



**Fire &
Rescue NSW**

Annual Report 2013/14



Letter to the Minister Table of Contents



31 October 2014

The Hon. Stuart Ayres MP
 Minister for Police and Emergency Services
 Minister for Sport and Recreation
 Minister Assisting the Premier on Western
 Sydney
 52 Martin Place
 SYDNEY NSW 2000

Dear Minister,

I have pleasure in submitting to you the 2013/14 Fire & Rescue NSW (FRNSW) Annual Report and Financial Statements for presentation to the NSW Parliament.

Throughout the year, FRNSW continued its collaboration with other emergency services and partners to save life, property, and the environment from fires, emergencies, and disasters. This report summarises FRNSW performance during 2013/14 and the outcomes achieved.

The report has been prepared in accordance with the *Annual Reports (Departments) Act 1985*, the *Annual Reports (Departments) Regulation 2010*, the *Public Finance and Audit Act 1983*, and the *Premiers Memorandum 2013-09 Production Costs of Annual Reports*.

Yours sincerely

Greg Mullins AFSM
Commissioner

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1. Overview

1.1 Commissioner's Report

In 2013/14 Fire & Rescue NSW (FRNSW) continued to deliver efficient, effective and timely emergency services and again demonstrated that we are comparable to the best in the world.

FRNSW is an innovative, best practice organisation delivering an increasingly wide range of services to save life, property and the environment from fires, emergencies and natural disasters.

We worked closely and cooperatively with other emergency services and support agencies, including the NSW State Emergency Service, NSW Rural Fire Service, Volunteer Rescue Association Inc, NSW Police Force, and the Ambulance Service of NSW.



Creating safer communities

To reduce risks and help prevent emergencies, fire crews carried out 53,868 community engagement activities during the year. In addition to general safety campaigns, firefighters also ran programs targeted at segments of the community at greater risk from fire and other emergencies, including children, seniors, and members of indigenous and culturally and linguistically diverse communities.

The Winter Fire Safety campaign was launched on 17 May 2014, coinciding with FRNSW Annual Open Day which had over 280 stations participating. Over 120,000 people visited their local station. The theme of the 2014 Winter Fire Safety campaign was 'Don't leave your fire safety to chance', and the campaign particularly targeted families. FRNSW in conjunction with GIO also used digital and local press to urge people to do a home fire safety check by visiting the www.homefiresafetyaudit.com.au.

In 2014, FRNSW celebrated the 20th anniversary of our Community Fire Unit (CFU) Program. The CFU Program was launched in 1994 following a severe bushfire season and it again demonstrated its value with over 40 CFUs activated during the October 2013 bushfires, with CFU members making a significant contribution and helping to save many homes. FRNSW has 593 active CFUs with 7,015 volunteers.

Responding to emergencies

In 2013/14 FRNSW continued its vital role of protecting NSW's population of 7.5 million people, 24 hours a day, seven days a week and responded to 126,966 emergency incidents, an average of 348 per day.

FRNSW worked side by side with other agencies to battle atrocious conditions and protect the community from numerous bushfires on the urban/bushland interface in October 2013, and particularly in the Blue Mountains. In all, more than 200 fire appliances and 1,000 firefighters responded to hundreds of bushfire incidents. Despite undertaking one of the largest operational deployments in our history FRNSW was able to maintain "business as usual" emergency coverage in the Sydney metropolitan, Central Coast, Illawarra, Newcastle and regional areas. Resources were available to respond to grass and bushfires, road accidents, structure fires, rescues and hazardous material (hazmat) incidents.

FRNSW was also called upon twice in 2014 to support emergency services in Victoria, during their bushfire emergency and again as a result of the Hazelwood open cut mine fire. FRNSW trucks and crews deployed into outer suburban and regional fire stations for more than a month to protect Victorian communities while their local firefighters were at the mine fire.

FRNSW continues to support the Ambulance Service of NSW (ASNSW) by providing Community First Responder (CFR) medical assistance at Alstonville, Bundanoon, Bundeena,

Branxton, Tocomwal, and Uralla. Firefighters are dispatched to provide patient care and treatment until the arrival of paramedics. The ASNSW and FRNSW are exploring options to expand this service to other parts of NSW. FRNSW also continues to assist ASNSW in metropolitan areas at medical emergencies on an ad hoc basis. The prospect of firefighters assisting paramedics as Medical First Responders was raised in the 2012 Reform Plan for NSW Ambulance.

Fire Air 1 was decommissioned in June 2014 after an 11 year partnership with the NSW Police Force. FRNSW recently signed an MOU with Southern Region Surf Life Saver Rescue Helicopter Service (Westpac Rescue Helicopter) to maintain this essential aviation capability to support emergency response. The loss of a partially owned on-call aviation asset is a concern and options are being explored.

Developing and managing our resources

FRNSW continued building a diverse, skilled and adaptable workforce that better reflects the communities we serve. We continued to progress initiatives in line with diversity strategies in our Aboriginal Employment and Development Action Plan. FRNSW, in partnership with TAFE NSW, developed a program to assist indigenous applicants to apply for employment as firefighters. The program provides training in TAFE Certificate III in Fitness, work experience at the State Training College, and a day at a busy fire station. Indigenous students are mentored by Aboriginal firefighters based within the Liverpool/Campbelltown area.

FRNSW and the Fire Brigade Employees' Union finalised a new Retained Award operable from 30 May 2014. The new Award includes improved efficiency, increased pay and allows Retained Firefighters to achieve a better work/life balance.

In 2013/14 FRNSW expended \$14.3 million building five new fire stations at Barraba, Bundeena, Coolamon, Jerilderie and Terrigal, carrying out major renovations and upgrades to fire stations at Grenfell, Merriwa, Nowra, Springwood and a regional training centre. Land was also acquired for new fire stations at Ballina, Dunheved, Lambton, South Windsor and Wallerawang.

FRNSW commissioned four new vehicles including a new fire-ground rehabilitation van and has over 40 replacement appliances currently in build which will be commissioned during 2014/15.

FRNSW also enhanced service delivery in the lower Blue Mountains by placing permanent firefighters at Springwood Fire Station.

Initiatives to improve sustainability were introduced in 2013/14. The principal items of firefighter personal protective clothing (PPC) are now able to be tracked through the cleaning process enabling reports to be generated on garment condition, facilitating recycling. A second initiative is the refurbishment and refit of Class 2 fire engine bodies to new chassis. These are significant steps in reducing waste and improving resource usage.

An underlying principle within FRNSW, is safety in everything we do. The Commissioner's Safety Awards established in 2014 seek to recognise and reward a range of positive behaviours such as innovative thinking to reduce an incident ground or station based safety risk, taking initiative to improve health and safety in the workplace, or helping someone to get back to work after a workplace injury. Nominations are now closed and the first awards will be made later in 2014.

Other initiatives are a new innovation program, a Commissioner's Participative Council, a Young Leaders' Network, and the "Be Heard" Strategy aimed at eliminating bullying and harassment.

2013/14 has seen FRNSW continue its long tradition of exceptional service to the community of NSW. The following report provides further details.



Greg Mullins AFSM
Commissioner

1.2 Key Clients, Stakeholders and Partners

Clients

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

Stakeholders

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

Partners

- Other emergency services and government agencies which FRNSW works with, including the NSW Rural Fire Service, NSW State Emergency Service, Ministry for Police and Emergency Services, State Rescue Board, Ambulance Service of NSW, NSW Police Force, NSW Office of Environment and Heritage, NSW Volunteer Rescue Association, Housing NSW, and local government
- Business partners sponsoring prevention programs.

1.3 FRNSW Role and Core Functions

1.3.1 Enabling legislation and FRNSW role

Under the *Fire Brigades Act 1989*, the Commissioner of FRNSW is responsible for protecting the people, property and environment of NSW from the impact of fire and hazardous material incidents. The Act:

- Directs the Commissioner to take all practicable measures for preventing and extinguishing fires to protect and save life and property in the event of fire in any fire district
- Directs the Commissioner to take all practicable measures to protect and save life and property endangered by hazardous material incidents, confining or ending such an incident and rendering the site of the incident safe
- Authorises the Commissioner to take measures anywhere in the State for protecting people from injury or death and protecting property from damage, whether or not fire or a hazardous material incident is involved.

Under the *Rural Fires Act 1997*, FRNSW is responsible for:

- Fighting bushfires, under the cooperative arrangements established by Part 3 of the Act
- Preventing bushfires
- Granting exemptions to total fire bans
- Issuing fire permits.

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

- Operating accredited rescue units for the purpose of safely removing people or domestic animals from actual or threatened danger of physical harm
- Carrying out the roles assigned to it under the State Disaster Plan and its sub-plans for responding to and managing emergencies which may endanger the safety or health of people or animals in NSW, or destroy or damage property.

1.3.2 FRNSW core functions

See Strategic Directions 1 Admired and Trusted (page 11) and 2 Community Based (page 16).

1.4 Performance Summary

1.4.1 Resources summary

	2009/10	2010/11	2011/12	2012/13	2013/14
Staff composition: (by headcount)					
Full-time fire officers	3,509	3,516	3,498	3,457	3,432
Retained (ie on-call) fire officers	3,429	3,382	3,323	3,368	3,380
Administrative and trade staff	418	414	408	412	455
Total staff	7,356	7,312	7,244	7,237	7,267
Community fire units	482	577	605	605	593
Community fire unit volunteers	6,070	7,140	7,000	7,200	7,015
Fire stations	338	338	338	337	337
Vehicles in the fire engine fleet	637	663	634	645	664
Accredited rescue crews	176	176	182	182	182
Actual total expenses excluding losses	\$578m	\$614m	\$646m	\$644m	\$657m

2014/15 Budget

For 2014/15, FRNSW total expenses excluding losses are budgeted at \$665.5 million. Total revenues for 2014/15 are budgeted at \$666.4 million. This includes \$523.2 million contributions from local councils and insurance companies, \$89.5 million from the State Government and \$53.7 million in operating revenue.

The 2014/15 capital expenditure budget is \$70.6 million. This includes \$15.7 million for major works on new fire stations and upgrades to existing fire stations; \$17.7 million for replacement of fire engines; \$16.9 million for FRNSW Head Office relocation; and \$2.8 million for the replacement of radios and portable receivers. These capital works are being funded by a Government allocation of \$13.4 million, contributors' allocation of \$37.6 million and \$19.6 million from FRNSW capital reserves and asset sales.

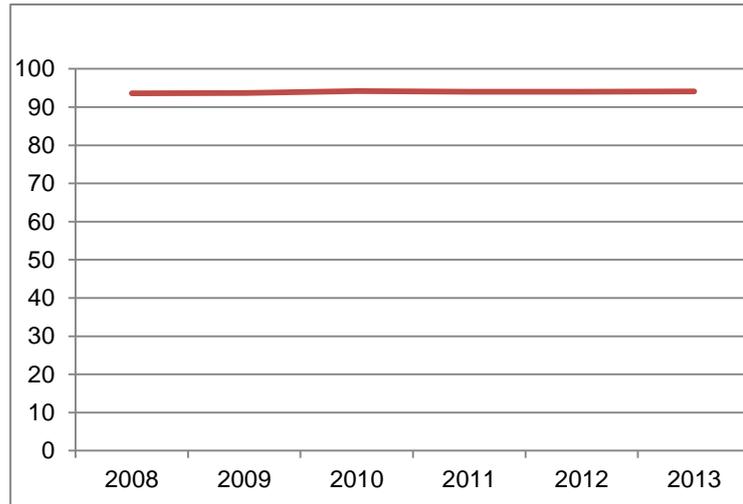
1.4.2 Community safety activity

Community safety activities	2009/10	2010/11	2011/12	2012/13	2013/14
PreEd (Fire safety for preschool children)	1,770	1,898	1,882	1,874	1,926
FireEd (Fire safety for primary schools)	1,078	1,150	977	891	903
RescueEd (Road safety for high schools)	121	149	149	99	90
SeniorEd (Fire safety education for seniors)	410	445	423	384	437
Home Safe (a collection of programs)	1,701	2,984	2,641	2,606	3,087
Smoke Alarm Battery Replacement for the Elderly	11,310	12,072	11,446	9,906	9,755
Total Community Safety Activities	58,867	63,105	57,052	55,132	53,868
Online activities by number of visits	2009/10	2010/11	2011/12	2012/13	
Home Fire Safety Audit	n/a	15,359	12,172	48,024	14,335
Brigades Kids	27,684	56,418	32,047	21,648	19,253
FRNSW Website	671,127	729,486	672,262	833,262	894,030

People living in homes with smoke alarm(s) installed

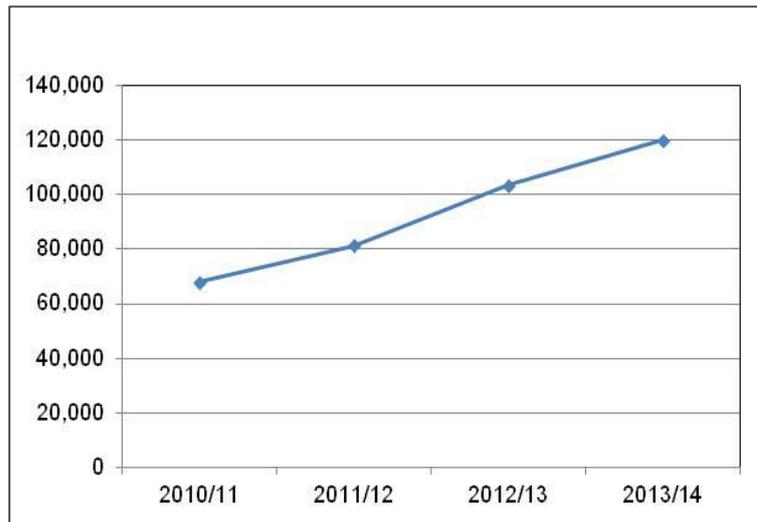
Photoelectric smoke alarms are early warning devices that alert building occupants to fire. Smoke alarms are mandatory in NSW residential buildings. At 30 June 2014 94% of NSW homes had a smoke alarm installed.

Source: NSW Adult Population Health Survey (SAPHaRI), Centre for Epidemiology and Evidence, NSW Ministry Health



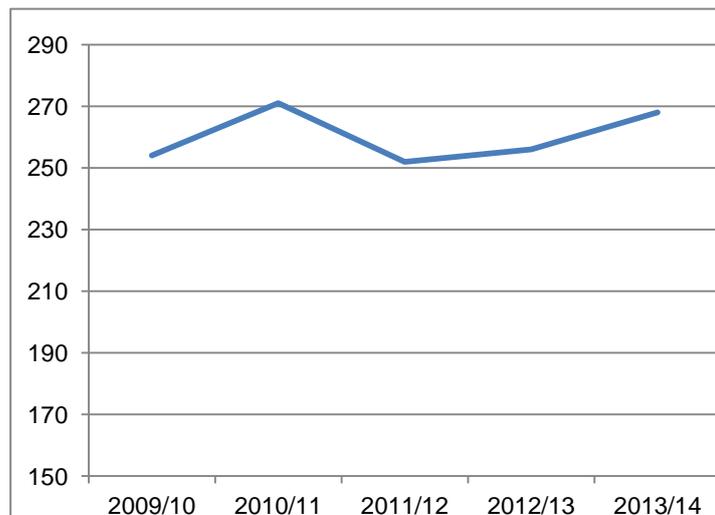
Station Open Day Visitors

On 17 May, 2014 over 280 fire stations across NSW hosted the biggest Open Day celebration in our history with 120,000 people visiting their local station. A range of activities were on display eg fire extinguisher demonstrations, kitchen fat fire simulators, car accident rescues, as well as demonstrations of specialist equipment including thermal imaging cameras, and various fire appliances.



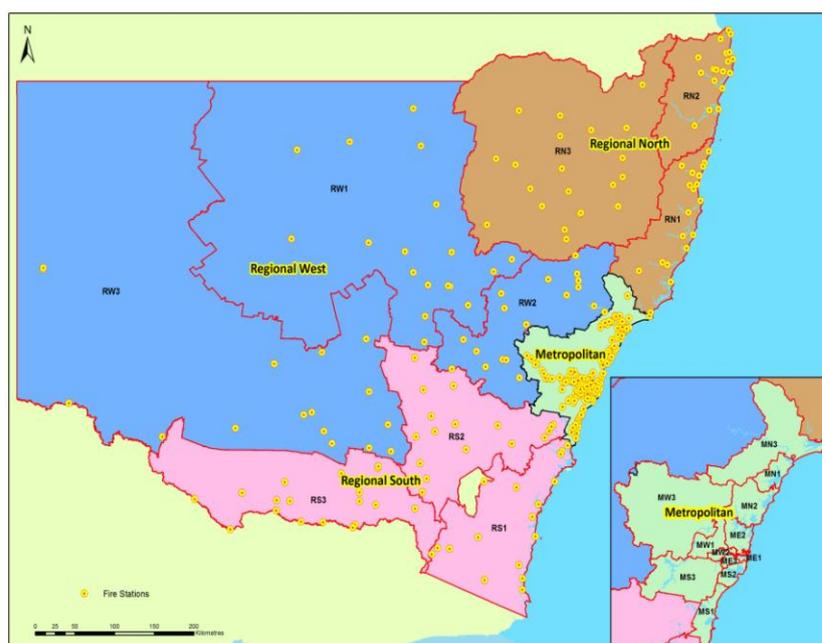
Community Safety Activities per Permanent Fire Station

Fire & Rescue NSW (FRNSW) aims to improve community risk management by delivering an effective fire prevention and preparedness program. Permanent fire stations delivered an average of 268 prevention and preparedness programs in 2013/14.



1.4.3 Emergency incidents

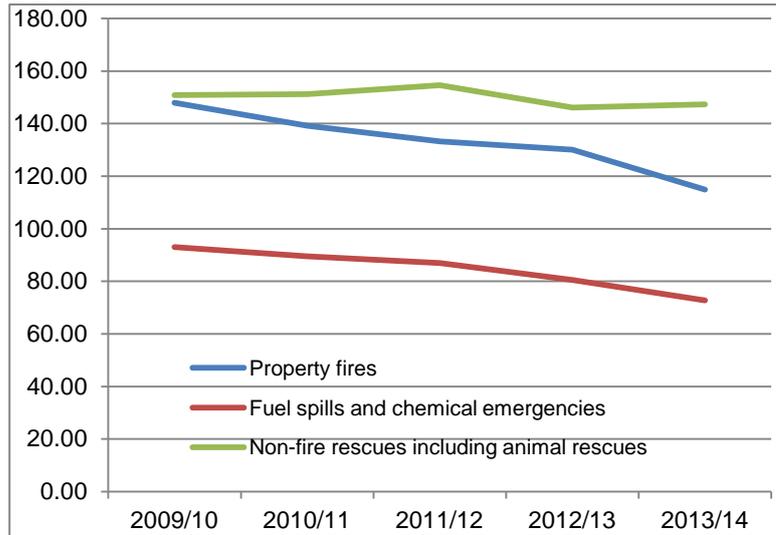
Number and Type of Incidents and Emergencies Attended					
Profile of incidents attended	2009/10	2010/11	2011/12	2012/13	2013/14
Fires and explosions					
Structure fires	7,495	7,053	6,706	6,762	6,209
Outside storage fires	303	259	257	234	231
Vehicle fires	4,202	4,000	3,938	3,762	3,265
Bush and grass fires	9,904	6,970	6,383	10,142	8,294
Rubbish fires	8,918	7,972	7,920	7,589	6,700
Other fires	214	353	360	375	342
Total fires and explosions	31,036	26,607	25,564	28,864	25,041
Non-fire rescue calls					
Motor vehicle accidents involving the extrication of victims	5,104	4,981	5,084	4,908	4,984
Other non-fire rescues including industrial and home rescues	2,621	2,790	2,962	2,878	3,120
Medical assistance	926	1,032	1,057	1,062	1,167
Animal rescues	2,060	2,056	2,117	1,890	1,731
Total non-fire rescue calls	10,711	10,859	11,220	10,738	11,002
Hazardous material incidents	15,224	15,558	15,584	15,887	15,286
Storm, floods and other natural disasters	6,088	6,453	7,034	7,090	7,183
Good intent calls	11,105	10,849	11,124	12,045	11,592
Malicious false calls	3,060	2,560	2,146	2,071	1,612
System initiated false alarms	52,648	52,502	52,233	49,174	46,335
Other	5,400	5,553	5,830	7,739	8,915
Total other emergencies and incidents	104,236	104,334	105,171	104,744	101,925
Total fires, explosions and other emergencies	135,272	130,941	130,735	133,608	126,966



FRNSW Area Commands, Zones and Fire Stations

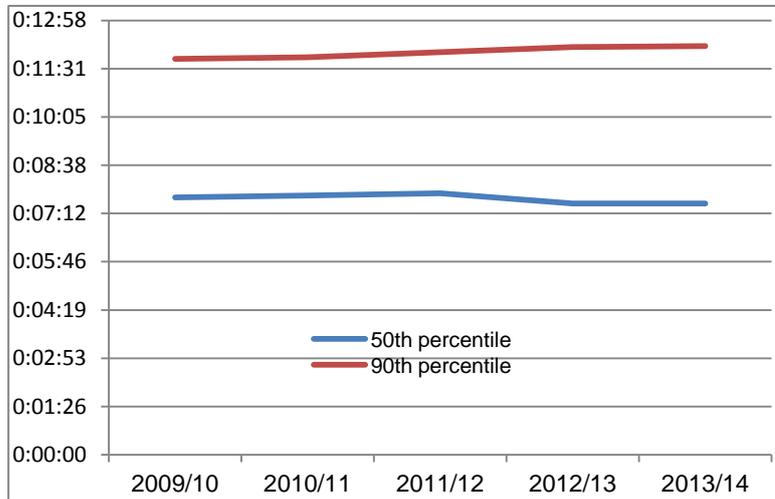
Incidents attended per 100,000 population

Property fires (buildings and vehicles), fuel and chemical spills have declined since 2009/10. The rate of non-fire rescues increased due to FRNSW being given additional rescue responsibility by the State Rescue Board in 2008.



Response times to structure fires

Response times reflect the efforts of fire services to reduce the adverse effects of fire on the community through timely response. Many factors can influence response times including whether permanent or “on call” firefighters are being dispatched, land area, size and dispersion of the population, topography, road/transport infrastructure, traffic densities, weather conditions, communications and call handling.

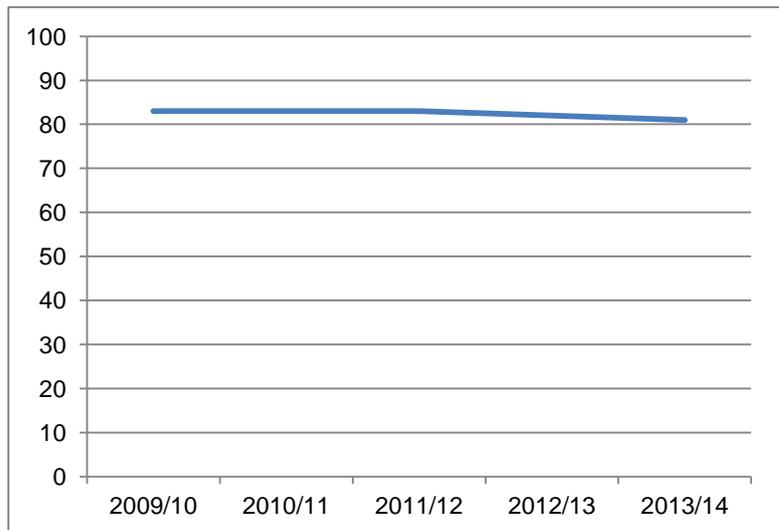


Note: Response time is the interval between the call being received at FRNSW communications centre and the arrival of a firefighting vehicle at the scene. It comprises time for call processing, turnout and travel. Response times within the 50th and 90th percentiles mean that 50% and 90% respectively of the first responding fire engines will arrive at the scene of an incident by this time.

Structure fires confined to object and room of origin

The percentage of structure fires confined to the object and room of origin has remained relatively static at 82%. When arson is excluded the 2013/14 figure is 91%.

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



2. FRNSW Senior Management and Structure

2.1 Senior Management

Commissioner Greg Mullins AFSM

- Office of the Commissioner Chief of Staff – Chief Superintendent Mal Connellan AFSM
- Media and Communications Unit Assistant Director – Andrew Parsons

Emergency Management Division – A/Deputy Commissioner Jim Hamilton AFSM

Metropolitan Operations Director – A/Assistant Commissioner Gerry Byrne AFSM

- Metropolitan North – Chief Superintendent David Felton
- Metropolitan South – A/Chief Superintendent Philip Lindsay
- Metropolitan East – Chief Superintendent Marcus Baker AFSM
- Metropolitan West – Chief Superintendent Richard Griffiths AFSM

Regional Operations Director – Assistant Commissioner Robert McNeil AFSM

- Regional North – Chief Superintendent Peter Murgatroyd AFSM
- Regional South – Chief Superintendent Kenneth Murphy
- Regional West – Chief Superintendent Neil Harris AFSM

Operational Capability Director – Assistant Commissioner Mark Brown AFSM

- Capability Management – Chief Superintendent Paul McGuiggan
- Specialised Operations – Chief Superintendent John Denny AFSM
- Operational Communications – Chief Superintendent Gregory Wild

Corporate Services & Governance Division – Deputy Chief Executive Rosemary Milkins

- Program Management Office A/Assistant Director – David Jones
- Governance and Legal Office Assistant Director – Kelly McFadyen (Chief Audit Executive)

Community Safety Director – Assistant Commissioner Mark Whybro AFSM

- Built Environment Assistant Director – Chief Superintendent Greg Buckley AFSM
- Community Safety and Research Assistant Director – Chief Superintendent Chris Lewis AFSM
- Comsafe Manager – Samantha Colwell
- Business Operations Manager – Christine Herridge

Education and Training Director – Gail Wykes

- Training Assistant Director – Chief Superintendent Robert Murray AFSM
- Education Assistant Director – Tracey Kick

Chief Financial Officer – Adam Summons

- Financial Operations Assistant Director – George Ayoub
- Financial Strategy Assistant Director – Claydon Georges

Human Resources Director – Darren Husdell

- Recruitment & Staffing Assistant Director – Chief Superintendent Craig Brierley AFSM
- Workplace Standards Assistant Director – Jennifer Williamson
- Employee Relations Assistant Director – Bernard King
- Health and Safety Assistant Director – Alison Donohoe

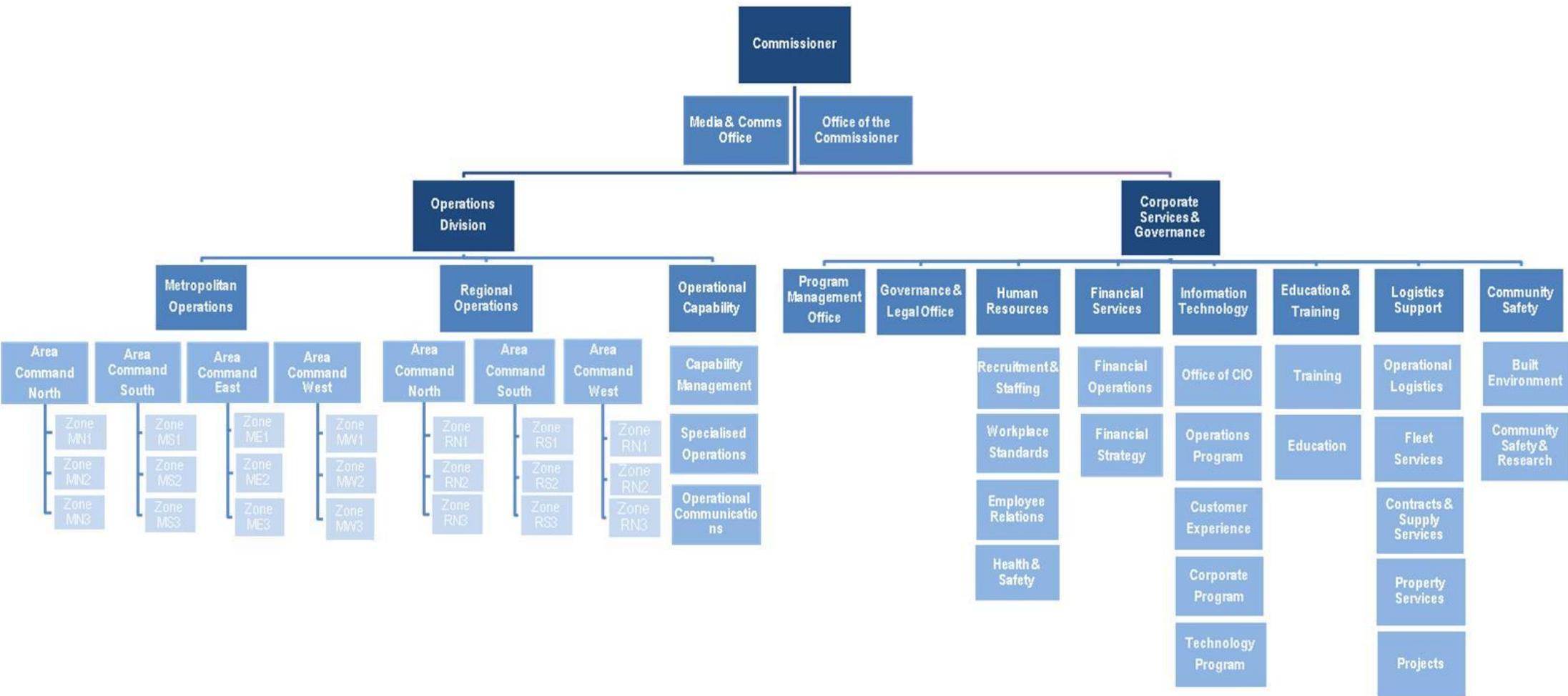
Chief Information Officer – Richard Host

- Office of the CIO Assistant Director – Steve Edwards
- Technology Program Assistant Director – Paul Barnes
- Customer Experience Assistant Director – Chief Superintendent Terrence Farley
- Corporate Program Assistant Director – Gavin Brown
- Operations Program Assistant Director – Mike Hinton

Logistics Support Director – Emmanuel Varipatis

- Operational Logistics Assistant Director – Chief Superintendent Gary Picken
- Contracts & Supply Services Assistant Director – Guy Tesoriero
- Fleet Services Assistant Director – Peter Fanning
- Projects Assistant Director – Amanda Anderson
- Property Services Assistant Director – Andrew Peters

2.2 Organisational Structure



3. FRNSW Performance in 2013/14

3.1 Strategic Direction 1: Admired and Trusted

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

Firefighting

As one of the world's largest fire services, FRNSW has the responsibility to protect 90% of the population of NSW. By responding to fire emergencies in NSW's growing cities, expanding metropolitan areas and regional and rural towns, FRNSW offers high quality reliable and rapid response to safeguard people and property across the State. FRNSW responded to a total of 25,041 fire-related emergencies in 2013/14.

