FIRE +
RESCUE

WE ARE FIRE AND RESCUE NSW

NSW
GOVERNMENT

CONTENTS

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 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.

First Nations cultural experience September 2022

Cover image: 2023 Türkiye Earthquake Response - Nathan Fulton - DFAT Media Library

LETTER TO THE MINISTER

The Hon. Jihad Dib MP

Minister for Customer Service and Digital Government, Minister for Emergency Services, Minister for Youth Justice
Member for Bankstown

GPO Box 5341
Sydney NSW 2001

Dear Minister,

In compliance with the terms of the Government Sector Finance Act 2018 (GSF Act) (which repeals the Annual Reporting Acts) and Regulations under the GSF Act, I am pleased to submit the Fire and Rescue NSW (FRNSW) 2022-23 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 Urban Search and Rescue team (USAR) deployment to Türkiye following the devastating earthquakes, and 10th Alarm response to the Surry Hills warehouse fire, which was successfully contained despite multiple exposures within the Sydney CBD. FRNSW also made a significant contribution to the floods which affected the Hawkesbury, Central Coast and Hunter regions in July 2022 and the central west, far north, far west and far south of NSW in October 2022.

Yours sincerely

[signature]

Jeremy Fewtrell AFSM

Commissioner
Fire and Rescue NSW

31/10/2023

COMMISSIONER'S MESSAGE

Despite the relentless challenges of 2022-23, Fire and Rescue NSW (FRNSW) has again risen to meet the needs of the local and international community. Over the reporting year we've responded to an incredible 130,558 emergency incidents and are witnessing a shift in the way our community relies on us. The growing complexity of these incidents highlights the crucial demand for our specialised capabilities, and our highly skilled workforce has remained prepared and ready to serve the community.

In 2023, FRNSW farewelled Commissioner Paul Baxter QSO, and we thank him for his service and leadership over the past six years.

The year has presented many challenges for our community, including a significant weather event along the eastern seaboard that triggered multiple flood emergencies simultaneously in the central west, far north, far west, and far south regions of the state, and multiple large-scale incidents including a 10th Alarm fire in the busy Sydney CBD. Our people have maintained complete response capacity and adapted to meet the varying needs of the people of NSW.

FRNSW expertise was called upon internationally and we quickly mobilised our United Nations accredited Urban Search and Rescue team for deployment to Türkiye in the wake of the earthquake disaster and also sent teams to Canada as they battled one of their worst wildfire seasons on record. Throughout every challenge, home and abroad, our people demonstrated exceptional resilience, compassion and skill, embodying our values every step of the way.

I remain committed to supporting our firefighters, administrative staff, and tradespeople and recognise the importance of equipping them with the necessary tools, technology, and specialised training to ensure their safety and effectiveness. Additionally, our focus on mental health and wellbeing programs is growing in an effort to build even greater resilience in the face of increasingly complex, high-impact emergency situations.

Our expertise is being recognised across various industries and our prevention and education work is expanding to support our stakeholders in enhancing their safety systems, address emerging risks, and improving procedures that will ensure operational best practice as well as safer communities.

This Annual Report is a reflection of our many accomplishments, and a testament to the unwavering dedication and commitment of our firefighters, administrative and trades staff who work tirelessly to serve and protect others.

Our values of Respect, Integrity, Service and Courage are the foundation upon which we build our service to the community. These values guide every decision we make, every action we take, and every life we save.

Jeremy Fewtrell AFSM

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.**

FRNSW 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 are governed by the following legislation and policies:

Fire and Rescue NSW Act 1989, Fire Brigades Regulation 2014, Rural Fires Act 1997, State Emergency and Rescue Management Act 1989, *State Emergency Service Act 1989*, NSW State Rescue Policy, State Emergency Management Plan (EMPLAN) and supporting plans, Regional emergency management plans (11).

The legislated breadth of responsibilities is reflected in the Operations and Performance section from page 27 and the activities outlined in the Outcomes Framework on page 29.

YEAR IN REVIEW

Highlights

Thirroul Fire Station centenary

Winter Fire Safety Campaign 'Are you ready?' annual awareness campaign launched to help the community prepare for the winter period, when fire prevention and education is critical due to the seasonal spike in home fires, fire-related fatalities and injuries.

Thirroul Fire Station centenary Recognised 100 years of serving the community of Thirroul and surrounds.

King's Birthday Honours Four firefighters awarded an Australian Fire Service Medal (AFSM) for their commitment to protecting the communities of New South Wales; Chief Superintendent Graham Kingsland, Superintendent Greg Lewis, Captain Greg Mcilwaine and Station Officer Zena Mehanna.

Bus crash rescue, Greta Crews responded to major, multi-victim bus crash near Hunter Valley utilising search, rescue and retrieval capability during incident.

July 2022

Flood response to Hawkesbury, Central Coast and Hunter regions Hundreds of personnel deployed to assist with rescue, clean-up and recovery work.

Aboriginal Nation naming of appliances Agency-wide roll out of vehicles displaying both geographical and traditional place names, recognising the traditional owners of the land on which we work and to better reflect the communities we serve.

Aboriginal Nation naming of appliances

August 2022

bstreetsmart FRNSW joined other first responders to deliver critical road safety education, aiming to reduce the fatality and injury rates of young people by promoting safe behaviour as drivers, riders and passengers.

AFAC22 FRNSW delivered research, reflections and keynote address across the theme of 'Connecting communities. Creating resilience'.

Crowds onlook a demonstration at Open day

State Road Crash Rescue Challenge, Coffs Harbour FRNSW crews competed against State Emergency Service, Country Fire Authority and Volunteer Rescue Association in replicated road crash rescue scenarios to enable crews to hone their lifesaving skills relating to trauma, first aid, CPR and motor vehicle incidents.

St Florian's Day Annual Honours and Awards Ceremony St Florian's Day and Commissioner Safety Awards acknowledged our people for their selfless contribution to the NSW community, a continued display of FRNSW values and their commitment to being Prepared for Anything.

Open Day More than 250 fire stations across NSW opened to the community to meet our crews and gain important, hands-on fire and safety education.

Wildfire deployment, Canada Nine FRNSW firefighters joined a multi-agency contingent, at the request of the Canadian Government, to support the response to wildfires in Alberta.

Bushfire tankers donated to Solomon Islands Four decommissioned bushfire tankers delivered to the Solomon Islands to significantly boost the nation's emergency capability.

Recruit graduation 225 new permanent and on-call firefighters graduated from the Emergency Services Academy.

Heritage building 10th Alarm fire, Surry Hills More than 100 firefighters safely extinguished a seven-storey structure fire in the heart of Sydney, as well as managed the risk of collapse and threat to neighbouring buildings and residential apartments.

October 2022

Floods in far north, far west and far south NSW A major weather event along the eastern seaboard caused multiple flood emergencies simultaneously in the far north, far west and far south regions of NSW. FRNSW committed hundreds of personnel to assist with in-water rescue, clean-up and recovery efforts.

Lakemba Fire Station centenary Recognised 100 years of serving the community of Lakemba and surrounds.

Training props launched at ESA New training simulators, including recreated railway station, single-storey four-bedroom home and pumping and draughting props are delivered to support specialised training at the Emergency Services Academy (ESA).

State Firefighting Championships 10 FRNSW crews competed in 14 events together with other emergency services to develop, maintain and enhance their operational skills.

Easter show demonstration

Sydney Royal Easter Show FRNSW exhibit at the annual Sydney Royal Easter show displayed fire and rescue capability, provided fire safety education and engaged with thousands of attendees.

November 2022

Firefighting uniforms donated to Bhutan Decommissioned structural firefighting uniforms gifted to volunteer firefighters in Bhutan to support safer firefighting for local responders.

Recruit graduation 227 new permanent and on-call firefighters graduated from the Emergency Services Academy.

WorldPride and Sydney Mardi Gras FRNSW supported LGBTQIA+ people and celebrates diversity, equality and inclusion by taking part in the 45th Sydney Gay and Lesbian Mardi Gras festival and WorldPride.

Disability Employee Network launched Disability Employee Network (DEN) launched to support employees with disabilities and to identify ways to improve practices within policies, training, and access to engagement opportunities.

Humanitarian deployment, Vanuatu FRNSW firefighters deployed to Port Vila as part of a broader Australian Government Rapid Assessment Team response to Tropical Cyclones Judy and Kevin carrying out damage assessments.

Regional On-Call Skills Refresher, Mogo Two-day training held in Region South for on-call firefighters to refresh and enhance their skills.

Regional Firefighter Championships, Wangi Wangi 18 FRNSW teams competed across 11 events to develop, maintain and enhance their operational skills.

December 2022

Waste facility 8th Alarm fire, Artarmon More than 20 FRNSW appliances and 80 firefighters responded to large waste facility warehouse fire.

January 2023

Australia Day Honours Four firefighters awarded an Australian Fire Service Medal (AFSM) for their commitment to protecting the communities of New South Wales; Assistant Commissioner Roger Mentha (Ret.), Chief Superintendent Stephen Hirst, Inspector Belinda Hooker, Deputy Captain Peter Ryan (Ret.).

Flood response WA Eight specialist firefighters deployed to Broome to assist with Western Australia's flood crisis.

February 2023

Kingscliff Fire Station opens A new $4.7 million two-storey fire station opened at Kingscliff.

DART deployment, Türkiye A team of 72 Australian emergency services personnel led by FRNSW deployed to Türkiye to assist with search and rescue efforts following a devastating earthquake.

Major hazmat incident, Banksmeadow FRNSW responded to major incident at a chemical manufacturing plant requiring firefighting, hazmat and technical rescue capabilities.

Oran Park Fire Station opens A new $6.7 million fire station opened at Oran Park.

Regional On-Call Skills Refresher, Harden Two-day training held in Region South for on-call firefighters to refresh and enhance their skills.

June 2023

May 2023

April 2023

March 2023

Crows Nest pedestrians struck by car May 2023

AS ONE OF THE WORLD'S LARGEST URBAN FIRE AND RESCUE SERVICES, AND THE BUSIEST IN AUSTRALIA, FRNSW WORKS CLOSELY WITH AGENCIES ACROSS THE STATE, NATIONALLY AND INTERNATIONALLY TO ENSURE WE ARE PREPARED, TRAINED AND READY FOR ANYTHING, TOGETHER.

Multi-agency operations

PREPARING: Yass Fire Station

The crew at 511 Station Yass has a range of talents that come in handy as they work to service a vast area of NSW, just north of Canberra. Yass firefighters are also police officers, Rural Fire Service (RFS) and NSW State Emergency Service (SES) volunteers, and even professional beekeepers.

Firefighters in Yass frequently attend rescues, ambulance assist loads, motor vehicle crashes, automatic fire alarms, truck fires, bushfires and floods with many of these outside the township of Yass itself.

As it can often take more than 30 minutes to arrive to calls due to the remoteness of the locations, strongly skilled crews make a significant impact on delivering the help that's needed. Yass firies say it's "like having a variety of subject matter experts on every call".

Crews work very closely with other emergency services in the area, often carrying out joint exercises and training. As a result, there's a sense of teamwork and camaraderie among the RFS, SES, NSW Police and NSW Ambulance (NSWA)

Captain Scott Lang says regional stations like Yass can't call in the kind of resources that are available in the metro area, so all agencies rely on each other for support.

"We're continually looking at how we can improve processes between the agencies and skill sets we have on hand. There is not a problem we can't solve together."

Crew of 511 Yass

TRAINING: Realistic car vs train exercise

In June 2023, crews from FRNSW, RFS, SES and NSWA joined forces in Dubbo for a rescue exercise focused on incidents involving motor vehicles and trains.

Around 60 personnel from the four agencies (including crews from Dubbo, Gilgandra, Warren, Nyngan and Trangie fire stations) took part in a series of realistic rescue scenarios featuring 'live' casualties with moulage 'wounds'.

The exercise, which was coordinated by the VRA and facilitated by the Australasian Road Rescue Organisation (ARRO), was made possible thanks to the support of Australian Rail Track Corporation (ARTC) and Pacific National, who provided special access to railway land, a rail siding, and an old carriage.

FRNSW Deputy Commissioner Jeremy Fewtrell said multi-agency exercises like this are essential to upskill rescuers.

Although the exercise was the first of its kind, future regional opportunities are being explored with the next possibly focusing on agricultural machinery incidents.

Crews from FRNSW, NSWA, RFS, SES and VRA work together on a rescue scenario

RESPONDING: Crows Nest pedestrians struck by car

In May 2023, three boys were struck by a car and injured on a major highway in Sydney. Firefighters from Crows Nest and Neutral Bay were on scene within minutes providing valuable assistance to NSWA paramedics carrying out patient care. During the confronting rescue, firefighters and paramedics showed enormous compassion, care, professionalism and cooperation.

Emergency Services Academy

The world-class practical learning environment at FRNSW's Emergency Services Academy (ESA) is an investment in training beyond FRNSW, improving broader emergency services capability with multi-faceted, multi-agency exercises.

In 2022-23, 35 multi-agency exercises were conducted at the ESA.

This included drills and training with RFS, SES, NSWA, NSW Police Force, CareFlight, Endeavour Energy, Transport for NSW, the Environment Protection Authority (EPA), Marine Rescue and the Australian Defence Force.

Adaptive design ensures interoperability of training props for multi-agency operations and partnership opportunities with key industry groups to improve capability across emergency services.

Training ranges from practical learning to incident management, while large emergency exercises range from plane and train crashes to major structural collapse and combined events. Exercises can be live streamed into Police Operations Centre or State Emergency Operations Centre to facilitate state and national exercises.

OUR OPERATIONS NETWORK

Properties at a glance

20 Training facilities

Tier 1 Facility
Emergency Services Academy (ESA) Orchard Hills

Regional Tier 2 Training Centres
Albion Park
Armidale
Deniliquin
Wellington

Metro Tier 2 Training Centres
Alexandria
Terrey Hills
Pyrmont
Londonderry

Regional Tier 3 Props
Minmi
Rutherford
Henty
Nyngan
Denman
Jindabyne
Ballina
Kempsey

Metro Tier 3 Props
Liverpool
Huntingwood
Portland

512 Community Fire Units (CFU)

440 trailers, and 72 cabinets

8 Other properties (inc. Museum of Fire)

4 Warehouses

20 Training facilities

30 Offices

8 Day stations (mixed permanent/on-call staffing)

124 Permanent fire stations

203 On-call fire stations

New 095 Oran Park Station

Updated 013 Alexandria Station

New 347 Kingscliff Station

New and upgraded stations

Fire stations opened

Oran Park (new station on new land)
Kingscliff (new station on existing site)

Fire stations upgraded

Alexandria
Lake Cargelligo
Wentworth Falls
Tumbarumba

Land aquired for new fire stations

Yass

REGIONAL NORTH 3
21 STATIONS
1 TRAINING CENTRE **ARMIDALE**

REGIONAL NORTH 2
20 STATIONS

REGIONAL WEST 1
18 STATIONS
1 TRAINING CENTRE **WELLINGTON**

REGIONAL WEST 3
16 STATIONS

REGIONAL NORTH 1
19 STATIONS
1 TRAINING CENTRE **KEMPSEY**

REGIONAL WEST 2
17 STATIONS

METRO NORTH 3
14 STATIONS

METRO WEST 3
14 STATIONS

METRO NORTH 1
19 STATIONS
1 COMMS CENTRE **NEWCASTLE**

METRO NORTH 2
15 STATIONS

METRO WEST 1
14 STATIONS
2 TRAINING CENTRES **ESA, LONDONDERRY**

METRO EAST 2
15 STATIONS
1 TRAINING CENTRE **TERREY HILLS**

REGIONAL SOUTH 2
17 STATIONS

METRO WEST 2
12 STATIONS

METRO EAST 1
11 STATIONS
1 TRAINING CENTRE **ALEXANDRIA**

METRO EAST 3
14 STATIONS
1 COMMS CENTRE **ALEXANDRIA**

METRO SOUTH 3
13 STATIONS

REGIONAL SOUTH 3
19 STATIONS
1 TRAINING CENTRE **DENILIQUIN**

METRO SOUTH 2
16 STATIONS

REGIONAL SOUTH 1
17 STATIONS

METRO SOUTH 1
14 STATIONS
1 TRAINING CENTRE **ALBION PARK**

Fleet at a glance

CURRENT FLEET 2022-23

583
Fire appliances
(Class 1 + 2 + 3)

29
Aerial
appliances

44
Rescue
and
hazmat

36
Specialised
fire
appliances

30
Support
vehicles

2
Mobile
Command
Centres

684
Trailers (inc
Community
Fire Units)

284
Light and
commercial
vehicles

NEW FLEET 2022-23

9
Pumpers
(Class 2 + 3)

21
Tankers
(Class 1)

8
Aerial
appliances

13
Specialist
and support

55
Minor fleet

Our people

AT A GLANCE

3,605
Full-time
(Permanent)
firefighters

3,212
On-call
(Retained)
firefighters

527.6
Trades and
administrative
staff (FTE)

27
Senior
executives

4,657
Community Fire
Unit volunteers
across 512
Community Fire
Units

Increase of 26
from 2021-22

Decrease of 31
from 2021-22

Increase of 13 from
2021-22 (515)

Increase of 1
from 2021-22

ORGANISATION STRUCTURE

FIRE AND RESCUE NSW					
FIELD OPERATIONS	**STRATEGIC CAPABILITY**	**PEOPLE & CULTURE**	**INFORMATION TECHNOLOGY**	**FINANCE**	**OFFICE OF THE COMMISSIONER**
REGIONAL OPERATIONS	OPERATIONAL CAPABILITY	HR & ORGANISATIONAL DEVELOPMENT	CORPORATE PORTFOLIO	FINANCE OPERATIONS	EXECUTIVE BUSINESS UNIT
METROPOLITAN OPERATIONS	EDUCATION & TRAINING	OPERATIONAL STAFFING & RECRUITMENT	ICT COMMERCIAL GOVERNANCE & RISK	FINANCIAL STRATEGY	MEDIA, COMMUNICATION & ENGAGEMENT
COMMUNITY SAFETY	PROPERTY SERVICES	PROFESSIONAL STANDARDS	INFRASTRUCTURE	STRATEGIC PROCUREMENT & CONTRACT SERVICES	OPERATIONAL IMPROVEMENT & ASSURANCE
FIELD OPERATIONS BUSINESS UNIT	FLEET MANAGEMENT	WORKFORCE RELATIONS, PLANNING & ANALYTICS	IT OPERATIONS & COMMUNICATION		STRATEGY, PLANNING & PERFORMANCE
	STRATEGIC CAPABILITY BUSINESS UNIT	WORK HEALTH & SAFETY	GOVERNANCE, SECURITY & RISK		GOVERNMENT RELATIONS
	STRATEGIC CAPABILITY ASSET MANAGEMENT	CONDUCT & COMPLIANCE	RECORDS & INFORMATION MANAGEMENT		
		ESCAD BUSINESS IMPLEMENTATION			

Field Operations and Strategic Capability are
our operational divisions, employing 96% of
paid staff.

Temporary organisation units (set up for a
specific project) are shaded in blue.

Executive Leadership Team

JEREMY FEWTRELL
AFSM
Commissioner*

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. He was appointed Commissioner on 30 October 2023.

VACANT
Deputy Commissioner Field Operations**

Acting arrangements will be in place for this role until it is permanently recruited.

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 Practicing Accountants Australia and holds a Bachelor of Commerce and a Diploma in Health Science.

*Former Commissioner Paul Baxter left FRNSW in July 2023 after six years' service. Between July and October 2023 Deputy Commissioners Jeremy Fewtrell and Megan Stiffler alternated in the role of Acting Commissioner.

**Jeremy Fewtrell formerly held the role of Deputy Commissioner Field Operations before being appointed Commissioner in October 2023.
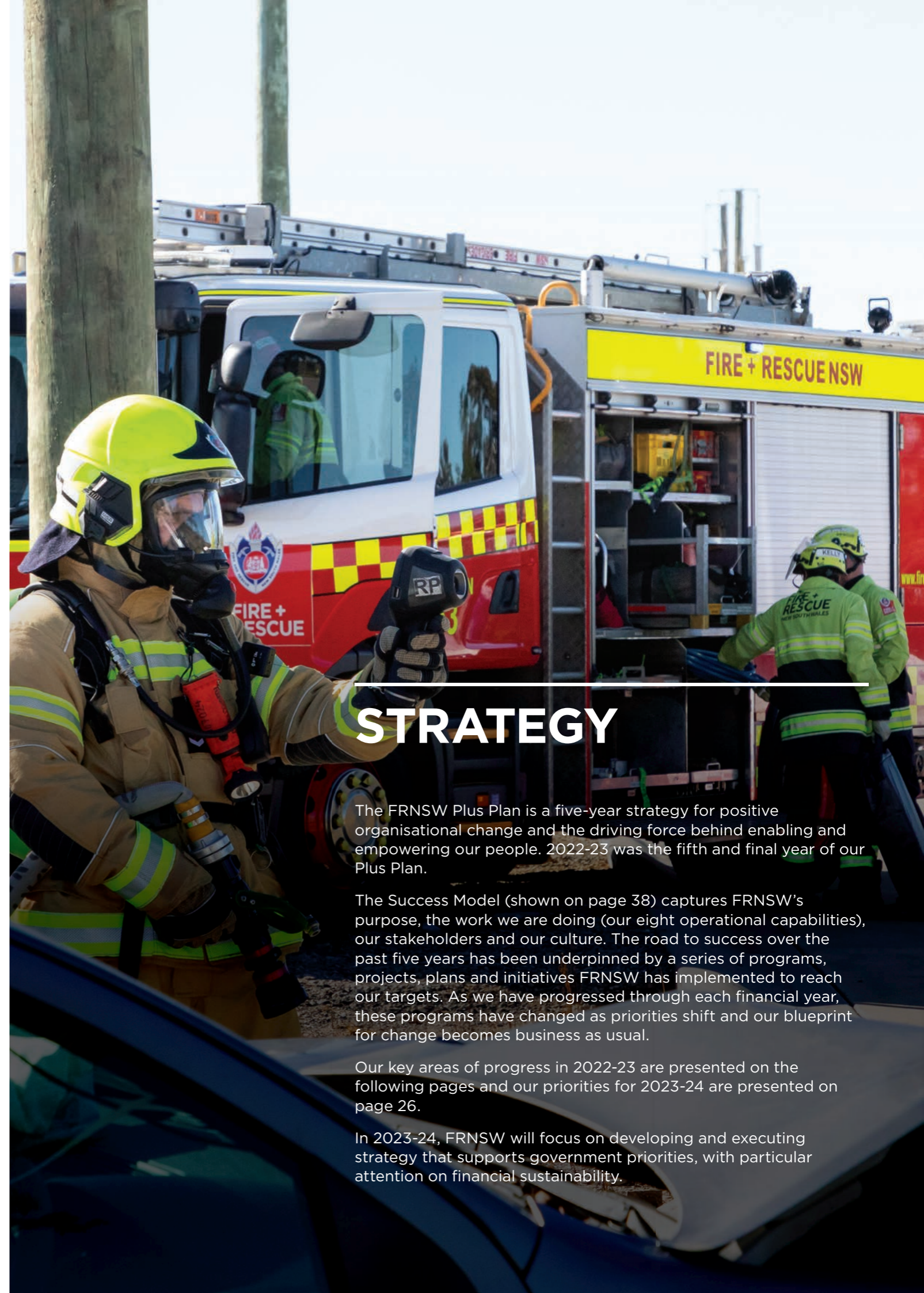
STRATEGY

The FRNSW Plus Plan is a five-year strategy for positive organisational change and the driving force behind enabling and empowering our people. 2022-23 was the fifth and final year of our Plus Plan.

The Success Model (shown on page 38) captures FRNSW's purpose, the work we are doing (our eight operational capabilities), our stakeholders and our culture. The road to success over the past five years has been underpinned by a series of programs, projects, plans and initiatives FRNSW has implemented to reach our targets. As we have progressed through each financial year, these programs have changed as priorities shift and our blueprint for change becomes business as usual.

Our key areas of progress in 2022-23 are presented on the following pages and our priorities for 2023-24 are presented on page 26.

In 2023-24, FRNSW will focus on developing and executing strategy that supports government priorities, with particular attention on financial sustainability.

Progress in 2022-23

Annual Plan

In 2021-22 an Annual Plan was developed to set whole-of-agency priorities for 2022-23. A series of initiatives were developed to achieve each priority. Key achievements against each priority are summarised below.

Priority	Intent	Achievements
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.	• Increase in home Safety Visits conducted (see page 40). • Station Service Delivery Plan pilot completed, and planning tool made available to fire stations to support service delivery to local communities. 30 station plans developed from a pilot of 33 stations. • 2019-20 Bushfire Inquiry recommendations relevant to FRNSW implemented and reported to Parliament. • Peer-reviewed Adverse Structure Fire Outcomes Report 2016-2021 released publicly.
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.	• New Kingscliff and Oran Park fire stations opened. • FRNSW strategy delivery achievements booklet produced and circulated to fire stations, senior staff, Members of Parliament and key stakeholders.
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.	• Operational assurance review trial completed and associated policies published. • Research pathways document developed. • ICT capabilities enhanced through Connected Firefighter program, cyber security plan and operational technology. • Environment and Sustainability Management Program established.

Priority	Intent	Achievements
Priority 4. Delivering our Plus Plan	In addition to progressing the three major programs of work described on page 20-23, we are reviewing the original initiatives developed under the Plus Plan to ensure they are all fully delivered.	• Promotion and Progression Program Framework updated. • On-Call Station Leadership and Development Program rolled out to 200 captains and deputy captains. • Policies for dual employment and on-call to permanent pathway developed. • Central register of operational doctrine created. • Formal close out of 37 Plus Plan scorecard programs progressed. • 2022-23 business plans in place across directorate.
Priority 5. Embedding our values and 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.	• Upgrades to private staff changing facilities completed at five fire stations. • Disability Employee Network launched. • People Manager Fundamentals Program piloted ahead of full roll out to managers. • Updates to equity and inclusion action plans commenced for reconciliation, staff with a disability and women. • People Matter Employment Survey (PMES) action plans developed by directorates. • Regular senior leaders forums re-commenced in May 2023.
Priority 6. Developing our long-term strategy	As our five-year Plus Plan ended 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.	• 2050 Vision project commenced as precursor to development of a new corporate strategy. • All asset management plans updated and aligned, with improvement in Infrastructure NSW's maturity score from 2.2 to 3.9 out of 5. • Suite of outcome KPIs approved for implementation.
Priority 7. Strengthening our financial sustainability and value	FRNSW is facing 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.	• Opportunities for co-location of services with other agencies being investigated. • Internal capital business case process integrated with asset management planning. • FRNSW is working with the current Government to review and implement the recommendations.

Priority programs

In 2022-23, we focused on embedding and strengthening three major interrelated programs of work which were established in 2021-22. These are 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.

Achievements 2022-23

- Completing open access project which allows firefighters to access station-based training modules, maintaining or increasing skills without having to vacate the station.
- Promotion and Progression Program – Phase 1 review component completed with recommendations for changes, prioritised by need and risk.
- Preliminary consultations completed to initiate the redesign of our current training model.

Learning and Development Program stated goals for 2022-23	Status	Comments
Launch an enhanced Promotion and Progression Program to provide firefighters with the capabilities, skills and competencies required for career progression.	Work in progress	Comprehensive review completed and recommendations for updated Promotion and Progression Program are currently with the union for consultation.
Continue to redesign our training structure for appropriate contextual content and maximum effectiveness according to our current community and firefighter needs	Work in progress	Initial consultations completed however further validation and socialisation of the future model of training is required resulting in extended project timeline.
Increase and improve the use of technology in training, improving skills maintenance and access to resources to support station-based training.	Work in progress	Increased access to station-based training with hundreds of courses available through the Learning Station. Significant investment into technology to support training. Drafting of a Simulation and Technology Roadmap has required significant work, with several iterations.

Plans for 2023-24

- Commence the development and implementation of the enhanced Promotion and Progression Program to ensure firefighters are prepared for their role and assisted throughout the career progression process.
- Redesign of the Integrated Recruit Training Program, including promotional programs, to meet the medium- and long-term training requirements of firefighters and ultimately the future needs of the community.
- Obtain appropriate assets and implement training through advanced technology and simulation to maximise efficiencies gained through new training formats and platforms.

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 2022-23

- Upskilled >200 on-call firefighters through the new Station Leadership and Development Program.
- Progressed a Dual Employment Policy to allow permanent firefighters to work as on-call firefighters as a second job to promote positive engagement and reduce limitations on employment opportunities for staff, in consultation with the union.
- Progressed the On-Call to Permanent Pathway Policy by developing procedures, FAQs and a recruitment strategy to support access, streamline practices and simplify recruitment for on-call firefighters.
- Developed a concept to pay firefighters for their availability by adopting a more attractive incentive and benefits model.
- Embedded the recognition of on-call firefighter skills into training plans, minimising duplication and decreasing training time without reducing quality of training to support the On-Call to Permanent Pathway Policy.
- Received 7,000 individual visits to the on-call recruitment pages through targeted social media marketing.
- Progressed a proposal to change recognition of service for on-call firefighters to align more closely with permanent firefighters.

On-Call Drill Night Terrigal March 2023

Sustainable On-Call Firefighter Program stated goals for 2022-23	Status	Comments
Roll out the Station Leadership and Development Program. The program will be delivered to on-call firefighters across the state, and support progression to leadership for a wider base of on-call firefighters.	Hit or tracking to target	Seven programs have been held this financial year following a successful pilot in the previous year. Further roll out to occur in 2023-24.
Finalise a Dual Employment Policy to allow permanent firefighters to work as on-call firefighters as a second job.	Hit or tracking to target	The Dual Employment Policy is progressing with extensive internal consultation and development of support documents such as FAQs.
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.	Work in progress	The On-Call to Permanent Pathway Policy has been endorsed internally and currently undergoing consultation with the union.
Improve the availability of on-call firefighters by adopting a more attractive incentive and benefits model.	Hit or tracking to target	Compensation for availability project is progressing with a draft concept developed, pilot program underway and consultation report undergoing internal review.
Implement a technical support network for on-call stations to support firefighters in prevention, preparedness, and response activities.	Hit or tracking to target	Upgraded IT assets and fire station facilities at on-call stations according to plan. Enhanced access to technical platforms.

Plans for 2023-24

- Deliver six additional Station Leadership and Development Program sessions, particularly targeting regional areas.
- Pilot the recommended model of compensation for availability for on-call firefighters.
- Review tax incentives for on-call firefighters.
- Define preferred terminology for on-call retained firefighters.
- Pilot dual employment for recent interested recruits.
- Implement the On-Call to Permanent Pathway Policy with the first campaign in 2024 prior to the next external recruitment campaign.
- Develop a concept for covering long term leave e.g. maternity leave.

On-call crew 450 Saratoga

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 2022-23

- Commencement of People Manager Fundamentals Program with high voluntary uptake, illustrating engagement and commitment to upskill.
- Participated in World Pride and the 2023 Mardi Gras parade, including unveiling FRNSW's 'Pride Truck'.
- Improved cultural inclusion by launching the Disability Employee Network (DEN) alongside established networks including the Fire and Rescue Network for LGBTQIA+ Employees (FRINGE), the Culturally and Linguistically Diverse (CALD) Network and the Aboriginal and Torres Strait Islander Advisory Network (ATSIAC).
- Further progressed First Nations inclusion by commencing development of FRNSW's Reconciliation Action Plan and actively embedding Aboriginal culture, including constructing a permanent Yarning Circle at the Emergency Services Academy.

Leyla Craig, Disability Inclusion and Engagement Officer

| Inclusive Culture Program stated goals for 2022-23	Status	Comments
Develop and promote a new Reconciliation Action Plan led by and through consultation with our First Nations staff and community.	Work in progress	Established a working group and partnered with Aboriginal and Torres Strait Islander Consultancy Agency to support the development of FRNSW's Reconciliation Action Plan.
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.	Work in progress	Engaged with Multicultural NSW to discuss overall strategy to improve diversity across FRNSW. New co-chairs elected for employee networks.
Establish the FRNSW Disability Employee Network and engage a further two interns as part of the NSW Government Disability Internship Program.	Hit or tracking to target	Successfully launched the Disability Employee Network. Two interns engaged 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.	Hit or tracking to target	Diversity, Equity, and Inclusion (DEI) review is currently underway with plans to implement a DEI strategy to define our vision, mission and objectives and create better alignment.

