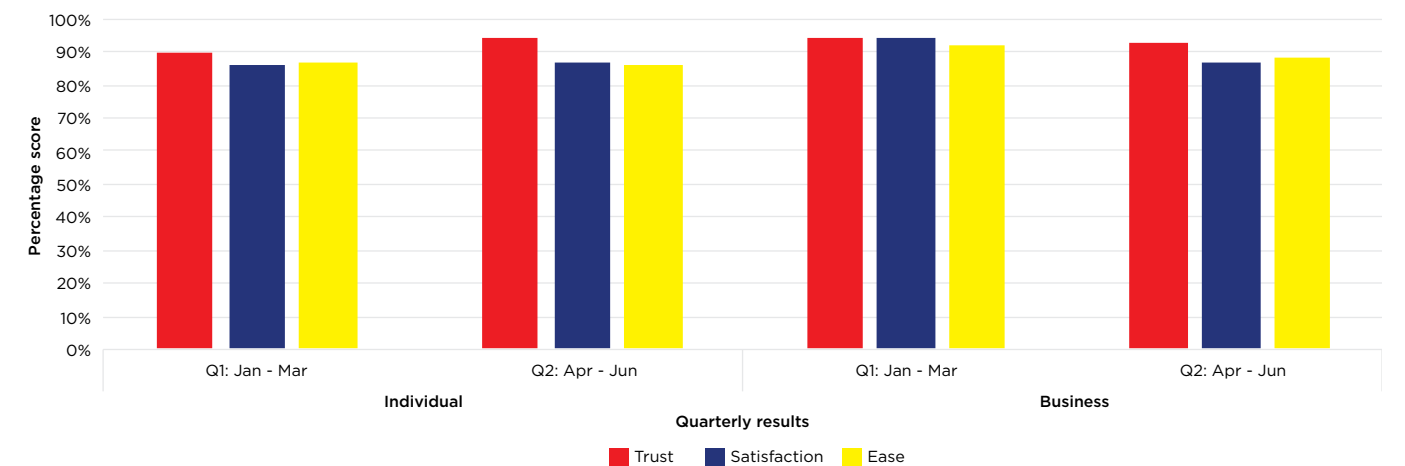
Source: 2022 Report on Government Services / Australian Institute of Health and Welfare and Australian Bureau of Statistics Estimated Resident Population.



Fire injury rate is defined as the number of cases of persons hospitalised with fire-related injuries per 100,000 people. This methodology excludes admitted patients transferred from another hospital, patients who died in hospital and patients admitted for rehabilitation. Data are reported by state of usual residence of the admitted patient. The rate has been steadily improving for NSW in recent years, in trend terms.

### Customer Experience - FRNSW results Q1 - Q2 2022

Source: 2021-22 NSW Government Customer Experience Survey



The NSW Government Customer Experience Survey is an ongoing survey on a wide range of NSW Government Services. The survey is completed by members of an independent market research panel on the services they experience. The survey commenced at the end of 2021. Results are split by individual citizens and businesses.

The graphs above reflect the high levels of average customer satisfaction FRNSW received from the sample of about 100 respondents per quarter. The main ways customers interacted with FRNSW services were through seeking general advice, reporting an emergency or attending a non-emergency situation. At this early stage of the survey's operation these scores provide a baseline for future comparison.

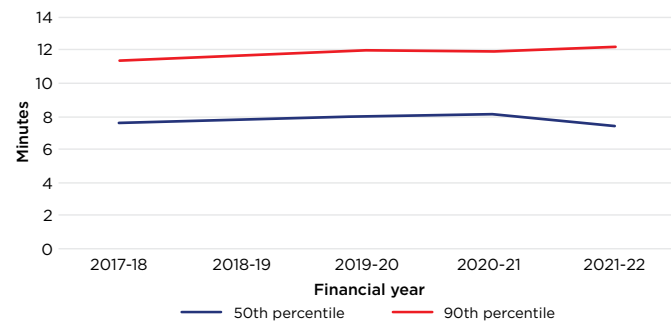
The Department of Customer Service will continue the survey, surveying 30,000 customers annually on the 37 government services offered across the sector. FRNSW will work with the Department of Customer Service to align our portion of the survey with the FRNSW Outcomes Framework in the coming years.



# Operational performance

## Response times to structure fires within FRNSW fire districts

Source: Electronic Australasian Incident Reporting System (eAIRS).

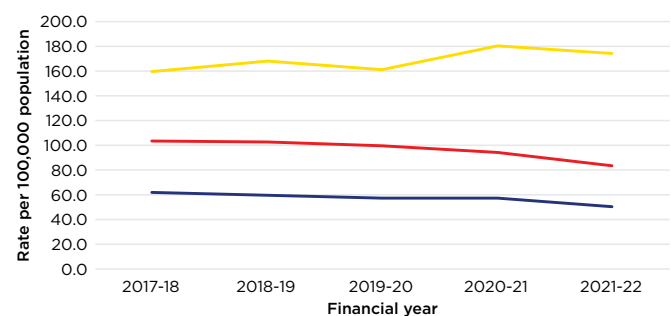


The response time to structure fires at the 50th percentile within fire districts across NSW was 7 minutes 25 seconds, meaning 50% of FRNSW responses to structure fires were within this time. At the 90th percentile the response time to structure fires within fire districts was 12 minutes 11 seconds, meaning that 90% of the time FRNSW responses to structure fires were within this time.

Response times at the 90th percentile have increased marginally in recent years, largely due to increased travel times for fire crews. Travel times are impacted by road traffic volumes while deployment of strike teams to large scale incidents, such as the major floods in 2021-22 reduces the availability of crews in their base fire stations, particularly in regional areas with on-call crews.

## Incidents responded to by FRNSW per 100,000 population

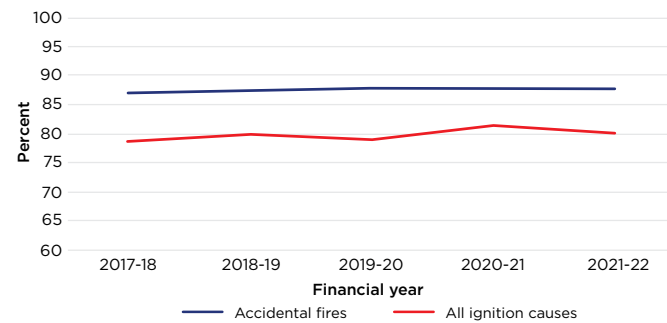
Source: Electronic Australasian Incident Reporting System (eAIRS) and Australian Bureau of Statistics Estimated Resident Population.



Incidents per 100,000 population indicates performance against the NSW Government's objective to contribute to the community's management of risks by promoting risk reduction and mitigation. The rate of non-fire rescue incidents in 2021-22 was 174.1 per 100,000 population, continuing a trend increase since 2017-18. This category includes motor vehicle crashes, confined space rescues, in-water flood rescues and animal rescues. Non-fire rescue incidents exclude responses to medical emergencies. The rate of fuel spills and chemical emergencies was 50.6 per 100,000 population in 2021-22. The rate of property fires, that is both buildings and vehicles fires, in 2021-22 was 83.5 per 100,000 population. The rate of property fires has steadily declined since 2017-18. Prevention of property fires is the primary focus of FRNSW's prevention and education activities (see page 30).

## Proportion of building fires attended by FRNSW confined to the room of origin

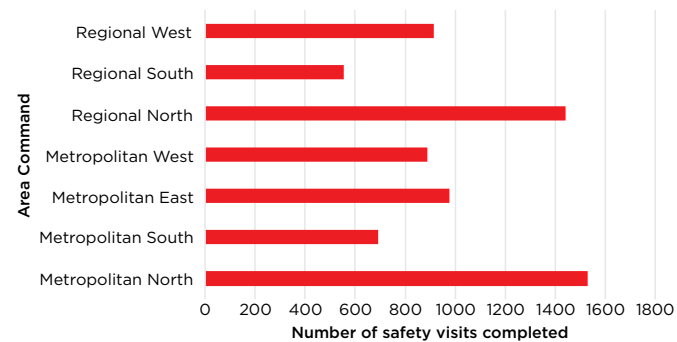
Source: Electronic Australasian Incident Reporting System (eAIRS).



'Confinement to room/object of origin' is defined as the proportion of building fires confined to the object, part room or room of origin. Firefighters record this information as part of data collection for fire incidents. A high or increasing proportion of structure fires confined to the object or room of origin is desirable. In recent years, confinement rates have been consistent for both accidental fires and for all fire causes. The percentage of accidental building fires confined to the room of origin was 87.8 per cent in 2021-22. While there was a slight drop in the rate from the previous year, the confinement rate for accidental building fires has steadily improved since 2017-18.

## Number of Safety Visits completed by FRNSW region

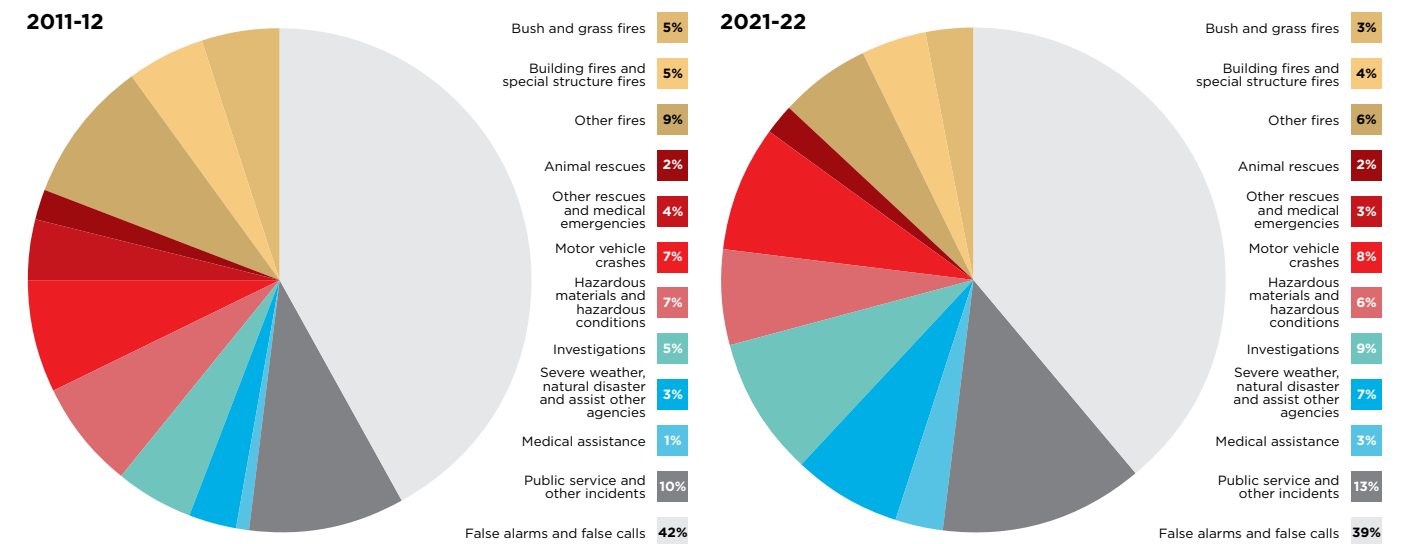
Source: FRNSW Safety Visits app.



Safety Visits is a program of direct interaction by firefighters with households, focused on homes that are assessed to be at higher risk of fire occurring based on demographic and dwelling data and the historic correlation with residential fires. Participation for selected households is not mandatory. During Safety Visits, firefighters discuss a range of fire safety risks and mitigations, including asking the householder to check that the home has working smoke alarms, that they are in good working condition, and are installed in suitable areas. Firefighters also ask residents to show them around their homes, so they can provide situation-specific fire safety information on issues such as kitchen fires, heaters and open fires, common electrical safety, barbecues and wheat bags. In 2021-22 7,004 safety visits were completed by fire crews across NSW, despite COVID-19 lockdowns which necessitated pauses in the program. Safety Visits can be booked on the FRNSW website ([www.fire.nsw.gov.au](http://www.fire.nsw.gov.au)) or by contacting local fire stations.

## Operational incidents by category 2021-22

Source: Electronic Australasian Incident Reporting System (eAIRS).



FRNSW responded to 125,583 emergency incidents in 2021-22 leading to 88,011 appliance turnouts. Analysis of incident data indicates the volume of incidents attended by FRNSW has not changed significantly over the last 10 years, but the mix of incident types has altered.

Climate change, and the roughly five-year weather cycle of El Nino, which delivers drought conditions, followed by La Nina, which brings persistent flooding, will result in continued fluctuations in the number of incidents and demand for FRNSW services.

The ageing population is also impacting on the demand for our services. Medical assistance, non-fire rescue calls, responses to natural disasters and other service calls account for a higher proportion of the incidents responded to by FRNSW now compared to 10 years ago. FRNSW has responded to changing demand for services by expanding our capabilities. The data also highlights that FRNSW is providing an increased level of support to other agencies.

In recent years, the number of building and special structure fires such as tunnels, toll booths and fencing have remained fairly constant, at around 5,500 fires per year while the number of responses to bush and grass fires, and floods has fluctuated annually depending on weather conditions. Our calls to medical emergencies and to assist the NSW Ambulance continues to increase each consecutive year.

Further incident data can be found on the FRNSW website ([fire.nsw.gov.au](http://fire.nsw.gov.au)) at the page titled, Open Data.



Collaborating with SES to assist NSW Ambulance in the medical evacuation of two-year-old boy, Congarinni North, 31/3/22



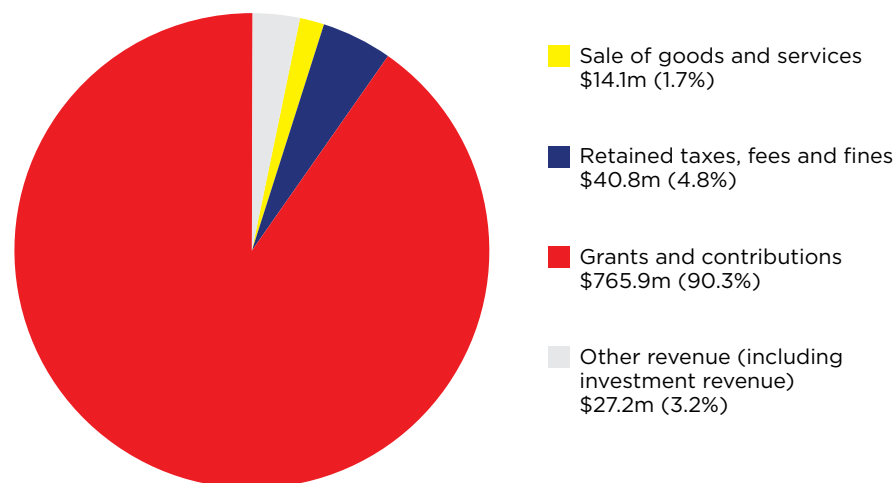
## Financial performance

In 2021-22, FRNSW received contributions and revenue of \$847.9 million to ensure our firefighters continue to protect the irreplaceable, and the community remains safe and resilient during natural disasters and emergencies.

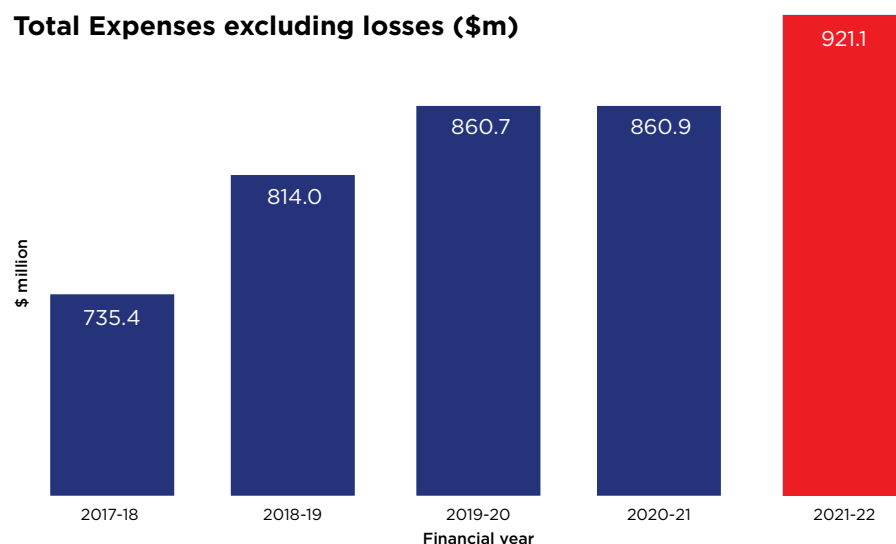
Our operating result was a deficit of \$73.2 million, driven by Employee Related Expenditure (ERE) totalling \$713.1 million, or 77 per cent of Total Expenses excluding losses. These ERE costs comprised \$546.7 million of direct salaries, wages, allowances, and other payments and \$166.4 million of associated superannuation, long service leave expenses, workers' compensation insurance and other expenses. ERE costs for 2021-22 increased by 8 per cent over 2020-21, incorporating general pay increases awarded, as well as the impact of COVID-19 and natural disasters on additional salary and wage-related expenses. Service delivery during 2021-22 was not impacted by this result.

Other operating expenses totalled \$140.6 million (15.2 per cent of Total Expenses excluding losses) for the year, an increase of 4 per cent over 2020-21. Major expense items include Maintenance \$34.3 million, which was driven by capital backlog in property and fleet programs, Communications \$32.5 million, and Uniforms and Protective Clothing \$14.1 million.

Total Revenue \$847.9m



Total Expenses excluding losses (\$m)



Our net deficit of \$61.8 million includes \$12.2 million in gains recognised from the changes in the agreement with Property NSW associated with the right-of-use assets and lease liabilities as at 30 June 2022.

Other comprehensive income items realised during the year were \$45.9 million in actuarial gains primarily related to the valuation of death and disability benefits, and a net increase in asset revaluation reserve of \$152.1 million.

The 2021-22 financial year was affected by external events. It is expected that these circumstances will continue in 2022-23 and beyond. Our organisational strategy includes continued work on financial planning and future resourcing, given the increasing demand on our services.



## OUR STRATEGY: THE PLUS PLAN

### What is the Plus Plan?

The FRNSW Plus Plan is a five-year strategy for positive organisational change and the driving force behind enabling and empowering our people. The Success Model (shown on page 16) captures FRNSW's purpose, the work we are doing (our eight operational capabilities), our stakeholders and our culture. The road to success is underpinned by a series of programs, projects, plans and initiatives FRNSW is implementing to reach our targets. As we progress through each financial year, these programs change as priorities shift and our blueprint for change becomes business as usual.

Our key areas of progress in 2021-22 are presented below and our priorities for 2022-23 are presented on page 28.



# Progress in 2021-22

2021-22 was the fourth year of our Plus Plan. We focused on the commencement of three major interrelated programs of work: Learning and Development Program, Sustainable On-Call Firefighter Program and Inclusive Culture Program.

## Learning and Development Program

**Intent:** To provide an organisation-wide understanding of how FRNSW develops our firefighters for current and future roles, and what their responsibilities are to create an organisation that is capable, confident, and ready to protect our communities.

A Learning and Development Plan for 2022-25 was developed under the program to articulate personal, role-based and organisational responsibility for firefighter training.

### Firefighter training 2021-22

97 permanent firefighters graduated from the Recruit Firefighter Program

229 on-call firefighters completed the On-Call Firefighter Program

384 permanent firefighters completed rank promotional programs

6,536 firefighters completed a variety of skill-based training courses such as Basic Life Support, rescue training, driver training, breathing apparatus, hazardous materials training, skills refreshers for on-call firefighters.



Firefighter Graduation

### Achievements 2021-22

- Developed and implemented previous Training Action Plan projects including:
  - providing open access to online learning material
  - enhancing station-based learning resources
  - defining role-based capabilities
- Developed a Training Partnership Agreement between Field Operations Division and Training Directorate to specify and prioritise the training to be delivered to meet firefighter needs.

### Plans for 2022-23

Firefighters will be progressively equipped with additional skills, knowledge and training. This is aligned with risk, and clarifying shared responsibilities, to deliver on our mission to protect the community. In 2022-23 we will:

- Launch an enhanced Promotions and Progression Program to provide firefighters with the capabilities, skills and competencies required for career progression.
- Continue to redesign our training structure for appropriate contextual content and maximum effectiveness according to our current community and firefighter needs.
- Increase and improve the use of technology in training, improving skills maintenance and access to resources to support station-based training.

## Sustainable On-Call Firefighter Program

**Intent:** To increase the inclusion, acknowledgement and recognition of on-call firefighters within FRNSW, improving recruitment, availability and retention and sustaining the on-call firefighter capability and workforce.

### Achievements 2021-22

- Developed a strategy to ensure we sustain the capability, career and future of our on-call service, with focus on three areas:
  - growing organisational culture to better support on-call firefighters,
  - improving the work conditions for on-call firefighters, and
  - investigating opportunities to improve our service delivery model.
- Increased engagement with primary employers through a resource kit to ensure on-call firefighters and their primary employers are recognised for their contribution to their local communities.
- Improved Transfer Policy to allow for improved mobility of on-call firefighters when moving home.
- Achieved efficiencies in recruitment processes by linking on-call firefighter recruitment and permanent firefighter recruitment campaigns, improved social media presence and streamlining administrative processes.
- Completed a successful pilot of the Station Leadership and Development Program for Captains and Deputy Captains across the station network. This is an in-service training program that will ensure that on-call firefighters are well equipped for subsequent leadership roles by building capacity and confidence in leading teams, a career pathway and opportunities for on-call firefighters to network and build relationships.



On-call firefighters



On-Call Firefighter Training

### Plans for 2022-23

- Roll out the Station Leadership and Development Program (SLaDP) across the FRNSW station network. SLaDP will be delivered to on-call firefighters across the state, and support progression to leadership for a wider base of on-call firefighters.
- Finalise a Dual Employment Policy to allow permanent firefighters to work as on-call firefighters as a second job. The aim is to promote positive engagement and reduce limitations on employment opportunities for staff.
- Finalise and implement the On-Call to Permanent Pathway Policy by developing procedures to support access, streamline practices and simplify recruitment for on-call firefighters.
- Improve the availability of on-call firefighters by adopting a more attractive incentive and benefits model.
- Implement a technical support network for on-call stations to support firefighters in prevention, preparedness, and response activities.



## Inclusive Culture Program

**Intent:** To increase inclusive workplace practices by addressing gaps in leadership and management capability, reinforcing behaviours that align with our values, and ensuring the right structures, systems and frameworks are in place to support cultural alignment and continuous improvement.

### Achievements 2021-22:

- Supported and promoted diversity in the workplace by raising the profile of female leaders, facilitating career planning for individuals from minority groups, and working with senior managers and support roles.
- Introduced values-based behaviour education to recruit training to help embed the right values into station-based routines.
- Completed more than 24 'strengths' workshops and 90 one-on-one coaching and strengths debrief sessions.
- Continued the rollout of respectful workplace training. Respect, Reflect, Reset training is designed to encourage employees to take ownership in creating and sustaining a positive and respectful workplace.
- Continued participation in the globally recognised Champions of Change Coalition. Executive Leadership Team members hosted 10 workshops, engaging directly with staff to understand challenges being experienced and form actions to address everyday disrespectful behaviours.
- Continued the Indigenous Fire and Rescue Employment Strategy (IFARES), offered in partnership with the Aboriginal Learning Centre of TAFE NSW, with 22 participants graduating in December 2021. Since the program's inception, 80 of 160 graduates of this program have gained employment with FRNSW. The program is designed to increase the skills and knowledge of Aboriginal and Torres Strait Islander women and men interested in becoming firefighters.
- Increased representation in the workforce of women, Aboriginal and Torres Strait Islander people and employees whose first language is not English. Workforce representation of people with a disability remained stable, just below one per-cent (see Appendix 16).
- Engaged two interns through the NSW Government Disability Internship Program.

- Increased participation in the NSW People Matter Employment Survey from 25 per cent in 2020 to 38 per cent in 2021 to help leaders better understand areas which require improvement.

### Plans for 2022-23

- Develop and promote a new Reconciliation Action Plan led by and through consultation with our First Nations staff and community.
- Expand our targeted employment strategy to replicate the success of IFARES with the initiation of the Culturally and Linguistically Diverse (CALD) program, CALD Fire and Rescue Employment Strategy (see page 33).
- Establish the FRNSW Disability Employee Network and engage a further two interns as part of the NSW Government Disability Internship Program.
- Introduce a Disability Action Plan and launch a Disability Toolkit to provide resources for firefighters on how to assist people with disabilities in emergencies and in the workplace.
- Improve accessibility with reasonable adjustments made for applicants who have identified as having a disability, to permanent firefighter positions.
- Further embed values-based behaviour education with a comprehensive program for all frontline staff.
- Grow Respect, Reflect, Reset training while refining preventative programs provided by our Professional Standards Branch to match learning to the needs of our workforce.
- Continue to implement individual Professional Development Plans across FRNSW to drive improved employee engagement and communication.
- Rollout tailored leadership and management development opportunities. The People Manager Group Mentoring Program, People Manager Fundamentals Program and the People Manager Master Classes are designed to help people managers develop their motivation and engagement skills.

## Plus Plan highlights

Under the Plus Plan, FRNSW has achieved a significant amount of positive change over the past four years. Highlights of some of our key programs, projects, plans and initiatives are below.

### SAFETY AND RESILIENCE

#### Reducing firefighter exposure to carcinogens

- Defined living, transition and working zones in fire stations.
- Delivered new multi-million dollar firefighting personal protective clothing (PPC).
- Implemented a world-first PPC laundry system and supporting technology for firefighters state-wide.

#### Enhancing firefighter capability

- Launched a Learning and Development Plan 2022-25.
- Established an Operational Improvement and Assurance branch to drive continuous improvement and safety.
- Commenced the Sustainable On-call Firefighter Program to improve recruitment, retention and recognition of our on-call firefighters.

#### Supporting mental health and wellbeing

- Linked Health Check data to health promotion programs, supporting a holistic approach to wellbeing.
- Trained and embedded 130 volunteer Peer Support Officers, five Occupational Psychologists, four Wellbeing Officers and a Wellbeing Coordinator.

- Implemented the Psychological Triage Program to ensure correct diagnosis, access to appropriate treatment and return to work options.
- Piloted the Tactical Athlete Resilience Program.

#### Improving workplace culture

- Partnered with the Champions of Change Coalition, advancing equality, leadership diversity, and respectful and inclusive workplaces.
- Implemented strengths and development coaching for individuals and teams.

### INNOVATION AND RESEARCH

#### Research and collaboration

- Commenced investigation of best practice response to lithium-ion battery fires, battery management and electric vehicle fires within buildings.
- Partnered with Transport for NSW to develop optimal fire safety solutions for new infrastructure.
- Collaborated with the Office of the Building Commissioner to deliver regulatory pre-inspection online learning for certifiers and builders.

#### Technology

- Established the \$28 million Connected Firefighter program.
- Expanded remotely piloted aircraft system capability and functions.

### Sustainability

- Collaborated with Environment Protection Authority, NSW Rural Fire Service, National Parks and Wildlife Service and Indigenous communities to conduct hazard reduction activities, integrating respect for traditional fire management practices.
- Used 100 per cent biodegradable plastic in personal protective clothing laundering process.
- Modelled net zero greenhouse gas emission pathways to achieve positive steps toward reducing our carbon emissions by 2030.

### COMMUNITY AND PARTNERS

#### Prevention and education

- Developed a tailored FireEd school program, providing resources for children with diverse needs and education about smoke alarms and escape plans.

#### Prepared for Anything

- Provided post-disaster clean-up assistance through strike teams and support by Community Engagement Officers.
- Supported NSW Ambulance, providing medical assistance to people in need at an emergency incident.



## Priorities for 2022-23

During the year a one-year Annual Plan was developed to set whole-of-agency priorities for 2022-23. A series of initiatives have been developed to achieve each priority. These have also been mapped to division and directorate plans to link tactical actions to each of the seven priorities, which are:

### Priority 1. Serving our communities

- The enhancement and delivery of our core services to the community requires focused effort across the agency in 2022-23 to ensure our responsiveness continues to align with our changing operating context and the changing expectations of the community.

### Priority 2. Celebrating our successes

- Communication of what FRNSW staff have achieved collectively requires coordination and reinforcement in the next 12 months to illustrate our value and our successes – both to staff and to our partners.

### Priority 3. Strengthening our operational capability

- There are a number of ongoing initiatives to enhance our operational capabilities that require explicit cross-agency actions to ensure they are delivered.

### Priority 4. Delivering our Plus Plan

- In addition to progressing the three major programs of work described above, we are reviewing the original initiatives developed under the Plus Plan to ensure they are all fully delivered.

### Priority 5. Embedding our values & positive behaviours

- We have achieved a lot to develop the desired culture at FRNSW where all staff feel valued and safe, however there is still a way to go. Specific programs and initiatives require consistent rollout across the agency to enhance the embedding of our values.

### Priority 6. Developing our long-term strategy

- As our five-year Plus Plan comes to an end in June 2023 we have an opportunity to begin conversations as an agency and with stakeholders about a new long-term strategy for FRNSW. This process will commence during 2022-23.

### Priority 7. Strengthening our financial sustainability and value.

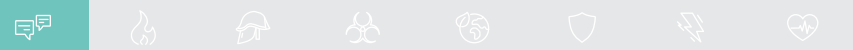
- FRNSW is facing systemic budget challenges as the cost of providing our services exceeds our annual budget allocations. We are working closely with Government to address these funding challenges for increased investment in the service.



## OUR CAPABILITIES IN ACTION

As presented on page 16, FRNSW delivers eight core capabilities: prevention and education, fire, rescue, hazmat, protect the environment, counter terrorism, natural disaster and humanitarian relief and medical response. Together these capabilities make up our success model, focused on delivering on our purpose for our stakeholders and underpinned by a focus on culture and inclusion. The following pages present our achievements in 2021-22 and plans for 2022-23 for each capability.





Installing smoke alarm as part of the Safety Visit program

## Prevention + education

We engage closely with our communities and partners to reduce risk and increase resilience to fire and emergencies.

### Achievements 2021-22

#### Community safety and research

- Completed 7,004 home Safety Visits, including installing 6,417 new smoke alarms, to better equip our communities. Due to the impacts of COVID-19 on our workforce and communities (see page 7) this total was down on FRNSW's goal for 2021-22 of 60,000 Safety Visits.
- Completed Youth Justice Conferencing and Memorandum of Understanding signed with Youth Justice NSW.
- Resumed fire station Open Day with COVID-safe event risk assessments in place, with more than 24,000 people attending 237 stations and the Emergency Services Academy. An innovative Auslan supported tour for deaf and hearing-impaired visitors was also held at City of Sydney Fire Station.
- Delivered a professional display at the 2022 Royal Easter Show to increase community awareness of how to reduce risk and increase resilience to fire and emergencies.
- Improved home fire safety awareness and resilience for children and their families through our online learning platforms.
  - 32,230 people accessed our Brigade Kids website, a new and effective tool for community engagement. 8,340 people subsequently viewed our FireEd Program Resources
  - 16,915 people accessed the Triple Zero Kids' Challenge and 28,767 sessions were played in the challenge
  - 2,103 people accessed our online Home Fire Escape Plan
  - 6,246 people played our Fire Truck Rescue game
  - 3,825 people played our BlazeXcape game
- Provided 62 new trailers and associated equipment to existing Community Fire Units (CFU) within the community. This enables volunteers to effectively operate in protecting and supporting their communities in the face of emerging disasters. CFU trained 230 new volunteers in the past year.

**WE DELIVER A WIDE RANGE OF PREVENTION AND PREPAREDNESS PROGRAMS DESIGNED TO CREATE A SAFER ENVIRONMENT AND BUILD RESILIENCE.**

This is achieved through targeting identified at-risk community groups. We work with external stakeholders to provide advice and recommendations to improve the safety, trust and confidence in the built environment for the community and firefighters.

| Community safety and research stated goals for 2021-22  | Status                    |
|---|---------------------------|
| 60,000 Safety Visits across NSW subject to COVID-19 risk management protocols.                                      | Missed target*            |
| Review of Youth Intervention and Youth Justice Conferencing Programs to ensure they remain relevant.                | Hit or tracking to target |
| Develop and implement a Fire Fatalities Reduction Action Plan.  | Hit or tracking to target |
| Develop a Research Plan that will further position FRNSW as the leading agency in urban fire research in Australia. | Hit or tracking to target |

\*see page 30

#### Fire education: 2021 Resilient Australia Award

Prevention through education is the first line of defence against misuse of fire and related injuries and fatalities. FRNSW has provided firefighter-conducted fire safety education in schools for decades and in 2020 conducted an evidence-based review of these programs.

The first part of the study involved a theoretical, process, and outcomes evaluation of FRNSW's existing programs. The evaluation involved the analysis of existing literature, program documents, secondary data, educator surveys, firefighter surveys, firefighter interviews, and expert advice. Collation and meta-analysis of the data revealed 29 evidence-based practices of fire safety education that are empirically associated with effective programming. Subsequently, nine new curriculum-mapped fire safety education programs were created.

The second part of the study involved pilot testing the updated programs. Program processes and outcomes were tested in 13 early childhood education and care services and primary schools in the Greater Sydney Area by 41 fire crews. The pilot programs were also reviewed by the Australian Institute of Disaster Resilience, NSW Department of Education, and a leading academic in the field of child-centred disaster risk reduction. The pilot programs were modified based on the results, and the final programs released in May 2021.

The new program received both the NSW Resilient Australian Award and Resilient Australia National Award in December 2021.

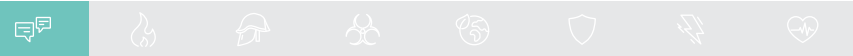
#### Fire safety

- Coordinated site meetings with the installer of community batteries across NSW to alleviate concerns about fire-related risks and ensure improved awareness of response protocols in the event of an emergency. Community batteries are shared by households to store excess power generated during the day by their rooftop solar cells for use later in the evening.
- Identified and progressed opportunities to improve fire safety regulations with stakeholders on the Fire Safety Steering Committee resulting in the Improving Fire Safety - Industry Report which has been approved by NSW Cabinet for implementation.



FireEd with primary school student





- Collaborated with the Office of the Building Commissioner to develop an online learning module for principal certifiers and builders in relation to building fire safety systems. The module, Fire and Rescue NSW regulatory pre-occupancy inspections, was released on the Construct NSW website in August 2021. A second module, Safer Buildings = Safer Communities will reinforce FRNSW requirements and expectations to external construction industry stakeholders and targets safer buildings within the NSW built environment.
- Completed a program of smoke alarm testing in partnership with key government and industry bodies to investigate the comparative performance of smoke alarms certified to different international and regional standards in 68 real fire and nuisance tests. The program found that current Australian Standards perform comparably with international best practice and highlighted the importance of having smoke alarms installed in all living and sleeping areas of the home in addition to current requirements. The results of the study will be published by Natural Hazards Research Australia.

| Fire Safety stated goals for 2021-22   | Status                    |
|--|---------------------------|
| Implement a demand-driven resourcing model for our regulatory services and work to become more customer-centric.   | Hit or tracking to target |
| Improve our knowledge relating to new and emerging risks and embed them into operational policy and training programs to keep our firefighters safe.                           | Work in progress          |
| Establish an Operational Liaison Unit to improve our knowledge and skills with complex fire safety systems at high-risk premises.  | Hit or tracking to target |
| Implement our new regulatory and compliance roles and continue to work with regulatory partners, including Project Remediate and the Office of Building Commissioner.          | Hit or tracking to target |
| Engage with other government stakeholders to integrate our services such as the ePlanning platform and Construct NSW platform.   | Hit or tracking to target |
| Continue working with major infrastructure stakeholders, such as Transport for NSW, Department of Planning, Industry and Environment and SafeWork to improve community safety. | Hit or tracking to target |

### Firefighter safety in major infrastructure design

FRNSW's Fire Safety Infrastructure Unit (FSIU) collaborates with Transport for NSW and the construction industry to provide guidance on optimal fire safety solutions for new major infrastructure including road tunnels, interchanges, metro rail tunnels, stations, and airports.

