

Annual Report 2014/15



Letter to the Minister Table of Contents



31 October 2015

The Hon David Elliott MP
Minister for Corrections
Minister for Emergency Services
Minister for Veterans Affairs
52 Martin Place
SYDNEY NSW 2000

Dear Minister

I have pleasure in submitting to you the Fire & Rescue NSW (FRNSW) 2014/15 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 2014/15 and the outcomes achieved.

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

Fire & Rescue NSW is an innovative organisation focussed on continually improving our service delivery to safeguard people, property and the environment from fires, emergencies, natural and human-caused disasters.

In 2014/15 we continued to work closely and co-operatively with partner emergency services and support agencies including the NSW Rural Fire Service, the NSW State Emergency Service, the Ambulance Service of NSW, the NSW Police Force and the Volunteer Rescue Association Inc.



Responding to emergencies

FRNSW provides emergency prevention and response services, 24 hours a day, seven days a week to the NSW population of 7.6 million people. In 2014/15 FRNSW responded to 128,076 emergencies, an average of 351 per day.

FRNSW had one of its busiest weeks in April 2015 as an East Coast Low caused widespread devastation over northern Sydney, the Central Coast, Newcastle and the Lower Hunter. Over 7,100 emergency calls were received between 20-23 April 2015 and FRNSW responded to over 3,000 storm related incidents including 327 fires, 195 rescues, 86 hazardous material incidents (Hazmat), 59 medical assists, powerlines down, roofs damaged or blown off, fallen trees and rescuing people marooned by flood waters.

FRNSW staff were also active as liaison officers at the State Emergency Operations Centre, the NSW State Emergency Service Operations Centre in Wollongong and in incident management teams at the Newcastle Forward Command Centre. The FRNSW Rapid Damage Assessment Task Force consisting of 44 FRNSW urban search and rescue (USAR), hazardous materials (Hazmat), incident management and logistics specialist personnel supported by two Ambulance Service of NSW paramedics was deployed to the Hunter to assess the structural safety of buildings and identify risks.

A FRNSW USAR taskforce consisting of 44 firefighters completed 50 rapid damage assessments as well as repair work on a range of health, education and government buildings in Vanuatu in April 2015 following widespread damage by Tropical Cyclone Pam. Emergency Management Australia and the Department of Foreign Affairs and Trade requested FRNSW to deploy urban search and rescue specialists to assist with disaster relief.

In August 2014 FRNSW contributed personnel to an Australian contingent deployed to assist in battling bushfires burning out of control in British Columbia, Canada. The Canadian government requested expertise in planning, operations, fire behaviour analysis, air base management and logistics. FRNSW has previously provided resources to USAR operations in Japan, New Zealand, southeast Asian and Pacific countries and major bushfires in the USA.

Creating safer, more resilient communities

To reduce risks and help prevent emergencies, fire crews carried out 49,754 community engagement activities in 2014/15. In addition to general safety campaigns, they 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 in May 2015 coinciding with the annual Fire Station Open Day that had 335 stations participating this year. Over 120,000 people visited their local station. The theme of the 2015 Winter Fire Safety campaign was 'Keep looking when cooking'. Analysis of fire incident data indicates that accidental home fires trend higher in May to August and 47% of these fires and 46% of all injuries are the result of kitchen (cooking) fires.

FRNSW piloted the Home Fire Safety Check program in 2015. The program is aimed directly at reducing fire injuries and fatalities through targeted home visits providing education, advice and intervention for at risk groups. FRNSW staff completed 661 home visits in 2014/15 installing 400 free smoke alarms in homes that did not have a working smoke alarm.

Developing and managing our resources

During the year leadership programs were expanded to all levels of FRNSW with emphasis on emotional intelligence, relationship building, communication and key management skills. FRNSW staff had the opportunity to engage with recently retired High Court Judge, the Hon Michael Kirby AC CMG on diversity and human rights. Ms Elizabeth Broderick, Commonwealth Sex Discrimination Commissioner presented to staff on her *Report on the Review into the Treatment of Women in the Australian Defence Force (2011)* and discussed lessons that are relevant for organisations like FRNSW. Both presentations are on the FRNSW intranet for all staff to access.

FRNSW initiated the Indigenous Fire and Rescue Employment Strategy in February 2015 in partnership with TAFE NSW to assist Indigenous students undertake the FRNSW application process. While completing the course doesn't guarantee employment, it provides the graduates with a unique insight into the job and a number were successful in becoming recruit firefighters.

New structural firefighting helmets were introduced in March 2015 to enhance firefighter safety. The 'jet style' helmet provides better side impact protection, incorporates an integrated microphone and earpiece for clearer communication on the incident ground, adjustable eye and face protection, inbuilt lighting and ergonomic design for improved comfort.

Following careful evaluation based on operational and environmental considerations, FRNSW introduced nine compressed air foam systems (CAFS) tankers to our fleet in 2014/15. CAFS, a mixture of foam solution, compressed air and water is five times more efficient than water, improving fire management through rapid containment of incidents. An additional 10 CAFS pumpers and four bulk CAFS tankers are on order for delivery in 2015/16.

FRNSW spent \$23.9 million on new fire stations and infrastructure in 2014/15. Major work included completion of five new fire stations at Albion Park, Picton, Port Macquarie, Salamander Bay and Wallerawang and the completion of significant renovations at Cardiff and Gordon fire stations. Design, new construction works and major renovations are well underway at Ballina, Lambton, Maryland, Pyrmont, Ropes Crossing, Rutherford, South Windsor and Yennora. Land was also purchased at Mount Druitt for a new fire station to replace the existing ageing facility.

In May 2015 a new FRNSW USAR transportable structural collapse training prop, designed by firefighters, was a winner at the *2015 Good Design Awards*. The prop won the prestigious *Patron's Prize* which recognises and celebrates the best in Australian design and is awarded 'to entries that have the potential to shape the economic, social, cultural and environmental aspects of our world'.

In November 2014 the FRNSW Safety Strategy was awarded winner of the 2014 *Treasury Managed Funds Award for Excellence in the Work Health and Safety Framework and Systems* category. The awards program aims to identify, recognise and celebrate leading risk management practice within NSW public sector agencies. Also in November 2014 FRNSW finance staff were awarded the *Finance Team of the Year* at the *Thomson Reuters Tax and Accounting Excellence Awards*. FRNSW Chief Finance Officer Adam Summons was awarded *CFO of the Year*.

The following report provides details of FRNSW further achievements in 2014/15.



Greg Mullins AFSM
Commissioner

1.2 Performance Summary

1.2.1 Emergency incidents

Number and Type of Incidents and Emergencies Attended					
Profile of incidents attended	2010/11	2011/12	2012/13	2013/14	2014/15
Fires and explosions					
Structure fires	7,054	6,711	6,766	6,259	6,244
Outside storage fires	260	257	234	232	258
Vehicle fires	4,001	3,939	3,763	3,303	3,060
Bush and grass fires	6,974	6,393	10,153	8,449	5,929
Rubbish fires	7,972	7,926	7,593	6,753	5,652
Other fires	354	360	375	345	650
Total fires and explosions	26,615	25,586	28,884	25,341	21,793
Non-fire rescue calls					
Motor vehicle accidents involving the extrication of victims	4,981	5,086	4,909	5,012	4,808
Other non-fire rescues including industrial and vertical rescues	2,790	2,962	2,878	3,132	3,318
Medical assistance	1,032	1,057	1,062	1,178	1,466
Animal rescues	2,056	2,117	1,894	1,745	1,790
Total non-fire rescue calls	10,860	11,223	10,745	11,067	11,382
Hazardous material incidents and other hazardous conditions including power lines down	15,558	15,594	15,901	15,453	16,120
Storm, floods and other natural disasters	3,126	3,679	3,713	3,973	5,579
Other service calls	3,327	3,359	3,388	3,307	3,714
Good intent calls	10,849	11,127	12,059	11,753	11,991
Malicious false calls	2,560	2,147	2,071	1,615	1,156
System initiated false alarms	52,503	52,235	49,181	46,384	48,683
Other calls	5,543	5,785	7,665	8,069	7,658
Total other emergencies and incidents	104,326	105,149	104,723	101,621	106,283
Total fires, explosions and other emergencies	130,941	130,735	133,607	126,962	128,076

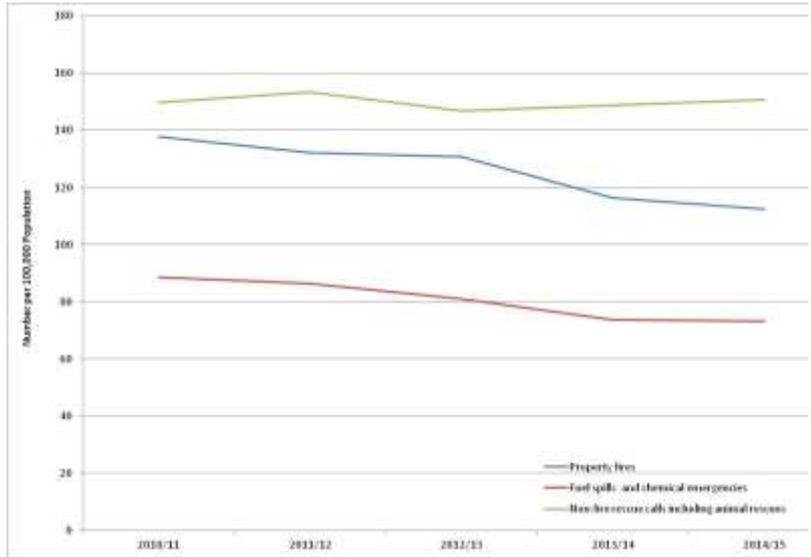


**FRNSW Area
Commands
and Zones**

Incidents attended per 100,000 population

Property fires (buildings and vehicles), and fuel and chemical spills have declined since 2010/11.

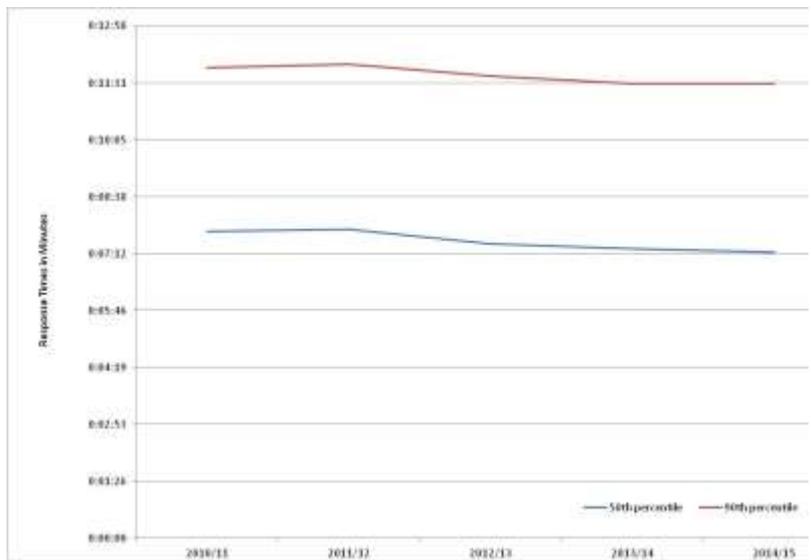
The rate of non-fire rescues has increased as FRNSW has been given additional responsibilities by the State Rescue Board or has provided increasing support to other emergency service agencies.



Response times to structure fires

Response time reflects FRNSW efforts to reduce the adverse effects of fire on the community through timely response.

Response time is the interval between the call being received at FRNSW communications centre and the arrival of a firefighting vehicle at the scene. Response times within the 50th and 90th percentiles mean that 50% and 90% respectively of the first responding fire engines will arrive at the scene of an incident.

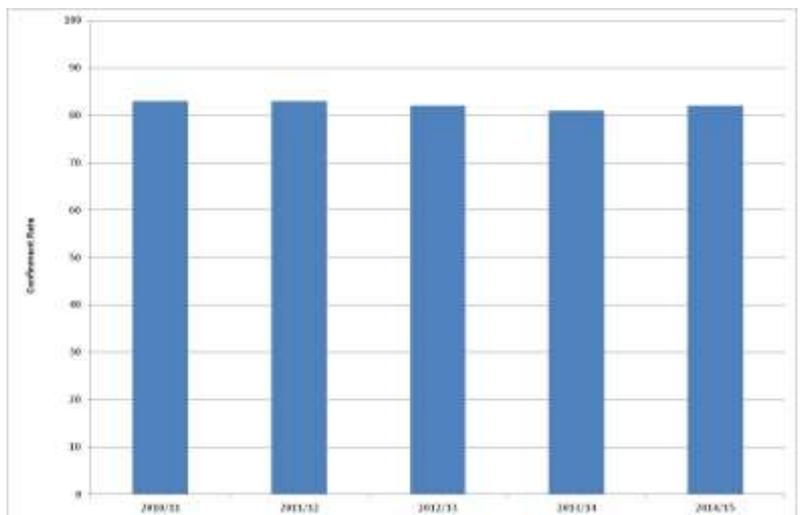


Note: Many factors can influence response times including whether permanent or “on call” firefighters are being dispatched, land area, size and dispersion of the population, topography, road/transport infrastructure, traffic densities, weather conditions, communications and call handling.

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 2014/15 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.



1.2.2 Community safety activity

Community safety activities	2010/11	2011/12	2012/13	2013/14	2014/15
PreEd (Fire safety for preschool children)	1,898	1,882	1,874	1,926	1,307
FireEd (Fire safety for primary schools)	1,150	977	891	903	271
RescueEd (Road safety for high schools)	149	149	99	90	92
SeniorEd (Fire safety education for seniors)	445	423	384	437	442
Home Safe (a collection of programs)	2,984	2,641	2,606	3,087	3,817
Smoke Alarm Battery Replacement for the Elderly	12,072	11,446	9,906	9,755	9,383
Total Community Safety Activities	63,105	57,052	55,132	53,868	49,754
Online activities by number of visits	2010/11	2011/12	2012/13	2013/14	2014/15
Home Fire Safety Audit	15,359	12,172	48,024	14,335	21,693
Brigades Kids	56,418	32,047	21,648	19,253	14,675
FRNSW Website	729,486	672,262	833,262	894,030	943,397
Social media cumulative followers					
@FRNSW Twitter followers	731	3,491	10,338	21,172	31,042
Facebook likes	1,775	12,513	26,182	53,111	84,592

1.2.3 Resources summary

	2010/11	2011/12	2012/13	2013/14	2014/15
Staff composition: (by headcount)					
Executive	12	13	12	12	12
Full-time fire officers	3,516	3,498	3,457	3,432	3,462
Retained (ie on-call) fire officers	3,382	3,323	3,368	3,380	3,336
Administrative and trade staff (FTE)	401	408	400	422	429
Community fire units	577	605	605	593	593
Community fire unit volunteers	7,140	7,000	7,200	7,015	6,812
Fire stations	338	338	337	337	337
Vehicles in the fire engine fleet	663	634	645	646	652
Accredited rescue crews	176	182	182	182	186
Actual total expenses excluding losses	\$614m	\$646m	\$644m	\$657m	\$674m

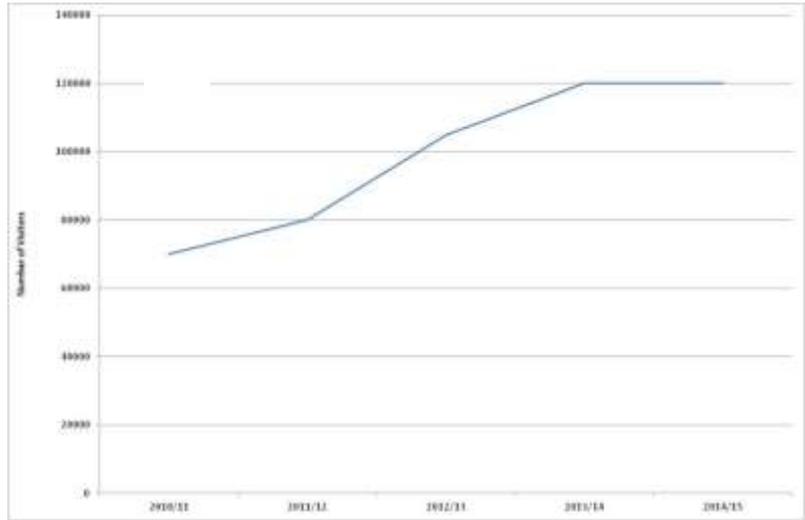
2015/16 Budget

For 2015/16, FRNSW total expenses excluding losses are budgeted at \$679.8 million. Total revenues for 2015/16 are budgeted at \$673.5 million. This includes \$523.7 million contributions from insurance companies and local councils, \$88 million from the State Government and \$61.8 million in internal operating revenue.

The 2015/16 capital expenditure budget is \$62.1 million. This includes \$18.4 million to continue works on new or refurbished fire stations across the State and \$17 million for the continued replacement of essential firefighting vehicles. These capital works are being funded by a Government allocation of \$10.7 million, contributors' allocation of \$30.1 million and \$21.3 million from FRNSW capital reserves and asset sales.

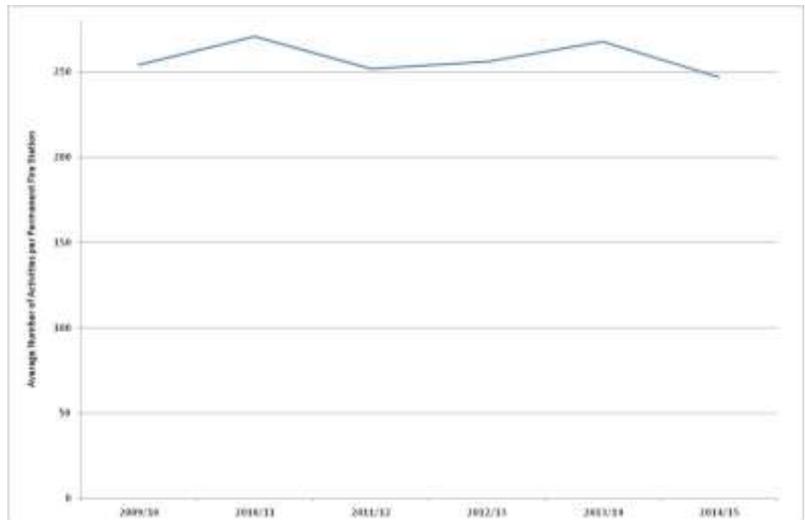
Station Open Day Visitors

On 30 May, 2015 over 335 fire stations across NSW hosted the annual Open Day with 120,000 people visiting their local station. A range of activities were on display eg fire extinguisher demonstrations, kitchen fat fire simulations, car accident rescues, as well as demonstrations of specialist equipment including thermal imaging cameras, and various fire appliances.



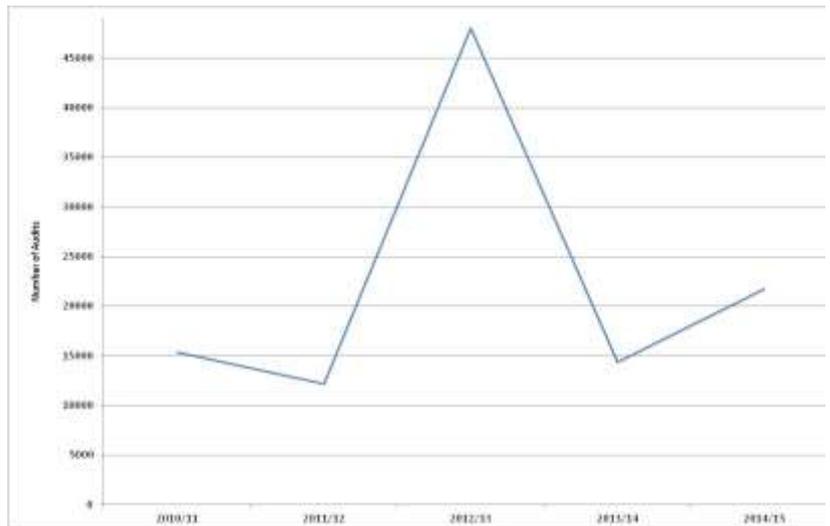
Community Safety Activities per Permanent Fire Station

FRNSW aims to improve community risk management by delivering an effective fire prevention and preparedness program. Permanent fire stations delivered an average of 247.4 prevention and preparedness programs in 2014/15.



Home Fire Safety Audits

FRNSW Home Fire Safety Audit is an easy-to-use online self-assessment tool that allows members of NSW community to assess home fire awareness and identify fire risks throughout the home. Over 23,000 audits were completed in 2014/15.



1.3 FRNSW Role and Core Functions

Under the *Fire Brigades Act 1989*, the Commissioner of FRNSW is responsible for taking:

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

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

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

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

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

Under the *Environmental Planning and Assessment Act 1979* and Regulations FRNSW is responsible for:

- Providing expert advice, input and regulation of fire safety measures in certain classes of buildings
- Issuing emergency and other Orders where fire safety problems are identified in buildings.

1.4 Key Clients, Stakeholders and Partners

Clients

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

Stakeholders

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

Partners

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

2. FRNSW Senior Management and Structure

2.1 Senior Management

Commissioner Greg Mullins AFSM

Chief of Staff, Office of the Commissioner – Chief Superintendent Malcolm Connellan AFSM
Assistant Director, Media and Communications – Andrew Parsons
Assistant Director, Workplace Standards – Jennifer Williamson

Emergency Management Division – Deputy Commissioner Jim Smith AFSM

Director Metropolitan Operations – Assistant Commissioner Robert McNeil AFSM

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

A/Director Regional Operations – A/Assistant Commissioner Gerry Byrne AFSM

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

Director, Operational Capability – Assistant Commissioner Jim Hamilton AFSM

Assistant Director, Capability Management – Chief Superintendent Paul McGuiggan AFSM
Assistant Director, Operational Communications – Chief Superintendent Gregory Wild
Assistant Director, Specialised Operations – Chief Superintendent John Denny AFSM
Manager, Community Fire Units – Samantha Colwell

Director, Education and Training – Gail Wykes

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

Corporate Services & Governance Division – Deputy Chief Executive Rosemary Milkins

A/Assistant Director, Governance and Legal – Catherine O'Mallon (Chief Audit Executive)
A/Assistant Director, Program Management – David Jones

Director, Community Safety – Assistant Commissioner Mark Whybro AFSM

Assistant Director, Community Safety & Research – Chief Superintendent Chris Lewis AFSM PhD
Assistant Director, Fire Safety – Chief Superintendent Greg Buckley AFSM PhD

Chief Financial Officer – Adam Summons

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

A/Director Human Resources – A/Assistant Commissioner Craig Brierley AFSM

Assistant Director, Employee Relations – Bernard King
A/Assistant Director, Health and Safety – A/Chief Superintendent Wayne Phillips
A/Assistant Director, Recruitment and Staffing – Michael Taylor

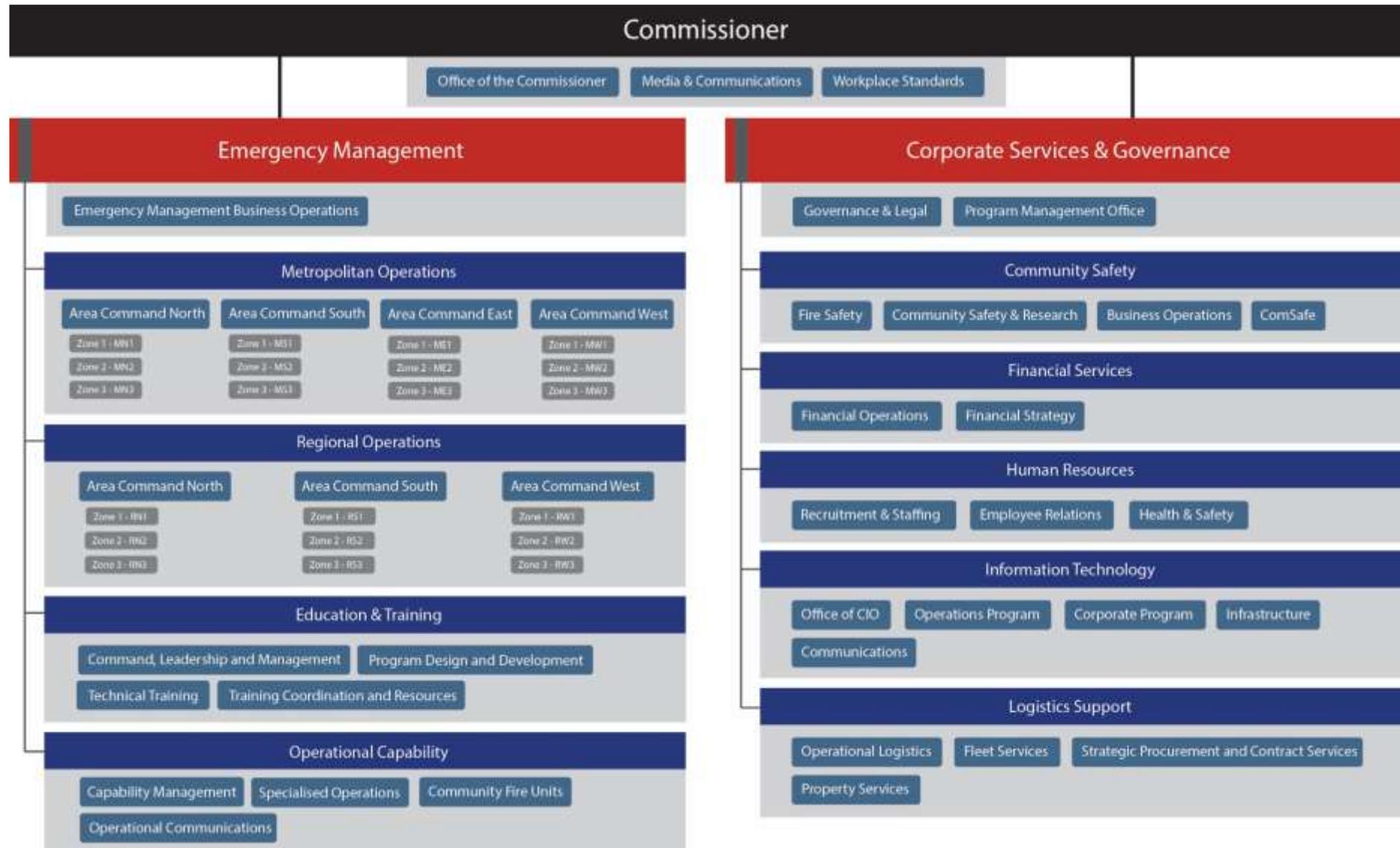
Chief Information Officer – Richard Host

Assistant Director, Office of the CIO – Steve Edwards
Assistant Director, Communications – Paul Barnes
A/Assistant Director, Corporate Program – Gavin Brown
Assistant Director, Infrastructure – Malcolm Thompson
A/Assistant Director, Operations Program – Mike Hinton

Director, Logistics Support – Emmanuel Varipatis

Assistant Director, Fleet Services – Peter Fanning
Assistant Director, Operational Logistics – Chief Superintendent Terry Farley
Assistant Director, Property Services – Andrew Peters
Assistant Director, Strategic Procurement and Contract Services – Guy Tesoriero

2.2 Organisational Structure



3. FRNSW Performance in 2014/15

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

FRNSW responded to 71,632 fire-related emergency calls in 2014/15, with 21,793 of these being actual fires. As one of the world's largest fire services, FRNSW has the responsibility to protect 90% of the population of NSW. FRNSW continues to provide high quality reliable and rapid response to safeguard people and property in NSW's growing cities, expanding metropolitan areas and regional and rural towns.