IN MARCH 2023, FRNSW PARTNERED WITH ADASHI SYSTEMS TO LAUNCH THE FIRST EVER 'PRIDE TRUCK'. THE TRUCK WAS THE CENTREPIECE OF FRNSW'S PARTICIPATION IN THE 45TH SYDNEY GAY AND LESBIAN MARDI GRAS AND WORLDPRIDE.

Inclusive Culture Program stated goals for 2022-23	Status	Comments
Improve accessibility with reasonable adjustments made for applicants who have identified as having a disability, to permanent firefighter positions.	Hit or tracking to target	In the permanent firefighter recruitment campaign, candidate disclosure of a disability increased by 0.25% compared to 2021-22. In addition, 0.3% of candidates who applied requested reasonable adjustment to the recruitment process.
Further embed values-based behaviour education with a comprehensive program for all frontline staff.	Work in progress	Consulted with multiple stations through written submissions and facilitated workshops to capture employee driven values-based behavioural traits and indicator.
Continue to implement individual professional development plans across FRNSW to drive improved employee engagement and communication.	Work in progress	Performance partnering sessions held online and in person.
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.	Work in progress	People Manager Fundamentals Program commenced in May 2023 with higher-than-anticipated participation. Clifton Strengths, leadership and difficult conversation sessions held with more than 170 on-call leaders. Developing AFAC/AIPM Leadership Program selection framework. Reviewing Leadership Framework.

Plans for 2023-24

- Values Based Behaviours Program – finalise the employee value proposition and continue to develop tools to support inclusive values-based behaviours.
- Continue to progress the Reconciliation Action Plan and commence work on Diversity and Inclusion Strategy.
- Continue delivery of the People Manager Fundamentals Program.
- Leadership Beyond the Theory senior leadership development program.
- Continue embedding leadership development tools including Clifton Strengths, performance partnering, and Q12 survey.
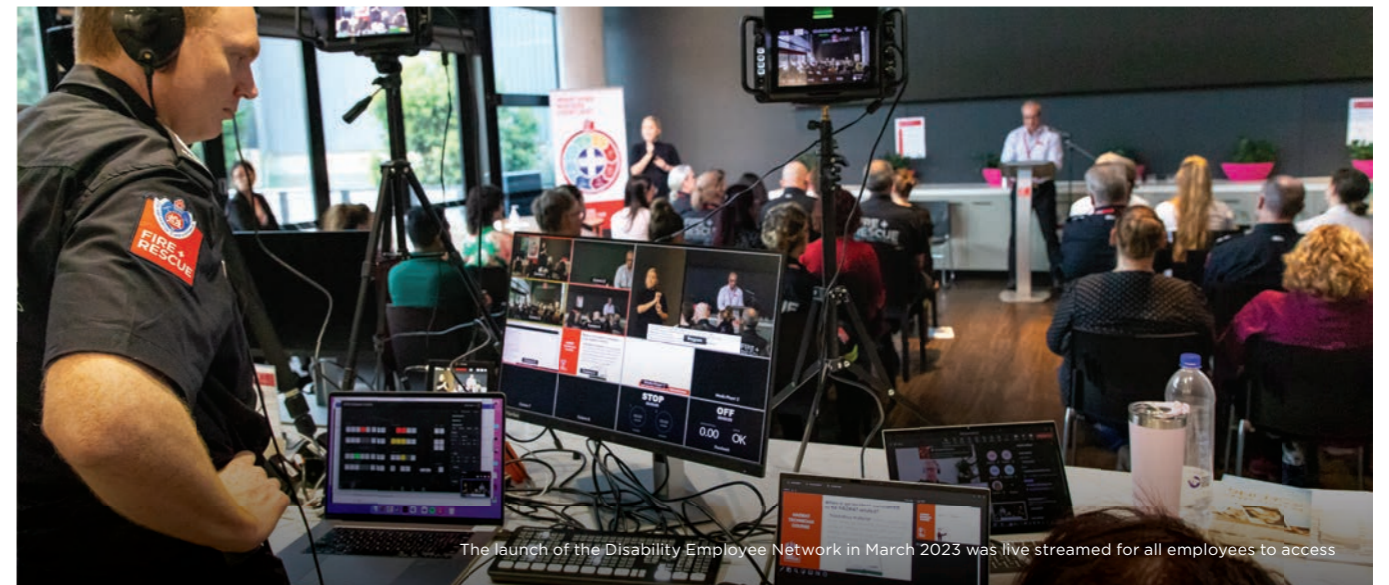

The launch of the Disability Employee Network in March 2023 was live streamed for all employees to access

Priorities for 2023-24

During the year, a one-year Annual Plan was developed to set whole-of-agency priorities for 2023-24. A series of initiatives have been developed to achieve each priority. These have been mapped into division and directorate plans to link tactical actions to each of the six priorities.

Priority 1.
Preparing our firefighters to deliver community outcomes

- We will continue to improve and modernise our properties and fleet as our budget allows, improve the sustainability of our on-call firefighting capability and workforce, and develop firefighting training programs to prepare for new and emerging risks.

Priority 2.
Strengthening workforce planning to sustain service delivery

- We will work to address current workforce gaps, including station officers and leading firefighters, and develop a scalable and flexible training model for the Emergency Services Academy.

Priority 3.
Supporting FRNSW through organisational change

- We will support the transition to a new Commissioner, engage with staff and external stakeholders regarding our strategic direction, and embed a new consultation framework with the union.

Priority 4.
Adapting and strengthening our systems to protect against the risk of cyber attack

- We will protect our critical and sensitive information assets against cyber-security risk and ensure our people understand their role in cyber-security.

Priority 5.
Developing our leaders to foster engagement

- We will continue to foster a supportive, inclusive and safe environment for all staff and respond to opportunities for improvement identified through the People Matter Employee Survey (PMES).

Priority 6.
Strengthening financial sustainability

- We will continue to work closely with the NSW Government to address our funding challenges, with a focus on reducing overtime expenditure.
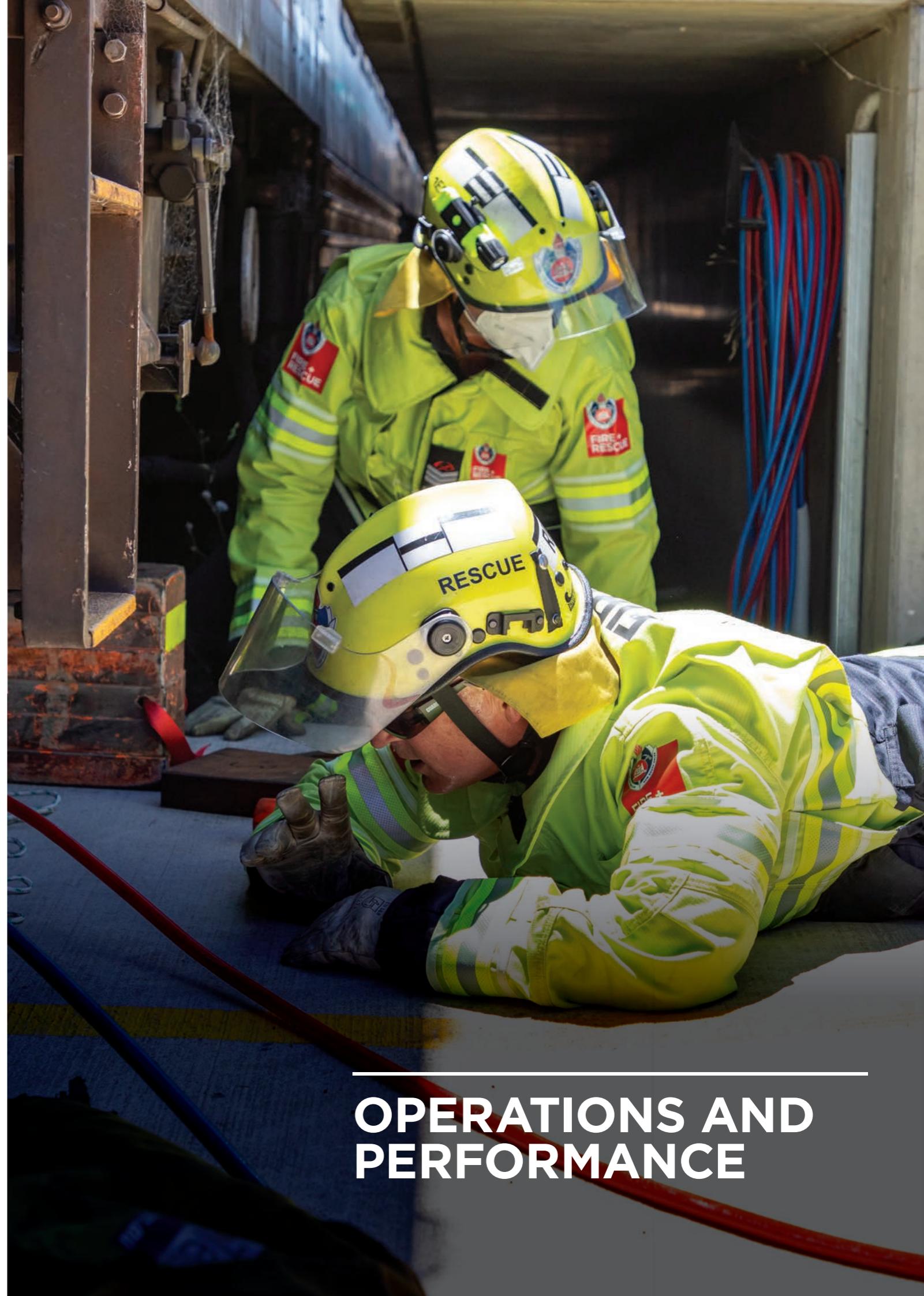
OPERATIONS AND PERFORMANCE

How we measure our success

The FRNSW Outcomes Framework provides a transparent approach to monitoring and reporting progress in our collective efforts to achieve safer communities for NSW.

Our Outcomes Framework articulates the ultimate results FRNSW delivers for the community and the specific, immediate and medium-term impacts of FRNSW activities in the community. The framework features three top level community outcomes:

1. Communities are prepared for and empowered to reduce fire incidents

2. Social, economic and environmental impacts from fire and emergencies are minimised, and loss reduced

3. Communities have assurance that FRNSW will assist in natural disasters and medical emergencies, partnering with peer agencies for effective, co-ordinated response and recovery.

In 2022-23 the FRNSW Executive Leadership Team endorsed a suite of key performance indicators (KPIs) to support the reporting of the Outcomes Framework. Where data are available, the Outcome Framework KPIs are reported on page 30 (outcome performance) and page 33 (service performance).

A key outcome for 2023-24 is to develop linkages with our Annual Plan, Asset Management Plan, business plans and other operational plans.

FRNSW equipment tour, Open Day May 2023

Outcomes Framework

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.

OUR COMMUNITY OUTCOMES: The long-term results we aim to achieve for stronger communities.

Communities are prepared for and empowered to reduce fire incidents	Social, economic and environmental impacts from fire and emergencies are minimised, and loss reduced	Communities have assurance that FRNSW will assist in natural disasters and medical emergencies, partnering with peer agencies for effective, coordinated response and recovery

Key performance indicators (KPIs)

Fire death rate*	Fire injury rate*	Average value of fire insurance claims	Percentage of respondents who rated ease of services as somewhat or very easy*	Percentage of respondents somewhat or very satisfied with services*	Percentage of respondents who somewhat trust FRNSW or trust a great deal*

OUR SERVICE IMPACTS: Impacts at point of delivery. The medium-term results in delivering PPRR# services.

Public safety attitudes, knowledge and behaviours are enhanced	Buildings, living environments and infrastructure are safer	Harm from fire to people and property is reduced and risks are identified, prioritised and planned for	Rescues and medical treatment are expedited	Harm to the environment from hazardous materials is reduced	Integrated emergency management service delivery (Complement, support and assist other emergency service agencies)	Recovery from emergencies is swifter	Surge capacity –State emergency management capabilities and capacity are enhanced in numbers and skills

Readiness: Suitable FRNSW capabilities are rapidly deployed when identified risks eventuate or other emergency strikes the community. Response is immediate, guaranteed and scalable.

Key performance indicators (KPIs)

| Confinement rate (fires confined to room of origin)*	Incidents responded to by FRNSW per 100,000 population)*	Safety Visits per 100,000 households*	Percentage of emergency plans with reviews completed within 28 days	90th percentile response time – building fires, medical emergencies, rescues, hazmat*	Number of requests for assistance answered	Percentage of responses where time to deployment from request was 48 hours or less

*Related performance information is presented on the following pages. Note reporting against KPIs is being implemented progressively.

#Prevention, preparedness, response and recovery

Outcome performance

Fire deaths NSW

Source: 2023 Report on Government Services / Australian Bureau of Statistics Causes of Death and Estimated Resident Population.
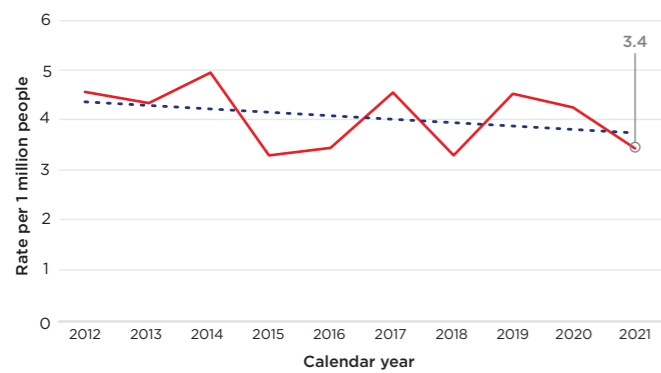
The fire death rate includes all deaths, per million people, where the underlying cause of death is fire-related to smoke, fire and flames, and including all structure and landscape fires. Note the rate applies across NSW, not just to FRNSW fire districts. Annual fire death rates can be volatile because 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 2021. In the winter of 2022, there was a high number of home fire deaths in NSW reinforcing the urgency and importance of ongoing fire prevention and fire safety education within the community.

Fire injuries NSW
(Hospitalisation due to fire injury)

Source: 2023 Report on Government Services / Australian Institute of Health and Welfare and Australian Bureau of Statistics Estimated Resident Population.
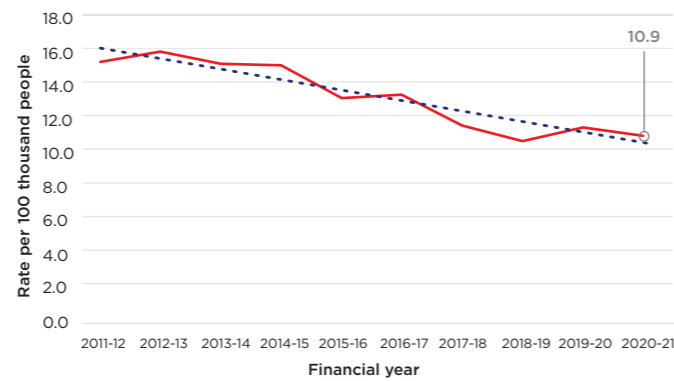
Fire injury rate is defined as the number of cases of persons hospitalised with fire-related injuries per 100,000 people. Note the rate applies across NSW, not just to FRNSW fire districts. This methodology excludes admitted patients transferred from another hospital, patients who died in hospital and 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.

Outcome performance

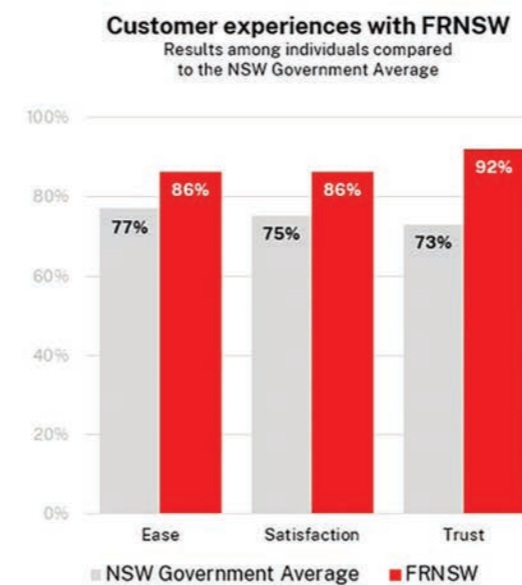## NSW Government Customer Experience Survey – FRNSW results

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 residents and businesses. The main ways customers interacted with FRNSW services were through seeking general advice, reporting an emergency or attending a non-emergency situation.

On average, for FRNSW, there are approximately 100 individual customers and 50 business customers surveyed every quarter. For total NSW results, approximately 6,000 individuals and 1,500 businesses are surveyed each quarter. At this early stage of the survey's operation these scores provide a baseline for future comparison.
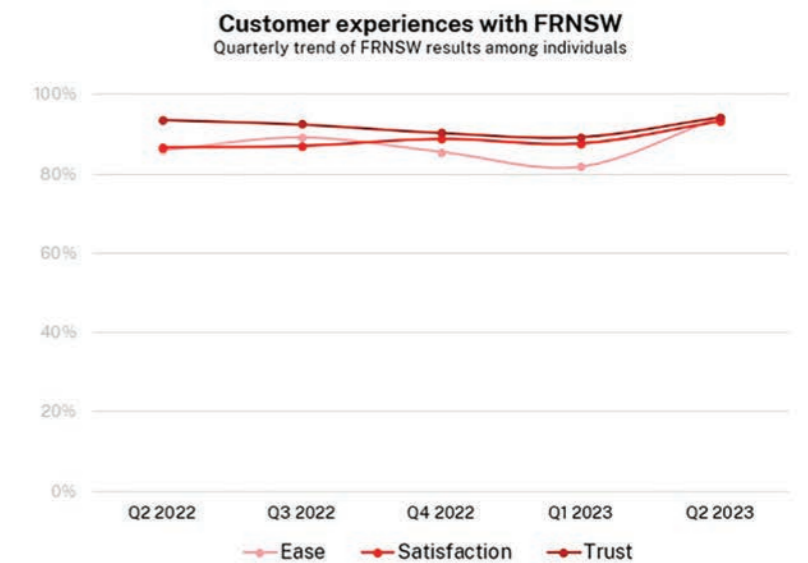
The Department of Customer Service will continue the survey, surveying 30,000 customers annually on 37 government services offered across the sector.

The graphs reflect the high scores FRNSW received for customer experience in terms of customer ease, satisfaction and trust. They also indicate that the customer experience scores for FRNSW across the three domains – ease, satisfaction and trust – are higher than the NSW results.

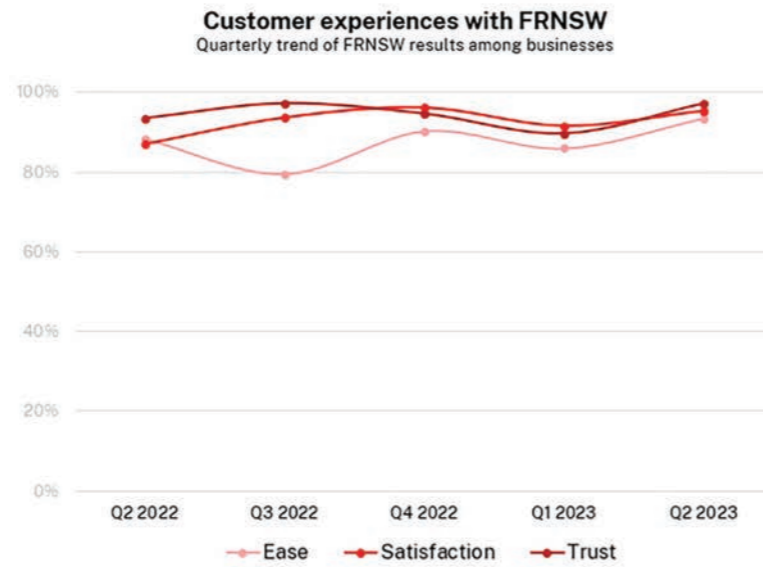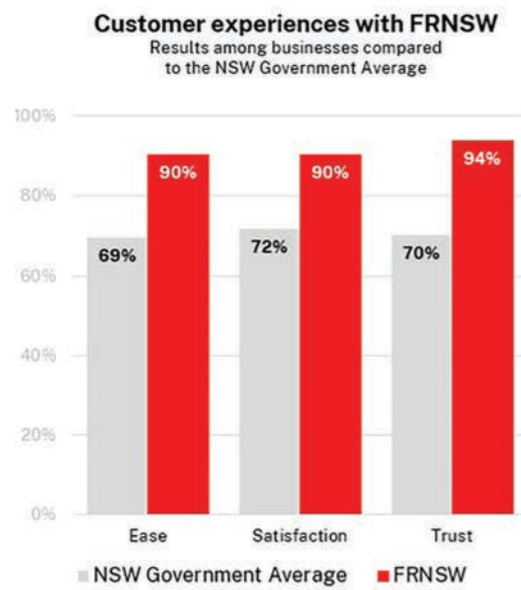**Results among individual customers:**

Outcome performance

Results among business customers:

Customer experiences with FRNSW
Results among businesses compared
to the NSW Government Average

Source: Customer Experience Survey (CXS)
Data period: January 2022 to June 2022. Customer group: Businesses.
Ease: % of respondents that selected "Very easy" or "Somewhat easy".
Satisfaction: % of respondents that selected "Very satisfied" or "Somewhat satisfied".
Trust: % of respondents that selected "Trust a great deal" or "Somewhat trust".

Customer experiences with FRNSW
Quarterly trend of FRNSW results among businesses

Source: Customer Experience Survey (CXS)
Data period: Q2 2022 to Q2 2023. Customer group: Businesses.
Ease: % of respondents that selected "Very easy" or "Somewhat easy".
Satisfaction: % of respondents that selected "Very satisfied" or "Somewhat satisfied".
Trust: % of respondents that selected "Trust a great deal" or "Somewhat trust".

Customer Satisfaction Study

In May 2023, FRNSW engaged Australia Online Research (AOR) to undertake a Customer Satisfaction Study. The research is intended to assess changes in community needs, gather insights on current and future expectations, evaluate satisfaction levels with service delivery, assess awareness of operational capabilities, and measure public value. A similar study was also conducted in 2016.

The new study serves as a critical tool for FRNSW to adapt and improve its services and enables comparisons to be drawn against the 2016 results.

The results will be released in 2023-24 and will help inform FRNSW's strategic planning and operational decision-making, helping us remain responsive to the ever-evolving needs of the community.

Service performance

Response times to structure fires within FRNSW fire districts

Source: Electronic Australasian Incident Reporting System (eAIRS).
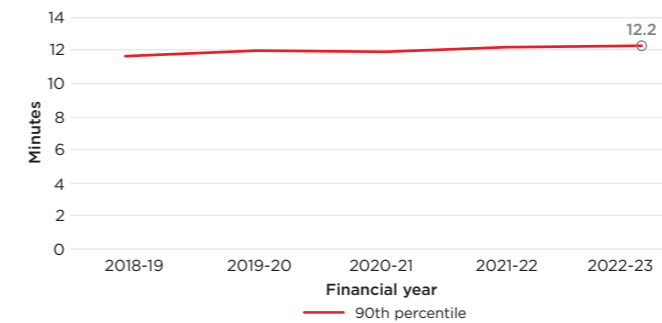
The response time to structure fires at the 90th percentile within fire districts across NSW was 12 minutes 14 seconds, meaning that 90% of the time FRNSW responses to structure fires were within this time.

FRNSW response times show a sustained, upwards trend in recent years. Both components of response time - mobilisation time and road travel time - have contributed to the overall increase in response time. Travel times are impacted by road traffic volumes while deployment of strike teams to large scale incidents such as bushfires and floods reduces the availability of crews in their base fire stations, particularly in regional areas with on-call crews.

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

Source: Electronic Australasian Incident Reporting System (eAIRS).
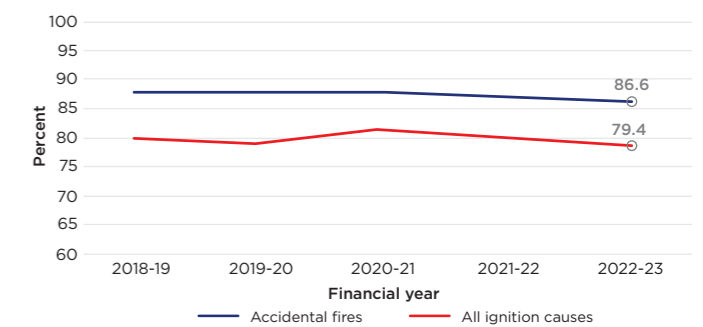
Confinement to room/object of origin' is defined as the proportion of building fires confined to the object, part room or room of origin. Firefighters record this information as part of data collection for fire incidents. A high or increasing proportion of structure fires confined to the object or room 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 86.6 per cent in 2022-23.

Service performance

Number of safety visits completed by FRNSW area command

Source: FRNSW Safety Visits app.
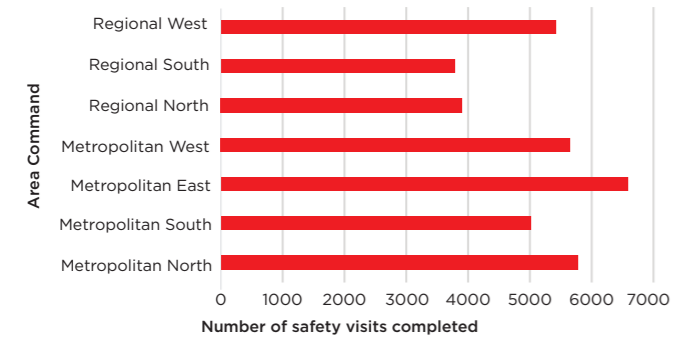
Safety Visits are a program of direct interaction by firefighters with households, focused on homes that are assessed to be at higher risk of fire occurring based on demographic and dwelling data, and the historic correlation with residential fires. Participation for selected households is not mandatory. 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, barbeques and wheat bags.

In 2022-23, 36,106 safety visits were completed by fire crews across NSW. Safety Visits can be booked on the FRNSW website (www.fire.nsw.gov.au) or by contacting local fire stations.

FRNSW utilises the Prevention Risk Identification for Managing Engagement (PRIME) tool to identify houses that are at greater risk of accidental fires in the home. FRNSW is currently updating PRIME to incorporate a change in data providers and basing the assessment of risk on the findings of the Adverse Structure Fire Outcomes Report 2016–21. This update is expected to be complete by 2024 and will provide stations with a greater insight into which areas are at risk.

Incidents responded to by FRNSW per 100,000 population

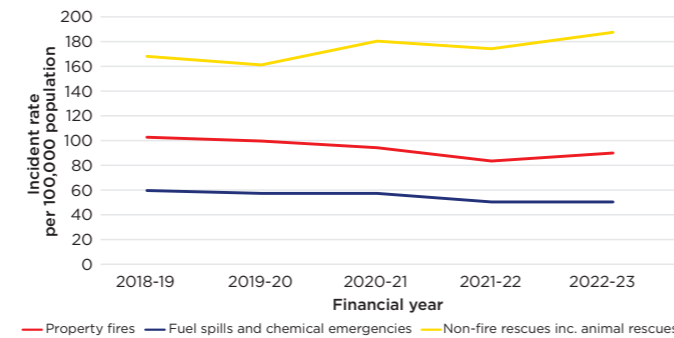*Source: Electronic Australasian Incident Reporting System (eAIRS).*

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 2022-23 was 175.7 per 100,000 population. 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 51.3 per 100,000 population in 2022-23. The rate of property fires, that is both buildings and vehicles fires, in 2022-23 was 90.7 per 100,000 population. Prevention of property fires is the primary focus of FRNSW's prevention and education activities.

Operational incidents by category

Source: Electronic Australasian Incident Reporting System (eAIRS).

FRNSW responded to 130,568 emergency incidents in 2022-23 leading to 194,439 appliance and specialist 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.

A recent time series analysis on incident trends show:

- During the past 10-year period there was considerable fluctuation in the number of primary incidents attended by FRNSW crews. While the overall number of incidents attended has not

changed significantly, the mix of incident by type has altered and the variability and complexity of many incidents has increased. Medical assistance calls, non-fire rescue calls and responses to requests for assistance and service calls due to natural disasters account for a higher proportion of the incidents responded to by FRNSW now compared to 2011-12.

- Assuming that trends of the previous 10 years continue for the next 10 years, it is expected that in 2031, the mix of calls for FRNSW will comprise of more medical assistance calls, non-fire rescue calls and responses to requests for assistance and service calls due to natural disasters than current levels – both in absolute numbers and as a proportion of FRNSW total incidents attended. These projections need to be considered alongside likely changes to the complexity and length of incidents.

The drivers of the changing mix of incidents for FRNSW:

- FRNSW is increasingly providing support to other agencies.

- The increase in rescue calls reflects FRNSW being given additional rescue responsibility by the State Rescue Board (SRB). At present FRNSW is providing representation to the SRB 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. Limitations with the current service delivery models of the other rescue service providers, and

the decline in volunteerism in regional areas means that the demand for FRNSW providing rescue services in regional areas of NSW will continue to increase.

- The increase in service calls reflects the demand for FRNSW services during extreme weather events to assist the NSW Rural Fire Service during bushfires and the NSW State Emergency Service with response and recovery during major storms and floods.

- Climate change, and the historically roughly five-year weather cycle of El Niño which delivers drought conditions, followed by La Niña which brings persistent flooding, will result in continued fluctuations in the number of incidents and demand for FRNSW services. The predicted severity of these incidents is expected to increase due to the effects of climate change.

- The significant increase in medical assistance and ambulance assist calls reflects our agreement to support NSW Ambulance to manage its caseload. In 2022-23 FRNSW plans to enhance its non-clinical lifting assistance by introducing patient carry sheets for all FRNSW primary response appliances and by working with NSW Ambulance to develop a joint approach to mass casualty incidents. The aging of the NSW population indicates that calls of this nature are likely to increase.

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

Operational incidents by category
Source: Electronic Australasian Incident Reporting System (eAIRS).
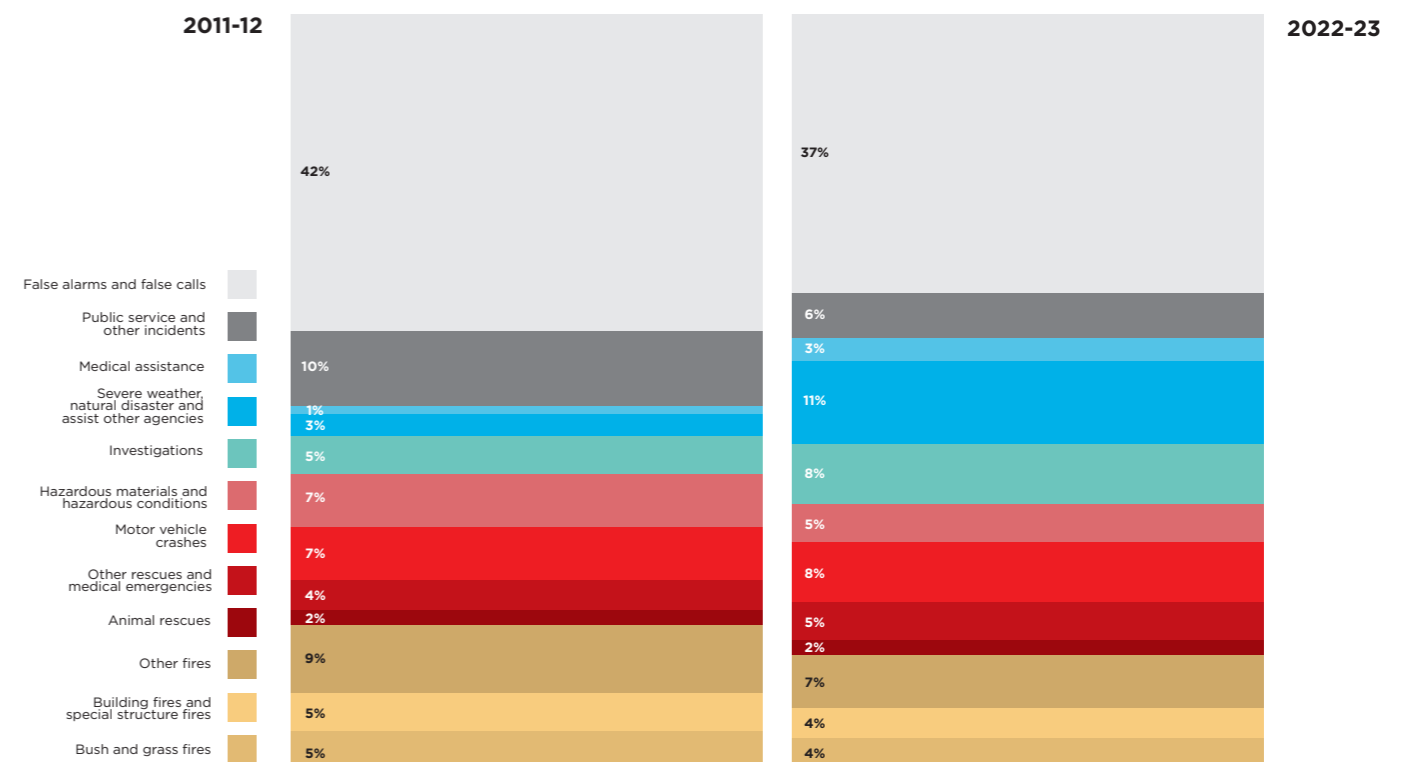
Financial performance

In 2022-23, FRNSW received total revenue of $996.5 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 $8.6 million, which is an improvement of $64.5 million compared to 2021-22. The net deficit of $9.9 million includes $1.3 million loss on disposal of assets. The comprehensive income items realised during the year were $12.3 million in actuarial loss primarily driven by the year-end valuation of death and disability benefits, and a net increase of $20.9 million in asset revaluation reserve. The 2022-23 financial year was affected by external events, such as COVID-19, flooding and Türkiye deployments.