The work by FSIU has a significant impact on community and firefighter safety as the NSW Government is currently delivering the largest transport infrastructure program in Australian history, with \$76.7 billion of investment over the next four years (NSW Government, 2022).

During 2021-22, FSIU collaborated with the Sydney Metro and WestConnex project teams and provided guidance on the design of the Western Sydney International (Nancy-Bird Walton) Airport to ensure firefighters have adequate hydrant provisions, water supplies and access to and around the airport. Key considerations and challenges on this project include the size and complexity of the airport and hazards such as automated racking/storage systems.



### Multicultural Policies and Services Program (see also Appendix 17)

- Enhanced engagement with Culturally and Linguistically Diverse (CALD) communities, including development of a referral system and toolkit to deliver supported CALD presentations for local community groups.
- Developed and implemented new Adult Migrant Education and International Student Orientation Fire Safety Programs.
- Reached agreement for sharing and co-design of fire safety initiative for newly settled refugees in consultation and partnership with Settlement Services International.
- Developed social media campaign for Safety Visits and the importance of having a working smoke alarm to CALD communities.
- Published 'call to action' fire safety videos in six languages to support Winter Fire Safety Campaign.
- Commenced CALD research program, funded by Resilience NSW and in partnership with University of Technology Sydney: Reducing risk and increasing resilience in CALD communities through culturally competent communication.
- Delivered winter fire safety presentations to more than 2,000 people at various conferences and events.
- Developed an employment strategy to support those in CALD communities. A collaborative working party was formed with TAFE NSW to develop a CALD Fire and Rescue Employment Strategy (CFARES), to support CALD people to gain a recognised qualification and an insight into FRNSW as a foundation for future potential employment with FRNSW.

| Multicultural Policies and Services Program stated goals for 2021-22   | Status                    |
|--|---------------------------|
| Continue to work closely with community leaders, CALD service providers and key stakeholders to enhance community safety.                                      | Hit or tracking to target |
| Continue to develop safety information materials in various formats as resources for communities, external agencies and fire officers.                         | Hit or tracking to target |
| Develop an employment strategy similar to FRNSW's Indigenous Fire and Rescue Employment Strategy to support CALD people wishing to gain employment with FRNSW. | Hit or tracking to target |

### Plans for 2022-23

- Embed Fire Fatality Framework and release peer-reviewed research findings regarding fire fatalities.
- Increase implementation of community engagement plans at zone level, to promote hazard prevention and inform station service delivery planning.
- Pending funding approval, redevelop Youth Fire Intervention programs.
- Lead collaborative research on the Safety of Alternative and Renewable Energy Technologies.
- Commence an 18-month research program to pioneer approaches to culturally competent communication in public safety.
- Bolster Fire Safety roles in response to increased demand from the building industry.
- Continue to work with stakeholders to identify opportunities for legislative reforms to improve fire safety in buildings.
- Continue to collaborate with Transport for NSW and the construction industry to provide guidance on optimal fire safety solutions for new major infrastructure including road tunnels, interchanges, metro rail tunnels, stations, and airports.



# ComSafe Training Services



ComSafe Training Services is the commercial training division of FRNSW and is a Registered Training Organisation (RTO 91235), specialising in comprehensive, compliant workplace emergency response and high-risk technical training.

ComSafe works with clients in their workplace to achieve compliance with Work Health and Safety legislative requirements and prepare their people to confidently handle an emergency. In 2021-22, ComSafe provided its services to the Australian Defence Force, NSW Health, Transport for NSW, NSW Ports, Corrective Services NSW, TAFE NSW and NSW Police Force, among other government organisations.

Other major clients in the year included aged care facilities, childcare services, charity organisations, disability services, private schools and universities, Aboriginal health services, toll road operators, private hospitals and media and film shoots.



## Courses delivered:

### General fire safety courses:

- 131 First Attack Firefighting (FAFF)
- 51 Emergency Control Organisation Warden
- 102 Combined Warden and FAFF
- 37 Combined Warden and FAFF Healthcare

### Specialised fire safety courses:

- 9 Fire Safety Officer
- 3 Fire Safety Officer Refresher

### Enrolment across these courses:

- Total students: 6,086
  - 599 Healthcare professionals
  - 1,214 Aged Care student enrolments
  - 1,115 eLearning student enrolments
  - 3,158 All other student enrolments
  - 202 students issued with a Unit of Competency



ComSafe trainee extinguishing fire

## Achievements 2021-22:

- Improved student experience by installing a new Learner Management System (LMS) eLearning and student portal. We project that by the end of 2022, ComSafe will have provided eLearning to over 5,000 students
- Improved business development activities and client tracking using new LMS software.
- Redesigned ComSafe website.
- Met Australian Skills Quality Authority (ASQA) reporting requirements and was changed from Enterprise to Commercial Registered Training Organisation by ASQA.
- Increased social media presence to amplify in-person promotional efforts at Open Day and the Sydney Royal Easter Show.

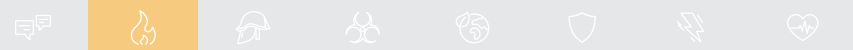
## Financial overview

Due to the COVID-19 restrictions, face-to-face training was put on hold for most of the year, as shown in the drop in revenue from July to October. However, the introduction of eLearning in November increased revenue and sustained compliance for our clients. Steady growth was achieved for the rest of the year.

### 2021-22 revenue vs budget

|                            | Sept qtr 2021 | Dec qtr 2021 | Mar qtr 2022 | Jun qtr 2022 | Total            |
|----------------------------|---------------|--------------|--------------|--------------|------------------|
| <b>Revenue</b>             | 7,960         | 174,016      | 163,999      | 276,894      | <b>622,869</b>   |
| <b>Budget</b>              | 467,394       | 382,512      | 382,512      | 467,582      | <b>1,700,000</b> |
| <b>Budget vs actual \$</b> | -459,434      | -208,496     | -218,513     | -190,688     | -1,077,131       |
| <b>Budget vs actual %</b>  | 2%            | 45%          | 43%          | 59%          | 37%              |





# Fire

We will continue to provide consistent and professional fire emergency response across the state by adopting new technologies and procedures.

## Achievements 2021-22

- Responded to 15,803 fires, which included 4,570 structure fires, 3,968 rubbish fires, 3,615 bush and grass fires and 2,461 vehicle fires.
- Continued the trial of a direct current non-contact voltage detector. Electricity at incidents is one of the major hazards that firefighters face. The DC detector is designed to allow firefighters to detect DC voltage from sources such as battery energy storage systems, PV solar arrays and electric vehicles (EVs).
- Published doctrine on dry hydrant systems, fire service control of lifts, command at ship fires, flood-affected lithium-ion batteries, and electric vehicle charging stations converted from electrical kiosks.
- Published a tanker fire training resource. This presentation and video is to assist firefighters bolster skills required when confronted with tanker fires.

- Continued to trial new equipment and research better and safer methods to extinguish and deal with incidents involving alternative renewable energy technology in collaboration with other fire agencies and research organisations.
- Continued research into alternative energy and future fuels, collaborating with other fire services both in Australia and overseas, as well as with leading international research agencies. The increased understanding gained will inform the development of procedures to safely deal with new hazards associated with these technologies.
- Commenced a trial on EV plugs as a firefighter safety risk mitigation. As electric vehicles are silent when operating, firefighters cannot hear whether a vehicle is operating when approaching an EV at an incident. The EV plug is designed to stop uncontrolled movement of the vehicle, creating a safe working environment for emergency workers.
- Worked with Transport for NSW to educate their officers on the effects that EV fires may have on the transport network.



Firefighters training to extinguish aircraft fire

## BUILDING FIRES DEVELOP MORE RAPIDLY, INCREASING THE RISK TO THE COMMUNITY.

We take all practical measures to prevent and extinguish fires, and to protect and save life and property. We constantly review our firefighting procedures to account for changing building practices and firefighting in high rise buildings and tunnels, together with the risks associated with cladding.



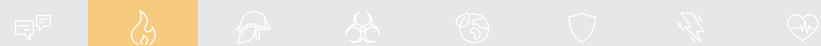
Truck fire carrying lead-acid batteries, Hume Highway 4/8/21



House fire in West Tamworth 8/4/22

| Fire - stated goals for 2021-22  | Status                    |
|--|---------------------------|
| Continue world-first trial of an electrical direct current detector in partnership with the Country Fire Authority Victoria.   | Hit or tracking to target |
| Develop guidelines and procedures for battery energy storage systems to improve our response and protection of firefighters and the community when an incident occurs. | Work in progress          |
| Study the introduction of hydrogen-based technology and how it affects emergency services.   | Work in progress          |





### Kurri Kurri 10th Alarm factory fire - 14 Nov 2021

In mid-November, crews were alerted to a very large factory fire at Kurri Kurri in the NSW Hunter Valley. First arriving firefighters found a developing fire alongside an unoccupied building. The fire initially involved wooden crates, with flames threatening neighbouring structures. Acetylene cylinders and pallets of flammable hand sanitiser (ethanol) were contained within the site.

With more than 180 firefighters battling the blaze, which was expected to continue overnight, FRNSW's Strategic Operations Centre was stood up and local operations were run from the Mobile Command Centre. A public meeting was held the following day, and Deputy Commissioner, Field Operations, Jeremy Fewtrell addressed 200 residents and business owners about the fire, progress containing it and any further risks related to the fire. FRNSW's Media Unit launched a public information portal and posted updates in local community groups on Facebook. The air quality in the vicinity of the fire was monitored for 24 hours and all readings were found to be within acceptable levels, while the public water supply remained a reliable source for the community.

Over the following days, NSW Police began their investigation while FRNSW crews removed large sections of the roof and cleaned up the area around the blaze to ensure community and firefighter safety. Three days after the fire began, crews handed control of the site back to the owner.

### Alarm levels

Alarm response protocols provide standardised sets of resources to particular types and sizes of incidents in major urban areas where there is a network of stations.



10th Alarm factory fire, Kurri Kurri 14/11/21



8th Alarm Fire Response, St Marys 19/4/22

### St Marys 8th Alarm warehouse fire - 19 April 2022

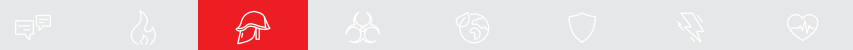
More than 130 firefighters battled an 8th Alarm hazardous material fire at St Marys, Sydney. The fire commenced in the early morning at a large chemical warehouse on Christie Street. FRNSW worked to get the blaze under control after aerosol cans exploded and a liquid petroleum gas cylinder caught alight. The rapid actions taken by FRNSW crews ensured that the fire was contained before it could spread through the building and reach larger areas of stored chemicals.

The media, including social media channels, are being used increasingly to communicate with the community to protect them from harm caused by smoke. In this case, both television news and the FRNSW Twitter feed were excellent channels to advise the public to avoid the area if possible, and for those in the surrounding areas to stay indoors and to close any windows. This incident demonstrated FRNSW's effectiveness in delivering one of the organisation's three target community outcomes: "Social, economic and environmental impacts from fire and emergencies are minimised, and loss reduced".

### Plans for 2022-23

- Review guidelines and procedures for firefighting in tunnel infrastructure environments.
- Commence a review of basic firefighting guidelines and procedures, addressing the significant changes in the operating environment for firefighters.
- Continue to research, develop and review our guidelines on alternative renewable energy technology.
- Develop, in conjunction with other government agencies, an online training program for firefighters, emergency responders, and industry to educate them on the hazards and risks associated with electric vehicle incidents.
- Complete our trials on the DC non-voltage detector and the EV plug.





In-water rescue

## Rescue

We will continue to identify the needs of the community and take actions to ensure the people of NSW receive a seamless, professional rescue service that is able to reduce the impact of incidents and other emergencies state-wide and in all conditions.



Road crash rescue training



Vertical rescue training

### Achievements 2021-22

- Responded to 14,143 rescue-related emergency incidents including in-water flood rescues, confined space rescues, responses to motor vehicle crashes and animal rescues. FRNSW rescues and removes victims from motor vehicle crashes. We may also respond with other agencies such as the Volunteer Rescue Association, NSW Police Force, NSW Ambulance or relevant electricity provider. We ensure the safety of those involved and onlookers through effective bystander management and support. We provide fire protection, remove hazards such as dangerous fluids, fuel, oil, and wreckage off the road, and clear the road to avert major traffic situations, particularly during peak hour. (See table p. 42).
- Played a vital role in the response to the NSW floods from February to April 2022 (see page 8).
- Led the development of training packages and the delivery of all levels of flood rescue training, recognised by the Australian Skills Quality Authority. This training has been successfully delivered externally across the emergency management sector.
- Received in-water rescue accreditation by the State Rescue Board for five stations: New Lambton, Hurstville, Regentville, Eastwood and Liverpool.

### WE ARE FIRST RESPONDERS TO A DIVERSE RANGE OF RESCUE INCIDENTS INCLUDING:

- Domestic and industrial incidents
- Motor vehicle crashes
- Swift water rescues during floods
- Urban Search and Rescue (USAR) for structural collapses
- Vertical/cliff rescues and other related incidents
- Confined space rescue
- Animal rescue.

### Specialist capability development: Vertical Rescue training

- Trained additional regional stations for General Land Rescue (GLR) or Road Crash Rescue based on analysis of community risk by the State Rescue Board. Significant training and assessment earned Cooma, Port Macquarie and East Maitland fire stations upgrade to GLR status in 2021-22.
- Qualified 20 staff as Primary Rescue Operators and 80 on-call firefighters in Regional Operations for GLR.
- Enhanced capability through additional training for partial structural collapse, trench, large animal, bariatric, and vertical rescue at New Lambton, Blacktown, Liverpool and Wollongong.
- Provided representation to State Rescue Board Service Delivery Working Group, analysing the future of rescue services in regional and remote areas of NSW to collaboratively plan services to meet future needs.

Our technical training team delivered an updated Vertical Rescue (VR) and Arizona Vortex program in 2022 which incorporates foundational skills and recertification.

Many improvements have been made to reflect best practice training and rescue techniques. VR instructors have also been participating in exercises with Police Rescue and Ambulance Special Operations teams to ensure consistency and parity in operations and training.

The program is designed to empower FRNSW specialists with the knowledge to construct the most efficient, effective and safe system to perform a successful vertical rescue in any situation. This program has an emphasis on our people asking the “why” rather than accepting a technique because it was shown. By asking “why” we get a better understanding of the physics behind the vertical rescue system, which helps our rescue teams to devise the most efficient system while understanding the risks compared to the benefits of all options available to the rescuer in any situation.

| Rescue - stated goals for 2021-22   | Status                    |
|---|---------------------------|
| Continue to enhance our capability to deliver the people of NSW a seamless, professional rescue service that is able to reduce the impact of accidents and other emergencies in all conditions. | Hit or tracking to target |
| Subject to COVID-19 restrictions - complete General Land Rescue upgrades at Lismore and Maclean fire stations   | Work in progress          |



**Rescue incidents attended**

| Rescue type  | 2017-18       | 2018-19       | 2019-20       | 2020-21       | 2021-22       |
|--|---------------|---------------|---------------|---------------|---------------|
| Vehicle crashes with injuries and/or extrication of victim(s) from vehicle | 4,717         | 4,595         | 4,246         | 4,580         | 3,664         |
| Vehicle crashes no injuries  | 8,027         | 7,971         | 7,287         | 8,098         | 6,797         |
| Removal of victim(s) from stalled elevator/escalator                       | 559           | 658           | 588           | 492           | 482           |
| Confined space rescue  | 26            | 25            | 26            | 21            | 33            |
| High angle and vertical rescue   | 47            | 44            | 35            | 68            | 48            |
| Extrication of victim(s) from building                                     | 233           | 285           | 296           | 417           | 386           |
| Other incidents requiring an extrication                                   | 418           | 429           | 538           | 684           | 679           |
| In water flood rescues, water rescues                                      | 23            | 37            | 62            | 61            | 92            |
| Animal rescues   | 1,593         | 1,774         | 1,648         | 2,007         | 1,962         |
| <b>Total</b>   | <b>15,643</b> | <b>15,818</b> | <b>14,726</b> | <b>16,428</b> | <b>14,143</b> |

Excludes medical emergencies, and rescues performed by Strike Team deployments during natural disasters, such as the flood rescues reported on pages 8-9.

Source: Electronic Australasian Incident Reporting System (eAIRS)

**Coonamble crew rescue man trapped for three hours**

On 2 March, 2022, 265 Station Coonamble was responded to a farming property 35km from Coonamble after a 50-year-old farmer was found with three fingers caught in a flexi-coil chisel plough. The farmer had been trapped for two hours when he was fortunately found by a visiting neighbour. As there was no mobile phone coverage in the area, the neighbour had to travel some distance from the property before he could alert emergency services.

An ambulance crew advised it would have to await the arrival of Critical Care Paramedics due to the possibility of the farmer suffering from 'crush syndrome' or trauma brought on by his injuries. Once the man was stabilised, fire crews commenced the extrication, attaching a chain pull set to compress the spring upwards, to enable the fingers to be removed from under the washer. After three and a half hours, the man was released and carried to the waiting ambulance on a spine board. He was transported to Sydney by NSW Ambulance for specialist care.



Person trapped in farm equipment, Coonamble 2/3/22



Higgins and Langley Memorial Award, presented by the Hon. Steph Cooke, Minister for Emergency Services and Resilience, and Minister for Flood Recovery 12/06/22

**Higgins and Langley Memorial Awards in swiftwater rescue**

FRNSW's work was internationally recognised in June 2022, with the prestigious Higgins and Langley Outstanding Achievement Award. The award was presented in Indiana, USA, to a specialist in-water rescue team for their work in Port Macquarie, North Coast NSW. The team is pictured above being congratulated by the Minister for Emergency Services and Resilience, and Minister for Flood Recovery, the Hon. Steph Cooke, for the outstanding work that gained this recognition.

The awards recognise preparedness, teamwork, and a job performed often under extreme conditions, where training is vital to the success of rescue missions, and the safety of rescue personnel. FRNSW's Strike Team Zulu was the only international team to be recognised in this year's awards.

At the peak of the Port Macquarie storm, Strike Team Zulu was the only in-water flood rescue team in attendance, and over a single 30-hour shift they responded to 40 individual flood rescue incidents, rescuing 220 people and 39 animals. No fatalities were recorded in the community that night and no team members received any injuries.

**Accredited rescue units**

| Units and operators     | General Land Rescue (GLR) | Road Crash Rescue (RCR) | Vertical | In-water flood |
|-------------------------|---------------------------|-------------------------|----------|----------------|
| Accredited rescue units | 84                        | 109                     | 15       | 5              |
| Rescue operators*       | 1178                      | 716                     | 243      | 149            |

\*Individual rescue operators are not accredited with the State Rescue Board. The training of rescue operators to the SRB's training standards is the responsibility of individual rescue agencies. The total agency trained operators does not equal the sum of the individual operators, as some operators have more than one qualification.

**Plans for 2022-23**

- Complete training and assessment to facilitate upgrades of Lismore and Maclean fire stations to GLR status.
- Continue to work with the State Rescue Board on GLR requirements across the FRNSW station network.
- Train up to an additional 100 in-water rescue technicians in the Greater Sydney Area.





Primary Hazmat Technician Course 11/2/22

# Hazmat

We are the combat agency for hazardous materials incidents in NSW. We will prioritise life, property and the environment in our preparedness and response. We will partner, innovate and evolve to improve our operations and achieve world's best practice.

## Achievements 2021-22

- Responded to 8,515 hazardous materials (hazmat) incidents and 1,528 hazardous conditions such as power lines down or power lines arcing.
- Supported FRNSW's flood response with:
  - A base of operations decontamination facility
  - Hazmat commanders liaising with Regional Environmental Services Functional Area Coordinators
  - Hazmat Strike Teams
  - Formulation of a state-wide operational waste plan
  - Liaison Officer embedded with the EPA's incident management team
- Deployed FRNSW's Disaster Assistance Response Team to the Kingdom of Tonga to map and take samples from waste which was potentially contaminated with asbestos containing materials. The team delivered asbestos awareness training to local emergency services and provided a report to Department of Foreign Affairs and Trade and authorities in Tonga (see page 46).
- Liased with SafeWork NSW on the safe collection, temporary storage and disposal of waste fuel and other dangerous goods
- Developed and tested a hazmat capability mapping tool, which supports analysis of needs compared to available capability and forward planning for hazmat resources around NSW. This tool will also be used by FireCOM, the network of FRNSW Communications Centres when determining which hazmat asset is best to dispatch to an incident.
- Tested Stage 1 of the Emergency Response Decision Support System for integration into mobile data terminals in trucks as a digital version of the Dangerous Goods Initial Emergency Response Guide.
- Purchased electrostatic sprayers, providing advanced decontamination capability for firefighters. Paired with a specialised decontamination solution, the sprayers provide enhanced decontamination.
- Delivered a 15-day Primary Hazmat Technician course, which provided firefighters deployed to hazmat stations with the advanced skills and expertise needed to respond to more complex hazmat incidents.
- Partnered with NSW Police to present a pilot hazmat course, educating our regional staff in management of the hazardous materials aspects of multi-agency incidents.
- Partnered with the Australian Maritime Safety Authority to commence a strategic review of the hazardous and noxious substance incident response reconnaissance capability, which seeks to aid vessels at sea in Australian waters, under the International Maritime Organization's HNS Convention.
- Supported the FRNSW Carcinogens Working Group to enhance firefighter adoption of new decontamination procedures and equipment at all incidents.
- Hosted the Australian and New Zealand National Council for fire and emergency services Hazmat Working Group at the City of Sydney Fire Station and the Emergency Services Academy.



Chemical waste factory fire, Glendenning, 7/2/22

## OUR EXPERT HAZMAT RESPONSE CAPABILITIES PROVIDE LEADERSHIP AND SUPPORT THROUGH THE FOLLOWING:

- Cooperating with NSW Police Force in special operations where illegal substances have been manufactured.
- Working with Transport for NSW in minimising the risks with transporting dangerous goods.
- Supporting the Australian National Maritime Safety Authority during hazmat incidents aboard ships.
- Responding to residential and business gas leaks.
- Advising Safe Work NSW and the NSW Environment Protection Authority on the safe handling and storage of hazardous materials.

| Hazmat - stated goals for 2021-22   | Status                    |
|---|---------------------------|
| Add an emergency response decision support system (or 'chemical companion') to mobile data terminals on fire trucks and HAZMAT laptops. | Hit or tracking to target |
| Continue developing the 'hybrid decontamination' app for use by firefighters to complement new decontamination equipment.               | Hit or tracking to target |





Operation Tonga Assist 2022

### Operation Tonga Assist 2022

The Hunga Tonga Hunga Ha-apai underwater volcano erupted on the evening of 15 January 2022, causing a tsunami and ash fall in the Kingdom of Tonga, which has a population of 105,000. On 9 March 2022, the Government of Tonga accepted Australia's offer of assistance to assess impacted areas for asbestos containing materials (ACM) on several islands.

FRNSW dispatched a team of five hazmat, aviation and Geographical Information System disaster assistance response team specialists. The team was based aboard HMAS Canberra, with the Australian Defence Force facilitating day-to-day deployments.

The team delivered specialist capability, including:

- Using remotely piloted aircraft systems (RPAS) Light Detection and Ranging (LiDAR) specialist sensors to map waste caused by the tsunami on four islands, providing estimates of the waste volume and samples for laboratory analysis
- Establishing relationships with Tongan emergency services agencies
- Providing guidance to local agencies and communities on safe identification, packaging, and disposal of ACM, and providing personal protective equipment and ACM-containment packing materials
- Arranging for the analysis of samples in qualified laboratories in Australia.

### Hazmat incidents attended 2017-18 to 2020-21\*

| Hazmat incident type   | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
|--|---------|---------|---------|---------|---------|
| Total incidents where hazmat is the cause, or there is a hazmat element in our response (e.g. motor vehicle crash with fuel spill) | 9,579   | 9,961   | 10,853  | 9,581   | 8,515   |
| Minor fuel or other flammable liquid spill/leak - 200 litres or less   | 1,164   | 1,027   | 1,081   | 1,129   | 976     |
| Major fuel or other flammable liquid spill/leak - 201 or more litres   | 45      | 45      | 48      | 55      | 56      |
| Power line down, power line arcing   | 1,847   | 2,031   | 2,769   | 1,683   | 1,528   |

\*A hazardous material (hazmat) 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. Excludes removal of hazardous materials and rapid damage assessments performed by Strike Team deployments during natural.

Source: Electronic Australasian Incident Reporting System (eAIRS)



Semi-trailer collision fire and hazmat response, Smithfield 28/10/21

### Smithfield semi-trailer collision, fire and hazmat - 28 October 2021

A semi-trailer carrying dangerous goods turned into an entrance and collided with a parked semi-trailer in Smithfield, Sydney. The truck was then struck by another passing semi-trailer. The prime mover of this semi-trailer detached from the trailer, rolled several times and exploded - causing the other semi-trailers to catch fire.

The drivers of both trucks escaped and were treated by NSW Ambulance, with one driver taken to hospital. The subsequent fire and clean up required significant FRNSW and contractor resources over a period of three days.

FRNSW established a hazmat incident and used remotely piloted aircraft systems (RPAS) for aerial surveillance and mapping. This comprehensive reconnaissance contributed to a 360-degree assessment which identified critical factors and informed the incident action plan.

FRNSW led a multi-agency response, including NSW Police, NSW Ambulance and NSW Environment Protection Authority, to render the situation safe and contain the hazardous materials. This included installing booms on local waterways and protecting against further risks that could arise from the dangerous goods that were exposed to fire.

### Plans for 2022-23

- Renew mass specialised decontamination infrastructure to aid in the decontamination of the community and other emergency services in large-scale events.
- Introduce high end detection equipment into service such as flame ionisation detectors, and area gas monitoring and mapping.
- Introduce gas sensing and sampling equipment, fitted to RPAS.
- Deliver a Primary Hazmat Technician course for Field Operations Directorate.





Hazard reduction burn

## Protect the environment

We work closely with other agencies to improve our contribution to better management of environmental impacts as a result of accidental or deliberate incidents. We also focus on minimising our own impact on the environment.

### Achievements 2021-22

#### Reducing greenhouse gas emissions

During the year FRNSW made a commitment to achieve a 50 per cent reduction in greenhouse gas emissions from 2018-19 levels by 2030, and net zero emissions by 2050.

This major commitment was made after partnering with the Department of Planning and Environment to model potential emission reduction pathways and develop investment options and strategies to achieve the commitment. The plan will introduce energy-efficient improvements to our facilities, maximise our renewable energy generation, and minimise our carbon impact by increasing purchasing of green power and transitioning our passenger fleet to efficient hybrid and electric vehicles.

#### NSW Government Resource Efficiency Policy

The NSW Government Resource Efficiency Policy has resulted in reduced expenditure on energy, water and waste. We have continued to increase resource efficiency by investing \$186,000 to install solar power at Manly Fire Station and LED lighting upgrades in 23 fire stations.

#### Sustainable bushfire management

Hazard reduction burns not only reduce the fire threat during NSW's extreme bushfire conditions, but they also provide an opportunity to improve environmental outcomes.

Fire is an important part of the lifecycle of some native plants by stimulating regrowth and heat from the fire helping them germinate. However, there can be negative impacts if fires are too intense.

Hazard reduction burns are conducted in a manner to minimise smoke and the impact on native fauna. Our bushfire officers also consider the surrounding built environment including infrastructure, the fuel load, and the presence of any Aboriginal heritage sites.

In 2021-22 FRNSW:

- Conducted 83 broadacre hazard reductions by prescribed burning and 208 pile burn hazard reductions.
- Planned, monitored, and scheduled 26 highly complex risk mitigation activities in populated bushland. This reduced the bushfire risk for 1350 urban bushland interface properties with an accumulated median property value of more than \$3.69 billion.

- Supported other agencies carrying out 10 hazard reduction activities under their legislated responsibilities that treated 139 hectares of land identified as having bushfire risk.
- Conducted a significant hazard reduction at Randwick Environment Park, on Bidjigal country, Sydney, in conjunction with Randwick Council and NSW National Parks and Wildlife Service (NPWS). This was an important step as we integrate cultural burning into our hazard reduction planning. To light the burn, a cultural ignition ceremony was conducted by Indigenous rangers from the NPWS. Hazard reduction burns are conducted in a manner to minimise smoke and the impact on native fauna.
- Conducted evaluations of built environment safety under *Protection of the Environment Operations Act 1997* (Clean Airs Regulation) where residents sought to open burn.
- Issued 2,067 fire permits and refused 10 where circumstances deemed the proposed fire unsafe.



10th Alarm factory fire, Wickham, 1/3/22

#### Wickham 10th Alarm factory fire – March 2022

On 1 March, FRNSW responded to a large factory fire in Wickham, Newcastle. By the afternoon, the fire had escalated to a 10th Alarm, with more than 100 firefighters and 30 appliances deployed to the blaze, which had taken hold in a four-storey warehouse. This situation created enormous environmental risk and required FRNSW to protect the community and the environment from disaster.

Firefighters set up an exclusion zone and assisted workers in evacuating, while also monitoring an adjoining oil terminal containing more than 8 million litres of diesel and unleaded fuel. The local community was urged to ensure windows and doors remained closed to prevent smoke infiltration. Residents from 50 houses and 200 units evacuated to a local church building. About 40 people were also evacuated from the oil storage facility and a nearby building.

The fire was brought under control within four hours, though firefighters remained on scene for more than 24 hours to safely extinguish remaining pockets of fire inside two large storage warehouses and to ensure environmental threats were eliminated.

Hazmat specialists worked onsite with the NSW Environment Protection Authority (EPA), Public Works Advisory, and a licensed asbestos assessor to investigate potential asbestos risks found in the roofs of the burning buildings. Specific actions taken included safe disposal of large amounts of asbestos-containing materials, hosing down of the car park and structures of local education facilities to address asbestos risk, inspecting four key locations based on plume modeling and information given to EPA by phone call from residents and finally, handover to EPA and Public Works for remediation of sites.

### WE HAVE MANY MEASURES IN PLACE TO PROTECT THE ENVIRONMENT DURING OUR ACTIVITIES INCLUDING:

- Managing water runoff and smoke at incidents.
- Working with the Environment Protection Authority, NSW Rural Fire Service, National Parks and Wildlife Service and other bodies to conduct hazard reduction activities, while ensuring the protection of key species.
- Ensuring all our foams are independently tested to ensure maximum environmental and firefighter safety.
- Continuing to assess the risks and impacts of PFAS on the environment through the development of site remediation plans.





### Sustainability

We have recycled our materials and diverted waste from landfill through sustainability initiatives driven by our firefighters to reduce our environmental impact.

FRNSW is now using 100 per cent biodegradable plastic in its laundering process to decontaminate personal protective equipment after exposure to toxins (about 100kgs of plastic a month or around 4000 bags).

We have sourced and approved a biodegradable security seal which will replace all numbered seals currently in service. Security seals are tamper evident mechanisms used to seal valuable material in a vehicle, or other storage facility.

### Poly-fluoroalkyl substances (PFAS)

FRNSW continues to play a lead role in the technical Poly-fluoroalkyl substances (PFAS) Working Group with members from other fire and emergency services across Australia and New Zealand. This year FRNSW has undertaken a further nine of 33 site investigations to date including fire stations, training sites, offsite training locations and private properties.







Soft sharps protection kit made from repurposed Personal Protective Clothing

### Soft sharps protection kit

FRNSW has repurposed firefighter turnout gear previously destined for landfill to create valuable sharps protection equipment. Firefighters can apply the equipment when sharp edges are present in rescue and other situations to provide protection to crews and persons being assisted.

The initial roll out will utilise about 3,000 old turnout jackets and 1,000 turnout pants, a significant reduction in the amount heading to landfill. This project has been fully funded against the cost of disposal of these garments to landfill.

| Protect the environment - stated goals for 2021-22   | Status  |
|--|---|
| Continue to implement the Government Resource Efficiency Policy.   |  Work in progress          |
| Continue to work closely with land managers to mitigate bushfire risk, employing better data-driven practices such as the use of RPAS and specialist sensors (multispectral and LIDAR) to improve information captured for pre-burn environmental fuel load evaluation and post-burn analysis. |  Hit or tracking to target |
| Continue to be active participants in Bushfire Risk Management Committees.   |  Hit or tracking to target |
| Continue to minimise the potential impacts and risks associated with PFAS.   |  Work in progress          |



### Yallah substation fire - June 2022

Substation fire response, Yallah, 18/06/22

On June 18, FRNSW successfully contained a fire in a Transgrid substation in Yallah, south of Wollongong. The blaze was caused by a mechanical failure of a redundant transformer and briefly placed the community of southern NSW at risk of loss of power due to the critical nature of the electrical infrastructure. Shellharbour airport was shut for a number of hours due to the smoke plume impacting the runway approach. About 100,000 litres of oil was also required to be confined to a bunded containment area to eliminate a serious threat to the environment.

In addition to the onsite Incident Management Team, a multi-agency Emergency Operations Centre was activated to coordinate public messaging, inter-agency requests for assistance and to report to the Minister for Emergency Services and Resilience, the Hon. Steph Cooke.

Once the fire had significantly reduced in intensity it was allowed to burn for a number of days as part of a broader strategy. Residents were encouraged to monitor the situation and stay indoors and to keep their doors and windows closed as required. Specialist hazardous materials firefighters remained on scene monitoring the smoke plume and the temperature of the impacted transformer and oil tanks for several days.

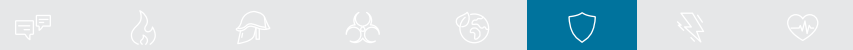
FRNSW worked with Transgrid and the NSW Environment Protection Authority to monitor the situation to ensure the safety of residents and the environment and to mitigate any potential run-off of the affected transformer oil into tributaries which flow into Lake Illawarra. This was further complicated by the onsite oil retention tanks being full of rainwater from recent significant weather events.

The incident was effectively rendered safe eight days later. A comprehensive Incident Action Plan was utilised, having been developed in consultation with fuel and energy industry experts and allowing for the cooling of the transformer oil and controlled application of compressed air foam via an aerial appliance to extinguish the fire.

### Plans for 2022-23

- Implement environment and sustainability management program.
- Implement lighting, energy efficiency and renewable energy generation projects at our facilities to reduce greenhouse gas emissions.
- Embark on PFAS remediation of private properties and a training site. A business case will be developed to ensure the program is resourced appropriately into the future.





Hazmat technician training, ESA

## Counter terrorism

We support lead agencies in responding to terrorism events by providing expert advice on fire, hazmat, medical and general emergency response to terrorism events and contribute to the assessment of potential threats.