Bushfire suppression

FRNSW responded to 5,929 bush and grass fires in 2014/15. To reduce the risk of bushfires FRNSW undertook hazard reduction burns in co-operation 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.

Despite limited hazard reduction burn opportunities, due to less than optimal weather conditions prior to the bushfire season, FRNSW completed 197 hazard reductions reducing the bushfire risk for 1,796 properties with an accumulated value of over \$1.7 billion.

Hazardous materials incidents

FRNSW is responsible for protecting 100% of 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 2014/15 FRNSW responded to 16,120 hazardous material (hazmat) incidents.

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 77 primary and 109 secondary accredited specialist rescue units in 186 locations. FRNSW has 6,798 firefighters trained in basic rescue including 2,700 registered as rescue operators with the SRB. In addition to specialist rescue vehicles, every fire engine carries rescue equipment. FRNSW responded to 11,382 non-fire rescue calls including animal rescues in 2014/15.

Urban search and rescue

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

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

FRNSW USAR specialists were deployed to Vanuatu in 2014/15 in a reconnaissance role working with the Department of Foreign Affairs and Trade and Emergency Management Australia. A medium USAR team was subsequently deployed to recover major infrastructure including hospitals and schools. Nine USAR specialists were deployed to Adelaide following bushfires to conduct damage assessments using the app developed by the Rescue/USAR unit. USAR teams also responded to landslips at Parramatta and the Northern Beaches, a building collapse at Rockdale, and the Hunter Valley and Central Coast following major storms and flash flooding.

Community medical assistance

FRNSW responded to 1,466 medical emergencies in 2014/15 ranging from cardiac arrest, childbirth, snake bites to major trauma assisting the Ambulance Service of NSW (ASNSW). All firefighters are trained in advanced first aid, oxygen resuscitation, use of automatic external defibrillators and basic patient assessment. Four ASNSW paramedics are currently working with FRNSW to provide Basic Life Support and Advanced First Aid training.

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

In 2012 NSW Cabinet endorsed the 'Ambulance Reform Plan' including the use of firefighters in metropolitan areas and major regional centres to co-respond with ASNSW paramedics to life threatening medical emergencies. This has been proven in Melbourne and in many overseas countries to dramatically reduce response times, save lives, improve patient outcomes, and reduce health system costs. Training, industrial and funding issues have prevented implementation.

Terrorism consequence management

FRNSW has maintained its operational preparedness to manage the consequences of terrorist acts particularly those involving fires, explosions, building collapse, and chemical, biological or radiological agents, as part of an integrated whole-of-government counter-terrorism strategy. This included a significant response to stand in support of NSW Police at the Lindt Café siege in December 2014. FRNSW hosted and participated in over 12 multi-agency counter-terrorism training exercises, and continued to collaborate with our partner agencies to develop multi-agency operational policies and procedures.

Aviation operations

The MOU between FRNSW and Southern Region Surf Life Saver Rescue Helicopter Service (Westpac Rescue Helicopter), continued in 2014/15 as an interim measure while FRNSW explores aviation options following the cessation of a joint arrangement with the NSW Police Aviation Support Branch. FRNSW is also exploring unmanned aerial vehicles in various applications.

Supporting other agencies

FRNSW provides expertise and support to other emergency agencies. We assist the NSWRFES 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 maintain and 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 and the Commissioner is a member of the Commissioners' and Chief Officers' Strategic Committee which convenes during major emergencies to advise government.

Partnerships between fire services

The Australasian Fire and Emergency Service Authorities Council (AFAC) is a peak body established to improve collaboration and the sharing of expertise and strategic information between fire and emergency services across Australia and New Zealand. Commissioner 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 NSWRFES, Rural Fire Service Association and Fire Brigade Employees' Union. The committee and its subcommittees provide forums for regular consultation and cooperation between the fire services, including planning and coordination, to achieve complementary delivery of urban and rural fire services. It oversees the Memorandum of Understanding for NSW Fire Services established in 1995 to bring into effect the 'Two Fire Services Policy' which requires the services to 'complement not compete' with each other.

Commissioner Mullins is also the Australian Director of the International Fire Chiefs Association of Asia representing all Australian fire services. The Association promotes the study of firefighting 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 the Commonwealth Attorney-General's Department and participates in the Australian delegation to the International CBR Consequence Management Group. FRNSW also chairs the NSW CBRN Committee that reports to the SEMC.

Partnerships in counter terrorism

FRNSW continues to work closely with all stakeholders within NSW including the NSW Police Force, ASNSW, NSWRFSS, and Australian Defence Force on the prevention, preparedness and response to managing the consequences of acts of terrorism. This includes having an officer based within the NSW Police Force Counter Terrorism and Special Tactics Command. The Commissioner is a member of the State Counter Terrorism Committee.

Partnerships in bushfire prevention and suppression

FRNSW is a member of the NSW Bushfire Coordinating Committee, which provides a forum for consultation and cooperation between State firefighting agencies and environment and land management agencies. The Committee advises the 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 and Natural Hazards 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 2014/15 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 *National Construction Code Series - 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 infrastructure, shopping centres, hospitals, high-rise buildings and residential development formed the bulk of the work.

This year FRNSW received 430 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 Fire Safety Advisory Unit. Final inspections of performance-based buildings were carried out in accordance with Clause 152 of the *Environmental Planning and Assessment Regulation 2000* prior to occupancy at 267 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 350 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 2014/15 FRNSW specialists investigated 255 fires and explosions to try to determine the causes and origins of fires, identify unsafe practices and behaviours, and provide recommendations on rectification. The outcomes were made available as required to building owners, insurance companies, the NSW Police Force, NSW Fair Trading, local councils and the NSW Coroner.

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 21 court appearances.

In September 2014 FRNSW Fire Investigation specialists assisted NSW Police with the 13 day investigation determining the cause of an explosion and fire in Rozelle that led to the death of three people and the collapse of two buildings.

Outcome of Fire Investigations						
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Determined as accidental	117	93	85	81	83	64
Incendiary/deliberate	100	104	97	79	110	100
Undetermined ⁽¹⁾	90	103	91	77	75	91
Total	307	300	273	237	268	255

(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 and Research Unit developed a fire research facility at the WorkSafe TestSafe site at Londonderry. This facility has a burn area that includes space for purpose built structures to research realistic fire scenarios, as well as a bench-top testing and teaching gallery. This facility enables the Fire Investigation and Research Unit to conduct burns as part of the “Build it – Burn it” research program, to gather valuable real fire data and also to deliver highly visual fire safety information to the community.

The major practical research activity for 2014/15 was a weeklong series of burns using a full-scale two-bedroom apartment to test the effectiveness of smoke alarms and residential fire sprinklers. In a first for FRNSW, this research incorporated the use of specialist gas analysis equipment to determine the tenability of the apartment as the fires developed, and the impact of fire safety systems. This research activity served as a pilot study for ongoing research work that FRNSW will conduct on smoke alarms and residential fire sprinklers.

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, dishwashers, washing

machines and camping stoves. Fact sheets and media alerts were issued where necessary. FRNSW specialist fire investigators and researchers refer all reported unsafe consumer products to NSW Fair Trading.

Accelerant detection dogs

FRNSW is the only Australian fire service that employs accelerant detection dogs to assist in determining the cause of fires. During 2014/15 FRNSW undertook a replacement of its accelerant detection dogs. FRNSW dog Opal successfully completed her detection training and became fully operational. Accelerant detection dog Sheba was retired after eight years of service to FRNSW and is now a family pet. Two new Labradors, Viking and Earl, were purchased from the Australian Border Force (formerly Customs) and are currently undertaking their FRNSW training to detect flammable liquids. When this training is complete, long-serving accelerant detection dog Winna will be retired.

During the year, the canine teams assisted investigators from NSW Police, NSWRFSS and FRNSW at 128 incidents across NSW.

Automatic fire alarms

At end of 2014/15 there were 13,921 Automatic Fire Alarms (AFAs) connected in NSW, generating more than 48,400 unwanted false activations. 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*. Unwanted false alarms cause unnecessary disruption to businesses and the community and divert valuable emergency service resources from responding to genuine emergencies.

AFA connections in NSW have increased by 75% since 2003; nevertheless, FRNSW has succeeded in reducing unwanted false alarms by 27% since that time by actively engaging with building owners and managers. FRNSW provides them with strategies to reduce unwanted activations and, in turn, FRNSW's attendance at unwanted alarms. False alarm charges have proven to be a significant factor in motivating building owners to properly install and service automatic alarm systems.

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, particularly amongst “at risk” communities.

Children and young people

PreEd and FireEd children's fire safety education

FRNSW PreEd and FireEd programs teach young children fire safety practices and behaviours which could save their lives and those of their families. Easily understood safety messages such as “Get Down Low and Go, Go, Go” are taught to children from preschool to Stage 3 in primary schools. Firefighters delivered over 2,610 presentations in 2014/15.

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 14,675 visitors and 145,729 page views during 2014/15. The ‘Junior Firefighter Challenge’ app has also been developed for mobile devices and has been downloaded 4,640 since being 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 through to conclusion since its launch in May 2010 is now over 1,000,000.

In December 2014, a Teacher’s Guide and Resource Pack were made available for free download from the game’s website. These supporting materials align the Kids’ Challenge to the National Curriculum and ensure teachers can bring the game into the classroom.

“Emergency+” smartphone app

The original iOS (Apple) and Android versions of the app released in December 2013 have been joined by a Windows Phone version, launched in June 2015 after development collaboration with Microsoft. The app provides information on when to call triple zero, provides information on who to call in various emergencies, displays the phone’s GPS coordinates and assists the caller to dial the relevant number.

At the end of June 2015, over 300,000 apps had been downloaded. Google Analytics has been incorporated in latest versions, allowing downloads to be tracked to assess the success of Emergency Services’ local promotional activities.

Assistance is being sought from mobile phone carriers for the automated uploading of the app to new customers’ smart phones when they log into the network for the first time.

The “Emergency+” is available in three localised languages (Modern Chinese, Simplified Chinese and Japanese) in iOS, Android and Windows Phone versions.

RescuEd

FRNSW delivers RescuEd, a road safety education program that aims to reduce the number of young people killed or injured on NSW roads. RescuEd is targeted at Year 7–10 students and features a car extrication demonstration; a video about a real life youth accident victim; and discussion of the causes, consequences and prevention of road accidents. Firefighters delivered 92 RescuEd presentations to high school students in 2014/15.

Youth road safety

FRNSW participated in the 2014/15 Bstreetsmart, a whole-of-government approach to reducing 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 10,000 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 2014/15 FRNSW managed 18 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. The procedures aim at reducing recidivism by allowing cautions and warnings rather than formal charges being laid against a young person provided the individual participates a youth justice conference. FRNSW participated in 12 of these conferences in 2014/15 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 2014/15, 75% 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 3,838 homes throughout the State to install new smoke alarms or to check previously installed alarms.

Community Safety Partnerships

During the 2015 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 250 of Red Cross' socially isolated clients.

Firefighters also delivered 442 fire safety presentations to seniors groups in partnership with local councils, service providers, and community organisations such as Probus, and Housing NSW. Firefighters conducted 1,328 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 2014/15.

Aboriginal communities

FRNSW continued to develop partnerships with Aboriginal communities including:

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

FRNSW continually supports a number of events supporting Aboriginal communities, including the annual Yabun festival (Sydney), the Rugby League knock out competition (Newcastle), NAIDOC Week and Reconciliation Week, as an opportunity to promote fire safety.

FRNSW continued to conduct Aboriginal Firefighter's Perspective Exercises (AFFPE), in partnership with NSW Aboriginal Land Councils to reduce fires in Aboriginal communities.

FRNSW initiated the Indigenous Fire and Rescue Employment Strategy (IFARES) in February 2015 in partnership with TAFE NSW to assist Indigenous students undertake the FRNSW application process. While completing the course doesn't guarantee employment, it provides the graduates with a unique insight into the job and a number were successful in becoming recruit firefighters.

Culturally and Linguistically Diverse Communities

FRNSW continues to develop and implement fire safety initiatives among Culturally and Linguistically Diverse (CALD) communities across NSW, in line with its Multicultural Policies and Services Program 2014 - 2017. FRNSW's CALD achievements during the year included:

- Involving CALD service providers and key stakeholders in FRNSW ongoing fire safety campaigns and Open Day activities
- Conducting fire safety awareness exercises on Harmony Day for newly-arrived international students at UNSW campuses, Coffs Harbour Community College, and Albury, Meadowbank and Wagga Wagga TAFE colleges
- FRNSW continues to be an active member of the Community Relations Commission's Multicultural Co-ordinator's Forum with other key stakeholders and service providers working closely on CALD-related issues and initiatives across NSW
- Working closely with the Commonwealth Department of 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, and
- FRNSW Community Fire Safety Volunteers continued to assist with the dissemination of fire safety information for their CALD communities, building the understanding of fire safety within these households.

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

Developing strategic partnerships

Fire safety in public and community housing

Housing NSW is one of the world's largest providers of public housing. It directly manages around 122,000 public housing homes, more than 19,000 through community housing providers and more than 4,300 through the Aboriginal Housing Office. FRNSW and Housing NSW have continued working together to maintain high levels of fire safety in public housing. All Housing NSW properties are mapped in a new FRNSW initiative known as the Station Risk Profile. This new resource maps risks in station areas assisting operational personnel in evidenced based decision making for community safety resource allocation.

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, identifying 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 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 highlighted in the FRNSW computer-aided dispatch system. FRNSW also assisted NSW Department of Education and Communities in the production of a video to educate school staff on reducing the risk of arson on school properties during holiday periods.

Building code development and building fire safety

During the year, FRNSW in conjunction with AFAC and the NSW Department of Planning and Environment, continued to provide advice and expertise on building code development to the Australian Building Codes Board. We also contributed to the review of Australian Standards AS2419.1 *Fire hydrant installations*, AS1668.1 *Fire and smoke control in multi-compartment buildings*, AS1670.1 *Fire detection, warning, control and intercom systems* and AS2118.1 *Automatic fire sprinkler systems*, to ensure these systems provided the protection required.

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 Presenting Partner – Recovery kits; Home fire safety audit; and Winter Fire Safety campaign
Duracell	Presenting Partner – “Change Your Clock, Change Your Battery” campaign Supporting Partner – Smoke alarm battery replacement program

Change Your Clock, Change Your Battery campaign

Preventable fire deaths and injuries may result when domestic smoke alarms are not working. FRNSW data indicates more than half (56%) of fatal house fires between 2000 and 2014 occurred in homes where no smoke alarms were present.

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 in April 2015.

The campaign received widespread media coverage on TV, radio and press with 79 print articles, 11 television segments, and 12 radio segments focused on changing smoke alarms. Crews from across the State appeared in their local papers appealing for the community to heed advice to change their smoke alarm batteries.

FRNSW also partnered with key stakeholders and service providers to help target hard to reach at-risk community groups with the campaign message. As a result, firefighters were able to install over 1,700 new batteries in smoke alarms during April 2015.

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

Station-based community engagement

Firefighters conducted 49,502 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 30 May 2015, 335 local fire stations attracted over 120,000 community visitors. Activities included rescue demonstrations, kitchen fire simulations, firefighting equipment demonstrations, fire station tours and fire safety presentations. Over 50,000 information bags containing education and prevention materials were distributed.

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 2015, FRNSW had 593 CFUs in metropolitan and regional NSW with 6,812 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 to protect their properties. Their training also helps members to make informed decisions about whether to leave early or stay to defend homes from bushfires. During the year, FRNSW trained new CFU members in bushfire behaviour, property preparation and protection, safe work practices and equipment use. Existing CFUs were provided with skills maintenance training to ensure that they were operating safely.

Home Fire Safety Checks Program

The Home Fire Safety Checks (HFSC) Program is underpinned by a number of prevention and early intervention strategies that promote community safety and support and assist disadvantaged and vulnerable communities.

The program uses lifestyle data to identify people at greatest risk from accidental home fires. Neighbourhoods are classified, using Census data, at a level of 16-20 households to target the Top 10 “at risk” groups which represents 37% of fires and 43% of injuries.

The HFSC program is a targeted home visit program using a task force approach which provides education, advice and intervention. The program also facilitates the capture of intelligence, history and trends, enabling FRNSW to develop a better understanding of local community profiles based on information collected. FRNSW staff completed 661 home visits in 2014/15 installing 400 smoke alarms in homes that did not have a working smoke alarm.

Smoke alarms

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.

There are two types of smoke alarms available on the market: ionisation and photoelectric. Fire services, on the basis of research findings, no longer support the installation of ionisation alarms. FRNSW only recommends the installation of photoelectric alarms, as they appear to be more effective in most scenarios.

	2010/11	2011/12	2012/13	2013/14	2014/15
NSW homes with a smoke alarm (%)	94.2	n/a	92.8	94.0	94.4

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

FRNSW is concerned that engagement with “at risk” community groups (comprising 22% of the NSW population or 622,000 households) has found only 54% of homes visited in these targeted communities have working smoke alarms. Based on this experience and other data, FRNSW estimates that the proportion of NSW households fitted with at least one working smoke alarm is closer to 75%. FRNSW will continue working closely with partner agencies and through our Home Fire Safety Check Program to increase the number of working smoke alarms in the homes of at risk groups.

Winter Fire Safety campaign

The Winter Fire Safety Campaign addresses home fire incidents at this peak seasonal time with the aim of reducing incidents and injuries by increasing awareness in targeted audiences. Over the past six years, there has been a total of 25,522 residential fires, an average of 4,254 home fires per year. Kitchen (cooking) fires represent 47% of these fires and 46% of all house fire injuries. Unattended cooking is the most common cause contributing to kitchen fires.

Analysis of residential structure fire incident data indicates the number of accidental home fires trends higher in the months of May to August and that the main area of fire origin, ignition factor and equipment involved in ignition have been consistent over that period. The 2015 Winter Campaign is a three-year strategy focusing on the reduction of kitchen fires due to the prevalence of unattended cooking.

Through the partnership with GIO, their advertising agency Leo Burnett worked with FRNSW on the campaign strategy with a key message ‘Keep Looking When Cooking’. This was independently concept tested with very positive results.

Commercial safety training

As the commercial training division of FRNSW, ComSafe Training Services, a Registered Training Organisation (RTO 91235), continues to provide its diverse client base with high quality, competency-based technical training in confined space, breathing apparatus, heights safety and workplace emergency response training. Additionally, we provided quality consultation with local communities, industry, healthcare and Government authorities; offering emergency planning and training solutions that comply with legislation, regulations and standards in their business operations.

During the year, ComSafe focused on re-engineering business processes, implemented a new learning management system with an integrated website, and developed new learning materials. These foundations helped to create business opportunities and establish a new facility for 2015/16 to meet the growing industry demand. ComSafe conducted onsite training for over 12,500 participants, with client feedback indicating 91% satisfaction rate.

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 2014/15. FRNSW continued using an area at the Museum to stage road crash rescue training and training for regional staff. The Museum also houses FRNSW’s historic fleet which is listed on the State’s heritage register.

Fundraising and practical support

In 2014/15 FRNSW presented \$80,000 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 2015 raised \$30,000 with \$25,000 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 (ESCAD)

ESCAD is the core system used by FRNSW for call taking and dispatch of resources to emergencies. It is used in the two Communications Centres at Sydney and Newcastle and is available 24/7 to support operational requirements.

During the year a number of preventative maintenance and upgrade projects were completed to ensure the reliability of ESCAD and the related turnout equipment in 337 fire stations around NSW.

Key enhancements to ESCAD included implementation of the Push MoLI (Mobile Location Information) system. This enables operators in the Communications Centres to collect information from mobile phones on the caller's location to assist with geo-locating the call source and to identify when large volumes of calls relating to the same incident are received.

A pilot project was commenced with the NSW Rural Fire Service (RFS) to provide them with direct access to an ESCAD terminal for dispatching of resources within two of their fire districts. FRNSW automatically directed information from triple zero (000) callers and automatic fire alarms to the NSW RFS terminal for rapid dispatch of NSW RFS brigades.

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

Operational Technology

Compressed Air Foam Systems Fleet

Following careful evaluation based on operational and environmental considerations, FRNSW introduced compressed air foam systems (CAFS) appliances to improve fire management through rapid containment of incidents. CAFS, a mixture of foam solution, compressed air and water is five times more efficient than water which reduces the amount of water used, benefits the environment and reduces water damage. Health risks will also be reduced during large fires, as CAFS removes the major pollutants from plumes of black carbonaceous smoke and reduces smoke levels.

Two bulk CAFS tankers were delivered in March 2015 to Narellan and Dunheved fire stations. Seven smaller CAFS tankers were delivered in April 2015 to Delroy, Kellyville, Kempsey, Lane Cove, Nowra, Turvey Park, and West Tamworth fire stations. An additional 10 CAFS pumpers and four bulk CAFS tankers are on order for delivery in 2015/16.

State-of-the-art firefighting helmets

FRNSW introduced the most advanced head protection for firefighters with the roll-out of 'jet-style' structural firefighting helmets during 2014/15. The helmets include:

- 'Jet style' design providing better side impact protection and lower centre of gravity making them more comfortable to wear
- Integrated helmet mounted microphone and earpiece for easier communication on the incident ground
- Adjustable eye and face protection
- Inbuilt lighting, and
- Ergonomic design for comfort in all conditions.

FRNSW also introduced new multipurpose bushfire and rescue helmets during 2014/15.

New firefighting equipment

The Streamlight Knucklehead torch was issued to firefighters in 2014/15. The torch features:

- A rotating, articulating head
- A tough, polycarbonate lens
- Four lighting modes: high, low, flashing and moonlight, and
- A removable magnet which allows stable scene lighting.

New rescue and hazmat equipment was rolled out for specialized high risk operational capability including:

- 30 work safely at height kits
- 80 hydraulic rescue tools
- 10 AP4C chemical warfare detectors
- 3 Raman FDIR chemical analysers
- 8 high end gas detectors, and
- 50 automatic external defibrillators.

Information Technology

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

Whole-of-Government data centre (GovDC)

FRNSW completed the relocation of its IT infrastructure into the whole-of-government Silverwater and Unanderra data centres as the first agency in NSW Government to use Platform-as-a-Service from the new GovDC Marketplace. The benefits 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. GovDC has a 5 star NABERS energy efficiency rating.

Networks, voice and video

FRNSW implemented a 10GBps high speed redundant Dark Fibre Ring encompassing its existing CBD head office, Greenacre (New Head Office), Silverwater (GovDC), Unanderra (GovDC - secondary site) Alexandria (ComCentre) and the new Ministry of Police and Emergency Services (MPES) office in the Sydney CBD. The cost to operate the fibre ring will be less than what is currently paid and provides a 100 times faster network speed for each site.