Revenue

FRNSW is funded to deliver a wide range of fire and emergency management and recovery services through the Emergency Service Levy (ESL) paid by insurance companies, NSW Treasury and local government councils.
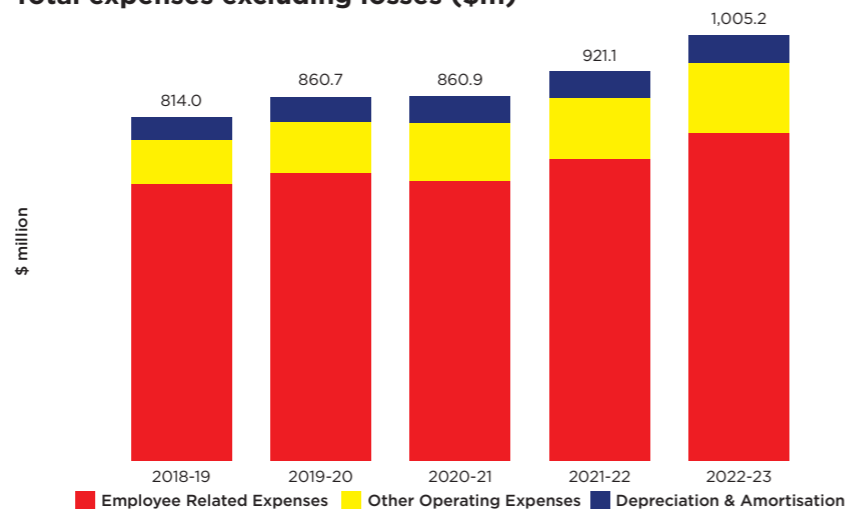
FRNSW also receives income from self-generated revenue including false alarm charges, statutory fire safety charges and charges for monitoring of Automatic Fire Alarms, interest revenue, recoupment from natural disaster claims, etc.

Expenses

In 2022-23, FRNSW incurred $1,005.2 million total expenses excluding losses which is a 9.1 per cent increase compared to 2021-22. Employee Related Expenses (ERE) totalled $774.4 million in 2022-23, representing 77 per cent of total expenses excluding losses. These ERE costs comprised $585.5 million of direct salaries and wages, allowances and overtime, and $188.9 million associated superannuation, long service leave expenses, workers' compensation insurance, state payroll tax and other expenses. ERE costs for 2022-23 increased by 8.6 per cent over 2021-22, incorporating general pay increases per the various awards, increased overtime, year-end actuarial adjustments for death and disability benefits, natural disasters and deployments. Other operating expenses totalled $164.1 million for the year, an increase of 16.7 per cent over 2021-22. Major expense items include:

- Communications ($39.4 million)

- Repairs and maintenance ($39.2 million) which was driven by aging property and fleet programs

- Uniforms and protective clothing ($17.3 million).

Total expenses excluding losses ($m)

Year	Value
2018-19	814.0
2019-20	860.7
2020-21	860.9
2021-22	921.1
2022-23	1,005.2

$ million

■ Employee Related Expenses ■ Other Operating Expenses ■ Depreciation & Amortisation

Implementation of price determination

In 2021, the NSW Government engaged the Independent Pricing and Regulatory Tribunal (IPART) to conduct a comprehensive review of its fees and charges, with the final report released in February 2023. FRNSW is working with the current Government to review and implement the recommendations.

Firefighter demonstration Open Day 2023

Total revenue $996.5m

- Grants and contributions $907.6m (91.1%)
- Retained taxes, fees and fines $42.5m (4.3%)
- Other revenue (including investment revenue) $31.6m (3.2%)
- Sale of goods and services $14.8m (1.5%)
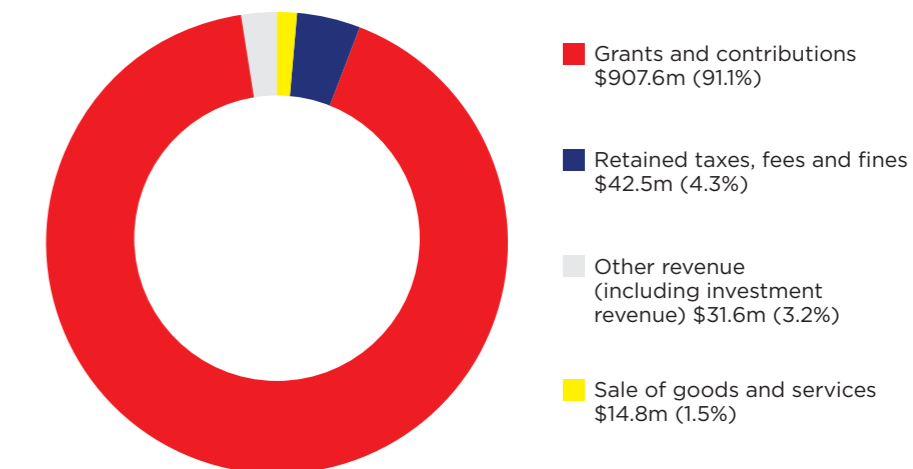
Financial position

FRNSW was in a positive financial position at the end of the financial year. The total equity (assets less liabilities) of FRNSW at the end of 2022-23 was $954.8 million. The financial position predominately comprises:

Total assets $1,374.1m

- Property Plant and Equipment
- Receivables
- Inventories
- Cash
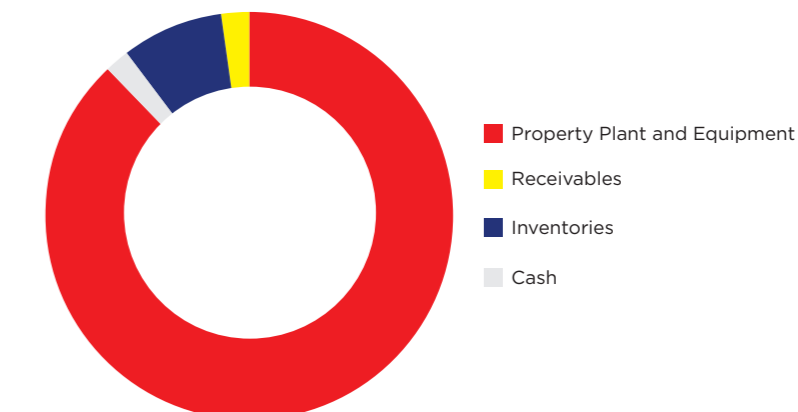
Total liabilities $419.3m

- Provisions
- Lease Liabilities
- Payables

OUR CAPABILITIES

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.

PREVENTION + EDUCATION

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

FIRE

As one of the world's largest and most highly trained fire services, we provide consistent and professional fire emergency response across the state, adopting new technologies and procedures to ensure best practice.

RESCUE

As one of the most highly trained rescue services in the world, we deliver a seamless, professional rescue service state-wide and in all conditions, reducing the impact of incidents and other emergencies on the people of NSW.

HAZMAT

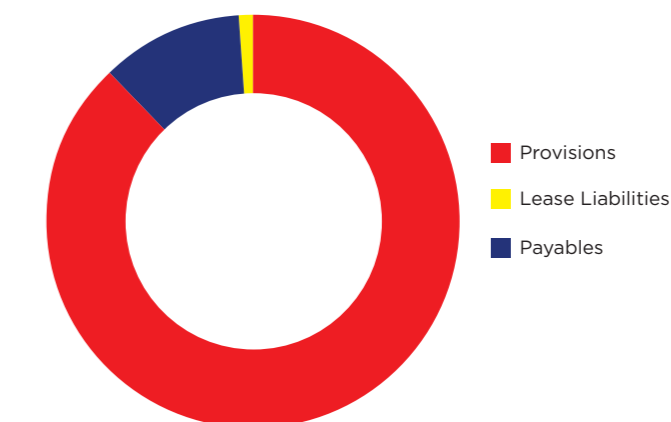We are the combat agency for hazardous materials incidents in NSW. We prioritise life, property and the environment in our preparedness and response. We partner, innovate and evolve to improve our operations and achieve world's best practice.

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.

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.

NATURAL DISASTER + HUMANITARIAN RELIEF

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

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 assistance to people who are trapped, injured, or some other way affected by an incident or situation.

The medical assistance may be provided while 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.

TAKE A GLANCE AT WHAT WE ACHIEVED IN THE 2022-23 FINANCIAL YEAR

PREVENTION + EDUCATION

More than
22,500
new smoke alarms installed.

More than
10,000
batteries in existing smoke alarms replaced.

More than
36,000
Safety Visits to homes.

33,455
people accessed our Brigade Kids website.

FIRE

18,712
fire-related emergency incident responses, including structure fires, bush and grass fires.

RESCUE

14,476
non-fire rescue incident responses, including in-water flood rescues, confined space rescues, responses to motor vehicle crashes and animal rescues.

HAZMAT

8,847
responses to incidents involving hazardous material.

MEDICAL RESPONSE

14,091
medical related emergency incidents.

Prevention + education

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

Achievements 2022-23

Community safety and research

- Conducted over 36,000 home Safety Visits (with the program regaining momentum after several years of COVID-19 impacts), installed over 22,500 smoke alarms, changed nearly 10,000 smoke alarm batteries and informed thousands of residents about reducing fire risk.
- Continued fire station Open Day with COVID-safe event risk assessments in place, with more than 26,000 people attending 251 stations and the Emergency Services Academy.
- Joined forces with Nickelodeon to boost family fire safety engagement with two of PAW Patrol's rescue pups in attendance at the ESA on Open Day.
- Delivered a professional multi-capability display at the 2023 Royal Easter Show, attended by over 900,000 people, to increase community awareness of FRNSW's services and provide fire safety education.
- Improved home fire safety awareness and resilience for children and their families through our online learning platforms.

- 33,455 people accessed our Brigade Kids website and 3,356 people subsequently viewed our FireEd Program Resources.
- 40,295 people accessed the Triple Zero Kids' Challenge and 146,719 sessions were played in the challenge.
- 2,533 people accessed our online Home Fire Escape Plan.
- 5,489 people played our Fire Truck Rescue game.
- 1,742 people played our BlazeXcape game online and 2,024 people downloaded the mobile app.
- 1,468 people downloaded our Home Fire Safety Hero mobile app.

- Provided expert advice on the origin and cause of 170 fires.
- Released the extensive, peer-reviewed Adverse Structure Fire Outcomes Report 2016-2021 to inform an evidence-based approach to research and the development, implementation, and evaluation of prevention and education initiatives.

- Supplied 50 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. 300 new CFU volunteers were trained in 2022-23.
- Delivered award winning PreEd and FireEd program to over 40,000 pre-school, infants and primary school students.

Community safety and research stated goals for 2022-23	Status	Comments
Embed Fire Fatality Framework and release peer-reviewed research findings regarding fire fatalities.	Hit or tracking to target	Following a peer review by Monash University, the Adverse Structure Fire Outcomes report 2016-2021 has been released.
Increase implementation of community engagement plans at zone level, to promote hazard prevention and inform station service delivery planning.	Work in progress	Station Service Delivery Plan functionality has been piloted across two zones and developed for use by all fire stations.
Pending funding approval, develop Youth Fire Intervention (YFI) program and resources.	Hit or tracking to target	Received funding through the Research and Knowledge Fund Reconstruction NSW. Project is on track for completion in 2025.
Lead collaborative research on the Safety of Alternative and Renewable Energy Technologies (SARET).	Hit or tracking to target	Secured seed funding for three of the four SARET projects, developing collaborative agreements with interested parties.

Fire Safety

- Consulted with all key stakeholders including Transport for NSW, SafeWork, Australian Safety Transport Bureau, NSW RFS, NSW Police, NSW Police Association and the State Emergency Management Committee to ensure 240m tunnel cross-passage spacing is implemented as standard on all Sydney Metro projects (rather than the proposed 500m spacing).
- Commenced reforms to increase FRNSW's role in the assessment of development projects where fire engineered performance solutions are used.
- Increased Fire Safety revenue, productivity and staffing levels.

Predictive analysis to improve safety

In 2022, the Fire Investigation and Research Unit (FIRU) produced the Adverse Structure Fire Outcomes Report 2016-2021. The report used predictive analysis of 30,891 FRNSW structure fire reports from 2016-2021 to identify risk factors of structure fire fatality, injury, evacuation, and fire extension.

The report revealed an array of important findings that can be used to inform an evidence-based approach to research and resource prioritisation and the development, implementation, and evaluation of prevention and education initiatives.

The report was peer-reviewed by the Monash University Accident Research Centre who noted it as, "an important and insightful piece of work."

FRNSW will continue to implement the report's recommendations to support our efforts to improve the safety and resilience of the NSW community.

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.

BrigadeKids Games

Fire Investigation and Research Unit

Report 2022-23

Fire Safety stated goals for 2022-23	Status	Comments
Bolster Fire Safety roles in response to increased demand from the building industry.	Hit or tracking to target	Fire Safety revenue has increased by 67% and productivity in the Fire Safety Advisory Unit has increased by 91%. Staffing levels have increased by 87%.
Continue to work with stakeholders to identify opportunities for legislative reforms to improve fire safety in buildings.	Hit or tracking to target	FRNSW continues to work closely with the Office of the Building Commissioner and the Department of Customer Service in relation to legislative reform.
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.	Hit or tracking to target	Seconded FRNSW personnel commenced with Transport for NSW to assist with the finalisation of the Emergency Response Plan and firefighter intervention strategy for the Sydney Metro network. Successfully campaigned to ensure 240m tunnel cross-passage spacing is implemented as standard on all Sydney Metro projects. Ongoing collaboration with AFAC and fire agencies to develop a consistent national benchmark for emergency services provisions and fire safety on transport infrastructure projects.

CALD communities research

Award-winning research reducing risk and increasing resilience in CALD communities

The 2021 Australian Census shows that 1 in 3 NSW residents were born overseas, and 1 in 4 speak a language other than English at home. While cultural diversity and increased vulnerability to emergencies are not necessarily linked, risk does increase when combined with other social factors such as socio-economic disadvantage, living with a disability, low English proficiency and/or low literacy. These challenges can also be compounded by inaccessible or inaccurately translated safety messaging and cultural incompatibility of concepts.

FRNSW initiated a joint research project with the University of Technology Sydney, funded by the NSW Reconstruction Authority that recognises prevention and education as a shared responsibility between emergency service providers and impacted communities.

The research has highlighted the complex realities faced in developing a culturally competent approach to emergency and disaster prevention, intervention and response – and proposes meaningful, actionable, and culturally appropriate solutions.

The impacts of this body of work are far reaching, supporting an evidence-based approach to prevention, intervention and response for Culturally and Linguistically Diverse (CALD) communities. Results have been shared to inform better decision making through formation of a multiagency reference panel including representatives from NSW RFS, NSW SES, Fire Rescue Victoria, NSW Police, Multicultural NSW and NSW Department of Customer Service. The project has been presented at national and international forums and received the 2023 National Emergency Media and Public Affairs Award for Research Excellence.

Multicultural Policies and Services Program (see also Appendix 16)

- Collaborated extensively with various local governments and community groups to improve engagement with Culturally and Linguistically Diverse (CALD) communities. This involved utilising an updated multicultural toolkit, bilingual personnel, and working with community translators to aid both internal staff and the public.

- Engaged in the developmental and learning phases of a CALD research project, funded by the NSW Reconstruction Authority and in conjunction with the University of Technology Sydney. The project's focus is on "Mitigating risk and enhancing resilience through culturally competent communication".

- Provided support for significant community events within targeted CALD communities that don't typically access safety information through conventional communication channels, or where English is a second language. These initiatives included local crew visits, appliances, and practical demonstrations.

- Initiated "train the trainer" sessions in collaboration with refugee settlement services. These sessions offered vital fire safety information to be subsequently shared and passed on among individuals settling or newly arriving in NSW.

- Continued to develop key partnerships with educational institutions, TAFE NSW and Navitas, to deliver fire safety, prevention, and education presentations within their Adult Migrant English Program (AMEP) across campuses throughout the state.

- Utilised the Multicultural NSW translation service to translate resources into more than 10 languages. Translated materials included fire safety fact sheets, social media tiles, key messages, and presentation content, all aimed at providing increased support to our culturally diverse communities.

- Continued to actively participate in statewide networks aimed at sharing, learning, and discussing current industry information with diverse government bodies and key organisations.

| Multicultural Policies and Services Program stated goals for 2022-23	Status	Comments
Commence an 18-month research program to pioneer approaches to culturally competent communication in public safety.	Hit or tracking to target	Funded through Disaster Risk Reduction Funding (DRRF) with project on track for completion in Dec 2023.

Translated fact sheets
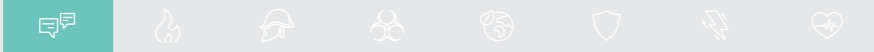
Plans for 2023-24

- Review the broader role of CFU capability through the use of volunteers across the Prevention, Preparedness, Response, and Recovery (PPRR) spectrum.
- Embed the actions and recommendations from the newly developed Fire Fatality Framework and Action Plan to reduce the prevalence of preventable residential fire fatalities in NSW.
- Continue development of a free, best practice youth fire intervention program, centrally coordinated by FRNSW and delivered in partnership with Victoria University and in collaboration with NSW Rural Fire Service, NSW Police, Youth Justice NSW, and young people and their communities.
- Deliver the project 'Reducing risk and increasing community resilience in culturally and linguistically diverse communities through culturally appropriate communication'.
- Continue development of the NSW Reconstruction Authority Research and Knowledge funded project to review the effectiveness of Fire Prevention and Preparedness programs in enhancing resilience to fire.
- Ongoing partnering with Australian Federation of Disability Organisations to deliver the Disaster Risk Reduction Fund (DRRF) funded project Fireproofing Vulnerable Communities.
- Develop a customer centric electronic booking system to enhance community access to FRNSW services.
- Ongoing partnering with industry, universities and other interested stakeholders to complete research into lithium-ion battery technologies as part of the Safety of Alternative and Renewable Energy Technologies (SARET) program.
- Continue to work with stakeholders to identify opportunities for legislative reforms to improve fire safety in buildings.

Open Day, May 2023
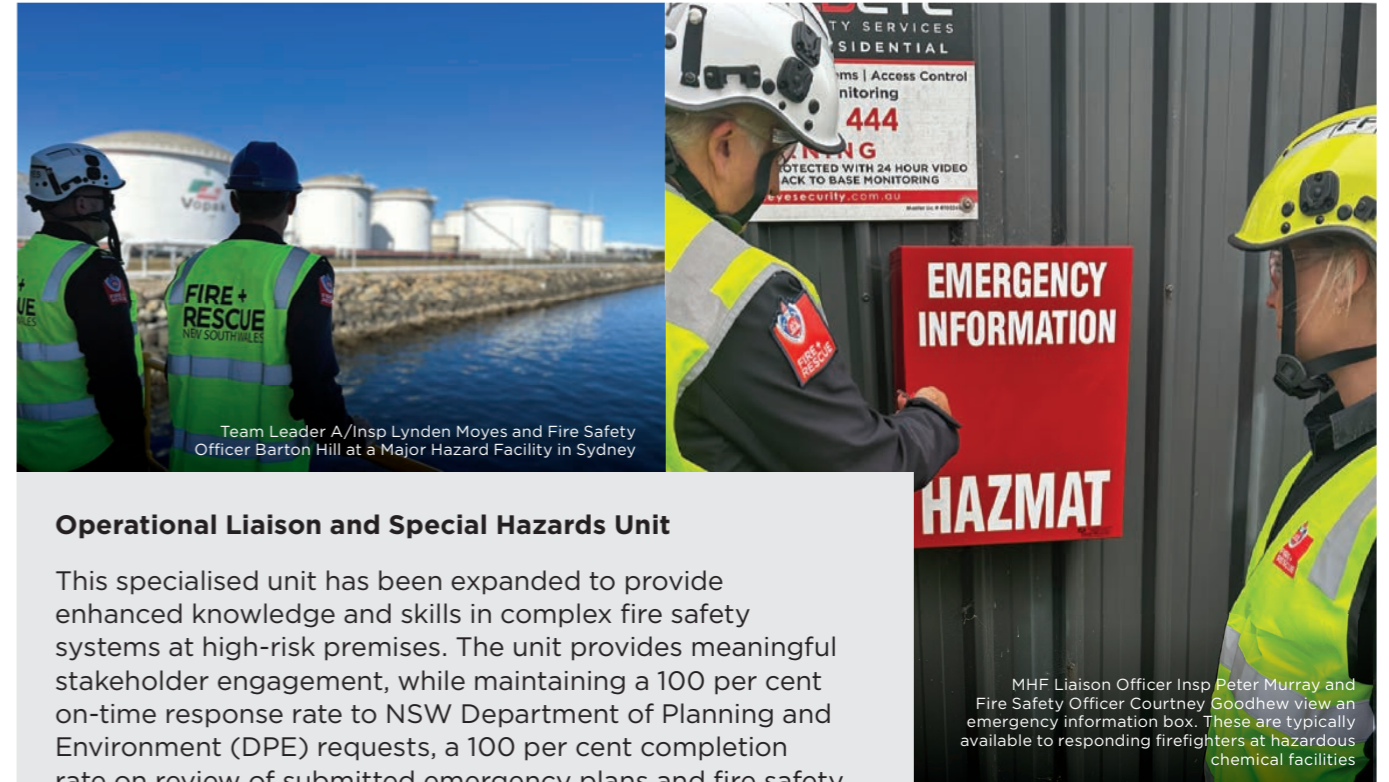
Team Leader A/Insp Lynden Moyes and Fire Safety Officer Barton Hill at a Major Hazard Facility in Sydney

MHF Liaison Officer Insp Peter Murray and Fire Safety Officer Courtney Goodhew view an emergency information box. These are typically available to responding firefighters at hazardous chemical facilities

Operational Liaison and Special Hazards Unit

This specialised unit has been expanded to provide enhanced knowledge and skills in complex fire safety systems at high-risk premises. The unit provides meaningful stakeholder engagement, while maintaining a 100 per cent on-time response rate to NSW Department of Planning and Environment (DPE) requests, a 100 per cent completion rate on review of submitted emergency plans and fire safety studies and ongoing support for operational commands on high priority risks, engagements, and training requests.

The unit works closely with DPE in the design, construction and assessment of special hazard State Significant Developments (SSD) such as chemical facilities, grid-scale battery energy storage systems, alternate energy projects, multi-level warehouses and data centres to ensure the safety of operators, emergency responders and the community.

The unit has also undertaken a project to address the risk posed by hazardous chemical facilities which operate just below the threshold required to be considered a Major Hazard Facility (MHF). This project has identified 197 facilities throughout NSW, allowing emergency plans to be scrutinised and the locations of these sites communicated to firefighters.

Safety Visit blitz in Batlow

Following a fire which destroyed a house in Batlow in July 2022, crews from 218 Station Batlow, 466 Station Tumbarumba and 480 Station Wagga Wagga, conducted more than 40 home safety visits, and installed approximately 25 smoke alarms.

Crews also visited a local pre-school, where they replaced a non-functioning smoke alarm and spread key winter fire safety messaging.

Crew visits local pre-school after recent house fire

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 2022-23, 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 in 2022-23:

Total: 458

General fire safety courses:

- 126 First Attack Firefighting (FAFF)
- 55 Emergency Control Organisation Warden
- 47 Emergency Response Exercises
- 70 Combined Warden and FAFF
- 119 other training

Specialised fire safety courses:

- 10 Fire Safety Officer
- 6 Fire Safety Officer Refresher
- 6 Emergency Response Team Scenario
- 19 Lead Emergency Control Organisation

Enrolment across these courses:

Total students: 8,189

- 852 Emergency control organisation (wardens) enrolments
- 3,498 eLearning student enrolments
- 3,839 All other student enrolments

From these courses, 219 accredited students were issued with 775 Units of Competency.

ComSafe instructor

Achievements 2022-23

- Improved student experience by installing a new Learner Management System (LMS) eLearning and student portal. By the end of 2023, ComSafe is projected to have provided eLearning to over 10,000 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, trade shows and the Sydney Royal Easter Show.

ComSafe fire extinguisher training

Financial overview

	Sep QTR	Dec QTR	Mar QTR	Jun QTR	Total
2022-23 Revenue $	277,688	337,928	253,264	326,623	**1,195,503**
2021-22 Revenue $	7,960	174,016	163,999	276,894	**622, 869**
Difference 2021-22 to 2022-23 $	269,728	163,912	89,265	49,729	572,634
Difference 2021-22 to 2023-23 %	3,489%	194%	154%	118%	192%

Home fire in Sydney's south-west 20 April 2023

Fire

As one of the world's largest and most highly trained fire services, we provide consistent and professional fire emergency response across the state, adopting new technologies and procedures to ensure best practice.

Achievements 2022-23

- Responded to 18,712 fires, which included 5,281 structure fires, 4,829 bush and grass fires and 2,797 mobile property fires.
- Provided operational guidance for firefighters to address new and emerging hazards including:
    - hydrogen fuel celled electric vehicles
    - lithium-ion battery failure in small devices
    - awning collapse.
- Engaged with the NSW Department of Planning and Environment (DPE), NSW Environment Protection Authority (EPA) and Australian battery recycling initiative to highlight the dangers of lithium-ion batteries and the need for effective regulation and safe disposal guidelines.
- Worked with the Australasian Fire and Emergency Services Authorities Council (AFAC) to develop guidelines for electric vehicle (EV) and EV charging equipment in the built environment.
- Worked with AFAC to develop guidelines for marine incidents.

- Added rescue sheets for vehicles to appliance Mobile Data Terminals (MDTs). Rescue sheets are provided by vehicle manufacturers to help emergency responders quickly identify hazards in a specific vehicle and methods to render these hazards safe. These were previously only available via the ANCAP app on appliance mobile phones.
- 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.

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.

10th Alarm building fire, Surry Hills, May 2023, credit AAP Image/Dean Lewins

Surry Hills 10th Alarm

Just after 4pm on Thursday 25 May, FRNSW responded to reports of a seven-storey building engulfed in flames on Randle Street Surry Hills in the Sydney CBD.

Enroute to the incident, 001 Station City of Sydney's Station Officer noted the large smoke plume and escalated the response to a 3rd Alarm.

On arrival, crews were confronted with the third level totally involved with the fire rapidly spreading and portions of the building had started to collapse.

By 5.30pm, it had escalated to a 10th Alarm structural fire with more than 100 firefighters deployed to contain and extinguish the blaze as the building had started to collapse and threatened to spread to several neighbouring buildings.

Surrounding streets were evacuated and the light rail closed around Central Station for public safety with large amounts of smoke in the area.

Using a number of specialist appliances including ladder platforms and ground monitors along with our Remotely Piloted Aircraft Systems (RPAS), crews gained the upper hand and successfully stopped the fire from engulfing other buildings.

At approximately 6.30pm FRNSW's incident controller declared the fire contained with firefighting operations to continue throughout the night, and crews to be rotated to ensure their safety and wellbeing. An exclusion zone remained in place the next few days with people living in the vicinity urged to keep their windows closed to prevent the impacts of smoke.

The fire was one of the largest in the city for several years, destroying two multi-storey buildings, causing significant structural collapse and causing at least 50 nearby residents to be displaced.
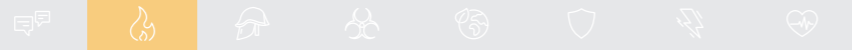
Alarm levels

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. Instead of the incident commander calling for a number of specific fire trucks (e.g. six pumpers and an aerial) they call for an 'Alarm' response level and the Communications Centre dispatches a predetermined set of fire appliances and officers.

Fire stated goals for 2022-23	Status	Comments
Review guidelines and procedures for firefighting in tunnel infrastructure environments.	Hit or tracking to target	Collaborating with Transport for NSW and tunnel operators to provide guidance for firefighters on incidents in road, rail, pedestrian and utility tunnels. See also success in ensuring standard 240m tunnel cross-passage spacing on all Sydney Metro projects on page 41-42.
Commence a review of basic firefighting guidelines and procedures, addressing the significant changes in the operating environment for firefighters.	Missed target	Due to illness, injuries and leave, staffing was reduced by 50% or more for most of the year.
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.	Hit or tracking to target	Development underway in partnership with TAFE NSW for use by all agencies.
Complete our trials on the DC non-voltage detector and the EV plug.	Missed target	Due to illness, injuries and leave staffing was reduced by 50% or more for most of the year.
Continue to research, develop and review our guidelines on alternative renewable energy technology.	Hit or tracking to target	Provided operational guidance for firefighters to address new and emerging hazards including hydrogen fuel celled electric vehicles and lithium-ion battery failure in small devices.

Plans for 2023-24

- 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.
- Continue to work with NSW TAFE to finalise and promote an online training program for emergency responders and industry to upskill them on the hazards and risks of electric vehicle incidents.
- Complete our trials on the DC non-voltage detector and the EV plug.

Wollongong 3rd Alarm house fire

On 13 January 2023, crews responded to reports of a fire in a single level cottage in Wollongong. On arrival, firefighters realised neighbouring properties were under threat and initiated defensive operations with exposure protection as the priority.

The following critical factors were also identified by crews:

- Rapidly expanding fire due to high fuel load
- Live fallen power lines
- Poor access due to a high perimeter fence
- A large sized block with several structures throughout
- 80 per cent of the block contained collectables and other fuel sources
- Asbestos
- Liquid petroleum gas (LPG)
- Water supply issues

Due to the large volume of debris and collectables present, fire extinguishment using water only was challenging and a bulk tanker was deployed from Sydney.

461 Station Thirroul deployed their Remotely Piloted Aircraft System (RPAS) to assist in gaining greater situational awareness and identifying hot spots where firefighting operations may be focussed. 269 Station Corrimal's Compressed Air Foam System (CAFS) Pumper also attended to assist with final extinguishment.

Two crews remained on scene overnight and continued monitoring for any reignitions before the site was handed over to NSW Police for further investigation.

Wollongong 3rd Alarm house fire, 13 January

RPAS footage of house fire, 13 January

Rescue

As one of the most highly trained rescue services in the world, we deliver a seamless, professional rescue service state-wide and in all conditions, reducing the impact of incidents and other emergencies on the people of NSW.

Flood rescue October 2022

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

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

Achievements 2022-23

- Responded to 14,476 rescue related incidents including in-water flood rescues, confined space rescues, responses to motor vehicle crashes and animal rescues (see table on page 55).
- Played a vital role in the October/November 2022 floods in regional NSW (see page 54).
- In response to the NSW Flood Inquiry recommendations and NSW Government funding, FRNSW has trained an additional 200 in-water rescue technicians. This capability uplift increases the number of in-water rescue technicians from 150 to 350. To complement this, an additional 84 FRNSW general land rescue (GLR) stations received training to undertake land-based water rescue.
- Trained an additional five regional NSW stations to GLR based on analysis by local rescue committees and the NSW State Rescue Board.
- Supported AFAC Rescue Technical Group to ensure continuous improvement of rescue at a national level.
- Received GLR pre-accreditation for Macksville Fire Station. This capability

enhancement provides the local communities with a seamless, professional rescue service.
- Co-hosted the 2023 NSW State Road Crash Rescue Challenge at Coffs Harbour. FRNSW firefighters delivered technical workshops for participants, and increased multiagency awareness of capability and rescue techniques.
- Participated in the 2023 Australasian Road Rescue Organisation (ARRO) Australasian Rescue Challenge in Adelaide. FRNSW teams competed against international, and Australasian teams in road crash, trauma and industrial/domestic rescue events. The challenge provides a unique opportunity to learn, share and ultimately improve patient's outcomes within the NSW communities FRNSW serves.
- Introduced innovative rescue equipment, including battery-powered and coaxial hydraulic rescue tools, battery lighting, vertical rescue equipment, vehicle stabilisation struts, all terrain stretchers, and stretcher wheels.