Bushfire suppression

FRNSW responded to 8,294 bush and grass fires in 2013/14. To reduce the risk of bushfires FRNSW undertook hazard reduction burns in cooperation with the NSWRFSS, the National Parks and Wildlife Service and local government. The hazard reduction burns decrease fuel for bushfires between homes and surrounding bushland, reducing the impact of uncontrolled bushfires on life, property and the environment. The burns also protect critical areas of remnant urban bushland and native animal habitats.

Hazardous materials incidents

FRNSW is responsible for protecting the people, property and environment of NSW from chemical, biological and radiological (CBR) hazards under the *Fire Brigades Act 1989*. These may range from industrial accidents through to deliberate acts of terrorism. During 2013/14 FRNSW responded to 15,286 hazardous material (hazmat) incidents and other hazardous conditions. These included downed powerlines, electrical short circuits, gas leaks, and fuel and chemical spills.

Rescue

The provision of rescue services in NSW is coordinated by the State Rescue Board (SRB) under the *State Emergency and Rescue Management Act 1989*. FRNSW is the largest provider of rescue services, carrying out almost 70% of all rescues in NSW and operating primary and secondary specialist rescue units in 182 locations. Around 2,700 firefighters are qualified and registered as rescue operators with the SRB. In addition to specialist rescue vehicles, every fire engine carries rescue equipment which firefighters are trained to operate. FRNSW responded to 11,002 non-fire rescue calls in 2013/14, including rescuing people caught in transport, domestic and industrial incidents.

Urban search and rescue

FRNSW Urban Search and Rescue (USAR) capability provides specialised response to deal with building collapses and other complex rescues. The initial USAR response is provided by on-duty rescue crews staffing heavy rescue units in Sydney, Newcastle, Gosford and Wollongong. FRNSW also has over 250 additional specialist personnel capable of carrying out complex technical rescue operations or as and members of USAR Task Forces.

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

Community medical assistance

FRNSW responded to 1,167 medical emergencies in 2013/14 ranging from cardiac arrest, childbirth, snake bites and major trauma to assist the Ambulance Service of NSW (ASNSW). All firefighters are trained in advanced first aid, oxygen resuscitation, use of automatic external defibrillators and basic patient assessment. As recognised in the 2012 Reform Plan for NSW Ambulance, a medical first responder program involving firefighters could save many lives.

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

Terrorism consequence management

Throughout 2013/14 FRNSW maintained its operational preparedness to manage the consequences of terrorist acts as part of an integrated whole-of-government counter-terrorism strategy. This included hosting or participating in a number of multi-agency counter-terrorism training events, and collaborating with our partner agencies to develop operational policies and procedures.

Aviation operations

Fire Air 1, the shared Police/FRNSW helicopter, was in heavy demand during the response to the Blue Mountains bushfires in October 2013, both for the timely transport of firefighters and equipment and to provide a reconnaissance platform for incident controllers. FRNSW Aviation is also acknowledged as leading the State in the development of helicopter use in floodwater rescues.

Fire Air 1 has recently been decommissioned with FRNSW signing an MOU with Southern Region Surf Life Saver Rescue Helicopter Service (Westpac Rescue Helicopter) to provide an aviation capability that has proved to be essential to support emergency response. This arrangement will not be able to replace the former capability, and options are being explored.

Supporting other agencies

FRNSW provides expertise and support to other emergency agencies. We assist the NSWRFSS during major incidents in Rural Fire Districts, the NSWSES with response and recovery during major storms and floods, the ASNSW with basic medical response, and the NSW Police Force at major events and special operations. FRNSW also inputs to the regulation of the built environment to enhance fire safety in commercial, industrial and public buildings.

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

Memoranda of Understanding and Mutual Aid Agreements

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

Partnerships in emergency management coordination

The State Emergency Management Committee (SEMC) is responsible for ensuring that NSW has a robust, effective and flexible system for dealing with emergencies. Commissioner Mullins is its Deputy Chair and senior FRNSW staff participate in various SEMC subcommittees and working groups.

Emergency Management Australia (EMA) supports the states and territories in coordinating emergency management capabilities. Senior FRNSW staff chair or participate in various EMA working groups.

Partnerships between fire services

The Australasian Fire and Emergency Service Authorities Council (AFAC) is a peak body established to improve collaboration and the sharing of expertise and strategic information between fire and emergency services across Australia and New Zealand. FRNSW Commissioner Mullins is President of AFAC and Chair of the AFAC Board while senior FRNSW staff serve on its steering committees and working groups.

FRNSW is a member of the Fire Services Joint Standing Committee which also has representatives from FRNSW, NSWRFSS, Rural Fire Service Association and Fire Brigade Employees' Union. The committee and its subcommittees provide forums for regular consultation and cooperation between the two fire services, including planning and coordination, to achieve complementary delivery of urban and rural fire services.

Commissioner Mullins is also the Australian Director of the International Fire Chiefs Association of Asia. The Association promotes the study of fire fighting techniques in its 22 member countries and exchanges fire service knowledge/information to contribute to the development of Asia's fire services.

Partnerships in rescue/urban search and rescue

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

FRNSW is the combat agency for building collapse rescue, and manages the State's multi-agency Urban Search and Rescue (USAR) capability. FRNSW chairs the AFAC USAR Working Group, and also chairs and represents all Australian fire services on the National Deployment Working Group established by EMA.

FRNSW and the Queensland Fire and Rescue Service represent Australia at the International Search and Rescue Advisory Group (INSARAG) and at the International USAR Team Leaders Meeting convened by the United Nations (UN). FRNSW is a member of the UN's Disaster Assessment and Coordination Team and also of the UN USAR Training Working Group and INSARAG Guidelines Review Working Group.

Partnerships in managing hazardous materials incidents

FRNSW and the Environment Protection Authority work closely to manage and minimise the effects of hazardous materials incidents. FRNSW is a member of the National Chemical, Biological and Radiological (CBR) Steering Committee established by EMA and participates in the Australian delegation to the International CBR Consequence Management Group.

Partnerships in counter terrorism

FRNSW works closely with the NSW Police Force, ASNSW, NSWRFSS, Australian Defence Force and other stakeholders on the prevention, preparedness and response to managing the consequences of acts of terrorism. Commissioner Mullins is a member of the NSW Chief Executives Counter-Terrorism Coordinating Group which provides advice to the Cabinet Standing Committee on Counter Terrorism.

Partnerships in bushfire prevention and suppression

FRNSW is a member of the NSW Bushfire Coordinating Committee, which provides a forum for consultation and cooperation between State firefighting agencies and environment and land management agencies. The Committee advises the NSWRFSS Commissioner and the Minister for Police and Emergency Services on bushfire prevention and suppression matters. FRNSW

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

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

Fire safety assessments and inspections

In 2013/14 FRNSW fire safety officers and engineers continued to provide technical advice on fire prevention and life safety in buildings and sites owned or occupied by State Government agencies, local councils, industry and the public. Most of this work was in performance-based design, where alternative solutions to those prescribed by the *Building Code of Australia* were proposed. The most common issues were vehicular perimeter access, extended egress travel distances and rationalisation of fire resistance levels. Major shopping centres, hospitals, and high-rise buildings formed the bulk of the work.

This year FRNSW received 340 submissions for proposed alternative solutions on developments. Advice was given to certifying authorities about whether proposed building designs met required safety standards for the public and firefighting personnel. This work was usually done at the design stage of a development by the recently established Fire Safety Advisory Unit. Final inspections of performance-based buildings were carried out prior to occupancy at 254 developments.

Major hazards facilities and dangerous goods sites

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

FRNSW conducts an assessment of the emergency management components of the Safety Case, a full assessment of the emergency plan, a site visit, and provides a report to WorkCover and the major hazard facility operator. FRNSW also inspects dangerous goods sites and provides feedback to WorkCover on safe storage.

Other building inspections

FRNSW conducted approximately 400 fire safety inspections during the year, prompted by complaints from local councils and members of the public and notifications from fire officers conducting pre-incident planning, and issued numerous Emergency Fire Orders seeking rectification of breaches, or provided written advice to local councils with recommendations to upgrade the level of fire and life safety in buildings. The most common problems were locked or blocked exits; improperly maintained fire alarm and/or suppression systems; and malfunctioning exit signs, emergency lighting and hydrant systems.

Fire investigations

In 2013/14 FRNSW specialists investigated 268 fires and explosions to try to determine the causes and origins of fires, identify unsafe practices and behaviours, and provide recommendations on rectification. The outcomes were made available as required to building owners, insurance companies, the NSW Police Force, local councils and the NSW Coroner. On many occasions, the information gained through these investigations was used to improve fire and life safety in the built environment; to assess the impact of new technology and new building designs, materials and construction methods; and to better understand human behaviour in fires. During the year FRNSW fire investigators verified and/or completed 155 Police court statements and made 12 court appearances.

In March 2014 FRNSW Fire Investigation specialists assisted WorkCover and NSW Police investigate a high profile fire at the Barrangaroo development.

Outcome of Fire Investigations						
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Determined as accidental	118	117	93	84	81	83
Incendiary/deliberate	111	100	104	94	79	110
Undetermined ⁽¹⁾	90	90	103	91	77	75
Total	319	307	300	269	237	268

(1) A severe level of damage and destruction is the main reason why the cause of a fire cannot be determined with certainty.

Fire research

FRNSW Fire Investigation & Research Unit undertook burns as part of the “Build it – Burn it” research program using specialist facilities at CSIRO North Ryde. These research burns provided the opportunity to gather valuable real fire data and also to deliver highly visual fire safety information to the community. One of these research burns, featured on the ABC TV science program ‘Catalyst’, demonstrated how the materials used in modern furnishings enable a room to become fully involved in fire in under three minutes.

Practical research was also conducted with a weeklong series of acquired structure burns held in the central western town of Gilgandra during July 2013. The burns were attended by fire investigators from throughout Australia and New Zealand and researchers from the University of NSW, the University of Western Sydney and Canberra Institute of Technology.

Unsafe consumer products

When faulty consumer products were suspected of causing fires, responding fire crews advised FRNSW specialist fire investigators and researchers who analysed fire reports and data. Products investigated included LPG cabinet heaters, ethanol-fuelled fireplaces, compact fluorescent light globes, wheat bags, washing machines and camping stoves. Fact sheets and media alerts were issued where necessary. During 2013/14 FRNSW specialist fire investigators and researchers referred 32 unsafe consumer products to NSW Fair Trading.

Accelerant detection dogs

FRNSW is the only Australian fire service that employs accelerant detection dogs to assist in determining the cause of fires. During 2013/14 FRNSW increased its accelerant detection dog capability to a team of three dogs and their handlers. FRNSW dog Opal is the latest member of the canine team and she is undergoing training to detect flammable liquids and will join Sheba and Winna to assist in locating evidence of flammable liquids in fire scenes.

During the year FRNSW canine teams assisted investigators from NSW Police, NSW RFS and FRNSW at 87 incidents across NSW.

Automatic fire alarms

There were 13,608 automatic fire alarms (AFAs) connected in NSW in June 2014. AFAs provide vital early warning to occupants and automatic notification to FRNSW in higher risk premises such as multistorey buildings, hospitals, shopping centres, universities, backpacker accommodation, places of entertainment, and nursing homes as prescribed by the *Building Code of Australia*. However unwanted false alarms cause unnecessary disruption to businesses and the community and divert valuable emergency service resources from responding to genuine emergencies. Although the number of AFA connections has increased by 71% since 2003 FRNSW has succeeded in reducing unwanted false alarms by 31%.

3.2 Strategic Direction 2: Community Based

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

FRNSW conducts a wide range of prevention and preparedness programs to create a safer environment and build community resilience. FRNSW also delivers campaigns tailored to segments of the community at greater risk from fire and other emergencies.

Children and young people

PreEd and FireEd children's fire safety education

FRNSW PreEd and FireEd programs teach young children fire safety practices and behaviours which could save their lives and those of their families. Easily understood safety messages such as “Get Down Low and Go, Go, Go” are taught to children from preschool to Stage 3 in primary schools. Firefighters delivered over 2,750 presentations in 2013/14.

Brigade Kids website

FRNSW has developed an interactive children's website, www.brigadekids.com.au. The site incorporates games, puzzles, screensavers, sing-alongs, quizzes, interviews, video segments and other safety education material. It includes advice for parents and teachers on how to educate children about fire safety. The site has had 21,648 visitors and 265,805 page views during 2013/14. A junior firefighter challenge app has also been developed for mobile devices and has been downloaded 4,373 times since introduced in 2013.

Triple Zero (000) online game

FRNSW continued to lead the national Triple Zero Awareness Working Group to promote Australia's Triple Zero (000) emergency phone number. The Working Group, comprising representatives of major emergency call-taking agencies, Government agencies and industry partners has developed an online safety game, the “Triple Zero Kids' Challenge”. The number of games played since its launch in May 2010 is fast approaching 1,000,000.

In December 2013 FRNSW hosted the national launch of the “Emergency+” app developed by the Triple Zero Awareness Working Group and 360 Entertainment that uses the GPS functionality of callers smartphones to identify their location to dispatch emergency resources.

RescuEd

FRNSW is the largest provider of road accident rescue services in the State. As part of its prevention strategy, FRNSW delivers RescuEd, a road safety education program that aims to reduce the number of young people killed or injured on NSW roads. RescuEd is targeted at Year 7–10 students and features a car extrication demonstration; a video about a real life youth accident victim; and discussion of the causes, consequences and prevention of road accidents. Firefighters delivered 90 RescuEd presentations to high school students.

Youth road safety

FRNSW again participated in the 2013/14 Bstreetsmart, a whole-of-government approach to reduce road fatality and injury rates among young people, and to raise awareness of injury prevention and trauma care services and resources. Rescue personnel from FRNSW and other emergency services staged a crash simulation and demonstrated extrication of road crash victims. The Bstreetsmart program was attended by over 12,000 year 10–12 students.

Juvenile fire-lighting

FRNSW Intervention and Fire Awareness Program seeks to reduce the number and severity of fires started by children. It includes home fire safety education, brochures and fact sheets, a free and confidential 24-hour phone service, and tailored advice aimed at creating safer homes. Trained firefighters also make home visits and carry out home fire safety assessments, with follow-up calls. During 2013/14 FRNSW managed 15 referrals.

Youth Justice Conferences

The *Young Offenders Act 1997* sets out procedures for using Youth Justice Conferencing to deal with young people who commit certain offences. They allow cautions and warnings to be issued rather than formal charges being laid against a young person. FRNSW participated in 32 of these conferences in 2013/14 related to fire offences under the terms of a Memorandum of Understanding (MOU) with Juvenile Justice, NSW Department Justice.

Seniors and older adults

Older adults, particularly those requiring domestic assistance are a key at-risk group with a disproportionately higher fire fatality risk than the rest of the population. In 2013/14, 61.5% of fire-related fatalities were aged 60 years and over.

SABRE program

Under FRNSW Smoke Alarm and Battery Replacement (SABRE) program, firefighters worked with local councils and community care organisations to install and maintain battery-operated photoelectric smoke alarms in the homes of at-risk seniors. Firefighters visited 9,737 homes throughout the State to install new smoke alarms or to check previously installed alarms.

Community Safety Partnerships

FRNSW has a key partnership with the Home Care Service of NSW to better engage the at-risk community on fire safety. In 2013, Home Care developed a work instruction for their network of 4,000 Care Workers who care for almost 50,000 frail, aged and disabled clients, to annually check their clients' smoke alarms are working.

During the 2014 Change Your Clock, Change Your Smoke Alarm Battery campaign, FRNSW partnered with Red Cross and their Telecross program to identify vulnerable older people requiring assistance with their smoke alarms. Firefighters across NSW were able to replace batteries and install smoke alarms in the homes of 240 of Red Cross' socially isolated clients.

Firefighters also delivered 437 fire safety presentations to seniors groups in partnership with local councils, service providers, and community organisations such as Probus, and Housing NSW. Firefighters conducted 1,267 other community safety activities involving seniors and their carers and distributed safety information at the Premier's Gala Concerts in Seniors Week.

People with disabilities

During the year FRNSW firefighters continued to deliver fire safety presentations across NSW to people with disabilities and their carers who are at increased risk from fire due to reduced mobility and other factors. Working with the Deaf Society of NSW FRNSW secured NSW Government funding under the Smoke Alarm Subsidy Scheme (SASS) to assist the purchase of specialised smoke alarms "Vibralarms", with a flashing light and/or a vibrating device, to wake the hearing impaired. 530 Vibralarms were installed by firefighters in 2013/14.

Aboriginal communities

FRNSW continued to develop partnerships with Aboriginal communities including:

- working with local Aboriginal Land Councils and other Aboriginal organisations to identify opportunities to improve service delivery to Aboriginal communities
- participating in a whole-of-government response to issues faced by local communities through Regional Coordination Management Groups.

FRNSW continually supports a number of events held by Aboriginal communities, including the promotion of fire safety during NAIDOC Week in July 2013. Aboriginal Firefighter Perspective Exercises (AFFPE) were delivered by Aboriginal firefighters is aimed at increasing the awareness of fire safety to reduce the disproportionately higher representation of Aboriginal communities in house fire statistics.

Culturally and linguistically diverse communities (CALD)

FRNSW continued to develop and implement new fire safety initiatives amongst culturally and linguistically diverse (CALD) communities across NSW, in line with its Multicultural Policies and Services Program (MPSP). FRNSW also worked in partnership with local CALD service providers, community groups, councils and other community organisations providing key fire safety information about our role and services delivered.

FRNSW CALD achievements during the year included:

- Involving CALD service providers and key stakeholders in FRNSW Fire Prevention Week and Open Day activities.
- Conducting fire safety awareness exercises on Harmony Day for newly-arrived international students at Coffs Harbour Community College, Albury TAFE, Meadowbank TAFE, Wagga Wagga TAFE, and UNSW campuses.
- FRNSW continues to be an active member of the Community Relations Commission's Multicultural Coordinators Forum with other key stakeholders and service providers working closely on CALD-related issues and initiatives across NSW.
- Working closely with the Commonwealth Departments of Immigration and Citizenship and Social Services to promote FRNSW winter and summer fire safety campaigns in the educational curriculum delivered at Albury, Griffith, Goulburn, Wagga Wagga and Wodonga interagency forums.
- FRNSW Community Fire Safety Volunteers continued to assist with the dissemination of fire safety information for their CALD communities, building their understanding of fire safety within these households.
- FRNSW continues to chair the Chinese Services Interagency meetings at City of Sydney fire station working closely with attendees about fire safety equipment in high-rise residential properties, emergency procedures and what to do should an incident occur.

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

Developing strategic partnerships

Fire safety in public and community housing

Housing NSW is one of the world's largest providers of public housing. It directly manages around 122,000 public housing homes, more than 19,000 through community housing providers and more than 4,300 through the Aboriginal Housing Office. FRNSW and Housing NSW have continued working together to maintain high levels of fire safety in public housing, including initiatives in the Hunter Valley, Newcastle and the Central Coast. FRNSW continued working with the NSW Federation of Housing Associations, the peak body for the non-profit community housing sector.

Fire safety in accommodation for the disabled

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

Fire safety in public schools

To reduce the incidence, severity and impact of fires in NSW schools, FRNSW worked with the NSW Police Force and the NSW Department of Education and Communities through a joint School Fire Working Group. Uniform approaches to investigation, training and research were developed, information shared about arson, and prevention programs implemented. Schools with a high risk profile were also highlighted in the FRNSW computer-aided dispatch system.

Building code development and building fire safety

During the year FRNSW in conjunction with AFAC, the NSW Department of Planning and Environment, continued to provide advice and expertise on building code development to the Australian Building Codes Board. We contributed to the review of Australian Standard AS2419.1 *Fire Hydrant Installations*, to ensure that hydrant systems provided the protection required by the *Building Code of Australia*. A draft was released for comment in March 2014.

Smoke alarms

Photoelectric smoke alarms are early-warning devices which detect smoke and alert occupants to the presence of fire. Correctly installed, they increase the time available for people to safely escape a burning building. In cooperation with other agencies, we continued media campaigns and community education promoting the need for working smoke alarms.

	2009/10	2010/11	2011/12	2012/13	2013/14
NSW homes with a smoke alarm (%)	93.7	94.2	n/a	92.8	94.0

Source: NSW Adult Population Health Survey (SAPHaRI), Centre for Epidemiology and Evidence, NSW Ministry of Health. Information on smoke alarm penetration was not collected during 2011.

Partnerships with the business sector

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

Partner	Sponsorship level
GIO	Principal Community Partner – three years Presenting Partner – Recovery kits Presenting Partner – Home fire safety audit Presenting Partner – Fire Prevention Week Presenting Partner – Winter Fire Safety campaign
Duracell	Presenting Partner – “Change Your Clock, Change Your Battery” campaign Supporting Partner – Smoke alarm battery replacement program

Commercial safety training

As the commercial training division of FRNSW, ComSafe Training Services, a Registered Training Organisation (RTO 91235), continued providing compliant, risk managed, high quality, workplace emergency response training and consultancy services.

ComSafe delivered a range of nationally recognised safety-related competencies in the areas of height safety, use of breathing apparatus, confined space rescue, fire safety, mine safety, industry fire teams, hazmat and emergency response. Clients included the Australian Defence Forces, Orica, Sydney Ferries, Casella Wineries, government, and commercial facilities. Over 11,000 clients were trained by ComSafe.

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

Station-based community engagement

Firefighters conducted 53,868 community safety activities raising awareness of fire safety and supporting Community Fire Units and addressing local business groups, service clubs, schools and preschools, seniors groups and community organisations. During the annual Open Day on 17 May 2014 over 120,000 community members visited their local fire station. Activities included rescue demonstrations, kitchen fire simulators, firefighting equipment demonstrations,

fire station tours and fire safety presentations. Over 50,000 information bags containing fire education and prevention materials were distributed to visitors.

Community fire units

FRNSW established the Community Fire Unit (CFU) program in 1994 following serious bushfires. CFUs are an integrated approach to risk management in areas where urban development meets bushland and are a key component of FRNSW bushfire strategy. At 30 June 2014, FRNSW had 593 CFUs in metropolitan and regional NSW with 7,015 volunteers.

The CFU program assists residents in bushfire risk areas to prepare themselves, their families and their properties for the threat of bushfire. Each CFU is equipped with basic firefighting equipment which they are trained to use. Their training also helps members to make informed decisions about whether to leave early or stay to defend homes when bushfires threaten. During the year, FRNSW trained new CFU members in bushfire behaviour, property preparation and protection, safe work practices and equipment use. Existing CFU members were provided with skills maintenance training to ensure that they were operating safely and their skills were kept up-to-date with current practices.

Online home fire safety audit

FRNSW, with Principal Community Partner GIO, continued to encourage the public to undertake the online home fire safety audit. Householders complete the audit by answering questions that assess how safe their home is and identify their main fire risks.

Winter Fire Safety campaign

Data shows that fires and related injuries peak between May and September each year. The 2014 Winter Fire Safety campaign was highly targeted to sections of the community who have been identified as having a higher propensity for fires, related injuries and fatalities. The message of “Don’t Leave Fire Safety to Chance” emphasised the importance of taking appropriate fire safety precautions by completing an online home fire safety check. Principal Partner GIO, continued to support the 2014 Winter Fire Safety campaign.

“Change Your Clock, Change Your Battery” campaign

Preventable fire deaths and injuries may tragically result when domestic smoke alarms are not working to warn of fire. FRNSW and the NSWRFSS joined Duracell and interstate fire services in the “Change Your Clock, Change Your Smoke Alarm Battery” campaign. Householders were asked to replace their batteries when they changed their clocks at the end of daylight saving time on Sunday 6 April, 2014.

The campaign received widespread media coverage on TV, radio and press with 102 print articles, 17 television segments, and 17 radio segments focused on changing smoke alarms. FRNSW partnered with the Red Cross, Home Care Service of NSW, Department of Family and Community Services, and the RSL and Service Clubs Association to specifically target hard to reach at-risk community groups with the campaign message. As a result firefighters were able to install over 1,936 new batteries in smoke alarms during April 2014.

Museum of Fire

FRNSW maintained its close partnership with the Museum of Fire at Penrith. The Museum delivered fire safety education to around 60,000 visitors in 2013/14. FRNSW continued using an area at the Museum to stage road crash rescue training and training for regional staff. The Museum also houses FRNSW historic fleet which is listed on the State’s heritage register.

Fundraising and practical support

In 2013/14 FRNSW presented \$84,028 to the Burns Unit at The Children’s Hospital, Westmead which was donated by staff. Since 1996 staff have donated almost \$2M to the Burns Unit. The Newcastle Firefighters Ball in July 2014 raised \$30,300 with \$25,300 donated to the John Hunter Hospital Children’s Burns Unit and \$5,000 to KIDS Foundation – a support group for burns survivors.

3.3 Strategic Direction 3: Leading Practices

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

Emergency Services Computer Aided Dispatch

The Emergency Services Computer Aided Dispatch (ESCAD) system has been in operation for more than two years. Reporting during 2013-14 continued to demonstrate the positive influence ESCAD has had on FRNSW Triple Zero (000) performance.

The Inter-CAD Electronic Messaging System (ICEMS) upgrade provided for an expanded number of agencies using the system with the Ambulance Service of NSW joining NSW Roads and Maritime Services and NSW Police Force, leading to a reduction in the time and effort required for FRNSW to request the dispatch of an Ambulance to an incident.

The integration of ESCAD with the NSWRFPS ICON system in 2013/14 allows more accurate and timely information sharing between the two agencies.

Joint training exercises with other emergency services

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

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

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

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

Whole-of-Government data centre (GovDC)

FRNSW progressed preparation for the relocation of its IT infrastructure into the whole-of-government Silverwater and Unanderra data centres. The benefits are expected to include an increase in the performance and resilience of existing services, the capability to expand services easily, and to be able to take advantage of cloud-based software services.

Networks, voice and video

FRNSW is implementing a 10GBps high speed redundant Dark Fibre Ring encompassing Greenacre (New Head Office), Silverwater (GovDC), AC3 (Present Primary Data Centre), Alexandria (ComCentre) and the new Ministry of Police and Emergency Services (MPES)

office in the Sydney CBD. The cost to implement the fibre ring will be less than what is currently paid and will provide a 100 times faster network speed for each site.

Work anywhere

FRNSW progressed its “Work Anywhere” strategy with trials that will enable staff to bring their own device such as tablets or notebooks, replacing the use of traditional desktop PCs in administration centres, and transition FRNSW to an activity based workplace. IT successfully negotiated licensing for all staff for Microsoft Office online, allowing Microsoft Yammer social media to be deployed to improve FRNSW ability to communicate, innovate and collaborate.

Radio communications

Approximately 20 sites across two radio communication areas were upgraded from analogue to digital with planning for the upgrade of another 40 sites underway. This is part of a plan to upgrade all 128 analogue radio sites over four years to meet the Australian Communications and Media Authorities requirements for Government radio users to move into the “harmonised government band” between 420 and 430MHz. Approximately 2,500 replacement handheld radio transceivers were distributed to firefighters to replace existing equipment.