### Achievements 2021-22

- Applied insights from international study tours completed in 2020, improving knowledge of counter terrorism-related threats and advances in information and communications technology.
- Continued to deliver Exercise Multi-agency Incident Training (MAIT) to regional NSW, which educates firefighters and staff from partner agencies in the threat and operating environment.
- Played a role in the design and delivery of exercises, coordinated with federal agencies and NSW Police and NSW Ambulance to enhance the counter terrorism capability.
- Provided continued support for NSW Police operations to advance simulation training that assists officers with decision-making skills in high-risk situations.
- Signed a new information sharing Memorandum of Understanding with NSW Police in July 2021. FRNSW's role is to manage the consequences of terrorist action, deploying our capabilities in response along side other emergency service agencies.
- Engaged in a range of capability building activities for commanders, facilitated by the Australia-New Zealand Counter Terrorism Committee through the Department of Home Affairs, centred on knowledge of risks and planning for mitigations and response.
- Participated in a range of multi-agency simulated scenario and discussion-based exercises designed to test command, control and coordination arrangements at a terrorist incident.
- Continued to develop specialised decontamination capability, in consultation with interstate and overseas agencies.
- Continued the development of our capability mapping application, which is a geographic information system that is available as a dashboard to Commanders.

### WE WORK CLOSELY WITH THE NSW POLICE AND OTHER AGENCIES TO PROVIDE SPECIALIST CAPABILITIES IN BIOLOGICAL, CHEMICAL AND RADIOLOGICAL SUBSTANCES THROUGH:

- Embedding Counter Terrorism Command qualified officers in NSW Police during counter terrorism incidents.
- Working in partnership with other emergency service agencies during incidents involving mass casualties.

| Counter terrorism - stated goals for 2021-22  | Status                    |
|---|---------------------------|
| Continue evaluation of research study tours completed in 2020 and continue to liaise with our overseas network to ensure visibility of the threat environment and advances in technology.   | Hit or tracking to target |
| Continue to deliver Exercise MAIT sessions to regional NSW.   | Hit or tracking to target |
| Ensure adequate numbers of FRNSW Commanders are trained.  | Hit or tracking to target |
| Design and deliver exercises with federal agencies in collaboration with NSW Police and NSW Ambulance to enhance our counter terrorism capability.  | Hit or tracking to target |
| Continue to support NSW Police operations and build on existing simulation style training that assists in developing rapid prime decision-making skills in officers to be able to operate and make effective decisions in high-risk situations. | Hit or tracking to target |
| Update our mass decontamination capability.   | Work in progress          |
| Add software to existing IT platforms to aid decision making by incident commanders.  | Hit or tracking to target |

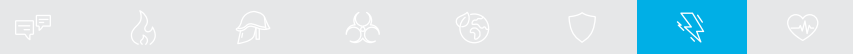


Interagency training exercise

### Plans for 2022-23

- Further embed relevant systems which support the decision-making needs of frontline commanders.
- Participate in an overseas multi-jurisdictional exercise to test whole-of-government response to a terrorist incident.
- Continue to deliver awareness sessions to regional staff to ensure their preparedness to work in a multi-agency setting.
- Liaise with overseas fire services to ensure specialised decontamination infrastructure is interoperable and fit for the needs of the NSW public.
- Utilise our world class practical learning environment at the Emergency Services Academy to run exercises to test the capabilities needed to deal with the aftermath of a terrorist incident.



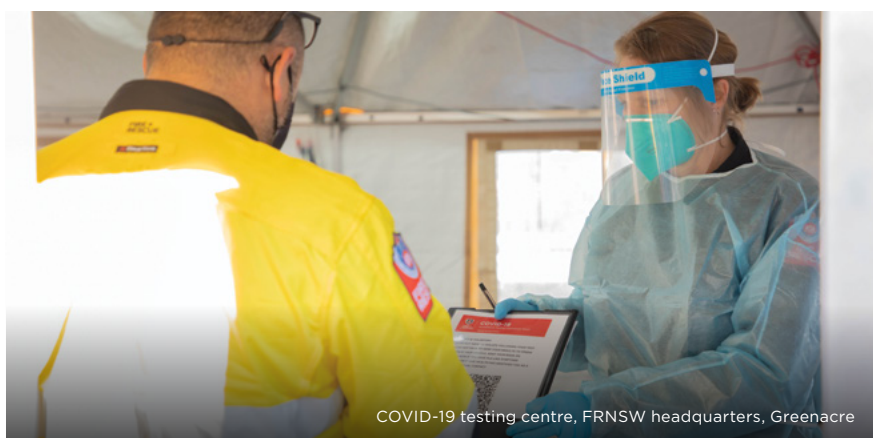


## Natural disaster and humanitarian relief

We will ensure our firefighters develop and maintain their skills to respond to natural disasters and assist other agencies to do the same. We will work closely with our partners to further develop our ability to deploy international and inter-state support to those in need.

### Achievements 2021-22

- In consultation with NSW State Emergency Service, established the Disaster Assistance Response Team (DART) base of operations for the Northern Rivers flood response at the Wollongbar TAFE site from 3 March to 7 April, 2022 (see page 8).
- Contributed to damage assessment for the Northern Rivers and Hawkesbury floods, performing over 12,500 rapid damage assessments (see page 8).
- Provided customised emergency services testing stations and quick-setup short-term working environments to support NSW Health and NSW Police. Logistics support was provided several times to the COVID-19 pandemic response effort by the DART base of operations.
- Supported FRNSW's DART deployment to Tonga in March 2022 to map and take samples from waste potentially contaminated with asbestos (see case study on page 46).
- Updated the three-year Natural Disaster and Humanitarian Relief roadmap to enhance capability through focused planning, practical training and purchase of appropriate equipment. This has guided major actions of expanding Category 2 training, and the use of DART resources by multiple agencies across NSW.



COVID-19 testing centre, FRNSW headquarters, Greenacre

**WITH THE IMPACT OF NATURAL DISASTERS INCREASING, OUR RESPONSE CAPABILITY CAN BE READILY DEPLOYED TO ACCELERATE RECOVERY EFFORTS.**

We are certified by the United Nations' International Search and Rescue Advisory Group (INSARAG) to respond to various disasters locally and internationally, often within 48 hours.

- Trained 16 FRNSW firefighters to become qualified Urban Search and Rescue (USAR) Category 2 Rescue Technicians. This course also provided training in DART and USAR Category 1 skills to members of NSW Police, NSW Ambulance and Public Works Advisory.
- Developed a training package in partnership with the Queensland Fire and Emergency Services, to meet the Department of Foreign Affairs and Trade's preventing sexual exploitation, abuse and harassment and child protection policy requirements.
- Continued participation in United Nations International Search and Rescue Advisory Group working groups for team leaders, rapid damage assessments, training, gender and cultural diversity, and on expanding the emphasis of DART deployments from USAR to include 'beyond the rubble' mixed response disaster support.

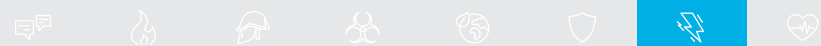
| Natural disaster and humanitarian relief - stated goals for 2021-22  | Status                    |
|--|---------------------------|
| Continue our commitment to gender equality and inclusiveness in our humanitarian teams and increase the representation of women in our deployments.  | Work in progress          |
| Implement the Natural Disaster and Humanitarian Relief Roadmap. The roadmap is a three-year plan to enhance our natural disaster and humanitarian relief capability, through focused planning, practical training and purchase of appropriate equipment. | Hit or tracking to target |



USAR Category 2 Rescue Technicians course, May 2022

USAR Category 2 Rescue Technicians course, May 2022





Landslide rescue response, Northern Rivers 4/3/22

**Northern Rivers landslide**

As the designated combat agency for structure collapse under the Major Structure Collapse Subplan of the NSW State Emergency Management Plan, FRNSW was engaged on 4 March 2022 in the response to a landslide involving a residence at Upper Wilsons Creek in northern NSW. The landslide occurred during a major flash flooding event. A house was swept down a hill and demolished, with only part of the roof remaining visible.

As lead agency, FRNSW managed the Urban Search and Rescue (USAR) capability deployed to the incident, communicating with members of the multi-agency USAR Advisory Group to coordinate a suitable response. This multi-agency response included FRNSW USAR equipment and USAR Category 2 Rescue personnel, NSW Police Rescue Unit and NSW Police Dog Unit, NSW Ambulance and the Public Works Advisory engineer.

Access to the site was impaired by debris and degradation of roads caused by flooding; initial access was by helicopter. The search concluded after a three-day, light-to-medium excavation, with all agencies contributing resources and expertise. The matter has been referred to the Coroner for investigation as the occupant of the dwelling was not found at the site.



Landslide rescue response, Northern Rivers 4/3/22



Swiss Simex 2022 representatives

**Simulated response to earthquake - Swiss Simex 2022**

During June 2022, Superintendent Tim Hassiotis and Station Officer Peta Miller took part in the Switzerland earthquake response exercise in the roles of international coach and exercise controller. The Swiss simulation exercise (Simex) scenario describes a severe earthquake of national and international significance. The epicentre of the simulated 7.2 magnitude primary earthquake was located in Lucerne with regular aftershocks, directly affecting 800,000 people with impacts throughout France, Germany and other neighbouring countries.

The earthquake delivered human devastation to the area with about 8,000 deceased, 15,000 injured and 3,000 displaced from their homes. Aftershocks, blackouts, overcrowded health systems, impacted transport routes, water contamination and looting were all aspects of the exercise the team needed to mitigate.

It was identified that the adaptable INSARAG system translates well across the Asia-Pacific and European regions, and the team was empowered to implement the learnings from the exercise to FRNSW.



Swiss Simex 2022 representatives

**Plans for 2022-23**

- Maintain our INSARAG accreditation as a heavy USAR team and international-response capability.
- Develop and maintain an effective FRNSW domestic humanitarian capability that will assist affected communities to better respond to and recover from disasters.
- Incorporate humanitarian principles and protection policies across FRNSW through internal training opportunities such as recruit first responder training and bystander engagement training.





Medical response training

## Medical response

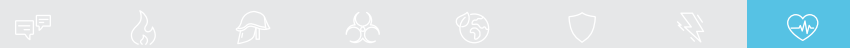
We provide invaluable and timely support to NSW Ambulance and the community. Our medical capability means we have the skills, knowledge, and equipment to provide medical assistance to people who are trapped, injured, or some other way affected by an incident or situation. The medical assistance may be provided during the course of dealing with an incident such as a fire or rescue, or FRNSW may be specifically called upon by another agency, such as NSW Ambulance, to support them.

### Achievements 2021-22



- Responded to 9,349 medical response calls, including 3,070 incidents under the Community First Responder (CFR) Program and 6,279 Ambulance Assist calls.
- Completed the rollout of new customised Emergency Medical Treatment Bags to all fire stations. These are first aid kits including a range of specialist items for functions such as trauma and resuscitation.
- Introduced arterial haemorrhage bleeding control training kits for Basic Life Support training teams and fire commands to effectively train responders in the use of tourniquets and emergency bandages for incidents involving life-threatening bleeding.
- Delivered Bystander Engagement and Firefighter Readiness (BEFR) training to a further 138 stations across regional NSW (see page 61).
- Developed and published an eLearning package to complement BEFR face-to-face workshops to ensure firefighters have ongoing access to the program and its material.
- Introduced operational changes to how firefighters perform cardiopulmonary resuscitation (CPR) at incidents during the COVID-19 pandemic, applying more contemporary techniques and the use of nasal prongs, which provide increased safety to firefighters.
- Embedded the practice of operational debriefs with NSW Ambulance paramedics, following FRNSW attendance at CPR events, to reflect on actions taken and to facilitate continuous learning for this service.
- Developed and executed a Service Level Agreement with NSW Ambulance for FRNSW to provide a Non-Clinical Load Assist to support NSW Ambulance services.
- Prepared all back-end systems for FRNSW to participate in the NSW Ambulance Public Access Defibrillation Program. The program intends to increase the survival rates for out-of-hospital cardiac arrest patients.

### OUR FIREFIGHTERS ARE TRAINED IN BASIC LIFE SUPPORT, INCLUDING ADVANCED FIRST AID, OXYGEN RESUSCITATION AND THE USE OF DEFIBRILLATORS.

In addition, our Community First Responder certified stations provide immediate medical response in regional areas until an ambulance can arrive.



### Medical response – stated goals for 2021-22 Status

|   |   |
|---|---|
| Continue to work towards participating in the NSW Ambulance Public Access Defibrillation program in consultation with the Fire Brigade Employees Union (FBEU).    |  Work in progress*         |
| Complete Bystander Engagement and Firefighter Readiness training for firefighters including continuing to strengthen psychological support and training programs. |  Hit or tracking to target |

\*This action remains a priority, however has not yet been finalised as negotiations continue with the FBEU regarding the introduction of the program.

#### Berkeley Vale crew saves man's life

On Friday 23 July, 2021, an employee from the nearby automotive workshop came to the door of 228 Station Berkeley Vale on the Central Coast to inform crews that a man had collapsed.

The Station Officer and Senior Firefighter attended the scene, where they found a 42-year-old male with laboured breathing. As the team prepared airway management and oxygen support, the Station Officer noticed his chest stopped moving and after checking, found no pulse.

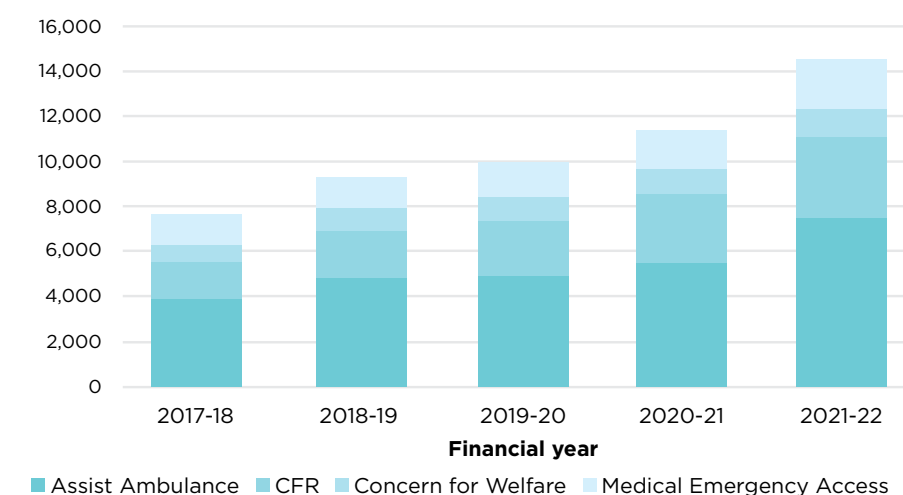
An automated external defibrillator was attached with CPR and defibrillation continuing for five minutes, with additional crew members arriving to assist. On arrival, the Ambulance Supervisor took control of patient care with firefighters continuing CPR. After another two shocks, the patient showed a pulse, and was transported to Gosford Hospital. The Ambulance Supervisor informed the crew that the early CPR and defibrillation intervention had given the patient the best chance at recovery. Four days after the incident, the patient was released from hospital.



Emergency Life Support (ELS) training

#### Number of medical incidents attended 2017-18 to 2021-22

Source: Electronic Australasian Incident Reporting System (eAIRS).



### Plans for 2022-23

- Progress participation in the NSW Ambulance Public Access Defibrillation program in consultation with the FBEU. Additional training mannequins, defibrillators and equipment has been provided for all commands to undertake regular and practical training in CPR, first aid and other incidents.
- Develop a virtual training system that can better validate and enhance firefighters' first aid and CPR skills.
- Continue to support NSW Ambulance with non-clinical load assistance focusing on reducing musculoskeletal injuries by introducing standard patient carry sheets for FRNSW appliances.





# OUR PEOPLE

## Inclusion

### Representation of EEO groups

During the year we further increased the representation of women, Aboriginal and Torres Strait Islander people, and people whose first language is not English in our workforce. However, representation of people with a disability remained stable at just under one percent (For detailed breakdown see Appendix 16, page 138). We are addressing this as part of a priority program to improve inclusion (see page 26 for further information).

### Representation of EEO groups in FRNSW as at 30 June 2022 – as a percentage of total staff

| EEO target group   | All staff | Full-time firefighting staff | On-call firefighting staff | Senior executive | Admin and trades staff |
|--|-----------|------------------------------|----------------------------|------------------|------------------------|
| Women  | 14.90%    | 10.17%                       | 12.67%                     | 26.92%           | 59.81%                 |
| Aboriginal people and Torres Strait Islanders              | 4.95%     | 5.20%                        | 5.21%                      | 0.00%            | 1.89%                  |
| People whose first language was not English                | 3.27%     | 2.37%                        | 1.63%                      | 7.69%            | 19.06%                 |
| People with a disability                                   | 0.98%     | 0.84%                        | 0.49%                      | 0.00%            | 4.91%                  |
| People with a disability requiring work-related adjustment | 0.20%     | 0.28%                        | 0.00%                      | 0.00%            | 0.94%                  |

### Trends in representation of EEO groups in FRNSW – as a percentage of total staff

| EEO target group   | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
|--|---------|---------|---------|---------|---------|
| Women  | 10.56%  | 11.40%  | 12.61%  | 13.45%  | 14.90%  |
| Aboriginal people and Torres Strait Islanders              | 3.59%   | 3.89%   | 4.26%   | 4.65%   | 4.95%   |
| People whose first language was not English                | 2.74%   | 2.89%   | 3.15%   | 3.15%   | 3.27%   |
| People with a disability                                   | 0.76%   | 0.99%   | 0.94%   | 0.94%   | 0.98%   |
| People with a disability requiring work-related adjustment | 0.19%   | 0.25%   | 0.19%   | 0.19%   | 0.20%   |

FRNSW is evolving our culture, how we behave every day, especially towards each other to ensure our workplaces are positive and productive. We have identified the good behaviours that make us successful, but we have also identified unwanted behaviours that are holding us back. An inclusive culture is essential to the ongoing delivery of high-quality service to the people of NSW. We have made inclusive culture one of our three strategic priority programs for the organisation. Achievements and plans for the program are shared on page 26.

## Consultative arrangements

FRNSW and the Fire Brigade Employees Union (FBEU) have agreed to trial a Joint Consultative Committee (JCC) which will be assembled for a period of 12 months to discuss strategic issues within FRNSW. The JCC will be led by the Executive Director People and Culture and the FBEU State Secretary. Complex matters of strategic importance will be directed towards working parties that will deal with specific matters and will have subject matter experts and representatives of both FRNSW and the FBEU.

FRNSW is committed to engaging with the FBEU as early as possible with respect to all matters that have or are likely to have significant impacts on our staff, with a strong focus on consultation and collaboration.

## Safety and wellbeing

### Achievements 2021-22

- Initiated 906 firefighters into FRNSW's Health Check program. Of the 801 firefighters who completed their health check in the financial year, more than 95 per cent were found fit to perform their duties, some with restrictions, such as the use of corrective lenses. The program has been successful in ensuring identified medical conditions are well-managed and, most importantly, that firefighters go home safely following each shift.
- Increased the number of staff directly engaged with FRNSW health and fitness programs from 2,070 in 2020-21 to 3,118 in 2021-22. This was achieved during the COVID-19 pandemic when health and fitness programs could not be conducted in-person. A key initiative was the Firefit STRONG program which guided 309 trainees through a progression of weights-based strength training. Education about musculoskeletal health and fitness was also provided to 1,785 firefighters.
- Visited initial priority stations to identify potential remedial works required to improve carcinogen exposure controls.
- Published work instruction to guide safe and effective use of detergents for removing incident ground contaminants from equipment and personal protective equipment.
- Delivered Bystander Engagement and Firefighter Readiness training to a further 138 stations across regional NSW despite the challenges of COVID-19 and operational impact of



FireFit Strong Program Fitness Drill

**MAINTAINING THE HEALTH, SAFETY AND WELLBEING OF OUR WORKFORCE IS PARAMOUNT AND A KEY AREA OF PRIORITY FOR FRNSW.**



severe weather events. The training provides firefighters with enhanced practical skills for identifying and de-escalating bystander responses at the scene of an emergency and provides techniques to enable firefighters to support themselves and their crews during and following exposure to potentially traumatic events. All remaining stations are scheduled to receive this training by end December 2022.

- Published research in the Journal of Thermal Biology in April 2022 on the effect of various recovery strategies on the performance of tasks following stressful firefighting tasks. Trials undertaken in the climate

chamber at the University of Technology Sydney demonstrated firefighters can use a variety of cooling strategies to assist to regulate body temperature and prevent heat illness. Research results are now being applied in training and operations. The Health Promotions team also educated 855 firefighters in heat illness mitigation.

- Completed the pilot Tactical Athlete Resilience Program (TARP) in partnership with the South Sydney Rugby League Club, facilitated and evaluated by UTS. The program offers firefighters access to high-performance staff to help develop their skills and resilience to better support them in their role as firefighters.

- Piloted a 'Participative Hazard Identification and Risk Management' toolkit in partnership with SafeWork NSW. La Trobe University developed the toolkit to uniquely and proactively target both physical and psychosocial hazards that may lead to musculoskeletal disorders.
- Reviewed and agreed on Work Health and Safety Consultation Procedures to ensure better engagement with staff and their representatives on matters that could affect the health and safety of staff.



TARP pilot in partnership with the South Sydney Rugby League Club

### Injury management

FRNSW experienced a significant increase in injury claims during the year. This was due to the presumptive legislation in relation to COVID-19. That is, firefighters who contracted the COVID-19 virus were managed under a presumption that the virus was contracted at work. This also led to an increase in claims for time lost. Excluding claims due to COVID-19, FRNSW received 459 claims which represented a decrease compared to previous years. Again, excluding COVID-19, the extent of time lost has gradually decreased since March 2021, with weekly benefits showing a quarter-to-quarter decrease since that time.

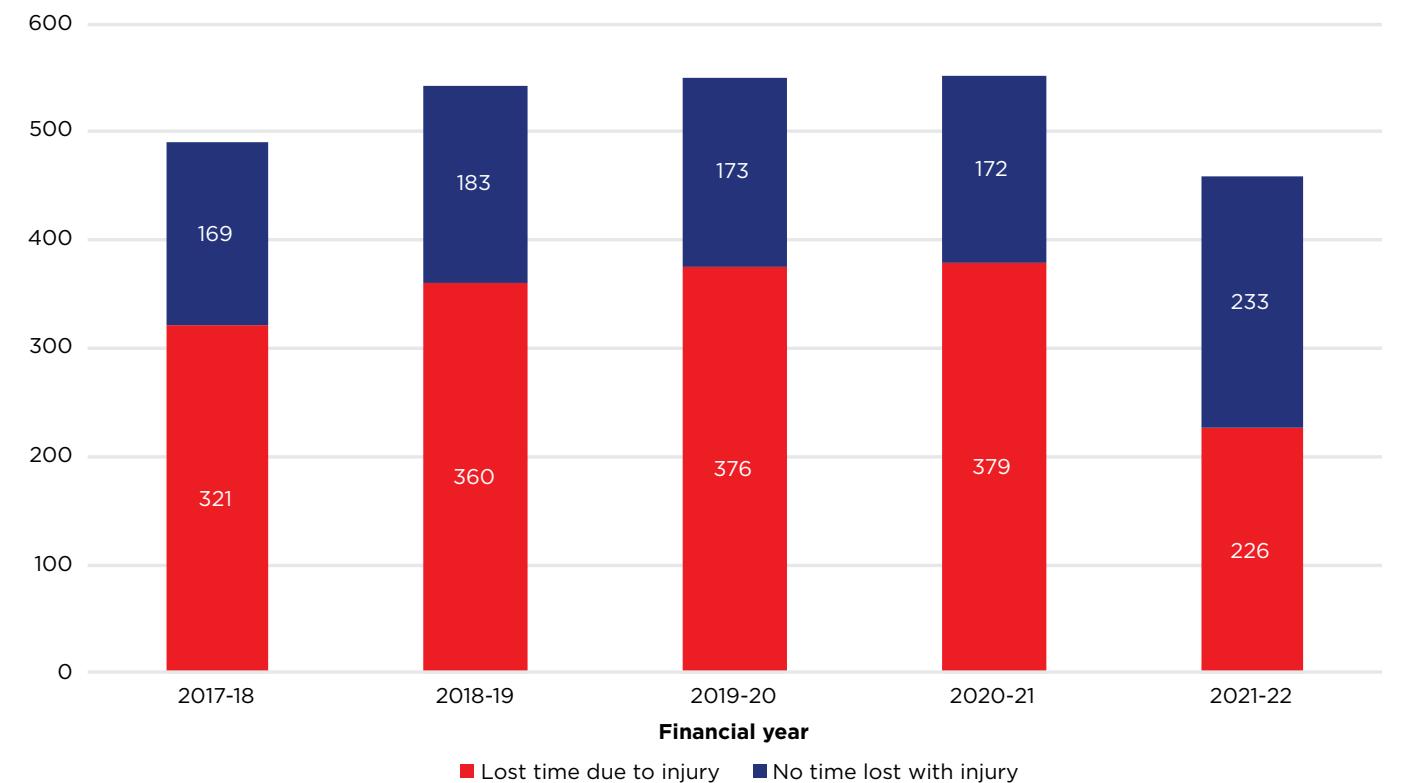
#### Workers' compensation claims received and closed 2017-18 – 2021-22

Source: Internal Reporting (Provided by EML Insurance for NSW Performance and Risk Teams)

|                               | Financial year |         |         |         |         |
|-------------------------------|----------------|---------|---------|---------|---------|
|                               | 2017-18        | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
| <b>WC claims</b>              |                |         |         |         |         |
| Physical claims received      | 449            | 485     | 479     | 493     | 1233    |
| Psychological claims received | 41             | 59      | 70      | 60      | 63      |
| Claims closed                 | 458            | 495     | 489     | 458     | 870     |
| Open claims                   | 32             | 49      | 60      | 95      | 426     |

#### Number of injury claims received from workers 2017-18 – 2021-22, without COVID related claims

Source: Internal Reporting (Provided by EML Insurance for NSW Performance and Risk Teams)







### Plans for 2022-23

Our priorities for 2022-23 include implementing a psychosocial risk management procedure and enhancing carcinogen management across all FRNSW environments. Specific initiatives which are part of this portfolio of programs to create a positive safety and wellbeing culture are discussed below.

- Consolidate and grow engagement of firefighters in health and fitness programs, including musculoskeletal injury prevention, heat stress management and the Firefit STRONG program.
- Enhance our existing psychosocial risk management processes, including the development of a psychosocial management procedure that aligns to the SafeWork NSW's Code of Practice.
- Participate in the NSW Bushfire Mental Health Program in collaboration with the NSW Rural Fire Service, program lead, and NSW State Emergency Service to support the mental health of personnel impacted by the 2019-2020 Black Summer Bushfires.
- Participate in research supported by iCare, and in partnership with industry leading researchers at Black Dog Institute, University of New South Wales (UNSW) and Phoenix Australia to evaluate the effectiveness of mental health screening in first responders and improve early intervention digital programs through a newly developed app for firefighters.
- Review our Well Checks program to improve the effectiveness and sustainability of the program which is experiencing a growth in demand. The program provides staff with brief wellbeing check-ups with a psychologist, offered to staff in a preventative and response capacity.
- Develop a framework and procedures for suicide prevention and postvention, drawing on best practice in the field and in collaboration with a Suicide Prevention Reference Group.
- Develop a centralised, integrated Critical Incident Response Tracking System to capture critical incident and response data through a variety of established sources, to better support employees impacted by potentially traumatic events.
- Develop a new fit-for-purpose psycho-education program in consultation with industry leaders from Black Dog Institute and University of NSW Traumatic Stress Clinic aimed at increasing mental health literacy and skills in firefighters.
- Update doctrine, protocols, and procedures that define essential decontamination standards for personal protective equipment and breathing apparatus.
- Implement fire decontamination e-learning module and training.



## OUR TECHNOLOGY

FRNSW continues to work closely with partner agencies and industry to provide our firefighters with the technology they need to perform their vital roles safely and effectively.



## Operational communications

FRNSW operates two Communication Centres (FireCOM), located in Sydney and Newcastle, staffed by a highly skilled team of Operational Communications officers, GIS (Geographic Information System) specialists and Information Technology (IT) personnel.

### ESCAD upgrade

A multi-year project has commenced to upgrade many of the technologies that underpin FRNSW's Triple Zero call-taking and dispatch capability. This includes:

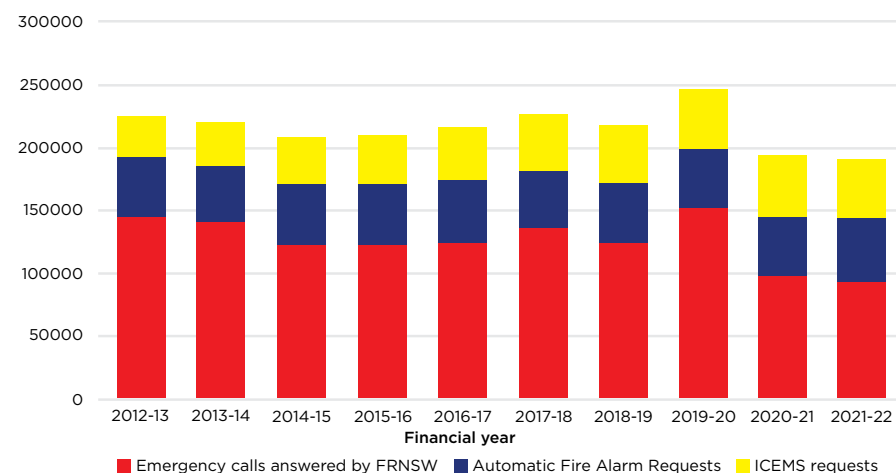
- Upgrading software to provide additional functionality to the dispatch and management of resources, and comprehensive training for over 130 FireCOM operators using the improved system
- Establishing InterCAD Electronic Communications with the NSW Rural Fire Service's computer-aided dispatch system
- Improving coordination and sharing of information within the Communications Centres
- Developing greater interoperability with other essential agencies through increased connectivity with Inter-agency CAD Electronic Messaging System (ICEMS).

### Achievements 2021-22

- Maintained full coverage for Triple Zero call and dispatch, with no loss of service despite impacts on staff availability due to COVID-19.
- Managed peak of call volumes associated with NSW floods. FRNSW supported NSW communities in addition to normal levels of requests for assistance with 5430 Triple Zero calls answered (up 38 per cent on same period in 2020-21), 4047 Automatic Fire Alarms (up 122 per cent due to effects of rain) and 2643 ICEMS incidents (up 31 per cent).
- Improved interoperability with NSW Rural Fire Service through stronger ICEMS connectivity between agencies. FRNSW has also worked with NSW RFS to have the districts which have migrated to centralised dispatch, added to ESCAD. This could help deliver centralised dispatch for communication centre operators to process calls appropriately.

### Number of requests for emergency assistance 2012-13 – 2021-22

Source: ESCAD (Emergency Services Computer Aided Dispatch), FRNSW's computer-aided dispatch system



Requests are made to the FRNSW Communications Centres through three key channels: direct phone calls, Automatic Fire Alarm alerts and ICEMS requests. In the past two financial years, total requests have been lower than in 2019-20 and the preceding eight years.

COVID-19 lockdowns contributed to the reduction in calls for emergency assistance. Wet weather in the past two summers reduced the number of bush and grass fires, reducing calls for assistance.

ICEMS requests have increased in recent years as the system has been adopted by partner agencies. Partner agencies relied more on making direct phone calls to FRNSW in past years when they required assistance. The spike in AFA requests in 2021-22 is related to the very wet weather of 2022 as extreme weather causes some alarms to be triggered.

## Connected Firefighter program

Connected Firefighter is FRNSW's component of the NSW Government 'Stay Safe and Keep Operational' initiative set up in response to operational learnings from natural disasters, such as the 2019-20 NSW Black Summer Bushfires.

This year, the program provided firefighters with access to best-in-class communications by modernising hardware and delivering new technologies. The program has:

- replaced or upgraded 257 Mobile Data Terminals (MDT)
- replaced all handheld and vehicle two-way radios, providing improved interagency communications with Rural Fire Service on the fireground
- developed vehicle communication hubs (Vehicle-as-Node) which will enhance voice and data communications to provide an 'always connected' experience using 4G and satellite technologies to improve access to emergency information and the NSW Public Safety Network (PSN)
- developed two radio communications 'Cells on Wheels' (CoWs) in partnership with the NSW State Emergency Service (SES) and two FRNSW tactical internet CoWs
- commenced working with the NSW Telco Authority to design, build and commission a paging network in the Sydney Metropolitan area to replace the retired Vodafone paging network.

## Two-way radios

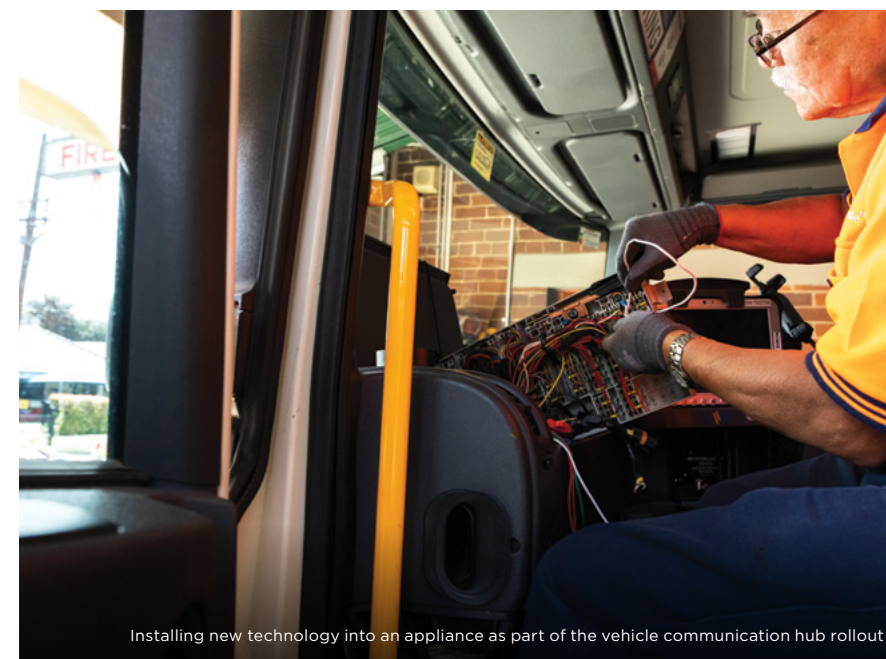
FRNSW works closely with the NSW Telco Authority to provide an emergency services two-way radio common platform across the state. The work completed this year included finalising the harmonisation of radio frequencies in the New England area as required by the Australian Communications and Media Authority (ACMA).

## Station training and media PC rollout

FRNSW's station training and media PC project was completed, with additional computer and video conferencing capability delivered in every fire station.

One key benefit of this project is the ability to hold video meetings in shared spaces, rather than on a single office screen. Video meetings in these spaces allow firefighters to:

- participate in remote, facilitator-led learning
- access pre-packaged training resources such as drill night media
- receive consistent, repeatable training experiences
- communicate with other Stations, Zone Commands, and all FRNSW by video
- communicate with external parties by video.