Rescue stated goals for 2022-23		Status	Comments
Complete training and assessment to facilitate upgrades of Lismore and Maclean fire stations to GLR status.		Work in progress	This goal remains a work in progress due to training workload and backlogs from COVID-19.
Continue to work with the State Rescue Board on GLR requirements across the FRNSW station network.		Hit target	With continual engagement FRNSW has become a leader in rescue across NSW.
Train up to an additional 100 in-water rescue technicians in the Greater Sydney Area.		Exceeded target	The 2022 NSW Flood Inquiry provided FRNSW with funds and strategic direction to enhance our in-water flood rescue capability. In 2022-23 FRNSW trained 215 in-water flood operators. This is an ongoing project and will ensure residents and visitors of NSW will be provided with a world class response should a flood event occur.

Plans for 2023-24

- Increase on-water rescue capability in line with NSW Flood Inquiry recommendations.
- Complete general land rescue upgrades at Moruya Fire Station.
- Gain full accreditation by State Rescue Board for Macksville Fire Station.
- Gain State Rescue Board in-water rescue accreditation for Narrabeen Fire Station.
- Continue to train our people to the highest standards.

2022 NSW Flood Inquiry funding

In December 2022, FRNSW received $34.3 million in additional funding, committed over two years (2022-23 and 2023-24), to enhance our in-water rescue and flood response capability, recognising the critical support the organisation has provided and continues to deliver for the people of NSW.

The funding is part of an overall $159.5 million investment in flood capability across the state and has been delivered following the Independent Inquiry into the 2022 NSW flood disaster.

In August 2022, the Inquiry handed down 28 recommendations around the way NSW prepares for, responds to and recovers from catastrophic events, all of which were supported by the NSW Government.

The two-year Flood Inquiry funding commitment includes:

- Training, equipment, and vehicles to support increasing number of in-water specialists to 350 ($19.8m)
- Three additional hytrans high-volume water pumps and an additional capacity for existing hytrans ($6.2m)
- 12 inflatable rescue boats (approx. $1.6m)
- Multi-agency flood rescue kits for fire trucks ($2.1m)
- Plus, some additional resourcing to support capability uplift for the duration of the funding commitment.
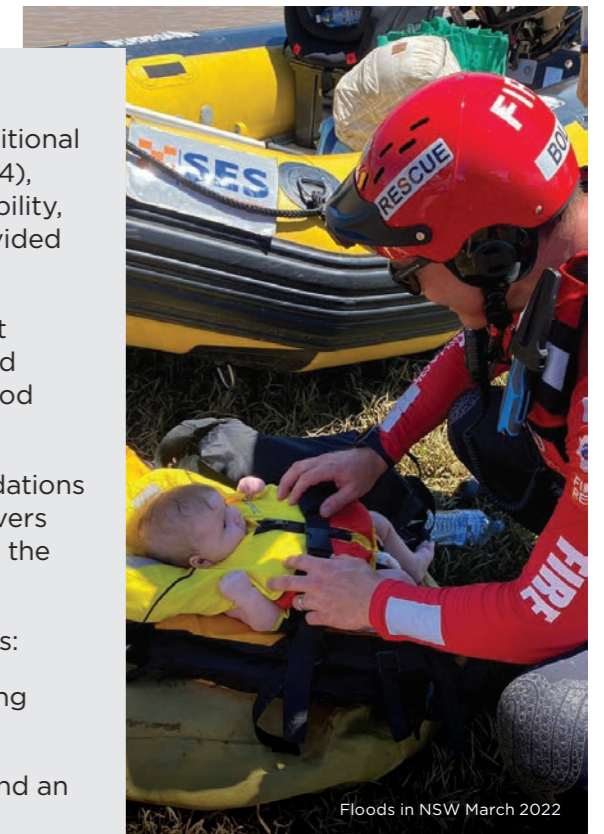
Floods in NSW March 2022
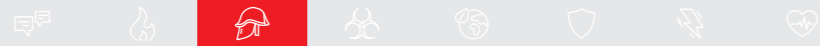
RPAS shot of the flood impact area October 2022

Spring 2022 floods

In October 2022, a major weather event along the eastern seaboard caused multiple flood emergencies simultaneously in the far north, far west and far south regions of NSW.

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.

During October, at the peak of the flooding, FRNSW had 10 strike teams deployed with approximately 100 rotating personnel in the field daily.

Remotely Piloted Aircraft Systems (RPAS) crews flew aerial missions to carry out rapid damage assessments in flood-impacted areas of NSW.

Starting with Australia's 'food bowl' in the north-west Riverina, RPAS pilots helped farmers around Griffith and Narrandera inspect irrigation systems for possible run-off. Further rapid damage assessments were undertaken in the state's north and north-west.

RPAS crews also supported councils and other frontline agencies in checking critical infrastructure including key access roads, bridges, power plants and sewerage networks.

In Narrabri, FRNSW personnel utilised RPAS to monitor and report on personnel tracking and flood behaviour in real time to assist with evacuating residents from approximately 20 homes ahead of an expected major flood peak.

Rescue incidents attended

Rescue type	2018-19	2019-20	2020-21	2021-22	2022-23
Vehicle crashes with injuries and/or extrication of victim(s) from vehicle	4,595	4,246	4,580	3,664	2,134
Vehicle crashes no injuries	7,971	7,287	8,098	6,797	8,395
Removal of victim(s) from stalled elevator/escalator	658	588	492	482	715
Confined space rescue	25	26	21	33	23
High angle and vertical rescue	44	35	68	48	38
Extrication of victim(s) from building	285	296	417	386	409
Other incidents requiring an extrication	429	538	684	679	708
In-water flood rescues, water rescues	37	62	61	92	93
Animal rescues	1,774	1,648	2,007	1,962	1,961
Total	**15,818**	**14,726**	**16,428**	**14,143**	**14,476**

Complex industrial rescue in Western Sydney

On 14 October 2022, multiple FRNSW rescue units responded to a waste recycling centre in Western Sydney after a truck operator became severely trapped between the compactor blade and the sidewall of the compactor body. Firefighters from Wentworthville, Liverpool and Yennora worked for over three hours to free the truck operator, under the collaborative medical supervision of NSW Ambulance.

Firefighters worked in a methodical and systematic manner to manage multiple hazards and technical challenges. The complexity of the incident highlighted the effectiveness of the technical capability of the FRNSW technical rescue vehicle and its specialist operators. The rescue crews applied multiple rescue techniques and skillsets as they stabilised various components while undertaking spreading, cutting, ramming, shoring, winching and hot cutting evolutions. The truck operator was safely released from entrapment and transported to hospital.
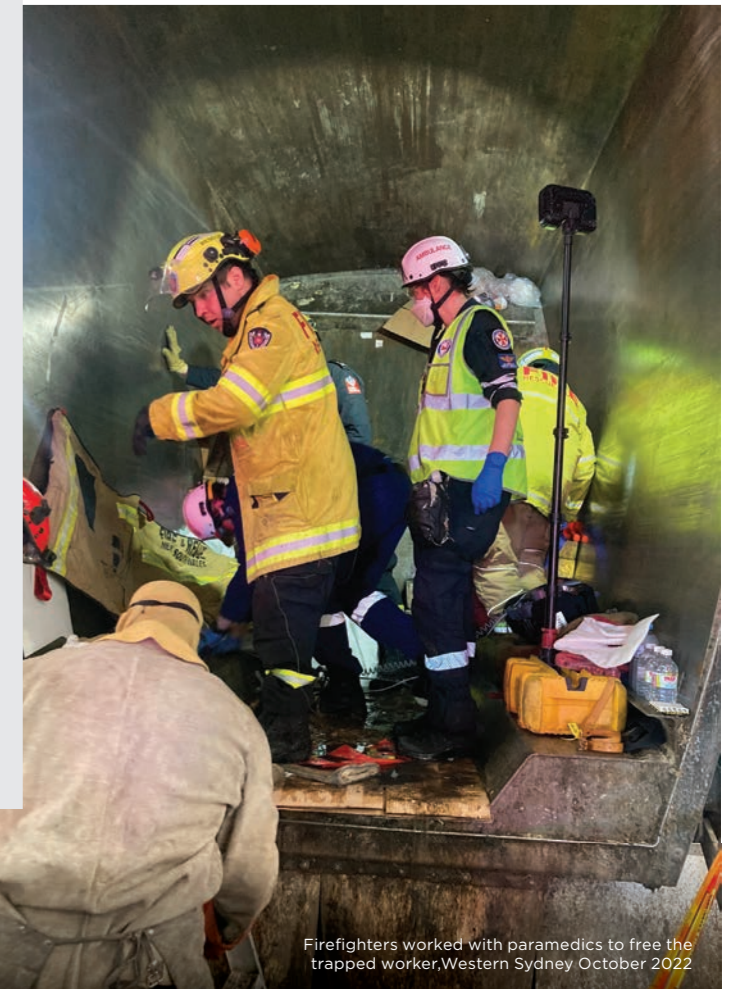
Firefighters worked with paramedics to free the trapped worker, Western Sydney October 2022

Hazmat Training Drill

Hazmat

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

Achievements 2022-23

- Responded to 8,847 hazardous materials incidents and 1,442 hazardous conditions such as powerlines down or powerlines arcing.
- Applied insights from review of mass and specialised decontamination capability to design three new decontamination tents which were received in July 2023.
- Developed a prototype vehicle decontamination gantry that will enable incident ground heavy vehicle decontamination capability. The modular unit can be deployed to support other state government agencies such as the Department of Primary Industries and the NSW Environment Protection Authority (EPA).
- New AreaRAE gas monitoring equipment has been acquired and installed at the eight hazmat technician stations. These units provide detection for a range of target gases that can be monitored and mapped in real time over an incident ground.

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 SafeWork NSW and the NSW Environment Protection Authority on the safe handling and storage of hazardous materials.

Hazmat stated goals for 2022-23	Status	Comments
Renew mass specialised decontamination infrastructure to aid in the decontamination of the community and other emergency services in large scale events.	Hit or tracking to target	Mass and specialised decontamination capability has been reviewed with new decontamination tents and prototype vehicle decontamination gantry implemented as a result.
Introduce high-end detection equipment into service such as flame ionisation detectors, and area gas monitoring and mapping.	Hit or tracking to target	New AreaRAE gas monitoring equipment has been installed at the eight hazmat technician stations. 14 new flame ionisation detectors have also been received and will be rolled out in 2023-24.
Introduce gas sensing and sampling equipment, fitted to RPAS.	Exceeded target	3 'sniffer' units have been received for deployment on request. Use with RPAS supports the mapping capability.
Deliver a Hazmat Technician course.	Exceeded target	Two Hazmat Technician courses delivered in 2022-23.

- Three 'sniffer' units (gas sensing and sampling equipment, fitted to RPAS) received and undergoing field testing. The units have a range of detection capabilities, with nine target gases currently available in the chosen configuration. This can be adjusted if further needs are identified.
- Delivered two Hazmat Technician courses, with 16-20 hazmat technicians qualified per course. The course is supported by an extensive online pre-learning program. These courses have also been attended by the NSW EPA, NSW Police, ACT Fire & Rescue and South Australian Metropolitan Fire Service.

Oran Park heavy hazmat station open

In February 2023 the newly opened Oran Park Fire Station became Sydney's fourth station with a heavy hazmat response truck, and the seventh across the state.

Heavy hazmat appliances are stowed with specialised equipment for our technicians to employ at incidents including gas leaks, chemical spills, radiation incidents to minimise the impacts of incidents to the community and the environment.

Oran Park's new crews were upskilled to ensure they have the necessary knowledge to operate the new appliance and its inventory. This involved significant investment in training firefighters from baseline to specialist hazmat technicians.

Plans for 2023-24

- Deliver the 2023-27 Hazmat Roadmap with the following key strategic priorities:
  - Focus on training delivery ensuring knowledge, skills, and capability to provide safe, effective, and appropriate responses to chemical, biological, radiological, and nuclear incidents.
  - Ensure FRNSW hazardous materials capabilities are positioned to effectively meet community and industry needs.
  - Work collaboratively with other government agencies in the hazardous materials and counter terrorism space.
  - Identify and embrace technological and equipment opportunities to enhance the overall capability.
  - FRNSW hazmat firefighters reflect the diversity of the community.
- Support AFAC Hazmat Technical Group to develop Hazmat Capability Guidelines for endorsement at national level.
- Develop the FRNSW Hazardous Materials Policy to establish training benchmarks and pathways, standard response frameworks and a capability statement to determine effective hazmat resourcing allocation across NSW.
- Partner with state government and industry stakeholders to ensure hazmat capability is equipped to meet challenges arising from the developing energy market.
- Develop concept paper for NSW Hazmat Chemical, Biological and Radiological (CBR) Centre of Excellence.
- Roll out 14 new flame ionisation detectors once supporting doctrine is completed.

Smoking ceremony Oran Park

More than 50 firefighters gain hazmat qualifications

Hazmat Technician courses took place in October 2022 and March 2023 at the Emergency Services Academy with 34 firefighters undertaking the three-week program to gain their specialist qualifications.

To date, 51 FRNSW firefighters have successfully completed this program with another 18 planned for November 2023. Firefighters are upskilled with specific technical capabilities, including:

- Identification of unknown solids and liquids
- Gas detection systems and analysis of data
- Assessing harm to people, property and the environment
- Personal protective clothing (PPC) selection and use
- Confinement and containment strategies
- Rendering safe chemical, biological and radiological (CBR) incidents
- Joint agency response to clandestine drug labs, chemical self harm, suspicious substance incidents, major hazard facilities
- Specialised decontamination techniques

In 2022-23, a joint program with ACT Fire & Rescue was trialled to ensure consistency in hazmat capability across the agencies. The South Australian Metropolitan Fire Service has also recently started developing training to align with this program.

As a result, FRNSW is now leading an AFAC project to align hazmat capability and training levels across all fire services.

Hazmat incidents attended 2018-19 to 2022-23*

Hazmat incident type	2018-19	2019-20	2020-21	2021-22	2022-23
Total incidents where hazmat is the cause, or there is a hazmat element in our response (e.g. motor vehicle crash with fuel spill)	9,961	10,853	9,581	8,515	7844
Minor fuel or other flammable liquid spill/leak - 200 litres or less	1,027	1,081	1,129	976	944
Major fuel or other flammable liquid spill/leak - 201 or more litres	45	48	55	56	59
Power line down, power line arcing	2,031	2,769	1,683	1,528	1,442

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.

Source: Electronic Australasian Incident Reporting System (eAIRS).

Bulli Pass 2nd Alarm hazmat

On 31 January, crews from Bulli, Wollongong, Shellharbour, Thirroul and Alexandria responded to a truck carrying 6.6 tonnes of paint which had rolled over on the Bulli Pass in the state's Illawarra region.

Fortunately, the driver escaped the truck without injury, however the rollover caused hundreds of cans of paint to rupture, spilling 5,000L of paint onto the Princes Highway.

FRNSW specialist rescue and hazmat crews responded along with NSW Police, NSW Ambulance, NSW Rural Fire Service and Roads and Maritime Services (RMS) to the scene on the 'Bulli Hairpin' around 10am.

With paint regarded as an environmental pollutant, firefighters used absorbent material and booms to contain the contents of the punctured paint cans.

RMS, in consultation with FRNSW, established a contra-flow so traffic could safely avoid the crash site.

A heavy haulage recovery contractor righted and recovered the truck and the site was rendered safe at 3.30pm.

Truck roll-over causes hazardous material spill
31 January 2023

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 2022-23

Protecting biodiversity

- FRNSW hazmat continues to provide critical support to agencies to help protect essential biodiversity and functioning ecosystems that supply clean air and water and contribute to food security, human health and industry.

Per- and poly-fluoroalkyl substances (PFAS)

- FRNSW continues to work closely with other fire and emergency services and chairs a national working group to share insights and lessons relating to PFAS investigations, site management, remediation and stakeholder management in challenging regulatory environments.

- This year FRNSW has undertaken a further 32 site investigations (approximately 10 per cent of sites within FRNSW's portfolio have now been investigated) including fire stations, training sites, offsite training locations and private properties.

- Remediation of training sites requires a site-specific approach, thorough understanding of all potential PFAS sources, and ongoing discussions with landowners and key stakeholders relevant to the site. FRNSW has engaged an EPA-accredited site auditor to review and approve all investigation reports and remediation plans for its training sites.

- FRNSW is currently in the process of remediating a preschool by working closely with the NSW EPA, the landowner and preschool community.

Chemical spill in Sydney South-West involving scientific experts, HAZMAT specialists and firefighters to contain and recover the area, April 2023

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.

RPAS monitoring a hazard reduction burn, Forster 2023

'White spot disease' joint agency response

On 12 February 2023, suspected white spot disease was reported at a prawn farm on the Clarence River close to Yamba in northern NSW. White spot is a highly contagious viral disease of prawns and other decapod crustacea that has the potential to cause mass mortalities and substantial financial losses for crustacean farms.

A joint agency response and Incident Management Team (IMT) was established on 13 February 2023, with FRNSW Hazmat working with NSW Department of Primary Industries, NSW Environment Protection Authority (EPA), SafeWork NSW, Clarence Valley Council, Queensland Biosecurity, state and national jurisdictions and industry. Appropriate operational procedures and plans were developed to meet legislative requirements to undertake decontamination activities, preventing further spread of the potentially devastating disease.

Protect the environment stated goals for 2022-23	Status	Comments
Implement environment and sustainability management program.	Work in progress	Continued embedding organisational governance to provide leadership, scrutiny, resourcing and decision-making to sustainability and environmental management within FRNSW.
Implement lighting, energy efficiency and renewable energy generation projects at our facilities to reduce greenhouse gas emissions.	Hit or tracking to target	Solar and LED lighting installed in new fire stations and energy efficiency improvement strategies identified for high usage sites.
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.	Hit or tracking to target	FRNSW has undertaken an additional 32 site investigations and developed processes and documentation to undertake remediation within private properties. This has been a complex process and subject to lengthy legal negotiations with private property owners.

Plans for 2023-24

- Raise the level of bushfire training, awareness, knowledge, and confidence across FRNSW, including recruiting a dedicated bushfire training officer to work with Education and Training to produce contemporary training materials and deliver enhanced training sessions.

- Use enhanced technology and advanced sensing equipment (RPAS, see page 75) to accurately assess the risk of bushfire on the rural/urban interface and deliver a targeted risk mitigation program.

- Ensure FRNSW minimises our impact on the environment while adapting our operations to respond to impacts of the changing climate on bushfire risk or events.

- Increase the cultural fire awareness and capabilities of FRNSW staff by integrating cultural fire values, knowledge, and practices into our hazard reduction program. In doing so, we will engage with Indigenous communities in fire management to support the practice, promotion and renewal of culture, through use of fire.

Campbelltown service station clean up

In February 2023, FRNSW crews were responded to a 4th Alarm fire at a service station on Lindesay Street, Campbelltown. A petrol tanker, three cars and several LPG cylinders were destroyed, with multiple explosions occurring on site, despite this crews managed to contain the fire to the service station.

FRNSW's hazmat specialists were also responded to provide advice on the release of fuels and substances and the potential risk of environmental harm. This included assisting with collection of asbestos in the immediate vicinity, recovery of fuel on-site and containing firefighting foam run-off. NSW Police Force, SafeWork NSW, the NSW EPA and external contractors all worked together to minimise the risk of pollution to land and waters and render the site safe.

RPAS of the service station, Campbelltown

Clandestine chemical waste storage facility

In April 2023 FRNSW Hazmat was called to support NSW EPA in the location and identification of an unknown chemical odour coming from a warehouse in Pendle Hill. On arrival at the site, FRNSW identified hundreds of intermediate bulk storage containers storing nitrosyl sulfuric acid, a highly corrosive liquid posing immediate and serious threat to life and the environment. The containers were in a poor state of repair with the site not being licensed to store the chemical. FRNSW worked with NSW EPA and SafeWork NSW to coordinate appropriate regulatory enforcement measures and an effective management process for removing the chemical and rendering the incident safe. The subsequent cleanup order took three months and an estimated $10 million.

Bushfire response and support

FRNSW's highly trained staff with advanced knowledge in all aspects of bushfire science maintain a presence at the RFS State Operations Centre at Sydney Olympic Park. This enables effective bushfire season preparation and planning and facilitates strategic inter-agency operations.

This team includes bushfire officers deployed to support on-ground commanders and incident management teams, fire behaviour analysts to model and provide predictions as to potential impacts on fire districts and specialist data analysts.

In 2022-23 FRNSW responded to 4,079 bush and grass fires within FRNSW fire districts.

Sustainable bushfire management

Australia is renowned for its globally distinct ecosystems, made up of diverse flora and fauna. Controlled use of fire in low-risk conditions can reduce the impact, intensity and impacts of bushfires but can also provide environmental benefits including plant regeneration or biodiversity habitat management.

FRNSW provides strategic support on all facets of bushfire risk management. This includes coordinating, planning and managing complex prescribed burn (hazard reduction) activities in conjunction with FRNSW area commands, fire agencies and land managers.

FRNSW also develops and implements new technologies that assist in management of bushfire risk and urban bushland interface incidents.

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 2022-23 FRNSW:

- Conducted 24 broadacre hazard reductions by prescribed burning and 13 pile burn hazard reductions. This reduced the bushfire risk for 1,046 urban bushland interface properties with an accumulated median property value of more than $2.48 billion.
- Planned, monitored, and scheduled 109 highly complex risk mitigation activities in populated bushland.
- Supported other agencies carrying out 15 hazard reduction activities under their legislated responsibilities that treated 300 hectares of land identified as having bushfire risk.
- Continued to integrate cultural burning into our hazard reduction planning.
- Conducted evaluations of built environment safety under Protection of the Environment Operations Act 1997 (Clean Airs Regulation) where residents sought to open burn.
- Issued 1,852 fire permits within FRNSW fire district.

Traditional burns – promoting cultural understanding

FRNSW works closely with indigenous communities in bushfire-prone areas across the state to integrate cultural burning practices into hazard reduction activities.

Aboriginal Australians have consistently demonstrated their ability to adjust to evolving environmental conditions and various land management challenges. This adaptability is exemplified through their practice of conducting controlled, low-intensity cool burns, which serves to mitigate the scope and severity of wildfires but more importantly to support the sustainability and connection to Country for First Nations peoples.

In northwest NSW, in July 2022, tens of thousands of years of bushfire knowledge was shared when traditional Aboriginal cultural burns took place in Tamworth. Firefighters joined Tamworth's Indigenous community to conduct the first Aboriginal cultural burn within the borders of the city in centuries, as part of NAIDOC Week celebrations.

"This was a great opportunity for everyone to deepen their cultural understanding and look to different ways of caring for country," said local FRNSW Superintendent Tom Cooper.
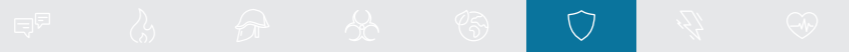
"Our recognition of and respect for these traditional land management methods will ultimately reduce the human, environmental and economic costs of natural disasters."

Cultural burn working with indigenous communities

4

USAR course in the Solomon Islands

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.

Natural disaster and humanitarian relief

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

Achievements 2022-23

- International deployment to Türkiye.
- Regional NSW flood disaster response and recovery.
- Process for second International Search and Rescue Advisory Group (INSARAG) external reclassification is underway. This process includes 24 months of planning and exercising, culminating in a 36-hour deployment exercise.
- Co-lead USAR Coordination Cell (UCC) training in South Korea. The UCC serves as the primary coordination point on behalf of international USAR teams towards local authorities.
- Classifier team leader for Japan INSARAG External Reclassification to determine team's ability for planning, preparation and delivery requirements of a sudden onset disaster.

- Provided ongoing mentoring for New Zealand USAR team.
- Delivered Urban Search and Rescue (USAR) first responder training to the Royal Solomon Islands Police Force.
- Presented USAR literacy at NSW Ambulance Greater Sydney Area HEMS Education Day and NSW Public Works Conference.
- Commenced mentoring Thailand Department of Disaster Prevention and Mitigation towards INSARAG External Classification in 2025.
- Commenced planning for the Asia Pacific Earthquake Response Exercise with the National Emergency Agency (NEMA) and Queensland Fire and Emergency Services (QFES) to take place in August 2023.

USAR training

Natural disaster and humanitarian stated goals for 2022-23	Status	Comments
Maintain our INSARAG accreditation as a heavy USAR team and international-response capability.	Work in progress	Second INSARAG external reclassification is in progress. This process includes 24 months of planning and exercising, culminating in a 36-hour deployment exercise.
Develop and maintain an effective FRNSW domestic humanitarian capability that will assist affected communities to better respond to and recover from disasters.	Hit or tracking to target	FRNSW has deployed community liaison officers, conducted building impact assessments, and utilised RPAS data capture for transition to recovery and volumetric calculations in response to natural disasters in Australia. In August 2023, FRNSW will participate in INSARAG's Asia Pacific Earthquake Exercise in Brisbane.
Incorporate humanitarian principles and protection policies across FRNSW through internal training opportunities such as recruit first responder training and bystander engagement training.	Work in progress	FRNSW has co-developed an eLearning module focused on the Department of Foreign Affairs and Trade Preventing Sexual Exploitation, Abuse and Harassment (PSEAH) Policy and Child Protection Policy.
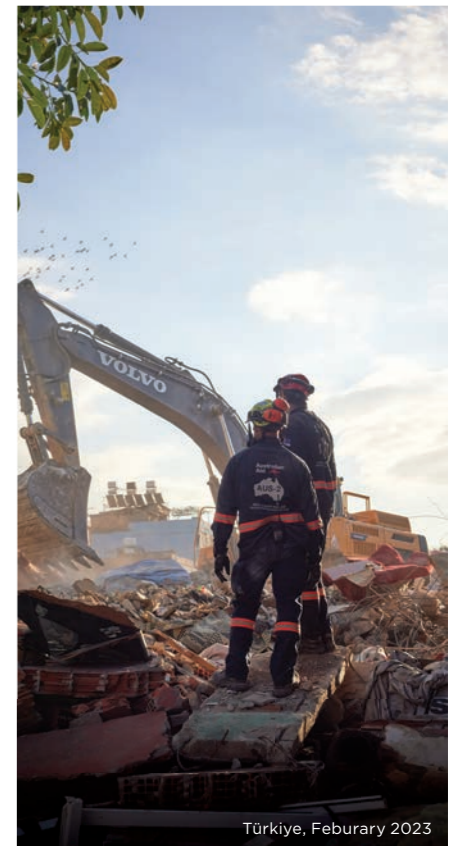
Türkiye, Feburary 2023

Chief Superintendent Darryl Dunbar is thanked by President of Türkiye Recep Tayyip Erdoğan

Cyclone damage, Vanuatu, March 2023

INSARAG training, May 2023

INSARAG training

In May 2023, FRNSW coordinated an INSARAG abbreviated deployment exercise. This exercise demonstrated the international response of a multiagency team to an international disaster. This exercise initiated the process for reclassification of FRNSW as a heavy classified team within the United Nations INSARAG community. The exercise was observed by an international nominated mentor from the Singapore Civil Defence Force. This exercise was supported by multiple agency members within the AUS02 team including – DFAT, NEMA, NSW Police, NSW Ambulance, NSW Health, and NSW Public Works.

Tropical Cyclone Judy response

Between 1 and 5 March, the Vanuatu islands were hit by two consecutive Category 4 cyclones ('Judy' and 'Kevin') with widespread damage to the northwestern and northeastern islands. Authorities reported that 250,000 people were affected, representing more than 80 per cent of the population with properties flattened, widespread power outages, damage to water sources, food, crops and critical infrastructure.

Two firefighters from FRNSW's Disaster Assistance Response Team (DART) were deployed to Port Vila as part of the broader Australian Government Rapid Assessment Team tasked with carrying out damage and hazardous material assessments.

The firefighters captured critical data which was provided to the Government of Vanuatu's National Disaster Management Office and helped prioritise immediate operations and develop long-term planning arrangements. Additionally, this information assisted the Australian Defence Force in preparing for a rapid deployment to deliver humanitarian support to areas of highest need.

Plans for 2023-24

- Host 2023 INSARAG Asia Pacific Earthquake Response Exercise.
- Continue 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 Disaster Assistance Response Team (DART) deployments from USAR to include 'beyond the rubble' flexible response disaster support.
- Maintain our INSARAG accreditation as a heavy USAR team and international-response capability.
- Deliver 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.

Cyclone damage, Vanuatu, March 2023
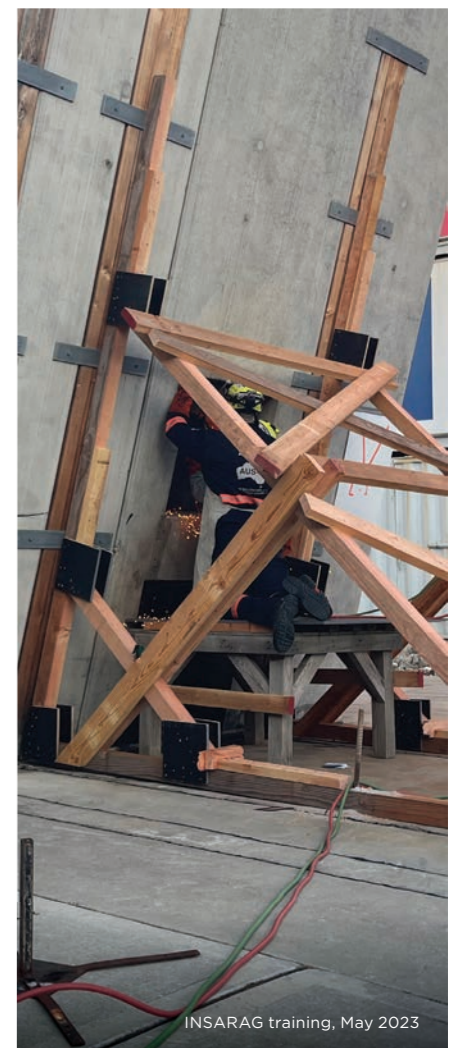
INSARAG training, May 2023

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 assistance to people who are trapped, injured, or some other way affected by an incident or situation. The medical assistance may be provided while 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 2022-23

- Responded to 14,091 medically-related calls, including 3,217 incidents under the Community First Responder (CFR) program and 7,070 Ambulance Assist calls.
- GPS tracking devices placed into 42 metro and regional CPR training kits.
- Patient carry sheets installed into 406 fire trucks, with an additional 48 sheets on order to complete the installation program.
- Development of a (draft) Ambulance Assist load Standard Operational Guideline.
- Work with NSW Ambulance (NSWA) to develop a new Community First Response Memorandum of Understanding to ensure FRNSW can adequately support communities with a rapid medical response in areas where NSWA may be delayed.
- Completed face-to-face Bystander Engagement and Firefighter Readiness (BEFR) training for all fire stations except four (to be completed in 2023-24). See page 79.
- Installed 27 new GPS-tracked training mannequins and defibrillators, providing up-to-date location information for easier access for zones and stations.

Number of medical incidents attended 2018-19 to 2022-23
Source: Electronic Australasian Incident Reporting System (eAIRS).

Medical response training
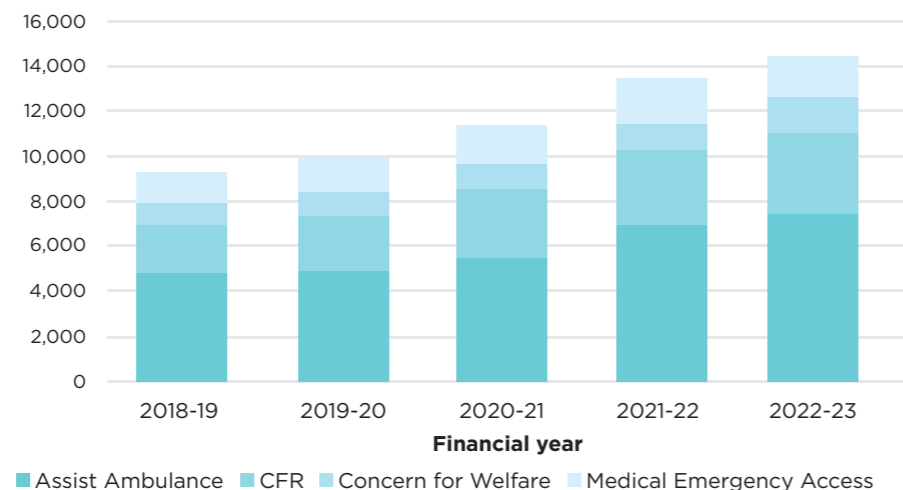
OUR FIREFIGHTERS ARE TRAINED IN EMERGENCY LIFE SUPPORT, INCLUDING ADVANCED FIRST AID, OXYGEN RESUSCITATION AND THE USE OF DEFIBRILLATORS.