Dynamic coverage tool

Significant work on the Dynamic Coverage Tool (DCT) system continued during the year. DCT assists operational staff in making decisions by providing a near real time view of FRNSW response times. The tool can also be used to model “what if” type scenarios for response times to possible incidents. The system’s functionality was expanded to include non-fire capabilities including Rescue and Hazmat. The modelling work provided refinement in the determination of coverage and availability giving rise to predictions of incidents becoming increasingly accurate.

Electronic incident management

Following initial piloting within the Sydney metropolitan area, a customised version of the Automated Decision Aid System for Hazardous Incidents (ADASHI) system was released for use by Duty Commanders. ADASHI allows incident management teams to capture, access and share critical information as an incident is occurring. Access will be provided to key incident management units, such as Incident Command Vehicles, in the coming year.

Fire station turn out systems

The VSAT Network and Retained Telephone Alerting System (RTAS) systems were two key fire station turnout technologies refreshed during 2013/14. The ageing VSAT network was replaced with a modern network taking advantage of state-of-the-art satellite technology with greater performance while incurring greatly reduced operating costs. The RTAS was upgraded with contemporary technology and integration with the highly resilient Emergency Triple Zero (000) telephone system, resulting in a higher level of Retained Firefighter turnout.

Automatic vehicle location

The Automatic Vehicle Location (AVL) system rollout continued during 2013/14 to include over 500 fire appliances across the state. AVL was integrated with ADASHI during the year resulting in incident management teams obtaining more accurate information on the exact placement of fire appliances at an incident ground.

Spatial information systems

FRNSW was at the forefront in collating Rapid Damage Assessment data in relation to the October 2013 bushfires. The web interface was available for use by operational staff within five hours to support bushfire recovery actions. FRNSW developed a state of the art mapping environment for the ADASHI operational application supporting 24/7 access to data.

False alarm records management

The existing Fire Alarm Records Management System (FARMS) was replaced with a SAP Customer Relationship Management (CRM) solution. The ‘new’ FARMS provides a more

disciplined platform for maintaining the integrity of the premise and alarm relationship and managing requests from Automated Fire Alarm Service Providers (AFASPs).

Electronic document and records management

FRNSW completed the rollout of a TRIM Electronic Document and Records Management (EDRM) system. FRNSW has led the way in the implementation of a shared services model for electronic recordkeeping by implementing TRIM EDRM at MPES and SES. FRNSW TRIM EDRM now houses in excess of 630,000 electronic documents.

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

Shared emergency services IT systems

During 2013/14 expansion of the SAP shared service footprint continued with the commencement of the Enterprise Asset Management project to help manage the 400,000 pieces of serialised equipment, 3,000 properties and 9,000 vehicles in use at FRNSW, NSW RFS and the NSW SES. The project is due to be completed by 30 June 2015. The SAP team also implemented the Governance Risk and Compliance module across all functions within the SAP landscape. This module ensures that users have access only to parts of the SAP environment that are required for their job. This is also a key audit requirement to ensure accuracy of the entire SAP environment.

A key milestone was also achieved with the migration of the entire SAP Business suite from the Oracle database onto SAP HANA in memory technology. This is a key strategic initiative to improve overall system performance. The migration to SAP HANA was the first in Australia and one of the first in the world. During 2013/14 Phase One of SAP Business Planning and Consolidations solution was implemented. This provided FRNSW managers with improved recurrent budgeting and forecasting capabilities which resulted in increased accuracy and time savings. Phase Two of the solution is due to be deployed in December 2014 for capital planning and statutory reporting. Additional Business Intelligence solutions for FRNSW operations, HR, Procurement and Training were also released.

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

Safety

FRNSW officially launched the 2013 – 2017 Safety Strategy in 2013/14. Over the next four years, the strategies outlined will create a framework to drive continuous improvement in health and safety and to achieve a safer workplace. The five key strategies are:

1. Embed the Be Safe Program into all FRNSW operations, workplaces and training.
2. Enhance safety ownership capabilities throughout FRNSW.
3. Optimise the physical and mental health of each employee to improve individual safety and performance.
4. Ensure an evidence-based approach to the management of injured and ill employees.
5. Continually improve our safety performance.

Key initiatives undertaken in 2013/14 included:

- Establishment of an emergency services health and safety consultation body that meets to discuss common issues and to jointly develop ways to keep emergency service personnel safe. This body is seen as critical in improving interagency safety, while at the same time enhancing the implementation of health and safety initiatives within the Justice Cluster.
- The Commissioner's Safety Awards was launched to recognise the commitment of those within FRNSW who demonstrate outstanding efforts to improve or promote safety.

- Finalisation of FRNSW health and safety consultation and communication arrangements. This included the election of 155 Health and Safety Representatives (HSR's) across 65 workgroups. HSR's provide an opportunity to promote safety and foster positive working relationships between our workers and management.

Health and fitness

FRNSW continued running health and fitness programs aimed at developing and maintaining optimal physical and psychological health. These programs focused on assisting firefighters to safely and effectively meet the demands of their jobs and minimise the impact of hazards within the work environment.

Training and awareness initiatives targeting the prevention of musculoskeletal strains and sprains have continued to be rolled out to all employees. This has included the development of a Hazmat e-learning program for administrative and trades staff. The integration of Functional Movement Screening into education sessions delivered at a station level has seen firefighters proactively work to reduce their risk of musculoskeletal injury through corrective fitness programs. Educational resources are being compiled into Health and Fitness toolkits to continue to address musculoskeletal injury as the leading cause of injury to firefighters.

FRNSW has successfully implemented the new Physical Aptitude Test (PAT) within both permanent and retained recruitment campaigns. This follows extensive work undertaken with the University of Wollongong to develop a series of screening tests to identify individuals with the cardiovascular endurance and musculoskeletal strength essential for contemporary firefighting. These physical requirements were determined through the monitoring of firefighters (heart rate, ventilation, oxygen consumption, core temperature and muscular loading) during a series of hazmat, rescue, bushfire and structural firefighting simulations.

This research was presented at the Australian Conference on Physiological and Physical Employment Standards in 2012 and at the 2013 AFAC Conference.

Mental health

FRNSW expanded mental health programs to meet our commitment to providing safe, healthy workplaces. The focus this year has continued to be on strategies to improve mental health awareness and prevention, rather than reactively treating psychological injuries and illness.

The FRNSW Peer Support Program continued to encourage early intervention and referral to professional support services. The Peers have expanded their scope of services with mental health awareness education sessions being conducted in addition to offering critical incident support to employees affected by traumatic incidents. The 19 Peers recruited in 2013 developed their skill alongside the 52 existing members and delivered valuable peer support.

The Employee Assistance Program (EAP) gives all employees and their immediate families access to confidential professional 24-hour counselling services for both work-related and personal issues. This year 264 employees and their family members used EAP services with 559 hours of face-to-face and phone counselling provided.

Injury management

FRNSW expanded the Early Intervention Model to further improve the assistance and support for all employees injured at work, to ensure all injuries are managed holistically by considering all physical and psychological factors in recovery. This included access to psychological support services and evidenced based treatment monitoring. This approach resulted in improved positive outcomes and return to work for injured workers. The roll out of this model will continue and result in continuing improvement in resources available for injured workers.

Chaplaincy service

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

3.4 Strategic Direction 4: Adaptable People

3.4.1 Be a leading provider of emergency management education and training

Numbers of FRNSW staff attending education and training programs	2009/10	2010/11	2011/12	2012/13	2013/14
Full-time Firefighters Recruit Training	58	79	68	70	96
Appliance and Aerial Training	2,152	1,250	820	1,023	517
Breathing Apparatus Training ¹	9,390	10,832	8,135	1,715	2,504
Fire Training ¹	1,090	340	1,036	1,937	727
Inspectors Promotional Program ²	0	16	13		14
Station Officers Promotion Program	58	32	16	17	24
Senior Firefighters Promotion Program	130	106	130	100	106
Promotions to Qualified Firefighter	113	120	133	110	68
Retained Firefighters attendance at Senior Firefighters Program ³			5	14	
Retained Captains and Deputy Captains and Development Program	100	92	96	136	163
Retained Firefighters Skills Maintenance	1,534	810	579	445	339
Retained Firefighters Recruit Training	331	235	717	328	339
External Programs	432	72	57	61	146
Basic Life Support (new and refresher)	1,645	2,080	1,785	2,241	1,833
Technical Rescue Training ³			1,581	2,740	2,620
Incident Management ³			40	431	322
Corporate Training ⁴				1,183	1,423

Notes: 1. Includes personnel from other agencies
2. Program revised during 2012/13

3. Program introduced 2011/12
4. Programs introduced 2012/13

Command, leadership and management

Command Leadership and Management (CLM) provides initial skills training (Recruit), firefighter development (Firefighter Level 1 to Senior Firefighter) and officer development (Station Officer and Inspector).

CLM initiated a trial Incident Management Distance Simulation Training (IMDST) program in 2013/14 for regional retained Captains and firefighters. The user friendly training ensures a consistent approach in applying incident management across FRNSW.

Other achievements include completion of the new Command Training Centre at the State Training College, review of the Station Officers and Inspectors Promotion Programs to ensure compliance with the NSW Public Sector Capability Framework, and ongoing incident management training for Metropolitan Incident Management Teams.

Structural fire training

During 2013/14 Structural Fire, Search and Rescue, Tactical Ventilation and High Rise training was provided to both recruit and operational firefighters. Recruit firefighters completed structural fire training, culminating in realistic 'scenario' based incidents incorporating realistic multiple room and large volume fire props. This training and assessment ensured the new firefighters were ready to join the operational ranks as safe and effective team members.

During the year, two structural firefighting instructor courses were delivered producing 24 new instructors including 12 personnel from the Metropolitan Fire Brigade, Victoria. Visits from

interstate also included instructors from the Tasmanian Fire Service and Country Fire Authority, Victoria undertaking fire training.

Breathing apparatus and hazardous materials training

Breathing apparatus and hazardous materials (BA/Hazmat) training continued delivering initial training in BA, Hazmat, gas detection, atmospheric monitoring, thermal imaging cameras and confined spaces to full-time and retained firefighters.

The BA semi-trailer was refurbished in 2013/14 enabling core skills training to be delivered more effectively at stations in regional locations. This scenario based training was a huge success, resulting in the second BA semi-trailer being similarly refurbished but also with an additional capacity to deliver confined space training.

Appliance training

Operational Appliance Training continued to conduct Roads and Maritime Service Licence upgrades. Aerial appliance driver training and WorkCover Licences were a priority. Aerial and Off Road training has been upgraded to meet the Public Safety Training Packages requirements. New training materials were developed for Safe Working on Cross Overs on Highways and a Fork-Lift Driver training package is being developed for introduction in 2015.

Rescue training

During 2013/14, Technical Rescue Training continued to train and recertify Primary Rescue Operators across the State, with 48 firefighters registered as primary rescue operators and 390 recertified. Training continued in Road Crash Rescue including training using an enhanced Rapid Intervention Kit.

Technical Rescue Training introduced an on-shift model for Primary Rescue Operator training, enabling firefighters to become competent in a shorter time span. Currently 78 firefighters are enrolled in the program. Technical Rescue Training also delivered training to a broad spectrum of external stakeholders. Agencies included NSW Police Force, Department of Defence, NSW Health, Careflight, NSW SES, NSW RFS, Volunteer Rescue Association and Taronga Zoo.

Program design and development

FRNSW was successful in being re-registered as a Registered Training Organisation for another 5 years. Compliance staff were heavily involved in the implementation of mobile assessment. This allowed assessments to be conducted and directly uploaded into the Learning System Online. This more efficient method reduces the need for paper based forms.

Information technology training

Over 2013/14, over 925 firefighters completed training courses, including SAP (ESS, T&E and ESCAT), video conferencing and the whole Microsoft suite. IT training also provided technical support to over 300 staff ranging from software installation, hardware repairs, upgrades, laptop configuration, mobile solution support and general IT advice.

IT training supported the rollout of MS Outlook, providing hands-on training and support for all zone offices, Greenacre, Alexandria and Head Office.

Corporate training and leadership

During 2013/14, 460 staff members attended respectful workplace training and 260 staff attended bullying and harassment prevention training. This has doubled from 2012/13.

Fraud and corruption prevention training was provided to 157 staff and 191 attended work health and safety awareness training. The induction program for new employees, promoting FRNSW values, professional standards, personal leadership, and the diverse nature of our workforce was delivered to 151 uniformed and non-uniformed staff.

Learning Hub

FRNSW introduced the Learning Hub, an online system that enables the delivery, tracking, reporting, administration and documentation of FRNSW courses. A number of self-paced e-learning courses are available. Firefighters can access courses at any time, at their own pace and anywhere there is an internet connection. They can refresh their knowledge at any time, track their progress and carry on where they left off. The Learning Hub also provides for collaborative learning where participants can hold online discussions with others doing the same course.

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

Diversity and equity in FRNSW

FRNSW recognises that a diverse workforce will assist in providing better services to the community, generate new ideas and increase tolerance and understanding in the workplace. FRNSW is committed to building a workplace that:

- Reflects and values the diversity of the community it serves
- Respects individuals, accepting and celebrating differences, and
- Removes artificial and unnecessary barriers to progression.

FRNSW continued to progress initiatives in line with diversity strategies contained in its Reconciliation Action Plan, Aboriginal Employment and Development Action Plan, Multicultural Policies and Services Program Forward Plan and Women's Employment and Development Plan. However FRNSW comes from a low base having traditionally attracted larger numbers of white Anglo Saxon males compared to other groups, and this is reflected in the workforce profile. Traditional recruitment practices have only been marginally effective and other initiatives are being explored.

FRNSW has invested in culturally appropriate promotional materials and continued to participate in job markets aimed at attracting under-represented groups such as women, CALD groups and indigenous Australians to a career in firefighting.

Recruitment

FRNSW continued to attract high calibre candidates to recruit positions in 2013/14. Selection and assessment techniques were reviewed and updated strategies implemented to make employment more appealing and accessible for individuals from diverse backgrounds.

Recent targeted recruitment campaigns have resulted in a record number of women applying to become firefighters and a significant increase in the number of successful female recruits making it through the rigorous selection process.

FRNSW has developed a Pathways Plan with the Aboriginal Learning Circle at South West Sydney Institute of TAFE at Macquarie Fields TAFE to provide a training program that will assist 17 Indigenous students seeking employment as firefighters to undertake the FRNSW selection process.

The Multicultural Policies and Services Program Forward Plan prioritises the objective to promote recruitment opportunities to culturally and linguistically diverse (CALD) communities as well as to retain staff and volunteers from diverse backgrounds.

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

Policies and practices

FRNSW continued to develop a satisfied, dynamic and diverse workforce who are well informed, well trained and educated, and focussed on shared values, a strong work ethic based on service to others, and on safe work practices.

Every aspect of the work we do is guided by our shared values:

Respect – We always treat each other, our partners, stakeholders and recipients of our services with respect and fairness while recognising and accepting the differences, wishes, rights, feelings and values of others.

Integrity – We always act professionally and can be trusted implicitly because honesty, transparency and strong ethical principles underpin who we are and everything we do.

Service – We are reliable, always performing our roles safely, effectively and efficiently, while taking responsibility for our actions and decisions.

Courage – We always put the needs of the community and FRNSW first, and have the courage not only to deal with serious emergency situations, but to stand up for others and to challenge wrongdoing.

FRNSW is actively implementing:

- The policies and practices proposed by the Public Service Commission covering its findings in the *People Matter Employee Survey 2012*, and
- The recommendations arising from the WorkCover *Bullying Prevention Survey* rolled out in 2012 to improve accountability and best practice.

FRNSW has developed a draft bullying prevention strategy aimed at embedding a respectful workplace culture at all levels across the agency. The strategy is a comprehensive program that brings together existing and a range of new initiatives to be implemented over 2014 - 17 focussing on embedding appropriate behaviours at all levels to achieve safe, respectful and harmonious workplaces. The strategy implements a comprehensive program of work to:

- Embed a values based workplace culture across all levels of FRNSW, where relationships are based on mutual respect, trust and professionalism.
- Optimise the capability of all employees for shared ownership and accountability for promoting workplaces free from bullying and harassment.
- Enhance FRNSW capabilities to improve workplace culture through ongoing monitoring to achieve best practice.

FRNSW has successfully implemented a new Alcohol and Other Drugs Policy in 2013-14 that provides for random and targeted alcohol and other drug testing for all employees. This initiative is a first in any Australian fire and emergency service.

Positive cultural change has also been reflected in sick leave and overtime reduction programs. A sick leave reduction program has successfully reduced sick leave per permanent firefighter by 18 hours per annum. In addition total overtime cost by FRNSW staff has been reduced from \$25 million in 2011/12 to \$12.7 million in 2013/14.

Industrial relations

In 2013/14 FRNSW continued improving consultation and communication with staff and unions on a range of industrial and employee related matters. The Industrial Relations team continued to assist frontline managers and executive through the provision of specialised industrial relations advice.

FRNSW and the Fire Brigade Employees' Union finalised a new Retained Award operable from 30 May 2014. The new Award includes improved efficiency, increased pay and allows Retained Firefighters to achieve a better work/life balance.

3.5 Strategic Direction 5: Adaptable Systems

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

Leadership

A Leadership Summit was held in 2013/14 to look at the FRNSW leadership culture and how it could be improved to better lead and manage change. The Summit formed the basis for an ongoing leadership development program across FRNSW.

FRNSW focus on leadership was demonstrated by the 2013/14 Captains and Deputy Captains Development Program, offered for the first time, through a residential program at the Australian Institute of Police Management (AIPM). FRNSW and AIPM developed the training initiative, which delivered a condensed version of leadership training over 2-3 days. The program focussed on developing leadership capabilities and styles, increasing awareness of how individuals' personalities influence behaviour, extending industry knowledge and forming strategic alliances.

The Inspectors Promotional Program (IPP) was reviewed and revised including changes to the pre-entry selection process. The response was overwhelming with 96 Station Officers, more than double the number of usual applicants, applying for the program, demonstrating the support for the changes and the interest in advancing to more senior leadership roles.

Integrity and transparency

Firefighting is one of the most trusted professions. FRNSW is determined to maintain the community's trust by meeting the highest standards of ethical behaviour and workplace conduct in all its operations and activities. FRNSW has adopted zero tolerance for any unethical, fraudulent or corrupt practices and has reinforced this to all its staff.

FRNSW successfully implemented an Alcohol and Other Drugs Policy which provides for random and targeted alcohol and other drug testing for all employees. This initiative is a first in any Australian fire service. The policy promotes workplace health and safety for all employees. It introduced a 0.02 limit for alcohol and a zero tolerance approach to the presence of non prescribed or prohibited drugs. The policy comprises a program of random testing of approximately 10% of the workforce per annum and target testing of employees where required. Testing is conducted by an accredited external provider. Of 345 tests conducted in 2013/14, one resulted in a positive result for alcohol and four for non-negative medication.

Complaints management

In 2013/14, 226 matters were reported to Workplace Standards Branch. These included allegations of bullying, fraudulent conduct, criminal matters and other unprofessional behaviours. The outcomes of these matters after investigation were:

- 107 were non-disciplinary matters that were referred for local management resolution
- 8 matters were subject to disciplinary action
- 3 matters required remedial action
- 5 matters resulted in medical discharge of the employee during the investigation
- 58 matters were examined but required no further action.
- 45 matters were non-disciplinary matters resulting in the provision of information or advice concerning FRNSW policy.

Bullying and/or Harassment

During 2013/14 financial year, there were 35 complaints of bullying and/or harassment submitted to Workplace Standards. This compares to 51 matters in the previous year. A total of 33 matters were investigated and concluded in the financial year. Two matters were sustained and disciplinary action taken.

Risk management

An Audit and Risk Committee monitors the effectiveness of FRNSW's governance framework, including overseeing systems of financial reporting, internal control, risk management, corruption prevention, compliance management and other regulatory requirements. The Committee also oversees internal and external auditing.

A Finance and Performance Committee oversees the financial and service delivery performance of all FRNSW Directorates as well as of the organisation as a whole. The Committee monitors delivery of key projects and the major risks associated with these.

Internal audit

Internal audit plays an important role in FRNSW's governance by reviewing the compliance, efficiency and effectiveness of its functions, processes and operations.

FRNSW's annual *Internal Audit Plan*, which is based on strategic risks, determines the areas to be examined. The Plan is endorsed by the Audit and Risk Committee and approved by the Commissioner. Audits were finalised during the year in the areas of procurement processes, service delivery, injury management and contract management.

Business risk insurance

FRNSW is a member of the NSW Treasury Managed Fund which provides the insurance requirements of the State's inner budget sector agencies. Total deposit premium (excluding GST) paid by FRNSW to the NSW Treasury Managed Fund in 2013/14 was \$21.5 million.

This year, FRNSW received a hindsight adjustment refund of \$7.1 million (excluding GST) for workers compensation cover for the 2007/08 and 2009/10 coverage years reflecting improved workers compensation performance. Improved workers compensation and return-to-work performance are key priorities of FRNSW to facilitate redirection of funds from premiums to frontline service delivery.

FRNSW funding

FRNSW operations are currently funded by user charges and contributions from insurance companies, local councils and the State Government. Fire District Estimates are the means by which FRNSW recovers 85.4% of its net costs through statutory contributions from the insurance industry (73.7%) and local government (11.7%). The Government contributes the remainder (14.6%) through NSW Treasury funding.

3.5.2 Continuously improve processes, performance and outcomes delivered by the organisation

Fleet strategy and profile

FRNSW fleet strategy maps future costs and replacement requirements over the lifecycle of its fleet (20 years for aerial and four wheel drive fire engines, and 15 years for most other fire engines). At 30 June 2014 the FRNSW fleet totalled 1,542 vehicles. The fire engine fleet of 664 vehicles included 537 fire engines with pumps, an aerial fleet of 29 ladder platforms, ladders and aerial pumpers and 80 rescue and hazardous materials (hazmat) vehicles. During the year FRNSW commissioned 4 new vehicles consisting of two Class 2 Isuzu pumpers, one Mercedes Class 2 pumper and a new Rehabilitation Van. There are over 40 replacement appliances currently in build which will be commissioned during 2014/15.

In addition, FRNSW has 659 miscellaneous vehicles including boats, trailers, prime movers, logistics support vehicles and community fire unit trailers. There were also 237 passenger and light commercial vehicles to support operational requirements and general use.

Pumpers (fire engines)

Class 1 four wheel drive tankers: These multi-purpose tankers carry more water than Class 2 urban fire engines. Some have hazmat and primary rescue capability. They have Class A

bushfire foam systems, and pump-and-roll firefighting capabilities allowing them to spray water while moving, which is effective for fighting bushfires and fast-moving grass fires. Newer models also incorporate cabin protection spray systems. Class 1 vehicles are targeted for replacement at 20 years. The average age of the Class 1 fleet was 12.38 years at 30 June 2014, with 25 new Class 1 tankers currently being built.

Class 2 urban fire engines: These fire engines are designed for regional areas and may have hazmat and primary rescue capability. There are 251 Class 2 urban fire engines in service. A program is currently underway which will see the existing Class 2 fibreglass bodies and pump modules refurbished and fitted to new Mercedes chassis. This recycling is cost effective and reduces the impact on the environment of building new bodies. The recycled project is based on the Class 2s being replaced at 15 years of age. The average age of the Class 2 fleet was 9.74 years at 30 June.

Class 3 pumpers: These heavy urban fire engines may also be configured as primary rescue and hazmat vehicles. There will be orders placed for the build of 10 Class 3s in 2014/15. The Class 3s will have Compressed Air Foam Systems to enhance their fire-fighting capability. The average age of the Class 3 fleet was 8.62 years at 30 June.

Aerial vehicles

The Aerial Fleet consists of 2 turntable ladders, 4 ladder platforms (27 metre), 9 ladder platforms (37 metre) 1 ladder platform (44 metre) and 13 Aerial pumpers (15 metre), The average age of the aerial fleet, including SEVs, was 10.68 years at 30 June 2014 with a targeted replacement age of 20 years.

Specialised vehicles

A new rehabilitation van was commissioned in 2014 in addition to a newly developed Duty Commander vehicle.

The Duty Commander vehicles are based on having a service type body mounted on a dual cab 4x4 chassis. The vehicle provides excellent functionality whilst being cost effective as the specialist body will be moved from chassis to chassis.

The average age of specialised vehicles not including the Duty Commander vehicles was 9 years at 30 June.

Property management

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

FRNSW spent \$14.3 million on capital expenditure in 2013/14. Major work included completion of five new fire stations at Barraba, Bundeena, Coolamon, Jerilderie and Terrigal and the completion of significant renovations at Grenfell, Merriwa, Nowra, Springwood fire stations and a regional training centre.

Design, new construction works and major renovations are well underway at Ballina, Cardiff, Dunheved, Gordon, Lambton, Picton, Port Macquarie, Rutherford, Salamander Bay, South Windsor, Wallerawang and Yennora. A new fire station at Albion Park is planned for completion in August 2014. Land is also being purchased at Mount Druitt for a new fire station to replace the existing ageing fire station.

Facilities management

During the year FRNSW spent \$9.2 million on repairs, maintenance, cleaning and security. Repairs and maintenance related to work health and safety requirements, urgent unscheduled minor repairs, asset preservation, cleaning, security, pest control and preventative maintenance of essential plant and equipment.

The Properties Helpdesk is continuing to provide an efficient central point for the reporting of all break/fix and maintenance requirements at FRNSW sites. In 2013/14 4,637 calls for assistance were logged, ranging from urgent help to routine break/fix tasks.

Equipment maintenance and management

Operational Logistics core functions include:

- Managing over 100,000 items of equipment with an estimated replacement value of over \$90 million including Personal Protective Clothing (PPC), breathing apparatus, air cylinders, chemical booms and bins, gas, and chemical, biological and radiation detection equipment
- Maintaining emergency stores of equipment and PPC for immediate issue to support operational capability
- Developing supporting logistics plans for large scale or campaign events
- Evaluating and researching current and future equipment needs to meet service delivery requirements, and
- Managing the equipment quarantine process with FRNSW Health and Safety personnel ensuring all existing equipment and PPC remains safe and fit for purpose.

Procurement

The Strategic Procurement and Contract Services Unit is the central area responsible for coordinating FRNSW procurement activities. On 10 January 2014 the NSW Procurement Board approved the accreditation of FRNSW to undertake its own procurement activities to an initial maximum contract value of \$6.3m and rising to \$20.0m with growing competency. In approving procurement accreditation, the NSW Procurement Board recognised that FRNSW had in place the necessary capability, systems and procedures to ensure that procurement practices were consistent with Government policy.

In 2013/14 procurement savings of \$2.3m were achieved through leveraging the increased buying power of the Justice Cluster agencies by standardising and rationalising common items of uniform and equipment.

Initiatives to improve sustainability and utilisation were introduced in 2013/14. The principal items of firefighter protective clothing (PPC) are now able to be tracked through the cleaning process. The system enables reports to be generated on garment condition and facilitates the recycling of PPC. A second initiative is the refurbishment and refit of Class 2 Pumpers bodies. The facility to refurbish the body of the vehicle is a significant step forward in reducing waste and improving resource utilisation.

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

Rescue Summit

FRNSW is one of the world's largest rescue agencies. In addition to all firefighters having rescue capability, FRNSW has 2,000 specialist rescue operators. A Rescue Summit held in 2013 reviewed FRNSW rescue practices, resources and training to ensure the organisation retains its standing as a world-class rescue service. The Summit, attended by over 100 rescue operators, helped to build a shared understanding of the role of FRNSW rescue delivery, key issues for rescue, and potential actions to assist in developing our rescue capability into the future. A reference group is reviewing the outcomes of the summit, and developing a Rescue Capability Roadmap along with an implementation plan.

The Commissioner's Participative Council

Commissioner Mullins has established an advisory group, from the ranks of Station Officer and Captain down, administrative, technical and trades staff from Grade 9/10 Clerks and down (or equivalent trades classification), to help shape the future of FRNSW. Members of the council will be required to:

- Contribute and evaluate good ideas for action
- Champion innovation and help to take ideas collected from across FRNSW to reality
- Provide effective and timely advice to the Commissioner and Executive Leadership Team, and
- Communicate with peers and seek out ideas.

4. Financial Statements

4.1 Independent Auditor's Report



INDEPENDENT AUDITOR'S REPORT

Fire and Rescue New South Wales

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of Fire and Rescue New South Wales (the Department), which comprise the statement of financial position as at 30 June 2014, the statement of comprehensive income, statement of changes in equity and statement of cash flows, service group statements and a summary of compliance with financial directives for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Department as at 30 June 2014, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010

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

Commissioner's Responsibility for the Financial Statements

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

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with Australian Auditing Standards. Those Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements that give a true and fair view in order to design audit procedures appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Commissioner, as well as evaluating the overall presentation of the financial statements.

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

My opinion does *not* provide assurance:

- about the future viability of the Department
- that it has carried out its activities effectively, efficiently and economically
- about the effectiveness of its internal control
- 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 other information which may have been hyperlinked to/from the financial statements.

Independence

In conducting my audit, I have complied with the independence requirements of the Australian Auditing Standards and other relevant ethical pronouncements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies, but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by the possibility of losing clients or income.