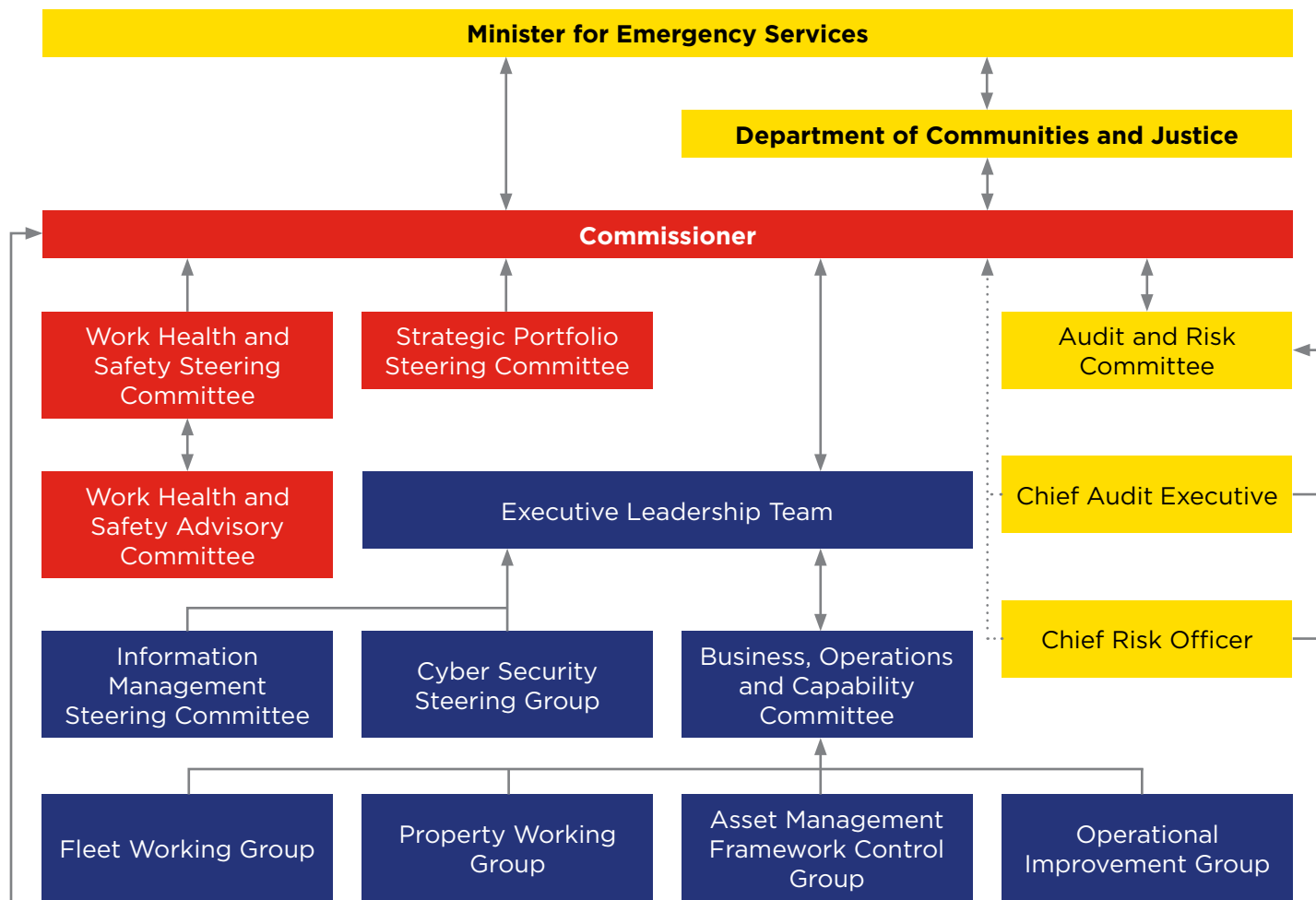
Installing new technology into an appliance as part of the vehicle communication hub rollout



# GOVERNANCE

FRNSW is committed to high standards of corporate governance with our approach reflecting the eight principles and 17 key governance components of public sector governance as outlined in the NSW Audit Office Governance Lighthouse. A key reference point is the NSW Treasury Internal Audit and Risk Management Policy for the General Government Sector (TPP 20-08). Key internal governance relationships are presented below.

## FRNSW governance relationships



### Key supporting policies:

- Asset Management Policy
- Banking Arrangements and Encashment Facilities Control Policy
- Cash & Cash Equivalents Management Policy
- Code of Conduct and Ethics
- Complaint Handling
- Compliance and Assurance Policy
- Delegations Manual
- Equity, Diversity and Inclusion Policy
- Fraud and Corruption Policy and Prevention Control Plan
- Grants and Contributions Accounting Policy
- Privacy Policy and Privacy Management Plan

## Achievements 2021-22

- Developed the FRNSW Outcomes Framework to support and facilitate outcome-based budgeting and reporting, and to provide the basis for organisation-wide business planning (see page 18).
- Established the role of Chief Risk Officer to provide expertise, support, monitoring and challenge on risk-related matters.
- Updated our Risk Management Policy, Framework and Guidelines and initiated an external review of FRNSW’s risk appetite statements, strategic and enterprise risk reporting and risk management maturity against Treasury’s Risk Maturity Assessment Tool.
- Formed the Operational Improvement & Assurance Branch as part of the 2021 restructure of the Office of the Commissioner, including an Audit and Assurance team to provide independent assurance and advisory services to promote business process improvement and consistent operations.
- Reviewed the FRNSW Internal Audit Charter 2021-24 and the FRNSW Internal Audit Manual 2021-24 to align with TPP 20-08 and the International Standards for the Professional Practice of Internal Auditing.

## Plans for 2022-23

- Implement the FRNSW Annual Plan for 2022-23 (see page 28) through division and directorate business planning and reporting.
- Review the FRNSW Code of Conduct and Ethics (Code) to reflect changes in legislation and the most recent NSW Public Service Commissioner’s Directive issued in August 2022. The Code establishes and defines the standards of behaviour and conduct expected of all staff, including contractors.
- Implement the Audit & Assurance Strategy Framework and Internal Audit Plan for 2022-25.
- Implement revised risk appetite statements and recommendations from the external review of our Risk Management Framework.



Firefighter at 446 Station Stockton





## INDEPENDENT AUDITOR'S REPORT

### Fire and Rescue New South Wales

# GENERAL PURPOSE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

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To Members of the New South Wales Parliament

### Opinion

I have audited the accompanying financial statements of the Fire and Rescue New South Wales (the Fire and Rescue NSW), which comprise the Statement by the Accountable Authority, the Statement of Comprehensive Income for the year ended 30 June 2022, the Statement of Financial Position as at 30 June 2022, 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:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the *Government Sector Finance Act 2018* (GSF Act), the *Government Sector Finance Regulation 2018* (GSF Regulation) and the Treasurer's Directions
- presents fairly the Fire and Rescue NSW's financial position, financial performance and cash flows

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 the Fire and Rescue NSW 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 (including Independence Standards)' (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

Fire and Rescue NSW's annual report for the year ended 30 June 2022 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Commissioner of the Fire and Rescue NSW is responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise a draft annual report.

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, the GSF Act, GSF Regulation and Treasurer's Directions. The Commissioner's responsibility also includes such internal control as the Commissioner determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Commissioner is responsible for assessing the Fire and Rescue NSW's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

## 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.

The scope of my audit does not include, nor provide assurance:

- that the Fire and Rescue NSW 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.



Lawrissa Chan  
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

11 October 2022  
SYDNEY



**Fire and Rescue NSW**  
**Statement by the Accountable Authority**

**FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022**

Pursuant to section 7.6(4) of the *Government Sector Finance Act 2018* ('the Act'), I state that these financial statements:

- have been prepared in accordance with the Australian Accounting Standards and the applicable requirements of the Act, the *Government Sector Finance Regulation 2018* and the Treasurer's directions, and
- present fairly Fire and Rescue NSW's financial position, financial performance and cash flows.



Paul Baxter  
 Commissioner  
 10 October 2022

**Fire and Rescue NSW**  
**Statement of Comprehensive Income**  
 For the year ended 30 June 2022

|  |              | Actual<br>2022<br>\$'000 | Budget<br>2022<br>\$'000 | Actual<br>2021<br>\$'000 |
|--|--------------|--------------------------|--------------------------|--------------------------|
| <b>EXPENSES EXCLUDING LOSSES</b>   | <b>Notes</b> |                          |                          |                          |
| Employee related expenses  | 2(a)         | 713,096                  | 642,655                  | 660,525                  |
| Operating expenses   | 2(b)         | 140,622                  | 136,803                  | 135,370                  |
| Depreciation and amortisation  | 2(c)         | 64,533                   | 64,802                   | 62,066                   |
| Finance costs  | 2(d)         | 2,832                    | 2,849                    | 2,900                    |
| <b>Total Expenses excluding losses</b>                                   |              | <b>921,083</b>           | <b>847,109</b>           | <b>860,861</b>           |
| <b>REVENUE</b>   |              |                          |                          |                          |
| Sale of goods and services   | 3(a)         | 14,070                   | 17,002                   | 13,335                   |
| Investment revenue   | 3(b)         | 419                      | 314                      | 578                      |
| Retained taxes, fees and fines   | 3(c)         | 40,766                   | 35,728                   | 37,000                   |
| Grants and contributions   | 3(d)         | 765,903                  | 790,465                  | 785,530                  |
| Other revenue  | 3(e)         | 26,754                   | 9,853                    | 17,115                   |
| <b>Total Revenue</b>   |              | <b>847,912</b>           | <b>853,362</b>           | <b>853,558</b>           |
| <b>Operating result</b>  |              | <b>(73,171)</b>          | <b>6,253</b>             | <b>(7,303)</b>           |
| Gain/(loss) on disposal  | 4            | (805)                    | -                        | (2,373)                  |
| Other gains/(losses)   | 5            | 12,188                   | -                        | 50                       |
| <b>NET RESULT</b>  |              | <b>(61,788)</b>          | <b>6,253</b>             | <b>(9,626)</b>           |
| <b>Other comprehensive income</b>  |              |                          |                          |                          |
| Items that will not be reclassified to net result in subsequent periods: |              |                          |                          |                          |
| Actuarial gain   | 17           | 45,896                   | -                        | 27,607                   |
| Net increase in asset revaluation reserve                                | 10           | 152,127                  | -                        | 85,905                   |
| <b>Total other comprehensive income</b>                                  |              | <b>198,023</b>           | <b>-</b>                 | <b>113,512</b>           |
| <b>TOTAL COMPREHENSIVE INCOME</b>  |              | <b>136,235</b>           | <b>6,253</b>             | <b>103,886</b>           |

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



**Fire and Rescue NSW**  
**Statement of Financial Position**  
**As at 30 June 2022**

|                                      | Notes | Actual<br>2022<br>\$'000 | Budget<br>2022<br>\$'000 | Actual<br>2021<br>\$'000 |
|--------------------------------------|-------|--------------------------|--------------------------|--------------------------|
| <b>ASSETS</b>                        |       |                          |                          |                          |
| <b>Current assets</b>                |       |                          |                          |                          |
| Cash and cash equivalents            | 7     | 114,944                  | 168,713                  | 199,057                  |
| Receivables                          | 8     | 27,249                   | 22,294                   | 17,421                   |
| Inventories                          | 9     | 2,871                    | 3,012                    | 2,856                    |
| Other financial assets               |       | 45                       | 38                       | 13                       |
| Non-current assets held for sale     |       | -                        | 800                      | -                        |
| <b>Total Current Assets</b>          |       | <b>145,109</b>           | <b>194,857</b>           | <b>219,347</b>           |
| <b>Non-Current Assets</b>            |       |                          |                          |                          |
| Property, plant and equipment        | 10    |                          |                          |                          |
| - Land and buildings                 |       | 825,595                  | 746,031                  | 652,632                  |
| - Plant and equipment                |       | 115,201                  | 97,510                   | 108,416                  |
| - Fire appliances                    |       | 226,485                  | 188,162                  | 235,485                  |
| Total property, plant and equipment  |       | 1,167,281                | 1,031,703                | 996,533                  |
| Right-of-use assets                  | 11    | 3,826                    | 104,999                  | 109,094                  |
| Intangible assets                    | 12    | 25,524                   | 18,541                   | 25,346                   |
| <b>Total Non-Current Assets</b>      |       | <b>1,196,631</b>         | <b>1,155,243</b>         | <b>1,130,973</b>         |
| <b>Total Assets</b>                  |       | <b>1,341,740</b>         | <b>1,350,100</b>         | <b>1,350,320</b>         |
| <b>LIABILITIES</b>                   |       |                          |                          |                          |
| <b>Current Liabilities</b>           |       |                          |                          |                          |
| Payables                             | 14    | 41,490                   | 37,126                   | 45,636                   |
| Borrowings                           | 15    | 650                      | -                        | -                        |
| Lease Liabilities                    | 16    | 867                      | 2,314                    | 2,294                    |
| Provisions                           | 17    | 164,589                  | 171,900                  | 170,273                  |
| <b>Total Current Liabilities</b>     |       | <b>207,596</b>           | <b>211,340</b>           | <b>218,203</b>           |
| <b>Non-Current Liabilities</b>       |       |                          |                          |                          |
| Borrowings                           | 15    | -                        | -                        | 650                      |
| Lease Liabilities                    | 16    | 2,758                    | 109,010                  | 110,960                  |
| Provisions                           | 17    | 175,385                  | 220,650                  | 200,741                  |
| <b>Total Non-Current Liabilities</b> |       | <b>178,143</b>           | <b>329,660</b>           | <b>312,351</b>           |
| <b>Total Liabilities</b>             |       | <b>385,739</b>           | <b>541,000</b>           | <b>530,554</b>           |
| <b>Net assets</b>                    |       | <b>956,001</b>           | <b>809,100</b>           | <b>819,766</b>           |
| <b>EQUITY</b>                        |       |                          |                          |                          |
| Reserves                             |       | 816,765                  | 665,551                  | 664,610                  |
| Accumulated funds                    |       | 139,236                  | 143,549                  | 155,156                  |
| <b>Total Equity</b>                  |       | <b>956,001</b>           | <b>809,100</b>           | <b>819,766</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 2022**

|   | Notes | Accumulated<br>Funds<br>\$'000 | Asset<br>Revaluation<br>Surplus<br>\$'000 | Total Equity<br>\$'000 |
|---|-------|--------------------------------|---|------------------------|
| <b>Balance at 1 July 2021</b>                             |       | <b>155,156</b>                 | <b>664,610</b>                            | <b>819,766</b>         |
| <b>Net result for the year</b>                            |       | <b>(61,788)</b>                | <b>-</b>                                  | <b>(61,788)</b>        |
| <b>Other Comprehensive Income:</b>                        |       |                                |   |                        |
| Actuarial gain  | 17    | 45,896                         | -   | 45,896                 |
| Net increase resulting from asset revaluation             | 10    | -                              | 152,127                                   | 152,127                |
| Transfer: asset revaluation reserve and accumulated funds |       | (28)                           | 28  | -                      |
| <b>Total Other Comprehensive Income</b>                   |       | <b>45,868</b>                  | <b>152,155</b>                            | <b>198,023</b>         |
| <b>Total Comprehensive Income for the Year</b>            |       | <b>(15,920)</b>                | <b>152,155</b>                            | <b>136,235</b>         |
| <b>Balance at 30 June 2022</b>                            |       | <b>139,236</b>                 | <b>816,765</b>                            | <b>956,001</b>         |
| <b>Balance at 1 July 2020</b>                             |       | <b>137,241</b>                 | <b>578,639</b>                            | <b>715,880</b>         |
| <b>Net result for the year</b>                            |       | <b>(9,626)</b>                 | <b>-</b>                                  | <b>(9,626)</b>         |
| <b>Other Comprehensive Income</b>                         |       |                                |   |                        |
| Actuarial gain  | 17    | 27,607                         | -   | 27,607                 |
| Net increase resulting from asset revaluation             | 10    | -                              | 85,905                                    | 85,905                 |
| Transfer: asset revaluation reserve and accumulated funds |       | (66)                           | 66  | -                      |
| <b>Total Other Comprehensive Income</b>                   |       | <b>27,541</b>                  | <b>85,971</b>                             | <b>113,512</b>         |
| <b>Total Comprehensive Income for the Year</b>            |       | <b>17,915</b>                  | <b>85,971</b>                             | <b>103,886</b>         |
| <b>Balance at 30 June 2021</b>                            |       | <b>155,156</b>                 | <b>664,610</b>                            | <b>819,766</b>         |

The accompanying notes form part of these financial statements.



**Fire and Rescue NSW**  
**Statement of Cash Flows**  
For the year ended 30 June 2022

|   | Notes | Actual<br>2022<br>\$'000 | Budget<br>2022<br>\$'000 | Actual<br>2021<br>\$'000 |
|---|-------|--------------------------|--------------------------|--------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |       |                          |                          |                          |
| <b>Payments</b>   |       |                          |                          |                          |
| Employee related  |       | (706,306)                | (648,335)                | (659,760)                |
| Finance costs   |       | (2,695)                  | (2,676)                  | (2,726)                  |
| Other   |       | (150,012)                | (136,483)                | (124,788)                |
| <b>Total Payments</b>                                       |       | <b>(859,013)</b>         | <b>(787,494)</b>         | <b>(787,274)</b>         |
| <b>Receipts</b>   |       |                          |                          |                          |
| Sale of goods and services                                  |       | 15,512                   | 16,682                   | 14,354                   |
| Retained taxes, fees and fines                              |       | 38,532                   | 28,316                   | 41,035                   |
| Interest received   |       | 440                      | 314                      | 682                      |
| Grants and contributions                                    |       | 764,438                  | 790,464                  | 787,248                  |
| Other   |       | 23,373                   | 17,265                   | 25,021                   |
| <b>Total Receipts</b>                                       |       | <b>842,295</b>           | <b>853,041</b>           | <b>868,340</b>           |
| <b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>             | 20    | <b>(16,718)</b>          | <b>65,547</b>            | <b>81,066</b>            |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |       |                          |                          |                          |
| Proceeds from sale of property, plant and equipment         |       | 820                      | -                        | 1,570                    |
| Purchases of property, plant and equipment                  |       | (58,739)                 | (78,930)                 | (56,692)                 |
| Purchases of intangible assets                              |       | (7,142)                  | (3,665)                  | (3,585)                  |
| <b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>             |       | <b>(65,061)</b>          | <b>(82,595)</b>          | <b>(58,707)</b>          |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |       |                          |                          |                          |
| Proceeds from borrowings and advances                       |       | -                        | -                        | 650                      |
| Payment of principal portion of lease liabilities           |       | (2,334)                  | (1,367)                  | (2,190)                  |
| <b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>             |       | <b>(2,334)</b>           | <b>(1,367)</b>           | <b>(1,540)</b>           |
| <b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b> |       | <b>(84,113)</b>          | <b>(18,415)</b>          | <b>20,819</b>            |
| Opening cash and cash equivalents                           |       | 199,057                  | 187,128                  | 178,238                  |
| <b>CLOSING CASH AND CASH EQUIVALENTS</b>                    | 7     | <b>114,944</b>           | <b>168,713</b>           | <b>199,057</b>           |

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

**Fire and Rescue NSW**  
**Notes to the financial statements**  
For the year ended 30 June 2022

## 1. Statement 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.

These financial statements for the year ended 30 June 2022 have been authorised for issue by the Commissioner of FRNSW on 10 October 2022.

### (b) Basis of preparation

The entity's 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 Government Sector Finance Act 2018 (GSF Act) and
- Treasurer's Directions issued under the GSF Act.

Property, plant and equipment and certain financial assets and liabilities are measured using the fair value basis. Other financial statement items are prepared in accordance with the historical cost convention except where specified otherwise.

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

FRNSW's financial statements have been prepared on a going concern basis, which contemplates the continuity of normal operating activity and the realisation of assets and the settlement of liabilities in the normal course of business. FRNSW held cash at bank at 30 June 2022 of \$114.94m (2021: \$199.06m). As at 30 June 2022 FRNSW had a net working capital deficit of \$62.49m (2021 surplus \$1.14m). The agency receives a grant from the principal cluster agency (Department of Communities and Justice) that is sufficient to fund its ongoing operations.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency, which is the entity's presentation and functional currency.

### (c) Statement of compliance

The financial statements and notes comply with Australian Accounting Standards (AAS), 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 the:

- amount of GST incurred by FRNSW as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense and
- 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 ATO are classified as operating cash flows.



**Fire and Rescue NSW**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**1. Statement of Significant Accounting Policies (cont'd)**

**(f) Income recognition**

Income is recognised in accordance with the requirements of AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities*, dependent on whether there is a contract with a customer defined by AASB 15 *Revenue from Contracts with Customers*.

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**

The annual funding was received from the Department of Communities and Justice (as principal agency for the Stronger Communities cluster) pursuant to the *Appropriation Act 2021*.

Income from grants to acquire/construct a recognisable non-financial asset to be controlled by FRNSW is recognised when FRNSW satisfies its obligations under the transfer. FRNSW satisfies the performance obligation under the transfer over time as the non-financial assets are being constructed.

Income from grants without sufficiently specific performance obligations is recognised when FRNSW obtains control over the granted assets (e.g. cash).

Receipt of volunteer services is recognised when and only when the fair value of those services can be reliably determined and the services would have been purchased if not donated. Volunteer services are measured at fair value.

FRNSW receives volunteer services from its Community Fire Units (CFU) which carry out pre-incident and event management services. The function does not provide front line firefighting services. Receipt of these services is not recognised because the services would not have been purchased if not donated.

**(ii) Unearned Revenue**

Revenue from grants with sufficiently specific performance obligations is recognised when FRNSW satisfies the performance obligations. The grants are recognised as revenue based on the grant amount specified in the funding agreement and are only recognised to the extent that it is highly probable that a significant reversal will not occur. The portion of funding received in advance pending the completion of performance obligations is accounted for as unearned revenue.

**(iii) Rendering of Services**

Revenue from rendering of services is recognised when FRNSW satisfies the performance obligation by transferring the promised services. This revenue pertains to monitoring of automatic fire alarms, removing hazardous materials, responding to major natural disaster events, conducting statutory fire safety inspections, providing community safety courses to the public and providing information technology support services to other government emergency services departments. Refer to Note 3(a) and 3(e) for details.

**(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.

**Fire and Rescue NSW**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**1. Statement of Significant Accounting Policies (cont'd)**

**(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.

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 21-09) and Treasurer's Direction '*Valuation of Physical Non-Current Assets at Fair Value*' (TD21-05). TD21-05 and TPP21-09 adopt fair value in accordance with AASB 13, AASB 116 and AASB 140.

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. Refer to Note 10 and Note 13 for further information regarding fair value.

FRNSW revalues its land and buildings at least every three years and specialised fire appliances 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 an external, professionally qualified valuer is required. An independent comprehensive revaluation of land and buildings as at 31 December 2021 and specialised fire appliances as at 31 December 2020 were completed. Additionally, a management review and revaluation of the specialised fire appliances was conducted as at 30 June 2022 and the changes in fair values are presented in the financial statements.

Where Per- and Poly-fluoroalkyl (PFAS) substances have been detected, a provision has been made for the estimated costs to carry out the remediation works. Refer to Note 22.

Non-specialised assets, classified as plant and equipment 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.



**Fire and Rescue NSW**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**1. Statement of Significant Accounting Policies (cont'd)**

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

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

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.

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) 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, 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 21 for further disclosures regarding fair value measurements of financial and non-financial assets.

(v) 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.

**Fire and Rescue NSW**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**1. Statement of Significant Accounting Policies (cont'd)**

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

(vi) Depreciation of Property, Plant and Equipment

Depreciation is provided for on a straight-line basis for all depreciable assets except for certain heritage 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 - 40             |
| Other Vehicles  | 2 - 15              |
| General Equipment   | 5 - 20              |
| Computer Hardware   | 3 - 5               |
| Leasehold improvements are depreciated over the terms of the lease. |                     |

(vii) 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.

(viii) 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.

(ix) 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.

(x) Intangible Assets

Intangible assets comprise mainly of software costs. FRNSW recognises these 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. The useful lives of these assets are assessed to be finite.

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

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 is generally amortised using the straight-line method over a period of 3 years. In specific cases, it is amortised over a period not exceeding 10 years depending on the nature and useful purpose of the computer software acquired.



**Fire and Rescue NSW**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**1. Statement of Significant Accounting Policies (cont'd)**

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

**(x) Intangible Assets (cont'd)**

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, or any loss of operating capacity due to obsolescence. 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 9).

**(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.

For financial assets carried at amortised cost, FRNSW recognises an allowance for expected credit losses (ECLs) for all debt financial assets not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows and the cash flows that the entity expects to receive, discounted at the original effective interest rate.

For trade receivables, FRNSW applies a simplified approach in calculating ECLs. FRNSW recognises a loss allowance based on lifetime ECLs at each reporting date. FRNSW has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to the receivable.

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.

**Fire and Rescue NSW**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**1. Statement of Significant Accounting Policies (cont'd)**

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

**(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) Right-of-Use Assets**

AASB 16 *Leases* requires a lessee to recognise a right-of-use asset for most leases. FRNSW has elected to present right-of-use assets separately in the Statement of Financial Position. Further information on leases is presented at Note 11.

**(xvi) Other Assets**

Other assets are recognised on a historical cost basis.

**(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.

**(ii) Employee Benefits and Other Provisions**

**(1) 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 3.1% (2021: 0.9%).

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.



**Fire and Rescue NSW**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**1. Statement of Significant Accounting Policies (cont'd)**

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

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

(2) Long Service Leave and Superannuation

FRNSW's liabilities for long service leave (LSL) and defined benefit superannuation are assumed by 'The Crown in right of the State of New South Wales' (Crown). FRNSW pays the Crown an agreed annual amount for the growth in LSL entitlements. These payments discharge the FRNSW liability and the Crown 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 Treasury Circular TC21-03) 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.

FRNSW has determined that it is not probable a liability arises to pay superannuation on annual leave loading. This position has been formed based on current inquiries, other information currently available to management, and after considering the facts from a decision in the Federal Court of Australia: *Finance Sector Union of Australia v Commonwealth Bank of Australia* [2022] FedCFamC2G 409. That decision confirmed that, in relation to the industrial agreement considered in that case, annual leave loading did not form part of ordinary time earnings and therefore, did not require superannuation contributions to be made under superannuation guarantee legislation because the obligation to pay annual leave loading was not referable to ordinary hours of work or to ordinary rates of pay. Rather, it was paid by reference to the period of annual leave, and for the purpose of compensating employees for their loss of opportunity to work additional hours at higher rates during this period.

(3) The Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Superannuation Fund

The Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Superannuation Fund ("the Scheme") is established to facilitate Death and Total and Permanent Incapacity (TPI) benefits to firefighting employees of FRNSW as provided under the Crown Employees (Fire and Rescue NSW Firefighting Staff Death and Disability) Award 2021.

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 Scheme's insurer is Hannover Life Re of Australasia Ltd (Hannover) effective from 1 July 2016. The Trustee of the superannuation fund is NSW Fire Brigades Superannuation Pty Ltd. Benefits arising from claims associated with death or total and permanent incapacity are paid by the insurer.

**Fire and Rescue NSW**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**1. Statement of Significant Accounting Policies (cont'd)**

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

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

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

Funds derived from employer contributions are used to pay benefits associated with partial and permanent incapacity and to meet any shortfall between the reserve administered by the insurer for the Scheme and the sum needed to pay the prescribed death and total and permanent incapacity benefits.

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

- The discount rate (gross of tax) assumed was 3.8% (1.9% in 2021) per annum. This discount rate is appropriate for AASB 119 purposes.
- The salary increase rate is 2.5% (2.5% in 2021).
- The inflation rate for pensions is 2.5% (2.5% in 2021).
- Mortality rates from the 2021 valuation of SSS invalidity pensions.
- An allowance of 40.0% (40.0% in 2021) for reversionary commutation of pensions (% of eligible claimants) has been provided.
- An allowance of 39% (30.0% in 2021) 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 3.1% (0.90% in 2021), 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.

**(i) Equity and Reserves**

(ii) Revaluation Surplus

The revaluation surplus is used to record increments and decrements on the revaluation of non-current assets. This is in accordance with FRNSW policy on the revaluation of property, plant and equipment as discussed in Note 1(g)(iii).

(iii) 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 19.



**Fire and Rescue NSW**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**1. Statement of Significant Accounting Policies (cont'd)**

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 4 classifies the cluster grant revenue separately from grants and contributions. However, the total budgeted amounts are the same.

**(k) Comparative information**

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

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

**(i) Effective for the first time in FY2021-22**

The accounting policies applied in FY2021-22 are consistent with those of the previous financial year except as a result of the new or revised Australian Accounting Standard that has been applied for the first time in FY2021-22:

- AASB 2020-3 *Amendments to Australian Accounting Standards – Annual Improvements 2018–2020 and Other Amendments*

This standard is effective on or after 1 January 2022. It makes some amendments to AASB 1, AASB 3, AASB 9, AASB 116, AASB 137 and AASB 141. The only impact on FRNSW is the amendment to AASB 116 *Property, Plant and Equipment* which requires an entity to recognise the sales proceeds from selling items produced while preparing property, plant and equipment for its intended use and the related cost in profit or loss, instead of deducting the amounts received from the cost of the asset.

**(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 standards that have been issued but not yet effective and that are applicable to FRNSW are:

- AASB 2020-1 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current* and AASB 2020-6 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date*.

AASB 2020-1 was initially effective on or after 1 January 2022 but was deferred to 1 January 2023 by AASB 2020-6. This Standard amends AASB 101 to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current. It has no impact on FRNSW as we are already complying with this requirement.

- AASB 2021-2 *Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates*

This standard is effective on or after 1 January 2023. It makes some amendments to AASB 7, AASB 101, AASB 108, AASB 134 and AASB Practice Statement 2. The only impact on FRNSW is the amendment to AASB 101, which requires entities to disclose their material accounting policy information rather than their significant accounting policies.

- AASB 2021-6 *Amendments to Australian Accounting Standards – Disclosure of Accounting Policies: Tier 2 and Other Australian Accounting Standards*

This standard is effective on or after 1 January 2023. It amends AASB 1049, AASB 1054 and AASB 1060 to address disclosure of material accounting policy information rather than significant accounting policies. These amendments are designed to help entities provide accounting policy disclosures that are more useful to the users of their financial statements.

**Fire and Rescue NSW**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**2. Expenses excluding losses**

**(a) Employee Related Expenses**

|  | <b>2022</b>    | <b>2021</b>    |
|--|----------------|----------------|
|  | <b>\$'000</b>  | <b>\$'000</b>  |
| Salaries and wages (including Annual Leave)                    |                |                |
| - Brigades   | 358,400        | 355,541        |
| - Retained Firefighters  | 66,790         | 53,962         |
| - Administrative & Technical Staff                             | 63,293         | 59,829         |
| Superannuation - Defined Benefit Plans                         | 11,670         | 12,831         |
| Superannuation - Defined Contribution Plans                    | 40,599         | 36,686         |
| Long service leave   | 21,728         | 20,960         |
| Workers' Compensation Insurance                                | 41,153         | 36,821         |
| Payroll Tax and Fringe Benefits Tax                            | 30,552         | 28,153         |
| Overtime   | 55,919         | 25,814         |
| Death and Disability Scheme                                    | 23,635         | 24,107         |
| TMF Agency Performance Adjustment                              | 2,489          | 5,700          |
| Redundancy Payments  | 2,137          | 585            |
| Meal Allowance   | 145            | 130            |
| Long Service Leave Liability On-Costs not assumed by the Crown | (5,414)        | (594)          |
|  | <b>713,096</b> | <b>660,525</b> |

Employee related costs capitalised and therefore excluded from the above

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**(b) Other Operating Expenses**

|   | <b>2022</b>    | <b>2021</b>    |
|---|----------------|----------------|
|   | <b>\$'000</b>  | <b>\$'000</b>  |
| Auditor's Remuneration                    |                |                |
| Audit of the Financial Statements         | 297            | 249            |
| Bad Debts Expense                         | -              | 50             |
| Communications                            | 32,462         | 25,588         |
| Computer Services                         | 514            | 442            |
| Consultants                               | 1,490          | 1,306          |
| Fees for Services                         | 12,307         | 10,145         |
| Fire Appliances and Vehicle Running Costs | 4,996          | 3,951          |
| General Expenses                          | 5,581          | 5,457          |
| Insurance                                 | 4,583          | 3,979          |
| Maintenance *                             | 34,291         | 30,833         |
| Operating Leases Rental Expenses          | 2,420          | 2,277          |
| Other Contractors                         | 5,902          | 5,447          |
| Printing and Stationery                   | 572            | 670            |
| Rates, Utilities and Cleaning             | 6,307          | 6,014          |
| Stores and Minor Equipment                | 10,815         | 9,132          |
| Travel and Subsistence                    | 3,977          | 2,964          |
| Uniforms/Protective Clothing              | 14,108         | 26,866         |
|   | <b>140,622</b> | <b>135,370</b> |

\* Reconciliation: Total maintenance

Maintenance expense - contracted labour and other (non-employee related), as above

34,291                      30,833

Maintenance related employee expense included in Note 2(a)

2,528                      2,475

**Total maintenance expenses included in Note 2(a) + 2(b)**

**36,819                      33,308**



**Fire and Rescue NSW**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

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

**(b) Other Operating Expenses (cont'd)**

**Lease expense**

FRNSW recognises the lease payments associated with the following types of leases as an expense on a straight-line basis:

- Leases that meet the definition of short-term, i.e. where the lease term at commencement of the lease is 12 months or less. This excludes leases with a purchase option.
- Leases of assets that are valued at \$10,000 or under when new.