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 2022-23	Status	Comments
Progress participation in the NSW Ambulance (NSWA) Public Access Defibrillation (PAD) program in consultation with the union.	Missed target	In June 2023, NSWA advised they were no longer developing the PAD program after it became inactive during the pandemic. It is being replaced with a mobile app-based community volunteer program called GoodSAM.
Develop a virtual training system that can better validate and enhance firefighters' first aid and CPR skills.	Missed target	FRNSW observed demonstrations and considered initial proposals from two commercial VR providers. Full introduction of either proposed system was cost prohibitive based on the potential benefits.
Continue to support NSW Ambulance with nonclinical load assistance focusing on reducing musculoskeletal injuries by introducing standard patient carry sheets for FRNSW appliances.	Work in progress	Draft non-clinical load assist service level agreement is progressing to approval. A new Load Assist Standard Operational Guideline has also been developed and is expected to be published in 2023-24. 406 carry sheets have been installed in fire appliances (approx. 89% of major fleet).

Plans for 2023-24

- Complete the program of face-to-face Bystander Engagement and Firefighter Resilience training and develop a transition plan for continuation as an online course.
- Publish and formally introduce the new Ambulance Assist load Standard Operational Guideline.
- Complete negotiations with NSWA on a new Community First Responder Memorandum of Understanding.
- Complete the installation of patient carry sheets into remaining FRNSW fire trucks.
- Further develop, in consultation with emergency services partners, procedures for FRNSW to assist with large scale mass casualty emergencies.

Yass firey reunited with man she saved

In January 2023, On-Call Firefighter Naomi Eccleston of Yass Fire Station was taking part in a 5km Parkrun when she saw a man collapse in front of her. Naomi quickly realised he was unconscious and not breathing. She began CPR and used a locally sourced defibrillator to administer two lifesaving shocks before continuing with chest compressions until the ambulance arrived. Thanks to Naomi's quick thinking, and training in emergency life support, the runner was stabilised and transported to the hospital. The patient has since made a full recovery and was reunited with Naomi in June 2023.

Firefighter Naomi Eccleston and patient

Wingham's vital Community Fire Responder role

In regional centres where NSW Ambulance may have a delayed response, FRNSW firefighters train with paramedics to gain skills and clinical qualifications to perform Community First Responder (CFR) duties. Wingham Fire Station, on the Mid North Coast, is one of 13 CFR stations. Since taking on this role in 2019, the station has seen call rates jump from approximately 150 incidents per year, to more than 800. Just one example of their critical role was seen in October 2022, when Deputy Captain Mathew Galea and On-Call Firefighter Jarred Fenech attended a CFR call for a baby who was convulsing and having difficulty breathing. The firefighters took vital observations and administered oxygen in the critical minutes until paramedics arrived. Seeing the baby lose consciousness, Matt placed him face down on his arm with his head supported and gave three sharp firm thrusts on the back. Immediately the respiratory blockage was regurgitated, and the baby started crying, regaining consciousness.

OUR TECHNOLOGY

Operational communications

FRNSW operates two Communications 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.

Achievements 2022-23

- Upgraded the Strategic Operations Centre (SOC), increasing capability for FRNSW to provide strategic emergency management support from our new, larger facility at Alexandria. This provides a significant technology uplift to provide better real-time support for frontline crews responding to long-duration emergencies including floods, bushfires, and international deployments (see Türkiye deployment case study, page 8).
- Implementation of autonomous calling capabilities to support emergency requests for assistance including Apple Crash Detection calls, and Apple Emergency SOS via satellite, to provide more accurate emergency response for the community in remote locations.

Upgraded Strategic Operations Centre, Alexandria

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.

Numbers of requests for emergency assistance 2012-23

Number of requests for emergency assistance 2012-13 – 2022-23
Source: ESCAD (Emergency Services Computer Aided Dispatch), FRNSW's computer-aided dispatch system.
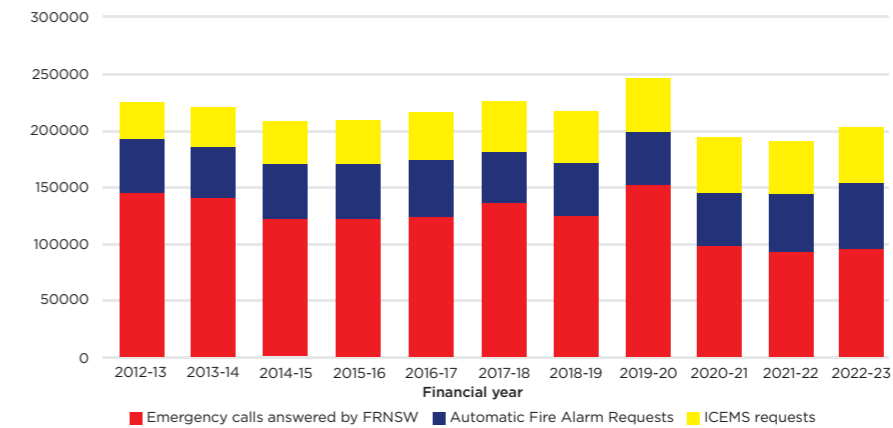
Requests are made to the FRNSW Communications Centres through three key channels:

1. Direct Triple Zero (000) phone calls
2. Automatic Fire Alarms (AFAs)
3. Inter-agency CAD Electronic Messaging System (ICEMS) requests.

In the past three financial years, total requests have been lower than in 2019-20 (Black Summer bushfires) and the preceding eight years.

COVID-19 lockdowns contributed to the reduction in calls for emergency assistance. Wet weather during 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 2022-23 is related to the very wet weather of 2022 as extreme weather caused some alarms to be triggered.

ESCAD upgrade

A multi-year project is underway to upgrade many of the technologies that underpin FRNSW's Triple Zero (000) call-taking and dispatch capability. The project is increasing FRNSW's capability to respond to day-to-day emergencies, state-wide crises and facilitate multi-agency cooperation and joint strategic operations.

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 new system. This is underway and expected to go live in 2024.
- Upgrade the Operational Communications and Training Consoles in both Alexandria and Newcastle.
- Built a new Strategic Operations Centre in Alexandria (complete and operating).
- Build a new training room in Alexandria (currently underway).
- Developing greater interoperability with other partner agencies through increased connectivity with Inter-agency CAD Electronic Messaging System (ICEMS).
- Upgrade existing Audio Management Unit for FireCOM operators.

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Connected Firefighter program

Vehicle Communications Hub

Stage 1 of the Vehicle Communications Hub project was completed in 2022-23 with the hardware needed to provide failover between radio, 4G, Wi-Fi and satellite connectivity installed in more than 900 major and minor vehicles. Stage 1 was carried out across 48 weeks, with install teams visiting around 400 locations and making more than 1,000 phone calls.

SmartConnect

During the year, FRNSW worked with the NSW State Emergency Service (NSW SES) and key FRNSW technology providers to complete development of SmartConnect technology. This world-leading technology will allow vehicle and handheld two-way radios to utilise 4G and satellite networks, in addition to traditional two-way radio networks. This will result in greater communications reliability and ultimately, greater firefighter and community safety.

Mobile Data Terminals v5 upgrade

FRNSW's Mobile Data Terminals, which are fitted in each fire truck to provide live access to critical information about an emergency, were upgraded in 2022-23 to include a refined user interface, improved navigation, enhanced mapping, localised weather conditions and new searchable digital resources. The upgrade provides quicker access to critical information and was designed and developed using input from firefighters.

Mobile telecommunications – Cells on Wheels (CoWs)

Cells on Wheels (CoWs) are rapid response vehicles that provide power, radio and internet communications to support emergency response and recovery in areas with no coverage. In November 2022, CoWs were successfully deployed to support flood affected communities in Eugowra in the central west of NSW. The CoWs provided telephone and internet access for residents while also maintaining critical agency operations and communications including two-way radio, 4G and internet via Wi-Fi and satellite.

Connected Firefighter Roadshow

During the year, the Connected Firefighter Roadshow travelled to six locations and events across NSW to showcase FRNSW's technology solutions and capabilities to frontline firefighters, as well as emergency service and government agency partners and the general public. The roadshow included interactive demonstrations and Q&A sessions on the Mobile Command Centre, CoWs, the Vehicle Communications Hub, and other upcoming projects.

Cells on Wheels deployed

Remotely Piloted Aircraft System (RPAS) capability

In response to the increasingly complex, concurrent and compounding natural disaster events experienced over the last few years, FRNSW has increased utilisation of technology-driven and data-based approaches such as Remotely Piloted Aircraft System (RPAS) capabilities.

In 2022-23, FRNSW aviation undertook over 1,500 operational flights and responded to 623 operational incidents.

FRNSW has successfully deployed RPAS for a wide range of incident types both in NSW, interstate and overseas. RPAS deployment potential covers all emergency event phases; imminent impact, during or after an event response. The capability is highly adaptable and quick to mobilise for local response to regional, interstate or international deployments.

RPAS helps flood-affected farmers during harvest season

In July 2022, FRNSW's Bushfire and Aviation Unit, in conjunction with Region North firefighters, embarked on a ground-breaking mission, using RPAS to determine the extent of contamination of the cane fields by flood debris in the state's Northern Rivers district. It is the first time RPAS has been used in this way.

To help farmers during harvesting season, FRNSW deployed two teams of RPAS operators to identify and map the location of the debris, which included items from household whitegoods to shipping containers lying amongst the cane. In one case, drones even discovered a swimming pool that had been picked up by the floodwaters and dumped in a cane field.

Dead animals were also found, which represent a biohazard, as well as fuel containers and gas cylinders that might explode if punctured by a harvester. All this debris could also cause expensive and irreparable damage to harvesting equipment.

RPAS operators conducted reconnaissance flights using smaller drones. If dangerous or bulky waste material were identified, larger RPAS were sent up to pinpoint the size and location of the debris.

Once the data was processed, QR codes were sent to the cane growers to provide them with digital or hard-copy real-time maps of their properties, identifying where the obstacles were located. The growers could then remove the debris with the help of other government agencies including Resilience NSW, NSW Environment Protection Authority and Public Works.

As of June 2023, RPAS has been used at over 2,000 incidents and events across the state, Australia and the world.

FRNSW is a leader in the use of RPAS in the emergency management sector, currently possessing over 95 RPAS platforms, 280 trained pilots, a large range of camera/airborne sensor technologies and supporting systems.

FRNSW established RPAS capabilities in 2016 and has expanded over time with significant investment by the NSW Government.

Expansion of RPAS capability 2022-23

- Purchase of colourised Light Detection and Ranging (LiDAR).
- Purchasing larger drones to facilitate heavier payloads with longer flight times and within more variable weather conditions.

RPAS training

Plans for 2023-24

- Increase the capability of selected RPAS qualified stations. Target is to elevate five stations giving these stations advanced capability including 3D panorama, telemetry geospatial, thermography reporting, rapid mapping and airborne gas detection.
- Further embed RPAS in all facets of emergency response operations both in metropolitan and regional areas. The objective is to increase the frequency of response to incidents thereby increasing our agencies capability in all facets of emergency response (protecting the community).
- Research and develop partnerships for artificial intelligence and machine learning.
- Create greater efficiency in maintaining the proficiency of our pilots across NSW by collaborating with the Civil Aviation Safety Authority (CASA) to streamline our legislated obligations.
- Enhance the effectiveness of RPAS capabilities through innovation and continual learning by partnering with industry and other emergency services. Additionally, promote partnerships with other agencies, to leverage the benefits of RPAS to support the community in emergencies and disasters.

RPAS to the rescue in Eden

On 2 April 2023, 286 Station Eden were called to assist NSW Ambulance (NSWA) crews with an unusually complex cliff rescue, along with NSW Police land and water crews, Volunteer Rescue Association (VRA), SES, Surf Lifesaving NSW and Eden Volunteer Coastguard.

Upon arrival, crews determined two fishermen had become stranded on a cliff face with unknown injuries. After an initial assessment, it was determined FRNSW's RPAS could be deployed to complete a number of tasks that on-ground crews could not carry out safely in the early stages of this rescue.

RPAS was deployed to an altitude of approximately 100m above the water and, given the difficulty of the coastal topography, the thermal imaging feature was utilised to pick up their exact location through its heat sensing system.

It was then flown in close where crews could see one fisherman was laying down, while the other was supporting his leg. They were both on a safe ledge which meant there was no need for a hurried exercise.

The other complexity in this rescue was that the fishermen were non-English speaking. Eden's crew suggested a recording and playback system through the RPAS mounted speaker could be utilised if NSWA had an interpreter in their call centre. As this technology only works one way (rescuers could speak to the patient but could not hear him), the injured fisherman used hand signals to communicate back.

Rescuers were ultimately able to accurately determine the condition and location of the patient allowing Bega VRA to take a splint down the cliff face. The patient was then airlifted to Bega Hospital by Toll Ambulance Rescue Service.

left to right shows search area and location using thermal imagery, rescue by airlift

MANAGEMENT AND ACCOUNTABILITY

Heritage display at open day at the Emergency Services Academy May 2023

OUR PEOPLE AND CULTURE

Inclusion

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. Representation of people with a disability remained stable at just under one per cent (for detailed breakdown see Appendix 15, page 158). We are addressing this as part of a priority program to improve inclusion (see page 23 for further information).

Representation of equal employment opportunity groups in FRNSW as at 30 June 2023 – 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	15.29%	10.43%	13.26%	25.93%	59.37%
Aboriginal and Torres Strait Islander people	5.27%	5.46%	5.60%	0.00%	2.23%
People whose first language was not English	3.29%	2.36%	1.81%	7.41%	18.18%
People with a disability	0.95%	0.80%	0.50%	0.00%	4.64%
People with a disability requiring work-related adjustment	0.22%	0.25%	0.03%	0.00%	1.11%

Trends in the representation of EEO groups in FRNSW – as a % of total staff

EEO target group	2018-19	2019-20	2020-21	2021-22	2022-23
Women	11.40%	12.61%	13.45%	14.90%	15.29%
Aboriginal and Torres Strait Islander people	3.89%	4.26%	4.65%	4.95%	5.27%
People whose first language was not English	2.89%	3.03%	3.15%	3.27%	3.29%
People with a disability	0.99%	0.95%	0.94%	0.98%	0.95%
People with a disability requiring work-related adjustment	0.25%	0.23%	0.19%	0.20%	0.22%

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. We have made inclusive culture one of our three strategic priority programs for the organisation. Achievements and plans for the program are shared on pages 23 and 25.

Human resources and consultants

- For number of officers and employees by category and previous year comparison, see Appendix 15.
- For consultant engagements, see Appendix 6.

Industrial relations and consultative arrangements

FRNSW operates according to the objectives of the *Industrial Relations Act 1996 (NSW)*, with conditions of employment covered by the following Awards:

- *Crown Employees (Fire and Rescue NSW Permanent Firefighting Staff) Award 2021*
- *Crown Employees (Fire and Rescue NSW Retained Firefighting Staff) Award 2021*
- *Crown Employees (Fire & Rescue NSW Tradespersons) Award 2021.*
- *Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009.*

Negotiations to update the Awards take place prior to the Award term expiring. Disputes or proposed changes to the Awards are determined by the Industrial Relations Commission.

FRNSW and the Fire Brigade Employees Union (FBEU) are continuing to trial the Joint Consultative Committee (JCC) designed to discuss strategic issues across FRNSW. The JCC is led by the Executive Director People and Culture and the FBEU State Secretary. Complex matters of strategic importance have been directed towards working parties that will deal with specific matters consisting of subject matter experts, health and safety representatives (HSRs) and representatives from both FRNSW and the FBEU.

FRNSW is committed to engaging with the FBEU as early as possible with respect to all matters, with 'Consultation' being negotiated as a Clause to be embedded in future Firefighting Awards.

First Nations cultural experience September 2022

Safety and wellbeing

Achievements 2022-23

- Bystander Engagement and Firefighter Readiness (BEFR) training delivered to nearly all stations across regional and metro NSW despite the challenges of COVID-19 and 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. An online version of BEFR is available on FRNSW's Learning Station. Planning underway for refresher training.
- FRNSW welcomed Converge International as its new Employee Assistance Program provider in March 2023. This free and confidential service provides professional support to help staff and their families to overcome challenges that may be affecting them at work or personally.
- The FRNSW Peer Support Officer Program was reviewed to enhance and strengthen appropriate skill development, mentoring, partnering and supervision of peer support officers. This included implementation of a peer mentoring framework, the analysis of capabilities and

development of a skills matrix to inform professional development requirements, ongoing structured quarterly workshops, introduction of paid training and conference attendance, and recruitment of additional peer support officers.

- Improved Deployment Health and Welfare Management Plan. This included embedding mental health and wellbeing support service in deployment situations, expanding support to staff in days before and immediately after return to regular duties, providing staff with an assigned individual contact for any advice or support required, and expanding support for family members throughout deployment and upon return.

- Initiated 4,595 Health Checks since February 2020. Health Check determinations have been issued for 2,064 firefighters, with 98 per cent of firefighters declared fit for duty. Approximately 2 per cent of Health Checks have been returned to FRNSW to allow the firefighter to be supported with health and wellbeing management.

- Implemented a new rehabilitation and retraining program that provides training, career counselling and facilitated internal and external job options. This has reduced unemployment levels for discharged staff to the lowest point in over 12 years.

Safety and wellbeing stated goals for 2022-23	Status	Comments
Consolidate and grow engagement of firefighters in health and fitness programs, including musculoskeletal injury prevention, heat stress management and the FireFit STRONG program.	Hit or tracking to target	During 2022-23 a total of 4,141 staff engaged in fitness programs across 355 events, including recruitment information sessions. A total of 183 firefighters have engaged in the Tactical Athlete Resilience Program facilitated by the six elite sporting organisations who have partnered with FRNSW and Employees Mutual Limited. The evaluation and future scoping for the program is underway to ensure that firefighters' access to health and fitness services continues to be leading edge.
Enhance existing psychosocial risk management processes, including the development of a psychosocial management procedure that aligns to the SafeWork NSW's Code of Practice.	Work in progress	Health and Safety Branch is piloting a draft psychosocial risk management framework aligned to the SafeWork Code of Practice (2021) and in accordance with WHS Amendment Regulation (2022). The pilot, which will extend to March 2024, is underpinned by an evaluation to assess the effectiveness and appropriateness of the proposed psychosocial risk management procedure content, design and delivery.
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.	Hit or tracking to target	Joint agency initiative complete and deliverables finalised, including strengthening access to pathways to care, delivering psychoeducational programs focussed on building mental health literacy (mental health first aid), building psychological capital (high adversity resilience training) and strengthening capability for leadership support (trauma informed care).
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.	Work in progress	Launched Screening In First Responders Trial (SIFT) and Skills for Life Adjustment and Resilience trial (SOLAR-M), to support early intervention through screening and low intervention mechanisms to help manage stress following disaster and trauma exposure. Approximately 500 FRNSW staff have participated in the SIFT trial. SOLAR-m has been piloted with FRNSW Retiree Peer Support team with open recruitment to run until December 2023 (with aim of 120-240 participants).

Safety and wellbeing stated goals for 2022-23	Status	Comments
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.	Hit or tracking to target	Implementation of a suicide prevention training plan, developed in partnership with Livingworks, is underway. FRNSW has also commenced drafting, in consultation with the Suicide Prevention Reference group, a booklet with decision making flow charts and resources.
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.	Work in progress	Implementation of a new critical incident management software program is underway. This software is uniquely designed to detect individual and cumulative psychological exposures and ensure workers receive timely support and intervention.
Develop a new fit-for purpose psychoeducation 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.	Hit or tracking to target	Online and face-to-face training modules have been developed in consultation with partners. A pilot program delivering face-to-face training is complete including an assessment of effectiveness. Broader rollout will form part of capability training for all firefighters, focussing on early intervention, mental health literacy, help-seeking behaviours, resilience skills and stigma reduction.
Update doctrine, protocols, and procedures that define essential decontamination standards for personal protective equipment (PPE) and breathing apparatus.	Work in progress	Collaboration is occurring with other fire agencies across Australia to enhance FRNSW decontamination practices at the fire ground. Any changes to Standard Operating Guidelines (SOGs) will be reflected in relevant doctrine and protocols accordingly.
Implement fire decontamination e-learning module and training.	Work in progress	Draft e-learning module is complete. Once changes/enhancements to decontamination SOGs are complete, the module will be finalised and implemented.

Plans for 2023-24

Ongoing and future initiatives are set out in the Safety and Wellbeing Plan 2023-25 (currently being finalised). Plans for 2023-24 include:

- Enhance the Rehabilitation and Retraining Program to improve accessibility to alternative employment within and external to FRNSW where required.
- Streamline protocols, and procedures that define essential decontamination standards aligned to contemporary practice.
- Enhance the critical incident support model, processes, and systems, including processes to monitor individual cumulative trauma exposure.
- Promote collaboration with station commanders, zone management teams and peers to build capability to effectively respond to localised needs.
- Promote the benefits of health and fitness programs in place for firefighters and all staff.
- Improve hazard awareness and risk control within FRNSW workplaces.

Injury management

FRNSW experienced a sustained increase in physical claims over the past 12 months, and a significant increase in weekly benefits. However during this period, the number of psychological claims has remained stable, and in percentage terms quite low compared to the emergency services average. Further, continuance rates have remained low and better than emergency services and nominal insurer averages for timeframes over 12 months. FRNSW has continued to receive positive feedback from over 92 per cent of injured firefighters regarding the treatment and support received during their recovery.

Workers' compensation claims received and closed 2019-20 – 2022-23
Source: Internal Reporting (Provided by EML Insurance for NSW Performance and Risk Teams).

		Financial year			
		2019-20	2020-21	2021-22	2022-23
WC claims	Physical claims received (inc. COVID-19 claims)	480	494 (495)	441 (1407)	630 (1251)
	Psychological claims received (inc. COVID-19 claims)	60 (61)	65 (66)	47 (66)	58 (61)
	Claims closed (inc. COVID-19 claims)	511	489 (490)	400 (1374)	326 (907)
	Open claims (inc. COVID-19 claims)	38 (39)	70 (71)	88 (99)	362 (405)

Number of injury claims received from workers 2018-19 – 2022-23, without COVID-19 related claims
Source: Internal Reporting (Provided by EML Insurance for NSW Performance and Risk Teams).

■ Lost time due to injury ■ No time lost with injury
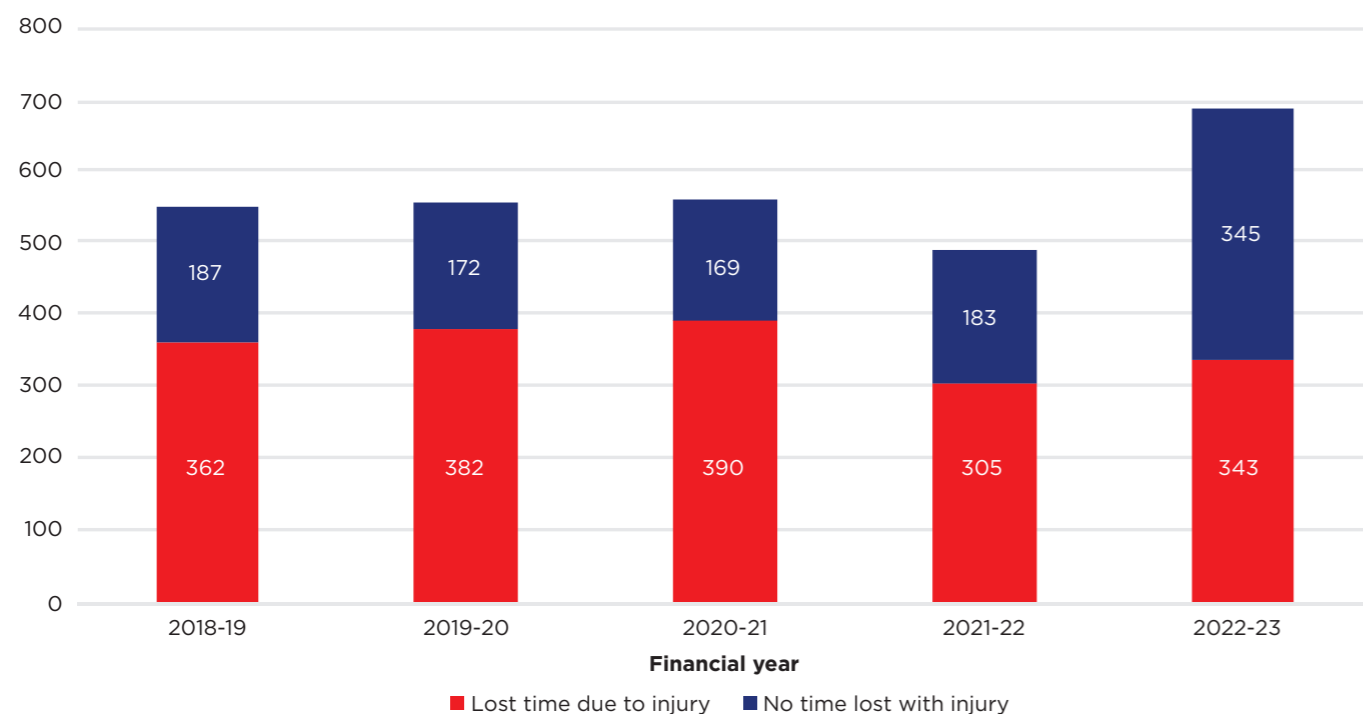
Note: Actual workers compensation claims for a financial year will vary year to year. The graph shown represents the correct data from the TMF data warehouse as at 30 June 2023.

GOVERNANCE

The Commissioner has primary accountability for governance of FRNSW and is responsible to the NSW public and Minister for Emergency Services for the overall direction and performance of FRNSW.

The Commissioner's Executive Leadership Team (ELT) is the peak decision-making body, and consists of the Commissioner, the Deputy Commissioners and the Executive Directors. Its role includes:

- Developing and implementing the overall strategic direction for FRNSW
- Achieving and reporting on FRNSW and NSW Government priorities
- Monitoring and measuring FRNSW performance
- Ensuring compliance with external and internal controls and processes
- Controlling budgets and monitoring financial performance and organisational reform.

Governance oversight provided by the Commissioner and ELT is supported by the following committees:

Audit and Risk Committee

The Audit and Risk Committee provides independent advice to the Commissioner on governance processes, risk management and control frameworks, internal and external audit, corruption and fraud prevention, and its external accountability obligations in accordance with the Internal Audit and Risk Management Policy for the NSW Public Sector (TPP20-08).

Business, Operations and Capability Committee

The Business, Operations and Capability Committee drives innovation and improvements to the FRNSW capability framework. The committee provides assurance and/or recommendations to the ELT that FRNSW's systems, processes and ways of working are efficient, effective, consistent and sustainable, and comply with relevant laws, regulations and standards to deliver optimal outcomes.

Strategic Portfolio Steering Committee

The Strategic Portfolio Steering Committee provides oversight and governance for the delivery of the FRNSW Strategic Portfolio as part of FRNSW's broader strategy as determined by the Commissioner. The committee determines the best mix of strategic programs and projects to maximise delivery of benefits and outcomes to FRNSW and the community.

Work Health and Safety Steering Committee

The Work Health and Safety Steering Committee ensures that the ELT maintains a knowledge of health and safety matters within FRNSW and supports the strategic level management of health and safety risks.

Work Health and Safety Advisory Committee

The Work Health and Safety Advisory Committee supports the strategic management of health and safety risks by ensuring consultation, cooperation and coordination and facilitating communication. The advisory committee reports any issues or required strategic approaches needed to the steering committee.

Information Management Steering Committee

The Information Management Steering Committee brings together the data trustees within the organisation (i.e. management level roles who are accountable for the quality of a dataset and its strategic management) to determine the strategic direction of FRNSW datasets. The committee ensures business data and information management priorities are translated into relevant information management, business intelligence, and information technology decisions.

Cyber Security Steering Group

The Cyber Security Steering Group oversees the implementation and operation of the FRNSW Cyber Security Policy and provides assurance and recommendation to both the Audit and Risk Committee and ELT that FRNSW complies with the requirements of the policy.

Fleet Working Group

The Fleet Working Group provides the Business, Operations and Capability Committee with appropriate analysis, proposals, and strategic advice to support decision making in relation to current and future fleet requirements.

Property Working Group

The Property Working Group provides the Business, Operations and Capability Committee with reporting on major projects and capital investment, and recommends changes to fit for purpose assets and design.

Asset Management Framework Control Group

The Asset Management Framework Control Group oversees the development, establishment, management, and continuous improvement of the framework to support FRNSW in improving asset management maturity and achieving compliance with Treasury Policy Paper (TPP) 19-07 Asset Management Policy for the NSW Sector by June 2024.

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
- Enterprise Risk Management Policy
- Fraud and Corruption Policy and Prevention Control Plan
- Grants and Contributions Accounting Policy
- Privacy Policy and Privacy Management Plan

Achievements 2022-23

- Implemented the FRNSW Annual Plan for 2022-23 through division and directorate business planning and reporting.
- Reviewed and published 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.
- Progressed development of the Audit and Assurance Strategy Framework and Internal Audit Plan for 2022-25.
- Finalised revised risk appetite statements and implemented recommendations from the external review of our Risk Management Framework.
- Commenced a review 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.
- FRNSW has improved protections of the personal and health information it collects and holds with a revised privacy policy, privacy management plan, improved awareness and training uplift.
- Completed the following internal audits and reviews:

  - Records Management
  - Minor Fleet Management
  - Operational Finance
  - Overtime Management
  - Major Incident Risk Management
  - Business Resilience.

- Implemented the public inquiry and coronial recommendations tracking and reporting into the Audit and Assurance Management Action Planning process. Additionally resolving and reporting on all FRNSW 2020 Bushfire Inquiry matters, working in collaboration with NSW Rural Fire Service and Resilience NSW.
- Improved fraud and corruption prevention controls through a workshop in collaboration with the Independent Commission Against Corruption.

International travel and promotion

For overseas visits by officers and employees with main purposes of travel, see Appendix 19.

Attestations, compliance and disclosures

For the Internal Audit and Risk Management Policy, see Appendix 14.

For the Cyber Security Policy Attestation, see Appendix 13.

For compliance with the Privacy and Personal Information Act 1998, see Appendix 12.

For reporting on the Government Information (Public Access) Act 2009, see Appendix 10.

For Public Interest Disclosures, see Appendix 11.

Plans for 2023-24

- Implement the Annual Plan for 2023-24, using it to inform directorate business plans and further drive alignment of business unit activities with organisational objectives.
- Finalise the review of corporate governance with a refresh of the Governance Framework reflecting the eight principles and 17 key governance components of public sector governance as outlined in the NSW Audit Office Governance Lighthouse.
- Develop an organisational strategic key risk register which aligns to the FRNSW Risk Appetite Statements.
- Conduct state-wide Operational Assurance Reviews and localised reports to provide meaningful data back to zone management teams regarding operational skills, leading to improved firefighter safety.
- Develop and execute strategy that supports government priorities, with a key focus on financial sustainability.
- Continue managing risk to organisation stability and longevity through the Audit and Assurance Strategy Framework and Internal Audit Plan for 2022-25.

Governance stated goals for 2022-23	Status	Comments
Implement the FRNSW Annual Plan for 2022-23 through division and directorate business planning and reporting.	Hit or tracking to target	Annual Plan cascaded to business plans and reporting against plan instituted.
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.	Hit or tracking to target	Reviewed and published the Code.
Implement the Audit and Assurance Strategy Framework and Internal Audit Plan for 2022-25.	Hit or tracking to target	Plan is progressing well with five of 22 planned internal audits completed. The strategy and framework is expected November 2023.
Implement revised risk appetite statements and recommendations from the external review of our Risk Management Framework.	Hit or tracking to target	Revised risk appetite statements developed and agreed, and risk management framework reviewed. Risk management maturity uplift roadmap developed.