David Nolan
Director of Financial Audit Services

17 September 2014
SYDNEY

4.2 Financial Statements for the year ended 30 June 2014

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FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2014

Pursuant to section 45F(1B) of the Public Finance and Audit Act 1983, we, the Chief Financial Officer and the Commissioner of Fire and Rescue NSW, declare that in our opinion:

1. The accompanying financial statements exhibit a true and fair view of the financial position as at 30 June 2014 and financial performance of Fire and Rescue NSW for the year then ended.
2. The financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the Public Finance and Audit Regulation 2010, and the Treasurer's Directions.

Further, we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



Adam Summons
Chief Financial Officer
16 September 2014



Greg Mullins AFSM
Commissioner
16 September 2014

Fire & Rescue NSW
Statement of Comprehensive Income
for the Year Ended 30 June 2014

	Notes	Actual 2014 \$' 000	Budget 2014 \$' 000	Actual 2013 \$' 000
EXPENSES EXCLUDING LOSSES				
Operating expenses				
Employee related	2(a)	512,415	514,617	511,052
Other operating expenses	2(b)	96,557	87,235	89,061
Depreciation and amortisation	2(c)	47,634	44,721	43,891
Total Expenses excluding losses		656,606	646,573	644,004
REVENUE				
Sale of goods and services	3(a)	13,773	10,459	12,874
Investment revenue	3(b)	5,872	5,713	6,441
Retained taxes, fees and fines	3(c)	26,437	20,334	16,667
Grants and contributions	3(d)	603,609	606,976	591,836
Other revenue	3(e)	25,181	7,045	12,622
Total Revenue		674,872	650,527	640,440
Gain/(loss) on disposal	4	(19)	0	(475)
Other gains/(losses)	5	(346)	0	(826)
NET RESULT		17,901	3,954	(4,865)
Other comprehensive income				
<i>Items that will not be reclassified to net result</i>				
Net increases / (decreases) - Actuarial Gain / (Loss)	16	(40,472)	0	(20,006)
Net increase / (decrease) in property, plant and equipment asset revaluation surplus	13	0	0	56,380
Total other comprehensive income		(40,472)	0	36,374
TOTAL COMPREHENSIVE INCOME		(22,571)	3,954	31,509

The accompanying notes form part of these financial statements

Fire & Rescue NSW
Statement of Financial Position
as at 30 June 2014

	Notes	Actual 2014 \$' 000	Budget 2014 \$' 000	Actual 2013 \$' 000
ASSETS				
Current Assets				
Cash and cash equivalents	8	168,030	100,634	152,016
Receivables	9	19,983	13,180	13,177
Inventories	10	1,592	1,516	1,485
Other financial assets	11	67	83	64
Total Current Assets		<u>189,672</u>	<u>115,413</u>	<u>166,742</u>
Non-Current Assets				
Property, Plant and Equipment	12			
- Land and buildings		377,510	341,552	378,769
- Plant and equipment		63,778	69,010	68,240
- Fire appliances		141,248	161,024	147,739
Total property, plant and equipment		582,536	571,586	594,748
Intangible assets	13	46,455	38,624	36,580
Total Non-Current Assets		<u>628,991</u>	<u>610,210</u>	<u>631,328</u>
Total Assets		<u>818,663</u>	<u>725,623</u>	<u>798,070</u>
LIABILITIES				
Current Liabilities				
Payables	15	41,607	28,635	41,807
Provisions	16	123,725	104,499	122,706
Total Current Liabilities		<u>165,332</u>	<u>133,134</u>	<u>164,513</u>
Non-Current Liabilities				
Provisions	16	96,511	45,507	54,166
Total Non-Current Liabilities		<u>96,511</u>	<u>45,507</u>	<u>54,166</u>
Total Liabilities		<u>261,843</u>	<u>178,641</u>	<u>218,679</u>
Net Assets		<u>556,820</u>	<u>546,982</u>	<u>579,391</u>
EQUITY				
Reserves		292,384	244,163	292,696
Accumulated funds		264,436	302,819	286,695
Total Equity		<u>556,820</u>	<u>546,982</u>	<u>579,391</u>

The accompanying notes form part of these financial statements

Fire & Rescue NSW
Statement of Changes in Equity
for the Year Ended 30 June 2014

	Accumulated Funds \$' 000	Asset Revaluation Surplus \$' 000	Total Equity \$' 000
Balance at 1 July 2013	286,695	292,696	579,391
Net result for the year	17,901	0	17,901
Other Comprehensive Income:			
Net increase / (decrease) in property, plant and equipment	0	0	0
Net increases / (decreases) - Actuarial Gain / (Loss)	(40,472)	0	(40,472)
Asset revaluation surplus balance transferred to accumulated funds on disposal of asset	312	(312)	0
Total Other Comprehensive Income	(40,160)	(312)	(40,472)
Total Comprehensive Income for the Year	(22,259)	(312)	(22,571)
Balance at 30 June 2014	264,436	292,384	556,820
Balance at 1 July 2012	311,263	236,619	547,882
Net result for the year	(4,865)	0	(4,865)
Other Comprehensive Income:			
Net increase / (decrease) in property, plant and equipment	0	56,380	56,380
Net increases / (decreases) - Actuarial Gain / (Loss)	(20,006)	0	(20,006)
Asset revaluation surplus balance transferred to accumulated funds on disposal of asset	303	(303)	0
Total Other Comprehensive Income	(19,703)	56,077	36,374
Total Comprehensive Income for the Year	(24,568)	56,077	31,509
Balance at 30 June 2013	286,695	292,696	579,391

The accompanying notes form part of these financial statements

Fire & Rescue NSW
Statement of Cash Flows
for the Year Ended 30 June 2014

	Notes	Actual 2014 \$' 000	Budget 2014 \$' 000	Actual 2013 \$' 000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(509,529)	(517,174)	(502,831)
Other		<u>(100,523)</u>	<u>(86,934)</u>	<u>(85,530)</u>
Total Payments		<u>(610,052)</u>	<u>(604,108)</u>	<u>(588,361)</u>
Receipts				
Sale of goods and services		16,872	10,139	13,398
Retained taxes, fees and fines		25,385	3,614	15,837
Interest Received		6,023	5,713	7,246
Grants and contributions		603,609	536,048	591,836
Other		<u>20,002</u>	<u>94,693</u>	<u>14,896</u>
Total Receipts		<u>671,891</u>	<u>650,207</u>	<u>643,213</u>
NET CASH FLOWS FROM OPERATING ACTIVITIES	19	<u>61,839</u>	<u>46,099</u>	<u>54,852</u>
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of Land and Buildings, Plant and Equipment and Fire Appliances		1,752	0	1,332
Purchases of Land and Buildings, Plant and Equipment and Fire Appliances		(47,577)	(53,059)	(42,945)
Other		<u>0</u>	<u>(10,054)</u>	<u>0</u>
NET CASH FLOWS FROM INVESTING ACTIVITIES		<u>(45,825)</u>	<u>(63,113)</u>	<u>(41,613)</u>
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from borrowings and advances		0	358	0
Repayment of borrowings and advances		0	(358)	0
NET CASH FLOWS FROM FINANCING ACTIVITIES		<u>0</u>	<u>0</u>	<u>0</u>
NET INCREASE/(DECREASE) IN CASH		16,014	(17,014)	13,239
Opening cash and cash equivalents		<u>152,016</u>	<u>117,648</u>	<u>138,777</u>
CLOSING CASH AND CASH EQUIVALENTS	8	<u>168,030</u>	<u>100,634</u>	<u>152,016</u>

The accompanying notes form part of these financial statements

Fire & Rescue NSW
Supplementary Financial Statements
Service Group Statements for the Year Ended 30 June 2014

EXPENSES & INCOME	Service Group 1*		Service Group 2*		Service Group 3*		Total	
	2014	2013	2014	2013	2014	2013	2014	2013
	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000
Expenses excluding losses								
Operating Expenses								
- Employee related	27,158	27,086	180,370	179,890	304,886	304,076	512,415	511,052
- Other operating expenses	5,118	4,720	33,988	31,349	57,451	52,992	96,557	89,061
Depreciation and amortisation	2,525	2,326	16,767	15,450	28,342	26,115	47,634	43,891
Total Expenses excluding losses	34,801	34,132	231,125	226,689	390,680	383,183	656,606	644,004
Revenue **								
Sale of goods and services	730	682	4,848	4,532	8,195	7,660	13,773	12,874
Investment revenue	311	341	2,067	2,267	3,494	3,833	5,872	6,441
Retained taxes, fees and fines	1,401	883	9,306	5,867	15,730	9,917	26,437	16,667
Other revenue	1,335	669	8,864	4,443	14,982	7,510	25,181	12,622
Grants and contributions	31,991	31,367	212,470	208,326	359,148	352,143	603,609	591,836
Total Revenue	35,768	33,942	237,555	225,435	401,549	381,063	674,872	640,440
Gain/(Loss) on disposal	(1)	(25)	(7)	(167)	(11)	(283)	(19)	(475)
Other gains/(losses)	(18)	(44)	(122)	(291)	(206)	(491)	(346)	(826)
NET RESULT	948	(259)	6,301	(1,712)	10,652	(2,894)	17,901	(4,865)
Other Comprehensive Income								
Actuarial Gain/(Loss)	(2,145)	(1,060)	(14,247)	(7,042)	(24,080)	(11,904)	(40,472)	(20,005)
Increase/(decrease) in asset revaluation surplus	0	2,988	0	19,846	0	33,546	0	56,380
Total Other Comprehensive Income	(2,145)	1,928	(14,247)	12,804	(24,080)	21,642	(40,472)	36,374
TOTAL COMPREHENSIVE INCOME	(1,197)	1,669	(7,946)	11,092	(13,428)	18,748	(22,571)	31,509

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

** Appropriations are made on an entity basis and not to individual service groups.

Fire & Rescue NSW
Supplementary Financial Statements
Service Group Statements for the Year Ended 30 June 2014

ASSETS & LIABILITIES	Service Group 1*		Service Group 2*		Service Group 3*		Total	
	2014	2013	2014	2013	2014	2013	2014	2013
	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000
Current Assets								
Cash and cash equivalents	8,906	8,057	59,146	53,510	99,978	90,449	168,030	152,016
Receivables	1,179	874	5,355	3,245	13,449	9,058	19,983	13,177
Inventories	0	0	1,592	1,485	0	0	1,592	1,485
Other financial assets	4	3	24	23	39	38	67	64
Total Current Assets	10,089	8,934	66,117	58,263	113,466	99,545	189,672	166,742
Non-Current Assets								
Property, Plant and Equipment								
- Land and buildings	20,008	20,075	132,884	133,327	224,618	225,367	377,510	378,769
- Plant and equipment	3,380	3,617	22,450	24,020	37,948	40,603	63,778	68,240
- Fire appliances	0	0	0	0	141,248	147,739	141,248	147,739
Intangible Assets	2,462	1,939	16,352	12,876	27,641	21,765	46,455	36,580
Total Non-Current Assets	25,850	25,631	171,686	170,223	431,455	435,474	628,991	631,328
Total Assets	35,939	34,565	237,803	228,486	544,921	535,019	818,663	798,070
Current Liabilities								
Payables	2,205	2,216	14,646	14,716	24,755	24,875	41,607	41,807
Provisions	6,557	6,503	43,551	43,193	73,617	73,010	123,725	122,706
Total Current Liabilities	8,762	8,719	58,197	57,909	98,372	97,885	165,332	164,513
Non-Current Liabilities								
Provisions	5,115	2,871	33,972	19,066	57,424	32,229	96,511	54,166
Total Non-Current Liabilities	5,115	2,871	33,972	19,066	57,424	32,229	96,511	54,166
Total Liabilities	13,877	11,590	92,169	76,975	155,795	130,114	261,843	218,679
Net Assets	22,062	22,975	145,634	151,511	389,126	404,905	556,820	579,391

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

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting Entity

Fire & Rescue NSW (FRNSW) is a NSW government entity. FRNSW is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

These financial statements for the year ended 30 June 2014 have been authorised for issue by the Commissioner of FRNSW on 16 September 2014.

(b) Basis of Preparation

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

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations);
- the requirements of the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2010* and
- the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities or issued by the Treasurer.

Property, plant and equipment and assets (or disposal groups) held for sale and financial assets at 'fair value through profit or loss' and available for sale are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention.

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

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

(c) Statement of Compliance

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

(d) Insurance

FRNSW's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government agencies. The expense (premium) is determined by the Fund Manager on past claim experience.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(e) Accounting for the Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of GST, except that:

- (i) the amount of GST incurred by FRNSW as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense, and
- (ii) receivables and payables are stated with the amount of GST included.

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

(f) Income Recognition

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

- (i) Grants and contributions

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

Contributions are received from local government councils (11.7%), insurance companies (73.7%), and NSW Treasury (14.6%). All contributions are now reported as grants and contributions revenue for the purposes of income recognition.

FRNSW receives annual funding payments from the Department of Police and Justice (as principal agency for the Justice cluster) which are paid pursuant to the *Appropriation Act 2013*.

- (ii) Sale of goods

Revenue from the sale of goods is recognised as revenue when FRNSW transfers the significant risks and rewards of ownership of the assets.

- (iii) Rendering of services

Revenue is recognised when the service is provided or by reference to the stage of completion (based on labour hours incurred to date).

- (iv) Investment revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*. Rental revenue is recognised in accordance with AASB 117 *Leases* on a straight-line basis over the lease term.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(g) Assets

(i) Acquisitions of assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by FRNSW. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

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

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

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 at an asset-specific rate.

(ii) Capitalisation thresholds

Property, plant and equipment and intangible assets costing \$3,000 and above individually (or forming part of a network costing more than \$3,000) are capitalised.

(iii) Revaluation of Property, Plant and Equipment

Physical non-current assets are valued in accordance with the "Valuation of Physical Non-Current Assets at Fair Value" Policy and Guidelines Paper (TPP 14-01). This policy adopts fair value in accordance with AASB 13 *Fair Value Measurement*, AASB 116 *Property, Plant and Equipment* and AASB 140 *Investment Property*.

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

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Also refer Note 12 and Note 14 for further information regarding fair value.

FRNSW revalues each class of property at least every three years and plant and equipment at least every five years, or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. A comprehensive valuation of Land & Buildings portfolio was performed by FRNSW in 2012/13. During 2013/14, FRNSW performed an indices valuation assessment of the asset portfolio to determine if there was a material variation in fair values as at 31 March 2014. FRNSW management

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(g) Assets (cont'd)

assessed the impact of the indices valuation assessment to be immaterial for the fair value of Land & Buildings reported as at 30 June 2014. A comprehensive revaluation of the Land & Buildings portfolio will be performed by FRNSW in 2015/16.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value.

FRNSW performed a full valuation of the Fire Appliances class of assets in 2012/13. During 2013/14, FRNSW conducted a full valuation assessment of the Fire Appliances portfolio as at 28 February 2014 using the expertise and advice of an in-house expert. The valuation assessment was performed with reference to the requirements pertaining to the valuation of specialised plant and infrastructure. FRNSW management assessed the impact of the valuation to be no material movement in the fair value of the Fire Appliances reported as at 30 June 2014. A comprehensive revaluation of the Fire Appliances portfolio will be performed by FRNSW in 2015/16 if required.

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.

(iv) Impairment of Property, Plant and Equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise. As property, plant and equipment is carried at fair value, impairment can only arise in the rare circumstances 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.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(g) Assets (cont'd)

(v) Depreciation of Property, Plant and Equipment

Except for certain heritage assets, depreciation is provided for on a straight line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to FRNSW.

All material identifiable components of assets are depreciated separately over their useful lives.

Land is not a depreciable asset.

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

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

(vi) Major Inspection Costs

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

(vii) Restoration Costs

The estimated cost of dismantling and removing an asset and restoring the site is included in the cost of an asset, to the extent it is recognised as a liability.

(viii) Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a part or component of an asset, in which case the costs are capitalised and depreciated.

(ix) Leased Assets

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

Operating lease payments are charged to the Statement of Comprehensive Income in the years in which they are incurred.

FRNSW did not have any finance leases during the financial year ended 30 June 2014 or in the previous financial year.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(g) Assets (cont'd)

(x) Intangible Assets

FRNSW recognises intangible assets only if it is probable that future economic benefits will flow to the agency and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

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

(a) Heritage Floor Space Intangible Asset

This asset originates from upgrades made to preserve the heritage-listed fascia of No.1 City of Sydney Fire Station. As a result of this preservation work, FRNSW was awarded a heritage floor space grant from the City of Sydney Council.

The useful life of this asset is assessed to be indefinite, as FRNSW has an indefinite period to use or sell the asset for its own benefit.

This intangible asset was measured at fair value based on an independent valuation.

As this intangible asset is considered to have an indefinite life, it is not amortised but tested for impairment at least annually. 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.

(b) Software and Other Intangible Assets

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

These 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.

These intangible assets are amortised using the straight line method over a period of 3 years for computer software. In specific cases, a period of amortisation in excess of 3 years has been chosen depending on the nature and useful purpose of the computer software acquired.

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

These 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.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(g) Assets (cont'd)

(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 when impaired, derecognised or through the amortisation process.

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

(xii) Inventories

Inventories held for distribution are stated at cost, adjusted when applicable, for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value. Cost is calculated using the weighted average cost or "first in first out" method (see Note 10).

(xiii) Impairment of financial assets

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

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

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.

1. SUMMARY 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) Other assets

Other assets are recognised on a cost basis.

(h) Liabilities

(i) Payables

These amounts represent liabilities for goods and services provided to FRNSW and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(ii) Employee benefits and other provisions

a) Salaries and Wages, Annual Leave, Sick Leave and On-Costs

Liabilities for salaries and wages (including non-monetary benefits), annual leave and paid sick leave that are expected to be settled within 12 months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits

Annual leave that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 *Employee Benefits*. Market yield on government bonds closest to the term of the expected liabilities are used to discount long-term annual leave. The average rate used over the term of the liability was 3.0%.

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.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(h) Liabilities (cont'd)

b) Long Service Leave and Superannuation

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

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

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 14/04) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

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

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

The NSW Fire Brigades Firefighting Staff Death and Disability Superannuation Fund ("the Scheme") is established to facilitate Death and Total and Permanent Incapacity (TPI) benefits to firefighting employees of FRNSW as provided under the Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Award 2012.

The Award provides benefits to a firefighter in the event that he or she suffers an on duty or off duty injury which results in the death or total and permanent incapacity (TPI) or partial and permanent incapacity (PPI) of the firefighter. FRNSW (employer) and firefighters (employees) make contributions to the fund as required by the Award.

Employee contributions are paid to Mutual Benefit Consulting. The fund administrator and insurer is Suncorp/GIO. The Trustee of the superannuation fund is NSW Fire Brigades Superannuation Pty Ltd. Benefits arising from claims associated with Death or Total and Permanent Incapacity are paid by the insurer.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(h) Liabilities (cont'd)

Funds derived from employer contributions are used to pay benefits associated with Partial and Permanent Incapacity and to provide a reserve to meet any deficiencies in the funds administered by Suncorp/GIO.

The provision maintained by FRNSW for Death and Disability Benefits (Note 16) is valued each year in accordance with AASB 119 *Employee Benefits*. The following assumptions have been used:

- The discount rate (gross of tax) assumed was 3.90% (4.20% in 2013) per annum. This discount rate is appropriate for AASB 119 purposes.
- The salary increase rate is 2.50% (2.50% in 2013).
- The expected return on assets (net of tax) is 3.90% (4.20% in 2013).
- The inflation rate for pensions is 2.50% (2.50% in 2013).
- Mortality rates from the 2009 valuation of SSS invalidity pensions (2006 valuation in 2011).
- An allowance of 12.00% (15.00% in 2013) for commutation of pensions has been provided.
- An allowance of 50.00% (N/A in 2013) for reversionary commutation of pensions has been provided.
- An allowance of 40.00% (N/A in 2013) for reversionary commutation of lump sums as a percentage of the female single life pension annuity factor.

Ultimately, the operation of the Scheme is financially underwritten by the Crown.

Actuarial gains and losses are recognised as other comprehensive income.

(iii) Other Provisions

Other provisions exist when: FRNSW has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation.

If the effect of the time value of money is material, provisions are discounted at 3.00% (4.20% in 2013), 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.

(iv) Fair value hierarchy

A number of FRNSW's 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, the entity categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 - quoted prices in active markets for identical assets / liabilities that the entity can access at the measurement date.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(h) Liabilities (cont'd)

- Level 2 – inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 – inputs that are not based on observable market data (unobservable inputs).

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

Refer Note 14 and Note 20 for further disclosures regarding fair value measurements of financial and non-financial assets.

(i) Equity and Reserves

(h) Revaluation Surplus

The revaluation surplus is used to record increments and decrements on the revaluation of non-current assets. This accords with FRNSW's 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, as adjusted for section 24 of the PFAA where there has been a transfer of functions between departments. Other amendments made to the budget are not reflected in the budgeted amounts.

(k) Comparative Information

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

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

(i) Effective for the first time in 2013-14

The accounting policies applied in 2013-14 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 2013-14:

- AASB 13 Fair Value Measurement
- AASB 119 Employee benefits

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

AASB 13 *Fair Value Measurement* has not affected the assets or liabilities which are to be measured at fair value. Under this new standard, fair value is defined as an exit price. For non-financial assets, fair value is determined with reference to how market participants would take into account the highest and best use of the asset, the valuation premise and restrictions on the asset. Fair value is determined using the valuation approach that uses the most observable inputs and uses the least unobservable inputs. The level of disclosures regarding fair value have increased significantly and have been included in the financial statements at Note 14.

AASB 119 *Employee Benefits* has changed the basis for determining the income and expense relating to defined benefit plans and introduces revised definitions for short-term employee benefits. As FRNSW's defined benefit plans are assumed by the Crown, this standard has no impact on FRNSW's superannuation liability. It also has no impact on the methodology FRNSW adopts to determine its annual leave liability but now requires disclosure on the level of annual leave expected to be paid more than 12 months after the end of the reporting period.

(ii) Issued but not yet effective

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

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

AASB 9 *Financial Instruments* addresses the classification, measurement and de-recognition of financial assets and financial liabilities. This compiled standard improves and simplifies the approach for classification and measurement of financial assets and liabilities compared with the requirements of AASB 139 *Financial Instruments: Recognition and Measurement*. This compiled Standard applies to annual reporting periods beginning on or after 1 January 2017. This standard, when operative, will not impact FRNSW's current practice of accounting for financial assets and liabilities.

	2014	2013
	\$' 000	\$' 000
2. EXPENSES EXCLUDING LOSSES		
(a) Employee Related Expenses		
Salaries and Wages (Including Annual Leave)		
- Brigades	284,343	282,066
- Retained Firefighters	40,279	47,004
- Administrative & Technical Staff	47,362	47,105
Superannuation - Defined Benefit Plans	18,137	19,312
Superannuation - Defined Contribution Plans	24,130	22,597
Long Service Leave	17,615	17,185
Workers Compensation Insurance	19,847	20,469
Payroll Tax and Fringe Benefits Tax	26,401	26,636
Overtime	16,636	16,279
Redundancy Payments	393	1,072
Meal Allowance	605	330
Death and Disability Benefits - Retrospective	125	125
Death and Disability Actuarial Expense	14,167	7,381
Death and Disability Employer Contribution	0	3,976
Long Service Leave Liability On-Costs not assumed by the Crown Entity*	2,375	(485)
	<u>512,415</u>	<u>511,052</u>

* Refer to Note 16 for further information.

2014 **2013**
\$' 000 **\$' 000**

2. EXPENSES EXCLUDING LOSSES (CONT'D)

(b) Other Operating Expenses

Auditor's Remuneration -		
Audit of the Financial Statements	215	205
Bad Debts Written Off	62	0
Operating Leases Rental Expenses		
- Minimum Lease Payments		
(see Note 3(e) Sub-leases to Employees)	6,113	6,053
Maintenance *	19,659	15,869
Insurance	2,084	2,375
Rates, Utilities and Cleaning	7,212	7,072
Fire Appliances and Vehicles Running Costs	4,650	4,355
Stores and Minor Equipment	9,141	5,267
Uniforms	5,953	17,266
Communications	13,692	13,088
Travel and Subsistence	3,082	2,789
Computer Services	1,057	281
Printing and Stationery	949	963
Consultants	999	648
Other Contractors	8,161	2,196
Fees for Services	9,913	7,497
General Expenses	3,615	3,137
	<u>96,557</u>	<u>89,061</u>

** Reconciliation: Total Maintenance*

Maintenance expense, contracted labour and other (non employee related), as above.	19,659	15,869
Maintenance related employee expenses included in Note 2(a)	1,728	1,729
	<u>21,387</u>	<u>17,598</u>
Total maintenance expenses included in Note 2(a) + 2(b)		

	2014	2013
	\$' 000	\$' 000
2. EXPENSES EXCLUDING LOSSES (CONT'D)		
(c) Depreciation and amortisation expense		
Depreciation		
Buildings (Land & Buildings)	10,640	8,486
Fire Appliances (Fire Appliances)	17,191	16,584
Motor Vehicles (Plant & Equipment)	1,150	1,412
Computer Equipment (Plant & Equipment)	2,905	2,766
Plant and Equipment	8,917	8,585
Leasehold Improvements (Land & Buildings)	1,517	1,414
	<u>42,320</u>	<u>39,247</u>
Amortisation		
Software	5,250	4,580
Other Intangibles	64	64
	<u>5,314</u>	<u>4,644</u>
Total Depreciation and Amortisation	<u>47,634</u>	<u>43,891</u>

2014 **2013**
\$' 000 **\$' 000**

3. REVENUE

(a) Sales of Goods and Services

Monitoring of Automatic Fire Alarms	8,073	7,659
Fire Service Charges -		
Commonwealth Government	3,614	3,492
Public Lectures	1,394	1,646
Charges for Removing Hazardous Materials	692	77
	<u>13,773</u>	<u>12,874</u>

2014 **2013**
\$' 000 **\$' 000**

(b) Investment Revenue

Interest revenue from financial assets not at fair value through profit or loss (1)	5,202	5,052
TCorp Hour-Glass Cash Investment Facility designated at fair value through profit or loss	670	1,389
	<u>5,872</u>	<u>6,441</u>

(1) Interest revenue from Cash at Bank - Note 8

2014 **2013**
\$' 000 **\$' 000**

(c) Retained Taxes, Fees and Fines

Fines:		
Charges for False Alarms	25,653	15,654
Fees:		
Statutory Fire Safety Charges	784	1,013
	<u>26,437</u>	<u>16,667</u>

2014
\$' 000

2013
\$' 000

3. REVENUE (CONT'D)

(d) Grants and Contributions

Insurance Companies 13/14 Contributions *	443,974	436,162
Local Government 13/14 Contributions *	70,331	68,966
Other Grants and Contributions Received	1,367	648
Department of Police and Justice Grants:		
Recurrent Grant	80,782	80,106
Capital Grant	7,155	5,954
	603,609	591,836

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

2014
\$' 000

2013
\$' 000

(e) Other Revenue

ATO Diesel Fuel Rebate	156	178
Workers Compensation Receipts	3,307	4,500
Commissions Received	17	11
Claims for Natural Disasters	5,101	63
Proceeds from Insurance Claims	870	372
Service Costs from other Government Departments	5,108	5,108
Salary Recoups from other Government Departments	804	708
Salary Packaged Recoup	286	278
Treasury Managed Fund (TMF) Hindsight Adjustment	7,067	0
Property Rentals:		
Leases	322	341
Sub-leases to Employees	381	364
Sundry Items	1,762	699
	25,181	12,622

	2014	2013
	\$' 000	\$' 000
4. GAIN/(LOSS) ON DISPOSAL OF ASSETS		
Gain/(Loss) on Disposal of Land and Buildings:		
Proceeds from Disposal	700	0
Written Down Value of Assets Disposed	<u>(628)</u>	<u>0</u>
Net Gain/(Loss) on Disposal of Land and Buildings	<u>72</u>	<u>0</u>
Gain/(Loss) on Disposal of Fire Appliances:		
Proceeds from Disposal	185	245
Written Down Value of Assets Disposed	<u>(170)</u>	<u>(135)</u>
Net Gain/(Loss) on Disposal of Fire Appliances	<u>15</u>	<u>110</u>
Gain/(Loss) on Disposal of Plant and Equipment:		
Proceeds from Disposal	867	921
Written Down Value of Assets Disposed	<u>(973)</u>	<u>(973)</u>
Net Gain/(Loss) on Disposal of Plant and Equipment	<u>(106)</u>	<u>(52)</u>
Gain/(Loss) on Disposal of Intangible Assets:		
Proceeds from Disposal	0	0
Written Down Value of Assets Disposed	<u>0</u>	<u>(533)</u>
Net Gain/(Loss) on Disposal of Intangible Assets	<u>0</u>	<u>(533)</u>
Gain/(Loss) on Disposal of Non-Current Assets	<u>(19)</u>	<u>(475)</u>

	2014	2013
	\$' 000	\$' 000
5. OTHER GAINS / (LOSSES)		
Other Gains/(Losses) on Disposal of Assets Held for Sale:		
Proceeds from Disposal	0	166
Written Down Value of Assets Disposed	0	(601)
Impairment of Heritage Floor Space	(513)	(512)
Impairment of receivables	<u>167</u>	<u>121</u>
Total Other Gains/(Losses)	<u>(346)</u>	<u>(826)</u>

6. ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE BENEFITS AND OTHER LIABILITIES

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

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

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

7. SERVICE GROUPS OF THE AGENCY

(A) SERVICE GROUP 1: COMMUNITY SAFETY

Purpose: This service group focuses on improved risk management by ensuring effective emergency incident prevention and developing resilient communities that are well prepared for emergencies. Activities include community education, the smoke alarm battery replacement for the elderly program, fire fighter inspections of premises and the establishment of community fire units on the bush/urban interface.