**(c) Depreciation and Amortisation**

|  | 2022<br>\$'000 | 2021<br>\$'000 |
|--|----------------|----------------|
| <b>Depreciation</b>                        |                |                |
| <b>Buildings</b>                           |                |                |
| Buildings                                  | 21,456         | 18,535         |
| Right-of-use Assets                        | 5,267          | 5,552          |
| Leasehold Improvements                     | 408            | 397            |
|  | <b>27,131</b>  | <b>24,484</b>  |
| <b>Plant and Equipment</b>                 |                |                |
| Motor Vehicles                             | 696            | 519            |
| Computer Equipment                         | 2,888          | 3,094          |
| Plant and Equipment                        | 11,185         | 10,949         |
|  | <b>14,769</b>  | <b>14,562</b>  |
| Fire Appliances                            | 15,898         | 15,851         |
| <b>Total Depreciation</b>                  | <b>57,798</b>  | <b>54,897</b>  |
| <b>Amortisation</b>                        |                |                |
| Software                                   | 6,735          | 7,169          |
| <b>Total Amortisation</b>                  | <b>6,735</b>   | <b>7,169</b>   |
| <b>Total Depreciation and Amortisation</b> | <b>64,533</b>  | <b>62,066</b>  |

**(d) Finance Costs**

|   | 2022<br>\$'000 | 2021<br>\$'000 |
|---|----------------|----------------|
| <b>Unwinding of discount and effect of changes in discount rate on provisions</b> |                |                |
| Right-of-use lease liabilities  | 2,694          | 2,727          |
| Right-of-use asset make good liabilities  | 138            | 173            |
|   | <b>2,832</b>   | <b>2,900</b>   |

**Fire and Rescue NSW**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**3. Revenue**

**(a) Sale of Goods and Services from Contracts with Customers**

|  | 2022<br>\$'000 | 2021<br>\$'000 |
|--|----------------|----------------|
| Monitoring of Automatic Fire Alarms      | 11,765         | 11,360         |
| Public Lectures                          | 619            | 1,053          |
| Charges for Removing Hazardous Materials | 1,686          | 922            |
|  | <b>14,070</b>  | <b>13,335</b>  |

**(b) Investment Revenue**

|   | 2022<br>\$'000 | 2021<br>\$'000 |
|---|----------------|----------------|
| Interest revenue from financial assets not at fair value through profit or loss | 419            | 578            |
|   | <b>419</b>     | <b>578</b>     |

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

|                               | 2022<br>\$'000 | 2021<br>\$'000 |
|-------------------------------|----------------|----------------|
| Fines:                        |                |                |
| Charges for False Alarms      | 37,210         | 34,238         |
| Fees:                         |                |                |
| Statutory Fire Safety Charges | 3,556          | 2,762          |
|                               | <b>40,766</b>  | <b>37,000</b>  |

**(d) Grants and Contributions**

|  | 2022<br>\$'000 | 2021<br>\$'000 |
|--|----------------|----------------|
| Cluster Grant from Department of Communities and Justice (refer Note 23) | 758,695        | 780,318        |
| Fire Service - Commonwealth Government                                   | 4,856          | 4,692          |
| Other Grants and Contributions Received                                  | 2,352          | 520            |
|  | <b>765,903</b> | <b>785,530</b> |

**(e) Other Revenue**

|  | 2022<br>\$'000 | 2021<br>\$'000 |
|--|----------------|----------------|
| Australian Taxation Office Diesel Fuel Rebate    | 351            | 336            |
| Claims for Natural Disasters *                   | 10,720         | 3,243          |
| Proceeds from Insurance Claims                   | 1,098          | 1,528          |
| Property Rentals:                                |                |                |
| Leases   | 478            | 440            |
| Sub-leases to Employees                          | 303            | 289            |
| Salary Packaged Recoup                           | 134            | 167            |
| Salary Recoups from other Government Departments | 545            | 710            |
| Service Costs from other Government Departments  | 2,463          | 1,920          |
| Workers Compensation Receipts                    | 8,452          | 7,240          |
| Sundry Items                                     | 2,210          | 1,242          |
|  | <b>26,754</b>  | <b>17,115</b>  |

\* In accordance with the Natural Disaster Relief and Recovery Arrangements by the Australian Government, FRNSW submits claims for reimbursements of extra-ordinary expenditure incurred in responding to Declared Natural Disaster events such as bushfires and floods.



**Fire and Rescue NSW**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

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

|   | 2022<br>\$'000 | 2021<br>\$'000 |
|---|----------------|----------------|
| Gain/(Loss) on Disposal of Land and Buildings:    |                |                |
| Written Down Value of Assets Disposed/ Retired    | -              | (262)          |
| Net Gain/(Loss) on Disposal of Land and Buildings | -              | (262)          |
| Gain/(Loss) on Disposal of Fire Appliances:       |                |                |
| Proceeds from Disposal                            | 447            | 376            |
| Written Down Value of Assets Disposed             | (952)          | (984)          |
| Net (Loss) on Disposal of Fire Appliances         | (505)          | (608)          |
| Gain/(Loss) on Disposal of Plant and Equipment:   |                |                |
| Proceeds from Disposal                            | 373            | 1,194          |
| Written Down Value of Assets Disposed             | (464)          | (2,408)        |
| Net (Loss) on Disposal of Plant and Equipment     | (91)           | (1,214)        |
| Gain/(Loss) on Disposal of Intangible Assets      |                |                |
| Written Down Value of Assets Disposed             | (209)          | (289)          |
| Net (Loss) on Disposal of Intangible Assets       | (209)          | (289)          |
| (Loss) on Disposal of Non-Current Assets          | (805)          | (2,373)        |

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

|   | 2022<br>\$'000 | 2021<br>\$'000 |
|---|----------------|----------------|
| Impairment of receivables (refer Note 8)                                      | (4)            | 50             |
| Derecognition of right-of-use assets and lease liabilities with Property NSW* | 12,192         | -              |
| Total Other Gains/(Losses)  | 12,188         | 50             |

\*The net gain is recognised from the derecognition of the right-of-use asset and lease liability with Property NSW as at 30 June 2022. It is reconciled as below. Please refer to Note 11 for further details.

|                                   | 2022<br>\$'000 |
|-----------------------------------|----------------|
| <b>Right-of-use asset</b>         |                |
| Gross carrying value              | (112,894)      |
| Add back accumulated depreciation | 12,494         |
| Leasehold makegood obligation     | 4,862          |
| <b>Net book value</b>             | (95,538)       |
| Lease liability                   | 107,730        |
| <b>Net gain</b>                   | 12,192         |

**Fire and Rescue NSW**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

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

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

The Crown 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)(2) for details.

**7. Current assets: cash and cash equivalents**

|  | 2022<br>\$'000 | 2021<br>\$'000 |
|--|----------------|----------------|
| Cash on Hand                                     | 86             | 104            |
| Cash at Bank - Operating Account*                | 55,208         | 135,609        |
| Cash at Bank - Death and Disability Scheme Funds | 59,650         | 33,344         |
| Short-term Deposits                              | -              | 30,000         |
|  | 114,944        | 199,057        |

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) | 114,944 | 199,057 |
| Closing cash and cash equivalents (per Statement of Cash Flows) | 114,944 | 199,057 |

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



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**8. Current assets: receivables**

|   | 2022<br>\$'000 | 2021<br>\$'000 |
|---|----------------|----------------|
| False Alarms                                | 5,930          | 3,976          |
| Goods and Services Tax (GST)                | 5,936          | 4,180          |
| Interest Accrued                            | -              | 21             |
| Monitoring of Automatic Fire Alarms         | 1,779          | 1,504          |
| Natural Disasters Claims                    | 3,856          | 1,003          |
| Prepayments                                 | 4,743          | 2,663          |
| Statutory Fire Safety Charges               | 897            | 617            |
| Sundry                                      |                |                |
| - Other Receivables                         | 4,360          | 3,731          |
|   | <b>27,501</b>  | <b>17,695</b>  |
| Less: Allowance for expected credit losses* | (252)          | (274)          |
|   | <b>27,249</b>  | <b>17,421</b>  |

|   | 2022<br>\$'000 | 2021<br>\$'000 |
|---|----------------|----------------|
| *Movements in the allowance for expected credit losses        |                |                |
| Balance at 1 July   | (274)          | (362)          |
| Amounts written off during the year                           | 26             | 38             |
| Amounts recovered during the year                             | -              | -              |
| Decrease/(Increase) in allowance recognised in profit or loss | (4)            | 50             |
| Balance at 30 June  | (252)          | (274)          |

\* Details regarding credit risk including financial assets are disclosed in Note 21.

**9. Current assets: inventories**

|                       | 2022<br>\$'000 | 2021<br>\$'000 |
|-----------------------|----------------|----------------|
| Held for distribution | 2,871          | 2,856          |
|                       | <b>2,871</b>   | <b>2,856</b>   |

The mechanical workshop inventories, which are finished goods, have been included in the Statement of Financial Position at cost, adjusted when applicable, for any loss of service potential. These inventories are not for resale but for use as replacement parts in the Fire Appliances Service Centre and the value is expected to be realised in the normal course of operations.

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**10. Non-current assets: property, plant and equipment**

|   | Land and<br>Buildings<br>\$'000 | Plant and<br>Equipment<br>\$'000 | Fire<br>Appliances<br>\$'000 | Total<br>\$'000 |
|---|---------------------------------|----------------------------------|------------------------------|-----------------|
| <b>At 1 July 2020 - fair value</b>      |                                 |                                  |                              |                 |
| Gross carrying amount                   | 1,060,378                       | 251,969                          | 357,896                      | 1,670,243       |
| Accumulated depreciation and impairment | (400,979)                       | (152,497)                        | (211,709)                    | (765,185)       |
| <b>Net carrying amount</b>              | <b>659,399</b>                  | <b>99,472</b>                    | <b>146,187</b>               | <b>905,058</b>  |

| <b>Year ended 30 June 2021</b>             |                |                |                |                |
|--|----------------|----------------|----------------|----------------|
| Net Carrying Amount at Start of Year       | 659,399        | 99,472         | 146,187        | 905,058        |
| 2020/21 additions:                         |                |                |                |                |
| Expenditure Capitalised                    | 4,567          | 6,778          | 833            | 12,178         |
| Work in Progress (WIP)                     | 7,678          | 22,062         | 19,711         | 49,451         |
| Reclassifications to Intangibles           | (618)          | (2,926)        | (316)          | (3,860)        |
| Disposals/ Retirement at gross value       | (563)          | (16,063)       | (8,807)        | (25,433)       |
| Reclassification from Assets Held for Sale | 800            | -              | -              | 800            |
| Depreciation Expense                       | (18,932)       | (14,562)       | (15,851)       | (49,345)       |
| Net Revaluation Increment                  | -              | -              | 85,905         | 85,905         |
| Depreciation Written Back on Disposals     | 301            | 13,655         | 7,823          | 21,779         |
| <b>Net Carrying Amount at End of Year</b>  | <b>652,632</b> | <b>108,416</b> | <b>235,485</b> | <b>996,533</b> |

| <b>At 1 July 2021 - fair value</b>      |                |                |                |                |
|---|----------------|----------------|----------------|----------------|
| Gross carrying amount                   | 1,073,109      | 261,821        | 456,563        | 1,791,493      |
| Accumulated depreciation and impairment | (420,477)      | (153,405)      | (221,078)      | (794,960)      |
| <b>Net carrying amount</b>              | <b>652,632</b> | <b>108,416</b> | <b>235,485</b> | <b>996,533</b> |

| <b>Year ended 30 June 2022</b>             |                |                |                |                  |
|--|----------------|----------------|----------------|------------------|
| Net Carrying Amount at Start of Year       | 652,632        | 108,416        | 235,485        | 996,533          |
| 2021/22 additions:                         |                |                |                |                  |
| Expenditure Capitalised                    | 3,422          | 7,466          | 1,056          | 11,944           |
| Work in Progress (WIP)                     | 13,523         | 13,806         | 19,496         | 46,825           |
| Reclassifications among asset classes      | (51)           | 746            | (675)          | 20               |
| Disposals/ Retirement at gross value       | -              | (3,994)        | (9,347)        | (13,341)         |
| Depreciation Expense                       | (21,864)       | (14,769)       | (15,898)       | (52,531)         |
| Net Revaluation Increment/ Decrement       | 173,071        | -              | (12,027)       | 161,044          |
| Leasehold Makegood Obligation (see Note 5) | 4,862          | -              | -              | 4,862            |
| Depreciation Written Back on Disposals     | -              | 3,530          | 8,395          | 11,925           |
| <b>Net Carrying Amount at End of Year</b>  | <b>825,595</b> | <b>115,201</b> | <b>226,485</b> | <b>1,167,281</b> |

| <b>At 30 June 2022 - fair value</b>     |                |                |                |                  |
|---|----------------|----------------|----------------|------------------|
| Gross carrying amount                   | 1,387,043      | 279,844        | 482,198        | 2,149,085        |
| Accumulated depreciation and impairment | (561,448)      | (164,643)      | (255,713)      | (981,804)        |
| <b>Net carrying amount*</b>             | <b>825,595</b> | <b>115,201</b> | <b>226,485</b> | <b>1,167,281</b> |

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



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## 11. Leases

FRNSW leases various properties, equipment and motor vehicles. Lease contracts are typically made for fixed periods of 1 to 15 years, but may have extension options. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes. FRNSW does not provide residual value guarantees in relation to leases.

Extension and termination options are included in a number of property and equipment leases. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by FRNSW and not by the respective lessor. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of FRNSW.

AASB 16 *Leases* requires a lessee to recognise a right-of-use asset and a corresponding lease liability for specific leases.

FRNSW has elected to recognise payments for short-term leases and low value leases as expenses on a straight-line basis, instead of recognising a right-of-use asset and lease liability. Short-term leases are leases with a lease term of 12 months or less. Low value assets are assets with a fair value of \$10,000 or less when acquired.

### Derecognition of AASB 16 leases with Property NSW

During financial year ended 30 June 2022, FRNSW has accepted the changes in the office accommodation arrangements with Property NSW (PNSW). The main change is the introduction of the 'substitution right' clause, that gives PNSW a right to relocate FRNSW's leased office accommodation during the term of the agreement. The clause provides PNSW with a substantive substitution right. Therefore, these agreements are not accounted for as a lease within the scope of AASB 16. The corresponding right of use assets and lease liabilities have been derecognised on 30 June 2022, the effective date of the new clauses. The net impact of the derecognition is recognised in 'Other Gains/ (Losses)' (refer to Note 5). From 1 July 2022, the accommodation charges will be recognised as expenses when incurred over the agreement duration.

FRNSW continues to be responsible to make good, and to control the fit-out during the remaining occupancy period, as FRNSW receives the economic benefits through using the fit-out, or through expected compensation from PNSW, if PNSW exercises its right to relocate FRNSW. Therefore, FRNSW's accounting treatment for make-good provisions and fit-out costs in relation to the relevant accommodation remains unchanged.

### (a) Right-of-use assets under leases

The following table presents right-of-use assets that do not meet the definition of investment property:

|                                     | Land and buildings<br>\$'000 | Plant and equipment<br>\$'000 | Total<br>\$'000 |
|-------------------------------------|------------------------------|-------------------------------|-----------------|
| <b>Balance at 1 July 2021</b>       | 108,357                      | 737                           | 109,094         |
| Additions                           | -                            | -                             | -               |
| Depreciation expense                | (5,178)                      | (89)                          | (5,267)         |
| Remeasurements                      | 387                          | 12                            | 399             |
| Derecognition of right-of-use asset | (100,400)                    | -                             | (100,400)       |
| <b>Balance at 30 June 2022</b>      | <b>3,166</b>                 | <b>660</b>                    | <b>3,826</b>    |
| <b>Balance at 1 July 2020</b>       | 112,670                      | -                             | 112,670         |
| Additions                           | 43                           | 824                           | 867             |
| Depreciation expense                | (5,465)                      | (87)                          | (5,552)         |
| Remeasurements                      | 1,109                        | -                             | 1,109           |
| <b>Balance at 30 June 2021</b>      | <b>108,357</b>               | <b>737</b>                    | <b>109,094</b>  |

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## 11. Leases (cont'd)

### (b) Right-of-use liabilities under leases

The following table presents both current and non-current liabilities under leases.

|                                    | Land and buildings<br>\$'000 | Plant and equipment<br>\$'000 | Total<br>\$'000  |
|------------------------------------|------------------------------|-------------------------------|------------------|
| <b>Balance at 1 July 2021</b>      | (112,510)                    | (744)                         | (113,254)        |
| Additions                          | -                            | -                             | -                |
| Interest expenses                  | (2,683)                      | (11)                          | (2,694)          |
| Payments                           | 4,935                        | 95                            | 5,030            |
| Remeasurements                     | (426)                        | (11)                          | (437)            |
| Derecognition of lease liabilities | 107,730                      | -                             | 107,730          |
| <b>Balance at 30 June 2022</b>     | <b>(2,954)</b>               | <b>(671)</b>                  | <b>(3,625)</b>   |
| <b>Balance at 1 July 2020</b>      | (113,627)                    | -                             | (113,627)        |
| Additions                          | (43)                         | (824)                         | (867)            |
| Interest expenses                  | (2,712)                      | (15)                          | (2,727)          |
| Payments                           | 4,822                        | 87                            | 4,909            |
| Remeasurements                     | (950)                        | 8                             | (942)            |
| <b>Balance at 30 June 2021</b>     | <b>(112,510)</b>             | <b>(744)</b>                  | <b>(113,254)</b> |

### (c) Right-of-use expenses under leases

The following amounts were recognised in the statement of comprehensive income in respect of leases where FRNSW is the lessee:

|  | 2022<br>\$'000 | 2021<br>\$'000 |
|--|----------------|----------------|
| Depreciation expense of right-of-use assets  | 5,267          | 5,552          |
| Interest expense on lease liabilities  | 2,694          | 2,727          |
| Expense relating to short-term leases  | 2,420          | 2,277          |
| Gains arising from derecognising right-of-use assets and lease liabilities with Property NSW | (12,192)       | -              |
| <b>Total amount recognised in the statement of comprehensive income</b>                      | <b>(1,811)</b> | <b>10,556</b>  |

FRNSW had total cash outflows for lease payments of \$5.03m in FY2021-22 (\$4.91m in FY2020-21).

### Recognition and measurement

FRNSW assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. FRNSW recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

### Right-of-use assets

FRNSW recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are initially measured at the amount of initial measurement of the lease liability (refer Lease liabilities below), adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets (i.e. 1 to 30 years).

If ownership of the leased asset transfers to FRNSW at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.



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### 11. Leases (cont'd)

The right-of-use assets are also subject to impairment. The entity assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the entity estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the net result.

#### Lease liabilities

At the commencement date of the lease, FRNSW recognises lease liabilities measured at the present value of lease payments to be made over the lease term. Lease payments include:

- fixed payments (including in substance fixed payments) less any lease incentives receivable;
- variable lease payments that depend on an index or a rate;
- amounts expected to be paid under residual value guarantees;
- exercise price of purchase options reasonably certain to be exercised by FRNSW; and
- payments of penalties for terminating the lease, if the lease term reflects FRNSW exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for FRNSW's leases, FRNSW's incremental borrowing rate is used, being the rate that FRNSW would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

#### Short-term leases and leases of low-value assets

FRNSW applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

#### Leases that have significantly below-market terms and conditions principally to enable the entity to further its objectives

Right-of-use assets under leases at significantly below-market terms and conditions that are entered into principally to enable FRNSW to further its objectives, are measured at cost. These right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, subject to impairment. These are not subject to revaluation.

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### 12. Non-current assets: intangible assets

|  | 2022<br>\$'000         | 2021<br>\$'000         |
|--|------------------------|------------------------|
| Cost (gross carrying amount)                             | 78,506                 | 80,400                 |
| Accumulated amortisation and impairment                  | (52,982)               | (55,054)               |
| <b>Net Carrying Amount</b>                               | <b>25,524</b>          | <b>25,346</b>          |
|  | <b>2022<br/>\$'000</b> | <b>2021<br/>\$'000</b> |
| Net Carrying Amount at Start of Year                     | 25,346                 | 24,883                 |
| Additions:   |                        |                        |
| Externally acquired                                      | 233                    | 152                    |
| Internally developed                                     | -                      | 8                      |
| Work in Progress   | 6,909                  | 3,901                  |
| Reclassifications to/ from Property, Plant and Equipment | (20)                   | 3,860                  |
| Disposals  | (9,016)                | (3,267)                |
| Amortisation Expense                                     | (6,735)                | (7,169)                |
| Amortisation Written Back on Disposals                   | 8,807                  | 2,978                  |
| <b>Net Carrying Amount at End of Year</b>                | <b>25,524</b>          | <b>25,346</b>          |

### 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:

|  | Level 1<br>\$'000         | Level 2<br>\$'000         | Level 3<br>\$'000         | Total Fair<br>Value<br>\$'000          |
|--|---------------------------|---------------------------|---------------------------|--|
| <b>2022</b>  |                           |                           |                           |  |
| <b>Land, Buildings and Fire Appliances<br/>(Note 10)</b> |                           |                           |                           |  |
| Land and Buildings                                       | -                         | 386,624                   | 438,971                   | 825,595                                |
| Fire Appliances  | -                         | 2,498                     | 223,987                   | 226,485                                |
|  | <b>-</b>                  | <b>389,122</b>            | <b>662,958</b>            | <b>1,052,080</b>                       |
|  | <b>Level 1<br/>\$'000</b> | <b>Level 2<br/>\$'000</b> | <b>Level 3<br/>\$'000</b> | <b>Total Fair<br/>Value<br/>\$'000</b> |
| <b>2021</b>  |                           |                           |                           |  |
| <b>Land, Buildings and Fire Appliances<br/>(Note 10)</b> |                           |                           |                           |  |
| Land and Buildings                                       | -                         | 321,424                   | 331,208                   | 652,632                                |
| Fire Appliances  | -                         | 2,407                     | 233,078                   | 235,485                                |
|  | <b>-</b>                  | <b>323,831</b>            | <b>564,286</b>            | <b>888,117</b>                         |



**Fire and Rescue NSW**  
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**13. Fair value measurement of non-financial assets (cont'd)**

**(b) Valuation Techniques, Inputs and Processes**

**Recurring fair value measurements**

**Land and buildings**

Fair value of land and buildings is 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 also 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.

Land and buildings are revalued every three years. A comprehensive re-valuation as at 31 December 2021 was completed by FRNSW using an independent valuer.

**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.

Fire appliances are revalued at least every five years. A full valuation as at 31 December 2020 was completed using an independent valuer. Additionally, a management review and revaluation of the fire appliances was conducted as at 30 June 2022. The carrying values have been adjusted to reflect the fair value.

Fire appliances are emergency services vehicles and FRNSW undertakes regular maintenance of these vehicles.

**Non-recurring fair value measurements**

FRNSW does not have non-recurring fair value measurements of assets and liabilities.

**(c) Reconciliation of recurring Level 3 fair value measurements**

|  | Land and Buildings | Fire Appliances | Total Recurring Level 3 Fair Value |
|--|--------------------|-----------------|------------------------------------|
| 2022                                   | \$'000             | \$'000          | \$'000                             |
| <b>Fair value as at 1 July 2021</b>    | 331,208            | 233,078         | 564,286                            |
| Additions                              | 14,708             | 19,051          | 33,759                             |
| Reclassification/transfer              | (51)               | 353             | 302                                |
| Disposals                              | (15)               | (9,347)         | (9,362)                            |
| Depreciation expense                   | (21,864)           | (15,516)        | (37,380)                           |
| Net revaluation increment/ (decrement) | 105,078            | (12,027)        | 93,051                             |
| Depreciation written back on disposal  | 15                 | 8,395           | 8,410                              |
| Transfer from level 2                  | 5,030              | -               | 5,030                              |
| Make good provision                    | 4,862              | -               | 4,862                              |
| <b>Fair value as at 30 June 2022</b>   | <b>438,971</b>     | <b>223,987</b>  | <b>662,958</b>                     |

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

**(c) Reconciliation of recurring Level 3 fair value measurements (cont'd)**

|                                       | Land and Buildings | Fire Appliances | Total Recurring Level 3 Fair Value |
|---------------------------------------|--------------------|-----------------|------------------------------------|
| 2021                                  | \$'000             | \$'000          | \$'000                             |
| <b>Fair value as at 1 July 2020</b>   | 346,426            | 143,788         | 490,214                            |
| Additions                             | 4,885              | 17,535          | 22,420                             |
| Reclassification/transfer             | (1,660)            | 256             | (1,404)                            |
| Disposals                             | (342)              | (6,233)         | (6,575)                            |
| Depreciation expense                  | (18,932)           | (15,298)        | (34,230)                           |
| Net revaluation increment             | -                  | 85,437          | 85,437                             |
| Depreciation written back on disposal | 301                | 7,593           | 7,894                              |
| Adjustments                           | 530                | -               | 530                                |
| <b>Fair value as at 30 June 2021</b>  | <b>331,208</b>     | <b>233,078</b>  | <b>564,286</b>                     |

**14. Current liabilities: payables**

|  | 2022          | 2021          |
|--|---------------|---------------|
|  | \$'000        | \$'000        |
| <b>Current Payables</b>                |               |               |
| Accrued Salaries, Wages and On-Costs   | 6,557         | 6,960         |
| Creditors                              | 28,704        | 21,441        |
| Unearned Revenue (refer Note 1(f)(ii)) | 1,215         | 2,680         |
| Accruals                               | 5,014         | 14,555        |
|  | <b>41,490</b> | <b>45,636</b> |

Details regarding liquidity risk, including a maturity analysis of the above payables, are disclosed in Note 21.

**15. Current/ Non-current liabilities: borrowings**

|                               | 2022          | 2021          |
|-------------------------------|---------------|---------------|
|                               | \$'000        | \$'000        |
| -                             |               |               |
| <b>Current Borrowings</b>     |               |               |
| Borrowings                    | 650           | -             |
| Total Current Borrowings      | 650           | -             |
|                               | <b>2022</b>   | <b>2021</b>   |
|                               | <b>\$'000</b> | <b>\$'000</b> |
| <b>Non-current Borrowings</b> |               |               |
| Borrowings                    | -             | 650           |
|                               | <b>-</b>      | <b>650</b>    |

In 2020-21, FRNSW obtained \$650k interest free loan from the Department of Regional NSW to fund the cost of constructing a new NSW Rural Fire Service (RFS) facility within the Blayney Shire area in order to relocate the FRNSW Blayney fire station into the existing RFS facility. This is due for repayment in May 2023.

**16. Current / non-current lease liabilities**

|                                      | 2022         | 2021           |
|--------------------------------------|--------------|----------------|
|                                      | \$'000       | \$'000         |
| <b>Current Lease Liabilities</b>     |              |                |
| Lease Liabilities (refer Note 11)    | 867          | 2,294          |
|                                      | <b>867</b>   | <b>2,294</b>   |
| <b>Non-current Lease Liabilities</b> |              |                |
| Lease Liabilities (refer Note 11)    | 2,758        | 110,960        |
|                                      | <b>2,758</b> | <b>110,960</b> |



**Fire and Rescue NSW**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**17. Current / non-current liabilities: provisions**

|   | 2022<br>\$'000 | 2021<br>\$'000 |
|---|----------------|----------------|
| <b>Employee Benefits and Related On-Costs</b>                           |                |                |
| Annual Leave  | 94,429         | 87,659         |
| Long Service Leave On-Costs not assumed by the Crown                    | 33,640         | 39,053         |
| Death & Disability Prospective Benefits                                 | 192,998        | 233,550        |
| Death & Disability Retrospective Benefits                               | 2,821          | 3,693          |
| Fringe Benefits Tax   | 426            | 453            |
|   | <b>324,314</b> | <b>364,408</b> |
| <b>Other Provisions</b>   |                |                |
| Restoration costs   | 15,660         | 6,606          |
|   | <b>15,660</b>  | <b>6,606</b>   |
| <b>Total Provisions</b>   | <b>339,974</b> | <b>371,014</b> |
| <b>Aggregate Employee Benefits and Related On-Costs</b>                 |                |                |
| Provisions - Current  | 164,589        | 170,273        |
| Provisions - Non-Current  | 159,725        | 194,135        |
| Accrued Salaries, Wages and On-Costs (refer Note 14)                    | 6,557          | 6,960          |
|   | <b>330,871</b> | <b>371,368</b> |
| <br>  |                |                |
| Current provisions not expected to be settled within the next 12 months |                |                |
| Annual Leave  | 42,291         | 43,343         |
| Long Service Leave On-Costs   | 3,028          | 3,124          |
|   | <b>45,319</b>  | <b>46,467</b>  |

**Current Provisions**

|                             | 2022<br>\$'000 | 2021<br>\$'000 |
|-----------------------------|----------------|----------------|
| Recreation Leave            | 94,429         | 87,659         |
| Long Service Leave Oncosts  | 33,640         | 39,053         |
| Death & Disability Benefits | 36,094         | 43,108         |
| Others                      | 426            | 453            |
|                             | <b>164,589</b> | <b>170,273</b> |

**Non-current Provisions**

|                             | 2022<br>\$'000 | 2021<br>\$'000 |
|-----------------------------|----------------|----------------|
| Death & Disability Benefits | 159,725        | 194,135        |
| Asset Restoration*          | 15,660         | 6,606          |
|                             | <b>175,385</b> | <b>200,741</b> |
| <b>Total Provisions</b>     | <b>339,974</b> | <b>371,014</b> |

\* Restoration provision includes remediation of contaminated FRNSW-owned land (see Note 22) and 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 - \$15.7m

**Fire and Rescue NSW**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

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

**Movement in provisions (other than employee benefits)**

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

| 2022   | Restoration<br>Costs<br>\$'000 |
|--|--------------------------------|
| Carrying amount at the beginning of the financial year | 6,606                          |
| Unwinding of discount during 2021-22                   | 138                            |
| Amounts used during 2021-22                            | -                              |
| Additional provisions during 2021-22                   | 8,916                          |
| Carrying amount at the end of financial year           | <b>15,660</b>                  |

**Characteristics of FRNSW Death & Disability Scheme Prospective Benefits**

**Nature of benefits provided**

Partial and Permanent Incapacity (PPI) benefits provide lump sum payment to eligible firefighters while Death or Total and Permanent Incapacity (TPI) benefits provide lump sum and pension payments to eligible firefighters.

All payments are dependent on:

- Age
- Salary
- On duty or off duty injury

Pensions are increased in line with the Consumer Price Index.

**Regulatory framework**

The Crown Employees (Fire and Rescue NSW Firefighting Staff Death and Disability) Award 2021. The Award is updated every three years.

**Other entity's responsibilities for the governance of the plan**

The Crown Employees (NSW Fire Brigade Firefighting Staff 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 2022

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

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

**Prospective Liabilities Disclosures**

|   | 2022<br>\$'000 | 2021<br>\$'000 |
|---|----------------|----------------|
| <b>Balance sheet</b>  |                |                |
| Present value of defined benefit obligations at end of year | 199,531        | 238,474        |
| Fair value of plan assets at end of year                    | (6,533)        | (4,924)        |
| Net liability recognised in balance sheet at end of year    | <b>192,998</b> | <b>233,550</b> |

|   | 2022<br>\$'000 | 2021<br>\$'000 |
|---|----------------|----------------|
| <b>Movement in Net Liabilities</b>                      |                |                |
| Net defined benefit liability at beginning of year      | 233,550        | 251,441        |
| Expense recognised in Statement of Comprehensive Income | 23,812         | 24,323         |
| Employer contributions                                  | (19,266)       | (14,489)       |
| Remeasurements in OCI                                   | (45,099)       | (27,725)       |
| Net defined benefit liability at end of the year        | <b>192,997</b> | <b>233,550</b> |

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

|   |              |              |
|---|--------------|--------------|
| Fair value of plan assets at beginning of year    | 4,924        | 4,860        |
| Employer contributions                            | 19,266       | 14,489       |
| Participant contributions                         | 3,721        | 3,714        |
| Benefit payments                                  | (19,768)     | (17,793)     |
| Operating costs                                   | (1,130)      | (918)        |
| Interest income                                   | 113          | 68           |
| Actual return on plan assets less interest income | (594)        | 504          |
| Assets at year end                                | <b>6,532</b> | <b>4,924</b> |

|  | 2022<br>\$'000 | 2021<br>\$'000 |
|--|----------------|----------------|
|--|----------------|----------------|

**Reconciliation of movement in the Defined Benefit Obligation (DBO):**

|   |                |                |
|---|----------------|----------------|
| Total defined benefit obligations at beginning of year                    | 238,476        | 256,300        |
| Employer service cost   | 19,550         | 20,335         |
| Interest expense  | 4,554          | 3,885          |
| Participant contributions   | 3,721          | 3,714          |
| Operating costs   | (1,130)        | (918)          |
| Benefit payments  | (19,768)       | (17,793)       |
| Past service cost (due to change in benefit design)                       | (178)          | 173            |
| Actuarial (gain) on liabilities due to changes in demographic assumptions | (1,759)        | -              |
| Actuarial (gain) on liabilities due to changes in financial assumptions   | (43,974)       | (12,465)       |
| Actuarial (gain) on liabilities due to changes in liability experience    | 40             | (14,755)       |
| Total defined benefit obligations at year end                             | <b>199,532</b> | <b>238,476</b> |

**Comprehensive income statement**

|   |               |               |
|---|---------------|---------------|
| Employer service cost                               | 19,550        | 20,335        |
| Net interest cost                                   | 4,440         | 3,815         |
| Past service cost (due to change in benefit design) | (178)         | 173           |
| Total included in employer benefits expense         | <b>23,812</b> | <b>24,323</b> |

**Remeasurement in Other Comprehensive Income**

|  |               |               |
|--|---------------|---------------|
| Actual return on assets less interest income | (594)         | 504           |
| Actuarial gains on liability                 | 45,693        | 27,221        |
| Total included in other comprehensive income | <b>45,099</b> | <b>27,725</b> |

**Fire and Rescue NSW**  
**Notes to the financial statements**  
For the year ended 30 June 2022

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

|   | 2022<br>\$'000 | 2021<br>\$'000 |
|---|----------------|----------------|
| <b>Reconciliation of Interest Cost</b>                              |                |                |
| Defined benefit obligation at end of prior year (net discount rate) | 238,475        | 256,300        |
| Material movements in defined benefit obligation                    | 2,374          | 5,338          |
| Weighted for timing   | 1,187          | 2,669          |
| Average benefit obligations   | 239,661        | 258,969        |
| Discount rate   | 1.9%           | 1.5%           |
| Calculated interest cost  | <b>4,554</b>   | <b>3,885</b>   |

**Reconciliation of Expected Return on Assets**

|  |          |          |
|--|----------|----------|
| Fair value of plan assets at beginning of year | 4,924    | 4,860    |
| Employer contributions                         | 19,266   | 14,489   |
| Weighted for timing                            | 9,633    | 7,244    |
| Participant contributions                      | 3,721    | 3,714    |
| Weighted for timing                            | 1,861    | 1,857    |
| Benefit payments                               | (19,768) | (17,793) |
| Weighted for timing                            | (9,884)  | (8,897)  |
| Operating costs                                | (1,130)  | (918)    |
| Weighted for timing                            | (565)    | (459)    |
| Average expected assets                        | 5,969    | 4,605    |
| Discount rate                                  | 1.9%     | 1.5%     |
| Calculated interest income                     | 113      | 69       |

**Sensitivity Analysis**

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

|                                   |              | New<br>Rate | Defined<br>Benefit<br>Obligation<br>\$'000 | Change in<br>Obligation<br>\$'000 | Percentage<br>change in<br>obligation |
|-----------------------------------|--------------|-------------|--|-----------------------------------|---------------------------------------|
| Discount rate                     | 1% increase  | 4.8%        | 181,093                                    | (18,438)                          | -9.2%                                 |
|                                   | 1% decrease  | 2.8%        | 222,736                                    | 23,205                            | 11.6%                                 |
| CPI inflation and salary Increase | 1% increase  | 3.5%        | 223,051                                    | 23,520                            | 11.8%                                 |
|                                   | 1% decrease  | 1.5%        | 180,638                                    | (18,893)                          | -9.5%                                 |
| Future expected claims            | 10% increase |             | 204,652                                    | 5,121                             | 2.6%                                  |
|                                   | 10% decrease |             | 194,410                                    | (5,121)                           | -2.6%                                 |

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)(3)).

**Expected contributions for the next reporting period**

The fund will receive approximately \$3.7 million in member contributions each year under the 2015 onwards Award. Employer contributions are made to meet the cost of the benefits as they fall due (refer Note 1(h)(ii)(3)).

**Maturity profile of defined benefit obligation (DBO)**

The weighted average term of the defined benefit obligation is 10 years.