FRNSW successfully renegotiated its contracts for fixed line and mobile telephony during the year with the incumbent provider which generated savings. A new contract for the provision of fixed broadband connections to fire stations and Zone offices was also agreed and will lead to additional savings.

Work anywhere

FRNSW endorsed its “Work Anywhere” strategy and commenced a proof of concept for this initiative, replacing the use of traditional desktop PCs in administration centres, and transition FRNSW to an activity based workplace in preparation for the planned relocation of its administrative head office in 2017.

The proof of concept involves approximately 40 staff using laptops to access FRNSW applications directly via the internet, without the need to enter the FRNSW corporate network. The end vision for this project is for all staff to be able to access the information they require from any device (laptop, tablet or smartphone) from any location with an internet connection. This will lead to productivity improvements and cost reductions.

Radio communications

FRNSW, together with numerous other agencies, is required by the Australian Communications & Media Authority to move its 135 analogue Private Mobile Radio base stations to digital frequencies by the 2018/19 year. Aside from the regulatory requirement for the move, the digital networks provide other benefits including improved voice quality and the ability for remote monitoring of network hardware. As at June 2015, 43 of 135 sites in the Far South West, Monaro, Castlereagh, Riverina and Broken Hill areas have been completed and planning is underway for work in the South West Slopes, Murray and Northern NSW regions.

Automatic vehicle location

The Automatic Vehicle Location (AVL) system rollout was completed with over 500 firefighting appliances around the state now using the system. AVL enables staff in the Communications Centres and senior managers at large incidents to view the location of appliances in real time, and to dispatch the closest and most appropriate resource to the incident enhancing community and firefighter safety.

A reduction in emergency response times in the metropolitan areas appears to be largely attributable to AVL.

ADASHI Incident Control

The Automated Decision Aid System for Hazardous Incidents (ADASHI) system is designed to support incident controllers in the field when managing large-scale emergencies. The ADASHI First Responder is a robust, user-friendly mobile system which is integrated into FRNSW vehicles to provide live turnout and critical incident management information via Mobile Data Terminals (MDTs).

It is interfaced with the ESCAD system to enable a single view of the incident ground, along with relevant information such as details of chemicals stored on site, the location of hydrants and the latest weather forecasts. It also displays the location of appliances via Automatic Vehicle Location, improving firefighter safety. Two Adashi projects were undertaken in 2014/15:

Adashi Lite

Over 70 dedicated laptops have been provided to Duty, Zone and Area Commanders with over 100 staff trained in the use of ADASHI to manage multiple resources at large incidents such as major factory fires or large-scale bushfires.

Adashi First Responder

A pilot of MDTs using Adashi First Responder software commenced in 2015. Twenty appliances were fitted with ruggedised tablets linked to the ESCAD system. Firefighters can send and receive status changes, view maps of the route to the incident and send codes back to Communications Centres on completion of the incident. A further 162 MDTs will be rolled out in 2015/16.

eAIRS

eAIRS was rolled out to firefighters in March 2015 following a multi-year design and build phase to replace the 20-year-old AIRS client-server application with a web-based platform. eAIRS is used in all 337 FRNSW stations to capture post-incident information and opportunities for improving equipment and techniques. Designed to support the national Emergency Services Organisations Data Dictionary managed by the Australian Fire and Emergency Services Authorities Council, its progress has been keenly followed by other fire services in Australia.

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

Shared emergency services IT systems

In 2014/15 the SAP Enterprise Asset Management project moved towards completion. It is designed 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.

During the year a number of enhancements were made to the Finance, Human Resources, Learning Solutions and Business Intelligence modules across SAP to provide increased functionality to supported agencies. These included:

- project and portfolio management
- real estate
- business planning and consolidation for capital projects
- customer relationship management, and
- governance risk and compliance.

The introduction of Accounts Payable scanning has automated a number of manual processes. Vendor invoices are automatically matched to FRNSW purchase orders and payments made by direct credit to bank accounts. This assists FRNSW in meeting government goals for agency payment timelines.

FRNSW continues to maintain and update the TRIM Electronic Document and Records Management System on behalf of FRNSW, RFS, SES, and Office for Emergency Management (OEM).

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

Safety

The FRNSW 2013-2017 Safety Strategy was the winner of the 2014 Treasury Managed Fund (TMF) Awards for Excellence in the Work Health & Safety Framework & Systems category.

The Safety Strategy sets out the priority programs and initiatives that will create a framework to drive continuous improvement in health and safety and to achieve a safer workplace.

Successfully completed initiatives of the Safety Strategy included:

- implementing WHS consultation arrangements represented through over 150 Health and Safety Representatives across 65 workgroups. Also, publishing the WHS Consultation Managers Handbook as a resource to assist Managers and Supervisors effectively manage and implement the WHS consultation arrangements
- launching the “*Be Involved*” Intranet site, that enables all FRNSW staff to be actively involved in the development of projects to improve health and safety. The site provides an opportunity for everyone to contribute their ideas, comments, feedback or opinions to make a difference and safer FRNSW
- improving communication of safety information and sharing experiences from firefighters through Talking Points, Hazard Alerts and Incident Notification Snapshot reporting to improve situational awareness and lessons learned, and
- implementing The Commissioner's Safety Awards in 2014. The Awards now move into the second year and set out to recognise the commitment of those within FRNSW who demonstrate outstanding efforts to improve and promote safety.

Health and fitness

FRNSW has continued to develop its comprehensive health and fitness programs throughout 2014/15.

The 2015 Influenza Vaccination program was facilitated at 57 sites across the state with 1,576 vaccinations provided to FRNSW employees.

The implementation of Functional Movement Screening and Cardio-check programs into fire station health and fitness sessions has been well received by firefighters. 646 screens and 135 checks respectively were delivered by the Health and Fitness Advisors, with these new programs making up a significant proportion of the services delivered to the 2423 individuals engaged in the program. These programs are focused on maximising safety by assisting firefighters to physically prepare for the demands of their jobs and in turn minimise the likelihood of musculoskeletal injury or cardiovascular disease.

The integration of Functional Movement Screening into the permanent firefighter recruit induction program has provided a great foundation from which new recruits can further enhance their resilience to physical injury. Educational resources have been developed within the Health and Fitness toolkits to continue to address musculoskeletal injury as the leading cause of injury to firefighters.

FRNSW has seen continued success with implementation of the Physical Aptitude Test (PAT) within both permanent and retained recruitment campaigns. This year 691 PATs were conducted for permanent recruitment; approximately 200 individuals engaged in PAT information days; approximately 470 PATs were conducted for retained recruitment across all zones and over 110 operational personnel were engaged in either PAT assessor training, PAT education days (during station visits) or interagency PAT demonstrations (ACT Fire, Queensland Fire and Emergency Services).

The implementation of the PAT 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.

Mental health

Throughout 2014/15 FRNSW has partnered with a number of leading mental health and research organisations to expand our mental health programs. There has been a continued focus this year on strategies to improve mental health awareness and prevention, rather than reactively treating psychological injuries and illness.

The Peer Support Program has recruited and trained 24 additional peers who have committed to champion the prevention and proactive treatment of mental illness across FRNSW. The Peer Team has this year continued to deliver proactive mental health education sessions to firefighters across the state in addition to the provision of critical incident support interventions for crews following traumatic incidents.

Delivery of the Black Dog RESPECT Program to FRNSW Managers has continued with the evaluation performed by University of New South Wales identifying that participants significantly improved their mental health literacy and confidence in managing individuals suffering a mental illness.

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 232 employees and their family members used EAP services with 509.5 hours of face-to-face and phone counselling provided.

Injury management

The focus of Injury Management has been improving the support and assistance provided to employees with Post Traumatic Stress Disorder (PTSD), by developing improved processes to confirm diagnosis and also improving the options available for employee's to return to work. This work will be supported by the release of the PTSD Expert Guidelines for Emergency Service Staff, which are due to be published shortly. There has also been a focus on improving the options for firefighters that require medical discharge by providing transitional support, improving pathways to ensure existing skills are recognised and consistent provision of vocational support and guidance. The focus on facilitating recovery and return to work has led to improvement in the FRNSW Workers Compensation Deposit Premium with 89% of all claims finalised within 2 years, an increase of 8% over the past 12 months.

Chaplaincy service

As an emergency service, FRNSW responds to incidents which can often be traumatic for both victims and responders. FRNSW Salvation Army Chaplains, Majors Lyndsay Smith and Dawn Smith continue to work tirelessly to provide counselling and support to fire officers and their families. They also assisted members of the public involved in or affected by emergencies on a 24/7 basis. The Chaplaincy has proven to be invaluable.

3.4 Strategic Direction 4: Adaptable People

3.4.1 Be a leading provider of emergency management education and training

FRNSW Education and Training Directorate continued to provide basic skills training, skills maintenance, specialised operational training and leadership development to firefighters across the State. In 2014/15 firefighters completed 2,953 training activities involving 167,687 hours.

The Directorate implemented new technology for recording training activity. All training conducted by the Education and Training Directorate is now recorded through mobile assessment devices. This enables qualified instructors to immediately capture and submit learning outcomes at the completion of each course. The single point of contact has led to improvement in data integrity in firefighter qualifications and training records.

Operational Training Course Participants					
	2010/11	2011/12	2012/13	2013/14	2014/15
Aerial training	1250	820	1023	517	45
Appliance training					1,579
Basic Life Support	2080	1785	2241	1833	3,601
Breathing Apparatus	10832	8135	1715	2504	1,226
Chainsaw					245
Confined Space					204
Core Skills Refreshers					2,429
Corporate training			1183	1423	1,767
Firefighting training	340	1036	1937	727	1,111
Hazmat training					767
Incident management		40	431	322	426
Permanent Recruit trainings	79	86	70	96	126
Progression programs	274	297	241	212	265
Rescue – Initial		1581	2740	2620	733
Rescue - Primary					1,161
Rescue - Secondary					314
Retained Recruit Training	235	717	328	339	383
Safe Working at Heights					2,251
TOTAL	15,090	14,497	11,909	10,593	18,798

National Standards for Registered Training Organisations

FRNSW was successfully re-registered as a Registered Training Organisation (RTO) in 2014 and implemented the National Vocational Education and Training Regulator (NVR) Standards in 2015. FRNSW has worked to ensure there is a robust quality assurance framework to support the new standards.

Technology supported learning

In 2014/15 FRNSW developed and released nine new eLearning courses taking the total to 43 on-line modules. This included eight new Incident Management courses. A further eight modules are in development.

Firefighters enrolled in 34,332 eLearning training hours in 2014/2015 and during the year 31,075 course hours were completed. FRNSW continues use of simulation software and virtual classroom technologies to facilitate realistic incident management training to locations across NSW.

Command, leadership and management

FRNSW continued to deliver initial skills (Recruit), firefighter development (Qualified Firefighter to Leading Firefighter), officer development (Station Officer, Leading Station Officer and Inspector) and leadership training for operational staff.

In 2014/15 FRNSW commenced facilitation of its first blended learning firefighter progression program (the Leading Firefighter Program). This Program uses a combination of practical work-based learning, eLearning, simulated incident management training and face-to-face firefighting experience that culminates in a final Assessment Period where participants are tested using realistic scenarios. Future progression programs to be commenced in 2015/16 will use similar blended learning modes to effectively facilitate progression programs for firefighters at geographically diverse locations across NSW.

Co-ordinated Fire & Rescue Incident Management (FRIM) training was successfully delivered for operational staff to support the comprehensive application of FRNSW new Incident Management Standard Operating Guidelines (SOGs) across NSW. The new SOGs are based on a simplified and more practical approach to incident management based on international best practice and the Australian Inter-service Incident Management System (AIIMS).

Duty Commanders played a critical role in delivering training to regionally based Captains and Deputy Captains in their commands and in the roll out of training to Station Officers.

Structural fire training

During 2014/15 Structural Fire, Search and Rescue, Tactical Ventilation and High Rise training was provided to both recruit and serving firefighters. In 2014/15 FRNSW also provided two structural firefighting instructor courses to 24 personnel from FRNSW, Metropolitan Fire Brigade (Melbourne) and ACT Fire & Rescue.

Rescue training

During 2014/15, FRNSW completed compliance training in line with NSW State Rescue Board minimum competencies. Concurrently 90 additional Primary Rescue Operators were registered across the State and a revised Vertical Rescue training program was released, resulting in appropriate staff receiving an additional unit of competency and operational capability. FRNSW continued delivering rescue training to agencies including NSW Police Force, Department of Defence, NSW Health, Careflight, NSW SES, NSW RFS, Volunteer Rescue Association and Taronga Zoo.

Breathing apparatus and hazardous materials training

In addition to the delivery of required breathing apparatus and hazardous materials training FRNSW rolled out training to support the introduction of new structural firefighting helmets, new Altair 5X gas detectors and new terrorism-related training in metropolitan areas.

Basic life support training

The Basic Life Support skillset provides our firefighters with the capability of initial emergency patient care. These competencies, including Apply First Aid and Advanced Resuscitation are delivered by certified instructors within the Education and Training Directorate. In 2014/15 FRNSW seconded Ambulance NSW personnel to deliver Advanced Resuscitation training to Metropolitan commands, commencing a process to embed the knowledge and skills required to respond in line with current response protocols. Due to the success of this initiative a further two paramedics have been seconded from the ASNSW.

Permanent firefighter learning pathway

A major project in 2014/15 has been the design, development and implementation of new learning programs in line with the FRNSW Permanent Firefighting Staff Award 2014. The first new Program was released on 9 June 2015 to 86 enrolled participants. This first program and the following programs being released in 2015/2016 focus on student centred learning and utilise a range of eLearning, work based learning and face to face assessment. The remainder of the programs will commence during 2015/16.

Appliance training

FRNSW continues to conduct Roads and Maritime Service licencing and upgrades for operational staff. Aerial appliance driver training and WorkCover Licences are always a priority. FRNSW continues to develop its fleet capabilities and deliver pump and driver training in line with enhanced capabilities, such as Compressed Air Foam System (CAFS) appliances and new Mobile Command Centre Vehicles (MCCV).

Corporate training

Corporate training was provided to new staff, and ongoing permanent and retained firefighters and administration staff, including Respectful workplaces, bullying and harassment prevention, Fraud and Corruption prevention, and, Work Health and Safety awareness training.

FRNSW education facilities management

In line with the FRNSW Strategic Facilities Plan, 2014/2015 saw the development and implementation of FRNSW first prototype Tier 3 prop at Liverpool Fire Station. Tier 3 Training Props are specialist station-based multipurpose training facilities that support cost effective operational skills acquisition and skills maintenance training.

In 2015/2016 a number of Tier 3 Training Props will be strategically located in regional and metropolitan centres to increase efficient access to suitable training facilities. This will minimise travel time for firefighters, make training resources more accessible, maximise available training time, minimise travel costs and impacts on operational availability.

Mobile USAR prop

In May 2015 FRNSW new Urban Search and Rescue (USAR) transportable structural collapse training prop was awarded the Patron's Prize in the Product Design – Commercial and Industrial category at the 2015 Good Design Awards.

The training prop is totally transportable and resettable. Based around the frame dimensions of an ISO shipping container, the training simulator presents all of the tactical rescue training challenges associated with locating and rescuing a victim trapped beneath a structural collapse. The mobile prop is extremely practical in providing realistic training to many teams in their locations, and is more cost effective than bringing teams to a fixed site. At an approximate build cost of \$35,000 the prop is also substantially cheaper than many fixed training locations around the world.

Library

The FRNSW Library provides resources and research support to personnel across the organisation. The Library started the 2014/15 financial year in a fully refurbished environment with new IT and learning spaces, improved access to journals and other resources, and a dedicated video conferencing room. The adjacent computer training room, now known as the IT Suite, was also completely refurbished; with a new capacity of 24 PCs for learners, a trainer PC and two large LCD screens.

In early 2015 the Library catalogue holdings were uploaded to Trove, a database managed by the National Library of Australia, contributing over 1000 unique records to this national online resource.

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

Diversity and equity in FRNSW

FRNSW is committed to workplace diversity to ensure that the workforce better reflects the communities we serve and protect, thus improving decision making and increasing innovation.

A diverse workforce is an essential requirement for organisational growth and renewal. People of different gender, beliefs, backgrounds and ages enrich our workplaces and challenge us to do things differently, leading to greater flexibility, creativity and greater respect and inclusion.

As part of the Indigenous Fire & Rescue Employment Strategy (IFARES), FRNSW partnered with South Western Sydney TAFE, to develop a program to support Indigenous permanent firefighter recruitment. Candidates in the program undertook a Certificate 3 in Fitness to assist them to achieve the educational qualifications required to enable them to apply for a position as a permanent firefighter. The program was a great success with eight Indigenous firefighters completing their recruit training program and graduating as firefighters in July 2015. Following the success of the program, FRNSW has committed to running further programs to increase the representation of Indigenous firefighters.

FRNSW has also worked in conjunction with Women and Firefighting Australasia Inc. (WAFA) to positively promote firefighting as a career for women. This strategy has also been very successful with an increase in female applicants, resulting in higher numbers of female recruits in 2015.

Improving diversification within our workforce continues to be a high priority for FRNSW with improved gender balance being a particular focus for 2015 onwards.

Recruitment

FRNSW continued to attract high calibre candidates to recruit positions in 2014/15. Using a variety of media strategies, FRNSW encouraged female candidates to apply to become Permanent Firefighters. These strategies led to a significant increase in the number of women who applied in the 2015 recruitment campaign (almost double previous years). The increase in female candidates applying has led to higher numbers of women being progressed through the various stages of the recruitment process.

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

Workplace culture

There are many initiatives aimed at contributing to the growth and success of FRNSW, for example the:

Be Heard Campaign

FRNSW has finalised and launched the detailed *Be Heard – Embedding a Respectful Workplace Strategy* to:

- Encourage employees to voice their concerns and Be Heard without fear of retaliatory action
- Embed ethical and lawful behaviours at all levels of FRNSW that are the foundation of a healthy workplace culture
- Encourage early “See, Act, Say” intervention to address and resolve inappropriate behaviour, and
- Reinforce a zero tolerance approach to bullying behaviour.

Performance Partnering

Phase one of the performance and development system (Performance Partnering Program) has been developed with a focus on engagement and having high quality feedback conversations. Phase two will see the use of our IT software ‘Success Factors’ to capture performance plans and revisions.

Commissioner’s Participative Council

The Commissioner's Participative Council aims to foster improved communication and innovation within FRNSW and to provide opportunities for all staff, particularly junior staff, to have a say in solving current and future challenges.

The council was formed following an EOI process in October 2014 which attracted an overwhelming response from staff. The 25 member Council represents a cross section of staff from multiple locations and the diversity of the workforce. They are progressing dozens of new innovative ideas.

“Have your say survey” employee engagement survey

FRNSW implemented the ‘Have Your Say’ employee engagement survey in mid-2015 as an ongoing opportunity for employees to identify issues and to help make positive changes in their workplace. The survey, administered by Gallup, uses 16 questions to understand workplace engagement, inclusion and diversity. The results will be published for the information of all employees and will be followed up with focus groups to gain a more indepth understanding.

Industrial relations

In 2014/15 FRNSW continued to improve consultation and communication with staff and unions on a range of industrial and employee related matters.

FRNSW and the Fire Brigade Employees' Union (FBEU) finalised three new Awards. The new Permanent Firefighter Award introduced important reforms to progression and promotion in the rank structure, and alternative rosters. The new FRNSW Firefighting Staff Death and Disability Award 2015 created a more sustainable scheme through reforms to both benefits and contributions. The new Trades Award provided for increases in a one year Award.

Permanent award

The recently agreed FRNSW Permanent Firefighting Staff Award 2014 is notable for the significant shift from the previous 40 year old 10/14 roster to new flexibility in rostering that offers greater opportunities for work/life balance for frontline firefighters. The flexible rostering provisions within the new award offer employees the opportunity to develop and propose rosters which provided they are beneficial to management can be adopted by individual employees on a case by case basis. There has been significant take-up of flexible rosters, accompanied by a 50% reduction in sick leave.

The 24 hour roster has been adopted by 106 fire stations across NSW in an eight month period.

Retained award

The recently negotiated FRNSW Retained Firefighting Staff Award 2014 has focused primarily on availability of retained staff and the rostering of personnel to protect local communities throughout regional NSW. By focusing on availability of retained staff a significant cultural shift has been engineered whereby the focus on availability rather than response has resulted in greater recognition of the commitment of these personnel, as well as a reduction in overtime costs.

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 held in 2013/14 examined the FRNSW leadership culture and how it could be improved to better lead and manage change. A significant outcome was the 2013/14 Captains and Deputy Captains Development Program, offered 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 program has been continued in 2014/15 and extended to address the adaptive skills required for contemporary management and leadership by Duty and Station Commanders.

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 a zero tolerance approach to any unethical, fraudulent or corrupt practices and has reinforced this to all employees.

Corruption risk assessment program

Over 2014/15, the Governance and Legal Office (GLO) and the Workplace Standards Branch delivered corruption risk assessment workshops, including corruption prevention training, to senior and middle management teams across all FRNSW Directorates and Area Commands. The program was successful in its aim to focus attention on corruption risks and provide assurance that mitigation strategies are in place across the whole organisation. Corruption risk training and risk identification helps Fire & Rescue NSW and its employees to prevent corruption, through the development of skills to understand the precursors for corrupt behaviour; conduct risk assessments; detect possible corruption; report and manage allegations; and address and minimise conflicts of interest and manage gifts and benefits.

Complaints management

In 2014/15 215 matters were reported to Workplace Standards Branch. These included allegations of bullying, fraudulent conduct, criminal matters and other unprofessional behaviours. Of the 215 matters reported to Workplace Standards 186 matters have now been finalised. The outcomes of these matters after investigation were:

- 73 were low level non-disciplinary matters that were referred for local management resolution
- 6 matters were the subject of disciplinary action (including two terminations)
- 3 matters required remedial action
- 1 matter resulted in medical discharge of the employee during the investigation
- 8 matters resulted in an employee resigning during the disciplinary process
- 74 matters were examined but required no further action
- 20 matters were resulted in the provision of information or advice concerning FRNSW policy
- 1 matter resulted in an employee being the subject of targeted Alcohol and Other Drug (AOD) testing.

Bullying and/or Harassment

During the 2014/15 financial year there were 45 complaints of alleged bullying and/or harassment submitted to Workplace Standards. This compares to 35 matters in the previous year. Of these 39 matters were investigated and concluded in the financial year. One matter resulted in both disciplinary and remedial action, while 17 matters were the subject of local management action.

Three respondents in bullying and harassment matters resigned during the investigation process.

Alcohol and other drugs policy

FRNSW Alcohol and Other Drugs Policy is in its second year of operation. The policy provides for random and targeted alcohol and other drug testing for all employees. The policy promotes workplace health and safety for all employees, with a 0.02 limit for alcohol and a zero tolerance approach to the presence of non prescribed or prohibited drugs. 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 584 tests conducted in 2014/15, four resulted in a positive result for alcohol and four for non-prescription medication. All employees who return a positive result are required to participate in ongoing targeted testing. One administrative employee returned a positive alcohol result on three separate occasions and resigned their employment upon the commencement of disciplinary action.

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.

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.

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.

Improved workers compensation and return-to-work performance are key priorities of FRNSW to facilitate redirection of funds from premiums to frontline service delivery.

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

Fleet strategy and profile

The FRNSW fleet strategy maps future costs and replacement requirements over the lifecycle of its fleet (20 years for aerial and four wheel drive fire engines, and 15 years for most other fire engines). At 30 June 2015 the FRNSW fleet totalled 1,541 vehicles. The fire engine fleet of 652 vehicles included 543 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 28 new vehicles consisting of twelve Class 1 tankers and sixteen Mercedes Class 2 pumpers.

In addition, FRNSW has 652 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.

Tankers (Off Road Fire Engines)

Class 1 multi-purpose off road capable tankers carry more water than urban fire engines. Some have hazmat and primary rescue capability and a number of tankers have been commissioned with Compressed Air Foam Systems (CAFS). The use of CAFS increases the tanker's fire fighting extinguishing capability five fold. There have been five Mercedes Atego tankers, two RFS Cat 1 style tankers and two RFS Cat 6 Bulk tankers with CAFS commissioned. In addition to the CAFS tankers there have been six RFS standard tankers commissioned (modified for FRNSW requirements including higher pump capacity and stowage of self contained breathing apparatus for all crew members).

All of the tankers have Class A bushfire foam systems, and pump-and-roll firefighting capabilities allowing them to deliver water while moving, which is effective for fighting bushfires and fast moving grass fires. 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 12.13 years at 30 June 2015. There are twenty one rescue/hazmat tankers funded and another four Cat 6 – CAFS tankers to be commissioned over the coming year.