(B) SERVICE GROUP 2: OPERATIONAL PREPAREDNESS

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

(C) SERVICE GROUP 3: EMERGENCY MANAGEMENT

Purpose: This service group covers emergency management response and recovery to provide rapid and reliable 24/7 emergency assistance while ensuring the impacts of emergency incidents are minimised and emergency-related disruptions to communities, business and the environment are reduced.

2014 **2013**
\$' 000 **\$' 000**

8. CURRENT ASSETS - CASH AND CASH EQUIVALENTS

Cash on Hand	179	312
Cash at Bank*	137,851	121,704
Short-term Deposits	30,000	30,000
	168,030	152,016

For the purpose of the Statement of Cash Flows, cash and cash equivalents include cash at bank, cash on hand, and bank overdraft.

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

Cash and cash equivalents (per Statement of Financial Position)	168,030	152,016
Closing cash and cash equivalents (per Statement of Cash Flows)	168,030	152,016

* Refer to Note 20 for details regarding credit risk, liquidity risk and market risk arising from financial instruments and Note 22 for restrictions regarding the use of ICT funds and unspent grant from Commonwealth.

2014 **2013**
\$' 000 **\$' 000**

9. CURRENT ASSETS - RECEIVABLES

Monitoring of Automatic Fire Alarms	865	1,094
False Alarms	3,536	2,480
Public Lectures	225	234
Sundry		
- Other Sundry Receivables	7,611	2,446
Statutory Fire Safety Charges	146	150
Interest Accrued	2,595	2,746
Goods and Services Tax (GST)	2,942	2,535
	17,920	11,685
Less: Allowance for impairment *	(169)	(351)
Prepayments	2,232	1,843
	19,983	13,177

	2014 \$' 000			2013 \$' 000		
	Public Lectures	Sundry	Total	Public Lectures	Sundry	Total
<i>Movement in the allowance for impairment</i>						
Balance at 1 July	(45)	(306)	(351)	(35)	(469)	(504)
Amounts written off during the year	5	50	55	0	20	20
Amounts recovered during the year	0	0	0	0	0	0
(Increase)/decrease in allowance recognised in profit or loss	8	119	127	(10)	143	133
Balance at 30 June	<u>(32)</u>	<u>(137)</u>	<u>(169)</u>	<u>(45)</u>	<u>(306)</u>	<u>(351)</u>

* Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 20.

2014	2013
\$' 000	\$' 000

10. CURRENT ASSETS - INVENTORIES

Held for distribution	1,592	1,485
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The mechanical workshop inventories, which are finished goods, have been included in the Statement of Financial Position at cost value of \$1.592m (\$1.485m in 2012/13). Because these inventories are not for resale but for use as replacement parts in the Fire Appliances Service Centre, the value is expected to be realised in the normal course of operations.

2014	2013
\$' 000	\$' 000

11. CURRENT ASSETS - OTHER FINANCIAL ASSETS

Other:

Travel Advances	67	64
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* Refer to Note 20 for further information regarding credit risk, liquidity risk and market risk arising from financial instruments.

**12 NON-CURRENT ASSETS -
PROPERTY, PLANT AND EQUIPMENT**

	Land and Buildings	Plant and Equipment	Fire Appliances	Totals
	\$' 000	\$' 000	\$' 000	\$' 000
At 1 July 2013 - fair value				
Gross carrying amount	385,304	153,840	303,820	842,964
Accumulated depreciation and impairment	(6,535)	(85,600)	(156,081)	(248,216)
Net Carrying Amount	<u>378,769</u>	<u>68,240</u>	<u>147,739</u>	<u>594,748</u>
At 30 June 2014 - fair value				
Gross carrying amount	396,312	160,917	313,528	870,757
Accumulated depreciation and impairment	(18,802)	(97,139)	(172,280)	(288,221)
Net Carrying Amount	<u>377,510</u>	<u>63,778</u>	<u>141,248</u>	<u>582,536</u>

Reconciliation

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

Year ended 30 June 2014	Land and Buildings	Plant and Equipment	Fire Appliances	Totals
	\$' 000	\$' 000	\$' 000	\$' 000
Net Carrying Amount at Start of Year	378,769	68,240	147,739	594,748
Reclassifications/Adjustments	(33)	(6,129)	(647)	(6,809)
Additions	16,722	13,707	3,306	33,735
Work in Progress Assets (13/14 AUC *)	7,584	10,648	11,450	29,682
Work in Progress Assets (12/13 Capitalise)	(12,746)	(8,743)	(3,245)	(24,734)
Transfers	0	0	7	7
Disposals	(661)	(2,406)	(1,100)	(4,167)
Depreciation Expense	(12,158)	(12,972)	(17,192)	(42,322)
Depreciation Written Back on Disposals	33	1,433	930	2,396
Net Carrying Amount at End of Year **	<u>377,510</u>	<u>63,778</u>	<u>141,248</u>	<u>582,536</u>

* AUC = Assets Under Construction

** Further details regarding the fair value measurement of property, plant and equipment are disclosed in Note 14.

Fire & Rescue NSW
Notes to the Financial Statements
for the Year Ended 30 June 2014

**12 NON-CURRENT ASSETS -
PROPERTY, PLANT AND EQUIPMENT (CONT'D)**

	Land and Buildings	Plant and Equipment	Fire Appliances	Totals
	\$' 000	\$' 000	\$' 000	\$' 000
At 1 July 2012 - fair value				
Gross carrying amount	330,661	140,963	295,433	767,057
Accumulated depreciation and impairment	(6,103)	(74,101)	(144,215)	(224,419)
Net Carrying Amount	<u>324,558</u>	<u>66,862</u>	<u>151,218</u>	<u>542,638</u>
At 30 June 2013 - fair value				
Gross carrying amount	385,304	153,840	303,820	842,964
Accumulated depreciation and impairment	(6,535)	(85,600)	(156,081)	(248,216)
Net Carrying Amount	<u>378,769</u>	<u>68,240</u>	<u>147,739</u>	<u>594,748</u>

Reconciliation

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

Year ended 30 June 2013	Land and Buildings	Plant and Equipment	Fire Appliances	Totals
	\$' 000	\$' 000	\$' 000	\$' 000
Net Carrying Amount at Start of Year	324,558	66,862	151,218	542,638
Reclassifications/Adjustments	(135)	2,445	17	2,327
Additions	9,723	12,581	6,243	28,547
Work in Progress Assets (12/13 AUC *)	12,328	11,219	4,748	28,295
Work in Progress Assets (11/12 Capitalised)	(6,285)	(10,919)	(5,577)	(22,781)
Transfers	212	(212)	0	0
Disposals	(303)	(2,237)	(2,826)	(5,366)
Depreciation Expense	(9,900)	(12,763)	(16,584)	(39,247)
Net Revaluation Increment less Revaluation Decrements	48,571	0	7,809	56,380
Depreciation Written Back on Disposals	0	1,264	2,691	3,955
Net Carrying Amount at End of Year	<u>378,769</u>	<u>68,240</u>	<u>147,739</u>	<u>594,748</u>

* AUC = Assets Under Construction

**13 NON-CURRENT ASSETS -
INTANGIBLE ASSETS**

	Heritage Floor Space \$' 000	Other Intangibles \$' 000	Software \$' 000	Total \$' 000
At 1 July 2013				
Cost (gross carrying amount)	4,271	381	46,065	50,717
Accumulated amortisation and impairment	(512)	(217)	(13,408)	(14,137)
Net Carrying Amount	<u>3,759</u>	<u>164</u>	<u>32,657</u>	<u>36,580</u>
At 30 June 2014				
Cost (gross carrying amount)	4,271	381	60,159	64,811
Accumulated amortisation and impairment	(1,025)	(280)	(17,051)	(18,356)
Net Carrying Amount	<u>3,246</u>	<u>101</u>	<u>43,108</u>	<u>46,455</u>
	Heritage Floor Space \$' 000	Other Intangibles \$' 000	Software \$' 000	Total \$' 000
Year ended 30 June 2014				
Net Carrying Amount at Start of Year	3,759	164	32,657	36,580
Reclassifications/Adjustments	0	0	6,839	6,839
Additions:				
- Internally developed	0	0	1,512	1,512
- Externally acquired	0	0	3,985	3,985
Work in Progress Assets (13/14 AUC *)	0	0	8,231	8,231
Work in Progress Assets (12/13 Capitalised)	0	0	(4,866)	(4,866)
Disposals	0	0	(1,606)	(1,606)
Amortisation Expense	0	(63)	(5,250)	(5,313)
Impairment Losses	(513)	0	0	(513)
Amortisation Written Back on Disposals	0	0	1,606	1,606
Net Carrying Amount at End of Year	<u>3,246</u>	<u>101</u>	<u>43,108</u>	<u>46,455</u>

* AUC = Assets Under Construction

**13. NON-CURRENT ASSETS -
INTANGIBLE ASSETS (CONT'D)**

	Heritage Floor Space \$' 000	Other \$' 000	Software \$' 000	Total \$' 000
At 1 July 2012				
Cost (gross carrying amount)	4,271	381	37,187	41,839
Accumulated amortisation and impairment	0	(153)	(9,850)	(10,003)
Net Carrying Amount	<u>4,271</u>	<u>228</u>	<u>27,337</u>	<u>31,836</u>
At 30 June 2013				
Cost (gross carrying amount)	4,271	381	46,065	50,717
Accumulated amortisation and impairment	(512)	(217)	(13,408)	(14,137)
Net Carrying Amount	<u>3,759</u>	<u>164</u>	<u>32,657</u>	<u>36,580</u>
	Heritage Floor Space \$' 000	Other \$' 000	Software \$' 000	Total \$' 000
Year ended 30 June 2013				
Net Carrying Amount at Start of Year	4,271	228	27,337	31,836
Reclassifications/Adjustments	0	0	(2,467)	(2,467)
Additions	0	0	7,575	7,575
Work in Progress Assets (12/13 AUC *)	0	0	7,220	7,220
Work in Progress Assets (11/12 Capitalised)	0	0	(1,895)	(1,895)
Disposals	0	0	(1,555)	(1,555)
Amortisation Expense	0	(64)	(4,580)	(4,644)
Impairment Losses	(512)	0	0	(512)
Amortisation Written Back on Disposals	0	0	1,022	1,022
Net Carrying Amount at End of Year	<u>3,759</u>	<u>164</u>	<u>32,657</u>	<u>36,580</u>

* AUC = Assets Under Construction

14. FAIR VALUE MESUREMENT OF NON-FINANCIAL ASSETS

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

(a) Fair value hierarchy

Fair value measurements recognised in the balance sheet as at 30 June 2014 are categorised into the following levels. Comparative information has not been provided as permitted by the transitional provision of the new standard.

2014

	Level 1 \$' 000	Level 2 \$' 000	Level 3 \$' 000	Total fair value \$' 000
Land, Buildings and Fire Appliances (Note 12)				
Land and Buildings	0	2,106	375,404	377,510
Fire Appliances	0	0	141,248	141,248
	0	2,106	516,652	518,758

There were no transfers between Level 1 or 2 during the period

(b) Valuation Techniques, inputs and processes

Recurring fair value measurements

Land and buildings

Fair value of land and buildings are measured having regard to the highest and best use of the assets. Where current market buying prices can be observed the property is valued having regard to the direct comparison method of valuation, with reference to current market transactions of comparable properties in the surrounding locality. Vacant land and residential properties are valued using this market approach, with input other than quoted prices observable for the asset (level 2), either directly or indirectly.

However, FRNSW's land and property portfolio consists predominantly of fire stations and related leasehold improvements which are considered to be specialised assets and therefore current market buying prices cannot be observed. This includes land under specialised buildings and all buildings situated on land zoned for special uses. These assets are valued using the cost approach (depreciated replacement cost), using level 3 inputs.

A full valuation of land and buildings was undertaken by FRNSW in 2012/13. In February 2014 FRNSW undertook an indices valuation assessment from 30 June 2013 to 31 March 2014. The assessment shows an overall increase in fair value of Land and Buildings to be 3.0%. FRNSW management assessed this increase to be not material, and so no adjustment to asset values was performed.

Fire Appliances

Fire Appliances are specialised assets with 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

Fire & Rescue NSW
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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. A full valuation was carried out by FRNSW in 2012/13 using an in-house expert having knowledge of fire appliances, including components of the assets.

A valuation assessment of the 2012/13 valuation was carried out by FRNSW in February 2014 to assess movements of the value of these assets. The assessment determined an overall decrease in fair value of 2.5%. As the change is not material, no adjustment was made to the asset values.

Non-recurring fair value measurements

FRNSW did not have non-recurring fair value measurements of assets and liabilities as at 30 June 2014.

(c) Reconciliation of recurring level 3 fair value measurements

2014

	Land and buildings	Fire Appliances	Total Recurring Level 3 Fair Value
	\$' 000	\$' 000	\$' 000
Fair value as at 1 July 2013	378,769	147,739	526,508
Additions	11,560	11,511	23,071
Classification/ transfer	(33)	(640)	(673)
Disposals	(628)	(170)	(798)
Depreciation	(12,158)	(17,192)	(29,350)
Fair value as at 30 June 2014	<u>377,510</u>	<u>141,248</u>	<u>518,758</u>

There were no transfers between Level 1 or 2 during the period

2014	2013
\$' 000	\$' 000

15. CURRENT LIABILITIES - PAYABLES

Accrued Salaries, Wages and On-Costs	5,227	4,168
Creditors	24,904	25,152
Unearned Revenue	1,773	1,241
Accruals	<u>9,703</u>	<u>11,246</u>
	<u>41,607</u>	<u>41,807</u>

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payable, are disclosed in Note 20.

	2014	2013
	\$' 000	\$' 000
16. CURRENT/NON-CURRENT LIABILITIES - PROVISIONS		
Employee Benefits and Related On-Costs		
Annual Leave	59,300	61,334
Long Service Leave On-Costs not assumed by the Crown	20,650	18,275
Death & Disability Benefits	134,120	91,892
Death & Disability Retrospective Benefits	2,806	2,806
Fringe Benefits Tax	2,135	1,357
	<u>219,011</u>	<u>175,664</u>
Other Provisions		
Restoration costs*	1,225	1,208
	<u>1,225</u>	<u>1,208</u>
Total Provisions	<u>220,236</u>	<u>176,872</u>
Aggregate Employee Benefits and Related On-Costs		
Provisions - Current	122,500	121,498
Provisions - Non-Current	96,511	54,166
Accrued Salaries, Wages and On-Costs (Note 15)	5,227	4,168
	<u>224,238</u>	<u>179,832</u>

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

Annual Leave	27,927	30,898
Long Service Leave On-costs	11,870	10,274
	<u>39,797</u>	<u>41,172</u>

* Restoration provision is an obligation under existing lease agreements for the make good of lease property assets requiring the dismantling, removal and / or restoration of property, plant and equipment. The provision is valued at fair value.

The expected cash outflows are:

- not later than one year - \$0.10m
- later than one year - \$1.15m

Movements in provisions (other than employee benefits)

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

	Restoration Costs * \$' 000
2014	
Carrying amount at the beginning of the financial year	1,208
Unwinding / change in the discount rate	17
Carrying amount at end of financial year	<u>1,225</u>

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

Characteristics FRNSW Death & Disability Scheme Prospective Benefits

Nature of benefits provided

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

Regulatory framework

The Crown Employees (NSW Fire Brigades Firefighter Staff Death and Disability) Award 2012

Other entity's responsibilities for the governance of the plan

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

Death & Disability Plan Risks

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

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

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

Death & Disability Scheme Amendments, Curtailments or Settlements

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

	2014	2013
	\$' 000	\$' 000
Death & Disability Benefits Position		
Defined Benefit Obligation	141,065	94,987
Net assets	<u>(6,663)</u>	<u>(3,095)</u>
Deficit / (Surplus)	<u>134,402</u>	<u>91,892</u>

2014 **2013**
\$' 000 **\$' 000**

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

Movement in Net Liabilities

Net liability / (asset) in Statement of Financial Position at end of prior year	91,892	70,326
Expense recognised in Statement of Comprehensive Income	14,187	7,381
Employer contributions	(12,423)	(5,821)
Amount recognised in Other Comprehensive Income (OCI)	<u>40,746</u>	<u>20,006</u>
Net liability / (asset) in Statement of Financial Position at end of year	<u>134,402</u>	<u>91,892</u>

The amounts recognised in the Statement of Comprehensive Income

Employer service cost	10,371	5,004
Interest cost	4,036	2,434
Expected return on plan assets	<u>(219)</u>	<u>(57)</u>
Expense recognised	<u>14,188</u>	<u>7,381</u>

Reconciliation of movement in the fair value of plan assets:

Fair value of plan assets at commencement of year	3,095	1,212
Employer contributions	12,423	5,821
Participant contributions	4,857	4,720
Benefit payments	(12,300)	(8,931)
Operating costs	(729)	(710)
Expected return on assets	<u>219</u>	<u>57</u>
Expected Assets at year end	<u>7,565</u>	<u>2,169</u>
Actuarial gain / (loss) on assets	<u>(902)</u>	<u>926</u>
Assets at year end	<u>6,663</u>	<u>3,095</u>

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

Total Defined Benefit Obligations at end of prior year	94,987	71,538
Employer service cost	10,371	5,004
Interest cost	4,036	2,434
Participants contributions	4,857	4,720
Operating cost	(729)	(710)
Benefit payments	<u>(12,300)</u>	<u>(8,931)</u>
Expected Defined Benefit Obligations at year end	<u>101,222</u>	<u>74,055</u>
Actuarial (gain) / loss on liabilities	<u>39,843</u>	<u>20,932</u>
Total Defined Benefit Obligations at year end	<u>141,065</u>	<u>94,987</u>

	2014	2013
	\$' 000	\$' 000
16. CURRENT/NON-CURRENT LIABILITIES - PROVISIONS (CONT'D)		
Amount recognised in Other Comprehensive Income		
Actuarial gain / (loss) on assets	(902)	926
Actuarial gain / (loss) on liabilities	<u>(39,843)</u>	<u>(20,932)</u>
Actuarial gain / (loss) recognised in OCI	<u>(40,745)</u>	<u>(20,006)</u>
Reconciliation of Interest Cost		
Defined Benefit Obligations at end of prior year (net discount rate)	94,987	71,538
Material movements in Defined Benefit Obligation	2,199	83
Weighted for timing	<u>1,099</u>	<u>42</u>
Average benefit obligations	96,086	71,580
Discount rate	<u>4.20%</u>	<u>3.40%</u>
Calculated Interest Cost	<u>4,036</u>	<u>2,434</u>
Reconciliation of Expected Return on Assets		
Fair value of assets at commencement of year	3,095	1,212
Employer contributions	12,423	5,821
Weighted for timing	6,212	2,911
Participant contributions	4,857	4,720
Weighted for timing	2,429	2,360
Benefit payments	(12,300)	(8,931)
Weighted for timing	(6,150)	(4,466)
Operating costs	(729)	(710)
Weighted for timing	(365)	(355)
Average Expected Assets	5,221	1,662
Assumed Rate of Return	<u>4.20%</u>	<u>3.40%</u>
Calculate Expected return on assets	<u>219</u>	<u>57</u>

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

Sensitivity Analysis

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

		New rate	Defined Benefit Obligation \$000	Change in Obligation \$000s	Percentage change in obligation
Discount Rate	1% increase	4.90%	121,110	(19,955)	(14.1%)
	1% decrease	2.90%	167,208	26,143	18.5%
CPI Inflation and Salary Increase	1% increase	3.50%	167,395	26,330	18.7%
	1% decrease	1.50%	120,637	(20,428)	(14.5%)
Future expected claims	10% increase		147,494	6,429	4.6%
	10% decrease		134,670	(6,395)	(4.5%)

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

Asset and Liability Matching Strategies

The FRNSW Death & Disability Scheme has no matching strategies.

Funding Arrangements and Funding Policy

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

Expected Contributions for 2014/15

The fund receives approximately \$4.8 million in member contributions each year. Employer contributions are made to meet the cost of the benefits as they fall due (refer Note 1 (h) (ii) (c)).

Maturity Profile of defined benefit obligation (DBO)

The weighted average term of the defined benefit obligation is 17 years.

2014 **2013**
\$' 000 **\$' 000**

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

Death & Disability Retrospective Benefits Position

Defined Benefit Obligation	2,523	2,806
Net assets	<u>0</u>	<u>0</u>
Deficit / (Surplus)	<u>2,523</u>	<u>2,806</u>

Movement in Net Liabilities

Net liability / (asset) in Statement of Financial Position at end of prior year	2,806	3,426
Expense recognised in Statement of Comprehensive Income	125	125
Employer contributions	(115)	(114)
Amount recognised in Other Comprehensive Income (OCI)	<u>(273)</u>	<u>(609)</u>
Net liability / (asset) in Statement of Financial Position at end of year	<u>2,543</u>	<u>2,828</u>

Components recognised in the Statement of Comprehensive Income

Employer service cost	10	11
Interest cost	115	114
Expected return on plan assets	0	0
Recognised actuarial (gains) / losses	<u>0</u>	<u>0</u>
Expense recognised	<u>125</u>	<u>125</u>

Reconciliation of movement in the fair value of plan assets

Fair value of plan assets at commencement of year	0	0
Employer contributions	125	125
Participant contributions	0	0
Benefit payments	(125)	(125)
Operating costs	0	0
Expected return on assets	<u>0</u>	<u>0</u>
Expected Assets at year end	<u>0</u>	<u>0</u>
Actuarial gain / (loss) on assets	<u>0</u>	<u>0</u>
Assets at year end	<u>0</u>	<u>0</u>

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

2014	2013
\$' 000	\$' 000

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

Reconciliation of movement in the Defined Retrospective Benefit Obligation (DBO)

Total Defined Benefit Obligations at end of prior year	2,806	3,426
Employer service cost	0	0
Interest cost	115	114
Participants contributions	0	0
Operating cost	0	0
Benefit payments	<u>(125)</u>	<u>(125)</u>
Expected Defined Benefit Obligations at year end	<u>2,796</u>	<u>3,415</u>
Actuarial (gain) / loss on liabilities	<u>(273)</u>	<u>(609)</u>
Total Defined Benefit Obligations at year end	<u>2,523</u>	<u>2,806</u>

Amount recognised in Other Comprehensive Income

Actuarial gain / (loss) on assets	0	0
Actuarial gain / (loss) on liabilities	<u>273</u>	<u>609</u>
Actuarial gain / (loss) recognised in OCI	<u>273</u>	<u>609</u>

Reconciliation of Interest Cost

Defined Benefit Obligations at end of prior year (net discount rate)	2,806	3,426
Material movements in Defined Benefit Obligation	(125)	(125)
Weighted for timing	(63)	(63)
Average benefit obligations	2,743	3,364
Discount rate	4.20%	3.40%
Calculated Interest Cost	<u>115</u>	<u>114</u>

Reconciliation of Expected Return on Assets

Fair value of assets at commencement of year	0	0
Employer contributions	125	125
Weighted for timing	63	63
Participant contributions	0	0
Weighted for timing	0	0
Benefit payments	(125)	(125)
Weighted for timing	(63)	(63)
Operating costs	0	0
Weighted for timing	0	0
Average Expected Assets	<u>0</u>	<u>0</u>
Assumed Rate of Return	<u>4.20%</u>	<u>3.40%</u>
Calculate Expected return on assets	<u>0</u>	<u>0</u>

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

Sensitivity Analysis

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

		New rate	Defined Benefit Obligation \$000	Change in Obligation \$000s	Percentage change in obligation
Discount Rate	1% increase	4.90%	2,241	(282)	(11.2%)
	1% decrease	2.90%	2,872	349	13.8%
CPI Inflation	1% increase	3.50%	2,873	350	13.9%
	1% decrease	1.50%	2,235	(288)	(11.4%)

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

Asset and Liability Matching Strategies

The FRNSW Death & Disability Scheme has no matching strategies.

Funding Arrangements and Funding Policy

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

Expected Contributions for 2014/15

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

Maturity Profile of defined benefit obligation (DBO)

The weighted average term of the defined benefit obligation is 14 years.

2014	2013
\$' 000	\$' 000

17. COMMITMENTS FOR EXPENDITURE

(a) Capital Commitments

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

Not later than one year		
Land and Buildings	5,366	6,865
Plant and Equipment	7,044	7,407
Fire Appliances	1,566	2,982
Communications	40	1,809
	<hr/>	<hr/>
Total (including GST)	14,016	19,063
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	<hr/>	<hr/>
	1,274	1,733

2014	2013
\$' 000	\$' 000

(b) Operating Lease Commitments

Future non-cancellable operating lease rentals not provided for and payable:

Not later than one year	4,602	3,388
Later than one year and not later than five years	3,041	3,032
Later than five years	465	881
	<hr/>	<hr/>
Total (including GST)	8,108	7,301
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	<hr/>	<hr/>
	737	649

17. COMMITMENTS FOR EXPENDITURE (CONT'D)

(b) Operating Lease Commitments (cont'd)

Motor Vehicle Leases

Budget sector agencies are required to utilise operating lease arrangements through State Fleet Services for the provision of passenger and light commercial motor vehicles.

Property Leases

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

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

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

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

18. BUDGET REVIEW

Net Result

The Net Result of \$17.9 million surplus compared favourably with the budget of \$3.9 million surplus. This is primarily due to higher than expected revenues, including retrospective workers compensation hindsight refund (\$7.1 million) and cost recoveries from assisting other government agencies for natural disasters, and the rephrasing of funding for the helmets replacement program of \$7.2 million into the 2014/15 financial year.

Assets and Liabilities

Current assets were \$74.3m (64.3%) higher than budget, primarily reflected in higher cash and cash equivalents at year end. Main factors influencing the increase in cash were increases in payables and revenues.

Non-current assets increased by \$18.8m (3.0%). This was due to an increase in asset values following a revaluation of fixed assets including Land and Buildings and Fleet in 2012/13 and additional land acquisitions in 2013/14.

Current Liabilities increased by \$32.2m (24.2%) due to the increase in the actuarial valuation of Death and Disability Benefits and an increase in payables.

Non-current Liabilities were \$51.0m (112.0%) higher than budget primarily due to the increase in the actuarial valuation of Death and Disability Benefits.

Cash Flows from Operating Activities

Total cash payments for FRNSW operations were \$5.9m (1.0%) higher than budget as a result of higher than expected levels of expenditure associated with other operating expenses.

Total receipts were \$21.7m (3.0%) higher than budget which can be attributed mainly to the retrospective TMF hindsight refund, increased charges for automatic false alarms, and cost recoveries for services provided to other agencies within the Department of Police and Justice Cluster.

Cash Flows from Investing Activities

Cash flows from investing activities were \$17.3m (27.0%) lower than budget due to lower levels of capital expenditure.

Cash Flows from Financing Activities

No cash flows from Financing Activities were generated by FRNSW during 2013/14.

	2014	2013
	\$' 000	\$' 000
19. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT		
Net cash used on operating activities	61,839	54,852
Depreciation and amortisation	(47,634)	(43,892)
Allowance for impairment	(512)	(360)
Decrease / (increase) in Provisions	(43,364)	(23,705)
Increase / (decrease) in Receivables and Prepayments	6,810	(2,651)
Increase / (decrease) in Inventories	107	(30)
Increase / (decrease) in Other Assets	2	196
Decrease / (increase) in Creditors	200	(8,372)
Superannuation Actuarial (Gain) / Loss	40,472	20,006
Net gain / (loss) on Sale of Assets	(19)	(909)
	<hr/>	<hr/>
Net Result	<u>17,901</u>	<u>(4,865)</u>

20. FINANCIAL INSTRUMENTS

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

FRNSW's main risks arising from financial instruments are outlined below, together with FRNSW's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Audit and Risk Committee has roles and responsibilities that focus on monitoring areas of risk management and internal control frameworks. Risk management policies are monitored, reviewed, and evaluated by the committee to ensure they are current and appropriately focused for the risks faced by FRNSW. FRNSW employs a risk identification and assessment methodology consistent with ISO 31000. Compliance with policies is reviewed by the Audit Committee on a continuous basis.