**Fire and Rescue NSW**  
**Notes to the financial statements**  
For the year ended 30 June 2022

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

**Retrospective Liabilities Disclosures**

|   | 2022<br>\$'000 | 2021<br>\$'000 |
|---|----------------|----------------|
| <b>Balance sheet</b>  |                |                |
| Present value of defined benefit obligations at end of year | 2,821          | 3,693          |
| Net liability recognised in balance sheet at end of year    | <u>2,821</u>   | <u>3,693</u>   |
| <b>Comprehensive income statement</b>                       |                |                |
| Net interest cost   | 69             | 54             |
| Total included in employee benefits expense                 | <u>69</u>      | <u>54</u>      |

|  | 2022<br>\$'000 | 2021<br>\$'000 |
|--|----------------|----------------|
| <b>Reconciliation of the present value of the defined benefit obligation</b> |                |                |
| Total defined benefit obligation at beginning of year                        | 3,692          | 3,666          |
| Interest expense   | 69             | 54             |
| Benefit payments   | (144)          | (146)          |
| Actuarial (gain) on liabilities due to changes in demographic assumptions    | (41)           | -              |
| Actuarial (gain) on liabilities due to changes in financial assumptions      | (792)          | (219)          |
| Actuarial loss on liabilities due to changes in liability experience         | 36             | 337            |
| Total defined benefit obligations at end of the year                         | <u>2,820</u>   | <u>3,692</u>   |

|  | 2022<br>\$'000 | 2021<br>\$'000 |
|--|----------------|----------------|
| <b>Reconciliation of the net defined benefit liability/(asset)</b> |                |                |
| Net defined benefit liability/(asset) at beginning of year         | 3,692          | 3,666          |
| Expense recognised in comprehensive income statement               | 69             | 54             |
| Employer contributions   | (144)          | (146)          |
| Remeasurement in OCI   | (797)          | 118            |
| Total defined benefit liability at year end                        | <u>2,820</u>   | <u>3,692</u>   |

**Remeasurement in other comprehensive income**

|  |            |              |
|--|------------|--------------|
| Actuarial gain on assets                     | -          | -            |
| Actuarial gain / (loss) on liability         | 797        | (118)        |
| Total included in other comprehensive income | <u>797</u> | <u>(118)</u> |

**Reconciliation of Interest Cost**

|   |       |       |
|---|-------|-------|
| Defined benefit obligation at end of prior year (net discount rate) | 3,693 | 3,666 |
| Material movements in defined benefit obligation                    | (144) | (146) |
| Weighted for timing   | (72)  | (73)  |
| Average benefit obligations   | 3,621 | 3,594 |
| Discount rate   | 1.9%  | 1.5%  |
| Calculated interest cost  | 69    | 54    |

**Reconciliation of Expected Return on Assets**

|                        |       |       |
|------------------------|-------|-------|
| Employer contributions | 144   | 146   |
| Weighted for timing    | 72    | 73    |
| Benefit payments       | (144) | (146) |
| Weighted for timing    | (72)  | (73)  |
| Assumed rate of return | 1.9%  | 1.5%  |

**Fire and Rescue NSW**  
**Notes to the financial statements**  
For the year ended 30 June 2022

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

|                                       | 2022<br>\$'000 | 2021<br>\$'000 |
|---------------------------------------|----------------|----------------|
| <b>Reconciliation of plan assets:</b> |                |                |
| Employer contributions                | 144            | 146            |
| Benefit payments                      | (144)          | (146)          |
| Expected assets at year end           | <u>-</u>       | <u>-</u>       |

**Sensitivity Analysis**

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

|                                   |             | New<br>Rate | Defined<br>Benefit<br>Obligation<br>\$'000 | Change in<br>Obligation<br>\$'000 | Percentage<br>change in<br>obligation |
|-----------------------------------|-------------|-------------|--|-----------------------------------|---------------------------------------|
| Discount rate                     | 1% increase | 4.8%        | 2,515                                      | (306)                             | -10.9%                                |
|                                   | 1% decrease | 2.8%        | 3,192                                      | 370                               | 13.1%                                 |
| CPI inflation and salary Increase | 1% increase | 3.5%        | 3,193                                      | 372                               | 13.2%                                 |
|                                   | 1% decrease | 1.5%        | 2,509                                      | (312)                             | -11.1%                                |

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)(3)).

**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)(3)).

**Maturity Profile of defined benefit obligation (DBO)**

The weighted average term of the defined benefit obligation is 12 years.

**18. Commitments for expenditure**

|  | 2022<br>\$'000 | 2021<br>\$'000 |
|--|----------------|----------------|
| <b>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   | 14,995         | 3,093          |
| Plant and Equipment  | 6,666          | 8,207          |
| Fire Appliances  | 15,392         | 13,567         |
| Software Development   | 8,232          | 664            |
| Total (including GST)  | <u>45,285</u>  | <u>25,531</u>  |
| Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.                    | <u>4,117</u>   | <u>2,321</u>   |



**Fire and Rescue NSW**  
**Notes to the financial statements**  
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## 19. Budget review

### Net Result

The net result of a deficit of \$61.8m is \$68m worse than budget mainly because of additional overtime (\$39.8m), which was partly driven by unbudgeted natural disasters and staff availability impacted by COVID-19, higher than budgeted salaries and wages (\$20.5m) and maintenance expenses (\$11.1m) and Death and Disability Benefits Scheme year-end actuarial adjustment (\$8.2m). Lower than budgeted revenue (\$5.5m) also contributed to this result, mainly due to the reduction in grants and contributions (\$24.6m) as a result of capital projects being carried forward into 2022-23, offset by the recoupment of unbudgeted natural disasters expenses (\$10.1m) and higher than budgeted retained taxes, fees and fines (\$5m). The gain on de-recognition of right-of-use assets with Property NSW (\$12.2m) also offsets the unfavourable results in total expenses and revenue.

### Assets and Liabilities

Current assets are \$49.7m (25.5%) below budget mainly due to lower cash balances arising from higher than budgeted payments for employee related expenses and operating expenses compared to funding received under revenue.

Non-current assets are \$41.4m (3.6%) above budget because of increases in fair values of land and buildings following the comprehensive revaluation review as at 31 December 2021.

Current liabilities are \$3.7m (1.8%) below budget mainly due to the year-end actuarial adjustment for Death and Disability Benefit provision.

Non-current liabilities are \$151.5m (46.0%) below budget mainly due to \$106.3m reduction from de-recognition of AASB16 leases with Property NSW, \$34.4m reduction of the Death and Disability Benefits provisions based on the year-end actuarial valuation review and \$8.9m provision for land remediation due to PFAS contamination.

### Cash Flows from Operating Activities

Total cash payments are \$71.5m (9.1%) above budget primarily due to additional employee-related expenses payments.

Total receipts are \$10.7m (1.3%) below budget mainly due to \$26m lower than expected grants and contributions as the funding is carried forward to 2022-23, offset by \$10.2m higher than expected retained taxes, fees and fines.

### Cash Flows from Investing Activities

Cash outflows from investing activities are \$17.5m (21.2%) lower than budget primarily due to budget carried forward to 2022-23 for capital projects impacted by delays caused by the COVID-19 pandemic.

### Cash Flows from Financing Activities

Cash outflows from Financing Activities are \$0.9m higher than budget due to payment on principal portion of leases liabilities.

**Fire and Rescue NSW**  
**Notes to the financial statements**  
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## 20. Reconciliation of cash flows from operating activities to net result

|   | 2022<br>\$'000  | 2021<br>\$'000 |
|---|-----------------|----------------|
| Net cash flows from operating activities                    | (16,718)        | 81,066         |
| Depreciation and amortisation                               | (64,533)        | (62,066)       |
| Finance costs   | (137)           | (174)          |
| Net increase in provisions                                  | 40,096          | 16,863         |
| (Decrease) / increase in receivables and prepayments        | 9,828           | (11,471)       |
| (Decrease) / increase in inventories                        | 15              | (156)          |
| (Decrease) / increase in other assets                       | 32              | (25)           |
| (Increase) / decrease in creditors                          | 4,138           | (3,683)        |
| Death and Disability Benefits Scheme actuarial review gains | (45,896)        | (27,607)       |
| Derecognition of AASB 16 leases                             | 12,192          | -              |
| Net loss on sale of assets                                  | (805)           | (2,373)        |
| <b>Net result</b>   | <b>(61,788)</b> | <b>(9,626)</b> |

## 21. Financial instruments

Fire and Rescue NSW'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.

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.

### (a) Financial instrument categories

| Financial assets          | Note | Category   | Carrying amount | Carrying amount |
|---------------------------|------|--|-----------------|-----------------|
|                           |      |  | 2022<br>\$'000  | 2021<br>\$'000  |
| <b>Class:</b>             |      |  |                 |                 |
| Cash and cash equivalents | 7    | Amortised cost                                     | 114,944         | 199,057         |
| Receivables <sup>1</sup>  | 8    | Loans and receivables (measured at amortised cost) | 8,688           | 5,186           |
| Other financial assets    |      | Amortised cost                                     | 45              | 13              |
| Financial liabilities     | Note | Category   | Carrying amount | Carrying amount |
|                           |      |  | 2022<br>\$'000  | 2021<br>\$'000  |
| <b>Class:</b>             |      |  |                 |                 |
| Payables <sup>2</sup>     | 14   | Financial liabilities (measured at amortised cost) | 36,865          | 40,889          |

<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).



**Fire and Rescue NSW**  
**Notes to the financial statements**  
For the year ended 30 June 2022

## 21. Financial instruments (cont'd)

### (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 credit losses or 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.

FRNSW considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, FRNSW may also consider a financial asset to be in default when internal or external information indicates that it is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by FRNSW.

#### Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average TCorp 11 am unofficial cash rate, adjusted for a management fee to NSW Treasury. During 2021/22 the average interest earned was 0.17% (2021: 0.17%).

#### 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.

FRNSW applies the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade debtors.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are based on historical observed loss rates. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

Trade debtors are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, a failure to make contractual payments for a period of greater than 90 days past due.

The loss allowance for trade debtors as at 2022 and 2021 was determined as follows:

| Trade Debtors                                    | Current<br>\$'000 | <31<br>days<br>\$'000 | 31-60<br>days<br>\$'000 | 61-90<br>days<br>\$'000 | >91<br>days<br>\$'000 | Total<br>\$'000 |
|--|-------------------|-----------------------|-------------------------|-------------------------|-----------------------|-----------------|
| <b>30 June 2022</b>                              |                   |                       |                         |                         |                       |                 |
| Expected credit loss rate                        | 0.20%             | 0.27%                 | 0.83%                   | 1.38%                   | 2.34%                 |                 |
| Estimated total gross carrying amount at default | 8,871             | 833                   | 962                     | 109                     | 294                   | 11,069          |
| Expected credit loss                             | 18                | 2                     | 8                       | 1                       | 7                     | 36              |
| <b>30 June 2021</b>                              |                   |                       |                         |                         |                       |                 |
| Expected credit loss rate                        | 0.20%             | 0.27%                 | 0.83%                   | 1.38%                   | 2.34%                 |                 |
| Estimated total gross carrying amount at default | 6,473             | 626                   | 781                     | 457                     | 217                   | 8,554           |
| Expected credit loss                             | 13                | 2                     | 6                       | 6                       | 5                     | 32              |

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 2022: \$2.5m (2021: \$2.7m) and less than 3 months past due 2022: \$1.0m (2021: \$0.8m) are not considered impaired. Together these represent 96.8% (2021: 96.4%) 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.

**Fire and Rescue NSW**  
**Notes to the financial statements**  
For the year ended 30 June 2022

## 21. Financial instruments (cont'd)

### (b) Credit risk (cont'd)

#### Receivables - trade debtors (cont'd)

| Trade Debtors               | Total <sup>1,2</sup><br>\$'000 | Past due but<br>not impaired <sup>1,2</sup><br>\$'000 | Considered<br>impaired <sup>1,2</sup><br>\$'000 |
|-----------------------------|--------------------------------|---|---|
| <b>2022</b>                 |                                |   |   |
| < 3 months overdue          | 1,013                          | 1,008   | 5   |
| 3 months - 6 months overdue | 27                             | 26  | 1   |
| > 6 months overdue          | 90                             | 88  | 2   |
| <b>2021</b>                 |                                |   |   |
| < 3 months overdue          | 843                            | 838   | 5   |
| 3 months - 6 months overdue | -                              | -   | -   |
| >6 months overdue           | 132                            | 129   | 3   |

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.

### (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 Faster Payment Terms Policy promulgated by the Small Business Commissioner effective from 1 December 2018, which replaced NSW TC11/12. Under this policy, small business suppliers who are registered with the Small Business Commission and who adopt electronic invoicing practices, must be paid within 5 business days of receipt of a correctly rendered invoice, unless an existing contract or standing offer provides for an alternative time period. Interest payments for late payments are at the discretion of agencies to pay. For other suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice.

The table below summarises the maturity profile of FRNSW's financial liabilities, together with the interest rate exposure.



**Fire and Rescue NSW**  
**Notes to the financial statements**  
For the year ended 30 June 2022

## 21. Financial instruments (cont'd)

### (c) Liquidity risk (cont'd)

#### Maturity analysis and interest rate exposure of financial liabilities

|                     | \$'000<br>Interest Rate Exposure |                        |                      | \$'000<br>Maturity Dates |               |                |
|---------------------|----------------------------------|------------------------|----------------------|--------------------------|---------------|----------------|
|                     | Nominal Amount                   | Variable Interest Rate | Non-interest Bearing | < 1 year                 | 1 -5 years    | > 5 years      |
| <b>2022</b>         |                                  |                        |                      |                          |               |                |
| Payables            | 36,865                           | -                      | 36,865               | 36,865                   | -             | -              |
| Lease Liabilities*  | 5,821                            | 5,821                  | -                    | 1,141                    | 3,885         | 795            |
|                     | <u>42,686</u>                    | <u>5,821</u>           | <u>36,865</u>        | <u>38,006</u>            | <u>3,885</u>  | <u>795</u>     |
| <b>2021</b>         |                                  |                        |                      |                          |               |                |
| Payables            | 40,889                           | -                      | 40,889               | 40,889                   | -             | -              |
| Lease Liabilities * | 162,032                          | 162,032                | -                    | 4,981                    | 24,841        | 132,210        |
|                     | <u>202,921</u>                   | <u>162,032</u>         | <u>40,889</u>        | <u>45,870</u>            | <u>24,841</u> | <u>132,210</u> |

\* AASB 16 lease liabilities with Property NSW was derecognised on 30 June 2022. Refer Note 11 for further details.

### (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 2021. 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>2022</b>               |                 |            |         |            |        |
| Financial assets:         |                 |            |         |            |        |
| Cash and cash equivalents | 114,944         | (1,149)    | (1,149) | 1,149      | 1,149  |
| <b>2021</b>               |                 |            |         |            |        |
| Financial assets:         |                 |            |         |            |        |
| Cash and cash equivalents | 199,057         | (1,991)    | (1,991) | 1,991      | 1,991  |

## 22. Contingent liabilities

### Per- and Poly-fluoroalkyl substances (PFAS)

Fire and Rescue NSW is continuing site assessments at its training sites, offsite locations and fire stations that are being disposed of or as requested by the NSW EPA. The assessments carried out to date confirm the presence of perfluorooctane (PFOS), Perfluorooctanoic acid (PFOA) and Perfluorohexane Sulphonic Acid (PFHxS) chemicals.

Detailed Site Investigations (DSI) will be required for sites where PFAS is detected in soils. The results from the DSI will ultimately determine the level of remediation required. This may increase or decrease the scope of works and therefore

**Fire and Rescue NSW**  
**Notes to the financial statements**  
For the year ended 30 June 2022

## 22. Contingent liabilities (cont'd)

the final cost of remediation. To date, 11 FRNSW properties have been tested and PFAS has been detected.

In relation to the completed assessments, FRNSW has submitted environmental reports and the associated plans to address the contamination to NSW Environment Protection Authority (EPA). Remediation plans have been prepared for sites that require remediation and appropriate provisions have been made (see Note 17).

## 23. Related party disclosure

Key management personnel (KMP) 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:

|                                     | 2022<br>\$'000 | 2021<br>\$'000 |
|-------------------------------------|----------------|----------------|
| Salaries                            | 2,448          | 2,337          |
| Non-monetary benefits               | 56             | 38             |
| Retirement and termination benefits | 639            | -              |
| Total remuneration                  | <u>3,143</u>   | <u>2,375</u>   |

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.

| Agencies   | Transactions   | 2022                         |                                  | 2021                         |                                  |
|--|--|------------------------------|----------------------------------|------------------------------|----------------------------------|
|  |  | Net expense/ (income) \$'000 | Net receivable/ (payable) \$'000 | Net expense/ (income) \$'000 | Net receivable/ (payable) \$'000 |
| The Crown  | Contributions towards long service leave and defined benefit superannuation assumed by the Crown | 38,945                       | -                                | 33,790                       | -                                |
| icare - Treasury Managed Funds                   | Insurance premiums and workers compensation receipts   | 43,922                       | (2,489)                          | 37,199                       | (5,700)                          |
| NSW Government Telco Authority                   | Telecommunication network services   | 28,000                       | -                                | 20,816                       | -                                |
| Property NSW                                     | Property lease rental  | 5,037                        | -                                | 4,934                        | -                                |
| Department of Community and Justice              | Cluster grants   | (758,695)                    | -                                | (780,318)                    | -                                |
| Resilience NSW                                   | Natural disaster expenditure reimbursements  | (10,720)                     | 3,856                            | (3,243)                      | 1,003                            |
| Agencies within the cluster                      | Provision of services  | (3,008)                      | 203                              | (2,630)                      | 110                              |
| Department of Planning, Industry and Environment | Grant for purchase of land for Cessnock Fire Station   | -                            | -                                | (2,040)                      | -                                |
| Total  |  | <u>(656,519)</u>             | <u>1,570</u>                     | <u>(691,492)</u>             | <u>(4,587)</u>                   |

## 24. After balance date events

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



# APPENDICES

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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 the FRNSW operating budget for the financial year.

| Fire district estimates (\$) |            |
|------------------------------|------------|
| Aberdeen                     | 222,060    |
| Albury                       | 4,320,592  |
| Alstonville                  | 192,003    |
| Armidale, Guyra              | 1,546,209  |
| Ballina                      | 343,596    |
| Balranald                    | 140,140    |
| Bangalow                     | 182,251    |
| Barham, Moama                | 288,268    |
| Barraba                      | 139,071    |
| Batemans Bay                 | 1,039,846  |
| Bathurst                     | 3,919,429  |
| Batlow, Tumbarumba, Tumut    | 524,759    |
| Bega                         | 232,907    |
| Bellingen                    | 158,102    |
| Berrigan                     | 151,425    |
| Berry                        | 145,222    |
| Bingara                      | 133,318    |
| Blayney                      | 188,310    |
| Blue Mountains               | 10,828,049 |
| Boggabri                     | 166,145    |
| Bombala, Cooma, Jindabyne    | 754,145    |
| Boorowa, Murrumburrah, Young | 671,391    |
| Bourke                       | 318,891    |
| Bowral                       | 342,050    |
| Bowraville                   | 202,372    |
| Braidwood, Queanbeyan        | 3,781,800  |
| Branxton-Greta               | 261,080    |
| Brewarrina                   | 134,371    |
| Broken Hill                  | 4,586,358  |

|  |            |
|--|------------|
| Brunswick Heads                                  | 204,279    |
| Budgewoi-Toukley, Gosford, Wyong                 | 24,952,085 |
| Bundanoon  | 155,760    |
| Bundeena   | 128,714    |
| Byron Bay  | 255,097    |
| Camden   | 3,708,700  |
| Canowindra                                       | 212,188    |
| Casino   | 609,020    |
| Cessnock   | 2,915,098  |
| Cobar  | 236,896    |
| Coffs Harbour                                    | 4,004,605  |
| Condobolin                                       | 192,899    |
| Coolah   | 108,568    |
| Coolamon   | 163,799    |
| Coonabarabran                                    | 230,860    |
| Coonamble  | 177,025    |
| Cootamundra, Gundagai                            | 539,024    |
| Coraki   | 162,892    |
| Corowa, Mulwala                                  | 361,263    |
| Cowra  | 303,981    |
| Crookwell  | 294,676    |
| Culcairn   | 156,729    |
| Deniliquin                                       | 507,967    |
| Denman   | 151,460    |
| Dorrigo  | 126,621    |
| Dubbo City, Wellington                           | 3,524,252  |
| Dunedoo  | 107,944    |
| Dungog   | 154,518    |
| Eden   | 134,327    |
| Evans Head                                       | 208,823    |
| Finley   | 175,116    |
| Forbes   | 207,414    |
| Forster, Gloucester, Tea Gardens, Taree, Wingham | 1,873,380  |
| Gilgandra  | 245,592    |
| Glen Innes                                       | 651,250    |
| Goulburn   | 1,058,865  |
| Grafton  | 789,389    |



|                 |            |
|-----------------|------------|
| Grenfell        | 240,905    |
| Griffith        | 730,664    |
| Gulgong         | 122,839    |
| Gunnedah        | 259,049    |
| Hay             | 237,198    |
| Helensburgh     | 347,828    |
| Henty           | 123,001    |
| Hillston        | 159,095    |
| Holbrook        | 151,808    |
| Illawarra       | 26,669,441 |
| Inverell        | 754,284    |
| Jerilderie      | 182,696    |
| Junee           | 198,278    |
| Kandos          | 127,817    |
| Kempsey         | 667,327    |
| Kiama           | 348,486    |
| Kingscliff      | 244,308    |
| Kyogle          | 194,382    |
| Lake Cargelligo | 127,555    |
| Lake Macquarie  | 24,182,851 |
| Laurieton       | 282,873    |
| Leeton          | 293,271    |
| Lightning Ridge | 237,576    |
| Lismore         | 4,516,876  |
| Lithgow         | 1,017,943  |
| Lockhart        | 167,839    |
| Lower Hunter    | 320,253    |
| Macksville      | 232,013    |
| Maclean         | 158,942    |
| Maitland        | 5,855,982  |
| Manilla         | 137,922    |
| Merimbula       | 328,111    |
| Merriwa         | 125,242    |
| Mittagong       | 363,329    |
| Molong          | 158,727    |
| Moree           | 1,215,308  |
| Morisset        | 646,521    |
| Moruya          | 191,745    |
| Moss Vale       | 329,139    |
| Mudgee          | 289,099    |
| Mullumbimby     | 181,730    |

|                  |             |
|------------------|-------------|
| Murrurundi       | 161,622     |
| Murwillumbah     | 291,430     |
| Muswellbrook     | 257,240     |
| Nambucca Heads   | 183,869     |
| Narooma          | 237,358     |
| Narrabri         | 494,422     |
| Narrandera       | 369,373     |
| Narromine        | 168,517     |
| Nelson Bay       | 1,177,982   |
| Newcastle        | 27,479,379  |
| Nowra            | 3,719,932   |
| Nyngan           | 190,494     |
| Oberon           | 164,342     |
| Orange           | 3,411,345   |
| Parkes           | 260,270     |
| Peak Hill        | 120,248     |
| Perisher Valley  | 1,279,991   |
| Picton           | 297,587     |
| Port Macquarie   | 2,785,262   |
| Portland         | 146,105     |
| Quirindi         | 195,743     |
| Raymond Terrace  | 280,612     |
| Sawtell          | 253,818     |
| Scone            | 153,713     |
| Shellharbour     | 6,590,351   |
| Singleton        | 585,417     |
| South West Rocks | 178,339     |
| Sydney           | 517,100,819 |
| Tamworth         | 2,589,652   |
| Temora           | 331,285     |
| Tenterfield      | 245,216     |
| Thredbo          | 361,916     |
| Tocumwal         | 166,327     |
| Trangie          | 143,015     |
| Tweed Heads      | 3,281,269   |
| Ulladulla        | 279,741     |
| Uralla           | 190,741     |
| Urunga           | 193,154     |
| Wagga Wagga      | 4,461,761   |
| Walcha           | 133,893     |
| Walgett          | 157,845     |

|              |                      |
|--------------|----------------------|
| Wallerawang  | 132,989              |
| Warialda     | 150,384              |
| Warragamba   | 172,603              |
| Warren       | 200,534              |
| Wauchope     | 258,103              |
| Wee Waa      | 129,160              |
| Wentworth    | 224,656              |
| Werris Creek | 140,822              |
| West Wyalong | 204,598              |
| Windsor      | 1,445,589            |
| Woolgoolga   | 342,831              |
| Yamba        | 142,155              |
| Yass         | 395,226              |
| Yenda        | 155,466              |
| <b>Total</b> | <b>\$744,192,000</b> |

## Appendix 2 Contributions from local government

The following local governments were required to contribute to FRNSW funding during 2021-22.

| Council contribution (\$)   |           |
|-----------------------------|-----------|
| Albury City Council         | 505,509   |
| Armidale Regional Council   | 180,906   |
| Ballina Shire Council       | 62,665    |
| Balranald Shire Council     | 16,396    |
| Bathurst Regional Council   | 458,573   |
| Bayside Council             | 2,273,800 |
| Bega Valley Shire Council   | 81,355    |
| Bellingen Shire Council     | 55,912    |
| Berrigan Shire Council      | 57,666    |
| Blacktown City Council      | 2,729,204 |
| Bland Shire Council         | 23,938    |
| Blayney Shire Council       | 22,032    |
| Blue Mountains City Council | 1,266,882 |
| Bogan Shire Council         | 22,288    |
| Bourke Shire Council        | 37,310    |
| Brewarrina Shire Council    | 15,721    |
| Broken Hill City Council    | 536,604   |
| Burwood Council             | 706,571   |
| Byron Shire Council         | 96,332    |

|                                       |           |
|---------------------------------------|-----------|
| Cabonne Council                       | 43,397    |
| Camden Council                        | 433,918   |
| Campbelltown City Council             | 1,181,033 |
| Canterbury-Bankstown Council          | 3,906,956 |
| Carrathool Shire Council              | 18,614    |
| Central Coast Council                 | 2,919,394 |
| Cessnock City Council                 | 371,612   |
| City of Canada Bay Council            | 1,700,929 |
| City of Lithgow Council               | 151,753   |
| City of Parramatta Council            | 2,733,651 |
| Clarence Valley Council               | 127,587   |
| Cobar Shire Council                   | 27,717    |
| Coffs Harbour City Council            | 538,347   |
| Coolamon Shire Council                | 19,164    |
| Coonamble Shire Council               | 20,712    |
| Cootamundra-Gundagai Regional Council | 63,066    |
| Cowra Shire Council                   | 35,566    |
| Council of the City of Ryde           | 1,877,144 |
| Council of the City of Sydney         | 4,446,945 |
| Cumberland Council                    | 2,061,967 |
| Dubbo Regional Council                | 412,338   |
| Dungog Shire Council                  | 18,079    |
| Edward River Council                  | 59,432    |
| Eurobodalla Shire Council             | 171,867   |
| Fairfield City Council                | 1,678,776 |
| Federation Council                    | 42,268    |
| Forbes Shire Council                  | 24,267    |
| Georges River Council                 | 2,036,786 |
| Gilgandra Shire Council               | 28,734    |
| Glen Innes Severn Council             | 76,196    |
| Goulburn Mulwaree Council             | 123,887   |
| Greater Hume Shire Council            | 50,490    |
| Griffith City Council                 | 103,678   |
| Gunnedah Shire Council                | 30,309    |
| Gwydir Shire Council                  | 33,193    |
| Hawkesbury City Council               | 169,134   |
| Hay Shire Council                     | 27,752    |
| Hilltops Council                      | 78,553    |
| Inner West Council                    | 3,690,699 |
| Inverell Shire Council                | 88,251    |
| Junee Shire Council                   | 23,199    |



|   |           |
|---|-----------|
| Kempsey Shire Council                   | 98,943    |
| Ku-ring-gai Council                     | 2,498,867 |
| Kyogle Council                          | 22,743    |
| Lachlan Shire Council                   | 37,493    |
| Lake Macquarie City Council             | 2,921,356 |
| Lane Cove Municipal Council             | 734,941   |
| Leeton Shire Council                    | 34,313    |
| Lismore City Council                    | 528,474   |
| Liverpool City Council                  | 1,687,359 |
| Liverpool Plains Shire Council          | 39,378    |
| Lockhart Shire Council                  | 19,637    |
| Maitland City Council                   | 685,150   |
| Mid-Coast Council                       | 219,185   |
| Mid-Western Regional Council            | 63,152    |
| Moree Plains Shire Council              | 142,191   |
| Mosman Municipal Council                | 948,629   |
| Murray River Council                    | 33,727    |
| Murrumbidgee Council                    | 21,375    |
| Muswellbrook Shire Council              | 47,818    |
| Nambucca Shire Council                  | 72,337    |
| Narrabri Shire Council                  | 92,398    |
| Narrandera Shire Council                | 43,217    |
| Narromine Shire Council                 | 36,450    |
| Newcastle City Council                  | 3,206,197 |
| North Sydney Council                    | 1,389,137 |
| Northern Beaches Council                | 5,025,322 |
| NSW National Parks and Wildlife Service | 192,103   |
| Oberon Council                          | 19,228    |
| Orange City Council                     | 399,127   |
| Parkes Shire Council                    | 44,521    |
| Penrith City Council                    | 1,342,047 |
| Port Macquarie-Hastings Council         | 389,170   |
| Port Stephens Council                   | 200,697   |
| Queanbeyan-Palerang Regional Council    | 442,471   |
| Randwick City Council                   | 2,411,274 |
| Richmond Valley Council                 | 114,745   |
| Shellharbour City Council               | 771,071   |
| Shoalhaven City Council                 | 484,953   |
| Singleton Council                       | 68,494    |

|   |                     |
|---|---------------------|
| Snowy Monaro Regional Council                   | 88,235              |
| Snowy Valleys Council                           | 61,397              |
| Strathfield Municipal Council                   | 768,048             |
| Sutherland Shire Council                        | 3,082,466           |
| Tamworth Regional Council                       | 335,397             |
| Temora Shire Council                            | 38,760              |
| Tenterfield Shire Council                       | 28,690              |
| The Council of the Municipality of Hunters Hill | 462,364             |
| The Council of the Municipality of Kiama        | 40,773              |
| The Council of the Shire of Hornsby             | 1,764,615           |
| The Hills Shire Council                         | 2,044,748           |
| Tweed Shire Council                             | 446,589             |
| Upper Hunter Shire Council                      | 77,528              |
| Upper Lachlan Shire Council                     | 34,477              |
| Uralla Shire Council                            | 22,317              |
| Wagga Wagga City Council                        | 522,026             |
| Walcha Council                                  | 15,665              |
| Walgett Shire Council                           | 46,264              |
| Warren Shire Council                            | 23,463              |
| Warrumbungle Shire Council                      | 52,342              |
| Waverley Council                                | 1,585,549           |
| Weddin Shire Council                            | 28,186              |
| Wentworth Shire Council                         | 26,285              |
| Willoughby City Council                         | 1,654,304           |
| Wingecarribee Shire Council                     | 139,262             |
| Wollondilly Shire Council                       | 55,013              |
| Wollongong City Council                         | 3,161,021           |
| Woollahra Municipal Council                     | 2,091,725           |
| Yass Valley Council                             | 46,241              |
| <b>Total</b>                                    | <b>\$87,070,464</b> |

### Appendix 3 Availability and cost of the Annual Report

In accordance with the Premiers Memorandum 2013-09 Production Costs of Annual Reports, the preparation and production of the FRNSW Annual Report 2021-22 was at least possible cost. Hard copy was provided to the Minister for Emergency Services, together with an electronic copy for submission to the NSW Parliament. 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 2021-22 have been sent to State Records, the National Library of Australia, the State Library of NSW, the NSW Parliament Library, Western Sydney University Library, the NSW Treasury and Multicultural NSW. A limited number of hard copies were printed to provide to stakeholders.

### Appendix 4 Funds granted to non-government community organisations

In 2021-22, Fire and Rescue NSW provided \$411,137 to the following organisations:

| Organisation name   | Amount (\$) <sup>1</sup> | Funding purpose  |
|---|--------------------------|--|
| Rural Fire Service Association                                | 1,500                    | To support a coffee van/hot drink service during the Northern River Floods at Lismore Base of Operations |
| Fire and Rescue NSW Firefighter Championships Association Inc | 76,000                   | Sponsorship for the conduct of firefighter championships   |
| Museum of Fire  | 333,637                  | Annual fee for services rendered in the operation of Museum  |
| <b>Total</b>  | <b>\$411,137</b>         |  |

<sup>1</sup> Amount as at 30th June 2022 excludes GST

### Appendix 5 Payment of accounts and time taken

Aged analysis at the end of each quarter

| 2021-22              |  |                                   |  |  |                                   |
|----------------------|--|-----------------------------------|--|--|-----------------------------------|
| Quarter              | Current (i.e. within due date)<br>(\$) | Less than 30 days overdue<br>(\$) | Between 30 and 60 days overdue<br>(\$) | Between 61 and 90 days overdue<br>(\$) | More than 91 days overdue<br>(\$) |
| <b>All suppliers</b> |  |                                   |  |  |                                   |
| September            | 2,205,078                              | -                                 | -                                      | -                                      | 85,171                            |
| December             | 8,784,095                              | 53,614                            | 12,066                                 | -                                      | 67,073                            |
| March                | 4,578,970                              | -                                 | -                                      | -                                      | 85,316                            |
| June                 | 15,296,989                             | -                                 | -                                      | -                                      | 75,782                            |



## Accounts due or paid within each quarter

| 2021-22  |               |              |              |              |
|--|---------------|--------------|--------------|--------------|
| Measure  | September     | December     | March        | June         |
| <b>All suppliers</b>   |               |              |              |              |
| Number of accounts due for payment                                       | 26,862        | 26,003       | 20,396       | 21,495       |
| Number of accounts paid on time  | 24,052        | 22,714       | 17,396       | 17,214       |
| Actual percentage of accounts paid on time (based on number of accounts) | 90%           | 87%          | 85%          | 80%          |
| Amount of accounts due for payment                                       | \$142,301,784 | \$64,459,267 | \$63,821,240 | \$83,147,369 |
| Amount of accounts paid on time  | \$126,918,605 | \$52,107,675 | \$49,709,043 | \$69,739,433 |
| Actual percentage of accounts paid on time (based on \$)                 | 89%           | 81%          | 78%          | 84%          |
| Number of payments for interest on overdue accounts                      | -             | -            | -            | -            |
| Interest paid on overdue accounts  | -             | -            | -            | -            |

## Appendix 6 Executive remuneration

## Senior executive remuneration band and gender

| Band   | As at 30 June 2021 |      | As at 30 June 2022 |      |
|--------|--------------------|------|--------------------|------|
|        | Female             | Male | Female             | Male |
| Band 3 |                    | 1    |                    | 1    |
| Band 2 | 2                  | 4    | 3                  | 4    |
| Band 1 | 3                  | 20   | 4                  | 16   |
| Totals | 5                  | 25   | 7                  | 21   |
|        |                    | 30   |                    | 30   |

## Senior executive remuneration band and average remuneration

| Band   | 2020-21 range (\$) | Average (\$) | 2021-22 range (\$) | Average (\$) |
|--------|--------------------|--------------|--------------------|--------------|
| Band 3 | 345,551 - 487,050  | 473,832      | 354,201 - 499,250  | 485,678      |
| Band 2 | 274,701 - 345,550  | 318,177      | 281,551 - 354,200  | 315,286      |
| Band 1 | 192,600 - 274,700  | 229,574      | 197,400 - 281,550  | 234,324      |

1% of the FRNSW employee-related expenditure in 2021-22 was related to senior executives, compared to 1% in 2020-21.