Pumpers (fire engines)

Class 2 urban fire engines: These fire engines are designed for regional areas and may have hazmat and primary rescue capability. There are 248 Class 2 urban fire engines in service. A program is currently underway which will see the existing Class 2 fibreglass bodies and pump modules refurbished and fitted to new Mercedes chassis. This recycling is cost effective and reduces the impact on the environment of building new bodies. 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 9.96 years at 30 June.

Class 3 pumpers: These heavy urban fire engines may also be configured as primary rescue and hazmat vehicles. The Kuipers engineering company has the contract for the build of replacement Class 3 pumpers which includes ten with Compressed Air Foam systems. Orders have been placed for five standard class 3s with delivery expected from September 2015. The average age of the Class 3 fleet was 9.58 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 was 11.68 years at 30 June 2015 with a targeted replacement age of 20 years.

Specialised vehicles

There were four Duty Commander vehicles with service type bodies mounted on a dual cab 4x4 chassis commissioned after successfully trialling the concept in 2014/5. The vehicle provides excellent functionality whilst being cost effective as the specialist body will be moved from chassis to chassis.

In addition to the service type body Duty Commander vehicle, a Volkswagon transporter vehicle was set up for trial by Duty Commanders to ascertain the benefits of service delivery using other incident control strategies.

The replacement vehicles for the existing Incident Command Vehicles now referred to as Mobile Command Centres were completed in February 2015. The two new vehicles are in the process of having the ICT fit-out completed and when commissioned will be the most sophisticated in Australia.

The average age of specialised vehicles not including the Duty Commander vehicles was 10 years at 30 June 2015.

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 \$23.9 million on capital expenditure in 2014/15. Major work included completion of five new fire stations at Albion Park, Picton, Port Macquarie, Salamander Bay and Wallerawang and the completion of significant renovations at Cardiff and Gordon fire stations.

Design, new construction works and major renovations are well underway at Ballina, Lambton, Maryland, Pymont, Ropes Crossing, Rutherford, South Windsor and Yennora. Land was also purchased at Mount Druitt for a new fire station to replace the existing ageing fire station. Design and tender documents were also completed for the new FRNSW Head Office building at Greenacre. A building contractor has commenced work, with completion expected in mid 2017.

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 provides an efficient central point for the reporting of all break/fix and maintenance requirements at FRNSW sites. In 2014/15 4,548 calls for assistance were logged, ranging from urgent help to routine break/fix tasks.

Equipment maintenance and management

Operational Logistics core functions include:

- Managing over 100,000 items of equipment with an estimated replacement value of over \$90 million including Personal Protective Clothing (PPC), helmets, breathing apparatus, air cylinders, chemical booms and bins, gas, and chemical, biological and radiation detection equipment
- Maintaining and expanding the operational rescue and hazmat equipment capability across NSW
- Procurement and asset management of new vertical and flood rescue equipment
- Managing the equipment quarantine process with FRNSW Health and Safety personnel ensuring all existing equipment and PPC remains safe and fit for purpose
- Undertaking programed maintenance, servicing and management of the 16,000 items of hydraulic/pneumatic/lifting and cordage equipment, located across the state

Developing and supporting logistics plans for numerous strike teams for deployments interstate and internationally for assistance during large scale events such as the Victorian mine fire and the Vanuatu cyclone disaster.

Procurement

The Strategic Procurement and Contract Services Unit is the central area responsible for coordinating FRNSW procurement activities.

Since becoming accredited to undertake its own procurement in January 2014, a total of 15 significant procurement projects have been completed with a total contract value of \$20.7m. One of these projects, the supply of a new fire fighting helmet with communications system, was undertaken using an innovative outcomes based procurement model. FRNSW engaged with Industry to provide an innovative new helmet with an integrated radio and voice communication system, and improved safety features. The project resulted in savings of over \$300k which also enabled the replacement of the multi-purpose helmet which is used for bushfire and rescue operations.

In 2014/15 procurement savings of \$4.6m were achieved through improved procurement practices, better negotiated outcomes and by leveraging the increased buying power of the Justice Cluster agencies.

Initiatives to improve sustainability were continued in 2014/15. The principal items of firefighter protective clothing (PPC) are now being recycled. 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. In 2014/15, 13 Class 2 Pumper bodies were recycled.

Project and Program Management

The FRNSW Program Management Office (PMO) provides support and oversight for the organisation's major development projects. The PMO comprises a Performance Planning and Evaluation Unit, a Business Intelligence Unit, and a Project and Change Management Unit. In combination these provide data to the senior leadership team on key performance indicators, and support the organisation to implement change and to extract benefits from project investments.

In 2014/15 the PMO contributed to more than 30 projects, applying project management standards (Prince 2, MSP) and improving project management capability across FRNSW.

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

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 are 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.

Rescue Summit

FRNSW is one of the world's largest rescue agencies. In addition to all firefighters having rescue capability, FRNSW has over 2,000 specialist rescue operators and a UN accredited Task Force to rescue people from collapsed buildings.

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.

Throughout 2014 the Operations Capability Directorate led extensive consultation with all Operational Commands and key Directorates to develop an integrated whole of agency five year plan launched in 2015. The RESCUE 2020 strategic objectives are to ensure that FRNSW:

- Firefighters have the required rescue skills gained through effective skills acquisition and skills maintenance programs
- Has the necessary range of rescue capabilities delivered from the most effective locations to meet community needs
- Takes a collaborative approach towards rescue across NSW
- Rescue capability embraces technological opportunities
- Knowledge captured is readily converted into learning opportunities for improved capability
- Health programs are available for all rescue operators ensuring they are actively monitored, cared for and supported.

Education and Training Forum

In October 2014, an Education and Training Forum brought firefighters and specialists together to review the current training provision to the whole geographically distributed workforce. Following the forum changes have been made to the integration of formal training with local station based training, to help maintain standards, engage local leadership, and increase delivery efficiency.

Emergency Management Conference

In mid 2015 FRNSW held a two day Emergency Management Conference, which brought together over 120 firefighters and staff from across NSW. The conference focussed on the key strategic directions for FRNSW, addressed immediate challenges, and discussed solutions to issues including diversity, operational excellence, and co-ordinated operational resource planning (ORP).

Emergency Management Leadership Conference

In June 2015 FRNSW held its second Emergency Management Leadership Conference. Over 70 officers attended from Operational Capability, Metropolitan and Regional Operations with additional attendees from Community Safety and other corporate directorates. The conference themes included operational excellence, leadership, diversity, governance, and engagement.

The conference benefitted from a presentation by Major-General Jim Molan OA DSC who, among other things, was operational commander of Coalition Forces in Iraq. His theme of operational excellence and leadership was instructive, as was a presentation by Assistant Commissioner Tom Dawson from the Queensland Fire and Emergency services on their handling of an exploding ammonium nitrate B-double truck in Queensland. The conference formed a sound basis for projects and programs in the coming year.



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 2015, the statement of comprehensive income, statement of changes in equity, statement of cash flows, service group statements and 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 2015, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the Public Finance and Audit Act 1983 (PF&A Act) and the Public Finance and Audit Regulation 2015.

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

Commissioner's Responsibility for the Financial Statements

The Commissioner is responsible for preparing financial statements that give a true and fair view in accordance with Australian Accounting Standards and the PF&A 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 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 an 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 that are 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 management, 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 carried out its activities effectively, efficiently and economically
- about the effectiveness of the 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 that 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 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 2015
SYDNEY



General Purpose Financial Statements
For the year ended 30 June 2015

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

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2015

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 2015 and financial performance of Fire & Rescue NSW for the year then ended.
2. The financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the Public Finance and Audit Regulation 2015, and Treasurer's Directions.

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



Adrian Summons
Chief Financial Officer
15 September 2015



Greg Mullins AFPM
Commissioner
15 September 2015

Fire & Rescue NSW
Statement of Comprehensive Income
for the year ended 30 June 2015

	Notes	Actual 2015 \$'000	Budget 2015 \$'000	Actual 2014 \$'000
EXPENSES EXCLUDING LOSSES				
Operating expenses				
Employee related	2(a)	531,499	531,261	512,415
Other operating expenses	2(b)	94,365	86,561	96,557
Depreciation and amortisation	2(c)	48,458	47,661	47,634
Total Expenses excluding losses		674,322	665,483	656,606
REVENUE				
Sale of goods and services	3(a)	15,090	13,060	13,773
Investment revenue	3(b)	5,752	5,819	5,872
Retained taxes, fees and fines	3(c)	30,314	22,843	26,437
Grants and contributions	3(d)	603,122	612,662	603,609
Other Revenue	3(e)	21,400	12,013	25,181
Total Revenue		675,678	666,397	674,872
Gain/(loss) on disposal	4	(1,225)	0	(19)
Other gains/(losses)	5	87	0	(346)
NET RESULT		218	914	17,901
Other comprehensive income				
Items that will not be reclassified to net result:				
Actuarial gain/(loss)	16	(11,015)	0	(40,472)
Net increase / (decrease) in property, plant and equipment asset revaluation surplus	12	18,581	0	0
Total other comprehensive income		7,566	0	(40,472)
TOTAL COMPREHENSIVE INCOME		7,784	914	(22,571)

The accompanying notes form part of these financial statements.

Fire & Rescue NSW
Statement of Financial Position
as at 30 June 2015

	Notes	Actual 2015 \$'000	Budget 2015 \$'000	Actual 2014 \$'000
ASSETS				
Current assets				
Cash and cash equivalents	8	144,633	125,399	168,030
Receivables	9	21,220	13,177	19,983
Inventories	10	1,709	1,485	1,592
Other financial assets	11	55	83	67
Non-current assets held for sale	23	1,475	0	0
Total Current Assets		169,092	140,144	189,672
Non-Current Assets				
Property, Plant and Equipment	12			
- Land and Buildings		404,953	414,169	377,510
- Plant and Equipment		70,302	68,952	63,778
- Fire appliances		139,338	138,734	141,248
Total property, plant and equipment		614,593	621,855	582,536
Intangible assets	13	53,958	45,863	46,455
Total Non-Current Assets		668,551	667,718	628,991
Total Assets		837,643	807,862	818,663
LIABILITIES				
Current Liabilities				
Payables	15	26,596	41,807	41,607
Provisions	16	112,686	117,612	123,725
Total Current Liabilities		139,282	159,419	165,332
Non-Current Liabilities				
Provisions	16	133,757	54,166	96,511
Total Non-Current Liabilities		133,757	54,166	96,511
Total Liabilities		273,039	213,585	261,843
Net Assets		564,604	594,277	556,820
EQUITY				
Reserves		310,965	292,696	292,384
Accumulated funds		253,639	301,581	264,436
Total Equity		564,604	594,277	556,820

The accompanying notes form part of these financial statements.

Fire & Rescue NSW
Statement of changes in equity
for the Year Ended 30 June 2015

	Accumulated Funds \$'000	Asset Revaluation Surplus \$'000	Total Equity \$'000
Balance at 1 July 2014	264,436	292,384	556,820
Net result for the year	218	0	218
Other Comprehensive Income:			
Net increase / (decrease) in property, plant and equipment	0	18,581	18,581
Actuarial gain/(loss)	(11,015)	0	(11,015)
Asset revaluation surplus balance transferred to accumulated funds on disposal of asset	0	0	0
Total Other Comprehensive Income	(11,015)	18,581	7,566
Total Comprehensive Income for the Year	(10,797)	18,581	7,784
Balance at 30 June 2015	253,639	310,965	564,604
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
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

Fire & Rescue NSW
Statement of cash flows
for the Year Ended 30 June 2015

	Notes	Actual 2015 \$'000	Budget 2015 \$'000	Actual 2014 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(518,251)	(533,798)	(509,529)
Other		(109,584)	(86,241)	(100,523)
Total Payments		(627,835)	(620,039)	(610,052)
Receipts				
Sale of goods and services		17,593	13,060	16,872
Retained taxes, fees and fines		28,404	22,843	25,385
Interest Received		5,985	5,819	6,023
Grants and contributions		603,122	612,342	603,609
Other		24,169	12,013	20,002
Total Receipts		679,273	666,077	671,891
NET CASH FLOWS FROM OPERATING ACTIVITIES	19	51,438	46,038	61,839
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of Land and Buildings, Plant and Equipment and Fire Appliances		1,819	0	1,752
Purchases of Land and Buildings, Plant and Equipment and Fire Appliances		(76,654)	(65,985)	(47,577)
Other		0	(4,586)	0
NET CASH FLOWS FROM INVESTING ACTIVITIES		(74,835)	(70,571)	(45,825)
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from borrowings and advances		-	358	0
Repayment of borrowings and advances		-	(358)	0
NET CASH FLOWS FROM FINANCING ACTIVITIES		0	0	0
NET INCREASE/(DECREASE) IN CASH		(23,397)	(24,533)	16,014
Opening cash and cash equivalents		168,030	149,932	152,016
CLOSING CASH AND CASH EQUIVALENTS	8	144,633	125,399	168,030

The accompanying notes form part of these financial statements.

Fire & Rescue NSW
Supplementary Financial Statements
Service Group Statements for the Year Ended 30 June 2015

EXPENSES & INCOME	Service Group 1*		Service Group 2*		Service Group 3*		Total	
	2015	2014	2015	2014	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Expenses excluding losses								
Operating Expenses								
- Employee related	27,637	27,158	190,277	180,370	313,585	304,886	531,499	512,415
- Other operating expenses	4,912	5,118	33,780	33,988	55,673	57,451	94,365	96,557
Depreciation and amortisation	2,520	2,525	17,349	16,767	28,589	28,342	48,458	47,634
Total Expenses excluding losses	35,069	34,801	241,406	231,125	397,847	390,680	674,322	656,606
Revenue								
Sale of goods and services	785	730	5,402	4,848	8,903	8,195	15,090	13,773
Investment revenue	298	311	2,060	2,067	3,394	3,494	5,752	5,872
Retained taxes, fees and fines	1,575	1,401	10,853	9,306	17,886	15,730	30,314	26,437
Other revenue	1,112	1,335	7,660	8,864	12,628	14,982	21,400	25,181
Grants and contributions	31,362	31,991	215,919	212,470	355,841	359,148	603,122	603,609
Total Revenue	35,132	35,768	241,894	237,555	398,652	401,549	675,678	674,872
Gain/(Loss) on disposal	(63)	(1)	(438)	(7)	(724)	(11)	(1,225)	(19)
Other gains/(losses)	5	(18)	31	(122)	51	(206)	87	(346)
NET RESULT	5	948	81	6,301	132	10,652	218	17,901
Other Comprehensive Income								
Actuarial Gain/(Loss)	(573)	(2,145)	(3,943)	(14,247)	(6,499)	(24,080)	(11,015)	(40,472)
Increase /(decrease) in asset revaluation surplus	966	0	6,652	0	10,963	0	18,581	0
Total Other Comprehensive Income	393	(2,145)	2,709	(14,247)	4,464	(24,080)	7,566	(40,472)
TOTAL COMPREHENSIVE INCOME	398	(1,197)	2,790	(7,946)	4,596	(13,428)	7,784	(22,571)

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

Fire & Rescue NSW
Supplementary Financial Statements
Service Group Statements for the Year Ended 30 June 2015

ASSETS & LIABILITIES	Service Group 1*		Service Group 2*		Service Group 3*		Total	
	2015	2014	2015	2014	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current Assets								
Cash and cash equivalents	7,522	8,906	51,777	59,146	85,334	99,978	144,633	168,030
Receivables	1,103	1,179	7,597	5,355	12,520	13,449	21,220	19,983
Inventories	0	0	1,709	1,592	0	0	1,709	1,592
Other financial assets	3	4	19	24	33	39	55	67
Non-current assets held for sale	0	0	0	0	1,475	0	1,475	0
Total Current Assets	8,628	10,089	61,102	66,117	99,362	113,466	169,092	189,672
Non-Current Assets								
Property, Plant and Equipment								
- Land and buildings	21,058	20,008	144,973	132,884	238,922	224,618	404,953	377,510
- Plant and equipment	3,656	3,380	25,168	22,450	41,478	37,948	70,302	63,778
- Fire appliances	0	0	0	0	139,338	141,248	139,338	141,248
Intangible Assets	2,806	2,462	19,316	16,352	31,836	27,641	53,958	46,455
Total Non-Current Assets	27,520	25,850	189,457	171,686	451,574	431,455	668,551	628,991
Total Assets	36,148	35,939	250,559	237,803	550,936	544,921	837,643	818,663
Current Liabilities								
Payables	1,386	2,205	9,518	14,646	15,692	24,755	26,596	41,607
Provisions	5,859	6,557	40,342	43,551	66,485	73,617	112,686	123,725
Total Current Liabilities	7,245	8,762	49,860	58,197	82,177	98,372	139,282	165,332
Non-Current Liabilities								
Provisions	6,956	5,115	47,885	33,972	78,916	57,424	133,757	96,511
Total Non-Current Liabilities	6,956	5,115	47,885	33,972	78,916	57,424	133,757	96,511
Total Liabilities	14,201	13,877	97,745	92,169	161,093	155,795	273,039	261,843
Net Assets	21,947	22,062	152,814	145,634	389,843	389,126	564,604	556,820

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

Fire & Rescue NSW

Notes to the Financial Statements

for the year ended 30 June 2015

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 2015 have been authorised for issue by the Commissioner of FRNSW on 15 September 2015.

(b) Basis of preparation

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

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations);
- the requirements of the Public Finance and Audit Act 1983 and Public Finance and Audit Regulation 2015; and
- 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.

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

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

(c) Statement of Compliance

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

(d) Insurance

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

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

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

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

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

Fire & Rescue NSW

Notes to the Financial Statements

for the year ended 30 June 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

(f) Income recognition

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

(i) Grants and Contributions

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

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

FRNSW receives annual funding payments from the Department of Justice (as principal agency for the Justice cluster) which are paid pursuant to the *Appropriation Act 2014*.

(ii) Sale of Goods

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

(iii) Rendering of Services

FRNSW recognises revenue when the amount of revenue can be reliably measured and it is probable that future economic benefits will flow to it. Revenue is measured at the fair value of the consideration received or receivable.

(iv) Investment Revenue

Interest revenue is recognised using the effective interest method 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.

(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.

Fire & Rescue NSW

Notes to the Financial Statements

for the year ended 30 June 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

(g) Assets (cont'd)

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent; i.e. the deferred payment amount is effectively discounted over the period of credit.

(ii) Capitalisation Thresholds

Property, plant and equipment and intangible assets costing \$3,000 and above individually (or forming part of a network costing 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 2014/15, 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 2015. FRNSW management assessed the impact of the indices valuation assessment to be material and approved a 5.1% net increase in the fair value of Land and Building assets valued as at 31 March 2015. 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 an approximation of fair value. The entity has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

FRNSW performed a full valuation of the Fire Appliances class of assets in 2012/13. During 2014/15, FRNSW conducted a full valuation assessment of the Fire Appliances portfolio as at 28 February 2015 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 as having no material movement in the fair value of the Fire Appliances reported as at 30 June 2015. A comprehensive revaluation of the Fire Appliances portfolio will be performed by FRNSW in 2015/16.

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.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

(g) Assets (cont'd)

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

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 or an amount that approximates fair value, impairment can only arise in the rare circumstances such as where the costs of disposal are material. Specifically, impairment is unlikely for not-for-profit entities given that AASB 136 modifies the recoverable amount test for non-cash generating assets of not-for-profit entities to the higher of fair value less costs of disposal and depreciated replacement cost, where depreciated replacement cost is also fair value.

(v) Depreciation of Property, Plant and Equipment

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

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

Land is not a depreciable asset. Certain heritage assets including original artworks and collections and heritage buildings may not have a limited useful life because appropriate curatorial and preservation policies are adopted. Such assets are not subject to depreciation. The decision not to recognise depreciation for these assets is reviewed annually.

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

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

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

(g) Assets (cont'd)

(vi) Major Inspection Costs

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

(vii) Restoration Costs

The 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 rewards incidental to ownership of the leased assets, and operating leases under which the lessor does not transfer substantially all the risks and rewards.

Operating lease payments are recognised as an expense on a straight-line basis over the lease term.

FRNSW did not have any finance leases during the financial year ended 30 June 2015 or in the previous financial year.

(x) Intangible Assets

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

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

(a) Heritage Floor Space 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. It is not amortised but tested for impairment at least annually. It is measured at fair value based on an independent valuation. If the recoverable amount is less than its carrying amount, the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

(g) Assets (cont'd)

(x) Intangible Assets (cont'd)

(b) Software and Other Intangible Assets

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

Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for these FRNSW intangible assets, the assets are carried at cost less any accumulated amortization and impairment losses.

Computer software are generally amortised using the straight line method over a period of 3 years. In specific cases, they are amortised over a period exceeding 3 years depending on the nature and useful purpose of the computer software acquired.

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

Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount, the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

(xi) Loans and Receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

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

(xii) Inventories

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

(xiii) Impairment of Financial Assets

All financial assets, except those 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.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

(g) Assets (cont'd)

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

Any reversals of impairment losses are reversed through the net result for the year, where there is objective evidence. However, reversals of impairment losses on an investment in an equity instrument classified as 'available-for-sale' must be made through the revaluation surplus. Reversals of impairment losses of financial assets carried at amortised cost cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

(xiv) Derecognition of Financial Assets and Financial Liabilities

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the entity transfers the financial asset:

- where substantially all the risks and rewards have been transferred or
- where the entity has not transferred substantially all the risks and rewards, if the entity has not retained control.

Where the entity has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the entity's continuing involvement in the asset.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires.

(xv) Other Assets

Other assets are recognised on a historical cost basis.

(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 2.0%.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

(h) Liabilities (cont'd)

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

(a) Salaries and Wages, Annual Leave, Sick Leave and On-Costs (cont'd)

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

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

(b) Long Service Leave and Superannuation

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

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

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 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 (Fire and Rescue NSW Firefighting Staff Death and Disability) Award 2015.

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.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

1. **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)**

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

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

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

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.

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 3.3% (3.90% in 2014) per annum. This discount rate is appropriate for AASB 119 purposes.
- The salary increase rate is 2.50% (2.50% in 2014).
- The expected return on assets (net of tax) is 2.78% (3.90% in 2014).
- The inflation rate for pensions is 2.50% (2.50% in 2014).
- Mortality rates from the 2012 valuation of SSS invalidity pensions.
- An allowance of 12% (12.00% in 2014) for commutation of pensions has been provided.
- An allowance of 50% (50.00% in 2014) for reversionary commutation of pensions has been provided.
- An allowance of 37% (40.00% in 2014) 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 2.0% (3.00% in 2014), 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:

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

(h) Liabilities (cont'd)

(iv) Fair value hierarchy (cont'd)

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

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

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

(i) Equity and Reserves

(i) Revaluation surplus

The revaluation surplus is used to record increments and decrements on the revaluation of non-current assets. This accords with FRNSW'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. Subsequent amendments to the original budget are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the primary financial statements is explained in Note 18.

The budgeted amounts for revenue presented in these financial statements cannot be fully aligned with those presented to Parliament on a line by line basis because NSW Treasury classifies the funding from insurers as retained taxes whereas the accounting standard consider these to be grants and contributions. However the total budgeted amount are the same.

(k) Comparative information

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

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

(i) Effective for the first time in 2014-15

The accounting policies applied in 2014-15 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 2014-15:

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

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

- AASB 1055 Budgetary Reporting

This compiled Standard applies to annual reporting periods beginning on or after 1 July 2014. It requires the budgeted amounts presented on the statement of comprehensive income, statement of financial position and statement of cash flows to be drawn from the original budgeted financial statements presented to Parliament. The amounts are to be presented and classified on a basis that is consistent with the presentation and classification adopted in corresponding financial statement prepared in accordance with Australian Accounting Standards. Explanations of major variances between the actual amounts presented in the financial statements and the corresponding budget amounts should be provided.

- AASB 10 Consolidated Financial Statements
- AASB 128 Investment in Associates

AASB 10 applies to the annual reporting periods of not-for-profit entities beginning on or after 1 January 2014.

AASB 128 applies to annual reporting periods beginning on or after 1 January 2005.

FRNSW does not have investment in associates or prepare consolidated financial statements and therefore both AASB 10 and AASB 128 have no application to FRNSW.

(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 2018. This standard, when operative, will not impact FRNSW's current practice of accounting for financial assets and liabilities.