Strategic risks have been identified and evaluated in line with a clearly articulated risk appetite and management responsibility has been assigned to ensure that these risks are managed appropriately. Internal control frameworks are reviewed to ensure they are effective and that FRNSW management has in place relevant policies and procedures suitable for the control environment. Reviews for compliance with policies and procedures are performed through a risk based internal audit plan and other management reviews.

20. FINANCIAL INSTRUMENTS (CONT'D)**(a) Financial instrument categories**

Financial Assets	Note	Category	Carrying Amount	Carrying Amount
			2014	2013
			\$'000	\$'000
Class:				
Cash and cash equivalents	8	N/A	168,030	152,016
Receivables ₁	9	Loans and receivables (at amortised cost)	9,900	5,317
Other financial assets			67	64
Financial Liabilities	Note	Category	Carrying Amount	Carrying Amount
			2014	2013
			\$'000	\$'000
Class:				
Payables ₂	15	Financial liabilities measured at amortised cost	35,923	37,620

Notes

1. Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).
2. Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7).

(b) Credit Risk

Credit risk arises when there is the possibility of FRNSW debtors defaulting on their contractual obligations, resulting in a financial loss to FRNSW. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of FRNSW, including cash, receivables, and authority deposits. No collateral is held by FRNSW. FRNSW has not granted any financial guarantees.

Authority deposits held with NSW TCorp are guaranteed by the State.

Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11am unofficial cash rate, adjusted for a management fee to NSW Treasury. During 2013/14 the average interest earned was 2.44% (2012/2013: 3.04%). The TCorp Hour Glass cash facility is discussed in paragraph (d) below.

20. FINANCIAL INSTRUMENTS (CONT'D)**(b) Credit Risk (cont'd)***Receivables – trade debtors*

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts which are known to be uncollectible are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on 30 day terms.

FRNSW is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due (2014: \$4,821; 2013: \$1,578) and less than 3 months past due (2014: \$444; 2013: \$415) are not considered impaired. Together these represent 8.9% (2013: 8%) of the total trade debtors.

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

	\$'000	\$'000	\$'000
	Total _{1,2}	Past due but not impaired _{1,2}	Considered impaired _{1,2}
2014			
< 3 months overdue	444	444	0
3 months - 6 months overdue	104	0	104
> 6 months overdue	195	0	195
2013			
< 3 months overdue	415	415	0
3 months - 6 months overdue	2	0	2
> 6 months overdue	36	0	36

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.

20. FINANCIAL INSTRUMENTS (CONT'D)**(c) Liquidity Risk**

Liquidity risk is the risk that FRNSW will be unable to meet its payment obligations when they fall due. FRNSW continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets. The objective is to maintain a balance between continuity of funding and flexibility through the use of overdrafts, loans and other advances.

During the current and prior years, there were no defaults on any loans payable. No assets have been pledged as collateral. FRNSW's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Minister may automatically pay the supplier simple interest. The rate of interest applied during the year was 10.66% (2013 – 11.37%). Note: This interest rate is calculated as an average for the financial year as required by section 22 of Taxation Administration Act 1996. TC11/12 – Payment of Accounts became effective from 14 July 2011.

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

Maturity analysis and interest rate exposure of financial liabilities

	\$'000		Maturity Dates		
	Interest Rate Exposure		< 1 yr	1 - 5 yrs	> 5 yrs
	Nominal Amount ¹	Non-interest bearing			
2014					
<i>Payables</i>	41,607	41,607	41,607	0	0
	41,607	41,607	41,607	0	0
2013					
<i>Payables</i>	41,807	41,807	41,807	0	0
	41,807	41,807	41,807	0	0

Notes

1. The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities and therefore will not reconcile to the Statement of Financial Position.

20. FINANCIAL INSTRUMENTS (CONT'D)**(d) Market Risk**

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. FRNSW exposures to market risk are primarily associated with the movement in the unit price of the Hour Glass Investment Facilities. FRNSW has no exposures to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the FRNSW operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the reporting date. The analysis is performed on the same basis for 2014. The analysis assumes that all other variables remain constant.

Interest rate risk

FRNSW exposure to interest rate risk is set out below.

	\$'000				
	Carrying Amount	-1% Profit	-1% Equity	1% Profit	1% Equity
2014					
<i>Financial assets</i>					
Cash and cash equivalents	168,030	(1,680)	(1,680)	1,680	1,680
2013					
<i>Financial assets</i>					
Cash and cash equivalents	152,016	(1,520)	(1,520)	1,520	1,520

Other price risk – TCorp Hour-Glass facilities

Exposure to 'other price risk' primarily arises through the investment in the TCorp Hour-Glass Investment Facilities, which are held for strategic rather than trading purposes. The FRNSW has no direct equity investments. The FRNSW holds units in the following Hour-Glass investment trusts:

Facility	Investment Sectors	Investment Horizon	2014 \$'000	2013 \$'000
Cash facility	Cash and money market instruments	Up to 1.5 years	23,650	22,565

20. FINANCIAL INSTRUMENTS (CONT'D)

(d) Market Risk (cont'd)

The unit price of each facility is equal to the total fair value of the net assets held by the facility divided by the number of units on issue for that facility. Unit prices are calculated and published daily.

NSW TCorp is trustee for the above facility and is required to act in the best interest of the unit holders and to administer the trusts in accordance with the trust deeds. As trustee, TCorp has appointed external managers to manage the performance and risks of each facility in accordance with a mandate agreed by the parties. However, TCorp acts as manager for part of the Cash Facility. A significant portion of the administration of the facilities is outsourced to an external custodian.

Investment in the Hour-Glass facilities limits FRNSW's exposure to risk, as it allows diversification across a pool of funds with different investment horizons and a mix of investments.

NSW TCorp provides sensitivity analysis information for each of the Investment facilities, using historically based volatility information collected over a ten year period, quoted at two standard deviations (i.e. 95% probability). The TCorp Hour-Glass Investment facilities are designated at fair value through profit or loss and therefore any change in unit price impacts directly on profit (rather than equity). A reasonably possible change is based on the percentage change in unit price (as advised by TCorp) multiplied by the redemption value as at 30 June each year for each facility (balance from Hour-Glass statement).

	Impact on profit/loss		
	Change in unit price	2014 \$'000	2013 \$'000
Hour Glass Investment - Cash facility	+/- 1%	237	226

(e) Fair value measurement

(i) Fair value compared to carrying amount

Financial instruments are generally recognised at cost, with the exception of the TCorp Hour-Glass facilities, which are measured at fair value. As discussed, the value of the Hour-Glass Investments is based on FRNSW's share of the value of the underlying assets of the facility, based on the market value. All of the Hour Glass facilities are valued using 'redemption' pricing.

The amortised cost of financial instruments recognised in the Statement of Financial Position approximates the fair value, because of the short-term nature of many of the financial instruments.

20. FINANCIAL INSTRUMENTS (CONT'D)**(ii) Fair value recognised in the Statement of Financial Position**

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	2014 Total \$'000
Hour Glass Investment - Cash facility	0	23,650	0	23,650

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	2013 Total \$'000
Hour Glass Investment - Cash facility	0	22,565	0	22,565

21. CONTINGENT ASSETS AND CONTINGENT LIABILITIES

Fire and Rescue NSW has no contingent assets and liabilities as at 30th June 2014.

22. RESTRICTED ASSETS

Items that are restricted assets are listed below:

	2014 \$'000	2013 \$'000
<i>Cash and Cash Equivalents</i>		
ICT Fund	7,096	5,162
Unspent Grant from Commonwealth	536	1,124

The funds held in the ICT Fund Account at Westpac, are protected pursuant to the direction and advice from NSW Treasury.

Funds within the account comprise of deposits made by the Office of the NSW Rural Fire Service, the Office of the NSW State Emergency Service and Fire and Rescue NSW, and withdrawal and usage of these funds is restricted to costs associated with the development of the Enterprise Asset Management system which is being acquired for the benefit of all three agencies.

Unspent Grant from Commonwealth represents unspent funding received from AUSAid for FRNSW's project titled Urban Search and Rescue (USAR) Capability Development 2011 – 2014. FRNSW received these funds as a specific purpose grant relating to USAR development and is obligated to report annually to AUSAid on any incurred expenditure. Any unspent funds remaining at the end of the agreement in 2014 are to be refunded back to the Commonwealth.

23. AFTER BALANCE DATE EVENTS

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

End of Audited Financial Statements

5. Appendices

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Finance and Asset Management

Appendix 1: Fire district estimates

Fire District estimates are the current means by which the NSW Government recovers 85.4% of the net cost of FRNSW through statutory contributions from the insurance industry (73.7%) and local government (11.7%). These estimates are based on FRNSW's operating budget for the financial year.

The NSW Government conducted a review of the funding model for fire and emergency services, with the aim of spreading the costs beyond the traditional funding base of the insurance industry, local and state government. The review has been suspended whilst the Government assesses similar reforms implemented in Victoria effective 1 July 2013.

Fire District	Estimate \$
Aberdeen	179,723
Albury	3,496,861
Alstonville	155,398
Armidale	1,147,745
Ballina	278,088
Balranald	113,422
Bangalow	147,505
Barham	129,296
Barraba	112,557
Batemans Bay	841,597
Bathurst	1,745,949
Batlow	101,436
Bega	188,504
Bellingen	127,960
Berrigan	122,555
Berry	117,535
Bingara	107,899
Blayney	152,408
Blue Mountains	7,793,892
Boggabri	134,469
Bombala	185,924
Boorowa	142,389
Bourke	258,093
Bowral	297,734
Bowraville	163,788
Braidwood	156,443
Branxton-Greta	211,305

Fire District	Estimate \$
Brewarrina	108,753
Broken Hill	3,711,957
Brunswick Heads	165,332
Budgewoi-Toukley	1,101,353
Bundanoon	126,065
Bundeena	104,175
Byron Bay	206,462
Camden	3,022,524
Canowindra	171,735
Casino	513,805
Cessnock	2,359,328
Cobar	191,731
Coffs Harbour	3,241,118
Condobolin	156,123
Coolah	87,869
Coolamon	132,571
Cooma	253,688
Coonabarabran	186,846
Coonamble	143,276
Cootamundra	226,879
Coraki	131,836
Corowa	161,382
Cowra	246,027
Crookwell	238,495
Culcairn	126,848
Deniliquin	411,121
Denman	122,584

Fire District	Estimate \$
Dorrigo	102,481
Dubbo	2,630,273
Dunedoo	87,364
Dungog	125,059
Eden	108,716
Evans head	169,010
Finley	141,729
Forbes	167,870
Forster	321,137
Gilgandra	198,769
Glen Innes	547,984
Gloucester	176,174
Gosford	9,590,470
Goulburn	856,990
Grafton	638,890
Grenfell	194,975
Griffith	612,257
Gulgong	99,419
Gundagai	209,378
Gunnedah	209,661
Guyra	103,677
Hay	191,976
Helensburgh	281,513
Henty	99,551
Hillston	128,765
Holbrook	122,865
Illawarra	21,584,841
Inverell	631,374
Jerilderie	147,865
Jindabyne	170,753
Junee	160,476
Kandos	103,449
Kempsey	540,101
Kiama	282,047
Kingscliff	197,730

Fire District	Estimate \$
Kyogle	157,324
Lake Cargelligo	103,236
Lake Macquarie	19,572,332
Laurieton	228,943
Leeton	237,358
Lightning Ridge	192,282
Lismore	3,655,723
Lithgow	823,869
Lockhart	135,840
Lower Hunter	259,195
Macksville	187,779
Macleay	128,640
Maitland	4,739,525
Manilla	111,627
Merriwa	101,364
Merimbula	265,556
Mittagong	294,060
Moama	104,014
Molong	128,464
Moree	983,606
Morisset	523,259
Moruya	155,189
Moss vale	266,388
Mudgee	233,981
Mullumbimby	147,082
Mulwala	131,004
Murrumburrah	136,625
Murrurundi	130,809
Murwillumbah	235,868
Muswellbrook	208,196
Nambucca heads	148,814
Narooma	192,105
Narrabri	400,160
Narrandera	298,952
Narromine	136,388

Fire District	Estimate \$
Nelson Bay	953,397
Newcastle	22,240,369
Nowra	1,584,486
Nyngan	154,176
Oberon	133,009
Orange	2,760,963
Parkes	210,648
Peak hill	97,321
Perisher valley	1,035,958
Picton	240,852
Portland	118,250
Port Macquarie	2,254,244
Queanbeyan	2,904,347
Quirindi	158,423
Raymond Terrace	227,112
Sawtell	205,426
Scone	124,406
Shellharbour	3,010,107
Singleton	473,806
South West Rocks	144,339
Sydney	425,077,011
Tamworth	1,949,656
Taree	724,936
Tea Gardens	156,150
Temora	268,125
Tenterfield	198,464
Thredbo	292,916
Tocumwal	134,616
Trangie	115,749

Fire District	Estimate \$
Tumbarumba	138,357
Tumut	184,919
Tweed Heads	2,655,686
Ulladulla	226,408
Uralla	154,375
Urunga	156,329
Wagga Wagga	3,611,119
Wauchope	208,895
Wee Waa	104,535
Wellington	222,072
Wentworth	181,825
Werris Creek	113,975
West Wyalong	165,592
Windsor	1,190,880
Wingham	137,819
Woolgoolga	277,469
Wyong	9,086,387
Walcha	108,366
Walgett	127,752
Wallerawang	107,635
Warialda	121,713
Warragamba	139,695
Warren	162,301
Yamba	115,053
Yass	319,875
Yenda	125,826
Young	264,376
TOTAL	602,310,000

Appendix 2: Contributions from local government

Council	Contribution (\$)	Council	Contribution (\$)
Albury City Council	409,133	City of Lithgow Council	122,821
Armidale Dumaresq Council	134,286	Clarence Valley Council	103,262
Ashfield Council	504,714	Cobar Shire Council	22,433
Auburn City Council	656,872	Coffs Harbour City Council	435,710
Ballina Shire Council	50,718	Coolamon Shire Council	15,511
Balranald Shire Council	13,270	Cooma-Monaro Shire Council	29,681
Bankstown City Council	1,824,520	Coonamble Shire Council	16,763
Bathurst Regional Council	204,276	Cootamundra Shire Council	26,545
Bega Valley Shire Council	65,845	Corowa Shire Council	34,209
Bellingen Shire Council	45,251	Council of the City of Sydney	3,433,538
Berrigan Shire Council	46,671	Cowra Shire Council	28,785
Blacktown City Council	1,882,562	Deniliquin Council	48,101
Bland Shire Council	19,374	Dubbo City Council	307,742
Blayney Shire Council	17,832	Dungog Shire Council	14,632
Blue Mountains City Council	911,885	Eurobodalla Shire Council	139,100
Bogan Shire Council	18,039	Fairfield City Council	1,389,371
Bombala Council	21,753	Forbes Shire Council	19,641
Boorowa Council	16,660	Gilgandra Shire Council	23,256
Bourke Shire Council	30,197	Glen Innes Severn Council	64,114
Brewarrina Shire Council	12,724	Gloucester Shire Council	20,612
Broken Hill City Council	434,299	Gosford City Council	1,122,085
Burwood Council	433,218	Goulburn Mulwaree Council	100,268
Byron Shire Council	77,967	Great Lakes Council	55,843
Cabonne Council	35,123	Greater Hume Shire Council	40,863
Camden Council	353,635	Greater Taree City Council	100,943
Campbelltown City Council	828,927	Griffith City Council	86,356
Canterbury City Council	1,278,420	Gundagai Shire Council	24,497
Carrathool Shire Council	15,066	Gunnedah Shire Council	24,530
Cessnock City Council	300,764	Guyra Shire Council	12,130
City of Canada Bay Council	1,329,196	Gwydir Shire Council	26,864

Council	Contribution (\$)	Council	Contribution (\$)
Harden Shire Council	15,985	Narromine Shire Council	29,500
Hawkesbury City Council	139,333	Newcastle City Council	2,605,993
Hay Shire Council	22,461	North Sydney Council	1,217,584
Holroyd City Council	835,325	NSW National Parks and Wildlife Service	155,478
Hurstville City Council	995,822	Oberon Council	15,562
Inverell Shire Council	73,871	Orange City Council	323,033
Jerilderie Shire Council	17,300	Palerang Council	18,304
Junee Shire Council	18,776	Parkes Shire Council	36,033
Kempsey Shire Council	80,080	Parramatta City Council	1,471,773
Kogarah City Council	829,982	Penrith City Council	1,194,471
Ku-ring-gai Council	1,973,728	Pittwater Council	1,492,965
Kyogle Council	18,407	Port Macquarie-Hastings Council	314,974
Lachlan Shire Council	30,345	Port Stephens Council	153,660
Lake Macquarie City Council	2,362,098	Queanbeyan City Council	339,809
Lane Cove Municipal Council	661,725	Randwick City Council	2,171,329
Leeton Shire Council	27,771	Richmond Valley Council	95,314
Leichhardt Municipal Council	1,078,337	Rockdale City Council	1,191,430
Lismore City Council	427,720	Ryde City Council	1,516,036
Liverpool City Council	1,197,245	Shellharbour City Council	352,183
Liverpool Plains Shire Council	31,870	Shoalhaven City Council	225,627
Lockhart Shire Council	15,893	Singleton Council	55,435
Maitland City Council	554,524	Snowy River Shire Council	19,978
Manly Council	955,441	Strathfield Municipal Council	506,659
Marrickville Council	964,681	Sutherland Shire Council	2,898,322
Mid-Western Regional Council	51,112	Tamworth Regional Council	254,339
Moree Plains Shire Council	115,082	Temora Shire Council	31,371
Mosman Municipal Council	938,297	Tenterfield Shire Council	23,220
Murray Shire Council	12,170	The Council of the City of Botany Bay	626,903
Muswellbrook Shire Council	38,701	The Council of the Municipality of Hunters Hill	388,014
Nambucca Shire Council	58,544	The Council of the Municipality of Kiama	32,999
Narrandera Shire Council	34,977	The Council of the Shire of Hornsby	1,656,199
Narrabri Shire Council	74,783	The Council of the Shire of Wakool	15,128

Council	Contribution (\$)	Council	Contribution (\$)
The Hills Shire Council	1,733,122	Waverley Council	1,583,511
Tumbarumba Shire Council	16,188	Weddin Shire Council	22,812
Tumut Shire Council	33,504	Wellington Council	25,982
Tweed Shire Council	361,446	Wentworth Shire Council	21,274
Upper Hunter Shire Council	62,749	Willoughby City Council	1,324,760
Upper Lachlan Shire Council	27,904	Wingecarribee Shire Council	115,157
Uralla Shire Council	18,062	Wollondilly Shire Council	44,524
Wagga Wagga City Council	422,501	Wollongong City Council	2,558,363
Walcha Council	12,679	Woollahra Municipal Council	2,465,297
Walgett Shire Council	37,444	Wyong Shire Council	1,191,965
Warren Shire Council	18,989	Yass Valley Council	37,425
Warringah Council	2,315,902	Young Shire Council	30,932
Warrumbungle Shire Council	42,364	Total	70,470,270

Appendix 3: Contributing insurance companies and owners

The following insurance companies and owners were required to contribute to FRNSW funding during 2013/14:

Ace Insurance Ltd	Corion Pty Ltd
Adhesif Labels Ltd C/-Black, Wood & Doyle	Cumis Insurance Society Inc
AFA	Defence Service Homes Insurance
AIOI Insurance Company Ltd	Dolphin Insurance
AIS Insurance Brokers Pty Ltd	Elders Insurance Ltd
Allianz Australia Insurance Ltd	E Sime & Company Australia Pty Ltd
Altiora Insurance Solutions	East West Insurance Brokers Pty Ltd
Ansvar Insurance Limited	Fisher & Paykel Australia Pty Ltd C/- Icib Limited
Aon Risk Services Australia Ltd	FM Insurance Company Ltd
Aon Risk Services Australia Ltd (Non-Scheme)	Freeman McMurrick Pty Ltd (Lloyds)
Arch Underwriting at Lloyds (Australia) Pty	GIO General Ltd
Arthur J. Gallagher (AUS) P/L	Gow-Gates Insurance Brokers P/L
Asia Mideast Insurance & Reinsurance Pty Ltd	Great Lakes Australia
Asciano Limited	Guardian Underwriting Services
ATC Insurance Solutions Pty Ltd	Guild Insurance Ltd
Austbrokers Sydney Pty Ltd - Bidvest Australia (Non Lloyds)	H W Wood Australia Pty Ltd
Austbrokers Sydney Pty Ltd - Bidvest Australia (Lloyds)	HDI-Gerling Industrial Insurance Company
Austbrokers Sydney Pty Ltd	High Street Underwriting Agency
Austbrokers Terrace T/As Terrace Insurance Brokers P/L	Honan Insurance Group Pty Ltd
Australian Alliance Insurance Company Ltd	Indemnity Corporation Pty Ltd
Australian Associated Motor Insurers Ltd	Industrial Tube Australia Ltd
Austruck Insurance Pty Ltd	Insure That Pty Ltd
Auto & General Insurance Co Ltd	Insurance Australia Ltd c/- IA
Avea Insurance Limited	Insurance Manufacturers of Australia Pty Ltd c/-IAG
Axa Corporate Solutions Assurance	International Insurance Company of Hannover Ltd
Axis Specialty Europe	Jardine Lloyd Thompson P/L (Lloyds)
Axis Underwriting Services Pty Ltd	Jardine Lloyd Thompson Pty Ltd (Non-Lloyds)
Bars Leaks (Australia) Pty Ltd C/-Fraser Macandrew Ryan Ltd	JMD Ross Insurance Brokers Pty Ltd
Berkley Re Australia	JUA Underwriting Agency Pty Ltd (Lloyds)
BHP Billiton Marine & General	KJ Risk Group Pty Ltd
BMW Australia Ltd	Liberty Mutual Insurance Company
Calliden Group Limited	Lundie Insurance Brokers P/L
Catlin Australia Pty Ltd	Magic Memories L.P C/- Crombie Lockwood (NZ) Ltd
Catholic Church Insurances Ltd	Mansions of Australia Ltd on behalf of Lloyds
Cemac Pty Ltd	Manufactured Homes Insurance Agency Pty Ltd
CGU Insurance Ltd c/- IAG	Marsh Pty Ltd (Lloyds)
Chartis Australia Insurance Ltd	Marsh Pty Ltd (Non Lloyds)
Chemiplas Australia Pty Ltd C/-Black, Wood & Doyle	Midas Insurance Brokers
Chubb Insurance Company of Australia Ltd, Citigroup Centre	Miller & Associates Insurance Broking Pty Ltd
Coca-Cola South Pacific Pty Ltd	Morris And Watson Australian Trust
Commonwealth Insurance Ltd	Miramar Underwriting Agency Pty Ltd
Consolidated Insurance Agencies P/L	Mitsui Sumitomo Insurance

Millennium Underwriting Agencies Pty Ltd - On Behalf Of Lloyd's Of London	Suncorp-Metway Insurance Ltd
Mutual Community General Insurance Pty Ltd	Swiss Re International SE
National Transport Insurance (Joint Venture)	TCL Marketing Ltd & TCL Australia Pty Ltd
Nipponkoa Insurance Company Ltd	Territory Insurance Office
Tasti Products Ltd	The Hollard Insurance Company P/L
Oamps Insurance Brokers Ltd	Three Rivers Insurance Company c/o SBA Broking
One Path General Insurance Pty Limited	Tokio Marine & Fire Insurance Company Ltd
Pacific Underwriting Corp Pty Ltd	Transcorp Underwriting Agency PTY LTD
Payton Holdings Ltd	Trinity Pacific Underwriting Agencies Pty Ltd
Professional Risk Underwriting Pty	TT Club Mutual Insurance Limited
PSC Tartakover Insurance Brokers	Unilever Australia Ltd
QBE Insurance (Australia) Ltd	Vero Insurance Ltd
QBE Insurance (International) Ltd	W.R. Berkley Insurance Australia
RAA Insurance Ltd	Wesfarmers General Insurance Ltd
RACQ Insurance Limited	Westpac General Insurance Ltd
RFIB Energy Australia Pty Ltd	WF Energy Controls Pty Ltd
Ricegrowers Co-Operative Ltd	Whitehaven Coal Ltd
Rollex Medical Limited	White Rock Insurance (Europe)
Shell Company Of Australia Ltd	Winsure Insurance Group Pty Ltd
Sirius International Insurance Corporation	Willis Australia Ltd (Lloyds)
SLE Worldwide Australia Pty Ltd	Willis Australia Ltd (Non Lloyds)
Sportscover Australia P/L (Lloyds)	XI Insurance Company Ltd (Australia Branch)
Sompo Japan Insurance Inc	Xstrata Coal Pty Ltd
SRS Underwriting Agency Pty Ltd	Youi Pty Ltd
Stratex (Aust) Pty Ltd	Zurich Australian Insurance Ltd
Strathearn Insurance Brokers(Perth)	

Appendix 4: Review of credit card use

Corporate credit cards are available to staff and fire officers of FRNSW upon the approval of the Deputy Chief Executive. Cards are issued to staff and officers only where a need to use them is established.

FRNSW credit cards are used for the purchase of low-value high-volume goods or services which are for official business purposes only.

Credit card transactions by cardholders are reviewed and approved by delegated officers within FRNSW and any irregularities are reported to management.

I certify that credit card use within FRNSW has been in accordance with established FRNSW Policy, Premier's Memoranda and Treasurer's Directions.



Greg Mullins AFSM
Commissioner

Appendix 5: Government Resource Efficiency Policy

FRNSW continued to work towards sustainability targets and putting in place measures to comply with the new Government Resource Efficiency Policy (GREP). FRNSW is actively reducing our environmental impact by implementing “reduce, reuse, and recycle” practices across the organisation. A draft ‘Sustainability Policy’ has been developed that will guide our initiatives in 2014/15. Current sustainability measures include:

- 4.5 star NABERS base building energy rating and 4 star NABERS water rating for leased and owned office buildings over 2000m²
- 4.5 star NABERS energy rating for proposed office building
- Minimising energy consumption after hours for corporate offices
- Utilising 6% Green Power
- Meeting sustainability targets for energy consumption of appliances and WELS rating for new water using appliances
- Compliance with minimum fuel efficiency and emissions for selection of minor fleet
- Maintenance of fleet and plant in line with the Manufacturers recommendations to ensure exhaust emissions comply with air emission standards
- Ensuring contract specifications for surface coating comply with the Australian Paint approval Scheme (as required)
- Where appropriate sourcing goods and services from environmentally responsible suppliers
- Using 100% recycled paper in all our photocopiers and printers
- Using double sided printing
- Moving towards the provision of training modules online without paper based manuals
- Using online payment of accounts received and rendered
- Reducing waste generation by recycling all paper, cardboard, toner cartridges and computer equipment
- Recycling waste oil and batteries from our fleet, and
- Recycling truck bodies for class 2 fleet.

Electricity and gas consumption data

Year	Electricity (kWhs)	Gas (units/cubic m)
Financial year 13/14	8,485,634*	89,058

1. *Electricity consumption units reported are only for the smaller sites. Data for larger sites is not available at the moment. Office of Finance and Services record this data and will be able to provide it at a later stage.
2. We expect that we will be able to obtain better information from 1 July 2015 when both the large and the small sites will come together under the one service provider.

Appendix 6: Availability and cost of the annual report

In accordance with the *Premiers Memorandum 2013-09 Production Costs of Annual Reports*, no external cost was incurred in the preparation and production of FRNSW's Annual Report 2013/14. Three hard copies were photocopied inhouse for submission to Parliament (2) and the Minister for Emergency Services (1). The report is available in the Publications List on the FRNSW website at www.fire.nsw.gov.au

Electronic copies of the FRNSW Annual Report 2013/14 have been sent to State Records, the National Library of Australia, the State Library of NSW, the NSW Parliament Library, UWS Library, the NSW Treasury and the Community Relations Commission.

Appendix 7: Funds granted to non-government community organisations

In 2013/14 FRNSW provided \$266,904 to the Museum of Fire as a fee for services.

Appendix 8: Use of consultants

Consultancies equal to or more than \$50,000

Consultant	Category	Amount*	Nature of service
Ernst & Young	Organisational Review	\$192,500	Communication Centre workload analysis
PMMS Consulting Group Pty Ltd	Management Services	\$124,520	Development of RFI for outcomes based procurement of Helmets, BA Masks and Integrated Communications
Third Horizon Consulting Pty Ltd	Management Services	\$84,543	Consulting services for the delivery of a Appropriate Response Program
Ernst & Young	Management Services	\$82,500	Review of Operational Logistics Projects
Third Horizon Consulting Pty Ltd	Management Services	\$52,345	Consulting services in the delivery of the Improved Response Protocol (IRP) Program

Consultancies less than \$50 000

During the year 24 consultants were engaged in the following categories:

Category	Amount*
Information Technology	\$178 319
Management Services	\$172 070
Training	\$77 271
Engineering	\$48 252
Environmental	\$33 457
Organisational Review	\$29 700
Finance and Accounting	\$23 423
Total	\$562 492

*Amount as at 30th June 2014 includes GST.