## Appendix 7 Use of consultants

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

| Consultant                         | Category                   | Amount (\$)      | Nature of service   |
|------------------------------------|----------------------------|------------------|---|
| Arcadis Australia Pacific Limited  | Environmental              | 226,034          | Services to address Perfluoroalkyl and Polyfluoroalkyl Substances (PFAS) contamination at the Armidale Training Centre by closing out remaining data gaps and undertaking exposure pathway risk assessments. This will inform the development of a PFAS Management Area Plan and will be used to remediate and clean up the site and neighbouring properties (downgradient) to the relevant criteria. |
| Nation Partners Pty Ltd            | Environmental              | 181,111          | Services to conduct discovery phase of project to determine the most appropriate solution to replace an end-of-life system currently being used for the organisation's financial and management reporting.  |
| KPMG                               | Management Services        | 87,125           | Providing advice on land acquisition strategy   |
| KPMG                               | Management Services        | 88,700           | Providing advice on enterprise risk management  |
| Fujitsu Australia Ltd              | Information Technology     | 60,627           | Developing a TEFI (Test Emulator for ICEMS) Cloud system. The InterCAD Communications Messaging System (ICEMS) is used by Agencies/Utilities across Australia for real-time requests for assistance to emergency incidents.   |
| Environmental Resources            | Environmental              | 113,654          | Services to address PFAS contamination on private properties at Turvey Park, Wagga Wagga. This involves preliminary and detailed site investigations, risk assessments and development of a management plan to remediate sites and Council infrastructure to the relevant criteria.   |
| Golder Associates Pty Ltd          | Environmental              | 52,525           | Providing PFAS remediation at Deniliquin Training Centre and automatic fire alarm data enhancement.   |
| Ramboll Australia Pty Ltd          | Environmental              | 80,282           | Providing PFAS remediation at former Lambton Fire Station, former New Lambton Fire Station, and former West Tamworth Fire Station.  |
| Publicis Sapient Australia Pty Ltd | Environmental              | 50,000           | Preparing a business case for FRNSW to seek funding from NSW Treasury to address and resolve PFAS issues.   |
| Opteon Property Group              | Finance and Accounting/Tax | 268,050          | Independent revaluation of FRNSW land and buildings.  |
| <b>Total</b>                       |                            | <b>1,208,109</b> |   |



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

During 2021-22, FRNSW engaged 15 consultancies for less than \$50,000 in the following categories:

| Category               | Amount (\$) <sup>1</sup> |
|------------------------|--------------------------|
| Environmental          | 178,612                  |
| Management Services    | 92,732                   |
| Information Technology | 19,663                   |
| <b>Total</b>           | <b>291,007</b>           |

**Appendix 8 Capital works in progress**

| Project description                                  | Location       | Start | Complete | Estimated total cost<br>\$000 | Estimated expend to<br>30-06-22<br>\$000 | Allocation<br>2022-23<br>\$000 |
|--|----------------|-------|----------|-------------------------------|--|--------------------------------|
| <b>Major works</b>                                   |                |       |          |                               |  |                                |
| <b>New works</b>                                     |                |       |          |                               |  |                                |
| Broken Hill land and new station                     | Broken Hill    | 2022  | 2025     | 7650                          |  | <b>300</b>                     |
| Cessnock new station                                 | Cessnock       | 2022  | 2024     | 6350                          |  | <b>350</b>                     |
| Fit for Purpose fire station upgrades                | Various        | 2022  | 2032     | 50000                         |  | <b>5000</b>                    |
| Lithgow land and new station                         | Lithgow        | 2022  | 2025     | 9350                          |  | <b>2500</b>                    |
| NSW Bushfire Inquiry Funding Package - Stage 3       | Various        | 2022  | 2025     | 9000                          |  | <b>3000</b>                    |
| Wentworthville new station                           | Wentworthville | 2022  | 2024     | 6350                          |  | <b>350</b>                     |
| Total, new works                                     |                |       |          |                               |  | <b>11500</b>                   |
| <b>Works in progress</b>                             |                |       |          |                               |  |                                |
| Alexandria Fire Station remediation and renovation   | Alexandria     | 2016  | 2023     | 7,500                         | 4800                                     | <b>2700</b>                    |
| Busby land and new station                           | Busby          | 2020  | 2023     | 6,662                         | 2062                                     | <b>4600</b>                    |
| Dungog land and new station                          | Dungog         | 2019  | 2023     | 2836                          | 766                                      | <b>2070</b>                    |
| Integrated Call and Dispatch (ESCAD upgrade) program | Alexandria     | 2021  | 2024     | 16200                         | 3600                                     | <b>11500</b>                   |
| Kingscliff new station                               | Kingscliff     | 2020  | 2023     | 4,700                         | 3200                                     | <b>1500</b>                    |
| Marsden Park new station and fire appliance          | Riverstone     | 2021  | 2023     | 5394                          | 200                                      | <b>5194</b>                    |

|   |                 |      |      |        |        |                |
|---|-----------------|------|------|--------|--------|----------------|
| Muswellbrook land and new station         | Muswellbrook    | 2019 | 2023 | 3,053  | 2053   | <b>1000</b>    |
| Oran Park new station and fire appliances | Oran Park       | 2021 | 2023 | 6623   | 1700   | <b>4923</b>    |
| Replacement of fire appliances            | Various         | 2011 | 2026 | 244031 | 174031 | <b>19000</b>   |
| Ryde land and new station                 | Ryde            | 2018 | 2023 | 9100   | 4750   | <b>4350</b>    |
| Stay Safe and Keep Operational program    | Various         | 2020 | 2026 | 55508  | 23709  | <b>13531</b>   |
| Wentworth Falls Fire Station renovation   | Wentworth Falls | 2020 | 2023 | 1,630  | 1280   | <b>350</b>     |
| Total, works in progress                  |                 |      |      |        |        | <b>70,718</b>  |
| <b>Total, major works</b>                 |                 |      |      |        |        | <b>82,218</b>  |
| <b>Total, minor works</b>                 |                 |      |      |        |        | <b>23,404</b>  |
| <b>Total, Fire and Rescue NSW</b>         |                 |      |      |        |        | <b>105,622</b> |

**Appendix 9 Status of public inquiry recommendations and actions**

FRNSW has addressed recommendations from two public inquiries in 2021-22: the Coronial Inquiry into the fire at Reedy Swamp Tarraganda/Bega/Tathra and the NSW Bushfire Inquiry. Specific actions taken, including the status of those actions, are detailed below.

|   |  |
|---|--|
| Reference                                 | 1. Coronial inquiry into the fire at Reedy Swamp Tarraganda Bega/Tathra - Rec iv   |
| Recommendation<br>Actions due 30 May 2022 | RFS and FRNSW jointly review the arrangements applicable to radio usage in relation to operations involving both RFS and FRNSW personnel to ensure that fire ground commanders are able to effectively communicate with, and provide directions to, members of other services.   |
| Action 1.                                 | FRNSW obtain approval from NSW Telco Authority for access to the Public Safety Network (PSN) and RFS Private Mobile Radio (PMR) networks for NSW fire authority personnel and vehicles to access and enable better communications between members from other services.   |
| Status                                    | Completed: The NSW RFS and FRNSW utilise the PSN, which makes Emergency Service Liaison channels available to all Emergency Service Organisations (ESOs) allowing interoperability during the management of incidents. The NSW RFS and FRNSW continue to transition to the PSN as their primary communications, with this transition reviewed continually as sites are operationally delivered as part of the Critical Communications Enhancement Program. |
| Action 2.                                 | Post-access to the PSN and PMR networks, FRNSW to program their radios with RFS PMR channels in accordance with standard protocols.  |



|   |   |
|---|---|
| Status                                    | Completed: The NSW RFS has made all its Emergency Service Liaison channels available to all ESOs, including FRNSW. The NSW RFS has recently developed and approved an update to its radio programming to add FRNSW Fireground (Task) and Tactical channels. Similarly, FRNSW has procured and completed the rollout of new model portable and mobile radios that support both UHF and VHF bands. This has allowed for all RFS fireground channels to be programmed into all FRNSW radios.   |
| Action 3.                                 | Determine whether Standard Operating Procedures or policy documentation need to be updated to reflect changes in operations relating to radio usage.  |
| Status                                    | FRNSW is in the process of programming all portable radios with UHF capability to communicate directly with farm fire units, with this process intended to be completed before the next fire season. FRNSW has supported the rollout of the new radios with a comprehensive training package and doctrine on the use of the radios and shared channels. FRNSW has also loaded a chart on every Mobile Data Terminal showing the channel chart between NSW RFS, FRNSW as well as ACT emergency service radios.   |
| Recommendation<br>Actions due 30 May 2022 | RFS and FRNSW review inter-agency training arrangements, to ensure that appropriate inter-agency practical exercises are conducted on a regular basis.  |
| Action 1.                                 | That the RFS and FRNSW review inter-agency training arrangements, to ensure that appropriate inter-agency practical exercises are conducted on a regular basis.   |
| Status                                    | Completed: The Joint Operations Taskforce consisting of senior representatives from each agency meet regularly to discuss and encourage inter-agency training and practical exercises. These includes the NSW RFS Incident Management Exercises conducted in various regional locations ahead of the Bushfire danger period, which normally culminates in the State Operations Exercise held annually in August. FRNSW participates in this event.<br><br>In addition to local inter-agency training initiatives, Mutual Aid Agreements between NSW RFS Districts and FRNSW Zones have been in place prior to and since the Reedy Swamp Fire. They contain a requirement for two official joint training sessions to be held each year – one organised by FRNSW and the other by the NSW RFS, although some of these sessions have recently been impacted by COVID-19 restrictions and NSW floods in 2021 and 2022. |
| Recommendation<br>Actions due 30 May 2022 | In the early stages of an incident or an incident management team (IMT) being formed, liaison officers from all firefighting agencies should be requested, and each agency should make reasonable endeavours, given operational demands and personnel constraints, to provide a dedicated and suitable liaison officer to be positioned in the IMT at the Fire Control Centre, to assist with maintaining good communications.  |
| Action 1.                                 | Develop processes which include the requirement to provide a dedicated and suitable liaison officer in the IMT at the Fire Control Centre to assist in communications. This will take into consideration operational demands and personnel constraints at the time of the incident and IMT being formed.  |

|                                      |  |
|--------------------------------------|--|
| Status                               | On track: The Section 52 Plan of Operations sets out the provision of a liaison officer to Fire Control Centres and Emergency Operation Centres during major (Class 2 and 3) bushfires.  |
| Action 2.                            | Update relevant doctrine/documentation to reflect additional considerations in the stages of an IMT being formed and the requirements to provide a dedicated liaison officer.  |
| Status                               | The FRNSW Major Incident Management Plan (v03 - 25 Nov 2019) and the associated Bushfire Sub Plan (v04 - 16 Dec 2021) details the capability to respond to major incidents and bushfires which includes the provision of liaison officers to facilitate integration of resource management between ESO agencies. The Bushfire Incident Co-ordination Centre activation levels specifically address triggers for the provision of a liaison officer and the officer's functions.  |
| Action 3.                            | Communicate and educate staff on Liaison Officer responsibilities and accountabilities to improve communications and ensure operational demands are met.   |
| Status                               | On track: In preparation for the upcoming bushfire season, FRNSW will instruct all staff at ranks that may perform Liaison Officer functions to complete e-learning training on liaising with another organisation.  |
| Reference                            | NSW Bushfire Inquiry R07   |
| Recommendation<br>Due quarter 2 2022 | NSW RFS Commissioner consult with the Fire and Rescue NSW Commissioner and other emergency services to develop a protocol in the event that simultaneous emergency events necessitate the re-allocation of resources while a Section 44 declaration is in place.   |
| Action 1.                            | The NSW RFS Commissioner to consult with the Fire and Rescue NSW Commissioner, to establish an agreed position on minimum standards of fire protection to be afforded to Communities within a declared Section 44 area.  |
| Status                               | On track: Major operational activity relating to the flooding emergency events over recent months has delayed the finalisation of this matter. A draft protocol has been considered internally by both agencies. Deputy Commissioners from FRNSW and RFS will be meeting during the next quarter to finalise prior to submitting to respective Commissioners for sign off.   |
| Recommendation<br>Due: ongoing       | FRNSW review the current design of its bushfire jacket, noting improvements that have been made since 2002 that meet the AS/NZS4824:2006 Protective clothing for firefighters, and increase the allocation of bush fire coats to two jackets per member.   |
| Action 1.                            | The NSW RFS and FRNSW will update PPC allocation to facilitate two sets of personal protective clothing (PPC) to be issued to firefighters.  |
| Status                               | On track: FRNSW has secured a vendor and a size comparison has been conducted to place an initial sizing order of 90% of all jacket replacement requirements. The final 10% will be placed once the initial issue has concluded to allow for variations to be corrected. The NSW RFS PPC supplier has begun distribution of PPC and continues to ramp up stock holdings. Revised Service Standard 5.1.5 Protective Clothing and Accessories has been released. It sets out requirements for Members to have two sets of PPC. |



|                                       |   |
|---------------------------------------|---|
| Reference                             | NSW Bushfire Inquiry R39b   |
| Recommendation<br>Due: ongoing        | NSW RFS issue two sets of personal protective clothing to operational members, and others as appropriate.   |
| Status                                | On track – Refer above.   |
| Reference                             | NSW Bushfire Inquiry R51  |
| Recommendation<br>Due: quarter 2 2022 | To enhance NSW's ability to improve situational awareness, Government expand FRNSW's remotely piloted aircraft systems (RPAS) capability (both capital assets and trained operators) to major regional centres and ensure the NSW RFS and other NSW government agencies can access this capability as required.   |
| Action 1.                             | FRNSW to explore expansion of existing RPAS capability in accordance with the FRNSW Plus Plan.  |
| Status                                | On track: FRNSW RPAS capability is a pivotal tool in protecting the community of NSW. Under our Plus Plan, this capability supports our operations in Fire, Urban Search and Rescue, Counter terrorism, Hazmat, Protection of the Environment, Natural Disaster and Humanitarian Relief. It is used across the four sectors of emergency management - prevention, preparedness, response, and recovery and is available for use by other agencies. FRNSW and our Aviation team have expanded the RPAS project which now sees 25 stations strategically located across NSW, having Tier 1 RPAS capability. This gives these stations the ability to use live stream from an emergency incident providing vital intelligence to incident management teams. These stations can also produce basic maps and imagery further enhancing situational awareness for any event. This has been used widely in the recent flood events that have gripped the State. RPAS stations have also been used successfully to locate missing persons in conjunction with NSW Police. Standard Red Green Blue vision and thermal imaging technology has been utilised during these successful missions. |

## Appendix 10 Government Resource Efficiency Policy statement of compliance

The 2020-21 FRNSW Government Resource Efficiency Policy (GREP) Report has been provided by Department of Planning and Environment. This report serves as our statement of compliance to GREP. Agency GREP data is collected in October to November each year and the annual statement of compliance is provided by January, which is outside this annual report's deadline for submission to the Minister for Emergency Services and the NSW Parliament.

### Statement of compliance for 2021-22

#### E2: Minimum NABERS Energy ratings for offices and data centre

FRNSW purpose-built Headquarters building at 1 Amarina Avenue, Greenacre continues to achieve a minimum 4.5 star NABERS (National Australian Built Environment Rating System) energy rating.

FRNSW data centres are located within GovDC that 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 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.

Televisions – a minimum of 5 stars energy rating

Printers, computers, notebooks, tablets, photocopiers are purchased under NSW Government contracts.

#### E4: Minimum standards for new buildings

FRNSW exceeds the base standard through energy saving initiatives such as solar power, batteries for storing solar power, energy efficient lighting and the use of clothes lines rather than clothes dryers.

#### E5: Whole-of-government solar target of 126,000 megawatt hours by 2024

Through GREP initiatives, FRNSW has implemented energy reduction initiatives at 24 high energy consumption fire stations. FRNSW fitted LED lighting to 23 sites, while 18 sites received solar power (including 4 sites with solar battery storage). The \$1.3million project is expected to deliver in excess of \$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% Green Power

FRNSW complies through only purchasing electricity from Government Contract 776 and Contract 777 which have 6% Green Power built in.

#### W2: Minimum NABERS Water ratings for office buildings

FRNSW Headquarters at Greenacre has a 4.5 stars NABERS water rating.

#### W3: Minimum standards for new water-using appliance

The Water Efficiency Labelling Standards (WELS) apply to plumbing products, whitegoods 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 (Volatile Organic Compounds) 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 11 Government Information (Public Access) Act 2009

### 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. FRNSW web site provides the public with the latest news and updates on incidents, bushfire emergencies, and flood and storm emergencies. FRNSW works closely with the NSW Department of Fair Trading and the Australian Competition & Consumer Commission (ACCC) Product Safety Australia to provide information that relates to fire safety warnings and recalls. 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 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 2021-22, 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 2021-22 there were 157 formal applications under the GIPA Act to FRNSW for access to information, a decrease of 15 on the number of formal applications received in 2020-21 (172). No issues arose from FRNSW compliance with the Act.

Special Note: As of the 30 June 2022, there were a further 3 formal access applications which were yet to be determined in accordance with the GIPA Act which had been received during the 2021-22 FY period.

**Table A. Number of applications by type of applicant and outcome**

|   | Access granted in full | Access granted in part | Access refused in full | Information not held | Information already available | Refuse to deal with application | Refuse to confirm/deny whether information is held | Application withdrawn |
|---|------------------------|------------------------|------------------------|----------------------|-------------------------------|---------------------------------|--|-----------------------|
| Media   | 0                      | 0                      | 0                      | 0                    | 0                             | 0                               | 0  | 0                     |
| Members of Parliament                                       | 0                      | 0                      | 0                      | 0                    | 0                             | 0                               | 0  | 0                     |
| Private sector business                                     | 7                      | 41                     | 2                      | 5                    | 0                             | 1                               | 0  | 2                     |
| Not for profit organisations or community groups            | 0                      | 0                      | 0                      | 0                    | 0                             | 0                               | 0  | 0                     |
| Members of the public (application by legal representative) | 2                      | 61                     | 2                      | 0                    | 0                             | 1                               | 0  | 5                     |
| Members of the public (other)                               | 7                      | 12                     | 2                      | 3                    | 0                             | 1                               | 0  | 3                     |

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   | 3                      | 2                      | 0                      | 0                    | 0                             | 0                               | 0  | 1                     |
| Access applications (other than personal information applications)  | 13                     | 108                    | 6                      | 8                    | 0                             | 3                               | 0  | 9                     |
| Access applications that are partly personal information applications and partly other  | 0                      | 4                      | 0                      | 0                    | 0                             | 0                               | 0  | 0                     |
| Informal requests for FRNSW-specific information  | 5                      | 12                     | 0                      | 0                    | 0                             | 0                               | 0  | 0                     |
| A personal information application is an access application for personal information (as defined in clause 4 to the Act) about the applicant (the applicant being an individual). |                        |                        |                        |                      |                               |                                 |  |                       |

| Table C: Invalid applications  |                        |
|--|------------------------|
| Reason for invalidity  | Number of applications |
| Application does not comply with formal requirements (section 41 of the Act)             | 8                      |
| Application is for excluded information of the agency (section 43 of the Act)            | 0                      |
| Application contravenes restraint order (section 110 of the Act)                         | 0                      |
| Total number of invalid applications received  | 8                      |
| Invalid applications that subsequently became valid applications                         | 34                     |
| 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 Sch. 1 of the Act**

|   | Number of times consideration used* |
|---|-------------------------------------|
| Overriding secrecy laws                               | 0                                   |
| Cabinet information                                   | 2                                   |
| Executive Council information                         | 0                                   |
| Contempt  | 0                                   |
| Legal professional privilege                          | 0                                   |
| Excluded information                                  | 7                                   |
| 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                                 | 19  |
| Law enforcement and security   | 1   |
| Individual rights, judicial processes and natural justice            | 107   |
| 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>125</b>  |

| Table F: Timeliness  |                        |
|--|------------------------|
|  | Number of applications |
| Decided within the statutory timeframe (20 days plus any extensions) | 138                    |
| Decided after 35 days (by agreement with applicant)                  | 2                      |
| Not decided within time (deemed refusal)                             | 0                      |
| <b>Total</b>   | <b>140</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                                 | 0               | 0               | 0        |
| Review by NSW Civil and Administrative Tribunal  | 1               | 0               | 1        |
| <b>Total</b>   | <b>2</b>        | <b>0</b>        | <b>2</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   | 1                                 |
| 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                          | 7                      |
| Applicant-initiated transfers                       | 0                      |
| <b>Total</b>  | <b>7</b>               |

## Appendix 12 Public interest disclosures

The FRNSW Public Interest Disclosures Policy (PID) documents how we meet our obligations under the *Public Interest Disclosures Act 1994*. All employees must report suspected unlawful or corrupt conduct, serious maladministration, or serious and substantial waste of public money, with an assurance by FRNSW that they do so without fear of personal loss or harassment. FRNSW actively promotes the reporting of serious wrongdoing through its PID policy, procedures and related information available on the corporate intranet and FRNSW website.

In 2021-22, ten (10) PIDs were received. During 2021-22, FRNSW met the NSW Ombudsman's reporting requirements via the online reporting tool.

| Type of review                            | Corrupt conduct | Serious maladministration | Serious waste | Local government contravention | GIPA contravention | Total |
|---|-----------------|---------------------------|---------------|--------------------------------|--------------------|-------|
| Number of disclosures                     | 10              | 0                         | 0             | 0                              | 0                  | 10    |
| Number of employees making a disclosure * | 2               | 0                         | 0             | 0                              | 0                  | 2     |
| Number of disclosures finalised           | 7               | 0                         | 0             | 0                              | 0                  | 7     |

\*Eight disclosures were referred from the Independent Commission Against Corruption (ICAC) which determined the disclosures were to remain anonymous, but were also PIDs.

## Appendix 13 Privacy and Personal Information Protection Act 1998

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.

For the 2021-22 reporting period the following requests for internal review under Section 53 of the *Privacy and Personal Information Protection Act 1998* were finalised:

| Requests | Received   | Response (date) | Within timeframe | IPC submission | Outcome   | NCAT |
|----------|------------|-----------------|------------------|----------------|---|------|
| 1        | 8/07/2021  | 6/09/2021       | Y                | Y              | Breach of Information Protection Principles (IPPs) and Health Privacy Principles (HPPs) | N    |
| 2        | 28/09/2021 | 3/12/2021       | N                | Y              | No breach of IPPs and HPPs  | N    |
| 3        | 16/12/2021 | 3/02/2022       | Y                | Y              | Breach of IPPs  | Y    |
| 4*       | 27/12/2021 | 7/06/2022       | N                | Y              | Breach of HPPs  | N    |
| 5*       | 27/12/2021 | 7/06/2022       | N                | Y              | Breach of HPPs  | N    |
| 6        | 28/12/2021 | 19/05/2022      | N                | N              | Breach of IPPs and HPPs   | N    |



|     |            |            |   |   |                         |   |
|-----|------------|------------|---|---|-------------------------|---|
| 7   | 27/12/2021 | 19/05/2022 | N | N | Breach of IPPs and HPPs | N |
| 8*  | 27/12/2021 | 7/06/2022  | N | Y | Breach of HPPs          | N |
| 9*  | 27/12/2021 | 7/06/2022  | N | Y | Breach of HPPs          | N |
| 10  | 27/12/2021 | 23/05/2022 | N | N | Breach of IPPs and HPPs | N |
| 11  | 30/12/2021 | 24/05/2022 | N | N | Breach of IPPs and HPPs | N |
| 12  | 30/12/2021 | 24/05/2022 | N | N | Breach of IPPs and HPPs | N |
| 13  | 30/12/2021 | Not valid  |   |   |                         |   |
| 14  | 31/12/2021 | 19/05/2022 | N | N | Breach of IPPs and HPPs | N |
| 15  | 31/12/2021 | 19/05/2022 | N | N | Breach of IPPs and HPPs | N |
| 16  | 31/12/2021 | 19/05/2022 | N | N | Breach of IPPs and HPPs | N |
| 17* | 31/12/2021 | 7/06/2022  | N | Y | Breach of HPPs          | N |
| 18* | 4/01/2022  | 7/06/2022  | N | Y | Breach of HPPs          | N |
| 19* | 4/01/2022  | 7/06/2022  | N | Y | Breach of HPPs          | N |
| 20* | 16/01/2022 | 7/06/2022  | N | Y | Breach of HPPs          | N |
| 21  | 21/01/2022 | 19/05/2022 | N | N | Breach of IPPs and HPPs | N |
| 22* | 2/02/2022  | 7/06/2022  | N | Y | Breach of HPPs          | N |
| 23  | 4/12/2021  | 6/5/2022   | N | N | Breach of IPPs          | N |
| 24  | 4/02/2022  | 31/05/2022 | N | N | Breach of IPPs and HPPs | N |
| 25* | 15/03/2022 | 6/07/2022  | N | Y | Breach of IPPs and HPPs |   |
| 26  | 21/03/2022 | 23/05/2022 | N | N | Breach of IPPs and HPPs | N |
| 27# | 16/05/2022 |            | N |   |                         |   |

Note: In December 2021 FRNSW identified a data breach and voluntarily notified the Information and Privacy Commission. Cases 4-22, 25 and 26 were complaints directly related to this data breach.

\*These cases are reported as not being submitted to NSW Civil and Administrative Tribunal (NCAT), however the 28 days in which to lodge with NCAT ceases in the 2022/2023 financial year.

#This case was received in the 2021-22 financial year but the response date is not due until the 2022-23 financial year.

## Appendix 14 Cyber security annual attestation for the 2021-22 financial year for Fire and Rescue NSW

I, Paul Baxter, Commissioner, am of the opinion that Fire and Rescue NSW has managed cyber security risks in a manner consistent with the Mandatory Requirements set out in the NSW Government Cyber Security Policy.

Governance is in place to manage the cyber-security maturity and initiatives for Fire and Rescue NSW.

The Cyber Incident Response Procedure was executed and used to appropriately respond to cyber incidents throughout the reporting period. The procedure and related processes were recently reviewed and updated and will be tested in a formal exercise in quarter four 2022.

FRNSW was certified against ISO27001 during the reporting period.

Risks to the information and systems of Fire and Rescue NSW has been assessed and are managed.

The IT Risk Report is presented quarterly to the Audit and Risk Committee. All high risks are escalated and discussed at the Audit and Risk Committee.

In order to increase protection for FRNSW information assets from evolving cyber security threats, a Cyber Security Program has been established and a Cyber Security Roadmap defined (2020 - 2023). The Program identifies and addresses gaps in the cyber security architecture to reduce cyber security related risks and improve cyber security maturity.

Progress against the Cyber Security Roadmap and maturity against the NSW Cyber Security Policy are presented to Audit and Risk Committee, progress is regularly monitored by Audit and Assurance.

Signed:

Date: 22 September 2022

Name: Paul Baxter

Position: Commissioner

## Appendix 15 Internal audit and risk management attestation for the 2021-22 financial year for Fire and Rescue NSW

I, Paul Baxter, Commissioner, am of the opinion that Fire and Rescue NSW has internal audit and risk management processes in operation that are compliant with the seven (7) Core Requirements as set out in the TPP20-08 Internal Audit and Risk Management Policy for the General Government Sector, specifically:

| Core requirements                |   | For each requirement, please specify whether compliant, non-compliant, or in transition |
|----------------------------------|---|---|
| <b>Risk management framework</b> |   |   |
| 1.1                              | The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency.  | Compliant   |
| 1.2                              | The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018.   | Compliant   |
| <b>Internal audit function</b>   |   |   |
| 2.1                              | The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.   | Compliant   |
| 2.2                              | The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing.  | Compliant   |
| 2.3                              | The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.   | Compliant   |
| <b>Audit and Risk Committee</b>  |   |   |
| 3.1                              | The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations. | Compliant   |
| 3.2                              | The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.   | Compliant   |

### Membership

The independent chair and members of the Fire and Rescue NSW Audit and Risk Committee are:

- Independent Chair, Jennifer Palmer (1 January 2019 – 1 January 2027)
- Independent Member, Brian Blood, (6 December 2016 to 5 December 2024)
- Independent Member, Malcolm Clinch, (4 September 2014 to 4 September 2022)

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

Paul Baxter  
Commissioner

Fire and Rescue NSW

Date: 16 August 2022



# Human resources

## Appendix 16 Staff profile

| Establishment                                | 2017/18      | 2018/19      | 2019/20      | 2020/21      | 2021/22        |
|--|--------------|--------------|--------------|--------------|----------------|
| <b>Executive (headcount)</b>                 |              |              |              |              |                |
| Commissioner                                 | 1            | 1            | 1            | 1            | 1              |
| Deputy Commissioner/Executive Director       | 4            | 6            | 6            | 6            | 7 <sup>1</sup> |
| Assistant Commissioner/Director              | 18           | 19           | 19           | 20           | 18             |
| <b>Subtotal</b>                              | <b>23</b>    | <b>26</b>    | <b>26</b>    | <b>27</b>    | <b>26</b>      |
| <b>Firefighting staff (headcount)</b>        |              |              |              |              |                |
| <b>Permanent (full-time)</b>                 |              |              |              |              |                |
| Chief Superintendent                         | 19           | 18           | 18           | 16           | 18             |
| Superintendent                               | 46           | 43           | 45           | 45           | 41             |
| Inspector                                    | 85           | 89           | 94           | 95           | 93             |
| Station Officer                              | 635          | 623          | 617          | 636          | 622            |
| Firefighter                                  | 2,600        | 2,596        | 2619         | 2628         | 2626           |
| Operational Support Level 2                  | 56           | 62           | 81           | 96           | 108            |
| Operational Support Level 2A                 | 54           | 40           | 29           | 28           | 22             |
| Operational Support Level 3A                 | 20           | 16           | 14           | 10           | 6              |
| Operational Support Level 3                  | 1            | 3            | 2            | 1            | 1              |
| Operational Support Inspector                | 18           | 23           | 26           | 30           | 42             |
| <b>Total permanent (full-time)</b>           | <b>3,534</b> | <b>3,513</b> | <b>3,545</b> | <b>3,585</b> | <b>3,579</b>   |
| <b>On-call (part-time)</b>                   |              |              |              |              |                |
| Captain                                      | 236          | 228          | 236          | 230          | 228            |
| Deputy Captain                               | 310          | 321          | 325          | 327          | 314            |
| On-call Firefighter                          | 2,747        | 2,725        | 2736         | 2760         | 2701           |
| <b>Total on-call (part-time)</b>             | <b>3,293</b> | <b>3,274</b> | <b>3,297</b> | <b>3,317</b> | <b>3,243</b>   |
| <b>Total firefighting staff</b>              | <b>6,827</b> | <b>6,787</b> | <b>6,842</b> | <b>6,902</b> | <b>6,822</b>   |
| <b>Administrative and trades staff (FTE)</b> |              |              |              |              |                |
| Area/Zone Administration                     | 52.40        | 49.00        | 48.00        | 48.31        | 51.00          |
| Community Safety                             | 48.00        | 40.00        | 41.80        | 43.00        | 48.40          |
| Education and Training                       | 25.40        | 22.40        | 22.40        | 20.00        | 21.60          |
| Finance                                      | 30.80        | 31.60        | 39.60        | 39.60        | 41.60          |
| Field Operations - Business Unit             | 4.00         | 16.00        | 16.00        | 15.00        | 16.00          |
| Governance and Legal                         | 19.40        | 21.60        |              |              |                |
| Information Technology                       | 64.80        | 66.85        | 70.85        | 72.28        | 73.28          |
| Logistics Support                            | 90.00        | 92.60        |              |              |                |
| Office of the Commissioner                   | 14.00        | 16.00        | 44.60        | 43.60        | 46.00          |
| Operational Capability                       | 20.00        | 21.00        | 29.00        | 30.00        | 31.00          |
| People and Culture <sup>2</sup>              | 81.03        | 87.93        | 91.93        | 92.90        | 106.70         |

|  |               |               |               |               |               |
|--|---------------|---------------|---------------|---------------|---------------|
| Program Management Office                                | 13.00         | 12.00         |               |               |               |
| Strategic Capability - Business Unit <sup>3</sup>        | 2.00          | 4.00          | 13.00         | 13.00         | 20.00         |
| Fleet Management   |               |               | 49.00         | 47.00         | 45.00         |
| Property Services  |               |               | 15.00         | 14.00         | 14.00         |
| <b>Total administrative and trades staff<sup>4</sup></b> | <b>464.83</b> | <b>480.98</b> | <b>481.18</b> | <b>478.69</b> | <b>514.58</b> |

<sup>1</sup>2021-22 Deputy Commissioner/Executive Director includes 1 temporary executive in the role of Executive Program Director ESCAD

<sup>2</sup>2021-22 People and Culture includes three new mental health psychologist positions and temporary roles for Covid-19 management (conduct, injury management, health and advisory).