Strategic Asset Management

FRNSW's Strategic Asset Management Plan and supporting Asset Management Framework addresses the requirements to meet asset management objectives, by evaluating:

- government priorities
- community needs and future service delivery requirements
- internal and external stakeholder demands.

This ensures FRNSW can plan to have the appropriate property, fleet, equipment and ICT assets and capability to meet current and future levels of service, and also indicate where future investment will be required.

Achievements 2022-23

- Significantly uplifted asset management capabilities and maturity, and strengthened alignment with Treasury Policy Paper (TPP) 19-07 Asset Management Policy for the NSW Sector.
- Achieved an increase in asset management effectiveness score from 2.2 out of 5 in 2021-22 to 3.9 through an external evaluation of FRNSW's implementation of its Asset Management Framework.
- Achieved an increase in asset management maturity self-assessment score (a lead indicator) of 14 per cent, strengthening FRNSW's progress through the 'maturing' phase.

Plans for 2023-24

- Progress implementation of the Asset Management Framework, with the aim to align and comply to TPP19-07 by June 2024.
- Focus on areas for improvement identified through external and internal assessments to attain an 'aligned' phase status.

SUSTAINABILITY

Decommissioned FRNSW bushfire tankers being delivered to the Solomon Islands by the Royal Australian Air Force

SUSTAINABILITY

Diversity and inclusion

FRNSW is committed to improving inclusion and diversity across the organisation. In 2022-23, measures include:

- Undertaking a Diversity, Equity, and Inclusion (DEI) review with plans to implement a Disability Action Plan and disability toolkit.
- Creating a Disability Employee Network.
- Improving accessibility with reasonable adjustments made for applicants who have identified as having a disability to permanent firefighter positions.
- Engaging with Multicultural NSW to discuss overall strategy to improve diversity across FRNSW.
- Establishing a working group and partnering with Aboriginal and Torres Strait Islander Consultancy Agency to support the development of FRNSW's Reconciliation Action Plan.

(For further details see priority programs on page 23).

Procurement

FRNSW continues to monitor the work the Office of the Anti-Slavery Commissioner is doing in developing guidance on reasonable steps to manage modern slavery risk. This includes monitoring operational and supply-chains to ensure goods and services procured by FRNSW are not the product of modern slavery with the meaning of the *Modern Slavery Act 2018*.

Work Health and Safety

FRNSW has always maintained a strong focus on the safety and wellbeing of both operational and non-operational staff. Recent and ongoing measures include:

- Bystander Engagement and Firefighter Readiness training.
- The FRNSW Peer Support Officer Program.
- Improved Deployment Health and Welfare Management Plan.
- Health Checks.
- Rehabilitation and retraining program.
- Firefighter health and fitness programs.
- Piloting a draft psychosocial risk management framework.
- Participating in the NSW Bushfire Mental Health Program.
- Launched Screening in First Responders Trial (SIFT) and Skills for Life Adjustment and Resilience trial (SOLAR-m).
- Implementing a suicide prevention training plan.

(For further details see Safety and Wellbeing page 79).

Uniforms donated to Bhutan September 2022

IN LINE WITH THE GOVERNMENT'S COMMITMENT TO SUSTAINABILITY, SOME OF THE INFORMATION PREVIOUSLY FOUND UNDER FRNSW'S 'PROTECT THE ENVIRONMENT' CAPABILITY, IS NOW REPORTED UNDER SUSTAINABILITY.

Energy efficiency and minimising carbon emissions

During 2022-23, FRNSW:

- Invested $221,000 in LED lighting upgrades in 28 fire stations.
- Installed solar and energy saving systems in new fire stations at Kingscliff and Oran Park to progress toward the Government Resource and Efficiency Policy target of reducing at least 10 per cent of energy consumption.
- Partnered with the Office of Energy and Climate Change to identify further strategies and design of energy efficiency improvements for building services including HVAC control, lighting technology, lighting control, power factor correction, and energy metering across FRNSW's high energy usage sites.
- Introduced 31 electric and hybrid vehicles to our fleet, with hybrid and electric vehicles now making up 5 per cent of minor fleet.

Circular economy

Where possible, equipment is recycled or repurposed. In 2022-23, FRNSW to repurpose or reuse old personal protective clothing (PPC) and equipment.

- To improve incident ground management and allow working crews to identify each other more effectively, bushfire jacket material destined for landfill was repurposed into self-contained breathing apparatus (SCBA) ID bands. The bands are easily decontaminated, simple to replace and feature reflective lettering to aid in identification at night. This project was initiated by Station Officer Sam Wall and Leading Station Officer Mark Bradford.
- In September 2022, 2,000 firefighting uniforms were donated to the Fire Service Division of the Royal Bhutan Police. Although these uniforms are at the end of their service life for FRNSW, they are a significant improvement for the firefighters of Bhutan and will offer enhanced protection during structural firefighting operations.
- In May 2023, four decommissioned FRNSW bushfire tankers were delivered to the Solomon Islands, to boost the nation's emergency capability. FRNSW has a long-standing partnership with the Royal Solomon Islands Police Force (RSIPF) Fire and Rescue Service. This includes the assignment of a FRNSW local liaison officer to support crews with their training and emergency preparedness needs.

The SCBA ID bands are manufactured with recycled bushfire coat material

GENERAL PURPOSE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2023

INDEPENDENT AUDITOR'S REPORT

Fire and Rescue New South Wales

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of Fire and Rescue New South Wales (Fire and Rescue NSW), which comprise the Statement by the Accountable Authority, the Statement of Comprehensive Income for the year ended 30 June 2023, the Statement of Financial Position as at 30 June 2023, 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 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 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).

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 have fulfilled my other ethical responsibilities in accordance with APES 110. I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

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GPO Box 12, Sydney NSW 2001 | **t** 02 9275 7101 | mail@audit.nsw.gov.au | audit.nsw.gov.au

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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. The description forms part of my auditor's report.

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

- that 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.

Susan Prichard
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

29 September 2023
SYDNEY

Fire and Rescue NSW
Statement by the Accountable Authority

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023

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.

Jeremy Fewtrell
Acting Commissioner
29 September 2023

Fire and Rescue NSW
Statement of Comprehensive Income
For the year ended 30 June 2023

	Notes	Budget 2023 $'000	Actual 2023 $'000	Actual 2022 $'000
EXPENSES EXCLUDING LOSSES				
Employee related expenses	2(a)	664,037	774,408	713,096
Operating expenses	2(b)	133,609	164,120	140,622
Depreciation and amortisation	2(c)	64,121	66,423	64,533
Finance costs	2(d)	281	206	2,832
Total Expenses excluding losses		**862,048**	**1,005,157**	**921,083**
REVENUE				
Sale of goods and services	3(a)	16,943	14,785	14,070
Investment revenue	3(b)	603	7,205	419
Retained taxes, fees and fines	3(c)	37,420	42,516	40,766
Grants and contributions	3(d)	917,436	907,623	765,903
Other revenue	3(e)	10,930	24,397	26,754
Total Revenue		**983,332**	**996,526**	**847,912**
Operating result		**121,284**	**(8,631)**	**(73,171)**
Gain/(loss) on disposal	4	-	(1,257)	(805)
Other gains/(losses)	5	-	(3)	12,188
NET RESULT		**121,284**	**(9,891)**	**(61,788)**
Other comprehensive income				
Items that will not be reclassified to net result in subsequent periods:				
Actuarial (loss)/ gain	17	-	(12,283)	45,896
Net increase in asset revaluation reserve	10	-	20,935	152,127
Total other comprehensive income		**-**	**8,652**	**198,023**
TOTAL COMPREHENSIVE INCOME/ (LOSS)		**121,284**	**(1,239)**	**136,235**

The accompanying notes form part of these financial statements.

Fire and Rescue NSW
Statement of Financial Position
As at 30 June 2023

	Notes	Budget 2023 $'000	Actual 2023 $'000	Actual 2022 $'000
ASSETS				
Current assets				
Cash and cash equivalents	7	190,659	110,076	114,944
Receivables	8	21,204	30,808	27,249
Inventories	9	2,855	3,228	2,871
Other financial assets		13	43	45
Total Current Assets	1(b)	**214,731**	**144,155**	**145,109**
Non-Current Assets				
Property, plant and equipment	10			
- Land and buildings		826,706	843,446	825,595
- Plant and equipment		130,737	124,595	115,201
- Fire appliances		257,029	228,261	226,485
Total property, plant and equipment		1,214,472	1,196,302	1,167,281
Right-of-use assets	11	2,665	3,344	3,826
Intangible assets	12	19,486	30,302	25,524
Total Non-Current Assets		**1,236,623**	**1,229,948**	**1,196,631**
Total Assets		**1,451,354**	**1,374,103**	**1,341,740**
LIABILITIES				
Current Liabilities				
Payables	14	33,231	46,355	41,490
Borrowings	15	859	-	650
Lease Liabilities	16	-	820	867
Provisions	17	177,981	178,631	164,589
Total Current Liabilities	1(b)	**212,071**	**225,806**	**207,596**
Non-Current Liabilities				
Borrowings		2,797	-	-
Lease Liabilities	16	-	2,429	2,758
Provisions	17	204,062	191,106	175,385
Total Non-Current Liabilities		**206,859**	**193,535**	**178,143**
Total Liabilities		**418,930**	**419,341**	**385,739**
Net assets		**1,032,424**	**954,762**	**956,001**
EQUITY				
Reserves		828,475	836,407	816,765
Accumulated funds		203,949	118,355	139,236
Total Equity		**1,032,424**	**954,762**	**956,001**

The accompanying notes form part of these financial statements.

Fire and Rescue NSW
Statement of Changes in Equity
For the year ended 30 June 2023

	Notes	Accumulated Funds $'000	Asset Revaluation Surplus $'000	Total Equity $'000
Balance at 1 July 2022		**139,236**	**816,765**	**956,001**
Net result for the year		**(9,891)**	**-**	**(9,891)**
Other Comprehensive Income:				
Actuarial loss	17	(12,283)	-	(12,283)
Net increase resulting from asset revaluation	10	-	20,935	20,935
Transfer: asset revaluation reserve and accumulated funds		1,293	(1,293)	-
Total Other Comprehensive Income		**(10,990)**	**19,642**	**8,652**
Total Comprehensive Income/ (Loss) for the Year		**(20,881)**	**19,642**	**(1,239)**
Balance at 30 June 2023		**118,355**	**836,407**	**954,762**
Balance at 1 July 2021		**155,156**	**664,610**	**819,766**
Net result for the year		**(61,788)**	**-**	**(61,788)**
Other Comprehensive Income				
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	-
Total Other Comprehensive Income		**45,868**	**152,155**	**198,023**
Total Comprehensive Income/ (Loss) for the Year		**(15,920)**	**152,155**	**136,235**
Balance at 30 June 2022		**139,236**	**816,765**	**956,001**

The accompanying notes form part of these financial statements.

Fire and Rescue NSW
Statement of Cash Flows
For the year ended 30 June 2023

	Notes	Budget 2023 $'000	Actual 2023 $'000	Actual 2022 $'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(666,526)	(751,773)	(706,306)
Finance costs		(104)	(74)	(2,695)
Other		(133,348)	(167,749)	(150,012)
Total Payments		**(799,978)**	**(919,596)**	**(859,013)**
Receipts				
Sale of goods and services		16,623	16,842	15,512
Retained taxes, fees and fines		37,420	41,628	38,532
Interest received		603	7,205	440
Grants and contributions		917,436	908,264	764,438
Other		10,931	21,877	23,373
Total Receipts		**983,013**	**995,816**	**842,295**
NET CASH FLOWS FROM OPERATING ACTIVITIES	20	**183,035**	**76,220**	**(16,718)**
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of property, plant and equipment		-	1,008	820
Purchases of property, plant and equipment		(101,957)	(69,937)	(58,739)
Purchases of intangible assets		(3,665)	(10,582)	(7,142)
NET CASH FLOWS FROM INVESTING ACTIVITIES		**(105,622)**	**(79,511)**	**(65,061)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of borrowings and advances		-	(650)	-
Payment of principal portion of lease liabilities		(542)	(927)	(2,334)
NET CASH FLOWS FROM FINANCING ACTIVITIES		**(542)**	**(1,577)**	**(2,334)**
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		**76,871**	**(4,868)**	**(84,113)**
Opening cash and cash equivalents		113,788	114,944	199,057
CLOSING CASH AND CASH EQUIVALENTS	7	**190,659**	**110,076**	**114,944**

The accompanying notes form part of these financial statements.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2023

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 2023 have been authorised for issue by the A/Commissioner of FRNSW on 29 September 2023.

(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 2023 of $110.076m (2022: $114.944m). As at 30 June 2023 FRNSW had a net working capital deficit of $28.449 (2022 deficit $17.168m). The working capital deficit excludes annual leave and long service leave on-costs that are not expected to be settled within the next 12 months (see Note 17). The agency receives a grant from the principal cluster agency (Department of Communities and Justice) that is sufficient to fund its ongoing operations. At the current rate of performance, FRNSW's cash reserves are projected to reduce to low levels during the next financial year. This does not account for unforeseen expenditures which could result in FRNSW exhausting the reserves entirely.

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:

(i) 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

(ii) receivables and payables are stated with the amount of GST included.

Cash flows are included in the Statement of Cash Flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2023

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 is 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 any frontline firefighting services. Receipt of these services is not recognised because the services would not be 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.

(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.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2023

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

(g) Assets (cont'd)

(i) Acquisitions of Property, Plant and Equipment (cont'd)

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 and specialised fire appliances at least every three 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. A management review and assessment of the specialised fire appliances was conducted as at 30 June 2022 and 2023 and any changes in fair values are presented in the financial statements. An indexation review of land and buildings from 1 January 2022 to 31 January 2023 was conducted by an independent valuer. The cost of construction of buildings was assessed to have increased by 5% while the value of land increased by 0.5%. The increase in cost of buildings as at 31 January 2023 is accounted for in the financial statements on 30 June 2023.

Where Per- and Poly-fluoroalkyl (PFAS) substances have been detected and a reasonable estimate of remediation costs can be determined, a provision for remediation is made. 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 2023

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

Certain 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, 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 2023

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 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.

(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 2023

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*. Capital market yields 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 4.0% (2022: 3.1%).

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 2023

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 2022.

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 AIA Australia Limited (AIA) effective from 20 February 2023. The previous insurer, from 1 July 2016 to 19 February 2023, was Hannover Life Re of Australasia Ltd (Hannover). 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 2023

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 4.1% (3.8% in 2022) per annum. This discount rate is appropriate for AASB 119 purposes.

- The deemed salary increase rate is 4.0% (2.5% in 2022).

- The inflation rate for lump sum payments, based on short term salary increase expectations, is 3.0% (2.5% in 2022).

- The inflation rate for 2015 onwards Award Pensions, based on long term salary increase expectations, is 2.7% (2.5% in 2022).

- The inflation rate for 2012 Award Pensions, based on long term CPI expectations, is 2.9% (2.5% in 2022).

- An allowance of 40.0% (40.0% in 2022) for reversionary commutation of pensions (% of eligible claimants) has been provided.

- An allowance of 38.0% (39.0% in 2022) 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 4.0% (3.1% in 2022), 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

(i) 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).

(ii) Accumulated Funds

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

(j) Budgeted Amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget are not reflected in the

(j) Budgeted Amounts (cont'd)

budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the primary financial statements are explained in Note 19.

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 FY2022-23

The accounting policies applied in FY2022-23 are consistent with those of the previous financial year except as a result of the following new or revised Australian Accounting Standards that have been applied for the first time in FY2022-23:

- 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. FRNSW already complies with this.

- 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.

The following standards were assessed, and they are either not applicable or have no impact to FRNSW:

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

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

- 2021-7a *Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections [general editorials]*

- 2022-3 *Amendments to Australian Accounting Standards - Illustrative Examples for Not-for-Profit Entities accompanying AASB 15*

(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:

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2023

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

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

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

● AASB 2022-5 Amendments to Australian Accounting Standards – Lease Liability in a Sale and Leaseback

This Standard is effective on or after 1 January 2024. It amends AASB 16 to add subsequent measurement requirements for sale and leaseback transactions that satisfy the requirements in AASB 15 Revenue from Contracts with Customers to be accounted for as a sale. AASB 16 already requires a seller-lessee to recognise only the amount of any gain or loss that relates to the rights transferred to the buyer-lessor. The amendments made by this Standard ensure that a similar approach is applied by also requiring a seller-lessee to subsequently measure lease liabilities arising from a leaseback in a way that does not recognise any amount of the gain or loss related to the right of use it retains.

● AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities.

This standard is effective on or after 1 January 2024. It amends AASB 13, including adding authoritative implementation guidance and providing related illustrative examples, for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows. Specifically, for such an asset, this Standard: (a) specifies that the entity is required to consider whether the asset's highest and best use differs from its current use only when, at the measurement date, it is: (i) classified as held for sale or held for distribution to owners in accordance with AASB 5 Noncurrent Assets Held for Sale and Discontinued Operations; or (ii) highly probable that the asset will be used for an alternative purpose to its current use; (b) clarifies that the asset's use is 'financially feasible' if market participants would be willing to invest in the asset's service capacity, considering both the capability of the asset to be used to provide needed goods or services to beneficiaries and the resulting cost of those goods or services; (c) specifies that, if both the market selling price of a comparable asset and some market participant data required to measure the fair value of the asset are not observable, an entity uses its own assumptions as a starting point in developing unobservable inputs and adjusts those assumptions to the extent that reasonably available information indicates that other market participants (including, but not limited to, other not-for-profit public sector entities) would use different data; and (d) provides guidance on how the cost approach is to be applied to measure the asset's fair value, including guidance on the nature of costs to include in the replacement cost of a reference asset and on the identification of economic obsolescence.

The following standards were assessed, and they are either not applicable or have no impact to FRNSW:

● AASB 17 - Insurance Contracts
● AASB 2021-5 - *Amendments to Australian Accounting Standards – Deferred Tax related to Assets and Liabilities arising from a Single Transaction*
● AASB 2021-7b *Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections [AASB 17 editorials].*
● 2021-7c - *Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply].*
● AASB 2022-1 *Amendments to Australian Accounting Standards – Initial Application of AASB 17 and AASB 9 – Comparative Information*
● AASB 2022-6 - *Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants*
● AASB 2022-7 - *Editorial Corrections to Australian Accounting Standards and Repeal of Superseded and Redundant Standards*
● AASB 2022-8 *Amendments to Australian Accounting Standards – Insurance Contracts: Consequential Amendments*

2. Expenses excluding losses

(a) Employee Related Expenses

	2023 $'000	2022 $'000
Salaries and wages (including Annual Leave)		
- Brigades	366,081	358,400
- Retained Firefighters	77,578	66,790
- Administrative & Technical Staff	65,584	63,293
Superannuation - Defined Benefit Plans	10,243	11,670
Superannuation - Defined Contribution Plans	45,031	40,599
Long service leave	22,482	21,728
Workers' Compensation Insurance	42,047	41,153
Payroll Tax and Fringe Benefits Tax	36,886	30,552
Overtime (see Note 19)	78,323	55,919
Death and Disability Scheme	27,823	23,635
TMF Agency Performance Adjustment	1,015	2,489
Redundancy Payments	123	2,137
Meal Allowance	830	145
Long Service Leave Liability On-Costs not assumed by the Crown	362	(5,414)
	774,408	**713,096**
Employee related costs capitalised and therefore excluded from the above	770	263

(b) Other Operating Expenses

	2023 $'000	2022 $'000
Auditor's Remuneration		
Audit of the Financial Statements	263	297
Communications	39,402	32,462
Consultants	1,398	1,490
Fees for Services	12,649	12,307
Fire Appliances and Vehicle Running Costs	6,128	4,996
General Expenses	6,857	6,095
Insurance	5,228	4,583
Maintenance *	39,344	34,291
Operating Leases Rental Expenses	6,977	2,420
Other Contractors	6,865	5,902
Printing and Stationery	769	572
Rates, Utilities and Cleaning	6,062	6,307
Stores and Minor Equipment	10,459	10,815
Travel and Subsistence	4,413	3,977
Uniforms/Protective Clothing	17,306	14,108
	164,120	**140,622**

Reconciliation: Total maintenance

	2023	2022
Maintenance expense - contracted labour and other (non-employee related), as above	39,344	34,291
Maintenance related employee expense included in Note 2(a)	2,466	2,528
Total maintenance expenses included in Note 2(a) + 2(b)	**41,810**	**36,819**

Fire and Rescue NSW
Notes to the financial statements
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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 with Property NSW that do not qualify as AASB 16 leases (see Note 11).

- Leases of assets that are valued at $10,000 or under when new.

(c) Depreciation and Amortisation

	2023 $'000	2022 $'000
Depreciation		
Buildings		
Buildings	25,240	21,456
Right-of-use Assets	1,033	5,267
Leasehold Improvements	384	408
	26,657	27,131
Plant and Equipment		
Motor Vehicles	1,476	696
Computer Equipment	3,819	2,888
Plant and Equipment	11,895	11,185
	17,190	14,769
Fire Appliances	16,832	15,898
Total Depreciation	60,679	57,798
Amortisation		
Software	5,744	6,735
Total Amortisation	5,744	6,735
Total Depreciation and Amortisation	66,423	64,533

(d) Finance Costs

	2023 $'000	2022 $'000
Unwinding of discount and effect of changes in discount rate on provisions		
Right-of-use lease liabilities	74	2,694
Right-of-use asset make good liabilities	132	138
	206	2,832

3. Revenue

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

	2023 $'000	2022 $'000
Monitoring of Automatic Fire Alarms	12,479	11,765
Public Lectures	1,195	619
Charges for Removing Hazardous Materials	1,111	1,686
	14,785	14,070

(b) Investment Revenue

	2023 $'000	2022 $'000
Interest revenue from financial assets not at fair value through profit or loss	7,205	419
	7,205	419

(c) Retained Taxes, Fees and Fines

	2023 $'000	2022 $'000
Fines:		
Charges for False Alarms	37,995	37,210
Fees:		
Statutory Fire Safety Charges	4,521	3,556
	42,516	40,766

(d) Grants and Contributions

	2023 $'000	2022 $'000
Cluster Grant from Department of Communities and Justice (refer Note 23)	900,900	758,695
Fire Service - Commonwealth Government	5,690	4,856
Other Grants and Contributions Received	1,033	2,352
	907,623	765,903

(e) Other Revenue

	2023 $'000	2022 $'000
Australian Taxation Office Diesel Fuel Rebate	223	351
Claims for Responding to Natural Disaster Events *	6,459	10,720
Proceeds from Insurance Claims	2,359	1,098
Property Rentals:		
Leases	447	478
Sub-leases to Employees	295	303
Salary Packaged Recoup	161	134
Salary Recoups from other Government Departments	358	545
Service Costs from other Government Departments	2,156	2,463
Workers Compensation Receipts	10,191	8,452
Sundry Items	1,748	2,210
	24,397	26,754

* 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 2023

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

	2023 $'000	2022 $'000
Gain/(Loss) on Disposal of Land and Buildings:		
Written Down Value of Assets Disposed/ Retired	(734)	-
Net Gain/(Loss) on Disposal of Land and Buildings	**(734)**	**-**
Gain/(Loss) on Disposal of Fire Appliances:		
Proceeds from Disposal	482	447
Written Down Value of Assets Disposed	(478)	(952)
Net Gain/(Loss) on Disposal of Fire Appliances	**4**	**(505)**
Gain/(Loss) on Disposal of Plant and Equipment:		
Proceeds from Disposal	526	373
Written Down Value of Assets Disposed	(981)	(464)
Net (Loss) on Disposal of Plant and Equipment	**(455)**	**(91)**
Gain/(Loss) on Disposal of Intangible Assets		
Written Down Value of Assets Disposed	(72)	(209)
Net (Loss) on Disposal of Intangible Assets	**(72)**	**(209)**
(Loss) on Disposal of Non-Current Assets	**(1,257)**	**(805)**

5. Other gains/(losses)

	2023 $'000	2022 $'000
Impairment of receivables (refer Note 8)	(3)	(4)
Derecognition of right-of-use assets and lease liabilities with Property NSW*	-	12,192
Total Other Gains/(Losses)	**(3)**	**12,188**

*The FY2022 net gain was recognised from the derecognition of the right-of-use asset and lease liability with Property NSW as at 30 June 2022. It was reconciled as below. Please refer to Note 11 for further details.

	2023 $'000	2022 $'000
Right-of-use asset		
Gross carrying value	-	(112,894)
Add back accumulated depreciation	-	12,494
Leasehold makegood obligation	-	4,862
Net book value	**-**	**(95,538)**
Lease liability	-	107,730
Net gain	**-**	**12,192**

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

	2023 $'000	2022 $'000
Cash on Hand	94	86
Cash at Bank - Operating Account*	53,419	55,208
Cash at Bank - Restricted for Death and Disability Scheme Funds	56,563	59,650
	110,076	**114,944**

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:

	2023	2022
Cash and cash equivalents (per Statement of Financial Position)	110,076	114,944
Closing cash and cash equivalents (per Statement of Cash Flows)	**110,076**	**114,944**

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

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2023

8. Current assets: receivables

	2023 $'000	2022 $'000
False Alarms	6,475	5,930
Goods and Services Tax (GST)	4,553	5,936
Monitoring of Automatic Fire Alarms	1,706	1,779
Natural Disasters Claims	7,401	3,856
Prepayments	6,564	4,743
Statutory Fire Safety Charges	1,240	897
Sundry		
- Other Receivables	3,124	4,360
	31,063	**27,501**
Less: Allowance for expected credit losses*	(255)	(252)
	30,808	**27,249**

	2023 $'000	2022 $'000
*Movements in the allowance for expected credit losses		
Balance at 1 July	(252)	(274)
Amounts written off during the year	-	26
Decrease/(Increase) in allowance recognised in profit or loss	(3)	(4)
Balance at 30 June	**(255)**	**(252)**

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

9. Current assets: inventories

	2023 $'000	2022 $'000
Held for distribution	3,228	2,871
	3,228	**2,871**

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.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2023

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

	Land and Buildings $'000	Plant and Equipment $'000	Fire Appliances $'000	Total $'000
At 1 July 2021 - fair value				
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)
Net carrying amount	**652,632**	**108,416**	**235,485**	**996,533**
Year ended 30 June 2022				
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
Net Carrying Amount at End of Year	**825,595**	**115,201**	**226,485**	**1,167,281**
At 1 July 2022 - fair value				
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)
Net carrying amount	**825,595**	**115,201**	**226,485**	**1,167,281**
Year ended 30 June 2023				
Net Carrying Amount at Start of Year	825,595	115,201	226,485	1,167,281
2022/23 additions:				
Expenditure Capitalised	15,649	15,214	947	31,810
Work in Progress (WIP)	7,820	8,152	22,155	38,127
Reclassifications among asset classes	(195)	4,199	(4,016)	(12)
Disposals/Retirement at gross value	(1,899)	(10,950)	(11,599)	(24,448)
Depreciation Expense	(25,624)	(17,190)	(16,832)	(59,646)
Net Revaluation Increment/Decrement	20,935	-	-	20,935
Depreciation Written Back on Disposals	1,165	9,969	11,121	22,255
Net Carrying Amount at End of Year	**843,446**	**124,595**	**228,261**	**1,196,302**
At 30 June 2023 - fair value				
Gross carrying amount	1,458,692	296,459	489,685	2,244,836
Accumulated depreciation and impairment	(615,246)	(171,864)	(261,424)	(1,048,534)
Net carrying amount*	**843,446**	**124,595**	**228,261**	**1,196,302**

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

Fire and Rescue NSW
Notes to the financial statements
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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 have been 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 FRNW 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 $'000	Plant and equipment $'000	Total $'000
Balance at 1 July 2022	3,166	660	3,826
Additions	-	-	-
Depreciation expense	(946)	(87)	(1,033)
Remeasurements	551	-	551
Balance at 30 June 2023	**2,771**	**573**	**3,344**
Balance at 1 July 2021	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)
Balance at 30 June 2022	**3,166**	**660**	**3,826**

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 $'000	Plant and equipment $'000	Total $'000
Balance at 1 July 2022	(2,954)	(671)	(3,625)
Additions	-	-	-
Interest expenses	(64)	(10)	(74)
Payments	890	95	985
Remeasurements	(535)	-	(535)
Balance at 30 June 2023	**(2,663)**	**(586)**	**(3,249)**
Balance at 1 July 2021	(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
Balance at 30 June 2022	**(2,954)**	**(671)**	**(3,625)**

(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:

	2023 $'000	2022 $'000
Depreciation expense of right-of-use assets	1,033	5,267
Interest expense on lease liabilities	74	2,694
Expenses relating to leases that do not qualify as AASB 16 leases	6,977	2,420
Gains arising from derecognising right-of-use assets and lease liabilities with Property NSW	-	(12,192)
Total amount recognised in the statement of comprehensive income	**8,084**	**(1,811)**

FRNSW had total cash outflows for lease payments of $6.9m in FY2022-23 ($5.03m in FY2021-22).

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.

12. Non-current assets: intangible assets

	2023 $'000	2022 $'000
Cost (gross carrying amount)	84,262	78,506
Accumulated amortisation and impairment	(53,960)	(52,982)
Net Carrying Amount	**30,302**	**25,524**

	2023 $'000	2022 $'000
Net Carrying Amount at Start of Year	25,524	25,346
Additions:		
Externally acquired	2,072	233
Internally developed	-	-
Work in Progress	8,510	6,909
Reclassifications to/ from Property, Plant and Equipment	12	(20)
Disposals	(4,838)	(9,016)
Amortisation Expense	(5,744)	(6,735)
Amortisation Written Back on Disposals	4,766	8,807
Net Carrying Amount at End of Year	**30,302**	**25,524**

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:

2023	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total Fair Value $'000
Land, Buildings and Fire Appliances (Note 10)				
Land and Buildings	-	387,023	456,423	843,446
Fire Appliances	-	2,355	225,906	228,261
	-	389,378	682,329	1,071,707

2022	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total Fair Value $'000
Land, Buildings and Fire Appliances (Note 10)				
Land and Buildings	-	386,624	438,971	825,595
Fire Appliances	-	2,498	223,987	226,485
	-	389,122	662,958	1,052,080

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2023

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

2023	Land and Buildings $'000	Fire Appliances $'000	Total Recurring Level 3 Fair Value $'000
Fair value as at 1 July 2022	438,971	223,987	662,958
Additions	22,875	18,597	41,472
Reclassification/transfer	-	92	92
Disposals	(1,899)	(11,433)	(13,332)
Depreciation expense	(25,624)	(16,313)	(41,937)
Net revaluation increment/ (decrement)	20,935	-	20,935
Depreciation written back on disposal	1,165	10,976	12,141
Fair value as at 30 June 2023	**456,423**	**225,906**	**682,329**

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

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

2022	Land and Buildings $'000	Fire Appliances $'000	Total Recurring Level 3 Fair Value $'000
Fair value as at 1 July 2021	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
Fair value as at 30 June 2022	**438,971**	**223,987**	**662,958**

14. Current liabilities: payables

	2023 $'000	2022 $'000
Current Payables		
Accrued Salaries, Wages and On-Costs	11,307	6,557
Creditors	27,849	28,704
Unearned Revenue (refer Note 1(f)(ii))	1,856	1,215
Accruals	5,343	5,014
	46,355	**41,490**

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

15. Current liabilities: borrowings

	2023 $'000	2022 $'000
Current Borrowings		
Borrowings	-	650
Total Current Borrowings	**-**	**650**

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 was repaid in full in May 2023.