Appendix 9: Payment of accounts and time taken

Time taken to pay accounts was fairly consistent during 2013/14. Some delays arose as a result of quality controls required to confirm delivery and the quality of goods and services rendered. These controls related to major acquisitions and not to general purchases. They were necessary to maintain adequate internal controls and to ensure compliance with prescribed requirements. Some delays also arose where invoices were sent to the wrong receiving location.

During 2014/15, FRNSW will be automating the payment of accounts process which will reduce the time taken to pay invoices by eliminating the need to manually enter data into the payment system. Structural reforms are also currently underway to centralise the payment processing function within FRNSW. This reform will also help to reduce the time taken to pay accounts.

There were no instances of payments of interest on overdue accounts under Clause 13 of the *Public Finance and Audit Regulation 2010* and *Treasury Circular TC 11/12*, and no complaints were received by the Accounts Complaints Officer.

Aged analysis at the end of each quarter

2013/14					
Quarter	Current (i.e. within due date)	Less than 30 days overdue	Between 30 and 60 days overdue	Between 61 and 90 days overdue	More than 91 days overdue
	\$	\$	\$	\$	\$
All suppliers ¹					
September	1,376,490	87,548	134,181	14,352	42,981
December	97,180	2,166,807	20,420	71,942	(9,850)
March	295,106	614,106	30,856	5,965	10,015
June	6,565,989	705,224	145,305	11,562	9,102

Accounts due or paid within each quarter

2013/14				
Measure	Sept	Dec	Mar	June
All suppliers				
Number of accounts due for payment	22,932	24,531	23,933	23,966
Number of accounts paid on time	19,498	20,892	19,948	20,762
Actual percentage of accounts paid on time (based on number of accounts)	85%	85%	83%	87%
	\$ million	\$ million	\$ million	\$ million
Dollar amount of accounts due for payment	83	44	48	60
Dollar amount of accounts paid on time	74	37	40	51
Actual percentage of accounts paid on time (based on \$)	89%	84%	83%	85%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts	0	0	0	0

Note: There were no accounts due or paid during 2013/14 for registered small businesses.

Governance and Management

Appendix 10: Government Information (Public Access)

Review of Proactive Release Program

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

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

In addition to current incident information, FRNSW regularly reviews formal and informal requests for information to determine whether there is sufficient demand to publicly release information through the FRNSW website or through the FRNSW Disclosure Log. For example, information about firefighter recruitment is regularly updated on the FRNSW website prior to each intake, as website traffic data indicates that this page of the website attracts the most visitors. Information concerning FRNSW fees and charges is also posted on the website.

The FRNSW Disclosure Log is available on the FRNSW website, and contains details of FRNSW information already released under the GIPA Act. FRNSW assesses requests for information for their suitability to be included on the FRNSW Disclosure Log. This assessment determines whether there has been sufficient public interest in the information, and whether the content is suitable for release, taking into account whether it contains personal information or is the subject of coronial or police investigation. In 2013/14, FRNSW assessed one document that was of public interest but not otherwise publicly available. This document, the Fire Investigation Report concerning the Barangaroo building fire in March 2014, was posted on the FRNSW Disclosure Log in April 2014.

Formal Applications Received

In 2013/14 there were 95 formal requests to FRNSW for access to information under the GIPA Act, a decrease of 24 on the number of formal applications from 2012/13 (117). FRNSW received 4 formal applications for access to personal information (down from 20 in 2012/13). No issues arose from FRNSW's compliance with GIPA Act requirements.

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refusal to deal with application	Refusal to confirm/deny whether information is held	Application withdrawn
Media	0	1	0	0	0	0	0	0
Members of Parliament	0	0	1	0	0	0	0	0
Private sector business	0	48	0	4	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	2	0	0	0	0	0	0
Members of the public	3	19	0	1	2	0	0	1

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	Refusal to deal with application	Refusal to confirm/deny whether information is held	Application withdrawn
Personal information applications	1	1	0	0	2	0	0	0
Access applications (other than personal information applications)	2	69	1	5	0	0	0	1
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

Table C: Invalid applications	
Reason for invalidity	Number of applications
Application does not comply with formal requirements (s. 41 of the Act)	19
Application is for excluded information of the agency (s. 43 of the Act)	0
Application contravenes restraint order (s. 110 of the Act)	0
Total number of invalid applications received	19
Invalid applications that subsequently became valid applications	10

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act	
	Number of times consideration used
Overriding secrecy laws	0
Cabinet information	1
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

Table E: Other public interest considerations against disclosure: matters listed in table to s. 14 of the Act	
	Number of occasions when application not successful
Responsible and effective government	1
Law enforcement and security	0
Individual rights, judicial processes and natural justice	69
Business interests of agencies and other persons	0

Environment, culture, economy and general matters	0		
Secrecy provisions	0		
Exempt documents under interstate Freedom of Information legislation	0		
Table F: Timeliness			
	Number of applications		
Decided within the statutory timeframe (20 days plus any extensions)	95		
Decided after 35 days (by agreement with applicant)	0		
Not decided within time (deemed refusal)	0		
Total	95		
Table G: No. of applications reviewed under Part 5 of the Act (type of review and outcome)			
	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0
Table H: Applications for review under Part 5 of the Act (by type of applicant)			
	Number of applications for review		
Applications by access applicants	0		
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0		

Appendix 11: Public interest disclosures

With effect from 1 January 2012, the *Public Interest Disclosures Act 1994* (PID Act) requires Agencies to report on a six monthly basis to the NSW Ombudsman on the handling of public interest disclosures. For the period 1 July 2013 to 30 June 2014:

- A total of six public interest disclosures (PIDs) were received by FRNSW including 4 PIDs made by FRNSW staff. Two were referrals to FRNSW via ICAC .
- The PIDs received by FRNSW related to alleged corrupt conduct. No PIDs were received that related to alleged maladministration, serious and substantial waste of public money or government information contraventions.
- FRNSW actively promotes the reporting of serious wrongdoing through its PID policy, procedures and related information available on the corporate intranet and FRNSW website.

Section 6B(1)(f) of the PID Act provides that the NSW Ombudsman has the responsibility to conduct audits and provide reports to Parliament. Audit functions include reviewing the handling of agency investigations and checking agency compliance with statutory reporting requirements and internal policy requirements of the PID Act. During the reporting period, FRNSW was subject to an audit by the NSW Ombudsman regarding the handling of PID matters. The audit found that FRNSW has in place best practice processes for receiving and investigating reports of serious wrongdoing.

Appendix 12: Privacy management

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

As a NSW Government agency, FRNSW complies with the requirements of the *Privacy and Personal Information Protection Act 1998* and the *Health Records and Information Privacy Act 2002*. These Acts establish principles for the management of personal and health information by NSW Government agencies. They set out FRNSW's obligations in relation to the collection, retention, security, access, use and disclosure of personal and health information. The *FRNSW Privacy Policy* and *Privacy Management Plan* detail how it will meet its obligations under this privacy legislation. In 2013/14 FRNSW did not receive any applications for internal review under Section 53 of the *Privacy and Personal Information Protection Act 1998*.

Appendix 13: Annual Attestation Statement (Annual Report)

Annexure A: Digital Information Security Annual Attestation Statement for the 2013-2014 Financial Year for Fire & Rescue NSW

Fire & Rescue NSW has implemented ISO 27001 as per the directive of the NSW Government memorandum M2007-4. FRNSW has had a certified ISMS' since November 2010, and have been successfully maintaining the certification by regularly being audited for compliance by BSi, an external accreditation auditing agency. FRNSW has been continuously improving their ISMS implementation and thus is in compliance with the NSW Government Digital information security policy, M2012-15.

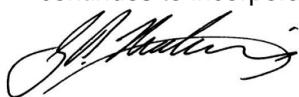
I, Greg Mullins, Commissioner, am of the opinion that Fire & Rescue NSW had an Information Security Management System in place during the financial year being reported on consistent with the Core Requirements set out in the Digital Information Security Policy for the NSW Public Sector.

I, Greg Mullins, Commissioner, am of the opinion that the security controls in place to mitigate identified risks to the digital information and digital information systems of Fire & Rescue NSW are adequate for the foreseeable future.

I, Greg Mullins, Commissioner, am of the opinion that there are no other Public Sector Agencies, or parts thereof, under the control of Fire & Rescue NSW with a risk profile sufficient to warrant an independent Information Security Management System.

I, Greg Mullins, Commissioner, am of the opinion that, where necessary in accordance with the Digital Information Security Policy for the NSW Public Sector, certified compliance with AS/NZS ISO/IEC 27001 Information technology – Security techniques – Information security management systems – Requirements had been maintained by all or part of Fire & Rescue NSW.

FRNSW has also implemented the NSW Government information classification guidelines and continues to incorporate the changes into systems and business processes.



Greg Mullins AFSM
Commissioner

**Appendix 14: Internal audit and risk management attestation statement for 2013-2014
Financial Year for Fire & Rescue NSW**



Annual Report Statement

I, Greg Mullins AFSM, Commissioner Fire & Rescue NSW am of the opinion that Fire & Rescue NSW has internal audit and risk management processes in operation that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 Internal Audit and Risk Management Policy.

I, Greg Mullins AFSM, Commissioner Fire & Rescue NSW am of the opinion that the Audit and Risk Committee for Fire & Rescue NSW is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The Chair and Members of the Audit and Risk Committee are:

- Independent Chair, Mr Jon Isaacs (4 year appointment)
- Independent Member, Mr Allan Cook (4 year appointment)
- Deputy Commissioner Jim Smith, non-independent member

For 2014-15, Mr Isaacs has been replaced by Mr Cook as Chair. A new Independent Member, Mr Malcolm Clinch, has been appointed.

These processes provide a level of assurance that enables the senior management of Fire & Rescue NSW to understand, manage and satisfactorily control risk exposures.

As required by the policy, I have submitted an Attestation Statement outlining compliance with the policy to Treasury on behalf of the Treasurer.

Signed

A handwritten signature in black ink, appearing to read "Greg Mullins".

Greg Mullins
Commissioner

Human Resources

Appendix 15: Human resources

As at 30 June 2013, FRNSW had 7,267 employees, comprising 3,432 full-time fire officers, 3,380 retained fire officers, 455 trades and administrative staff including 12 executives. Numbers exclude casual and skill hire staff and volunteers.

Headcount employee classification by rank or directorate (as at 30 June 2013)						
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Executive						
Commissioner	1	1	1	1	1	1
Deputy Commissioner/Assistant Commissioner/Director	11	11	12	11	11	11
Subtotal	12	12	13	12	12	12
Firefighting						
(Full-time)						
Chief Superintendent	8	17	18	18	17	17
Superintendent	26	42	42	42	38	37
Inspector	97	97	97	98	99	100
Station Officer	755	742	755	742	720	700
Full-time Fire Officer ¹	2,443	2,454	2,439	2,431	2,429	2,415 ¹
Operational Support Level 2	125	123	126	127	118	123
Operational Support Level 3	37	34	39	40	36	39
Operational Support Level 4	16	0	0	0	0	1
Operational Support Level 5	7	0	0	0	0	
(Retained ie on-call)						
Captain	235	239	234	238	240	242
Deputy Captain	283	287	300	299	300	309
Retained Fire Officer ²	2,872	2,903	2,848	2,786	2,828	2,829 ²
Subtotal of all firefighting staff	6,904	6,938	6,898	6,821	6,825	6,812
Administrative and technical support						
Information Technology	72	77	69	62	57	63
Strategy and Innovation	27	28	33	34	0	
Governance and Legal					7	11
Program Management Office					5	8
Education and Training	18	18	14	23	25	25
Logistics Support	89	90	85	83	81	88
Finance	43	45	36	28	34	38
Human Resources	61	73	73	73	69	76
Community Safety	20	21	21	27	31	36
Operational Capability	12	13	11	17	14	20
Area/Zone Administration	37	41	57 ³	59	61	64
Office of Deputy Chief Executive					3	3
Office of Deputy Commissioner					1	1
Office of the Commissioner ³			2	2	12	10
Subtotal	379	406	401	408	400	443
Total	7,295	7,356	7,312	7,241	7,237	7,267

1. 25 recruits are included in the 2013/14 figure for full-time fire officers.

2. 166 Retained recruits are included in the 2013/14 figure for Retained.

3. The Office of the Commissioner was established in July 2012. The increase in direct reports is due to the Media and Communications Unit forming part of the Office of Commissioner.

Appendix 16: (1) Representation of Equal Employment Opportunity (EEO) Groups in FRNSW (As % of total staff)

EEO target group	NSW Government benchmark or target (%)	All staff	Full-time fire officers	Retained fire officers	Admin and trades staff
Women	50	8.63	4.52	6.86	52.98
Aboriginal and Torres Strait Islanders	2	2.56	2.80	2.43	1.77
People whose first language was not English	19	2.08	1.66	0.89	14.13
People with a disability	12	1.07	1.37	0.44	3.53
People with a disability requiring work-related adjustment	7	0.26	0.44	0.00	0.88

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

EEO target group	NSW Government benchmark or target (%)	2009/10	2010/11	2011/12	2012/13	2013/14
Women	50	6.88	7.17	7.49	7.98	8.63
Aboriginal and Torres Strait Islanders	2	1.42	1.43	2.00	2.25	2.56
People whose first language was not English	19	1.33	1.46	1.64	1.56	2.08
People with a disability	12	1.44	1.99	1.49	1.29	1.07
People with a disability requiring work-related adjustment	7	0.30	0.46	0.34	0.30	0.26

Appendix 17: Honours and awards

Australian Honours

Australian Fire Service Medal

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

- Chief Superintendent Malcolm Connellan, Commissioner's Chief of Staff
- Chief Superintendent Gerry Byrne, Area Commander, Metropolitan South
- Chief Superintendent Craig Brierley, Assistant Director Recruitment and Staffing
- Inspector Trevor Boshier, Manager Equipment Logistics
- Station Officer William King, Mosman Fire Brigade
- Captain Gregory Fredericks, Balgownie Fire Brigade
- Captain Anthony Hackenberg, Kempsey Fire Brigade
- Captain Michael Edwards, Hay Fire Brigade.

Public Service Medal

Recognises outstanding service by employees of the Australian Government and state, territory and local government employees was awarded to John Shenstone, Assistant Director IT Communications.

National Medals and Clasps

The National Medal for 15 years of service was awarded to 185 fire officers, the 1st clasp for 25 years service was awarded to 124 fire officers, the 2nd clasp for 35 years service was awarded to 70 fire officers and the 3rd clasp for 45 years service was awarded to 4 fire officers.

FRNSW Commendations

Medal for Conspicuous Bravery

For actions at a fuel leak at Banksmeadow on 12 July 2013, wading through knee height fuel to shut down a valve leaking fuel, placing himself in a very dangerous position to ensure the safety of all, Station Officer Ronald Morasso.

Individual Commendations for Courageous Actions

For actions at an apartment fire at Bankstown on 6 September 2012:

- Station Officer Daniel Bourne
- Senior Firefighter Gregory Flynn
- Senior Mark Ettridge
- Senior Firefighter Stuart McCorkell
- Senior Firefighter Kris Tuntevski
- Qualified Firefighter Mitchell Parkes
- Firefighter Peter Stibbard.

For actions at a petrol tanker fire at Mona Vale on 1 October 2013:

- Qualified Firefighter Lloyd Mulder
- Qualified Firefighter George Cheeke.

Unit Commendations for Courageous Actions

For actions at a fuel leak at Banksmeadow on 12 July 2013:

- Station Officer Maxwell Metzker
- Station Officer Stephen McFadyen
- Station Officer Craig Wearne
- Senior Firefighter Russell Vance
- Senior Firefighter Rodney Jackson
- Senior Firefighter Donald Giles
- Senior Firefighter Richard Gategood
- Senior Firefighter Glenn Sprod
- Senior Firefighter Erik Sullivan
- Senior Firefighter Eddie Vaysbakh
- Senior Firefighter Brett Martin

- Senior Firefighter Nick Clarke
- Senior Firefighter Mark Maguire
- Senior Firefighter Dominic Burke
- Qualified Firefighter Ryan Hartup
- Qualified Firefighter Mark Blackmore
- Qualified Firefighter Brendan Ebejer
- Qualified Firefighter Kevin Blissett.

Individual Commendations for Meritorious Service

For actions at an apartment fire at Bankstown on 6 September 2012:

- Station Officer Mark Franklin
- Station Officer Ross Jones
- Senior Firefighter Cameron Brown
- Qualified Firefighter Todd Calderwood
- Qualified Firefighter Leewarra Wright.

For the review and implementation of firefighter personal protective clothing, Station Officer Luke Unsworth

For actions at a motor vehicle accident at Welby on 30 May 2011, Retired Captain Michelle Hatton.

For developing and implementing new procurement arrangements, Mr Guy Tesoriero

For actions during the October 2013 Blue Mountains bushfire emergency, Community Fire Unit Members Mr Ian Palmer and Ms Julie Willis

Unit Commendations for Meritorious Service

For their implementation of conflict resolution initiatives across FRNSW:

- Inspector Michael Wren
- Inspector Graham Jarrett
- Inspector Brendan Cox
- Superintendent Stephen Davis.

For providing support to firefighters through the Critical Incident Support Program, Station Officer Bruce Fitzpatrick

Commendations to members of the community

For actions at a house fire at Merrylands on 2 April 2013, Ms Jade Safern and Mr Hassan Chahrouk

For actions at a motor vehicle accident at Welby on 30 May 2011, Mr Ben McLean

For actions at a petrol tanker fire at Mona Vale on 1 October 2013, Senior Deputy Captain Joshua Sheedy, NSW Rural Fire Service, Mr Andrew Cochrane and Ms Maria Tosone.

For actions at a house fire at Narrabri on 4 January 2012, Master Jordan Booby

For actions at a house fire at Nowra on 16 January 2014, Mr Robert Love.

For actions at a house fire at Eschol Park on 27 January 2014, Mr Craig Sawyers.

For his contract management of IT software, Mr Gavin Brown

Long Service and Good Conduct Medals and Clasps

The Long Service and Good Conduct Medal for 10 years of service was awarded to 373 staff (fire officers, administrative and trades employees), the 1st clasp for 20 years service was awarded to 126 staff members, the 2nd clasp for 30 years service was awarded to 74 staff members and the 3rd clasp for 40 years service was awarded to 1 staff member.

Appendix 18: Multicultural Policies and Services Program (MPSP)

FRNSW is committed to the NSW Principles of Multiculturalism as stated in the *Community Relations Commission and Principles of Multiculturalism Act 2000*. FRNSW recognises the benefits that cultural, linguistic and religious diversity brings to the community, and will continue developing and implementing initiatives to increase opportunities for all people to access FRNSW services.

The strategies in FRNSW *MPSP Forward Plan 2014-17* are based on the organisation's core goals around fire prevention and service delivery. Objectives of the Plan:

1. Focus on prevention and increase the community's preparedness for and resilience to hazards, emergencies and disasters:
 - increase community awareness about fire prevention
 - develop and implement prevention programs in communities
 - strengthen partnerships with local government, community groups, business and other emergency services
 - increase workforce involvement in prevention activities with culturally and linguistically diverse (CALD) communities.
2. Attract, recruit and develop a diverse, skilled and adaptable workforce:
 - build leadership in providing services to CALD communities
 - reflect the diversity of the communities that FRNSW serves.
3. Continue to improve service delivery and develop capabilities to meet community needs:
 - identify opportunities to work with communities in new and better ways
 - enhance FRNSW governance practices and better manage corporate risks.

For highlights of FRNSW achievements during 2013/14 under its *MPSP Forward Plan*, refer to the Community Based chapter in this report.

Appendix 19: Overseas travel

During 2013/14, FRNSW personnel travelled to 17 overseas destinations with most of those trips being either fully or partially sponsored by national or international bodies.

Benefits that arose from this year's travel included opportunities to present papers at significant conferences, conduct research, identify benchmarks with which to compare current best practices, and assist in or undertake training provided by emergency management agencies. In addition, FRNSW enhanced its reputation as a world class organisation and established closer links with overseas fire and emergency services.

Dates of travel	Name of officer	Destination and purpose	Cost to FRNSW	Costs to other organisations
2013				
3-5 July	Superintendent Christopher Jurgeit	Fiji: To attend the inaugural meeting of Pacific Island disaster managers, fire emergency services and police.	\$ 126.23	Secretariat of the Pacific Community: Costs unknown
5-9 August	Richard Cerveny	New Zealand: To facilitate the Factory Acceptance Testing of the FRNSW digital PMR network	\$2 510.55	nil
12-14 September	Superintendent Brian Smart	United Kingdom: Visit to London Fire Brigade	\$1 052.23	nil
13-20 September	Station Officer Clayton Abel	The Netherlands: To attend the International Search and Rescue Group (INSARAG) Training Working Group (TWG) meeting	nil	DFAT: \$4 843.24

15-18 September	Deputy Commissioner James Smith Chief Superintendents Paul Mcguiggan Gary Picken Superintendent Brian Smart	The Netherlands: To attend INSARAG Team Leaders meeting	nil	DFAT: \$35 036.75
19-25 September	Deputy Commissioner James Smith Chief Superintendents Paul Mcguiggan Gary Picken Superintendent Brian Smart	The Netherlands: Visits to Hytrans Fire System, Dutch Fire & Rescue & Holmatro	\$1 933.42	nil
24-28 September	Commissioner Gregory Mullins Chief Superintendent John Denny	Singapore: To attend INSARAG Regional meeting	nil	DFAT: \$9 783.40
7-9 November	Superintendent David Lewis Inspector Jay Bland Station Officers Clayton Allison Anthony Waller Russell Turner Firefighter Mark Wilson	Malaysia: To participate in the Asia Pacific Regional INSARAG Earthquake Simulation Exercise	nil	DFAT: \$13 192.62
12-15 November	Chief Superintendent Gregory Wild	United States of America: To participate in the International Officer Manager course	nil	DFAT: \$12 272.67
23-26 November	Superintendent Paul Bailey	New Zealand: To present research findings at the Australian and New Zealand School of Management (ANZSOG)	\$ 565.16	Australia and New Zealand School of Government.: Costs unknown
25-28 November	Anthony Bedingfield	New Zealand: To attend the National Electronic Communication Working Group (NECWG) meeting	\$ 609.56	nil
2014				
1-8 March	Station Officer Clayton Abel	United Arab Emirates: To attend the INSARAG TWG meeting	nil	DFAT: \$4 974.09
25-27 March	Chief Superintendent John Denny	Switzerland: To attend the INSARAG Guidelines Review Group (GRG) Meeting	nil	DFAT: \$ 10 433.38
23 March- 02 April	Inspector Michael Carroll Station Officer Russell Turner	United States of America: To participate in Urban Search and Rescue (USAR) deployment exercise in and around Atlanta followed by a visit to USAR base near Washington D.C.	\$ 660.16	DFAT: \$ 8 316.56

20-23 May	Superintendents Kim Reeson Paul Bailey	New Zealand: To attend New Zealand Urban Search and Rescue (USAR) Team training course	nil	DFAT: \$ 3 386.55
27-30 May	Acting Deputy Commissioner Jim Hamilton	Singapore: To attend and present at the Safe Cities Asia Conference	\$ 436.19	Worldwide Business Research: Costs unknown
23-25 June	Chief Superintendent John Denny	Switzerland: To attend the INSARAG Guidelines Review Group (GRG) Meeting	nil	DFAT: \$ 14 381.24

Operational Performance and Activities

Appendix 20: Type of Incident by Local Government Area

	Fires, Explosions	Non-fire rescue calls including animal rescues	Hazardous material incidents and other hazardous conditions	Storm, floods and other natural disasters and calls for assistance from other agencies	Good intent calls	False calls, false alarms	Other calls	Total primary incidents ¹
Albury	185	39	114	51	131	235	35	790
Armidale Dumaresq	199	14	51	18	32	261	10	585
Ashfield	75	72	117	58	70	280	43	715
Auburn	266	194	318	83	125	924	105	2015
Ballina	108	77	44	10	56	171	12	478
Balranald	7	9	2	0	0	4	0	22
Bankstown	636	450	603	187	304	847	198	3225
Bathurst Regional	185	29	98	29	69	264	13	687
Bega Valley	73	13	39	12	24	66	10	237
Bellingen	30	5	28	20	8	30	11	132
Berrigan	35	245	8	4	11	25	13	341
Blacktown	1694	561	780	394	670	1355	350	5804
Bland	12	5	11	0	3	12	2	45
Blayney	19	8	4	6	6	13	1	57
Blue Mountains	365	140	290	157	336	319	178	1785
Bogan	19	1	3	6	0	0	0	29
Bombala	12	7	4	17	1	6	4	51
Boorowa	3	8	2	0	1	12	2	28
Botany Bay	165	74	194	42	103	991	49	1618
Bourke	34	1	2	0	0	4	3	44
Brewarrina	48	0	1	2	4	4	0	59
Broken Hill	96	19	55	28	55	94	11	358
Burwood	78	66	91	31	59	350	63	738
Byron	112	19	65	46	37	191	13	483
Cabonne	17	6	8	7	0	25	8	71
Camden	189	147	85	65	57	144	92	779
Campbelltown	1085	372	306	142	314	725	270	3214
Canada Bay	89	111	159	40	97	483	34	1013
Canterbury	300	209	371	155	193	434	78	1740

	Fires, Explosions	Non-fire rescue calls including animal rescues	Hazardous material incidents and other hazardous conditions	Storm, floods and other natural disasters and calls for assistance from other agencies	Good intent calls	False calls, false alarms	Other calls	Total primary incidents ¹
Carrathool	6	1	0	5	0	0	0	12
Cessnock	424	71	124	95	111	215	46	1086
Clarence Valley	239	33	75	33	48	162	19	609
Cobar	24	4	8	3	8	4	1	52
Coffs Harbour	293	43	125	56	104	238	48	907
Conargo	2	0	0	0	0	0	1	3
Coolamon	10	4	2	1	5	6	3	31
Cooma- Monaro	55	12	29	5	19	43	18	181
Coonamble	56	7	7	6	11	6	2	95
Cootamundra	27	10	12	20	8	23	13	113
Corowa Shire	56	10	28	13	17	30	6	160
Cowra	58	10	22	19	15	30	5	159
Deniliquin	36	5	15	5	10	5	6	82
Dubbo	265	36	86	20	94	228	33	762
Dungog	12	10	7	8	7	3	20	67
Eurobodalla	104	41	61	38	37	119	24	424
Fairfield	639	356	473	156	195	695	244	2758
Forbes	35	4	13	11	8	39	6	116
Gilgandra	11	3	1	4	0	5	1	25
Glen Innes Severn	58	8	14	8	7	31	5	131
Gloucester	12	7	10	14	0	7	0	50
Gosford	514	252	350	184	303	731	97	2431
Goulburn Mulwaree	54	11	44	42	37	167	27	382
Great Lakes	55	25	27	58	91	94	14	364
Greater Hume Shire	14	6	9	3	13	7	6	58
Greater Taree	216	21	64	31	65	147	23	567
Griffith	152	6	27	14	37	115	3	354
Gundagai	2	0	0	0	0	5	2	9
Gunnedah	105	16	32	7	10	26	5	201
Guyra	14	3	3	0	0	5	2	27
Gwydir	17	7	3	4	3	22	10	66
Harden	5	12	8	3	2	17	9	56
Hawkesbury	275	61	109	45	99	268	66	923
Hay	4	0	1	0	1	1	0	7
Holroyd	282	179	319	131	163	404	91	1569
Hornsby	239	274	337	141	211	620	163	1985
Hunters Hill	26	23	37	17	28	124	17	272
Hurstville	211	142	179	71	127	381	63	1174
Inverell	77	8	17	8	45	39	21	215
Jerilderie	2	5	0	0	1	3	2	13
Junee	25	5	7	2	8	8	6	61
Kempsey	413	17	42	32	84	142	35	765
Kiama	32	33	13	7	12	26	11	134
Kogarah	113	110	130	48	73	305	71	850

	Fires, Explosions	Non-fire rescue calls including animal rescues	Hazardous material incidents and other hazardous conditions	Storm, floods and other natural disasters and calls for assistance from other agencies	Good intent calls	False calls, false alarms	Other calls	Total primary incidents ¹
Ku-ring-gai	122	142	229	72	102	520	81	1268
Kyogle	17	6	6	1	10	22	6	68
Lachlan	27	8	3	20	4	9	2	73
Lake Macquarie	876	205	340	141	386	607	132	2687
Lane Cove	73	88	119	30	54	534	12	910
Leeton	51	5	20	4	19	36	4	139
Leichhardt	126	70	144	66	129	666	34	1235
Lismore	198	26	67	24	81	264	22	682
Lithgow	92	30	80	36	90	100	31	459
Liverpool	852	403	460	188	324	1062	239	3528
Liverpool Plains	8	1	2	4	3	6	3	27
Lockhart	4	6	2	0	0	3	1	16
Maitland	389	63	128	80	116	231	49	1056
Manly	59	66	96	66	57	507	57	908
Marrickville	169	78	195	76	137	471	57	1183
Mid-Western Regional	59	13	53	33	37	32	5	232
Moree Plains	437	13	17	14	25	57	17	580
Mosman	47	47	66	34	67	340	60	661
Murray	7	10	6	0	7	14	2	46
Muswellbrook	110	17	29	20	23	89	15	303
Nambucca	107	19	35	20	20	62	14	277
Narrabri	61	17	22	10	38	43	14	205
Narrandera	47	3	6	2	13	14	0	85
Narromine	36	3	16	3	9	8	7	82
Newcastle	684	211	487	168	318	1348	108	3324
North Sydney	119	127	135	103	125	1454	95	2158
Oberon	6	3	3	0	2	1	3	18
Orange	140	56	82	44	58	258	14	652
Palerang	16	24	7	1	3	6	6	63
Parkes	38	12	30	26	14	48	16	184
Parramatta	436	331	458	192	292	1526	180	3415
Penrith	841	349	344	221	367	761	287	3170
Pittwater	113	91	157	84	99	214	125	883
Port Macquarie- Hastings	254	84	86	56	88	264	44	876
Port Stephens	263	52	69	52	82	214	68	800
Queanbeyan	115	54	57	39	70	132	16	483
Randwick	266	109	266	118	151	1487	92	2489
Richmond Valley	213	17	26	26	31	83	11	407
Rockdale	127	121	136	45	92	269	46	836
Ryde	189	202	261	89	147	1118	79	2085
Shellharbour	217	84	125	58	99	225	45	853
Shoalhaven	326	67	101	75	124	251	81	1025
Singleton	64	18	27	22	33	128	18	310
Snowy River	29	13	22	13	29	274	6	386

	Fires, Explosions	Non-fire rescue calls including animal rescues	Hazardous material incidents and other hazardous conditions	Storm, floods and other natural disasters and calls for assistance from other agencies	Good intent calls	False calls, false alarms	Other calls	Total primary incidents ¹
Strathfield	99	82	160	49	66	464	22	942
Sutherland Shire	327	462	388	260	241	756	259	2693
Sydney	794	181	569	327	704	9702	269	12546
Tamworth Regional	291	60	82	41	81	218	34	807
Temora	7	0	0	3	2	6	0	18
Tenterfield	30	6	13	5	7	18	0	79
The Hills Shire	327	214	348	112	180	718	164	2063
Tumbarumba	19	4	4	4	3	5	1	40
Tumut Shire	19	6	5	0	2	8	13	53
Tweed	222	88	116	48	135	414	141	1164
Upper Hunter Shire	18	18	14	8	20	32	4	114
Upper Lachlan Shire	2	17	4	4	1	11	1	40
Uralla	30	286	10	0	2	4	2	334
Urana	0	1	0	0	0	0	0	1
Wagga Wagga	373	31	98	46	133	344	24	1049
Wakool	4	3	0	2	2	17	1	29
Walcha	8	10	0	1	3	8	1	31
Walgett	85	10	9	19	13	17	9	162
Warren	16	2	2	2	4	10	1	37
Warringah	177	186	292	110	150	724	135	1774
Warrumbungle Shire	22	5	9	7	8	21	6	78
Waverley	137	39	131	45	100	650	60	1162
Weddin	4	1	0	6	1	2	1	15
Wellington	81	5	12	14	21	52	2	187
Wentworth	19	19	3	0	1	8	0	50
Willoughby	65	83	131	67	60	663	66	1135
Wingecarribee	98	284	92	59	54	220	27	834
Wollondilly	89	103	44	46	28	72	99	481
Wollongong	1022	405	500	290	351	1001	155	3724
Woollahra	103	40	101	45	87	806	30	1212
Wyong	582	123	346	171	251	572	76	2121
Yass Valley	28	38	25	12	4	26	1	134
Young	67	16	19	15	7	31	5	160
Unincorporated NSW	2	0	2	0	1	0	0	5
Other areas including outside NSW and areas not categorised	39	18	14	11	11	774	2249	3116
Total	25041	11002	15286	7183	11592	47947	8915	126966

1. Primary incidents are those where a brigade attends an incident and is responsible for reporting it, whereas total responses (see Appendix 21) refer to the turnout of every brigade or unit to an incident. As at least two units usually respond to an incident in Sydney, Newcastle and Wollongong about twice as many responses as primary incidents are recorded.