<sup>3</sup>2021-22 Strategic Capability includes consolidation of administration across the Division into the Business Unit from Education and Training, and Operational Capability

<sup>4</sup>2021-22 Full time equivalent has increased due to temporary roles for projects and Covid-19-related backfilling for long term leave and pre-retirement

| Staff composition                    | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|--------------------------------------|---------|---------|---------|---------|---------|
| Executives                           | 23      | 26      | 26      | 27      | 26      |
| Full-time fire officers              | 3534    | 3513    | 3545    | 3585    | 3,579   |
| Part-time (on-call) fire officers    | 3293    | 3274    | 3297    | 3317    | 3,243   |
| Administrative and trade staff (FTE) | 465     | 481     | 481     | 479     | 515     |

### 1) Representation of equal employment opportunity groups in FRNSW as at 30 June 2022 - as a % of total staff

| EEO target group   | All staff | Full-time firefighting staff | On-call firefighting staff | Senior executive | Admin and trades staff |
|--|-----------|------------------------------|----------------------------|------------------|------------------------|
| Women  | 14.90%    | 10.17%                       | 12.67%                     | 26.92%           | 59.81%                 |
| Aboriginal people and Torres Strait Islanders              | 4.95%     | 5.20%                        | 5.21%                      | 0.00%            | 1.89%                  |
| People whose first language was not English                | 3.27%     | 2.37%                        | 1.63%                      | 7.69%            | 19.06%                 |
| People with a disability                                   | 0.98%     | 0.84%                        | 0.49%                      | 0.00%            | 4.91%                  |
| People with a disability requiring work-related adjustment | 0.20%     | 0.28%                        | 0.00%                      | 0.00%            | 0.94%                  |

### 2) Trends in the representation of EEO groups in FRNSW - as a % of total staff

| EEO group  | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|--|---------|---------|---------|---------|---------|
| Women  | 10.56%  | 11.40%  | 12.61%  | 13.45%  | 14.90%  |
| Aboriginal people and Torres Strait Islanders              | 3.59%   | 3.89%   | 4.26%   | 4.65%   | 4.95%   |
| People whose first language was not English                | 2.74%   | 2.89%   | 3.03%   | 3.15%   | 3.27%   |
| People with a disability                                   | 0.76%   | 0.99%   | 0.95%   | 0.94%   | 0.98%   |
| People with a disability requiring work-related adjustment | 0.19%   | 0.25%   | 0.23%   | 0.19%   | 0.20%   |

### 3) Trends in the representation of EEO groups in FRNSW

| Women                           | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|---------------------------------|---------|---------|---------|---------|---------|
| Full-time firefighting staff    | 7.16%   | 7.91%   | 8.55%   | 9.32%   | 10.17%  |
| On-call firefighting staff      | 7.83%   | 8.43%   | 10.22%  | 11.28%  | 12.67%  |
| Senior executive                | 17.39%  | 19.23%  | 23.08%  | 18.52%  | 26.92%  |
| Administrative and trades staff | 53.96%  | 55.35%  | 56.60%  | 57.81%  | 59.81%  |

| Aboriginal people and Torres Strait Islanders | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|---|---------|---------|---------|---------|---------|
| Full-time firefighting staff                  | 4.16%   | 4.53%   | 4.63%   | 4.80%   | 5.20%   |
| On-call firefighting staff                    | 3.31%   | 3.60%   | 4.28%   | 4.97%   | 5.21%   |
| Senior executive                              | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   |
| Administrative and trades staff               | 1.46%   | 1.41%   | 1.80%   | 1.62%   | 1.89%   |

| People whose first language was not English | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|---|---------|---------|---------|---------|---------|
| Full-time firefighting staff                | 2.21%   | 2.25%   | 2.28%   | 2.32%   | 2.37%   |
| On-call firefighting staff                  | 1.21%   | 1.22%   | 1.49%   | 1.66%   | 1.63%   |
| Senior executive                            | 8.70%   | 11.54%  | 11.54%  | 11.11%  | 7.69%   |
| Administrative and trades staff             | 16.88%  | 17.98%  | 18.00%  | 18.86%  | 19.06%  |

| People with a disability        | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|---------------------------------|---------|---------|---------|---------|---------|
| Full-time firefighting staff    | 0.76%   | 1.05%   | 0.93%   | 0.86%   | 0.84%   |
| On-call firefighting staff      | 0.36%   | 0.40%   | 0.42%   | 0.48%   | 0.49%   |
| Senior executive                | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   |
| Administrative and trades staff | 3.54%   | 4.44%   | 4.60%   | 4.67%   | 4.91%   |

### Appendix 17 Multicultural policies and services program

Fire and Rescue NSW is committed to the multicultural principles set out in the Multicultural NSW Act 2000. FRNSW recognises the benefits that linguistic, religious and ancestral diversity brings to the community, and will continue developing and implementing initiatives to increase opportunities for all people to contribute to and access FRNSW services.

The Culturally and Linguistically Diverse (CALD) Inclusion Action Plan provides us with a road map to ensure that we are focused on delivering the required workplace behaviours and practices that foster an organisation where CALD employees feel valued, supported and equipped to achieve their full potential. A strategic priority has been set to improve the inclusiveness of our organisational culture as part of the Inclusive Culture Program. This is explained in detail at page 26.

The Multicultural Programs and Services Plan focuses on preventing and increasing the community's preparedness for and resilience to hazards, emergencies and disasters. FRNSW is committed to building meaningful and genuine relationships with our CALD communities. We provide practical support by:

- Identifying needs in local communities, and planning strategies, activities and events that may assist in meeting those needs, particularly in relation to fire safety education
- Providing translation services through radio communications 24/7
- Providing multilingual fire safety information both in print, and through our FRNSW Community Language Scheme representatives,
- Supporting community groups with referrals to other agencies and participating in multi-agency opportunities.

FRNSW's achievements in engagement with CALD communities in 2021-22 and plans for 2022-23 are addressed on pages 30-33.

Attracting, recruiting and developing a diverse, skilled and adaptable workforce that reflects the community which we serve is a key aspect of our efforts to improve service delivery and develop capabilities to meet community needs. The FRNSW CALD Employee Network supports and advocates for staff while providing a platform for CALD employees to connect and access opportunities for personal development and training, and provide input on policy development and other initiatives. This is an opportunity for CALD staff to network and engage together, identify any issues, workshop solutions and celebrate areas of improvement. FRNSW's achievements in 2021-22 and plans for 2022-23, with respect to our people, are addressed on pages 33 and 26 (Strategic Priority Programs).



## Appendix 18 Honours and awards

### Australian Fire Service Medal

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

- Chief Superintendent Brendan Cox
- Superintendent Peter Jacobs
- Station Officer William Spek
- Captain David O'Donnell
- Captain Gregory Topple
- Senior Firefighter Tara Lal
- Senior Firefighter Kamarah Pooley

### National Medals and clasps

The National Medal for 15 years of service was awarded to 178 fire officers, the first clasp for 25 years service was awarded to 111 fire officers, the second clasp for 35 years service was awarded to 84 fire officers, and the third clasp for 45 years service was awarded to five fire officers.

### FRNSW commendations - Long Service and Good Conduct Medals and clasps

The Long Service and Good Conduct Medal for 10 years of service was awarded to 190 staff (fire officers, administrative and trades employees and Community Fire Unit volunteers), the first clasp for 20 years service to 151 staff, the second clasp for 30 years service to 40 staff, the third clasp for 40 years service to 16 staff, and the fourth clasp for 50 years of service to four staff.

## Appendix 19 Responding to complaints from the public

During 2021-22, FRNSW received 89 customer complaints. These complaints are raised by the public via email, the FRNSW web site or direct contact, including by phone. This year, a facility to lodge a complaint through the FRNSW web site was introduced and recording of complaints for reporting purposes improved, using web metrics. The complaints are categorized by type, below:

| Complaint type   | Number    |
|--|-----------|
| Professionalism of firefighters                        | 30        |
| Operational activities negatively impacting the public | 17        |
| Communication with the public including social media   | 11        |
| Delays in service (administrative and emergencies)     | 11        |
| Driving, reported as reckless or damaging              | 8         |
| Other  | 12        |
| <b>Total</b>   | <b>89</b> |

The Professional Standards Branch investigates both external and internal complaints against FRNSW employees. Complaints are acknowledged within 24 hours and initial triage is conducted within five business days. Inquiries then determine the veracity of information to inform the pathway that a matter may take. This might include referring a matter to local management to handle, commencing a formal investigation under the procedural guidelines, implementing some other suitable alternative dispute resolution strategy or dismissing the matter due to a lack of credible information.

Outcomes of matters which were investigated, including complaints from within FRNSW, were:

|   | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
|---|---------|---------|---------|---------|---------|---------|
| <b>Unprofessional conduct</b>   |         |         |         |         |         |         |
| Alleged misconduct and criminal matters   | 33      | 31      | 42      | 43      | 45      | 81      |
| Sustained (either by investigation or court conviction)   | 23      | 22      | 37      | 29      | 14      | 31      |
| Not sustained   | 10      | 9       | 5       | 3       | 5       | 3       |
| No finding made   |         |         |         |         | 16      | 5       |
| Direct remedial action - (A new category commenced 2019-20. The decision-maker determined to take direct remedial action, no formal finding of misconduct.) |         |         |         |         | 9       | 26      |
| Resignation - (A new category commenced 2019-20. The person subject to the allegations resigned arising from the process.)                                  |         |         |         |         | 1       | 16      |
| <i>Disciplinary outcomes</i>  |         |         |         |         |         |         |
| Termination   | 2       | 2       | 7       | 7       | 1       | 0       |
| Allow to resign   | 2       | 8       | 1       | 1       | 3       | 0       |
| Demotion  | 2       | 1       | 3       | 3       | 1       | 3       |
| Fine  | 1       | 0       | 0       | 0       | 0       | 0       |
| Caution/reprimand   | 9       | 6       | 12      | 3       | 5       | 9       |
| Resignation following formal finding  | 0       | 0       | 4       | 7       | 3       | 4       |
| Medical discharge   | 1       | 0       | 2       | 0       | 0       | 0       |
| <i>Remedial outcomes</i>  |         |         |         |         |         |         |
| Formal warning  | 3       | 4       | 5       | 7       | 8       | 28      |
| Counselling   | 3       | 0       | 0       | 0       | 2       | 2       |
| Performance monitoring  | 0       | 0       | 0       | 0       | 0       | 0       |
| Training and development  | 0       | 0       | 1       | 1       | 2       | 0       |
| Transfer  | 0       | 1       | 1       | 0       | 0       | 0       |
| Performance improvement plan  | 0       | 0       | 1       | 0       | 0       | 0       |

|   | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
|---|---------|---------|---------|---------|---------|---------|
| <b>Bullying and/or harassment</b>   |         |         |         |         |         |         |
| Bullying investigations   | 9       | 15      | 9       | 13      | 3       | 9       |
| Sustained   | 4       | 10      | 8       | 10      | 1       | 4       |
| Not sustained   | 5       | 5       | 1       | 0       | 1       | 1       |
| Direct remedial action - (A new category commenced 2019-20. The decision maker determined to take direct remedial action, no formal finding of misconduct.) |         |         |         |         | 1       | 4       |
| Resignation - (A new category commenced 2019-20. The person subject to the allegations resigned arising from the process.)                                  |         |         |         |         | 0       | 0       |
| <b>Disciplinary outcomes</b>  |         |         |         |         |         |         |
| Termination   | 0       | 0       | 1       | 3       | 0       | 0       |
| Allow/direct to resign  | 0       | 0       | 3       | 1       | 0       | 0       |
| Demotion  | 0       | 1       | 1       | 1       | 0       | 1       |
| Caution/reprimand   | 3       | 2       | 3       | 0       | 1       | 0       |
| Fine  | 0       | 0       | 0       | 0       | 0       | 0       |
| Resignation arising from disciplinary action  | 0       | 0       | 0       | 1       | 0       | 0       |
| Medical discharge   | 0       | 1       | 0       | 2       | 0       | 0       |
| <b>Remedial outcomes</b>  |         |         |         |         |         |         |
| Formal warning  | 0       | 1       | 0       | 1       | 1       | 6       |
| Counselling   | 0       | 0       | 0       | 0       | 1       | 1       |
| Performance monitoring  | 0       | 0       | 0       | 0       | 0       | 1       |
| Training and development  | 0       | 0       | 0       | 0       | 0       | 0       |
| Transfer  | 0       | 1       | 0       | 0       | 0       | 0       |

Only the single most serious outcome is reported in the above table. In addition, other actions may be taken such as training, a personal improvement program and counselling (or other action a decision maker deems appropriate), which are not reported in this data.

## Appendix 20 International travel and accommodation expenses

From 1 July 2021 – 30 June 2022 FRNSW staff made 7 international trips:

| Dates of travel                     | Name of representative   | Destination and purpose  | Cost to FRNSW | Cost to other organisation  |
|-------------------------------------|--|--|---------------|---|
| 10 March 2022 for a maximum 14 days | Superintendent - Team Leader of the operation to support the coordination of recovery work<br><br>Lead Firefighters (2) - Skilled operators of Remotely Piloted Aerial System (drone)<br><br>Leading Firefighter - Hazmat Technician to facilitate the capacity building<br><br>Specialist - Geographic Information System mapping and reporting | <b>Urgent International Aid Deployment to Tonga</b><br><br>Five staff to assist with post-tsunami aid and asbestos management at the request of the Australian Government.<br><br>Staff flew on Royal Australian Air Force planes. No Business or Premium Economy Class.                       | Salaries only | The Department of Foreign Affairs and Trade (DFAT) covered all travel and accommodation costs related to the deployment, with FRNSW responsible for salaries<br><br>DFAT has not advised FRNSW of the costs of the deployment<br><br>Accommodation was on an Royal Australian Navy ship with transport to and from land daily by defence helicopter |
| 23 to 30 April 2022                 | Deputy Commissioner and Assistant Commissioner   | <b>Conference</b><br><br>FRNSW's attendance at the Fire Department Instructors Conference International in Indianapolis USA. This provided an opportunity to observe advances in simulation and technology, and how they have enhanced performance and outcomes.<br><br>Business class travel. | \$42,207      |   |



|                          |  |   |             |   |
|--------------------------|--|---|-------------|---|
| 7 to 14<br>May 2022      | Commissioner<br>and Assistant<br>Commissioner        | <b>International aid obligation</b><br><br>The United Nations' International Search and Rescue Advisory Group (INSARAG) held their annual consultations in Geneva, Switzerland. FRNSW is a member of this group as part of its Urban Search and Rescue capability in partnerships with the DFAT.<br><br>Business class travel.  | Nil         | \$31,940<br><br>All costs met by the Commonwealth through DFAT grant funding                                |
| 11 to 17<br>June<br>2022 | Deputy<br>Commissioner,<br>and Senior<br>Firefighter | <b>Acceptance of international award and flood preparedness</b><br><br>FRNSW plays a critical role in providing highly trained in-water technicians to support NSW State Emergency Service as the lead agency for floods. FRNSW has been awarded a prestigious international award. DC Fewtrell and SFF Collins attended the award ceremony in South Bend, Indiana USA; and attended two of the most highly-rated purpose-built Flood Preparedness and Training Centres in Indiana and New York State.<br><br>Business class travel.  | \$14,650.00 |   |
| 15 to 18<br>June<br>2022 | Assistant<br>Commissioner                            | <b>International aid funding obligation</b><br><br>Travel to visit Fire and Emergency New Zealand (FENZ) in Auckland.<br><br>FRNSW has developed an excellent reputation as a world leader in this area and based on this, FENZ has requested FRNSW to undertake the role of mentor for their International Search and Rescue Advisory Group (INSARAG) External Reclassification.<br><br>Mentors are responsible for providing independent, unbiased recommendations to the INSARAG Secretariat as to whether an IER exercise should go ahead (as planned or whether it should be postponed). The objective is to maximise the probability of success for the USAR team which undergoes the IER.<br><br>Economy class travel. | Salary      | FENZ paid for travel costs of approx. \$1,900 AUD, including airfares, accommodation, meals and incidentals |

|                              |                                  |  |                               |   |
|------------------------------|----------------------------------|--|-------------------------------|---|
| 16 - 26<br>June<br>2022      | Inspector and<br>Station Officer | <b>International aid funding obligation</b><br><br>Represent NSW in Switzerland, which conducted an international simulation exercise as part of their membership in the International Search and Rescue Advisory Group. FRNSW is also a member of this group as part of its Urban Search and Rescue capability in partnership with the Department of Foreign Affairs and Trade.<br><br>Economy class travel.  | Salaries                      | Estimated at about \$6,000 paid by the Commonwealth by DFAT   |
| 24 June<br>to 4 July<br>2022 | Superintendent                   | <b>Counterterrorism</b><br><br>Attend CAPEX 2022 in the United Kingdom.<br><br>CAPEX is a biennial activity conducted under the auspices of Australia's Quad foreign policy arrangement and involves Chemical, Biological and Radiological specialists from Australia, Canada, the United Kingdom and the United States.<br><br>The Department of Home Affairs has identified the superintendent as an appropriate candidate to represent FRNSW to form an Australian Hazard Assessment Team for the event.<br><br>Economy class travel. | Salary                        | This trip was funded by the Australia-New Zealand Counter-Terrorism Committee<br><br>Total: \$6600.00 |
|                              |                                  |  | <b>Cost to FRNSW \$56,857</b> | <b>Cost to other agencies \$46,440</b>  |

## Access details

### HEADQUARTERS

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

### COMMUNITY SAFETY DIRECTORATE

1 Amarina Avenue GREENACRE NSW 2190  
Locked bag 12 GREENACRE NSW 2190  
Telephone (02) 9742 7400  
Fax (02) 9742 7486  
Business hours 8:30am – 4:30pm

### COMMUNITY FIRE UNITS

1 Amarina Avenue GREENACRE NSW 2190  
Locked bag 12 GREENACRE NSW 2190  
Telephone 1300 238 238  
Email: cfu@fire.nsw.gov.au  
Business hours 8:00am – 4:00pm

### FRNSW EMERGENCY SERVICES ACADEMY

1-5 Distribution Drive ORCHARD HILLS NSW 2748  
PO Box 159 ST CLAIR NSW 2759  
Telephone (02) 9318 4399  
Fax (02) 9318 4384  
Business hours 7:30am – 4:30pm Monday to Thursday

## Metropolitan operational areas

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

### AREA COMMAND METROPOLITAN EAST

#### Zone Office Metropolitan East 1 – Sydney East

Level 2, 213 Castlereagh Street SYDNEY NSW 2000  
PO Box 20937 WORLD SQUARE NSW 2002  
Telephone (02) 9265 2700  
Fax (02) 9166 6300  
Business hours 8.30am – 4.30pm

#### Zone Office Metropolitan East 2 – Sydney North

Corner Shirley Road and Sinclair Street  
CROWS NEST NSW 2065  
Telephone (02) 8588 9300  
Fax (02) 9166 6301  
Business hours 8.30am – 4.30pm

#### Zone Office Metropolitan East 3 – Sydney Mid-West

Ashfield Fire Station, 16 Victoria Street  
ASHFIELD NSW 2131  
PO Box 224 ASHFIELD NSW 2131  
Telephone (02) 9561 7700  
Fax (02) 9166 6302  
Business hours 8:30am – 4:30pm

### AREA COMMAND METROPOLITAN WEST

#### Zone Office Metropolitan West 1 – Blacktown, Penrith and The Hills

42 Huntingwood Drive HUNTINGWOOD NSW 2148  
Telephone (02) 9561 7600  
Fax (02) 9166 6308  
Business hours 8:30am – 4:30pm

#### Zone Office Metropolitan West 2 – Parramatta

110-114 Wigram Street HARRIS PARK NSW 2150  
PO Box H4 HARRIS PARK NSW 2150  
Telephone (02) 9895 4600  
Fax (02) 9166 6309  
Business hours 9:00am – 4:30pm

#### Zone Office Metropolitan West 3 – Blue Mountains, Lithgow and Hawkesbury

17 Parke Street KATOOMBA NSW 2780  
Telephone (02) 4784 8300  
Fax (02) 9166 6310  
Business hours 9:00am – 4:30pm

### AREA COMMAND METROPOLITAN NORTH

#### Zone Office Metropolitan North 1 – Hunter Coast

40 Young Road LAMBTON NSW 2299  
Telephone (02) 4979 3700  
Fax (02) 9166 6303  
Business hours 8:00am – 4:00pm

#### Zone Office Metropolitan North 2 – Central Coast

1 Central Coast Highway KARIONG NSW 2250  
Telephone (02) 4337 9700  
Fax (02) 8823 1890  
Business hours 8.30am – 4.00pm

#### Zone Office Metropolitan North 3 – Lower Hunter

2 Mustang Drive RUTHERFORD NSW 2320  
Telephone (02) 4015 4000  
Fax (02) 9166 6304  
Business hours 8:30am – 4:00pm

### AREA COMMAND METROPOLITAN SOUTH

#### Zone Office Metropolitan South 2 – Georges River

Rear of Kogarah Fire Station Cnr Kensington and Gray Streets KOGARAH NSW 2217  
PO Box 1035 KOGARAH NSW 1485  
Telephone (02) 9561 7900  
Fax (02) 9166 6306  
Email: MS2admin@fire.nsw.gov.au  
Business hours 8:30am – 4:30pm

#### Zone Office Metropolitan South 1 – Illawarra

Level 1, 32 Denison Street WOLLONGONG NSW 2500  
PO BOX W3 West Wollongong NSW 2500  
Telephone (02) 4224 2000  
Email: MS1admin@fire.nsw.gov.au  
Business hours 8:30am – 4:00pm

#### Zone Office Metropolitan South 3 – Sydney South-West

9 Swettenham Road ST ANDREWS NSW 2566  
PO Box 5447 MINTO DC 2566 NSW  
Telephone (02) 9335 6900  
Fax (02) 9166 6307  
Email: MS3admin@fire.nsw.gov.au  
Business hours 8:30am – 4:30pm

## Regional operational areas

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

### AREA COMMAND REGIONAL NORTH

#### Regional North Area Office

60 Tamarind Drive BALLINA NSW 2478  
Phone: (02) 6690 6100  
Fax: (02) 9166 8389  
Business hours: 8.00am – 4.00pm

#### Zone Office Regional North 1 – Mid-North Coast

5 Central Road PORT MACQUARIE NSW 2444  
PO Box 5686 PORT MACQUARIE NSW 2444  
Telephone (02) 5547 8900  
Fax (02) 9166 6311  
Business hours 8:30am – 4:30pm

#### Zone Office Regional North 2 – Northern Rivers

60 Tamarind Drive BALLINA NSW 2478  
Telephone (02) 5646 2100  
Fax (02) 9166 6312  
Business hours 9:00am – 4:30pm

#### Zone Office Regional North 3 – New England

13 The Ringers Road HILLVUE NSW 2340  
Telephone (02) 5732 8400  
Fax (02) 9166 6313  
Business hours 9:00am – 4:00pm

### AREA COMMAND REGIONAL WEST

#### Regional West Area Office and Zone Office Regional West 1 – Western Slopes

15 Whylandra Street DUBBO NSW 2830  
Telephone (02) 5853 2300  
Fax (02) 9166 6317  
Business hours 9:00am – 5:00pm

#### Zone Office Regional West 2 – Upper Hunter and Central West

2/114 Piper Street BATHURST NSW 2795  
Telephone (02) 6339 8500  
Fax (02) 9166 6318  
Business hours 8:30am – 4:30pm

#### Zone Office Regional West 3 – Riverina

65 Kurradjong Avenue LEETON NSW 2705  
Telephone (02) 6929 5700  
Fax (02) 9166 6319  
Business hours 8.30am – 4.30pm

### AREA COMMAND REGIONAL SOUTH

#### Regional South Area Office

2/56 Bayldon Road QUEANBEYAN NSW 2620  
Telephone (02) 6229 6700  
Fax (02) 9166 8390  
Business hours: 9:00am – 5:00pm

#### Zone Office Regional South 1 – Monaro

Village Centre Shop FO2B, 1 Perry Street  
BATEMANS BAY NSW 2536  
Telephone (02) 4478 4900  
Fax (02) 9166 6314  
Business hours 8.30am – 4:00pm

#### Zone Office Regional South 2 – Southern Highlands

1/159 Auburn Street GOULBURN NSW 2580  
Telephone (02) 4824 7200  
Fax (02) 9166 63135  
Business Hours 8:30am – 4:00pm

#### Zone Office Regional South 3 – Murray

Ground Floor 45 Johnston Street  
WAGGA WAGGA NSW 2650  
Telephone (02) 5942 9000  
Fax (02) 9166 6316  
Business hours 8.30am – 4:00pm



## Glossary and acronyms

|  |   |
|--|---|
| Aerial appliance   | Appliance with a vertical reach of at least 29 metres, designed for high level rescue or firefighting.  |
| Appliance  | A vehicle (normally a truck) designed and equipped to deal with emergencies.  |
| Aqueous film forming foams (AFFF)                                  | A firefighting foam that has been used extensively due to its effectiveness in extinguishing liquid fuel fires.   |
| Asbestos containing materials (ACM)                                | Any material containing more than one percent asbestos. These materials are considered hazardous and associated with certain diseases and health concerns   |
| Australasian Fire and Emergency Service Authorities Council (AFAC) | The peak representative body for fire and emergency services and land management agencies in the Australasian region.   |
| Bystanders   | People in the area of an incident, including those who are physically involved and those who have witnessed the incident (e.g., neighbours, passers-by, media).   |
| Bystander engagement   | Communication with people at an emergency scene. Firefighters are trained to de-escalate bystander responses and apply skills and techniques to regulate emotions in stressful situations.  |
| CAFS aerial pumper   | An aerial appliance, with a vertical reach of 24 metres, used for rescue or firefighting (see definition of compressed air foam system (CAFS) below).   |
| Champions of Change Coalition                                      | A coalition that aims to engage leaders to help advance equality, leadership diversity, and respectful and inclusive workplaces.  |
| Compressed air foam system (CAFS)                                  | A standard water pumping system that has an entry point where compressed air can be added to a foam solution to generate foam.  |
| Combat agency  | The agency with primary responsibility for responding to an emergency.  |
| Communication centres (FireCOM)                                    | There are two Communication Centres (FireCOM) located at Sydney and Newcastle. FireCOM is staffed by operational firefighters and officers. Operators must hold the minimum rank of Qualified Firefighter.  |
| Community Engagement Unit (CEU)                                    | This team supports frontline personnel to understand the risks in their communities so that they can tailor prevention programs to suit their local communities   |
| Community Fire Unit (CFU)  | A group of volunteer residents trained to protect their own homes from bushfires while they await arrival of a fire service. Usually established in areas of urban-bushland interface.  |
| Community First Responder (CFR) program                            | A medical response program run by the NSW Ambulance and delivered by FRNSW as part of a broader network of participants. The aim of the CFR program is to provide timely advanced first aid to patients in remote and rural communities by training members of the community and emergency services operating under Ambulance clinical and operational control. |

|   |   |
|---|---|
| Confinement to room/object of origin                      | The proportion of fires confined to the room, part room or object in which the fire commenced.  |
| Connected Firefighter program                             | NSW Government interagency initiative launched in part by FRNSW Operational and Information Technology teams in response to recent operational experiences, including the 2019 bushfires.<br><br>The Connected Firefighter program applies information and communications technologies for use by firefighters.   |
| Disaster Assistance Response Teams (DART)                 | The deployment of a specific cache of equipment and personnel to support external agencies in disaster-affected environments. DART includes urban search and rescue (USAR) - the mobilisation of specialised resources to rescue casualties from partially or totally collapsed structures or environments.   |
| Electronic Australasian Incident Reporting System (eAIRS) | The system used to gather data related to emergency incidents.  |
| Emergency Operations Centre (EOC)                         | Established under the <i>State Emergency and Rescue Management Act 1989 No 165</i> at a State, regional or local level as a centre of communication, and as a centre for the coordination of operations and support, during an emergency.   |
| Emergency Response Decision Support System (ERDSS)        | Also known as Chemical Companion, this system provides first responders with decision support for hazardous environments such as Hazmat, Fire, and Explosive Ordinance Disposal.  |
| Emergency services computer aided dispatch (ESCAD)        | The system used by communications centre staff to record information from people reporting an emergency incident, then allocate and dispatch resources.   |
| Emergency Triple Zero (E000)                              | 000 Emergency, also known as Triple Zero or Triple 0, and sometimes stylised Triple Zero (000), is the primary national emergency telephone number in Australia. The Emergency Call Service is operated by Telstra, and overseen by the Australian Communications and Media Authority. It is intended only for use in life-threatening or time-critical emergencies.              |
| Fire district   | An area to which the <i>Fire and Rescue NSW Act 1989</i> applies. It is always within a local government area, and is protected by the FRNSW. By exception, the fire districts of Perisher Valley and Thredbo are in a National Parks and Wildlife Service area. The <i>Fire and Rescue NSW Act 1989</i> applies to the whole state in the case of hazardous materials incidents. |
| First attack firefighting (FAFF)                          | The First Attack Firefighting course provides the required knowledge and skills for participants to be able to correctly identify and select the most suitable first attack firefighting equipment typically installed in workplaces. This includes extinguishers, fire blankets and hose reels and safely that may be safely used on small, unestablished workplace fires.       |
| General land rescue (GLR)                                 | Land-based rescues in the area of operation, to rescue people who are trapped in a motor vehicle, in an industrial setting such as machinery, a lift or train, or in a domestic setting. GLR also includes domestic animal rescues.   |
| Greater Sydney area (GSA)                                 | An area of Sydney broadly extending to Berowra in the north, Richmond in the north-west, Emu Plains in the west, Campbelltown and Camden in the south-west and Engadine and Bundeena in the south.  |

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| Hazard reduction (HR)  | Reduction of fuel loads to reduce the impact of fire, commonly used to minimise bushfire potential.  |
| Hazmat (hazardous materials)   | Include chemicals, petroleum products and any other substance 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.  |
| Health Check program   | A program to make sure all firefighters are fit, healthy and ready for operational duties. Health Checks are conducted by a Nominated Medical Practitioner of the firefighter's choosing. A health report completed by the doctor, together with any test results, is sent to an independent occupational physician, who will determine fitness for ordinary duties, considering any existing requirements and restrictions. |
| Heavy hazmat support vehicle   | A specialist emergency vehicle equipped for major hazmat emergencies and rescues.  |
| Hytrans high volume mobile water supply system                                 | A Hytrans appliance can be used to supply large volumes of water (potentially around 8000 litres per minute) for firefighting at large-scale fires, across distances of up to 1.5 kilometres. It can operate from both a static and reticulated supply, and pumps water vertically up to a height of 60m. The appliance can also be used to pump water from flood-affected areas and move it up to 1.5 kilometres.           |
| Incident   | Any occurrence to which FRNSW resources are responded.   |
| Inter-agency computer aided dispatch (CAD) electronic messaging system (ICEMS) | Text messaging that connects the emergency agencies and enhances efficient communication of direct information.  |
| Malicious false calls  | Deliberate false calls to FRNSW.   |
| Mobile command centre (MCC)  | An appliance that provides a mobile communications and command centre. It is used as an incident command point at major incidents.   |
| Mobile data terminals (MDT)  | Smart tablet devices installed in fire appliances that give crews access to incident information, maps, pre-incident plans, Standard Operational Guidelines and a range of other information. They include ESCAD data and give firefighters the capability to transmit codes to the communications centres.  |
| Multiple-alarm fire  | Alarm response protocols provide the signals for standardised sets of resources from a network of stations in major urban areas, according to the scale of the fire. The scale is from 1st alarm to 6th alarm or higher. 8th and 10th alarm fires are referenced in the report, being very significant events.   |
| Mutual aid agreement   | A document which outlines cooperative arrangements between the NSW Rural Fire Service and the Fire and Rescue NSW on a local government area basis. These agreements are intended to ensure that every community is provided with the best possible response to incidents.   |
| Mutual aid zone  | The geographical area within which the provisions of a mutual aid agreement apply. It will generally encompass areas contiguous to the boundaries of Fire and Rural Fire Districts. It may also cover significant assets or areas where the nature of the hazard or an identified type of incident would require joint response by both the NSW Rural Fire Service and Fire and Rescue NSW.                                  |
| NSW People Matters Survey  | The NSW public sector's annual employee opinion survey.<br><br>The survey asks employees about their experience and perceptions of a range of workplace issues and practices, including management and leadership, service delivery, employee engagement, diversity and inclusion, public sector values, and unacceptable conduct.   |

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| On-call firefighter                           | Part-time firefighter paid a monthly retainer, plus call-out and drill fees. Can also be known as Retained Firefighter.  |
| Permanent firefighter                         | Full-time firefighter.   |
| Plus Plan                                     | A five-year strategy built around our four stakeholder groups - our people, the community, government and industry. It was launched in 2018 following input from hundreds of staff from all areas of the organisation, overlaid with independent research from the community and our external stakeholders.  |
| Poly-fluoroalkyl substances (PFAS)            | Manufactured chemicals that have unique properties that include water repellence and molecular stability, and as such they were used in the manufacture of numerous commercial and industrial products including fire suppression.   |
| Pre-incident planning                         | Plans prepared by firefighters and the community designed to reduce the impact of an incident when it occurs. This includes preparing occupants to deal with an emergency and ensuring that firefighters are prepared for an emergency at a specific building or facility.   |
| Public Access to Defibrillation (PAD) program | A NSW Ambulance program where a FRNSW appliance will be deployed to an out-of-hospital cardiac arrest incident where they are located closer to the incident than an ambulance and until an ambulance arrives. An ambulance will always be deployed and NSW Ambulance officers will take responsibility for the care of the patient once they arrive at the incident and until an ambulance arrives.   |
| Pumper  | An emergency vehicle designed to transport firefighters and their equipment and to pump water.   |
| Rapid damage assessments (RDA)                | Surveys carried out by trained emergency services personnel in the immediate aftermath of disaster events. The surveys assess the condition of buildings in damaged areas so that emergency assistance can be efficiently managed and dispatched.  |
| Remotely piloted aircraft systems (RPAS)      | Lightweight and easily-manoeuvred machines (drones) that can fly considerable distances remotely controlled by a pilot. RPAS can record, compile and disseminate information during incidents or in the prevention, preparation and recovery phase of operations.  |
| Response time                                 | The time taken between the arrival of the first fire crew appliance at the scene of a structure fire and:<br><br>1. initial receipt of the call at the communications centre. Response time (including call taking time) reflects jurisdictions' overall responsiveness to the notification of a structure fire, or<br><br>2. dispatch of the responding fire crew. Response time (excluding call taking time) reflects service organisations' responsiveness to the notification of a structure fire.<br><br>Shorter response times suggest that services are more accessible and responsive. |
| Road crash rescue (RCR)                       | Rescue of people trapped due to a motor vehicle crash.   |
| Safety visit                                  | Conducted by firefighters who visit homes with increased fire risk in their community to assess the risk of fire and emergency. The aim is to ensure that there is at least one working smoke alarm in every home and provide advice to occupants on how to reduce the risks inside the home.  |
| Screening in first responders trial (SIFT)    | A confidential program aiming to evaluate the effectiveness of mental health screening in first responders.  |



|   |   |
|---|---|
| Skills for life adjustment and resilience (SOLAR) program               | A low intensity psychosocial program designed by Phoenix Australia, a centre for posttraumatic mental health, to help people manage high levels of stress and distress following disaster and trauma exposure.  |
| State Emergency Operations Centre (SEOC)                                | At the Sydney Police Centre, the location from which a State Emergency Operations Controller either controls an emergency operation or coordinates support to the combat agency.  |
| State Rescue Board (SRB)  | A committee established under the <i>State Emergency and Rescue Management Act 1989</i> to ensure the maintenance of efficient and effective rescue services throughout NSW.  |
| Station Leadership and Development Program (SLaDP)                      | A pilot program offered to on-call firefighters across FRNSW. The intent of the program is to support current and emerging station leaders by building capacity and confidence in leading teams, identifying career pathways and strategies for potential career progression and providing opportunities for on-call firefighters to network and build sustainable relationships.   |
| Strike teams  | Resources deployed as tactical units to significant incidents, such as major bushfires or a flood. A strike team usually has between four and seven appliances and a strike team leader (usually an inspector) with a vehicle.  |
| Strategic Operations Centre (SOC)                                       | The role of the SOC is to monitor major incidents or emergency operations, and: <ul style="list-style-type: none"> <li>provide a Strategic Overview across FRNSW organisational capability</li> <li>coordinate requests for resources</li> <li>plan &amp; prepare for the effects of an imminent or potential emergency</li> <li>provide a point of communication and reporting, and</li> <li>conduct and prepare Impact Assessments and coordinate support to the recovery process.</li> </ul> |
| System initiated false alarms   | Unintended false alarms generated by an alarm system.   |
| Tactical Athlete Resilience Program (TARP)                              | Provides FRNSW firefighters access to the same resources, facilities and programs that keep elite athletes resilient and performing at their best. TARP consists of a pre- and post-program assessment plus 10 strength and conditioning sessions with high performance staff. It is open to all FRNSW firefighters outside their normal shifts/duties.   |
| United Nations International Search and Rescue Advisory Group (INSARAG) | A network of disaster-prone and disaster-responding countries and organisations dedicated to urban search and rescue and operational field coordination.  |
| Urban search and rescue (USAR)  | Specialist capability to locate, provide medical assistance to and remove victims who have been trapped or affected by a structural collapse.   |
| Vertical rescue (VR)  | Any heights or depths situation where person(s) need resources to gain access to, move within, and extricate from hazardous environments utilising rope-based and/or mechanical systems, to ensure the safety of person(s) and/or domestic animal(s).   |

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