16. Current / non-current lease liabilities

	2023 $'000	2022 $'000
Current Lease Liabilities		
Lease Liabilities (refer Note 11)	820	867
	820	**867**
Non-current Lease Liabilities		
Lease Liabilities (refer Note 11)	2,429	2,758
	2,429	**2,758**

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2023

17. Current / non-current liabilities: provisions

	2023 $'000	2022 $'000
Employee Benefits and Related On-Costs		
Annual Leave	102,713	94,429
Long Service Leave On-Costs not assumed by the Crown	34,002	33,640
Death & Disability Prospective Benefits	213,833	192,998
Death & Disability Retrospective Benefits	2,961	2,821
Fringe Benefits Tax	436	426
	353,945	**324,314**
Other Provisions		
Asset Restoration	6,876	6,744
PFAS Land Remediation (see Note 22)	8,916	8,916
	15,792	**15,660**
Total Provisions	**369,737**	**339,974**
Aggregate Employee Benefits and Related On-Costs		
Provisions - Current	178,631	164,589
Provisions - Non-Current	175,314	159,725
Accrued Salaries, Wages and On-Costs (refer Note 14)	11,307	6,557
	365,252	**330,871**
Current provisions not expected to be settled within the next 12 months		
Annual Leave	50,142	42,291
Long Service Leave On-Costs	3,060	3,028
	53,202	**45,319**

Current Provisions

	2023 $'000	2022 $'000
Recreation Leave	102,713	94,429
Long Service Leave Oncosts	34,002	33,640
Death & Disability Benefits	41,480	36,094
Others	436	426
	178,631	**164,589**

Non-current Provisions

	2023 $'000	2022 $'000
Death & Disability Benefits	175,314	159,725
Asset Restoration*	6,876	6,744
PFAS Land Remediation (see Note 22)	8,916	8,916
	191,106	**175,385**
Total Provisions	**369,737**	**339,974**

* Asset restoration is an obligation under existing lease agreements for the make good of leased property assets requiring the dismantling, removal and / or restoration of property, plant and equipment. The provision is valued at fair value. The expected cash outflows are later than one year.

Fire and Rescue NSW
Notes to the financial statements
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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:

2023	Restoration Costs $'000
Carrying amount at the beginning of the financial year	6,744
Unwinding of discount during 2022-23	132
Amounts used during 2022-23	-
Additional provisions during 2022-23	-
Carrying amount at the end of financial year	**6,876**

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 AIA (previously 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 2023

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

Death & Disability Scheme Amendments, Curtailments or Settlements

Prospective Liabilities Disclosures

	2023 $'000	2022 $'000
Balance sheet		
Present value of defined benefit obligations at end of year	221,295	199,531
Fair value of plan assets at end of year	(7,462)	(6,533)
Net liability recognised in balance sheet at end of year	**213,833**	**192,998**

	2023 $'000	2022 $'000
Movement in Net Liabilities		
Net defined benefit liability at beginning of year	192,997	233,550
Expense recognised in Statement of Comprehensive Income	27,150	23,812
Employer contributions	(18,409)	(19,266)
Remeasurements in OCI	12,094	(45,099)
Net defined benefit liability at end of the year	**213,832**	**192,997**

	2023 $'000	2022 $'000
Reconciliation of movement in the fair value of plan assets:		
Fair value of plan assets at beginning of year	6,532	4,924
Employer contributions	18,410	19,266
Participant contributions	4,231	3,721
Benefit payments	(17,602)	(19,768)
Operating costs	(1,082)	(1,130)
Interest income	323	113
Actual return on plan assets less interest income	(3,350)	(594)
Assets at year end	**7,462**	**6,532**

	2023 $'000	2022 $'000
Reconciliation of movement in the Defined Benefit Obligation (DBO):		
Total defined benefit obligations at beginning of year	199,532	238,476
Employer service cost	20,325	19,550
Interest expense	7,694	4,554
Participant contributions	4,230	3,721
Operating costs	(1,082)	(1,130)
Benefit payments	(17,602)	(19,768)
Past service cost (due to change in benefit design)	(546)	(178)
Actuarial (gain) on liabilities due to changes in demographic assumptions	-	(1,759)
Actuarial (gain) on liabilities due to changes in financial assumptions	1,326	(43,974)
Actuarial (gain) on liabilities due to changes in liability experience	7,418	40
Total defined benefit obligations at year end	**221,295**	**199,532**

	2023 $'000	2022 $'000
Comprehensive income statement		
Employer service cost	20,325	19,550
Net interest cost	7,371	4,440
Past service cost (due to change in benefit design)	(546)	(178)
Total included in employer benefits expense	**27,150**	**23,812**
Remeasurement in Other Comprehensive Income		
Actual return on assets less interest income	(3,350)	(594)
Actuarial gains on liability	(8,744)	45,693
Total included in other comprehensive income	**(12,094)**	**45,099**

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2023

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

	2023 $'000	2022 $'000
Reconciliation of Interest Cost		
Defined benefit obligation at end of prior year (net discount rate)	199,531	238,475
Material movements in defined benefit obligation	5,872	2,374
Weighted for timing	2,936	1,187
Average benefit obligations	202,467	239,661
Discount rate	3.8%	1.9%
Calculated interest cost	**7,694**	**4,554**

	2023 $'000	2022 $'000
Reconciliation of Expected Return on Assets		
Fair value of plan assets at beginning of year	6,532	4,924
Employer contributions	18,409	19,266
Weighted for timing	9,204	9,633
Participant contributions	4,230	3,721
Weighted for timing	2,115	1,861
Benefit payments	(17,602)	(19,768)
Weighted for timing	(8,801)	(9,884)
Operating costs	(1,082)	(1,130)
Weighted for timing	(541)	(565)
Average expected assets	8,511	5,969
Discount rate	3.8%	1.9%
Calculated interest income	323	113

Sensitivity Analysis

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

		New Rate	Defined Benefit Obligation $'000	Change in Obligation $'000	Percentage change in obligation
Discount rate	1% increase	5.1%	201,506	(19,789)	-8.9%
	1% decrease	3.1%	246,046	24,751	11.2%
CPI inflation and salary Increase	1% increase	3.5%	246,341	25,046	11.3%
	1% decrease	1.5%	201,004	(20,291)	-9.2%
Future expected claims	10% increase		226,943	5,648	2.6%
	10% decrease		215,646	(5,648)	-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 $4.2 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)

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2023

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

Retrospective Liabilities Disclosures

	2023 $'000	2022 $'000
Balance sheet		
Present value of defined benefit obligations at end of year	2,961	2,821
Net liability recognised in balance sheet at end of year	**2,961**	**2,821**
Comprehensive income statement		
Net interest cost	104	69
Total included in employee benefits expense	**104**	**69**

	2023 $'000	2022 $'000
Reconciliation of the present value of the defined benefit obligation		
Total defined benefit obligation at beginning of year	2,820	3,692
Interest expense	104	69
Benefit payments	(153)	(144)
Actuarial (gain) on liabilities due to changes in demographic assumptions	-	(41)
Actuarial (gain) on liabilities due to changes in financial assumptions	36	(792)
Actuarial loss on liabilities due to changes in liability experience	154	36
Total defined benefit obligations at end of the year	**2,961**	**2,820**

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	2023 $'000	2022 $'000
Reconciliation of the net defined benefit liability/(asset)		
Net defined benefit liability/(asset) at beginning of year	2,820	3,692
Expense recognised in comprehensive income statement	104	69
Employer contributions	(153)	(144)
Remeasurement in OCI	189	(797)
Total defined benefit liability at year end	**2,960**	**2,820**

	2023 $'000	2022 $'000
Remeasurement in other comprehensive income		
Actuarial gain on assets	-	-
Actuarial gain / (loss) on liability	(189)	797
Total included in other comprehensive income	**(189)**	**797**

	2023 $'000	2022 $'000
Reconciliation of Interest Cost		
Defined benefit obligation at end of prior year (net discount rate)	2,821	3,693
Material movements in defined benefit obligation	(153)	(144)
Weighted for timing	(77)	(72)
Average benefit obligations	2,744	3,621
Discount rate	3.8%	1.9%
Calculated interest cost	104	69

	2023 $'000	2022 $'000
Reconciliation of Expected Return on Assets		
Employer contributions	153	144
Weighted for timing	77	72
Benefit payments	(153)	(144)
Weighted for timing	(77)	(72)
Assumed rate of return	3.8%	1.9%

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

	2023 $'000	2022 $'000
Reconciliation of plan assets:		
Employer contributions	153	144
Benefit payments	(153)	(144)
Expected assets at year end	-	-

Sensitivity Analysis

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

		New Rate	Defined Benefit Obligation $'000	Change in Obligation $'000	Percentage change in obligation
Discount rate	1% increase	5.1%	2,647	(313)	-10.6%
	1% decrease	3.1%	3,338	377	12.7%
CPI inflation and salary Increase	1% increase	3.9%	3,339	378	12.8%
	1% decrease	1.9%	2,641	(319)	-10.8%

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

Asset and liability matching strategies

The FRNSW Death & Disability Scheme has no matching strategies.

Funding arrangements and funding policy

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

	2023 $'000	2022 $'000
Capital Commitments		
Aggregate capital expenditure for the acquisition of non-current assets contracted for at balance date and not provided for:		
Not later than one year		
Land and Buildings	5,913	14,995
Plant and Equipment	4,870	6,666
Fire Appliances	19,042	15,392
Software Development	8,629	8,232
Total (including GST)	**38,454**	**45,285**
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	3,496	4,117

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 $9.9m is $131.2m worse than budget primarily due to:

- Higher than budgeted overtime ($61.8m) which was driven by backfilling (a practice to maintain required and safe resource crew levels due to staff unavailability) and unbudgeted natural disasters;
- higher than budgeted salaries and wages ($27.4m) and staff on-costs ($8.9m);
- Death & Disability Benefits Scheme year-end actuarial adjustments ($12m);
- unfavourable results in other operating expense ($19.2m) in equipment, clothing and stores, motor vehicle running expenses, health check expenses and increased dry cleaning and laundry costs, etc.
- higher than budgeted maintenance expenses ($15.3m) arising from aging properties and fleet;
- additional contractor expenses ($5.4m); and
- unclaimed cluster grants and contribution ($10.9m) due to capital projects being carried forward into 2023-24.

These higher-than-budgeted expenditures were partially offset by additional revenue from interest revenue ($6.6m), retained taxes, fees and fines ($5.1m), workers compensation receipts ($10.2m), recoupment of unbudgeted natural disaster expenses ($16.6m) and international deployments ($6.5m).

Assets and Liabilities

Current assets are $70.6m (32.9%) below budget mainly due to lower cash balances arising from higher than budgeted payments per the above reasons.

Non-current assets are $6.7m (0.5%) under budget mainly due to delayed capital projects, which are carried forward into 2023-24.

Current liabilities are $13.7m (6.5%) above budget mainly due to the increasing balance for payables at year end.

Non-current liabilities are $13.3m (6.4%) below budget mainly due to lower-than-expected balance for Death and Disability benefits provision.

Cash Flows from Operating Activities

Total cash payments are $119.6m (15%) above budget mainly due to higher than budgeted payments as outlined above in the Net Result.

Total receipts are $12.8m (1.3%) above budget primarily due to higher than budgeted revenue from interest revenue ($6.6m), retained taxes, fees and fines ($4.2m), workers compensation receipts ($10.2m), which is offset by $9.2m lower than expected grants and contributions as the funding is carried forward into 2023-24.

Cash Flows from Investing Activities

Cash outflows from investing activities are $26.1m (24.7%) lower than budget mainly due to budget carried forward into 2023-24 for delayed capital projects.

Cash Flows from Financing Activities

Cash outflows from financing activities are $1m higher than budget due to repayments of borrowings and advances for Blayney fire station ($0.7m) and payments on principal portion of leases liabilities ($0.4m).

Fire and Rescue NSW
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20. Reconciliation of cash flows from operating activities to net result

	2023 $'000	2022 $'000
Net cash flows from operating activities	76,220	(16,718)
Depreciation and amortisation	(66,423)	(64,533)
Finance costs	(132)	(137)
(Increase) / decrease in provisions	(29,631)	40,096
(Decrease) / increase in receivables and prepayments	3,559	9,828
(Decrease) / increase in inventories	357	15
(Decrease) / increase in other assets	(2)	32
(Increase) / decrease in creditors	(4,866)	4,138
Death and Disability Benefits Scheme actuarial review loss/ (gains)	12,284	(45,896)
Derecognition of AASB 16 leases	-	12,192
Net loss on sale of assets	(1,257)	(805)
Net result	**(9,891)**	**(61,788)**

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 2023 $'000	Carrying amount 2022 $'000
Class:				
Cash and cash equivalents	7	Amortised cost	110,076	114,944
Receivables[1]	8	Loans and receivables (measured at amortised cost)	11,241	8,688
Other financial assets		Amortised cost	43	45

Financial liabilities	Note	Category	Carrying amount 2023 $'000	Carrying amount 2022 $'000
Class:				
Payables[2]	14	Financial liabilities (measured at amortised cost)	40,488	36,865

[1] Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).

[2] Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7).

Fire and Rescue NSW
Notes to the financial statements
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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 2022/23 the average interest earned was 2.93% (2022: 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 2023 and 2022 was determined as follows:

Trade Debtors	Current $'000	<31 days $'000	31-60 days $'000	61-90 days $'000	>91 days $'000	Total $'000
30 June 2023						
Expected credit loss rate	0.20%	0.27%	0.83%	1.38%	2.34%	
Estimated total gross carrying amount at default	7,516	813	1,326	119	833	10,607
Expected credit loss	15	2	11	2	19	49
30 June 2022						
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

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 2023: $1.7m (2022: $2.5m) and less than 3 months past due 2023: $0.7m (2022: $1.0m) are not considered impaired. Together these represent 90.4% (2022: 96.8%) 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 2023

21. Financial instruments (cont'd)

(b) Credit risk (cont'd)

Receivables - trade debtors (cont'd)

Trade Debtors	Total [1,2] $'000	Past due but not impaired [1,2] $'000	Considered impaired [1,2] $'000
2023			
< 3 months overdue	694	692	2
3 months - 6 months overdue	29	28	1
> 6 months overdue	222	217	5
2022			
< 3 months overdue	1,013	1,008	5
3 months - 6 months overdue	27	26	1
>6 months overdue	90	88	2

Notes:

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

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

(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 2023

21. Financial instruments (cont'd)

(c) Liquidity risk (cont'd)

Maturity analysis and interest rate exposure of financial liabilities

| | | $'000 Interest Rate Exposure | | $'000 Maturity Dates | | |
	Nominal Amount	Variable Interest Rate	Non-interest Bearing	< 1 year	1 -5 years	> 5 years
2023						
Payables	40,488	-	40,488	40,488	-	-
Lease Liabilities	5,221	5,221	-	865	2,790	1,566
	45,709	5,221	40,488	41,353	2,790	1,566
2022						
Payables	36,865	-	36,865	36,865	-	-
Lease Liabilities *	5,821	5,821	-	1,141	3,885	795
	42,686	5,821	36,865	38,006	3,885	795

* AASB 16 lease liabilities with Property NSW were 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 2022. The analysis assumes that all other variables remain constant.

Interest rate risk

FRNSW exposure to interest rate risk is set out below.

| | | $'000 | | | | |
| | | -1% | | +1% | | |
	Carrying Amount	Profit	Equity	Profit	Equity	
2023						
Financial assets:						
Cash and cash equivalents	110,076	(1,101)	(1,101)	1,101	1,101	
2022						
Financial assets:						
Cash and cash equivalents	114,944	(1,149)	(1,149)	1,149	1,149	

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2023

22. Contingent liabilities

Per- and Poly-fluoroalkyl substances (PFAS)

FRNSW is committed to mitigating the PFAS impact at FRNSW sites, especially those sites which have the potential to pose the most significant risks to the community.

Commencing in 2017, a risk-based approach was implemented to identify the presence of PFAS across its portfolio of sites, including owned, leased, reversionary and private properties.

To date, FRNSW has completed a risk-based desk top assessment and prioritisation of sites for remediation. Priority for remediation is given to training sites, offsite locations and fire stations that are being disposed of, or sites as requested by the NSW EPA. Site investigation, requiring comprehensive scientific testing and review can take between two to three years to complete.

In relation to leased properties, in accordance with remediation plans and as agreed with the insurer, remediation costs will be recovered from the insurer (iCare).

In relation to FRNSW properties owned prior to 2010 and potentially affected by PFAS, remediation costs have been reasonably estimated for 19 active properties (8% of the portfolio) and a provision for restoration has been made (see note 17).

During the 2022-23 financial year, FRNSW developed a strategic business case to obtain funding for further and detailed testing, remediation, and a system to record and manage site related data. The business case proposed three options. Under these options, the duration of the remediation, based on the funding requested, ranges from 17 years to in excess of 50 years. The business case was submitted to NSW Treasury and the Minister of Emergency Services Office and is currently under consideration.

The final remediation costs, therefore, remain very uncertain.

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:

	2023 $'000	2022 $'000
Salaries	2,401	2,448
Non-monetary benefits	78	56
Retirement and termination benefits	-	639
Total remuneration	2,479	3,143

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:

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2023

23. Related party disclosure (cont'd)

Agencies	Transactions	2023 Net expense/ (income) $'000	2023 Net receivable/ (payable) $'000	2022 Net expense/ (income) $'000	2022 Net receivable/ (payable) $'000
The Crown	Contributions towards long service leave and defined benefit superannuation assumed by the Crown	37,343	-	38,945	-
icare - Treasury Managed Funds	Insurance premiums and workers compensation receipts	36,818	(1,116)	43,922	(2,489)
NSW Government Telco Authority	Telecommunication network services	34,073	-	28,000	-
Property NSW	Property lease rental	5,207	-	5,037	-
Department of Community and Justice	Cluster grants	(900,900)	-	(758,695)	-
NSW Reconstruction Authority	Natural disaster expenditure reimbursements	(4,437)	7,401	(10,720)	3,856
Agencies within the cluster	Provision of services	(2,514)	83	(3,008)	203
Total		(794,410)	6,368	(656,519)	1,570

24. After balance date events

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

End of audited financial statements

APPENDICES

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	253,577
Albury	4,933,808
Alstonville	219,254
Armidale, Guyra	1,765,660
Ballina	392,362
Balranald	160,030
Bangalow	208,118
Barham, Moama	329,181
Barraba	158,809
Batemans Bay	1,187,430
Bathurst	4,475,707
Batlow, Tumbarumba, Tumut	599,237
Bega	265,963
Bellingen	180,541
Berrigan	172,917
Berry	165,833
Bingara	152,240
Blayney	215,037
Blue Mountains	12,364,857
Boggabri	189,726
Bombala, Cooma, Jindabyne	861,180
Boorowa, Murrumburrah, Young	766,680
Bourke	364,151
Bowral	390,597
Bowraville	231,094
Braidwood, Queanbeyan	4,318,545
Branxton-Greta	298,135
Brewarrina	153,442
Broken Hill	5,237,293

Brunswick Heads	233,272
Budgewoi-Toukley, Gosford, Wyong	28,493,495
Bundanoon	177,867
Bundeena	146,982
Byron Bay	291,303
Camden	4,235,070
Canowindra	242,304
Casino	695,457
Cessnock	3,328,833
Cobar	270,518
Coffs Harbour	4,572,972
Condobolin	220,277
Coolah	123,977
Coolamon	187,047
Coonabarabran	263,626
Coonamble	202,150
Cootamundra, Gundagai	615,527
Coraki	186,011
Corowa, Mulwala	412,536
Cowra	347,125
Crookwell	336,499
Culcairn	178,973
Deniliquin	580,062
Denman	172,956
Dorrigo	144,592
Dubbo City, Wellington	4,024,444
Dunedoo	123,264
Dungog	176,448
Eden	153,392
Evans Head	238,461
Finley	199,970
Forbes	236,852
Forster, Gloucester, Tea Gardens, Taree, Wingham	2,139,266
Gilgandra	280,448
Glen Innes	743,681
Goulburn	1,209,148
Grafton	901,426

Grenfell	275,096
Griffith	834,366
Gulgong	140,273
Gunnedah	295,815
Hay	270,863
Helensburgh	397,195
Henty	140,458
Hillston	181,675
Holbrook	173,354
Illawarra	30,454,593
Inverell	861,338
Jerilderie	208,626
Junee	226,419
Kandos	145,958
Kempsey	762,040
Kiama	397,946
Kingscliff	278,982
Kyogle	221,970
Lake Cargelligo	145,659
Lake Macquarie	27,615,085
Laurieton	323,021
Leeton	334,894
Lightning Ridge	271,295
Lismore	5,157,949
Lithgow	1,162,418
Lockhart	191,660
Lower Hunter	365,706
Macksville	264,942
Maclean	181,500
Maitland	6,687,112
Manilla	157,497
Merimbula	374,679
Merriwa	143,017
Mittagong	414,896
Molong	181,255
Moree	1,387,795
Morisset	738,281
Moruya	218,959
Moss Vale	375,853
Mudgee	330,130
Mullumbimby	207,523

Murrurundi	184,561
Murwillumbah	332,792
Muswellbrook	293,750
Nambucca Heads	209,965
Narooma	271,046
Narrabri	564,595
Narrandera	421,798
Narromine	192,434
Nelson Bay	1,345,171
Newcastle	31,379,483
Nowra	4,247,896
Nyngan	217,531
Oberon	187,667
Orange	3,895,512
Parkes	297,210
Peak Hill	137,315
Perisher Valley	1,461,658
Picton	339,823
Port Macquarie	3,180,570
Portland	166,841
Quirindi	223,524
Raymond Terrace	320,439
Sawtell	289,842
Scone	175,529
Shellharbour	7,525,709
Singleton	668,504
South West Rocks	203,650
Sydney	590,492,125
Tamworth	2,957,197
Temora	378,304
Tenterfield	280,019
Thredbo	413,282
Tocumwal	189,934
Trangie	163,313
Tweed Heads	3,746,974
Ulladulla	319,444
Uralla	217,813
Urunga	220,568
Wagga Wagga	5,095,012
Walcha	152,896
Walgett	180,248

Wallerawang	151,864
Warialda	171,728
Warragamba	197,100
Warren	228,995
Wauchope	294,735
Wee Waa	147,491
Wentworth	256,541
Werris Creek	160,809
West Wyalong	233,636
Windsor	1,650,759
Woolgoolga	391,488
Yamba	162,331
Yass	451,320
Yenda	177,531
Total	**849,814,000**

Appendix 2 Contributions from local government

The following local governments were required to contribute to FRNSW funding during 2022-23.

Council contribution ($)	
Albury City Council	577,255
Armidale Regional Council	206,582
Ballina Shire Council	71,559
Balranald Shire Council	18,724
Bathurst Regional Council	523,658
Bayside Council	2,548,322
Bega Valley Shire Council	92,902
Bellingen Shire Council	63,846
Berrigan Shire Council	65,849
Blacktown City Council	3,266,478
Bland Shire Council	27,335
Blayney Shire Council	25,159
Blue Mountains City Council	1,446,688
Bogan Shire Council	25,451
Bourke Shire Council	42,606
Brewarrina Shire Council	17,953
Broken Hill City Council	612,763
Burwood Council	785,671
Byron Shire Council	110,005
Cabonne Council	49,557

Camden Council	495,503
Campbelltown City Council	1,350,080
Canterbury-Bankstown Council	4,380,336
Carrathool Shire Council	21,256
Central Coast Council	3,333,739
Cessnock City Council	424,355
City of Canada Bay Council	1,969,803
City of Lithgow Council	173,291
City of Parramatta Council	3,150,018
Clarence Valley Council	145,695
Cobar Shire Council	31,651
Coffs Harbour City Council	614,754
Coolamon Shire Council	21,884
Coonamble Shire Council	23,652
Cootamundra-Gundagai Regional Council	72,017
Cowra Shire Council	40,614
Council of the City of Ryde	2,169,602
Council of the City of Sydney	4,895,363
Cumberland Council	2,351,599
Dubbo Regional Council	470,861
Dungog Shire Council	20,644
Edward River Council	67,867
Eurobodalla Shire Council	196,259
Fairfield City Council	1,889,397
Federation Council	48,267
Forbes Shire Council	27,712
Georges River Council	2,264,002
Gilgandra Shire Council	32,812
Glen Innes Severn Council	87,011
Goulburn Mulwaree Council	141,470
Greater Hume Shire Council	57,656
Griffith City Council	118,392
Gunnedah Shire Council	34,610
Gwydir Shire Council	37,904
Hawkesbury City Council	193,139
Hay Shire Council	31,691
Hilltops Council	89,702
Inner West Council	4,232,141
Inverell Shire Council	100,777
Junee Shire Council	26,491

Kempsey Shire Council	112,986
Ku-ring-gai Council	2,948,177
Kyogle Council	25,970
Lachlan Shire Council	42,814
Lake Macquarie City Council	3,333,829
Lane Cove Municipal Council	853,918
Leeton Shire Council	39,183
Lismore City Council	603,480
Liverpool City Council	1,907,871
Liverpool Plains Shire Council	44,967
Lockhart Shire Council	22,424
Maitland City Council	782,392
Mid-Coast Council	250,294
Mid-Western Regional Council	72,114
Moree Plains Shire Council	162,372
Mosman Municipal Council	1,112,148
Murray River Council	38,514
Murrumbidgee Council	24,409
Muswellbrook Shire Council	54,605
Nambucca Shire Council	82,602
Narrabri Shire Council	105,512
Narrandera Shire Council	49,350
Narromine Shire Council	41,624
Newcastle City Council	3,662,986
North Sydney Council	1,631,135
Northern Beaches Council	5,728,097
NSW National Parks and Wildlife Service	219,368
Oberon Council	21,957
Orange City Council	455,775
Parkes Shire Council	50,840
Penrith City Council	1,605,772
Port Macquarie-Hastings Council	444,404
Port Stephens Council	229,592
Queanbeyan-Palerang Regional Council	505,270
Randwick City Council	2,777,794
Richmond Valley Council	131,031
Shellharbour City Council	880,508
Shoalhaven City Council	553,781
Singleton Council	78,215

Snowy Monaro Regional Council	100,758
Snowy Valleys Council	70,111
Strathfield Municipal Council	870,755
Sutherland Shire Council	3,511,629
Tamworth Regional Council	383,000
Temora Shire Council	44,262
Tenterfield Shire Council	32,762
The Council of the Municipality of Hunters Hill	518,708
The Council of the Municipality of Kiama	46,560
The Council of the Shire of Hornsby	1,973,940
The Hills Shire Council	2,292,500
Tweed Shire Council	509,974
Upper Hunter Shire Council	88,533
Upper Lachlan Shire Council	39,370
Uralla Shire Council	25,484
Wagga Wagga City Council	596,116
Walcha Council	17,889
Walgett Shire Council	52,831
Warren Shire Council	26,793
Warrumbungle Shire Council	59,771
Waverley Council	1,801,006
Weddin Shire Council	32,186
Wentworth Shire Council	30,015
Willoughby City Council	1,885,772
Wingecarribee Shire Council	159,028
Wollondilly Shire Council	62,820
Wollongong City Council	3,609,659
Woollahra Municipal Council	2,432,742
Yass Valley Council	52,804
Total	**99,428,238**

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 is at least possible cost. Copywriting, photography and design services are provided in-house, with total print costs for the 2021-22 Annual Report at $6,789.85

In 2021-22, hard copies of the Annual Report were distributed to Mayors and MPs in FRNSW fire districts with follow up meetings arranged by FRNSW Area and Zone Commanders.

A hard copy of the Annual Report is provided to the Minister for Emergency Services, together with an electronic copy for submission to the NSW Parliament. The report is available under publications on the FRNSW website at www.fire.nsw.gov.au. Electronic copies are 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.

Appendix 4 Funds granted to non-government community organisations

In 2022-23, FRNSW provided $341,979 to:

Organisation name	Amount ($)[1]	Funding purpose
Museum of Fire	341,979	Annual fee for services rendered in the operation of museum.
Total	341,979	

[1] Amount as at 30 June 2023 excludes GST

Appendix 5 Executive remuneration

Senior executive remuneration band and gender

Band	As at 30 June 2022		As at 30 June 2023	
	Female	Male	Female	Male
Band 3		1		1
Band 2	3	4	3	4
Band 1	4	16	4	15
Totals	7	21	7	20
	28		27	

Senior executive remuneration band and average remuneration

Band	2021-22 range ($)	Average ($)	2022-23 range ($)	Average ($)
Band 3	354,201 - 499,250	485,678	361,301-509,250	495,392
Band 2	281,551 - 354,200	315,286	287,201-361,300	323,017
Band 1	197,400 - 281,550	234,324	201,350-287,200	243,918

1% of the FRNSW employee related expenditure in 2022-23 was related to senior executives, compared to 1% in 2021-22.

Appendix 6 Use of consultants

Consultancies equal to or more than $50,000:

Consultant	Category	Amount ($) ex GST	Nature of service
Arcadis Australia Pacific Limited	Environmental	164,190	Environmental contamination services to address per- and poly-fluoroalkyl substances (PFAS) contamination at the Armidale Training Centre.
Brand Council Pty Ltd	Management services	122,291	Project management, design and execution on development of values based behavioural program.
Deloitte Touche Tohmatsu	Management services	144,379	Consultancy services and support for 2050 Vision project.
Environmental Resources	Environmental	230,568	Environmental contamination services to address PFAS contamination on private properties at Wagga Wagga, and in and around Byron Bay Fire Station.
Geosyntec Consultants Pty Ltd	Environmental	93,220	Environmental contamination services to address PFAS contamination at Albion Park, Greenacre, and Alexandria.
Nation Partners Pty Ltd	Environmental	213,975	Environmental contamination services to address PFAS contamination at Our Lady of Lourdes Primary School Tarro, and the former Weston Fire Station including neighbouring private properties and high-level reviews and advice relating to the Ollie Robbins Oval Dubbo remediation.
Publicis Sapient Australia Pty	Environmental	75,400	Providing final strategic business case for PFAS contamination.
Ramboll Australia Pty Ltd	Environmental	198,702	Environmental contamination services to address PFAS contamination at Our Lady of Lourdes Primary School Tarro, and the former Weston Fire Station including neighbouring private properties and high-level reviews and advice relating to the Ollie Robbins Oval Dubbo remediation.
Total		1,242,725	

Consultancies less than $50,000

During 2022-23, FRNSW engaged 10 consultancies for less than $50,000 in the following categories:

Category	Amount ($)
Environmental	93,329
Finance and accounting/tax	7,000
Management services	55,736
Total	**156,065 (as of 30 June 2023, excluding GST)**

Appendix 7 Capital works in progress

Project description	Location	Start	Complete	Estimated total cost $000	Estimated expend to 30-06-23 $000	Allocation 2023-24 $000
Major works						
New works						
Fire Station Upgrades	Various	2023	2027	5,000		**1,250**
Total, new works						**1,250**
Works in progress						
Alexandria Fire Station Remediation and Renovation	Alexandria	2016	2024	10,000	7,891	**2,109**
Broken Hill Land and New Station	Broken Hill	2022	2025	7,994	75	**919**
Busby Land and New Station	Busby	2020	2024	7,662	2,459	**5,203**
Cessnock New Station	Cessnock	2022	2024	6,350	198	**6,152**
Dungog Land and New Station	Bendolba	2019	2024	2,836	891	**1,945**
Fit for Purpose Privacy and Gender Enhanced Program	Various	2022	2032	50,000	4,981	**5,019**
FRNSW Flood Inquiry Response Funding Package - Tranche 1	Various	2023	2024	21,000	2,654	**18,346**
Integrated Call and Dispatch (Emergency Services Computer Aided Dispatch Upgrade) Program	Alexandria	2021	2024	18,560	10,700	**7,860**
Lithgow Land and New Station	Lithgow	2022	2025	9,350	83	**2,767**
Muswellbrook Land and New Station	Muswellbrook	2019	2024	3,853	3,443	**410**

Project description	Location	Start	Complete	Estimated total cost $000	Estimated expend to 30-06-23 $000	Allocation 2023-24 $000
NSW Bushfire Inquiry Funding Package - Stage 3	Various	2022	2025	9,000	8,218	**333**
Replacement of Fire Appliances	Various	2011	2027	261,286	185,851	**21,884**
Ryde Land and New Station	Ryde	2018	2024	9,200	8,495	**705**
Stay Safe and Keep Operational (Connected Firefighter) Program	Various	2020	2026	58,720	31,514	**9,180**
Wentworthville New Station	Wentworthville	2022	2024	6,350	22	**6,328**
Total, works in progress						**89,160**
Total, major works						**90,410**
Total, minor works						**20,788**
Total, Fire and Rescue NSW						**111,198**

Appendix 8 Status of public inquiry recommendations and actions

A number of outstanding recommendations from two existing public inquiries were completed in 2021-22: the Coronial Inquiry into the fire at Reedy Swamp Tarraganda/Bega/Tathra and the NSW Bushfire Inquiry. The remaining recommendations from these inquiries were completed in 2022-23. Specific actions taken, including the status of those actions, are detailed below. FRNSW has not received any recommendations from public inquires during 2022-23.

Coronial inquiry into the fire at Reedy Swamp Tarraganda Bega/Tathra - Rec IV		
Recommendation 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.		
Reference	**Action**	**Status**
Action 3.	Determine whether Standard Operating Procedures or policy documentation need to be updated to reflect changes in operations relating to radio usage.	Completed: FRNSW have 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.