There are no other standards that are not yet effective and that are expected to have a material impact on FRNSW in the current or future reporting periods and on foreseeable future transactions.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

2. EXPENSES EXCLUDING LOSSES

(a) Employee Related Expenses

	2015	2014
	\$'000	\$'000
Salaries and wages (Including Annual Leave)		
- Brigades	294,877	284,343
- Retained Firefighters	44,028	40,279
- Administrative & Technical Staff	47,368	47,362
Superannuation - Defined benefit Plans	18,328	18,137
Superannuation - Defined Contribution Plans	26,299	24,130
Long Service Leave	19,055	17,615
Workers' Compensation Insurance	23,141	19,847
Payroll Tax and Fringe Benefits Tax	24,194	26,401
Overtime	16,712	16,636
Redundancy Payments	188	393
Meal Allowance	245	605
Death and Disability Benefits - Retrospective	128	125
Death and Disability Actuarial Expenses	13,460	14,167
Long Service Leave Liability On-Costs not assumed by the Crown Entity*	3,476	2,375
	<u>531,499</u>	<u>512,415</u>

* Refer to Note 16 for further information.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

2. EXPENSES EXCLUDING LOSSES (cont'd)

(b) Other Operating Expenses

	2015	2014
	\$'000	\$'000
Auditor's Remuneration -		
Audit of the Financial Statements	220	215
Bad Debts Written Off	17	62
Operating Leases Rental Expenses		
- Minimum Lease Payments		
(see Note 3(e) Sub-leases to Employees)	6,233	6,113
Maintenance *	20,224	19,659
Insurance	2,072	2,084
Rates, Utilities and Cleaning	6,784	7,212
Fire Appliances and Vehicles Running Costs	4,266	4,650
Stores and Minor Equipment	5,891	9,141
Uniforms	11,209	5,953
Communications	13,374	13,692
Travel and Subsistence	3,470	3,082
Computer Services	496	1,057
Printing and Stationery	960	949
Consultants	538	999
Other Contractors	4,081	8,161
Fees for Services	10,673	9,913
General Expenses	3,857	3,615
	<u>94,365</u>	<u>96,557</u>

**Reconciliation: Total maintenance*

Maintenance expense, contracted labour and other (non employee related), as above	20,224	19,659
Maintenance related employee expense included in Note 2(a)	1,924	1,728
Total maintenance expenses included in Note 2(a) + 2(b)	<u>22,148</u>	<u>21,387</u>

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

2. EXPENSES EXCLUDING LOSSES (cont'd)

(c) Depreciation and Amortisation Expense

	2015	2014
	\$'000	\$'000
Depreciation		
Buildings (Land & Buildings)	11,052	10,640
Fire Appliances (Fire Appliances)	16,838	17,191
Motor Vehicles (Plant & Equipment)	1,092	1,150
Computer Equipment (Plant & Equipment)	2,764	2,905
Plant and Equipment	9,226	8,917
Leasehold Improvements (Land & Buildings)	1,333	1,517
	<u>42,305</u>	<u>42,320</u>
Amortisation:		
Software	6,097	5,250
Other Intangibles	56	64
	<u>6,153</u>	<u>5,314</u>
Total Depreciation and Amortisation	<u>48,458</u>	<u>47,634</u>

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

3. REVENUE

(a) Sale of Goods and Services

	2015	2014
	\$'000	\$'000
Monitoring of Automatic Fire Alarms	9,038	8,073
Fire Service Charges -		
Commonwealth Government	3,740	3,614
Public Lectures	1,619	1,394
Charges for Removing Hazardous Materials	693	692
	<u>15,090</u>	<u>13,773</u>

(b) Investment Revenue

	2015	2014
	\$'000	\$'000
Interest revenue from financial assets not at fair value through profit or loss	5,102	5,202
TCorp Hour-Glass Cash Investment Facility designated at fair value through profit or loss	650	670
	<u>5,752</u>	<u>5,872</u>

(c) Retained Taxes, Fees and Fines

	2015	2014
	\$'000	\$'000
Fines:		
Charges for False Alarms	28,919	25,653
Fees:		
Statutory Fire Safety Charges	1,395	784
	<u>30,314</u>	<u>26,437</u>

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

3. REVENUE (cont'd)

(d) Grants and Contributions

	2015	2014
	\$'000	\$'000
Insurance Companies Contributions *	442,880	443,974
Local Government Contributions *	70,231	70,331
Other Grants and Contributions Received	1,381	1,367
Department of Police and Justice Grants:		
Recurrent Grant	81,186	80,782
Capital Grant	7,444	7,155
	<u>603,122</u>	<u>603,609</u>

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

(e) Other Revenue

	2015	2014
	\$'000	\$'000
ATO Diesel Fuel Rebate	188	156
Workers Compensation Receipts	3,492	3,307
Commissions Received	11	17
Claims for Natural Disasters	1,914	5,101
Proceeds from Insurance Claims	668	870
Service Costs from other Government Departments	7,154	5,108
Salary Recoups from other Government Departments	808	804
Salary Packaged Recoup	315	286
Treasury Managed Fund (TMF) Hindsight Adjustment	4,771	7,067
Property Rentals:		
Leases	412	322
Sub-leases to Employees	396	381
Sundry Items	1,271	1,762
	<u>21,400</u>	<u>25,181</u>

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

4. GAIN/(LOSS) ON DISPOSAL OF ASSETS

	2015	2014
	\$'000	\$'000
Gain/(Loss) on Disposal of Land and Buildings:		
Proceeds from Disposal	553	700
Written Down Value of Assets Disposed	(877)	(628)
Net Gain/(Loss) on Disposal of Land and Buildings	<u>(324)</u>	<u>72</u>
Gain/(Loss) on Disposal of Fire Appliances:		
Proceeds from Disposal	404	185
Written Down Value of Assets Disposed	(1,067)	(170)
Net Gain/(Loss) on Disposal of Fire Appliances	<u>(663)</u>	<u>15</u>
Gain/(Loss) on Disposal of Plant and Equipment:		
Proceeds from Disposal	862	867
Written Down Value of Assets Disposed	(1,100)	(973)
Net Gain/(Loss) on Disposal of Plant and Equipment	<u>(238)</u>	<u>(106)</u>
Gain/(Loss) on Disposal of Non-Current Assets	<u>(1,225)</u>	<u>(19)</u>

5. OTHER GAINS / (LOSSES)

	2015	2014
	\$'000	\$'000
Impairment of Heritage Floor Space	171	(513)
Impairment of receivables	(84)	167
Total Other Gains/(Losses)	<u>87</u>	<u>(346)</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.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

8. CURRENT ASSETS – CASH AND CASH EQUIVALENTS

	2015	2014
	\$'000	\$'000
Cash on Hand	173	179
Cash at Bank*	114,460	137,851
Short-term Deposits	30,000	30,000
	<u>144,633</u>	<u>168,030</u>

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)	<u>144,633</u>	<u>168,030</u>
Closing cash and cash equivalents (per Statement of Cash Flows)	<u>144,633</u>	<u>168,030</u>

* 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 grants from the Commonwealth.

9. CURRENT ASSETS - RECEIVABLES

	2015	2014
	\$'000	\$'000
Monitoring of Automatic Fire Alarms	1,050	865
False Alarms	5,097	3,536
Public Lectures	154	225
Sundry		
- Other Sundry Receivables	4,842	7,611
Statutory Fire Safety Charges	495	146
Interest Accrued	2,362	2,595
Goods and Services Tax (GST)	3,482	2,942
	<u>17,482</u>	<u>17,920</u>
Less: Allowance for impairment*	(261)	(169)
Prepayments	3,999	2,232
	<u>21,220</u>	<u>19,983</u>

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

9. CURRENT ASSETS - RECEIVABLES (cont'd)

	2015 \$'000			2014 \$'000		
	Public Lectures	Sundry	Total	Public Lectures	Sundry	Total
<i>Movement in the allowance for impairment</i>						
Balance at 1 July	(32)	(137)	(169)	(45)	(306)	(351)
Amounts written off during the year	0	17	17	5	50	55
Amounts recovered during the year	0	0	0	0	0	0
(Increase)/decrease in allowance recognised in profit or loss	(2)	(107)	(109)	8	119	127
Balance at 30 June	(34)	(227)	(261)	(32)	(137)	(169)

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

10. CURRENT ASSETS - INVENTORIES

	2015 \$'000	2014 \$'000
Held for distribution	1,709	1,592

The mechanical workshop inventories, which are finished goods, have been included in the Statement of Financial Position at cost value of \$1.709m (\$1.592m in 2013/14). 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.

11. CURRENT ASSETS - OTHER FINANCIAL ASSETS

	2015 \$'000	2014 \$'000
Other:		
Travel Advances	55	67

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

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

12. NON - CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT

	Land and Buildings \$'000	Plant and Equipment \$'000	Fire Appliances \$'000	Total \$'000
At 1 July 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	377,510	63,778	141,248	582,536
At 30 June 2015 - fair value				
Gross carrying amount	437,187	178,379	323,629	939,195
Accumulated depreciation and impairment	(32,234)	(108,077)	(184,291)	(324,602)
Net Carrying Amount	404,953	70,302	139,338	614,593

Reconciliation

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

	Land and Buildings \$'000	Plant and Equipment \$'000	Fire Appliances \$'000	Totals \$'000
Year ended 30 June 2015				
Net Carrying Amount at Start of Year	377,510	63,778	141,248	582,536
2014/15 additions:				
Expenditure Capitalised	9,649	13,681	5,412	28,742
Work in Progress	14,216	12,542	10,369	37,127
Reclassifications	0	(5,517)	0	(5,517)
Transfers	0	0	(11)	(11)
Disposals	(2,445)	(3,245)	(5,894)	(11,584)
Depreciation expense	(12,385)	(13,082)	(16,838)	(42,305)
Net Revaluation Increment less Revaluation	18,356	0	225	18,581
Adjustments	(40)	0	0	(40)
Depreciation Written Back on Disposals	92	2,145	4,827	7,064
Net Carrying Amount at End of Year**	404,953	70,302	139,338	614,593

** 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 2015

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

	Land and Buildings \$'000	Plant and Equipment \$'000	Fire Appliances \$'000	Total \$'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	378,769	68,240	147,739	594,748
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	377,510	63,778	141,248	582,536

Reconciliation

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

	Land and Buildings \$'000	Plant and Equipment \$'000	Fire Appliances \$'000	Totals \$'000
Year ended 30 June 2014				
Net Carrying Amount at Start of Year	378,769	68,240	147,739	594,748
Reclassifications/Adjustments	(33)	(6,129)	(647)	(6,809)
2013/14 additions:				
Expenditure Capitalised	3,976	4,964	61	9,001
Work in Progress	7,584	10,648	11,450	29,682
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	377,510	63,778	141,248	582,536

** 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
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13. NON - CURRENT ASSETS – INTANGIBLE ASSETS

	Heritage Floor Space \$'000	Other Intangibles \$'000	Software \$'000	Total \$'000
At 1 July 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	3,246	101	43,108	46,455
At 30 June 2015				
Cost (gross carrying amount)	4,271	386	73,462	78,119
Accumulated amortisation and impairment	(854)	(341)	(22,966)	(24,161)
Net Carrying Amount	3,417	45	50,496	53,958
Year ended 30 June 2015				
Net Carrying Amount at Start of Year	3,246	101	43,108	46,455
2014/15 additions:				
- Internally developed	0	0	546	546
- Externally acquired	0	0	1,073	1,073
Work in Progress	0	0	6,349	6,349
Reclassifications	0	0	5,517	5,517
Disposals	0	0	(182)	(182)
Amortisation Expense	0	(56)	(6,097)	(6,153)
Revaluation gain	171	0	0	171
Amortisation Written Back on Disposals	0	0	182	182
Net Carrying Amount at End of Year	3,417	45	50,496	53,958

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

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

	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	3,759	164	32,657	36,580
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	3,246	101	43,108	46,455

	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
2013/14 additions:				
- Internally developed	0	0	383	383
- Externally acquired	0	0	248	248
Work in Progress	0	0	8,231	8,231
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	3,246	101	43,108	46,455

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

14. FAIR VALUE MEASUREMENT OF NON - FINANCIAL ASSETS

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

(a) Fair value hierarchy

Fair value measurements recognised in the balance sheet are categorised into the following levels:

	Level 1	Level 2	Level 3	Total Fair Value
	\$'000	\$'000	\$'000	\$'000
2015				
Land, Buildings and Fire Appliances (Note 12)				
Land and Buildings	0	2,259	402,694	404,953
Fire Appliances	0	0	139,338	139,338
	0	2,259	542,032	544,291

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

	Level 1	Level 2	Level 3	Total Fair Value
	\$'000	\$'000	\$'000	\$'000
2014				
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 Level 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.

14. FAIR VALUE MEASUREMENT OF NON - FINANCIAL ASSETS (CONT'D)

(b) Valuation Techniques, Inputs and Processes (cont'd)

A full valuation of land and buildings was undertaken by FRNSW in 2012/13. In March 2015, FRNSW undertook an indices valuation assessment that showed an overall increase in fair value of Land and Buildings from 30 June 2013 to 31 March 2015 of 5.1%. Management considered the impact to be material and approved a 5.1% net increase in their fair value as at 31 March 2015. A comprehensive revaluation of the Land & Buildings portfolio will be performed in 2015/16.

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 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.

An indexation of the 2012/13 valuation was carried out by FRNSW in February 2015 to assess movements of the value of these assets. The assessment determined an overall decrease in fair value of 2.4%. 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 2015.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

14. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS (CONT'D)

(c) Reconciliation of recurring Level 3 fair value measurements

2015	Land and Buildings \$'000	Fire Appliances \$'000	Total Recurring Level 3 Fair Value \$'000
Fair value as at 1 July 2014	377,510	141,248	518,758
Additions	21,606	15,781	37,387
Classification/ transfer	(40)	(11)	(51)
Disposals	(2,445)	(5,894)	(8,339)
Depreciation	(12,293)	(12,011)	(24,304)
Net revaluation increment	18,356	225	18,581
Fair value as at 30 June 2015	402,694	139,338	542,032

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

2014	Land and Buildings \$'000	Fire Appliances \$'000	Total Recurring Level 3 Fair Value \$'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	377,510	141,248	518,758

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

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

15. CURRENT LIABILITIES - PAYABLES

	2015	2014
	\$'000	\$'000
Accrued Salaries, Wages and On-Costs	8,166	5,227
Creditors	13,004	24,904
Unearned Revenue	1,344	1,773
Accruals	4,082	9,703
	<u>26,596</u>	<u>41,607</u>

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

16. CURRENT/NON-CURRENT LIABILITIES - PROVISIONS

	2015	2014
	\$'000	\$'000
Employee Benefits and Related On-Costs		
Annual Leave	62,763	59,300
Long Service Leave On-Costs not assumed by the Crown	25,127	20,650
Death & Disability Benefits	154,006	134,120
Death & Disability Retrospective Benefits	2,725	2,806
Fringe Benefits Tax	780	2,135
	<u>245,401</u>	<u>219,011</u>
Other Provisions		
Restoration costs*	1,042	1,225
	<u>1,042</u>	<u>1,225</u>
Total Provisions	<u>246,443</u>	<u>220,236</u>
Aggregate Employee Benefits and Related On-Costs		
Provisions - Current	111,644	122,500
Provisions - Non-Current	133,757	96,511
Accrued Salaries, Wages and On-Costs (Note 15)	8,166	5,227
	<u>253,567</u>	<u>224,238</u>

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

Annual Leave	27,296	27,927
Long Service Leave On-costs	13,068	11,870
	<u>40,364</u>	<u>39,797</u>

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

- not later than one year - \$0.07m
- later than one year - \$0.97m

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

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

Movement in provisions (other than employee benefits)

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

	Restoration Costs*
	\$'000
2015	
Carrying amount at the beginning of the financial year	1,225
Unwinding / change in the discount rate	(183)
Carrying amount at the end of financial year	<u>1,042</u>

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 incidents. Pensions are increased in line with the Consumer Price Index in payment.

Regulatory framework

The Crown Employees (Fire and Rescue NSW Firefighter Staff Death and Disability) Award 2015.

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, 2009 and 2012.

	2015 \$'000	2014 \$'000
Death & Disability Benefits Position		
Defined benefit obligation	156,931	141,065
Net assets	(2,926)	(6,663)
Deficit / (Surplus)	<u>154,005</u>	<u>134,402</u>

Fire & Rescue NSW
Notes to the Financial Statements
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16. CURRENT/NON-CURRENT LIABILITIES - PROVISIONS (CONT'D)

	2015 \$'000	2014 \$'000
Movement in Net Liabilities		
Net liability / (asset) in Statement of Financial Position at end of prior year	134,402	91,892
Expense recognised in Statement of Comprehensive Income	11,461	14,187
Employer contributions	(6,243)	(12,423)
Amount recognised in Other Comprehensive Income (OCI)	14,385	40,746
Net liability / (asset) in Statement of Financial Position at the end of the year	154,005	134,402
The amounts recognised in the Statement of Comprehensive Income		
Employer service cost	21,581	10,371
Interest cost	5,541	4,036
Expected return on plan asset	0	(219)
Past service cost (saving from change in benefit design)	(15,661)	0
Expense recognised	11,461	14,188
Reconciliation of movement in the fair value of plan assets:		
Fair value of plan assets at the commencement of year	6,663	3,095
Employer contributions	6,243	12,423
Participant contributions	4,349	4,857
Benefit payments	(14,990)	(12,300)
Operating costs	(716)	(729)
Expected return on assets	160	219
Actuarial gain / (loss) on assets	1,217	(902)
Assets at year end	2,926	6,663
Reconciliation of movement in the Defined Benefit Obligation (DBO):		
Total defined benefit obligations at end of prior year	141,065	94,987
Employer service cost	21,581	10,371
Interest cost	5,701	4,036
Participants contributions	4,349	4,857
Operating cost	(716)	(729)
Benefit payments	(14,990)	(12,300)
Past service cost (saving from change in benefit design)	(15,661)	0
Actuarial (gain) / loss on liabilities	15,602	39,843
Total defined benefit obligations at year end	156,931	141,065

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

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

	2015	2014
	\$'000	\$'000
Amount recognised in Other Comprehensive Income		
Actuarial gain / (loss) on assets	1,217	(902)
Actuarial gain / (loss) on liabilities	(15,602)	(39,843)
Actuarial gain / (loss) on liabilities - past service cost	3,606	0
Actuarial gain / (loss) recognised in OCI	<u>(10,779)</u>	<u>(40,745)</u>
Reconciliation of Interest Cost		
Defined benefit obligations at end of prior year (net discount rate)	141,065	94,987
Material movements in defined benefit obligation	10,224	2,199
Weighted for timing	5,112	1,099
Average benefit obligations	146,177	96,086
Discount rate	3.90%	4.20%
Calculated interest cost	5,701	4,036
Reconciliation of Expected Return on Assets		
Fair value of assets at commencement of year	6,663	3,095
Employer contributions	6,243	12,423
Weighted for timing	3,121	6,212
Participant contributions	4,349	4,857
Weighted for timing	2,174	2,429
Benefit payments	(14,990)	(12,300)
Weighted for timing	(7,495)	(6,150)
Operating costs	(716)	(729)
Weighted for timing	(358)	(365)
Average expected assets	4,106	5,221
Assumed rate of return	3.90%	4.20%
Calculated expected return on assets	160	219

Fire & Rescue NSW
Notes to the Financial Statements
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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 \$000	Percentage change in obligation
Discount rate	1% increase	4.30%	138,357	(18,574)	-11.80%
	1% decrease	2.30%	180,030	23,098	14.70%
CPI inflation and salary Increase	1% increase	3.50%	180,018	23,086	14.70%
	1% decrease	1.50%	138,112	(18,819)	-12.00%
Future expected claims	10% increase		162,356	5,424	3.50%
	10% decrease		151,507	(5,424)	-3.50%

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

Asset and Liability Matching Strategies

The FRNSW Death & Disability Scheme has no matching strategies.

Funding Arrangements and Funding Policy

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

Expected Contributions for 2015/16

The fund will receive approximately \$3.0 million in member contributions each year under the 2015 Award. Employer contributions are made to meet the cost of the benefits as they fall due (refer Note 1 (h) (ii) (c)).

Maturity Profile of defined benefit obligation (DBO)

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

Fire & Rescue NSW
Notes to the Financial Statements
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16. CURRENT/NON-CURRENT LIABILITIES - PROVISIONS (CONT'D)

	2015	2014
	\$'000	\$'000
Death & Disability Retrospective Benefits Position		
Defined benefit obligation	2,725	2,523
Net assets	0	0
Deficit / (Surplus)	<u>2,725</u>	<u>2,523</u>
Movement in Net Liabilities		
Net liability / (asset) in Statement of Financial Position at end of prior year	2,543	2,806
Expense recognised in Statement of Comprehensive Income	96	125
Employer contributions	(129)	(115)
Amount recognised in Other Comprehensive Income (OCI)	236	(273)
Net liability / (asset) in Statement of Financial Position at the end of the year	<u>2,746</u>	<u>2,543</u>
Components recognised in the Statement of Comprehensive Income		
Employer service cost	0	10
Interest cost	96	115
Expected return on plan assets	0	0
Recognised actuarial (gains) / losses	0	0
Expense recognised	<u>96</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	129	125
Participant contributions	0	0
Benefit payments	(129)	(125)
Operating costs	0	0
Expected return on assets	0	0
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.

Fire & Rescue NSW
Notes to the Financial Statements
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16. CURRENT/NON-CURRENT LIABILITIES - PROVISIONS (CONT'D)

	2015 \$'000	2014 \$'000
Reconciliation of movement in the Defined Retrospective Benefit Obligation (DBO)		
Total defined benefit obligations at end of prior year	2,523	2,806
Employer service cost	96	0
Interest cost	0	115
Participants contributions	0	0
Operating cost	0	0
Benefit payments	(129)	(125)
Actuarial (gain) / loss on liabilities	236	(273)
Total defined benefit obligations at year end	2,726	2,523
Amount recognised in Other Comprehensive Income		
Actuarial gain / (loss) on assets	0	0
Actuarial gain / (loss) on liabilities	(236)	273
Actuarial gain / (loss) recognised in OCI	(236)	273
Reconciliation of Interest Cost		
Defined benefit obligations at end of prior year (net discount rate)	2,523	2,806
Material movements in defined benefit obligation	(129)	(125)
Weighted for timing	(64)	(63)
Average benefit obligations	2,458	2,743
Discount rate	3.90%	4.20%
Calculated interest cost	96	115
Reconciliation of Expected Return on Assets		
Fair value of assets at commencement of year	0	0
Employer contributions	129	125
Weighted for timing	64	63
Participant contributions	0	0
Weighted for timing	0	0
Benefit payments	(129)	(125)
Weighted for timing	(64)	(63)
Operation costs	0	0
Weighted for timing	0	0
Average expected assets	0	0
Assumed rate of return	3.90%	4.20%
Calculated expected return on assets	0.00	0.00

Fire & Rescue NSW
Notes to the Financial Statements
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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 \$000	Percentage change in obligation
Discount rate	1% increase	4.30%	2,412	(314)	-11.50%
	1% decrease	2.30%	3,113	388	14.20%
CPI inflation	1% increase	3.50%	3,113	387	14.20%
	1% decrease	1.50%	2,407	(318)	-11.70%

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

Asset and Liability Matching Strategies

The FRNSW Death & Disability Scheme has no matching strategies.

Funding Arrangements and Funding Policy

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

Expected Contributions for 2015/16

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.

Fire & Rescue NSW
Notes to the Financial Statements
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17. COMMITMENTS FOR EXPENDITURE

	2015	2014
	\$'000	\$'000
(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	6,676	5,366
Plant and Equipment	3,071	6,112
Fire Appliances	1,107	1,566
Communications	53	40
Software Development	597	932
Total (including GST)	<u>11,504</u>	<u>14,016</u>

Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.

1,046	1,274
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	2015	2014
	\$'000	\$'000
(b) Operating Lease Commitments		
Future non-cancellable operating lease rentals not provided for and payable:		
Not later than one year	5,560	4,602
Later than one year and not later than five years	3,675	3,041
Later than five years	620	465
Total (including GST)	<u>9,855</u>	<u>8,108</u>

Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.

896	737
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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 \$218k surplus is \$696k lower than budget.

Assets and Liabilities

Current assets were \$28.9m (21.0%) higher than budget because of higher cash and cash equivalents, receivables and non-current asset held for sale that were not budgeted for.

Non-current assets increased by \$833k, which is not considered material.

Current Liabilities decreased by \$20.1m (13.0%) mainly because of lower balance of unpaid creditors at year-end and a reclassification of some Death and Disability Benefits as non-current liabilities following an actuarial review.

Non-current Liabilities were \$80m (147%) higher than budget primarily due to the increase in the actuarial valuation of Death and Disability Benefits which was not budgeted for.

Cash Flows from Operating Activities

Total cash payments were \$7.8m (1.3%) higher than budget mainly because of higher payments made to creditors during the year.

Total receipts were \$13.2m (2.0%) higher than budget which can be attributed mainly to higher level of false alarms charges and unbudgeted Treasury Managed Fund hindsight adjustment refund.

Cash Flows from Investing Activities

Cash flows from investing activities were \$4.3m (6.0%) higher than budget mainly due to the acceleration of expenditure for the Automated Decision Aid System for Hazardous Incidents (ADASHI) first responder project.

Cash Flows from Financing Activities

No cash flows from Financing Activities were generated by FRNSW during 2014/15.

The budgeted amounts for revenue presented in these financial statements cannot be fully aligned with those presented to Parliament on a line by line basis because NSW Treasury classifies the funding from insurers as retained taxes whereas the accounting standard consider these to be grants and contributions. However the total budgeted amount are the same.