Appendix 21: Reported Responses by Area, Zone and Station

Station Number	Station Name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement actions ²
Metropolitan East					
Metropolitan East 1					
1	City of Sydney	502	7335	7837	371
3	The Rocks	168	2661	2829	337
4	Darlinghurst	290	3036	3326	338
10	Redfern	225	2374	2599	208
11	Woollahra	217	1888	2105	260
12	Balmain	86	605	691	329
13	Alexandria	224	2331	2555	273
18	Glebe	146	2148	2294	243
22	Leichhardt	152	1030	1182	202
38	Pyrmont	145	1905	2050	220
76	Bondi	142	1073	1215	279
Zone Totals		2297	26386	28683	3060
Metropolitan East 2					
6	Mona Vale	74	448	522	404
24	Manly	105	1117	1222	571
25	Mosman	91	791	882	509
36	Crows Nest	153	2382	2535	493
37	Gordon	161	1545	1706	470
40	Willoughby	129	1407	1536	244
50	Hornsby	130	1057	1187	377
51	Forestville	67	583	650	231
53	Neutral Bay	128	1717	1845	332
58	Beecroft	159	1065	1224	269
60	Avalon	51	240	291	471
61	Lane Cove	129	1552	1681	469
68	Narrabeen	99	963	1062	693
69	Dee Why	138	1287	1425	288
75	Berowra	63	392	455	272
Zone Totals		1677	16546	18223	6093
Metropolitan East 3					
5	Newtown	129	1469	1598	244
14	Ashfield	171	1121	1292	214
15	Burwood	220	1687	1907	525
16	Concord	144	1430	1574	311
17	Drummoyne	91	675	766	231
19	Silverwater	201	1269	1470	170
28	Marrickville	181	916	1097	302
30	Lidcombe	241	1328	1569	202
47	Revesby	317	1308	1625	295
52	Campsie	188	824	1012	173
62	Bankstown	349	1709	2058	679
64	Lakemba	293	1101	1394	311
66	Rhodes	81	833	914	49
85	Chester Hill	297	977	1274	263
177	Royal Agricultural Showground	1	28	29	26
Zone Totals		2904	16675	19579	3995

Station Number	Station Name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement actions ²
Region Totals		6878	59607	66485	13148
Metropolitan North					
Metropolitan North 1					
222	Belmont	127	287	414	106
251	Cardiff	148	456	604	97
252	Carrington	69	263	332	26
255	Charlestown	221	417	638	228
260	Newcastle	148	922	1070	128
320	Hamilton	183	822	1005	102
357	Lambton	130	521	651	19
376	Merewether	58	143	201	24
377	Minmi	47	65	112	25
383	Morisset	71	217	288	63
404	New Lambton	99	513	612	6
446	Stockton	56	139	195	21
447	Swansea	65	118	183	46
454	Tarro	196	330	526	46
458	Teralba	116	222	338	9
462	Mayfield West	148	573	721	167
464	Toronto	98	268	366	227
484	Wallsend	165	318	483	195
485	Wangi Wangi	64	131	195	85
498	Holmesville	112	163	275	129
500	Tingira Heights	216	360	576	131
Zone Totals		2537	7248	9785	1880
Metropolitan North 2					
228	Berkeley Vale	109	434	543	230
245	Budgewoi	87	120	207	75
292	Doyalson	112	207	319	243
304	Gosford	159	894	1053	290
340	Umina	132	418	550	539
341	Kariong	85	395	480	227
351	Bateau Bay	141	366	507	323
353	Kincumber	60	189	249	305
434	Hamlyn Terrace	119	318	437	263
450	Saratoga	39	103	142	54
459	Terrigal	73	323	396	4
460	The Entrance	84	272	356	114
470	Toukley	72	211	283	318
505	Wyong	113	337	450	75
509	Wyoming	149	375	524	45
Zone Totals		1534	4962	6496	3105
Metropolitan North 3					
202	Abermain	76	70	146	46
220	Bellbird	40	36	76	79
237	Branxton Greta	52	127	179	41
254	Cessnock	133	361	494	159
282	Dungog	11	60	71	21

Station Number	Station Name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement actions ²
344	Kearsley	27	42	69	28
349	Kurri Kurri	174	160	334	102
373	East Maitland	185	354	539	87
374	Maitland	149	338	487	273
382	Morpeth	109	152	261	28
402	Nelson Bay	64	264	328	29
418	Paxton	13	20	33	3
432	Raymond Terrace	172	242	414	71
455	Telarah	106	307	413	77
497	Weston	115	75	190	76
Zone Totals		1426	2608	4034	1120
Region Totals		5497	14818	20315	6105
Metropolitan South					
Metropolitan South 1					
207	Albion Park Rail	75	351	426	19
210	Balgownie	56	289	345	28
241	Bulli	164	367	531	59
258	Coledale	5	30	35	3
269	Corrimal	129	288	417	34
277	Dapto	180	349	529	162
325	Helensburgh	16	59	75	9
346	Kiama	34	102	136	47
422	Warrawong	327	655	982	286
442	Scarborough	8	51	59	9
461	Thirroul	28	77	105	42
474	Unanderra	164	480	644	42
488	Shellharbour	188	553	741	156
503	Wollongong	314	1455	1769	320
Zone Totals		1688	5106	6794	1216
Metropolitan South 2					
20	Hurstville	219	1556	1775	256
21	Kogarah	223	1180	1403	367
26	Mascot	131	1222	1353	287
29	Arncliffe	147	856	1003	203
33	Engadine	58	386	444	158
34	Riverwood	237	892	1129	253
35	Botany	99	824	923	200
39	Randwick	201	1635	1836	597
45	Miranda	139	947	1086	249
46	Sutherland	107	658	765	358
48	Mortdale	120	529	649	63
54	Cronulla	77	713	790	188
56	Matraville	121	892	1013	325
70	Maroubra	128	1010	1138	860
80	Bundeena	13	196	209	905
90	Menai	85	268	353	242
Zone Totals		2105	13764	15869	5511
Metropolitan South 3					
7	Horningsea Park	169	429	598	187

Station Number	Station Name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement actions ²
8	Liverpool	299	1728	2027	228
31	Busby	470	960	1430	516
79	Ingleburn	212	437	649	74
84	Macquarie Fields	236	496	732	257
87	Rosemeadow	286	505	791	320
88	Campbelltown	529	1154	1683	228
92	St Andrews	347	671	1018	314
93	Narellan	148	535	683	266
248	Camden	123	364	487	138
421	Picton	49	199	248	33
489	Warragamba	35	174	209	113
Zone Totals		2903	7652	10555	2674
Region Totals		6696	26522	33218	9401
Metropolitan West					
Metropolitan West 1					
32	Mount Druitt	555	1047	1602	309
43	Seven Hills	340	1161	1501	178
63	Blacktown	413	1348	1761	236
67	Baulkham Hills	184	1005	1189	242
71	Castle Hill	150	870	1020	181
77	St Marys	319	1107	1426	337
78	Dunheved	487	892	1379	222
83	Riverstone	180	180	360	21
86	Penrith	360	904	1264	341
94	Kellyville	174	749	923	214
96	Schofields	184	499	683	251
97	Huntingwood	266	752	1018	223
98	Cranebrook	148	273	421	238
102	Regentville	225	896	1121	220
Zone Totals		3985	11683	15668	3213
Metropolitan West 2					
23	Gladesville	105	774	879	203
27	Parramatta	331	1994	2325	251
41	Smithfield	203	714	917	243
42	Ryde	156	1469	1625	259
49	Cabramatta	365	1187	1552	174
55	Guildford	227	873	1100	131
57	Wentworthville	249	1761	2010	156
59	Eastwood	172	1587	1759	351
65	Rydalmere	165	1121	1286	185
72	Merrylands	273	1299	1572	39
73	Fairfield	270	855	1125	241
101	Bonnyrigg Heights	269	731	1000	191
Zone Totals		2785	14365	17150	2424
Metropolitan West 3					
81	Windsor	208	472	680	22
82	Richmond	146	458	604	31
226	Blackheath	30	105	135	1
301	Glenbrook	87	217	304	43

Station Number	Station Name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement actions ²
343	Katoomba	92	438	530	272
343	Lawson	25	155	180	19
361	Leura	40	148	188	29
363	Lithgow	45	222	267	133
364	Lithgow West	31	181	212	24
386	Mt Victoria	21	76	97	1
423	Portland	13	35	48	30
445	Springwood	114	367	481	234
483	Wallerawang	22	49	71	14
495	Wentworth Falls	42	143	185	19
Zone Totals		916	3066	3982	872
Region Totals		7686	29114	36800	6509
Regional North					
Regional North 1					
221	Bellingen	12	55	67	42
235	Bowraville	40	43	83	98
257	Coffs Harbour	173	475	648	278
279	Dorrigo	14	21	35	50
295	Forster	48	257	305	81
303	Gloucester	12	43	55	51
345	Kempsey	388	290	678	372
358	Laurieton	37	85	122	59
371	Macksville	41	116	157	16
397	Nambucca Heads	59	88	147	9
424	Port Macquarie	209	518	727	223
441	Sawtell	105	161	266	14
449	South West Rocks	32	67	99	51
453	Taree	174	318	492	221
471	Tea Gardens	8	49	57	36
476	Urunga	10	45	55	19
492	Wauchope	43	104	147	39
502	Wingham	68	87	155	43
507	Woolgoolga	64	80	144	9
Zone Totals		1537	2902	4439	1711
Regional North 2					
204	Alstonville	27	107	134	26
211	Ballina	93	289	382	73
213	Bangalow	31	178	209	18
240	Brunswick Heads	39	60	99	103
243	Byron Bay	49	272	321	121
253	Casino	154	146	300	170
267	Coraki	61	26	87	79
288	Evans Head	16	36	52	118
306	Grafton	95	195	290	334
307	South Grafton	124	196	320	39
316	Goonellabah	110	177	287	53
347	Kingscliff	48	226	274	94
350	Kyogle	17	55	72	161
362	Lismore	114	428	542	467

Station Number	Station Name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement actions ²
372	Maclean	23	65	88	62
388	Mullumbimby	21	38	59	83
391	Murwillumbah	61	151	212	22
468	Tweed Heads	108	648	756	311
510	Yamba	44	77	121	113
514	Banora Point	76	320	396	110
Zone Totals		1311	3690	5001	2557
Regional North 3					
205	Armidale	200	401	601	244
215	Barraba	7	25	32	1
225	Bingara	10	42	52	50
229	Boggabri	14	25	39	36
264	Coonabarabran	16	45	61	4
302	Glen Innes	62	77	139	374
314	Gunnedah	109	99	208	6
315	Guyra	14	12	26	3
331	Inverell	78	143	221	136
375	Manilla	6	44	50	0
381	Moree	439	144	583	102
399	Narrabri	43	111	154	10
429	Quirindi	6	37	43	0
452	Tamworth	136	353	489	170
457	Tenterfield	30	53	83	20
475	Uralla	36	312	348	10
481	Walcha	9	21	30	23
487	Wyallda	17	42	59	50
496	Werris Creek	4	22	26	16
506	Wee Waa	10	22	32	7
508	West Tamworth	215	213	428	17
Zone Totals		1461	2243	3704	1279
Region Totals		4309	8835	13144	5547
Regional South					
Regional South 1					
217	Batemans Bay	71	254	325	240
219	Bega	41	54	95	13
224	Berry	24	61	85	39
230	Bombala	10	35	45	119
236	Braidwood	18	28	46	70
263	Cooma	57	127	184	255
286	Eden	22	39	61	274
338	Jindabyne	23	184	207	215
384	Moruya	50	117	167	255
395	Merimbula	14	97	111	129
398	Narooma	11	26	37	24
405	Nowra	208	392	600	8
426	Perisher Valley	3	165	168	185
428	Queanbeyan	121	428	549	719
440	Shoalhaven	238	463	701	549
451	Thredbo	6	128	134	244

Station Number	Station Name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement actions ²
477	Ulladulla	60	166	226	304
Zone Totals		977	2764	3741	3642
Regional South 2					
218	Batlow	9	17	26	20
232	Boorowa	3	25	28	24
234	Bowral	35	414	449	69
242	Bundanoon	11	297	308	97
266	Cootamundra	27	91	118	1182
270	Cowra	57	106	163	116
271	Crookwell	6	52	58	57
294	Forbes	46	102	148	19
305	Goulburn	56	373	429	394
308	Grenfell	4	31	35	12
313	Gundagai	11	77	88	13
378	Mittagong	41	262	303	99
385	Moss Vale	48	194	242	90
389	Harden	7	49	56	55
467	Tumut	14	83	97	37
511	Yass	29	110	139	29
513	Young	67	122	189	64
Zone Totals		471	2405	2876	2377
Regional South 3					
203	Albury Central	154	546	700	470
206	Albury North	51	125	176	24
209	Albury Civic	68	261	329	78
214	Barham	5	27	32	115
223	Berrigan	4	12	16	33
268	Corowa	46	89	135	149
272	Culcairn	8	18	26	97
278	Deniliquin	37	64	101	30
293	Finley	20	51	71	31
322	Henty	5	13	18	1
324	Holbrook	6	25	31	1
336	Jerilderie	5	25	30	27
365	Lockhart	4	12	16	6
379	Moama	7	37	44	8
394	Mulwala	14	24	38	15
463	Tocumwal	18	260	278	60
466	Tumbarumba	19	27	46	28
472	Turvey Park	361	666	1027	383
480	Wagga Wagga	64	241	305	22
Zone Totals		896	2523	3419	1578
Region Totals		2344	7692	10036	7597
Regional West					
Regional West 1					
233	Bourke	38	118	156	7
244	Brewarrina	50	26	76	38
256	Cobar	26	31	57	15
261	Coolah	7	12	19	13

Station Number	Station Name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement actions ²
265	Coonamble	57	41	98	4
280	Dubbo	250	456	706	543
281	Dunedoo	3	11	14	0
284	Delroy	98	250	348	6
300	Gilgandra	14	44	58	1
367	Lightning Ridge	37	56	93	39
401	Narromine	36	46	82	90
406	Nyngan	22	13	35	6
417	Parkes	32	145	177	33
419	Peak Hill	12	12	24	80
465	Trangie	4	21	25	9
482	Walgett	53	26	79	22
491	Warren	16	33	49	3
493	Wellington	84	114	198	7
Zone Totals		839	1455	2294	916
Regional West 2					
105	Kelso	111	341	452	4
208	Aberdeen	33	116	149	2
216	Bathurst	181	494	675	504
227	Blayney	20	60	80	9
250	Canowindra	17	32	49	1
283	Denman	8	33	41	3
312	Gulgong	13	49	62	8
342	Kandos	9	25	34	3
380	Molong	11	47	58	0
387	Mudgee	43	131	174	111
390	Murrurundi	3	20	23	21
392	Muswellbrook	105	174	279	35
393	Merriwa	1	25	26	4
411	Oberon	8	31	39	26
412	Orange	142	637	779	354
443	Scone	10	67	77	62
444	Singleton	68	221	289	104
Zone Totals		783	2503	3286	1251
Regional West 3					
212	Balranald	8	23	31	0
238	Broken Hill	86	245	331	600
239	Broken Hill Sth	42	153	195	2
259	Condobolin	21	40	61	13
262	Coolamon	12	22	34	0
311	Griffith	151	197	348	90
321	Hay	7	91	98	2
323	Hillston	5	8	13	17
337	Junee	28	36	64	36
355	Lake Cargelligo	9	8	17	0
360	Leeton	58	98	156	34
400	Narrandera	47	41	88	21
456	Temora	10	51	61	58
494	Wentworth	20	40	60	7

Station Number	Station Name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement actions ²
499	West Wyalong	12	43	55	14
512	Yenda	31	67	98	12
Zone Totals		547	1163	1710	906
Region Totals		2169	5121	7290	3073
Specialist Responses and Senior Officer Responses		47	93	140	2488
Grand Total		35626	151802	187428	53868

Notes:

1. Total responses: These data are sourced from FRNSW's Australian Incident Reporting System. Total responses refer to every turnout of stations or units to an incident whereas primary incidents (see Appendix 20) refer only to instances when stations attend an incident and are responsible for reporting it. As at least two units usually respond to an incident in Sydney, Newcastle and Wollongong, about twice as many responses as primary incidents are recorded.
2. Community safety, preparedness and engagement activities: These data are sourced from FRNSW's Community Activity Reporting System, used to record involvement of fire stations and units in a community safety program, meeting or community engagement activity. These data under-represent the level of prevention activities performed by fire officers as not all such activities are currently reported.

6. ACCESS DETAILS

The operational areas of FRNSW operate 24 hours a day, 7 days a week.
See map of Area Commands and Zones p. 132

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

CORPORATE HEAD OFFICE

Level 10, 227 Elizabeth Street
SYDNEY NSW 2000
PO Box A249 SYDNEY SOUTH NSW 1232
Telephone (02) 9265 2999
Fax (02) 9265 2988
Business hours 9:00am – 5:00pm

SUPPORT AREAS

State Training College

189 Wyndham Street
ALEXANDRIA NSW 2015
PO Box 559 ALEXANDRIA NSW 1435
Telephone (02) 9318 4399
Fax (02) 9318 4886
Business hours
8:30am – 4:30pm Monday to Thursday
8:00am – 4:00pm Friday

Logistics Support

1 Amarina Avenue
GREENACRE NSW 2190
Locked Bag 13 GREENACRE NSW 2190
Telephone (02) 9742 7499
Fax (02) 9742 7481
Business hours 8:00am – 4:30pm
Workshops 7:15am – 3:45pm
Communication Services 7:30am – 4:30pm

Community Safety Directorate

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

ComSafe Training Services

1 Amarina Ave
GREENACRE NSW 2190
Locked Bag 12 GREENACRE NSW 2190
Free 1800 (787 848)
Email: comsafe@fire.nsw.gov.au
Business hours 8:00am – 5:00pm

Community Engagement Unit

1 Amarina Avenue
GREENACRE NSW 2190
Locked Bag 12 GREENACRE NSW 2190
Telephone (02) 9742 7179
Fax (02) 9742 7183

Fire Safety

1 Amarina Avenue
GREENACRE NSW 2190
Locked Bag 12 GREENACRE NSW 2190
Telephone (02) 9742 7434
Fax (02) 9742 7483
Business hours 7:30am – 5:00pm

Fire Investigation and Research

1 Amarina Avenue
GREENACRE NSW 2190
Locked Bag 12 GREENACRE NSW 2190
Telephone (02) 9742 7395
Fax (02) 9742 7385
Business Hours 7:30am – 5:00pm
24-hour on-call response capability

Business Operations

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

Operational Capability

189 Wyndham Street
ALEXANDRIA NSW 2015
PO Box 559 ALEXANDRIA NSW 1435
Telephone (02) 9318 4434
Fax (02) 9318 4480
Business hours 8:00am – 4:30pm

Operational Communications

189 Wyndham Street
ALEXANDRIA NSW 2015
PO Box 559 ALEXANDRIA NSW 1435
Telephone (02) 9318 4351 (business. hours)
Telephone (02) 9319 7000 (after hours)
Fax (02) 9318 4382
24-hours emergency response

Specialised Operations – Bushfire/Hazmat CBR/Rescue USAR/Counter Terrorism and Aviation

50 Lancaster Street
INGLEBURN NSW 2565
PO Box 953 INGLEBURN NSW 1890
Telephone (02) 9605 1136
Fax (02) 9605 4011
Business hours 8:00am – 4:30pm

Business hours 8:30am – 4:30pm

Community Fire Units

110-114 Wigram Street
HARRIS PARK NSW 2150
PO Box H4 HARRIS PARK NSW 2150
Telephone (02) 9895 4640
Fax (02) 9895 4688
Business hours 8:00am – 4:00pm

OPERATIONAL AREAS

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

Area Command Metropolitan East

**Zone Office Metropolitan East 1
– Sydney East**

Level 3 - 213 Castlereagh Street
SYDNEY NSW 2000
PO Box A249 SYDNEY SOUTH NSW 1232
Telephone (02) 9265 2709
Fax (02) 9265 2785
Business hours 8.30am – 4.30pm

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

Corner Shirley Road and Sinclair Street
CROWS NEST NSW 2065
Telephone (02) 9901 3539
Fax (02) 9901 3479
Business hours 8.30am – 4.30pm

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

Ashfield Fire Station, 16 Victoria Street
ASHFIELD NSW 2131
Telephone (02) 9797 7033
Fax (02) 9798 4572
Business hours 8:30am – 4:30pm

Area Command Metropolitan North

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

Level 1 – 32 Union Street
NEWCASTLE NSW 2300
Telephone (02) 4907 4999
Fax (02) 4929 7580
Business hours 8:00am – 4:00pm

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

Suite 1, Wyong Village Margaret Street
WYONG NSW 2259
Telephone (02) 4353 2351
Fax (02) 4352 2794
Business hours 8.30am – 4.00pm

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

Level 1 - 32 St Andrews Street
MAITLAND NSW 2320
Telephone (02) 4933 6197
Fax (02) 4933 1501
Business hours 8:30am – 4:00pm

Area Command Metropolitan West

**Zone Office Metropolitan West 1
– Cumberland**

42 Huntingwood Drive
HUNTINGWOOD NSW 2148
Telephone (02) 9621 7498
Fax (02) 9622 8135
Business hours 8:30am – 4:30pm

**Zone Office Metropolitan West 2
– Parramatta**

110-114 Wigram Street
HARRIS PARK NSW 2150
PO Box H4 HARRIS PARK NSW 2150
Telephone (02) 9895 4600
Fax (02) 9895 4688
Business hours 9:00am – 4:30pm

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

17 Parke Street
KATOOMBA NSW 2780
Telephone (02) 4782 2568
Fax (02) 4782 2476
Business hours 9:00am – 4:30pm

Area Command Metropolitan South

**Zone Office Metropolitan South 1
– Illawarra**

32 Denison Street
WOLLONGONG NSW 2500
PO Box W3 WEST WOLLONGONG NSW 2500
Telephone (02) 4224 2000
Fax (02) 4224 2088
Business hours 8:30am – 4:00pm

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

Rear of Kogarah Fire Station
Cnr Kensington & Gray Streets
KOGARAH NSW 2217
PO Box 1035 KOGARAH NSW 1485
Telephone (02) 9588 2833
Fax (02) 9553 8600
Business hours 8:30am – 4:00pm

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

9 Swettenham Road
ST ANDREWS NSW 2566
PO Box 5447 MINTO DC 2566 NSW
Telephone (02) 9824 6256
Fax (02) 9824 6371
Business hours 8:30am – 4:30pm

Area Command Regional West

Zone Office Regional West 1

– Western Slopes

15 Whylandra Street
DUBBO NSW 2830
Telephone (02) 6882 9688
Fax (02) 6882 0856
Business hours 9:00am – 4:30pm

**Zone Office Regional West 2
– Upper Hunter and Central West**

2/114 Piper Street
BATHURST NSW 2795
Telephone (02) 6331 6372
Fax (02) 6331 3545
Business hours 8:30am – 4:30pm

**Zone Office Regional West 3
– Riverina**

133 Pine Avenue
LEETON NSW 2705
PO Box 992 LEETON NSW 2705
Telephone (02) 6953 6583
Fax (02) 6953 3356
Business hours 8.30am – 4:30pm

Area Command Regional South

Region South Area Office
2/56 Bayldon Street
Queanbeyan NSW 2620.

**Zone Office Regional South 1
– Monaro**

Village Centre Shop FO2B, 1 Perry Street
BATEMANS BAY NSW 2536
Telephone (02) 4472 3042
Fax (02) 4472 3038
Business hours 8.30am – 4:00pm

**Zone Office Regional South 2
– Southern Highlands**

320 Auburn Street
GOULBURN NSW 2580
Telephone (02) 4822 9395
Fax (02) 4822 9397
Business Hours 9:00am – 5:00pm

**Zone Office Regional South 3
– Murray**

Ground Floor 45 Johnston Street
WAGGA WAGGA NSW 2650
Telephone (02) 6921 5322
Fax (02) 6921 1197
Business hours 8.30am – 4:00pm

Area Command Regional North

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

Shop 6, The Port, Short Street
PORT MACQUARIE NSW 2444
PO Box 668
PORT MACQUARIE NSW 2444
Telephone (02) 6583 8588
Fax (02) 6584 9878
Business hours 8:30am – 4:30pm

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

Shop 2, 37- 41 Cherry Street
Ballina NSW 2478
PO Box 4080
GOONELLABAH NSW 2480
Telephone (02) 6624 5384
Fax (02) 6624 5680
Business hours 9:00am – 4:30pm

**Zone Office Regional North 3
– Peel**

Shop 2, 481 Peel Street
TAMWORTH NSW 2340
PO Box 1010 TAMWORTH NSW 2340
Telephone (02) 6766 5598
Fax (02) 6766 7629
Business hours 9:00am – 4:00pm

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[Disclosures required under the *Annual Reports (Departments) Regulation 2005*, the *Government Information (Public Access) Act 2009*, *Treasury Circulars* and *Treasurer's Directions*, are in **bold**.]

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