Additionally, FRNSW has programmed all portable radios with the UHF capability to communicate directly with farm fire units and other remote RFS brigades. RFS is currently working with FRNSW on an update to their radio programming to add the FRNSW fireground channels as well as incident talk groups to provide a further level of interoperability which will allow for each agency to follow standard communications doctrine regardless of jurisdiction.

A comprehensive training package has been released on Learning Station covering the operations of the radio equipment, and the use of the shared radio channels and development of communications plans. FRNSW has also loaded a chart on every Mobile Data Terminal showing the channel chart between NSW RFS, FRNSW as well as ACT Emergency Services radios.

Nationally, a subcommittee has been established under AFAC (the National Council for fire and emergency services in Australia and New Zealand) to review national communications interoperability arrangements. A national communications plan has been endorsed to increase shared radio channels between agencies across Australia. |

Recommendation 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.	Completed: Plan of Operations (also known as Operations Coordination Plans) developed under Section 52 of the Rural Fires Act 1997, 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.	Completed: The FRNSW Major Incident Management Plan (Version 03 - 25 Nov 2019) and the associated Bushfire Sub Plan (Version 04, amendment 1 - 7 September 2022) details the capability to respond to major incidents and bushfires which includes the provision of liaison officers to facilitate integration of resource management between emergency agencies. The Bushfire Incident Co-ordination Centre activation levels specifically addresses triggers for the provision of a liaison officer and its functions. Additionally identified within the sub plan and Section 52 Plan of Operations is the provision of the liaison officer to Fire Control Centres and Emergency Operation Centres during class 2 and 3 bushfires.
Action 3.	Communicate and educate staff on liaison officer responsibilities and accountabilities to improve communications and ensure operational demands are met.	Completed: An eLearning package 'Liaise With Other Organisations' has been developed and made available within Learning Station. This training is available to those on a leading station officer (LSO) promotion program as a priority, as staff at this rank may be used to perform liaison officer functions. The roll out of training for staff above LSO rank to superintendent will be released gradually. Communications will be released by Deputy Commissioner Field Operations to ensure relevant staff complete the learning package.

NSW Bushfire Inquiry 2019-20		
Recommendation NSW RFS Commissioner consult with the FRNSW 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 FRNSW Commissioner, to establish an agreed position on minimum standards of fire protection to be afforded to Communities within a declared Section 44 area.	Completed: A protocol for the reallocation of resources during simultaneous emergency events has been finalised and signed by FRNSW Commissioner and NSWRFS Commissioner.
Recommendation 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 bushfire coats to two jackets per member. **Recommendation** NSW RFS issue two sets of personal protective clothing to operational members, and others as appropriate.		
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.	Completed: FRNSW undertook extensive trials on a new bushfire jacket across a variety of stations to improve firefighter safety. The new jackets are multi-purpose and used for bushfires as well as other incidents such as rescues. These jackets have now been rolled out to all stations and are managed as part of the Personal Protective Clothing (PPC) Laundry Cache, ensuring that there is a ready supply of clean replacement jackets available to firefighters at their stations. This updated PPC has increased the protection for our frontline staff while minimising the possibility of heat stress.
Recommendation 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.	Completed: Under the FRNSW Plus Plan, the RPAS capability is a pivotal information source and provides a wide use case for fire, urban search and rescue, counter terrorism, hazmat, protection of the environment, natural disaster and humanitarian. FRNSW RPAS capability is available for use by other agencies.

Appendix 9 Government resource efficiency policy statement of compliance

The 2021-22 FRNSW Government Resource Efficiency Policy (GREP) Report is compiled by the Office of Energy and Climate Change (OECC) and reported by FRNSW through the Centralised Analysis System for Performance of Energy and Resources (CASPER). This report serves as our statement of compliance to the GREP. Agency GREP data is collated in October and reported in November each year, 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 centres

FRNSW occupy 1 owned and 1 leased office building over 1,000m². FRNSW Headquarters at 1 Amarina Avenue, Greenacre has a minimum 4.5 star NABERS energy rating. The Emergency Services Academy located at 1 Distribution Drive Orchard Hills is operated as an office building and training centre and currently is subject to the green lease arrangement to meet the NABERS targets.

FRNSW has complied with Department of Finance, Services and Innovation policy and relocated our data centres into GovDC sites at Silverwater and Wollongong in 2015. GovDC sites operate to a 5 star NABERS energy rating.

E3: Minimum standards for new electrical appliances and equipment

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

Refrigerators – a minimum 2.5 stars energy rating

Freezers – a minimum 3.0 stars energy rating

Fridge-freezers - a minimum 3.5 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 complies with the National Construction Code 2019. FRNSW exceeds the base standard through energy saving initiatives such as solar power, batteries for storing solar power and energy efficient lighting.

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

FRNSW continued to improve energy efficiency by installing solar power at Manly Fire Station and LED lighting upgrades in 23 fire stations. FRNSW has worked with the Office of Energy and Climate Change to develop emission reduction pathways to significantly reduce FRNSW's greenhouse gas emissions including energy efficiency solar opportunities at 5 major 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. The Emergency Services Academy located at 1 Distribution Drive Orchard Hills is operated as an office building and training centre and currently is subject to the green lease arrangement to meet the NABERS targets.

W3: Minimum standards for new water-using appliance

FRNSW complies through specifying minimum WELS ratings aligned to the GREP requirements in tender documentation and purchasing from NSW Government contracts. This is subsequently validated by NSW Public Works.

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

Does not apply. FRNSW does not own or lease 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 10: 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.

FRNSW has a strong focus on the immediate release of information concerning current significant incidents. Information is 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 2022-23, 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 2022-23 there were 207 formal access applications received under the GIPA Act by FRNSW for access to information. This is an increase of 24% on the number of formal applications received in 2021-22 (157).

Special note: As of 30 June 2023, of this number (207), 48 formal access applications were yet to be determined in accordance with the GIPA Act which had been received during the 2022-23 FY period. These as yet completed formal applications are not able to be included in the following tables.

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	1	0	0
Members of Parliament	0	0	0	0	0	1	0	0
Private sector business	15	30	2	4	0	0	0	2
Not-for-profit organisations or community groups	13	6	1	2	2	4	0	0
Members of the public (application by legal representative)	12	41	0	3	1	0	0	1
Members of the public (other)	4	9	0	3	0	0	0	1
More than one decision can be made in respect of a particular application. If so, a recording will be made in relation to each decision.								

Table B: Number of applications by type of application and outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications	2	1	0	0	0	0	0	0
Access applications (other than personal information applications)	43	75	3	12	3	6	0	4
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	0	8	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)	0
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	5
Invalid applications that subsequently became valid applications	36
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	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	1
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	28
Law enforcement and security	7
Individual rights, judicial processes and natural justice	89
Business interests of agencies and other persons	8
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
Total	**132**

Table F: Timeliness	
	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	117
Decided after 35 days (by agreement with applicant)	2
Not decided within time (deemed refusal)	29
Total	**148**

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	3	1	4
Review by Information Commissioner*	1	3	4
Internal review following recommendation under section 93 of Act	0	0	0
Review by NSW Civil and Administrative Tribunal		0	
Total	**4**	**4**	**8**

*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	7
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	1
Applicant-initiated transfers	0
Total	**1**

Appendix 11 Public interest disclosures

The FRNSW Public Interest Disclosures Policy (PID) documents how we meet our obligations under the *Public Interest Disclosures Act 1994*. From 1 October 2023 the *Public Interest Disclosures Act 2022* will commence and the FRNSW policy is currently being updated to reflect the new legislation. The PID Act is designed to encourage 'public officials' to report serious wrongdoing and to protect them when they do. 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 2022-23, nine (9) PIDs were received. During 2022-23, 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	9	0	0	0	0	9
Number of employees making a disclosure *	7	0	0	0	0	7
Number of disclosures finalised	1	0	0	0	0	1

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

Appendix 12 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 2022-23 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
27**	16/05/2023	12/07/2023	N	Y	Review found not valid – No breach of Information Protection Principles (IPPs) or Health Privacy Principles (HPPs)	No
1	06/10/2023	N/A	Y	N	Review found not valid – No breach of IPPs or HPPs	No
2	26/02/2023	27/02/2023	Y	Y	Breach of Information	No
3	08/06/2023	N/A	Y	N	Review found not valid - No breach of IPPs or HPPs	No

**This case was received in the 2021-22 financial year. The response was completed in the 2022-23 financial year.

Appendix 13 Cyber Security Annual Attestation Statement for the 2022-2023 Financial Year for Fire and Rescue NSW

File ref. no: D23/87605

I, Megan Stiffler, Acting Commissioner, am of the opinion that Fire and Rescue NSW have 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 plan and related processes were recently reviewed and updated. They will be tested in our annual exercise in 23/24 reporting period.

FRNSW was certified against ISO27001 during the reporting period.

Risks to the information and systems of Fire and Rescue NSW have 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 in 2020 and a Cyber Security Roadmap developed. The current roadmap covers 2023 - 2025. 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 is presented to Audit and Risk Committee, progress is regularly monitored by Audit and Assurance.

Signed: _____　Date:　27/09/2023

Name:　Megan Stiffler

Position: **Acting Commissioner**

Appendix 14 Internal Audit and Risk Management Attestation for the 2022-23 Financial year for Fire and Rescue NSW

I, Megan Stiffler, Acting 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
Risk management framework		
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
Internal audit function		
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
Audit and Risk Committee		
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 to 1 January 2027)
- Independent Member, Brian Blood, (6 December 2016 to 5 December 2024)
- Independent Member, Julie Elliot, (4 September 2022 to 4 September 2027)

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.

Megan Stiffler
Acting Commissioner

Fire and Rescue NSW

Date: 22 September 2023

Human resources

Appendix 15 Staff profile

Establishment	2018-19	2019-20	2020-21	2021-22	2022-23
Executive (headcount)					
Commissioner	1	1	1	1	1
Deputy Commissioner/Executive Director	6	6	6	7	7
Assistant Commissioner/Director	19	19	20	18	19
Subtotal	**26**	**26**	**27**	**26**	**27**
Firefighting staff (headcount)					
Permanent (full-time)					
Chief Superintendent	18	18	16	18	17
Superintendent	43	45	45	41	49
Inspector	89	94	95	93	94
Station Officer	623	617	636	622	596
Firefighter	2,596	2,619	2,628	2,626	2,665
Operational Support Level 2	62	81	96	108	116
Operational Support Level 2A	40	29	28	22	19
Operational Support Level 3A	16	14	10	6	5
Operational Support Level 3	3	2	1	1	1
Operational Support Inspector	23	26	30	42	43
Total permanent (full-time)	**3,513**	**3,545**	**3,585**	**3,579**	**3,605**
On-call (part-time)					
Captain	228	236	230	228	227
Deputy Captain	321	325	327	314	318
On-call Firefighter	2,725	2,736	2,760	2,701	2,667
Total on-call (part-time)	**3,274**	**3,297**	**3,317**	**3,243**	**3,212**
Total firefighting staff	**6,787**	**6,842**	**6,902**	**6,822**	**6,817**
Administrative and trades staff (FTE)					
Area/Zone Administration	49.00	48.00	48.31	51.00	51.00
Community Safety[6]	40.00	41.80	43.00	48.40	58.80
Education and Training	22.40	22.40	20.00	21.60	19.60
Finance[2]	31.60	39.60	39.60	41.60	42.00
Field Operations - Business Unit	16.00	16.00	15.00	16.00	17.00
Governance and Legal[1]	21.60				
Information Technology[3]	66.85	70.85	72.28	73.28	72.28
Logistics Support	92.60				
Office of the Commissioner[1]	16.00	44.60	43.60	46.00	47.00
Operational Capability[2]	21.00	29.00	30.00	31.00	32.00
People and Culture[4]	87.93	91.93	92.90	106.70	109.29

Program Management Office[1]	12.00				
Strategic Capability - Business Unit[2,5]	4.00	13.00	13.00	20.00	17.00
Fleet Management[2]		49.00	47.00	45.00	49.60
Property Services[2]		15.00	14.00	14.00	12.00
Total administrative and trades staff	**480.98**	**481.18**	**478.69**	**514.58**	**527.57**

[1]2019-20 Restructure of Office of Commissioner now includes Governance and Legal and Program Management Office
[2]2019-20 Restructure of Logistics Support Directorate
Fleet Management and Property Services now within Strategic Capability Division
Strategic Procurement and Contract Services now within Finance Directorate
Operational Logistics within Operational Capability Directorate
Logistics Admin Business Unit within Strategic Capability Business Unit
[3]2019-20 IT now includes Records Management
[4]2021-22 People & Culture includes three new psychologist positions and temporary roles for Covid-19 management (conduct, injury management, health and advisory)
[5]2021-22 Strategic Capability includes consolidation of admin across the division into the Business Unit from Education and Training and Operational Capability
[6]2022-23 Community Safety includes nine new revenue funded positions

Staff composition	2018-19	2019-20	2020-21	2021-22	2022-23
Executives	26	26	27	26	27
Full-time fire officers	3,513	3,545	3,585	3,579	3,605
Part-time (on-call) fire officers	3,274	3,297	3,317	3,243	3,212
Administrative and trade staff (FTE)	481	481	479	515	528

1) Representation of equal employment opportunity groups in FRNSW as at 30 June 2023 – 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	15.29%	10.43%	13.26%	25.93%	59.37%
Aboriginal and Torres Strait Islander people	5.27%	5.46%	5.60%	0.00%	2.23%
People whose first language was not English	3.29%	2.36%	1.81%	7.41%	18.18%
People with a disability	0.95%	0.80%	0.50%	0.00%	4.64%
People with a disability requiring work-related adjustment	0.22%	0.25%	0.03%	0.00%	1.11%

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

EEO group	2018-19	2019-20	2020-21	2021-22	2022-23
Women	11.40%	12.61%	13.45%	14.90%	15.29%
Aboriginal and Torres Strait Islander people	3.89%	4.26%	4.65%	4.95%	5.27%
People whose first language was not English	2.89%	3.03%	3.15%	3.27%	3.29%
People with a disability	0.99%	0.95%	0.94%	0.98%	0.95%
People with a disability requiring work-related adjustment	0.25%	0.23%	0.19%	0.20%	0.22%

3) Trends in the representation of EEO groups in FRNSW

Women	2018-19	2019-20	2020-21	2021-22	2022-23
Full-time firefighting staff	7.91%	8.55%	9.32%	10.17%	10.43%
On-call firefighting staff	8.43%	10.22%	11.28%	12.67%	13.26%
Senior executive	19.23%	23.08%	18.52%	26.92%	25.93%
Administrative and trades staff	55.35%	56.60%	57.81%	59.81%	59.37%

Aboriginal and Torres Strait Islander people	2018-19	2019-20	2020-21	2021-22	2022-23
Full-time firefighting staff	4.53%	4.63%	4.80%	5.20%	5.46%
On-call firefighting staff	3.60%	4.28%	4.97%	5.21%	5.60%
Senior executive	0.00%	0.00%	0.00%	0.00%	0.00%
Administrative and trades staff	1.41%	1.80%	1.62%	1.89%	2.23%

People whose first language was not English	2018-19	2019-20	2020-21	2021-22	2022-23
Full-time firefighting staff	2.25%	2.28%	2.32%	2.37%	2.36%
On-call firefighting staff	1.22%	1.49%	1.66%	1.63%	1.81%
Senior executive	11.54%	11.54%	11.11%	7.69%	7.41%
Administrative and trades staff	17.98%	18.00%	18.86%	19.06%	18.18%

People with a disability	2018-19	2019-20	2020-21	2021-22	2022-23
Full-time firefighting staff	1.05%	0.93%	0.86%	0.84%	0.80%
On-call firefighting staff	0.40%	0.42%	0.48%	0.49%	0.50%
Senior executive	0.00%	0.00%	0.00%	0.00%	0.00%
Administrative and trades staff	4.44%	4.60%	4.67%	4.91%	4.64%

Appendix 16 Multicultural Policies and Services Program (MPSP)

FRNSW is dedicated to upholding the multicultural principles outlined in the *Multicultural NSW Act 2000*. Acknowledging the numerous advantages that arise from linguistic, religious, and ancestral diversity, we are continuously developing and implementing initiatives to enhance opportunities for all individuals to engage with, and benefit from FRNSW services.

The Culturally and Linguistically Diverse (CALD) Inclusion Action Plan serves as our guide to prioritise essential workplace behaviours and practices that cultivate an environment where CALD employees are esteemed, supported, and empowered to reach their fullest potential. As part of the Inclusive Culture Program, fostering a more inclusive organisational culture remains a strategic priority.

To achieve this goal, the Multicultural Programs and Services Program focuses on proactively increasing the community's preparedness for and resilience to hazards, emergencies, and disasters. Establishing genuine and meaningful connections with our CALD communities is at the heart of FRNSW's commitment. We provide evidence-based support by:

- Providing community risk reduction within culturally diverse communities that may have an increased risk of fire danger due to cultural practices, limited education, or potentially socio-economic status.
- Identifying needs of local communities, through partnerships with local government and community organisations that may assist in meeting those needs, particularly in relation to fire prevention and education.
- Translating fire safety materials and educational resources through Multicultural NSW and utilising bilingual staff (CLAS) to support our diverse communities.
- Providing multilingual fire safety information through various FRNSW communication channels.
- Conducting vital research to ensure messaging, initiatives and fire safety education is relevant to all communities within NSW.

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.

FRNSW continues to increase the number of employees that identify as CALD. In the 2022 recruitment campaign for the next intake of permanent firefighters, 13% of successful applicants identified as CALD.

Appendix 17 Honours and awards

Australian Fire Service Medal

For distinguished service as a member of an Australian fire service, the Australian Fire Service Medal (AFSM) was awarded to the following in 2022-23:

- Assistant Commissioner Roger Mentha
- Chief Superintendent Stephen Hirst
- Inspector Belinda Hooker
- Deputy Captain Peter Ryan
- Chief Superintendent Graham Kingsland
- Superintendent Greg Lewis
- Captain Gregory McIlwaine
- Station Officer Zena Mehanna

National Emergency Medal

The National Emergency Medal for sustained service during the 2019-20 bushfires are in process with 4,466 of 5,177 medals being received and distributed.

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 118 fire officers, the second clasp for 35 years' service was awarded to 91 fire officers, the third clasp for 35 years' service was awarded to four fire officers, the fourth clasp for 45 years' service was awarded to one fire officer.

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 113 staff (fire officers, administrative and trades employees and Community Fire Unit volunteers). The first clasp for 20 years of service was awarded to 205 staff, the second clasp for 30 years of service was awarded to 43 staff, the third clasp for 40 years of service was awarded to nine staff, and the fourth clasp for 40 years of service was awarded to two staff.

Appendix 18 Responding to complaints from the public

During 2022-23, FRNSW received 80 customer complaints. These complaints are raised by the public via email, the FRNSW website or direct contact. The complaints are categorised by type, below:

Complaint type	Number
Professionalism of firefighters	34
Operational activities negatively impacting the public	0
Communication with the public including social media	2
Delays in service (administrative and emergencies)	0
Driving, reported as reckless or damaging	11
Other	33
Total	**80**

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 for local management, commencing a formal investigation under the procedural guidelines, implementing an alternative dispute resolution strategy or dismissing the matter due to a lack of credible information.

The below table outlines the outcome of matters which were investigated. The data includes both internal and external complaints:

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Unprofessional conduct							
Alleged misconduct and criminal matters	33	31	42	43	45	81	60
Sustained (either by investigation or court conviction)	23	22	37	29	14	31	20
Not sustained	10	9	5	3	5	3	6
No finding made					16	5	6
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	25
Resignation - (A new category commenced 2019-20. The person subject to the allegations resigned arising from the process.)					1	16	3
Disciplinary outcomes							
Termination	2	2	7	7	1	0	1
Allow to resign	2	8	1	1	3	0	1
Demotion	2	1	3	3	1	3	0
Fine	1	0	0	0	0	0	1
Caution/reprimand	9	6	12	3	5	9	8
Resignation following formal finding	0	0	4	7	3	4	2
Medical discharge	1	0	2	0	0	0	2
Remedial outcomes							
Formal warning	3	4	5	7	8	28	27
Counselling	3	0	0	0	2	2	3
Performance monitoring	0	0	0	0	0	0	0
Training and development	0	0	1	1	2	0	2
Transfer	0	1	1	0	0	0	0
Performance improvement plan	0	0	1	0	0	0	0

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Bullying and/or harassment							
Bullying investigations	9	15	9	13	3	9	3
Sustained	4	10	8	10	1	4	2
Not sustained	5	5	1	0	1	1	0
Direct remedial action - (A new category commenced 2019-20. The decision maker determined to take direct remedial action, no formal finding of misconduct.)				1	1	4	1
Resignation - (A new category commenced 2019-20. The person subject to the allegations resigned arising from the process).				2	0	0	0
Disciplinary outcomes							
Termination	0	0	1	3	0	0	0
Allow/direct to resign	0	0	3	1	0	0	0
Demotion	0	1	1	1	0	1	0
Caution/reprimand	3	2	3	0	1	0	0
Fine	0	0	0	0	0	0	0
Resignation arising from disciplinary action	0	0	0	1	0	0	1
Medical discharge	0	1	0	2	0	0	0
Remedial outcomes							
Formal warning	0	1	0	1	1	6	1
Counselling	0	0	0	0	1	1	1
Performance monitoring	0	0	0	0	0	1	0
Training and development	0	0	0	0	0	0	0
Transfer	0	1	0	0	0	0	0

Only the most serious outcome is reported in the above table. Additional actions may be taken which are not reported in this data, including training, a personal improvement program, counselling, or other action that a decision maker deems appropriate.

Appendix 19 International travel and accommodation expenses

Dates of travel	Name of representative	Destination and purpose	Cost to FRNSW	Cost to other organisation
7 to 31 July 2022	Acting Inspector Michael Forbes	**Training** Attend world-class training and education in technological advances in fire investigation at the National Centre Explosives Training and Research in Alabama. The trip also provided an opportunity for FRNSW to identify trends to assist in reducing the impact of fire on the community.	Salaries	
2 to 10 September 2022	Superintendent Joshua Turner Inspector Belinda Hooker Chief Superintendent Graham Kingsland Inspector Michael Johnstone Station Officer Brent Miller Leading Firefighter Erin Pogmore	**International aid funding obligation** FRNSW officers attended the International Search and Rescue Advisory Group (INSARAG) Asia-Pacific regional Earthquake Response Exercise 2022 in Indonesia. This on-site command post exercise involved management and decision-making.	Salaries	DFAT
5 to 9 September 2022	Piki Thomas, National Manager Kaupapa (Policy/program) Māori at Fire and Emergency New Zealand	**Indigenous cultural event** Supported travel for an invitee from Fire and Emergency New Zealand to present at an indigenous cultural event hosted by FRNSW to increase understanding and appreciation of Australia's indigenous culture and how best to support our indigenous staff and communities.	$1,870	

Dates of travel	Name of representative	Destination and purpose	Cost to FRNSW	Cost to other organisation
20 to 27 September 2022	Inspector John Dunn	**Contractual compliance testing** Travel to Spain to undertake final user acceptance testing of a purpose-built driving simulator for FRNSW. The testing provided FRNSW a final opportunity to ensure the simulator meets all requirements and specifications and allows rectification of any issues prior to international shipping.	$7,389	
20 to 27 September 2022	Inspector John McDonough	**Conference** Attend the 'FireNZ' 2022 Conference held by Fire Protection Association New Zealand (FPANZ) as a keynote speaker and visit Fire and Emergency NZ National Training Centre in Rotorua.	Salary	Fire Protection Association New Zealand (FPANZ)
8 to 14 October 2022	Assistant Commissioner Murray West Superintendent Tim Hassiotis Station Officer Gerrad Brady	**Operational improvement** Attend and observe operational improvement reviews at Fire and Emergency New Zealand to assist with implementation of this function in Australia and provide confidence that FRNSW's capability aligns with expectations.	$9.410	
2 trips for 7 days each from 22 October 2022 and 18 February 2023	Leading Firefighter Michael Jordan	**International aid funding obligation** Deliver first responder training to Royal Solomon Islands Police Force Fire and Rescue, including two (one week) USAR first responder training programs under a partnership agreement with the Department of Foreign Affairs and Trade (DFAT).	Salary	DFAT

Dates of travel	Name of representative	Destination and purpose	Cost to FRNSW	Cost to other organisation
24 to 29 October 2022	Assistant Commissioner David Lewis Chief Superintendent Jeremy Stubbs	**International aid funding obligation** INSARAG Asia Pacific Regional Meeting in Seoul, Republic of Korea (South Korea) to exchange information about technical and political USAR issues. Participants will develop and finalise the Asia Pacific regional work plan and develop the Asia Pacific's position on global initiatives.	Salaries	DFAT
28 October to 4 November 2022	Inspector Ross Bramich	**International aid funding obligation** Attend Disaster Response Exercise and Exchange (DREE) in Bangladesh as subject matter expert.	Meals and incidentals costs: $1,000	ADF DFAT
29 October to 5 November 2022	Superintendent Brendan Hurley	**International aid funding obligation** Attend USAR Coordination Cell training in South Korea. FRNSW contributes to and benefits from the process, and training is required for relevant members of the AUS02 incident management team.	Salaries	DFAT
5 to 13 November 2022	Assistant Commissioner David Lewis	**International aid funding obligation** Provide a Classifier Team Leader at Japan's International External Reclassification as an International Search and Rescue Advisory Group (INSARAG) accredited heavy Urban Search and Rescue team.	Salaries	DFAT Total: $13,400
21 to 24 November 2022	Chief Superintendent Jeremy Stubbs	**Training** Attend the Australian and New Zealand School of Government - Executive Masters Public Administration (EMPA) Work Based Project Presentation in Wellington, New Zealand. Chief Superintendent Stubbs also presented FRNSW's research on the evaluation methodology of Queensland's Department of Environment and Science Indigenous programs.	$2,529	

Dates of travel	Name of representative	Destination and purpose	Cost to FRNSW	Cost to other organisation
22 to 26 November 2022	Superintendent Jeffrey Hogan	**Training** Attend Australian and New Zealand School of Government – Executive Masters Public Administration (EMPA) Managing Public Sector Organisations (MPSO) sessions in New Zealand. Outcomes of this program assist FRNSW in delivering capability and increasing FRNSW's value to the community.	$4,513	
6 to 12 February 2023	Deputy Commissioner Megan Stiffler	**ADF invitation** Attend Australian Defence Force (ADF) BossX International 2023 in Johor Bahru, Malaysia to gain insight into ADF operations and see first-hand the skills, knowledge and expertise reservists gain through Defence service.	Salaries	ADF Total cost unknown
10 to 25 February 2023	Chief superintendents (3), superintendents (3), inspectors (4) leading station officers (2), station officers (9), leading firefighters (4), senior firefighters, (27), qualified firefighters (2)	**AUSO2 deployment** Deployment of 72 emergency service personnel from NSW including 52 FRNSW firefighters following the earthquakes in Türkiye. Those deployed were specially trained in heavy Urban Search and Rescue (USAR) operations and disaster response. Personnel transported via ADF air assets.	Salaries	DFAT/NEMA
17 to 26 February 2023	Station officer (1), Senior firefighter (1)	**Deployment to New Zealand** Embedded within Queensland AUS01 medium DART team post Cyclone Gabrielle.	Salaries	DFAT/NEMA
24 February to 3 March 2023	Assistant Commissioner David Lewis Chief Superintendent Jeremy Stubbs Chief Superintendent Michael Morris	**International aid funding obligation** Attend Asia Pacific International Search and Rescue Advisory Group (INSARAG) meeting in Singapore to discuss changes to standards for international deployment teams and technical issues in the INSARAG Guidelines.	Salaries	DFAT

Dates of travel	Name of representative	Destination and purpose	Cost to FRNSW	Cost to other organisation
March 2023	Superintendent (1), Station officer (1)	**Humanitarian deployment to Vanuatu** DART team support for the Government of Vanuatu's response to Tropical Cyclones Judy and Kevin in accordance with Government of Vanuatu's National Disaster Management Office.	Salaries	DFAT/NEMA
21 to 28 April 2023	Chief Superintendent Darryl Dunbar	**Acceptance of international award** Represent FRNSW in receiving the Medal of Gratitude by President Erdogan in Türkiye following the deployment of 72 emergency service personnel from NSW to support earthquake disaster response in February 2023.	$ 12,382	DFAT have advised FRNSW that the Türkiye Government will cover the travel costs and accommodation.
22 to 29 April 2022	Commissioner Paul Baxter	**International aid funding obligation** Attend the Humanitarian Networks and Partnerships Week, held by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) in Geneva. Commissioner Baxter, in his capacity as Co-Chair of the Flexible Response Working Group, presented to the ISG (INSARAG Steering Group).	Salaries	DFAT
23 to 31 May 2023	Research Officer and Qualified Firefighter Melinda McDonald	**73rd International Communications Association Conference** FRNSW is invited to deliver the presentations 'Authenticity in Community Engagement: Building community resilience in culturally and linguistically diverse (CaLD) communities in Australia' and 'Mobile apps as tools for culturally competent community engagement in Australia' at ICA2023 in Toronto, Canada.	Salaries	Reconstruction Authority Disaster Risk Reduction Fund (DRRF) grant

Dates of travel	Name of representative	Destination and purpose	Cost to FRNSW	Cost to other organisation
21 to 28 May 2023	Inspector Nicholas Chubb	**International aid funding obligation** Attend International Search and Rescue Advisory Group (INSARAG) Coordination Management System (ICMS) course in Korea. FRNSW contributes to and benefits from the process, and training is required for relevant members of the AUS02 Incident Management Team.	Salaries	DFAT
24 to 26 May 2023	Commissioner Paul Baxter Staff Officer Superintendent David Tchappat	**International aid** FRNSW has a long-standing relationship providing capability support, and donating clothing and equipment and mentoring to the Solomon Islands Fire Service. This travel was to formally hand over four donated bushfire appliances, and visit emergency service industry partners and government dignitaries.	Salaries	Majority of travel costs are funded by Royal Solomon Islands Police and Australian Federal Police Partnering Program (RAPPP)
4 to 10 June 2023	Chief Superintendent Darryl Dunbar Chief Superintendent Jeremy Stubbs Superintendent Tim Hassiotis Station Officer Richard Wilson	**International aid funding obligation** Attend Thailand's USAR Field Exercise to mentor Thailand's Department of Disaster Prevention and Mitigation (DDPM) classification. FRNSW's AUS02 is classified by the International Search and Rescue Advisory Group (INSARAG) as an internationally deployable urban search and rescue (USAR) team and is qualified to mentor other organisations to achieve similar classification.	Salaries	DFAT
26 May to 13 September 2023	Superintendents (4), inspectors (8), leading station officers (1), station officers (4), leading firefighters (2), senior firefighters (2), captains (1), on-call firefighter (1)	**Canadian wildfire deployment** Following a formal request from the Canadian Interagency Forest Fire Centre (CIFFC), members of FRNSW formed part of a multi-agency response in six separate deployments to fight the forest fires in Canada. These members filled roles within incident management teams and field operations in the provinces of Alberta and British Columbia.	Salaries	Canadian Interagency Forest Fire Centre (CIFFC)

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 Kurrajong 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 6315
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.
Alarm response	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. See page 50.
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 per cent 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).
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 Communications 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 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. 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)	An Emergency Operations Centre (EOC) is a centre established under the *State Emergency and Rescue Management Act* 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 (000)	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 *Fire and Rescue NSW Act 1989* applies. It is always within a local government area, and is protected by FRNSW. By exception, the fire districts of Perisher Valley and Thredbo are in a National Parks and Wildlife Service area. The *Fire and Rescue NSW Act 1989* 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 that may be safely used on small, unestablished workplace fires.
Full-time (permanent) firefighters	Career (permanent) firefighters
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.

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.
Mutual aid agreement	A document which outlines cooperative arrangements between the NSW Rural Fire Service and 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 Rescue NSW and Rural Fire Service 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 Matter Employee Survey (PMES)	The NSW People Matter Employee Survey is the NSW public sector's annual employee opinion survey. 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.
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: 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 2. dispatch of the responding fire crew. Response time (excluding call taking time) reflects service organisations' responsiveness to the notification of a structure fire. 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 *State Emergency and Rescue Management Act 1989* 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: • provide a strategic overview across FRNSW organisational capability • coordinate requests for resources • plan and prepare for the effects of an imminent or potential emergency • provide a point of communication and reporting, and • conduct and prepare impact assessments and coordinate support to the recovery process.
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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WE ARE FIRE AND RESCUE NSW AND WE ARE PREPARED FOR ANYTHING.

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