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

19. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT

	2015	2014
	\$'000	\$'000
Net cash used in operating activities	51,438	61,839
Depreciation and amortisation	(48,458)	(47,634)
Allowance for impairment	0	(512)
Decrease / (increase) in Provisions	(26,207)	(43,364)
Increase / (decrease) in Receivables and Prepayments	1,225	6,810
Increase / (decrease) in Inventories	117	107
Increase / (decrease) in Other Assets	(12)	2
Decrease / (increase) in Creditors	12,154	200
Superannuation Actuarial (Gain) / Loss	11,015	40,472
Net gain / (loss) on Sale of Assets	(1,225)	(19)
Net gain / (loss)	171	0
Net Result	<u>218</u>	<u>17,901</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 its operations. FRNSW does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

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

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

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

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

20. FINANCIAL INSTRUMENTS (CONT'D)

(a) Financial instrument categories

Financial Assets	Note	Category	Carrying Amount	Carrying Amount
			2015	2014
			\$'000	\$'000
Class:				
Cash and cash equivalents	8	N/A	144,633	168,030
Receivables ¹	9	Loans and receivables (measured at amortised cost)	7,434	9,900
Other financial assets			55	67
Financial Liabilities	Note	Category	Carrying Amount	Carrying Amount
			2015	2014
			\$'000	\$'000
Class:				
Payables ²	15	Financial liabilities (measured at amortised cost)	22,554	35,923

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 2014/15 the average interest earned was 2.35% (2013/2014: 2.44%). The TCorp Hour Glass cash facility is discussed in paragraph (d) below.

Fire & Rescue NSW
Notes to the Financial Statements
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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 (2015: \$2,698; 2014: \$5,565) and less than 3 months past due (2015: \$493; 2014: \$444) are not considered impaired. Together these represent 88.3% (2014: 94.6%) of the total trade debtors.

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

Trade Debtors	Total ^{1,2} \$'000	Past due but not impaired ^{1,2} \$'000	Considered impaired ^{1,2} \$'000
2015			
< 3 months overdue	493	493	0
3 months - 6 months overdue	251	0	251
> 6 months overdue	171	0	171
2014			
< 3 months overdue	444	444	0
3 months - 6 months overdue	104	0	104
> 6 months overdue	195	0	195

Notes:

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

Fire & Rescue NSW
Notes to the Financial Statements
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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 10.61% (2014 – 10.66%). Note: This interest rate is calculated as an average for the financial year as required by section 22 of Taxation Administration Act 1996. TC11/12 – Payment of Accounts became effective from 14 July 2011.

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

Maturity analysis and interest rate exposure of financial liabilities

	\$'000				
	Interest Rate Exposure		Maturity Dates		
	Nominal Amount	Non-interest bearing	< 1 year	1 -5 years	> 5 years
2015					
<i>Payables</i>	26,596	26,596	26,596	0	0
	26,596	26,596	26,596	0	0
2014					
<i>Payables</i>	41,607	41,607	41,607	0	0
	41,607	41,607	41,607	0	0

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

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 2015. The analysis assumes that all other variables remain constant.

Interest rate risk

FRNSW exposure to interest rate risk is set out below.

	Carrying Amount	\$'000			
		-1% Profit	Equity	+1% Profit	Equity
2015					
<i>Financial assets:</i>					
Cash and cash equivalents	144,633	(1,446)	(1,446)	1,446	1,446
2014					
<i>Financial assets:</i>					
Cash and cash equivalents	168,030	(1,680)	(1,680)	1,680	1,680

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. FRNSW has no direct equity investments. FRNSW holds units in the following Hour-Glass investment trusts:

Facility	Investment Sectors	Investment Horizon	2015 \$'000	2014 \$'000
Cash facility	Cash and money market instruments	Up to 1.5 years	24,300	23,650

Fire & Rescue NSW
Notes to the Financial Statements
for the year ended 30 June 2015

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 each year for each facility (balance from Hour-Glass statement).

	Change in unit price	Impact on profit/loss	
		2015 \$'000	2014 \$'000
Hour Glass Investment - Cash facility	+/- 1%	242	237

(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.

(ii) Fair value recognised in the Statement of Financial Position

	Level 1	Level 2	Level 3	2015 Total
	\$'000	\$'000	\$'000	\$'000
Hour Glass Investment - Cash facility	0	24,300	0	24,300

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

21. CONTINGENT ASSETS AND CONTINGENT LIABILITIES

Fire & Rescue NSW has no contingent assets and liabilities as at 30 June 2015 .

22. RESTRICTED ASSETS

Items that are restricted assets are listed below:

	2015	2014
	\$'000	\$'000
Cash and Cash Equivalents		
ICT Fund	0	7,096
Unspent Grant from Commonwealth	386	536

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

Funds within the account comprised of deposits made by the NSW Rural Fire Service, the NSW State Emergency Service and Fire and Rescue NSW. Withdrawal and usage of these funds were restricted to costs associated with the development of the Enterprise Asset Management system which was acquired for the benefit of all three agencies. In 2015, the fund was depleted due to the completion of the project.

Unspent Grant from Commonwealth represents unspent funding received from AUSAid for FRNSW's project titled Urban Search and Rescue (USAR) Capability Development 2011 – 2014. A Deed of Amendment was signed by Department of Foreign Affairs and Trade and FRNSW to extend the completion date of the project to 31 December 2015. 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 are to be refunded back to the Commonwealth.

23. NON-CURRENT ASSETS HELD FOR SALE

	2015	2014
	\$'000	\$'000
Land and buildings held for sale	1,475	0
	<u>1,475</u>	<u>0</u>

24. AFTER BALANCE DATE EVENTS

Fire & Rescue NSW do not have after balance date events that affect materially on the financial statements.

End of financial statements.

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Finance and Asset Management

Appendix 1: Fire District estimates

Fire District estimates are the current means by which the NSW Government recovers 85.4% of the net cost of 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.

Fire District	Estimate \$
Aberdeen	179,283
Albury	3,488,292
Alstonville	155,017
Armidale	1,144,932
Ballina	277,407
Balranald	113,144
Bangalow	147,144
Barham	128,979
Barraba	112,281
Batemans Bay	839,535
Bathurst	1,741,670
Batlow	101,187
Bega	188,042
Bellingen	127,646
Berrigan	122,255
Berry	117,247
Bingara	107,635
Blayney	152,035
Blue Mountains	8,742,180
Boggabri	134,139
Bombala	185,468
Boorowa	142,040
Bourke	257,461
Bowral	297,004
Bowraville	163,387
Braidwood	156,060
Branxton-Greta	210,787
Brewarrina	108,486
Broken Hill	3,702,861
Brunswick Heads	164,927
Budgewoi-Toukley	1,098,654
Bundanoon	125,756
Bundeena	103,920
Byron Bay	205,956
Camden	3,015,117
Canowindra	171,314
Casino	512,546
Cessnock	2,353,546
Cobar	191,261
Coffs Harbour	3,233,175
Condobolin	155,740
Coolah	87,654
Coolamon	132,246
Cooma	253,066
Coonabarabran	186,388
Coonamble	142,925
Cootamundra	226,323
Coraki	131,513
Corowa	160,987
Cowra	245,424

Fire District	Estimate \$
Crookwell	237,911
Culcairn	126,537
Deniliquin	410,114
Denman	122,284
Dorrigo	102,230
Dubbo	2,623,827
Dunedoo	87,150
Dungog	124,753
Eden	108,450
Evans Head	168,596
Finley	141,382
Forbes	167,459
Forster	320,350
Gilgandra	198,282
Glen Innes	546,641
Gloucester	175,742
Gosford	9,566,968
Goulburn	854,890
Grafton	637,324
Grenfell	194,497
Griffith	610,757
Gulgong	99,175
Gundagai	208,865
Gunnedah	209,147
Guyra	103,423
Hay	191,506
Helensburgh	280,823
Henty	99,307
Hillston	128,449
Holbrook	122,564
Illawarra	21,531,946
Inverell	629,827
Jerilderie	147,503
Jindabyne	170,335
Junee	160,083
Kandos	103,195
Kempsey	538,777
Kiama	281,356
Kingscliff	197,245
Kyogle	156,938
Lake Cargelligo	102,983
Lake Macquarie	19,524,369
Laurieton	228,382
Leeton	236,776
Lightning Ridge	191,811
Lismore	3,646,764
Lithgow	821,850
Lockhart	135,507
Lower Hunter	258,560
Macksville	187,319

Fire District	Estimate \$
Maclean	128,325
Maitland	4,727,910
Manilla	111,353
Merriwa	101,116
Merimbula	264,905
Mittagong	293,339
Moama	103,759
Molong	128,149
Moree	981,196
Morisset	521,977
Moruya	154,809
Moss Vale	265,735
Mudgee	233,408
Mullumbimby	146,722
Mulwala	130,683
Murrumburrah	136,290
Murrurundi	130,488
Murwillumbah	235,290
Muswellbrook	207,686
Nambucca Heads	148,449
Narooma	191,634
Narrabri	399,179
Narrandera	298,219
Narromine	136,054
Nelson Bay	951,061
Newcastle	22,185,867
Nowra	1,580,603
Nyngan	153,798
Oberon	132,683
Orange	2,754,197
Parkes	210,132
Peak Hill	97,083
Perisher Valley	1,033,419
Picton	240,262
Portland	117,960
Port Macquarie	2,248,720
Queanbeyan	2,897,230
Quirindi	158,035
Raymond Terrace	226,555
Sawtell	204,923
Scone	124,101
Shellharbour	5,013,337
Singleton	472,645
South West Rocks	143,985
Sydney	421,057,339
Tamworth	1,944,878
Taree	723,159
Tea Gardens	155,767
Temora	267,468
Tenterfield	197,978
Thredbo	292,198
Tocumwal	134,286
Trangie	115,465
Tumbarumba	138,018
Tumut	184,466
Tweed Heads	2,649,178

Fire District	Estimate \$
Ulladulla	225,853
Uralla	153,997
Urunga	155,946
Wagga Wagga	3,602,270
Walcha	108,100
Walgett	127,439
Wallerawang	107,371
Warialda	121,415
Warragamba	139,353
Warren	161,903
Wauchope	208,383
Wee Waa	104,279
Wellington	221,528
Wentworth	181,379
Werris Creek	113,696
West Wyalong	165,186
Windsor	1,187,962
Wingham	137,481
Woolgoolga	276,789
Wyong	9,064,120
Yamba	114,771
Yass	319,091
Yenda	125,518
Young	263,728
Total	600,834,000

Appendix 2: Contributions from local government

The following local governments were required to contribute to FRNSW funding during 2014/15.

Council	Contribution (\$)	Council	Contribution (\$)
Albury City Council	408,130	Council of the City of Ryde	1,527,932
Armidale Dumaresq Council	133,957	Council of the City of Sydney	3,376,817
Ashfield Council	504,526	Cowra Shire Council	28,715
Auburn City Council	665,441	Deniliquin Council	47,983
Ballina Shire Council	50,594	Dubbo City Council	306,988
Balranald Shire Council	13,238	Dungog Shire Council	14,596
Bankstown City Council	1,838,020	Eurobodalla Shire Council	138,760
Bathurst Regional Council	203,775	Fairfield City Council	1,368,393
Bega Valley Shire Council	65,684	Forbes Shire Council	19,593
Bellingen Shire Council	45,142	Gilgandra Shire Council	23,199
Berrigan Shire Council	46,557	Glen Innes Severn Council	63,957
Blacktown City Council	1,873,991	Gloucester Shire Council	20,562
Bland Shire Council	19,327	Gosford City Council	1,119,335
Blayney Shire Council	17,788	Goulburn Mulwaree Council	100,022
Blue Mountains City Council	1,022,835	Great Lakes Council	55,706
Bogan Shire Council	17,994	Greater Hume Shire Council	40,764
Bombala Council	21,700	Greater Taree City Council	100,695
Boorowa Council	16,619	Griffith City Council	86,145
Bourke Shire Council	30,123	Gundagai Shire Council	24,437
Brewarrina Shire Council	12,693	Gunnedah Shire Council	24,470
Broken Hill City Council	433,235	Guyra Shire Council	12,100
Burwood Council	433,141	Gwydir Shire Council	26,799
Byron Shire Council	77,775	Harden Shire Council	15,946
Cabonne Council	35,037	Hawkesbury City Council	138,992
Camden Council	352,769	Hay Shire Council	22,406
Campbelltown City Council	811,165	Holroyd City Council	825,302
Canterbury City Council	1,297,811	Hurstville City Council	994,727
Carrathool Shire Council	15,029	Inverell Shire Council	73,690
Cessnock City Council	300,027	Jerilderie Shire Council	17,258
City of Canada Bay Council	1,328,448	Junee Shire Council	18,730
City of Lithgow Council	122,519	Kempsey Shire Council	79,883
Clarence Valley Council	103,009	Kogarah City Council	814,719
Cobar Shire Council	22,378	Ku-ring-gai Council	1,955,815
Coffs Harbour City Council	434,641	Kyogle Council	18,362
Coolamon Shire Council	15,473	Lachlan Shire Council	30,271
Cooma-Monaro Shire Council	29,609	Lake Macquarie City Council	2,356,230
Coonamble Shire Council	16,722	Lane Cove Municipal Council	651,326
Cootamundra Shire Council	26,480	Leeton Shire Council	27,703
Corowa Shire Council	34,125		

Council	Contribution (\$)	Council	Contribution (\$)
Leichhardt Municipal Council	1,086,831	Temora Shire Council	31,294
Lismore City Council	426,671	Tenterfield Shire Council	23,163
Liverpool City Council	1,170,797	The Council of the City of Botany Bay	638,402
Liverpool Plains Shire Council	31,792	The Council of the Municipality of Hunters Hill	383,275
Lockhart Shire Council	15,854	The Council of the Municipality of Kiama	32,919
Maitland City Council	553,165	The Council of the Shire of Hornsby	1,656,527
Manly Council	938,015	The Council of the Shire of Wakool	15,091
Marrickville Council	978,934	The Hills Shire Council	1,727,094
Mid-Western Regional Council	50,986	Tumbarumba Shire Council	16,148
Moree Plains Shire Council	114,800	Tumut Shire Council	33,422
Mosman Municipal Council	916,407	Tweed Shire Council	360,561
Murray Shire Council	12,140	Upper Hunter Shire Council	62,594
Muswellbrook Shire Council	38,606	Upper Lachlan Shire Council	27,836
Nambucca Shire Council	58,401	Uralla Shire Council	18,018
Narrabri Shire Council	74,599	Wagga Wagga City Council	421,466
Narrandera Shire Council	34,892	Walcha Council	12,648
Narromine Shire Council	29,427	Walgett Shire Council	37,352
Newcastle City Council	2,599,414	Warren Shire Council	18,943
North Sydney Council	1,214,890	Warringah Council	2,270,127
NSW National Parks and Wildlife Service	155,097	Warrumbungle Shire Council	42,260
Oberon Council	15,524	Waverley Council	1,564,866
Orange City Council	322,241	Weddin Shire Council	22,756
Palerang Council	18,259	Wellington Council	25,919
Parkes Shire Council	35,944	Wentworth Shire Council	21,221
Parramatta City Council	1,475,157	Willoughby City Council	1,319,117
Penrith City Council	1,163,874	Wingecarribee Shire Council	114,874
Pittwater Council	1,434,552	Wollondilly Shire Council	44,415
Port Macquarie-Hastings Council	314,202	Wollongong City Council	2,552,094
Port Stephens Council	153,557	Woollahra Municipal Council	2,354,761
Queanbeyan City Council	338,976	Wyong Shire Council	1,189,039
Randwick City Council	2,123,508	Yass Valley Council	37,334
Richmond Valley Council	95,081	Young Shire Council	30,856
Rockdale City Council	1,196,824	Total	70,297,578
Shellharbour City Council	586,560		
Shoalhaven City Council	225,074		
Singleton Council	55,299		
Snowy River Shire Council	19,929		
Strathfield Municipal Council	508,303		
Sutherland Shire Council	2,886,033		
Tamworth Regional Council	253,716		

Appendix 3: Contributing insurance companies and owners

The following insurance companies and owners were required to contribute to FRNSW funding for 2014/15.

Contributing insurance companies and owners	
Ansvar Insurance Limited	W.R.Berkley Insurance Australia
Allianz Australia Insurance Ltd	Rollex Group Australia Pty Ltd
Defence Service Homes Insurance	International Insurance Company
Jardine Lloyd Thompson P/L (Lloyds)	Consolidated Insurance Agencies P/L
Zurich Australian Insurance Ltd	Axis Specialty Europe Limited
Catholic Church Insurances Ltd	Swiss Re International Se
Cgu Insurance Ltd	Axa Corporate Solutions Assurance
Commonwealth Insurance Ltd	Arch Underwriting At Lloyd's
Fm Insurance Company Ltd	Aig Australia Limited
Guild Insurance Ltd	Afa Pty Ltd (On Behalf Of Lloyd's)
Ace Insurance Ltd	Progressive Direct Insurance
Aon Risk Services Australia Ltd	Kj Risk Group Pty Ltd
Marsh Pty Ltd (Non Lloyds)	Cemac Pty Ltd
Marsh Pty Ltd (Lloyds)	Elkinton Bishop Molineaux
Insurance Australia Ltd	Cinesure Pty Ltd
Nipponkoa Insurance Company Ltd	Latitude Underwriting Pty Ltd
Qbe Insurance (Australia) Ltd	Nm Insurance Pty Ltd
Aai Limited	Starr Underwriting Agents
Wfi Insurance Limited	Quantum Insurance Holdings Pty Ltd
Swann Insurance (Aust) Pty Ltd	Cre Insurance Broking Pty Ltd
Mitsui Sumitomo Insurance	Shell Company Of Australia Ltd
Tokio Marine & Nichido Fire	Cargill Australia Limited
Chubb Insurance Company Of	Strathearn Insurance Brokers
Willis Australia Ltd (Lloyds)	Ricegrowers Limited
Sompo Japan Insurance Inc	Coca-Cola South Pacific Pty Ltd
Jua Underwriting Agency Pty Ltd	Oamps Insurance Brokers Ltd
National Transport Insurance	Millennium Underwriting Agencies
Willis Australia Ltd (Non Lloyds)	Adhesif Labels Ltd
Raa Insurance Ltd	Chemiplas Australia Pty Ltd
Jardine Lloyd Thompson Pty Ltd	Catlin Australia Pty Ltd
Gow-Gates Insurance Brokers P/L	Stratex (Aust) Pty Ltd
Austagencies Pty Ltd	Glencore Coal Pty Limited
Unilever Australia Holdings	Esg Asia Pacific Pty Ltd
Qbe Insurance (International) Ltd	Tcl Australia Pty Ltd
Hw Wood Australia Pty Ltd (Lloyds)	Sportscover Australia P/L (Lloyds)
Calliden Agency Services Limited	Insure That Pty Ltd
Calliden Group Limited	Berkley Insurance Company
Srs Underwriting Agency Pty Ltd	High Street U/Writing Agency P/L
Territory Insurance Office	Psc Tartakover Insurance Brokers
Guardian Underwriting Services	Great Lakes Australia
Westpac General Insurance Ltd	Sirius International Insurance
Aon Risk Services Australia Ltd	Tasti Products Ltd
Xi Insurance Company Ltd	Lundie Insurance Brokers P/L
Jmd Ross Insurance Brokers	East West Insurance Brokers Pty Ltd
Insurance Manufacturers Of	Morris And Watson Australia Trust
Liberty Mutual Insurance	Tolehouse Risk Services Pty Ltd
Aioi Nissay Dowa Insurance Co.	Atc Insurance Solutions Pty Ltd

Contributing insurance companies and owners	
Indemnity Corporation Pty Ltd	Bmw Australia Ltd
Avea Insurance Limited	Coverforce Insurance Brokers
The Hollard Insurance Company	Honan Insurance Group Pty Ltd
Axis Underwriting Services Pty Ltd	Irs Steadfast Pty Ltd
Asia Mideast Insurance &	Transcorp Insurance
Corion Pty Ltd	Arthur J. Gallagher (Aus) P/L
Freeman	Professional Risk Underwriting
Assetinsure Pty Ltd	Parmia Pty Ltd
Ais Insurance Brokers Pty Ltd	High Street Underwriting Agency
Racq Insurance Limited	Cka Risk Solutions Pty Ltd
Miramar Underwriting Agency	Ironshore Australia Pty Ltd
Ma Risk Solutions Pty Ltd	Austbrokers Aei Pty Ltd
Auto & General Insurance Co Ltd	Trident Insurance
Manufactured Homes Insurance	Ensurance Underwriting
Winsure Underwriting Pty Ltd	Hostsure Underwriting Agency Pty Ltd
Dolphin Insurance	Steadfast Placement Solutions Pty Ltd
Three Rivers Insurance Company	National Adviser Services Pty Ltd
Onepath General Insurance	Panepitic Underwriting Agencies
Tt Club Mutual Insurance	Great Lakes Reinsurance (Uk) Plc
Youi Pty Ltd	Aioi Nissay Dowa Company Australia
Pacific Underwriting Corp Pty Ltd	Achmea Schadeverzekeringen N.V
Sle Worldwide Australia Pty Ltd	Zurich Financial Services Australia Limited
Trinity Pacific Underwriting	Insurance Advisernet Australia
Austruck Insurance Pty Ltd	Bovill Risk And Insurance Consultants Pty Ltd
Hdi-Gerling Industry Insurance	

Appendix 4: Review of credit card use

Corporate credit cards are available to staff and fire officers of FRNSW where a valid business need to use them is established.

FRNSW credit cards are used for the purchase of goods or services which, are usually outside the catalogues of the e-procurement system and are for official business purposes only.

Credit card transactions by cardholders are reviewed and approved by 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: Funds granted to non-government community organisations

In 2014/15 FRNSW provided \$272,800 to the Museum of Fire as a fee for services rendered.

Appendix 6: 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 Sustainability Policy, Sustainability Plan, draft Green Champions Handbook and Sustainability Implementation Plan have been developed to continue to guide our initiatives in 2015/16. 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 new head 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 paper, cardboard, toner cartridges and computer equipment
- Recycling waste oil and batteries from our fleet, and
- Recycling truck bodies for class 2 fleet.

FRNSW energy and water usage is being coordinated on behalf of FRNSW by the Office of Finance and Services. A report will be provided to FRNSW by the Office of Environment and Heritage after 15 November 2015. The results will be reported in the FRNSW 2015/16 Annual Report.

Appendix 7: Use of consultants

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

Consultant	Category	Amount (\$)*	Nature of service
PricewaterhouseCoopers	Management Services	140,000	Design of a performance and development management solution
IBM Australia Limited	Information Technology	110,000	The Miinder solution development- Proof of Concept
Deloitte Touche Tohmatsu	Management Services	72,199	Commercialisation options and recommendations for ComSafe division
The Gallup Organization Pty Ltd	Management Services	63,993	Inclusion and Diversity Workplace Culture Program

Consultancies less than \$50,000:

During the year 7 consultancies were engaged in the following categories:

Category	Amount (\$)*
Management Services	126,041
Environmental	33,550
Organisational Review	46,200
Total	205,791

* Amount as at 30th June 2015 includes GST.

Appendix 8: Payment of accounts and time taken

Time taken to pay accounts was consistent during 2014/15. 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 was in the process of 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. These reforms will also help to reduce the time taken to pay accounts.

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

Aged analysis at the end of each quarter

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	796,543	219,420	70,926	9,374	1,823
December	5,501,037	882,670	26,157	7,880	4,492
March	322,332	107,957	17,946	918	19,333
June	5,966,174	98,469	53,332	1,203	3,910

Accounts due or paid within each quarter

2014/15				
Measure	Sept	Dec	Mar	June
All suppliers				
Number of accounts due for payment	23,141	26,191	21,404	24,739
Number of accounts paid on time	20,296	23,113	18,387	21,477
Actual percentage of accounts paid on time (based on number of accounts)	88%	88%	86%	87%
	\$ million	\$ million	\$ million	\$ million
Dollar amount of accounts due for payment	70	51	47	66
Dollar amount of accounts paid on time	59	46	41	59
Actual percentage of accounts paid on time (based on \$)	84%	90%	87%	89%
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.

Appendix 9: 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 2014/15. Six hard copies were photocopied inhouse for submission to Parliament (2), the Minister of Emergency Management (2), the Secretary, Department of Justice (1) and the Office for Emergency Services (1). The report is available in the Publications List on the FRNSW website at www.fire.nsw.gov.au

Electronic copies of the FRNSW Annual Report 2014/15 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.

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 public interest to publicly release any information already provided to an applicant through the FRNSW website or through the FRNSW Disclosure Log (published on the FRNSW website). For example, information about firefighter recruitment is regularly updated on the FRNSW website prior to each intake. Information concerning FRNSW fees and charges is also posted on the website. Work is currently underway to develop a new FRNSW website, which will make a greater range of documents easily available to the public.

Formal Applications Received

In 2014/15 there were 94 formal requests to FRNSW for access to information under the GIPA Act, a decrease of 1 on the number of formal applications from 2013/14 (95). FRNSW received 2 formal applications for access to personal information (down from 4 in 2013/14). No issues arose from FRNSW compliance with the Act.

Table A: Number of applications by type of applicant and outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refusal to deal with application	Refusal to confirm/deny whether information is held	Application withdrawn
Media	1	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	3	48	2	5	0	1	0	0
Not for profit organisations or community groups	5	2	0	0	1	0	0	0
Members of the public (application by legal representative)	0	1	0	0	0	0	0	0
Members of the public (other)	4	9	0	0	0	1	0	0
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	0	2	0	0	0	0	0	0
Access applications (other than personal)	13	58	2	5	1	2	0	0

information applications)								
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)						12		
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						12		
Invalid applications that subsequently became valid applications						5		
Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1								
						Number of times consideration used		
Overriding secrecy laws						0		
Cabinet information						0		
Executive Council information						0		
Contempt						0		
Legal professional privilege						0		
Excluded information						0		
Documents affecting law enforcement and public safety						0		
Transport safety						0		
Adoption						0		
Care and protection of children						0		
Ministerial code of conduct						0		
Aboriginal and environmental heritage						0		
Table E: Other public interest considerations against disclosure: matters listed in table to s. 14 of the Act								
						Number of occasions when application not successful		
Responsible and effective government						2		
Law enforcement and security						1		
Individual rights, judicial processes and natural justice						61		
Business interests of agencies and other persons						1		
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)						93		
Decided after 35 days (by agreement with applicant)						1		
Not decided within time (deemed refusal)						0		
Total						94		
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	1
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 2014 to 30 June 2015:
 - A total of three public interest disclosures (PIDs) were received by FRNSW, one of these PID's was made by an employee of FRNSW while two were anonymous.
 - One of the PID's was also referred to FRNSW via the Independent Commission Against Corruption.
 - 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 & internal policy requirements of the PID Act.

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.

In the past year FRNSW has rewritten and released its Privacy Policy and Privacy Management Plan. The agency has also developed a staff training package designed to improve the profile and awareness of Privacy within the agency. This training package will be progressively rolled out through the agency in 2015/16.

Appendix 13: Digital Information Security Annual Attestation Statement

I, Greg Mullins AFSM, Commissioner Fire & Rescue NSW, am of the opinion that Fire & Rescue NSW had an Information Security Management System in place during the 2014-2015 financial year that is consistent with the Core Requirements set out in the *NSW Government Digital Information Security Policy*.

The controls in place to mitigate identified risks to the digital information and digital information systems of Fire & Rescue NSW are adequate.

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

Fire & Rescue NSW has maintained compliance with *ISO 27001 Information technology - Security techniques - Information security management systems – Requirements* and independently reviewed by Deloitte during the 2014-2015 financial year.



Greg Mullins AFSM
Commissioner

Appendix 14: Internal audit and risk management attestation statement for 2014-2015 Financial Year for Fire & Rescue NSW

Attestation Statement

Internal Audit and Risk Management Attestation for the 2014-2015 Financial Year for Fire and Rescue NSW

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 Allan Cook (3 year appointment)
- Independent Member, Mr Mal Clinch (4 year appointment)
- Deputy Commissioner Jim Smith, non-independent member

Signed



Greg Mullins AFSM
Commissioner

Contact Officer
Catherine O'Mallon
A/Chief Audit Executive

Human Resources

Appendix 15: Human resources

As at 30 June 2015, FRNSW had 7,239 employees, comprising 12 executives, 3,462 full-time fire officers, 3,336 retained fire officers, 429 trades and administrative staff. Numbers exclude casual, skill hire staff and volunteers.

Headcount employee classification by rank or directorate (as at 30 June 2015)					
	2010/11	2011/12	2012/13	2013/14	2014/15
Executive					
Commissioner	1	1	1	1	1
Deputy Commissioner/Assistant Commissioner/Director	11	12	11	11	11
Subtotal	12	13	12	12	12
Firefighting staff					
(Full-time)					
Chief Superintendent	18	18	17	17	16
Superintendent	42	42	38	37	38
Inspector	97	98	99	100	103
Station Officer	755	742	720	700	705
Full-time Fire Officer	2,439	2,431	2,429	2,415	2,436
Operational Support Level 2	126	127	118	123	13
Operational Support Level 2A	39	40	36	39	112
Operational Support Level 3	0	0	0	1	39
Total Full-time	3,516	3,498	3,457	3,432	3,462
(Retained ie on-call)					
Captain	234	238	240	242	240
Deputy Captain	300	299	300	309	304
Retained Fire Officer	2,848	2,786	2,828	2,829	2,792
Total Retained	3,382	3,323	3,368	3,380	3,336
Total firefighting staff	6,898	6,821	6,825	6,812	6,798
Administrative & trades staff (FTE)					
Information Technology	69	62	57	62	56
Strategy and Innovation	33	34			
Governance and Legal			7	11	16
Program Management Office			5	7	8
Education and Training	14	23	25	25	23
Logistics Support	85	83	81	87	86
Finance	36	28	34	38	36
Human Resources	73	73	69	72	65
Community Safety	21	27	31	36	42
Operational Capability	11	17	14	19	19
Area/Zone Administration	57 ³	59	61	51	53
Office of the Commissioner ¹	2	2	16	14	25
Total administrative & trades staff	401	408	400	422	429

1. The Office of the Commissioner was established in July 2012. The increase in direct reports is due to the Media and Communications Unit (2012), and Workplace Standards (2014) forming part of the Office of Commissioner.

Appendix 16: Equal Employment Opportunity (EEO) Data

(1) Representation of EEO Groups in FRNSW (As % of total staff)

EEO Target Group	All Staff	Full-time Fire Officers	Retained Fire Officers	Admin and Trades staff
Women	8.83	4.51	7.08	55.26
Aboriginal people and Torres Strait Islanders	2.66	3.28	2.25	1.12
People whose first language was not English	2.22	1.74	0.87	16.11
People with a disability	0.74	0.84	0.39	2.68
People with a disability requiring work-related adjustment	0.26	0.41	0.03	0.89

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

EEO Groups	2010/11	2011/12	2012/13	2013/14	2014/15
Women	7.17	7.49	8.03	8.63	8.83
Aboriginal and Torres Strait Islander	1.43	2.00	2.25	2.56	2.66
People whose first language was not English	1.46	1.64	1.56	2.08	2.22
People with a disability	1.99	1.49	1.29	1.07	0.74
People with a disability requiring work related adjustment	0.46	0.34	0.30	0.26	0.26

Appendix 17: Honours and awards

Australian Fire Service Medal

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

- Station Officer Clayton Allison
- Station Officer Phillip Etienne
- Captain Andre Van Hoeck
- Chief Superintendent Paul McGuiggan
- Superintendent Kim Reeson
- Station Officer Mark Black
- Captain Shane Bradford
- Captain Edward Taylor

Humanitarian Overseas Service Medal

For members of recognised Australian groups for emergency humanitarian service overseas in hazardous circumstances.

Christchurch

- Station Officer Dean Adam
- Station Officer Christopher Andrews
- Senior Firefighter Kent Barker
- Senior Firefighter Roy Beer
- Station Officer Mark Black AFSM
- Inspector Jay Bland
- Station Officer Glen Boyko
- Station Officer Mark Bradford
- Senior Firefighter Steven Callaghan
- Senior Firefighter Scott Carlson
- Senior Firefighter Peter Christof
- Superintendent Alan Cooper
- Qualified Firefighter Gavin Crabbe
- Senior Firefighter Shannon Crofton
- Chief Superintendent John Denny AFSM
- Senior Firefighter Mark Dobson
- Superintendent Darryl Dunbar
- Senior Firefighter Mark Ecob
- Qualified Firefighter Darren Elloy
- Senior Firefighter Richard Gategood
- Station Officer David Gill
- Senior Firefighter Andrew Gordon
- Station Officer Dean Gray (Retired)
- Inspector Gregory Houston
- Station Officer Paul Hughes
- Qualified Firefighter Huw Jones
- Senior Firefighter Barry Jones
- Station Officer Robert Killham
- Mr John Kite
- Station Officer Garry Lawler
- Senior Firefighter Darren Lydom
- Senior Firefighter Jon Maclean
- Senior Firefighter Guy Mangan
- Inspector Robert McGowan
- Chief Superintendent Paul McGuiggan AFSM
- Station Officer David McIlrath

- Senior Firefighter Jonathan Meakin
- Station Officer Scott Morgan
- Mr Daniel Morgan
- Senior Firefighter Thomas Morris
- Chief Superintendent Kenneth Murphy
- Station Officer Michael O'Dowd
- Station Officer Murray Oastler
- Station Officer Edward O'Hara
- Inspector Andrew Peake
- Chief Superintendent Gary Picken (Retired)
- Senior Firefighter Robert Pinnock
- Station Officer Brett Pittman
- Station Officer Gregory Purvis
- Senior Firefighter Paul Sharratt
- Senior Firefighter John Stokes
- Station Officer Graham Tait
- Station Officer Craig Vincent
- Station Officer Anthony Waller
- Senior Firefighter Anthony Wallgate
- Senior Firefighter Robert Walton
- Station Officer Glen Whitehead
- Chief Superintendent Gregory Wild
- Senior Firefighter Mark Wilson
- Senior Firefighter Richard Wilson

Samoa

- Station Officer Kathryn Barnes
- Inspector Charles Begley
- Senior Firefighter Andrew Haag
- Superintendent David Lewis

Clasp of the Humanitarian Overseas Medal

Christchurch

- Station Officer Bruce Cameron
- Inspector Tim Fox
- Superintendent David Lewis
- Station Officer Christopher Sykes AFSM

National Medals and Clasps

The National Medal for 15 years of service was awarded to 242 fire officers, the 1st clasp for 25 years service was awarded to 146 fire officers, the 2nd clasp for 35 years service was awarded to 54 fire officers and the 3rd clasp for 45 years service was awarded to 4 fire officers.

FRNSW Commendations

Individual Commendations for Courageous Action

For actions during the October 2013 Bushfire Emergency:

- Station Officer Gregory Hopcroft
- Senior Firefighter Onur Ayyildiz
- Senior Firefighter Grant Quinlan
- Retained Firefighter Vanessa Felton
- Retained Firefighter Simon Walter

Unit Commendations for Courageous Action

For actions at an apartment fire at Parramatta on 10 August 2013:

- Station Officer David Steiger
- Firefighter Graeme Spencer
- Firefighter James Beer
- Firefighter Robert Symons

For actions at a serious hotel fire at Cobar on 17 August 2014:

- Captain Bradley Lennon
- Deputy Captain Tony Walkinshaw
- Retained Firefighter Christopher Marshall
- Retained Firefighter Peter Vardanega
- Retained Firefighter Andrew Hill
- Retained Firefighter Kristy Paproth
- Retained Firefighter Jamie Peters
- Retained Firefighter Mark Aumua
- Retained Firefighter Vincent Gilbert
- Retained Firefighter Alexander Lennon
- Retained Firefighter Khan Fugar
- Retired Retained Firefighter Colin Jones
- Retained Firefighter Daniel Howard (posthumous)

Individual Commendations for Meritorious Service

For developing a bushfire risk matrix and assessment tool:

- Senior Firefighter Robert Strauch

For resuscitating a baby at Kanahooka on 11 May 2014:

- Qualified Firefighter Justin Taylor

For actions at a motor cycle accident at Mangrove Mountain on 1 July 2014:

- Qualified Firefighter Steven McGrory

For the provision of first aid to two young girls at Kelso on 22 July 2010:

- Senior Firefighter David Ball

For carrying out improvements on the fleet replacement program:

- Mr Peter Fanning

For his management of the Firefighter Championships:

- Mr Garry Tant

For actions at a scrub fire at Bellimbopinni on 1 August 2014:

- Captain Anthony Hackenberg AFSM
- Retained Firefighter Steven Smith
- Retained Firefighter Norman Borg
- Retained Firefighter Jacob Wilson
- Retained Firefighter Adam Daubney
- Retained Firefighter Paul Lawrence
- Retained Firefighter Peter Goulder
- Retained Firefighter Samuel Sproule
- Retained Firefighter Paul Hackenberg
- Retained Firefighter Rebecca Couling

For actions during the October 2013 Bushfire Emergency:

- Chief Superintendent Richard Griffiths AFSM
- Inspector Andrew Faunce
- Inspector Gregory Reid
- Station Officer Dale Wade-Ferrell
- Station Officer Matthew Fraser
- Station Officer Bryce Jonas
- Retained Firefighter John Duffy

Unit Commendations for Meritorious Service

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

- Station Officer William King AFSM
- Senior Firefighter Lloyd Mulder
- Qualified Firefighter George Cheeke
- Senior Firefighter Matthew Steanes (posthumous)

For actions at an apartment fire at Parramatta on 10 August 2013:

- Firefighter Rodney Potter
- Firefighter Bradley Jory
- Station Officer David Inskip
- Firefighter David Robinson
- Firefighter Paul Minahan
- Firefighter Michael Connaughton

For actions during the October 2013 Bushfire Emergency:

- Station Officer Tony Gutteridge
- Qualified Firefighter John Bugelli
- Senior Firefighter Phillip Holdsworth
- Senior Firefighter Andrew Sarsons
- Station Officer Brent Griffiths
- Senior Firefighter Glenn Solway
- Qualified Firefighter Christopher Bennett
- Qualified Firefighter Rhett Davis
- Station Officer Mark Ley
- Station Officer Ian Sargent
- Retained Firefighter Paul Barton
- Retained Firefighter Terence Cuzner
- Retained Firefighter Benjamin Green
- Retained Firefighter William Rogers
- Retained Firefighter Jeffrey Holdsworth
- Retained Firefighter John Dufty
- Retained Firefighter Robert Watson
- Retained Firefighter Darryn Moalem
- Retained Firefighter David Dufty
- Retained Firefighter Trent Evans
- Retained Firefighter Troy Edwards
- Station Officer Rodney Slavik
- Senior Firefighter Catherine Douglas
- Senior Firefighter Ian Lamp
- Senior Firefighter David Humphries
- Station Officer Grant Conrick
- Station Officer Kenneth Wild
- Qualified Firefighter Jason Hardy
- Qualified Firefighter Dean Russell
- Qualified Firefighter Bently Stallard
- Senior Firefighter Kim Harding
- Senior Firefighter William Sluyter
- Senior Firefighter Anna Batterham
- Senior Firefighter Anthony Sinclair
- Qualified Firefighter Geoffrey Firth
- Senior Firefighter Eugene Christian
- Senior Firefighter Jonathan Howe
- Senior Firefighter Garth Boyes
- Station Officer David Triggs
- Station Officer Christopher Gates
- Station Officer Stephen Haberley
- Senior Firefighter Daren Ellen
- Senior Firefighter Glenn Wiltshire
- Senior Firefighter Dale Schrader
- Senior Firefighter Carl Lenholm
- Senior Firefighter Michael O'Sullivan
- Qualified Firefighter Andrew Messer
- Senior Firefighter Gregory Taylor
- Senior Firefighter Gail Marshall
- Senior Firefighter Nicholas Richards
- Station Officer Troy Stockwell
- Station Officer Andrew McCready
- Senior Firefighter Brian Deans
- Senior Firefighter Rodney La Motte
- Qualified Firefighter William Kachel
- Station Officer Scott Baxter
- Qualified Firefighter Mata-Kali Kali
- Senior Firefighter David Hansen
- Retained Firefighter Trent Clouston
- Retained Firefighter Jamie Baskett

Commendations to members of the community

For the provision of CPR to a baby at Kanahooka on 11 May 2014:

- Ms Raelene Morris

For his actions at a house fire at Mount Druitt on 8 October 2014:

- Mr Ali Zeiaee

For actions at a serious hotel fire in Cobar on 17 August 2014:

- Superintendent Chris Favelle, NSW Rural Fire Service
- Captain Tony Lord, NSW Rural Fire Service
- Deputy Captain Chris Snelson, NSW Rural Fire Service
- Firefighter Tim Lord, NSW Rural Fire Service
- Paramedic Stephen Dutton, NSW Ambulance
- Paramedic Anita Hodgkinson, NSW Ambulance
- Mr Shane McGregor
- Mr Brad Weeks
- Mr Rob Bruce
- Mr Matt Crotty

Long Service and Good Conduct Medals and Clasps

The Long Service and Good Conduct Medal for 10 years of service was awarded to 215 staff (fire officers, administrative and trades employees), the 1st clasp for 20 years service was awarded to 140 staff members, the 2nd clasp for 30 years service was awarded to 99 staff members, the 3rd clasp for 40 years service was awarded to 22 staff members, and the 4th clasp for 50 years of service was awarded to 2 staff members.

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 2014/15 under its *MPSP Forward Plan*, refer to the Community Based chapter in this report.

Appendix 19: Overseas travel

During 2014/15, FRNSW personnel travelled to 15 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 (\$)	Cost to other organisations
2-14 August 2014	Command Leadership Management Managers: Steven Baker Robert Lightfoot	USA: To attend the Blue Card Instructor's Training Certification Course	\$6,049	Nil
10 August - 7 September 2014	Inspector Jeffrey Hogan	Canada: To join an 81-person Australian contingent deployed to assist battling bushfires burning out of control in British Columbia, Canada.	Nil	Department of Environment and Primary Industries VIC \$28,507
19 August 2014	IT Business Analyst and Developer Michael Pitt	Scotland to Ireland: To attend meeting with Gartan Technologies regarding Gartan Availability and Attendance software	\$ 387	Nil
20 August - 3 September 2014	Superintendent Warwick Kidd Senior Firefighters: Richard Wilson John Stokes	China: To attend three urban search and rescue exercises in Beijing, Chengdu and Hong Kong.	Nil	Department of Foreign Affairs and Trade \$11,720
31 August - 6 September 2014	Communications Systems Officer - Radio Richard Cerveny	New Zealand: To attend factory acceptance testing of equipment for PMR P25 Upgrade Project	\$1,921	Nil
2-5 September 2014	Commissioner Mullins and 19 FRNSW officers/ employees	New Zealand: To attend the Australasian Fire and Emergency Service Authorities Council annual conference	\$29,332	Nil
9-14 September 2014	Commissioner Gregory Mullins	Singapore: To attend the International Fire Chiefs' Association General Congress	\$ 216	The Australasian Fire and Emergency Service Authorities Council Cost unknown
10-19 September 2014	Inspector Trent Lawrence	New Zealand: NZ SMS & OSM Project	\$2,512	Nil
11-19 September 2014	Senior Firefighter Richard Wilson	East Timor: To provide logistics support for the Tour de Timor	\$ 897	National Critical Care and Trauma Response Centre Cost unknown

Dates of travel	Name of officer	Destination and purpose	Cost to FRNSW (\$)	Cost to other organisations
14-19 September 2014	Assistant Commissioner Mark Brown	South Korea: To attend the International Search and Rescue Advisory Group Asia Pacific Regional meeting	Nil	Department of Foreign Affairs and Trade \$6,274
20-26 September 2014	Deputy Chief Executive Rosemary Milkins Chief Superintendents: Gregory Wild John Denny Superintendent Paul Bailey	Qatar: To attend the International Search and Rescue Advisory Group Team Leaders Meeting	Nil	Department of Foreign Affairs and Trade \$27,167
5-14 October 2014	Station Officers: Anthony Waller Clayton Allison Senior Firefighters: Alan Rourke Letitia Harris Matthew Lynch Steven McDonnell	UK: To compete in World Rescue Challenge and Learning Symposium	\$29,213	Australasian Road Rescue Organisation \$5,000
8-14 November 2014	Chief Superintendent John Denny	Switzerland: To attend International Search and Rescue Advisory Group 4th Guidelines Review Group Meeting	Nil	Department of Foreign Affairs and Trade \$7,939.26
22-26 November 2014	Business Manager Vanessa Felton	New Zealand: To attend Australia and New Zealand School of Government Work Based Project Subject	\$1,767	Nil
15-18 December 2014	Superintendent Kim Reeson	New Zealand: To attend the Coroner's Court for New Zealand Fire Service as an expert witness	Nil	New Zealand Fire Service Cost unknown
22-28 February 2015	NSW Department of Health USAR Doctor Neil Ballard	USA: To attend Urban Search Medical Team Training Course	Nil	Department of Foreign Affairs and Trade \$15,246
26 February - 7 March 2015	Superintendent Gary McKinnon NSW Ambulance Chief Superintendent Jenny Nelson	Japan: To attend the International Search and Rescue Advisory Group (INSARAG) External Re-Classification exercise in Japan	Nil	Department of Foreign Affairs and Trade \$12,499
28 February - 12 March 2015	Chief Superintendent John Denny	Japan & New Zealand: To attend the Japanese and New Zealand USAR classification exercises and the INSARAG Guidelines Working Group Meeting	Nil	Department of Foreign Affairs and Trade \$11,680.06

Dates of travel	Name of officer	Destination and purpose	Cost to FRNSW (\$)	Cost to other organisations
7-12 March 2015	Superintendent Paul Bailey Station Officers: Clayton Abel Russell Turner Senior Firefighters: Justin Clarke Raymond Irving NSW Ambulance: Peter Croft Anthony Bishenden NSW Public Works: Nakhoul Harb	New Zealand: To attend International Search and Rescue Advisory Group (INSARAG) External Classification exercise	Nil	Department of Foreign Affairs and Trade \$14,565
17-27 March 2015	Superintendent Paul Bailey and 42 FRNSW fire officers	Vanuatu: Deployment of an USAR Task Force of 54 emergency services personnel led by FRNSW to assist with the disaster relief efforts following the devastation of Tropical Cyclone Pam	Nil	Attorney-General's Department \$595,677
17-30 March 2015	Chief Superintendent Malcolm Connellan Superintendent Wayne Phillips	USA: To attend the 2015 International Association of Fire Chiefs 'Fire-Rescue Med' Conference and visit Las Vegas and Los Angeles Fire Departments	\$15,088	Nil
30 March 2015-5 April	Senior Firefighter Richard Wilson	USA: To attend the Department of Homeland Security Federal Emergency Management Agency authorised International Air Transport Association & Airforce Manual 24-204 Training Course	Nil	Department of Foreign Affairs and Trade \$3,638
3-15 June 2015	Commissioner Gregory Mullins Director Logistics Support Emmanuel Varipatis	UK, Germany: To visit UK Fire Services and attend Interschutz Trade Fair & Conference in Hannover, Germany	\$23,440	Nil
14-20 June 2015	Communications Systems Officer - Radio Richard Cerveny	New Zealand: To attend factory acceptance test for the South West Slopes P25 Digital Radio Network system	\$2,489	Nil
20-28 June 2015	Inspectors: Graham Kingsland Joshua Turner Station Officers: Bruce Cameron Russell Turner Firefighter Shane Bonsall	Mongolia: To attend an International Search and Rescue Advisory Group Exercise	Nil	Department of Foreign Affairs and Trade \$23,129
26 June - 6 July	Chief Superintendent Gregory Wild	USA: To attend National Emergency Number Association Conference	\$6,458	Nil

Operational Performance and Activities

Appendix 20: Type of Incident by Local Government Area

Local Government Area	Fire, 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	Other service calls	Good intent calls	System initiated false alarms	Malicious false calls	Other	Total primary incidents ¹
Albury	230	39	121	19	27	106	284	12	21	859
Armidale Dumaresq	187	21	38	5	3	29	255	1	14	553
Ashfield	78	76	117	41	34	84	309	3	28	770
Auburn	214	205	344	61	50	132	992	16	91	2105
Ballina	74	92	30	4	8	43	149	2	15	417
Balranald	7	2	2	1	0	0	3	0	2	17
Bankstown	571	443	607	149	93	296	759	30	200	3148
Bathurst Regional	151	34	104	23	13	75	209	24	17	650
Bega Valley	53	22	29	13	8	35	74	0	27	261
Bellingen	32	11	23	10	3	13	38	0	23	153
Berrigan	31	217	5	2	0	3	14	0	4	276
Blacktown	1261	549	761	192	283	618	1261	93	296	5314
Bland	8	5	5	4	0	1	3	0	13	39
Blayney	12	8	0	4	1	1	26	0	4	56
Blue Mountains	212	147	316	147	67	240	395	8	110	1642
Bogan	32	2	1	10	1	0	2	0	0	48
Bombala	3	4	6	12	0	1	5	0	3	34
Boorowa	2	1	4	1	0	0	0	0	9	17
Botany Bay	135	70	175	23	37	94	953	8	57	1552
Bourke	95	0	1	1	0	1	14	1	15	128
Brewarrina	111	1	1	6	2	4	8	1	6	140
Broken Hill	75	18	68	13	5	63	74	4	10	330
Burwood	81	91	72	38	11	51	330	8	63	745
Byron	93	19	53	9	12	48	212	8	8	462
Cabonne	25	10	11	14	0	2	13	0	16	91
Camden	155	163	92	25	44	52	189	5	62	787
Campbelltown	876	404	326	98	86	308	649	49	166	2962
Canada Bay	109	114	180	44	26	97	542	4	47	1163
Canterbury	275	271	359	137	90	194	418	11	83	1838
Carrathool	7	1	1	2	1	0	3	0	0	15
Central Darling	0	0	0	0	0	0	0	0	1	1
Cessnock	381	136	119	73	47	99	160	14	36	1065
Clarence Valley	219	36	70	30	14	41	184	20	18	632
Cobar	12	6	6	14	2	8	1	0	4	53
Coffs Harbour	248	53	140	34	33	103	237	11	39	898
Conargo	1	1	1	0	0	0	0	0	0	3
Coolamon	11	2	2	1	0	1	8	0	0	25
Cooma-Monaro	33	25	24	6	4	9	27	0	9	137
Coonamble	65	12	0	8	0	8	1	5	2	101
Cootamundra	26	14	15	18	1	8	31	0	5	118
Corowa shire	56	8	31	18	2	20	43	0	10	188
Cowra	57	12	29	14	1	19	40	1	2	175
Deniliquin	21	7	10	5	1	19	9	0	7	79
Dubbo	253	35	113	19	10	114	182	17	32	775
Dungog	13	16	4	9	4	14	20	0	10	90
Eurobodalla	87	43	70	25	10	41	111	2	16	405
Fairfield	544	352	454	101	108	236	779	28	163	2765
Forbes	32	5	9	22	1	8	38	8	8	131
Gilgandra	21	18	4	6	0	6	6	0	3	64
Glen Innes Severn	58	9	15	9	0	13	29	2	10	145

Local Government Area	Fire, 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	Other service calls	Good intent calls	System initiated false alarms	Malicious false calls	Other	Total primary incidents ¹
Gloucester	2	1	5	5	2	4	7	0	0	26
Gosford	457	293	394	232	72	344	702	19	141	2654
Goulburn Mulwaree	58	21	45	21	30	41	175	1	34	426
Greater Hume Shire	34	16	4	4	3	8	12	0	2	83
Greater Taree	144	25	50	25	17	54	91	16	15	437
Great Lakes	55	26	11	34	9	109	71	4	15	334
Griffith	163	12	40	15	2	25	102	4	10	373
Gundagai	16	4	19	3	0	1	16	2	2	63
Gunnedah	86	9	12	8	1	10	22	4	7	159
Guyra	11	3	5	1	0	0	8	0	2	30
Gwydir	16	10	6	2	2	5	17	0	7	65
Harden	6	11	5	12	2	12	16	0	11	75
Hawkesbury	169	64	125	23	22	92	231	4	41	771
Hay	13	6	7	1	1	1	12	1	0	42
Holroyd	260	169	318	65	56	167	478	17	88	1618
Hornsby	192	288	411	107	73	201	666	6	110	2054
Hunters Hill	26	24	44	13	9	36	156	5	11	324
Hurstville	128	152	203	68	57	94	388	8	50	1148
Inverell	38	11	18	3	4	65	23	9	17	188
Jerilderie	6	3	1	2	1	3	4	0	3	23
Junee	18	4	6	5	3	14	8	0	2	60
Kempsey	307	25	40	23	6	55	96	21	34	607
Kiama	44	13	29	5	1	10	46	1	15	164
Kogarah	79	114	137	47	40	83	362	5	61	928
Ku-ring-gai	108	136	288	70	44	114	547	7	67	1381
Kyogle	6	2	7	3	2	29	38	3	7	97
Lachlan	36	3	5	8	3	10	6	0	9	80
Lake Macquarie	718	276	402	262	76	355	560	36	154	2839
Lane Cove	69	54	123	35	13	85	459	2	16	856
Leeton	63	4	9	6	5	24	35	0	1	147
Leichhardt	131	80	139	38	43	148	574	5	48	1206
Lismore	194	38	71	29	13	81	301	8	26	761
Lithgow	55	26	81	27	8	46	78	1	13	335
Liverpool	637	385	470	125	100	276	1108	42	175	3318
Liverpool Plains	21	7	6	3	0	2	14	0	11	64
Lockhart	2	7	0	0	0	0	1	0	2	12
Maitland	289	64	182	78	60	115	243	12	54	1097
Manly	75	83	91	29	18	84	529	6	40	955
Marrickville	158	67	222	55	44	163	567	6	73	1355
Mid-Western Regional	56	12	39	27	1	31	38	3	16	223
Moree Plains	304	6	16	22	4	24	59	11	14	460
Mosman	47	56	73	25	16	77	307	0	34	635
Murray	7	4	0	0	0	11	25	1	9	57
Murrumbidgee	0	0	0	0	0	0	0	0	1	1
Muswellbrook	75	23	27	10	7	32	58	5	22	259
Nambucca	81	26	32	11	12	19	42	2	26	251
Narrabri	54	19	28	17	1	21	41	0	8	189
Narrandera	33	4	9	2	1	4	14	0	3	70
Narromine	21	4	10	7	2	6	8	0	4	62
Newcastle	606	234	521	181	82	289	1384	44	248	3589
North Sydney	127	111	151	58	35	146	1523	7	63	2221
Oberon	1	2	0	0	0	0	4	0	9	16
Orange	131	49	84	27	28	90	242	16	26	693
Palerang	8	24	4	3	0	0	7	0	5	51
Parkes	72	9	17	25	1	17	39	0	17	197

Local Government Area	Fire, 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	Other service calls	Good intent calls	System initiated false alarms	Malicious false calls	Other	Total primary incidents ¹
Parramatta	356	272	496	109	111	344	1494	29	160	3371
Penrith	768	363	388	125	92	334	808	48	184	3110
Pittwater	94	89	187	86	33	86	252	1	96	924
Port Macquarie-Hastings	169	76	103	38	27	79	288	5	23	808
Port Stephens	167	40	76	49	23	76	188	7	32	658
Queanbeyan	104	48	56	34	11	60	97	2	13	425
Randwick	261	79	301	49	78	205	1472	16	90	2551
Richmond Valley	189	18	30	24	7	29	89	11	10	407
Rockdale	106	123	190	64	44	105	370	11	51	1064
Ryde	200	241	255	65	52	168	1296	11	107	2395
Shellharbour	230	91	126	56	22	89	176	6	56	852
Shoalhaven	335	84	121	32	37	137	278	18	69	1111
Singleton	65	21	31	6	5	38	127	2	22	317
Snowy River	24	16	34	9	6	46	218	2	9	364
Strathfield	77	70	138	27	25	60	391	1	25	814
Sutherland Shire	297	427	487	280	118	277	799	12	194	2891
Sydney	765	225	511	156	239	901	10269	60	507	13633
Tamworth Regional	229	53	80	44	14	89	226	10	25	770
Temora	16	4	5	5	2	2	16	1	0	51
Tenterfield	14	9	17	9	5	9	16	0	0	79
The Hills Shire	224	232	338	63	64	160	806	5	143	2035
Tumbarumba	9	6	0	8	0	0	5	0	3	31
Tumut Shire	38	8	15	9	1	3	40	0	18	132
Tweed	232	92	116	39	21	141	388	19	107	1155
Upper Hunter Shire	39	15	27	2	3	18	59	1	6	170
Upper Lachlan Shire	7	17	3	2	0	2	22	0	2	55
Uralla	26	234	5	0	0	2	9	0	5	281
Wagga Wagga	400	40	102	26	18	120	280	30	49	1065
Wakool	1	4	5	7	0	1	7	0	0	25
Walcha	4	5	2	1	0	1	7	0	0	20
Walgett	95	8	12	23	7	10	6	1	6	168
Warren	14	3	1	5	1	4	8	0	8	44
Warringham	198	204	322	109	76	194	781	15	93	1992
Warrumbungle Shire	11	6	12	16	1	10	19	0	3	78
Waverley	141	49	124	35	44	138	700	3	43	1277
Weddin	5	7	1	7	0	3	4	0	1	28
Wellington	70	4	19	17	2	12	42	7	4	177
Wentworth	7	19	3	2	1	1	8	0	5	46
Willoughby	95	92	135	40	39	79	788	7	39	1314
Wingecarribee	94	283	114	29	52	78	238	0	35	923
Wollondilly	69	113	43	17	23	40	74	1	62	442
Wollongong	1003	418	536	179	128	371	932	47	139	3753
Woollahra	79	46	130	29	31	98	794	2	17	1226
Wyong	520	118	350	179	68	242	549	17	79	2122
Yass Valley	25	30	22	15	1	10	33	0	9	145
Young	47	16	28	15	5	17	22	5	5	160
Unincorporated NSW	1	1	0	0	0	0	0	0	0	2
Outside NSW	13	7	3	7	0	1	3	0	12	46
Other areas and areas not categorised	14	7	10	4	2	10	540	3	1428	2018
Total	21,793	11,382	16,120	5,579	3,714	11,991	48,683	1,156	7,658	128,076

1. Primary incidents are those where a fire station attends an incident and is responsible for reporting it, whereas total responses (see Appendix 21) refers to the turnout of every fire station or unit attending 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 ^{2,3}
Metropolitan East					
Metropolitan East 1					
1	City of Sydney	459	7590	8049	211
3	The Rocks	113	2402	2515	386
4	Darlinghurst	200	2787	2987	266
10	Redfern	255	2203	2458	219
11	Woollahra	220	2124	2344	334
12	Balmain	89	591	680	287
13	Alexandria	233	2201	2434	194
18	Glebe	153	2288	2441	198
22	Leichhardt	133	1124	1257	193
38	Pyrmont	149	1995	2144	199
76	Bondi	129	1208	1337	204
Zone Totals		2133	26513	28646	2691
Metropolitan East 2					
6	Mona Vale	74	524	598	536
24	Manly	114	1156	1270	404
25	Mosman	89	869	958	523
36	Crows Nest	168	2374	2542	289
37	Gordon	123	1669	1792	402
40	Willoughby	128	1399	1527	483
50	Hornsby	144	1146	1290	327
51	Forestville	74	647	721	365
53	Neutral Bay	139	1795	1934	266
58	Beecroft	131	1191	1322	228
60	Avalon	39	247	286	408
61	Lane Cove	132	1628	1760	284
68	Narrabeen	90	966	1056	519
69	Dee Why	161	1347	1508	322
75	Berowra	42	435	477	359
Zone Totals		1648	17393	19041	5715
Metropolitan East 3					
5	Newtown	153	1779	1932	231
14	Ashfield	180	1179	1359	220
15	Burwood	191	1606	1797	447
16	Concord	128	1446	1574	297
17	Drummoyne	84	642	726	230
19	Silverwater	158	1359	1517	186
28	Marrickville	158	927	1085	303
30	Lidcombe	177	1443	1620	107
47	Revesby	304	1262	1566	210
52	Campsie	185	898	1083	226
62	Bankstown	308	1571	1879	370
64	Lakemba	227	1041	1268	282
66	Rhodes	79	696	775	15
85	Chester Hill	295	1037	1332	206
177	Royal Agricultural Showground	1	17	18	169
Zone Totals		2628	16903	19531	3499
Region Totals		6409	60809	67218	11905
Metropolitan North					
Metropolitan North 1					
222	Belmont	93	325	418	154
251	Cardiff	121	446	567	99
252	Carrington	42	287	329	31
255	Charlestown	145	486	631	213

Station Number	Station Name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement actions ^{2,3}
260	Newcastle	128	964	1092	83
320	Hamilton	138	822	960	124
357	Lambton	112	607	719	16
376	Merewether	43	155	198	13
377	Minmi	34	83	117	27
383	Morisset	57	250	307	74
404	New Lambton	63	480	543	39
446	Stockton	68	154	222	18
447	Swansea	47	121	168	65
454	Tarro	132	414	546	36
458	Teralba	99	219	318	1
462	Mayfield West	126	715	841	210
464	Toronto	90	301	391	191
484	Wallsend	112	368	480	193
485	Wangi Wangi	60	177	237	79
498	Holmesville	69	170	239	80
500	Tingira Heights	163	417	580	131
Zone Totals		1942	7961	9903	1877
Metropolitan North 2					
228	Berkeley Vale	84	404	488	192
245	Budgewoi	77	132	209	73
292	Doyalson	77	228	305	211
304	Gosford	142	954	1096	222
340	Umina	139	550	689	516
341	Kariong	83	443	526	240
351	Bateau Bay	103	393	496	288
353	Kincumber	53	190	243	265
434	Hamlyn Terrace	109	339	448	199
450	Saratoga	28	121	149	53
459	Terrigal	57	322	379	22
460	The Entrance	61	247	308	94
470	Toukley	143	266	409	120
505	Wyong	85	324	409	116
509	Wyoming	116	430	546	10
Zone Totals		1357	5343	6700	2621
Metropolitan North 3					
202	Abermain	70	77	147	64
220	Bellbird	52	37	89	46
237	Branxton Greta	39	177	216	29
254	Cessnock	132	324	456	96
282	Dungog	11	69	80	23
344	Kearsley	21	44	65	9
349	Kurri Kurri	127	144	271	82
373	East Maitland	120	334	454	110
374	Maitland	124	351	475	196
382	Morpeth	74	138	212	24
402	Salamander Bay	50	276	326	64
418	Paxton	10	21	31	0
432	Raymond Terrace	100	207	307	46
455	Telarah	86	313	399	84
497	Weston	74	84	158	48
Zone Totals		1090	2596	3686	921
Region Totals		4389	15900	20289	5419
Metropolitan South					
Metropolitan South 1					
207	Albion Park Rail	110	474	584	155

Station Number	Station Name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement actions ^{2,3}
210	Balgownie	56	359	415	28
241	Bulli	148	375	523	66
258	Coledale	9	43	52	5
269	Corrimal	162	277	439	44
277	Dapto	155	322	477	184
325	Helensburgh	22	84	106	30
346	Kiama	48	120	168	38
422	Warrawong	282	620	902	231
442	Scarborough	15	37	52	3
461	Thirroul	35	62	97	20
474	Unanderra	146	411	557	56
488	Shellharbour	204	486	690	122
503	Wollongong	292	1497	1789	306
Zone Totals		1684	5167	6851	1288
Metropolitan South 2					
20	Hurstville	164	1599	1763	186
21	Kogarah	158	1259	1417	309
26	Mascot	130	1304	1434	261
29	Arncliffe	141	962	1103	263
33	Engadine	39	423	462	157
34	Riverwood	195	903	1098	271
35	Botany	70	758	828	217
39	Randwick	203	1668	1871	547
45	Miranda	161	1089	1250	209
46	Sutherland	103	657	760	328
48	Mortdale	100	530	630	336
54	Cronulla	81	844	925	190
56	Matraville	121	866	987	237
70	Maroubra	131	1127	1258	957
80	Bundeena	12	226	238	936
90	Menai	49	300	349	302
Zone Totals		1858	14515	16373	5706
Metropolitan South 3					
7	Horningsea Park	142	448	590	328
8	Liverpool	261	1687	1948	212
31	Busby	386	943	1329	559
79	Ingleburn	196	527	723	93
84	Macquarie Fields	215	596	811	288
87	Rosemeadow	200	493	693	326
88	Campbelltown	416	1126	1542	337
92	St Andrews	307	674	981	322
93	Narellan	116	608	724	260
248	Camden	99	420	519	75
421	Picton	43	193	236	46
489	Warragamba	27	156	183	74
Zone Totals		2408	7871	10279	2920
Region Totals		5950	27553	33503	9914
Metropolitan West					
Metropolitan West 1					
32	Mount Druitt	455	1064	1519	342
43	Seven Hills	278	1181	1459	219
63	Blacktown	281	1355	1636	223
67	Baulkham Hills	142	976	1118	261
71	Castle Hill	93	947	1040	171
77	St Marys	309	1023	1332	270
78	Dunheved	422	793	1215	197
83	Riverstone	97	165	262	38

Station Number	Station Name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement actions ^{2,3}
86	Penrith	327	1052	1379	269
94	Kellyville	130	826	956	306
96	Schofields	148	471	619	207
97	Huntingwood	186	817	1003	206
98	Cranebrook	155	247	402	235
102	Regentville	202	977	1179	204
Zone Totals		3225	11894	15119	3148
Metropolitan West 2					
23	Gladesville	105	814	919	180
27	Parramatta	279	1998	2277	280
41	Smithfield	206	834	1040	186
42	Ryde	160	1749	1909	269
49	Cabramatta	308	1214	1522	246
55	Guildford	250	969	1219	152
57	Wentworthville	210	1792	2002	228
59	Eastwood	148	1632	1780	333
65	Rydalmere	164	1173	1337	172
72	Merrylands	204	1296	1500	28
73	Fairfield	257	983	1240	200
101	Bonnyrigg Heights	206	753	959	187
Zone Totals		2497	15207	17704	2461
Metropolitan West 3					
81	Windsor	123	451	574	42
82	Richmond	110	421	531	69
226	Blackheath	11	121	132	0
301	Glenbrook	78	194	272	35
343	Katoomba	54	482	536	206
343	Lawson	17	136	153	11
361	Leura	22	189	211	11
363	Lithgow	23	172	195	111
364	Lithgow West	22	153	175	28
386	Mt Victoria	5	64	69	1
423	Portland	15	18	33	28
445	Springwood	82	396	478	331
483	Wallerawang	15	34	49	6
495	Wentworth Falls	28	150	178	13
Zone Totals		605	2981	3586	892
Region Totals		6327	30082	36409	6501
Regional North					
Regional North 1					
221	Bellingen	21	66	87	75
235	Bowraville	36	33	69	88
257	Coffs Harbour	163	530	693	264
279	Dorrigo	11	17	28	30
295	Forster	41	237	278	74
303	Gloucester	2	27	29	67
345	Kempsey	290	287	577	340
358	Laurieton	17	87	104	59
371	Macksville	36	112	148	21
397	Nambucca Heads	32	80	112	10
424	Port Macquarie	140	530	670	225
441	Sawtell	96	176	272	7
449	South West Rocks	19	56	75	57
453	Taree	118	275	393	149
471	Tea Gardens	14	46	60	51
476	Urunga	11	57	68	38
492	Wauchope	39	105	144	18

Station Number	Station Name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement actions ^{2,3}
502	Wingham	54	116	170	39
507	Woolgoolga	29	66	95	1
Zone Totals		1169	2903	4072	1613
Regional North 2					
204	Alstonville	16	122	138	36
211	Ballina	67	241	308	81
213	Bangalow	20	187	207	6
240	Brunswick Heads	35	66	101	113
243	Byron Bay	44	267	311	118
253	Casino	131	162	293	151
267	Coraki	55	24	79	104
288	Evans Head	6	49	55	18
306	Grafton	78	196	274	278
307	South Grafton	131	196	327	16
316	Goonellabah	95	219	314	51
347	Kingscliff	37	215	252	28
350	Kyogle	7	87	94	220
362	Lismore	128	489	617	346
372	Maclean	29	93	122	37
388	Mullumbimby	13	40	53	17
391	Murwillumbah	54	141	195	46
468	Tweed Heads	133	624	757	362
510	Yamba	32	87	119	90
514	Banora Point	77	282	359	49
Zone Totals		1188	3787	4975	2167
Regional North 3					
205	Armidale	193	380	573	292
215	Barraba	5	31	36	11
225	Bingara	7	29	36	12
229	Boggabri	20	17	37	38
264	Coonabarabran	6	57	63	5
302	Glen Innes	61	89	150	325
314	Gunnedah	88	84	172	18
315	Guyra	11	17	28	2
331	Inverell	39	155	194	132
375	Manilla	17	31	48	10
381	Moree	306	154	460	61
399	Narrabri	38	109	147	8
429	Quirindi	11	30	41	5
452	Tamworth	114	369	483	204
457	Tenterfield	14	71	85	81
475	Uralla	24	257	281	10
481	Walcha	4	15	19	16
487	Warialda	8	21	29	1
496	Werris Creek	9	25	34	9
506	Wee Waa	8	20	28	7
508	West Tamworth	143	197	340	5
Zone Totals		1126	2158	3284	1252
Region Totals		3483	8848	12331	5032
Regional South					
Regional South 1					
217	Batemans Bay	37	243	280	322
219	Bega	28	83	111	45
224	Berry	13	70	83	38
230	Bombala	3	31	34	36
236	Braidwood	7	29	36	46
263	Cooma	35	105	140	194

Station Number	Station Name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement actions ^{2,3}
286	Eden	21	48	69	512
338	Jindabyne	15	132	147	175
384	Moruya	38	88	126	70
395	Merimbula	11	108	119	58
398	Narooma	21	39	60	36
405	Nowra	261	438	699	19
426	Perisher Valley	3	130	133	137
428	Queanbeyan	108	363	471	592
440	Shoalhaven	283	527	810	520
451	Thredbo	5	134	139	218
477	Ulladulla	42	174	216	33
Zone Totals		931	2742	3673	3051
Regional South 2					
218	Batlow	5	11	16	6
232	Boorowa	6	14	20	0
234	Bowral	53	361	414	52
242	Bundanoon	10	280	290	90
266	Cootamundra	31	95	126	1379
270	Cowra	63	129	192	66
271	Crookwell	10	65	75	53
294	Forbes	38	108	146	19
305	Goulburn	61	364	425	255
308	Grenfell	6	23	29	2
313	Gundagai	22	78	100	13
378	Mittagong	27	266	293	199
385	Moss Vale	42	190	232	90
389	Harden	8	62	70	26
467	Tumut	33	72	105	19
511	Yass	26	118	144	5
513	Young	50	125	175	46
Zone Totals		491	2361	2852	2320
Regional South 3					
203	Albury Central	204	575	779	259
206	Albury North	44	139	183	14
209	Albury Civic	59	273	332	44
214	Barham	1	25	26	124
223	Berrigan	4	6	10	1
268	Corowa	49	112	161	86
272	Culcairn	18	32	50	50
278	Deniliquin	22	76	98	21
293	Finley	13	35	48	51
322	Henty	9	15	24	10
324	Holbrook	13	15	28	0
336	Jerilderie	6	22	28	5
365	Lockhart	2	8	10	4
379	Moama	7	49	56	6
394	Mulwala	12	26	38	8
463	Tocumwal	22	220	242	79
466	Tumbarumba	9	20	29	6
472	Turvey Park	395	661	1056	226
480	Wagga Wagga	62	243	305	23
Zone Totals		951	2552	3503	1017
Region Totals		2373	7655	10028	6388
Regional West					
Regional West 1					
233	Bourke	97	65	162	2
244	Brewarrina	112	34	146	1

Station Number	Station Name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement actions ^{2,3}
256	Cobar	11	41	52	14
261	Coolah	3	7	10	7
265	Coonamble	66	35	101	20
280	Dubbo	222	488	710	993
281	Dunedoo	2	6	8	0
284	Delroy	91	221	312	1
300	Gilgandra	23	48	71	0
367	Lightning Ridge	51	51	102	29
401	Narromine	22	39	61	96
406	Nyngan	31	17	48	11
417	Parkes	67	121	188	24
419	Peak Hill	15	10	25	14
465	Trangie	1	15	16	8
482	Walgett	40	31	71	17
491	Warren	16	36	52	2
493	Wellington	71	108	179	7
Zone Totals		941	1373	2314	1246
Regional West 2					
105	Kelso	37	98	135	7
208	Aberdeen	28	124	152	8
216	Bathurst	151	500	651	404
227	Blayney	14	54	68	0
250	Canowindra	18	30	48	0
283	Denman	8	24	32	2
312	Gulgong	14	35	49	1
342	Kandos	4	33	37	20
380	Molong	10	36	46	0
387	Mudgee	47	120	167	104
390	Murrurundi	10	23	33	27
392	Muswellbrook	68	174	242	40
393	Merriwa	5	11	16	3
411	Oberon	1	35	36	5
412	Orange	131	656	787	286
443	Scone	22	87	109	78
444	Singleton	63	219	282	127
Zone Totals		631	2259	2890	1112
Regional West 3					
212	Balranald	7	16	23	0
238	Broken Hill	72	231	303	557
239	Broken Hill South	31	131	162	3
259	Condobolin	42	40	82	12
262	Coolamon	11	15	26	1
311	Griffith	157	189	346	67
321	Hay	14	29	43	0
323	Hillston	8	7	15	17
337	Junee	19	46	65	20
355	Lake Cargelligo	2	26	28	0
360	Leeton	68	94	162	15
400	Narrandera	34	35	69	33
456	Temora	19	44	63	16
494	Wentworth	8	40	48	3
499	West Wyalong	10	31	41	24
512	Yenda	33	68	101	21
Zone Totals		535	1042	1577	789
Region Totals		2107	4674	6781	3147
Grand Total		31,038	155,521	186,559	49,662

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. Total responses exclude responses by Senior Officer Responses and Specialist Responses.
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.
3. Community safety, preparedness and engagement activities include 1,356 Specialist Responses.

6. ACCESS DETAILS

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

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

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

8 Garner Street
INGLEBURN NSW 2565
Free 1800 787 848
Email: comsafe@fire.nsw.gov.au
Web: www.comsafe.com.au
Business hours 8:00am – 4:30pm

Community Engagement Unit

1 Amarina Avenue
GREENACRE NSW 2190
Locked Bag 12 GREENACRE NSW 2190
Telephone (02) 9742 7179
Fax (02) 9742 7183
Business hours 8:30am – 4:30pm

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 7550
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

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 2015*, the *Government Information (Public Access) Act 2009*, *Treasury Circulars* and *Treasurer's Directions*, are in **bold**.]

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