WE ARE FIRE AND RESCUE NSW AND WE ARE PREPARED FOR

PREVENTION
AND EDUCATION.
FIRE.
RESCUE.
HAZMAT.
PROTECTING THE ENVIRONMENT.
COUNTER TERRORISM.
NATURAL DISASTER AND HUMANITARIAN RELIEF.
MEDICAL RESPONSE.
ANYTHING.

2018 – 2019
ANNUAL REPORT

NSW GOVERNMENT

FIRE + RESCUE

2018–2019 ANNUAL REPORT

Letter of Transmission to the Minister 3

Overview of Fire and Rescue NSW 4

Commissioner's Message 4

Our Purpose 6

Our Manifesto 8

Our Values 10

What Does Success Look Like? 12

Key Clients, Stakeholders and Partners 16

2018–2019 Report Card 18

Operational Performance 20

The Executive Leadership Team 26

Organisational Structure 30

Our Capabilities 32

Culture + Inclusion 34

Prevention + Education 44

Fire 54

Rescue 62

Hazmat 70

Protect The Environment 76

Counter Terrorism 84

Natural Disaster + Humanitarian Relief 90

Medical Response 98

Building Organisational Capability 104

Safety + Wellbeing 105

Training 110

Communication 112

Logistics Support 113

Information Technology 116

Governance and Legal Office 118

Program Management Office 119

Financial Statements 121

Appendices 173

Index 210

FIRE.NSW.GOV.AU

ISSN: 2205-8702 (Print) ISSN: 2203-2630 (Online)
D19/56993

The Hon David Elliott MP
Minister for Police
and Emergency Services

52 Martin Place
SYDNEY NSW 2000

Dear Minister,

I am pleased to submit the Fire and Rescue NSW (FRNSW) 2018–19 Annual Report and Financial Statements to you 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. FRNSW also engaged with the community to deliver a wide range of prevention and preparedness programs to create a safer environment and build resilience.

The annual report summarises the activities and performance of FRNSW against the strategies and actions included in our Plus Plan and Success Model. As well as reporting on the past year, the report looks to the year ahead. This and earlier annual reports are available on our website www.fire.nsw.gov.au.

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

Yours sincerely

Paul Baxter
Commissioner
31 October 2019

Fire and Rescue NSW

1 Amarina Avenue
Greenacre NSW 2190

Locked Bag 12,
Greenacre, NSW 2190

T (02) 9265 2999
F (02) 9265 2988

ABN 12 593 473 110

www.fire.nsw.gov.au

FRNSW is one of the most highly regarded urban firefighting forces in the world, a leader in hazardous material management, road crash rescue, urban search and rescue, fire investigation, research, and prevention activity.

COMMISSIONER'S MESSAGE

The Plus Plan is more than just a blueprint for positive organisational change; it is the driving force behind enabling and empowering our people. When we do that, we send a strong message to the communities we serve; we are prepared for anything, to protect the irreplaceable.

127,457

incident responses across eight capabilities

60K

Safety Visits planned to homes in 2019–20.

Our key achievements are those that have had a practical and positive influence on the role our people perform within Fire and Rescue NSW (FRNSW). We've invested in physical and mental wellbeing through the delivery of nearly 7,000 new protective flash hoods and the launch of Resilience at Work, a mental health resilience program that saw 250 immediate voluntary sign ups. We also officially launched the Station Planning System (SPS) to assist Station Commanders and crews communicate better, reduce the time spent recording information and provide the ability to keep logs, plan and manage resources.

We want to protect our communities and prevent incidents from happening and so, we refreshed and re-launched PRIME (Program for Risk Identification and Managing Engagement), and with this we've also relaunched Safety Visits. Through connecting with local communities, we empower and educate them to make safer choices. To better communicate our capabilities beyond fire, we introduced new branding for our fleet, uniforms and buildings. These initiatives reflect the important work we do within our communities and aim to promote our capabilities in addition to fire.

The community and our people sit at the core of our ethos at FRNSW. We are prepared for anything and understand that "anything" doesn't always mean fire. As the needs of our communities are changing, the role we play is adapting to reflect this.

Through education and proactive preventative work, our organisation plays a crucial role in keeping our communities safe and resilient. We arrive prepared to assist on the scene of road crashes and rescues and are trusted experts at the scene of hazardous material incidents and high-rise fires.

In 2018–19 FRNSW continued to operate seamlessly and co-operatively with other emergency services within NSW, across Australia and internationally. On 14-15 January 2019 Tasmania experienced 4,000 ground impacting lightning strikes that ignited over 70 fires. FRNSW responded Incident Management Teams and other support for the Tasmanian Fire Service until the end of February 2019. The Australian and international assistance provided to Tasmania demonstrated the increasingly connected global operating environment for emergency services. The community we serve knows few borders, with many FRNSW firefighters also performing natural disaster and humanitarian relief deployments across the country and overseas.

On 28 January 2019 flames and a resulting odour alerted FRNSW to subterranean fires in seven of the ten waste emplacement pits at the Kooragang Island Waste Emplacement Facility, adjacent to the Kooragang Island Conservation Reserve, providing habitat for the Green and Golden Bell Frog.

Working with the Environmental Protection Authority, Office of Environment and Heritage and the Hunter and Central Coast Development Corporation, FRNSW applied over 11.6 million litres of water to the site using a remotely controlled firefighting robot (TAF20). The water was pumped from the Hunter River one kilometre away by the FRNSW Hytrans bulk water relay system. Over 297GB of data was collected by FRNSW Remotely Piloted Aircraft Systems to aid decision making and over 40 thermal analysis reports were produced mapping and tracking the fire to ensure there was no ongoing subterranean fires.

As the fourth largest urban fire department in the world, we continue to protect without prejudice, anyone, anywhere, anytime and are committed to continuing this promise to our people and the communities we protect.

I am so proud of the hard work and dedication that has led to accomplishing substantial achievements over the last 12 months. I look forward to working together as we enter the second year of our Plus Plan.

Paul Baxter
Commissioner

FIRE AND
N
T
IRREPLA

WHAT DO WE DO?

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

WHY IS THAT IMPORTANT?

To save lives, property and protect the environment.

WHY IS THAT IMPORTANT?

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

RESCUE

ACEABLE

WHY IS THAT IMPORTANT?

Because all lives are precious.

WHY IS THAT IMPORTANT?

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

FIRE AND RESCUE NSW PURPOSE: TO PROTECT THE IRREPLACEABLE

OUR MANIFESTO

WE ARE HERE TO PROTECT THE IRREPLACEABLE.

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

WE TRAIN TO GET IT RIGHT.

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

WE RESPOND FAST.

WE SERVE WITH COURAGE, WITH CARE AND WITHOUT JUDGEMENT.

WE HELP ANYONE, ANYWHERE, ANYTIME.

WE ARE FIRE AND RESCUE NSW.

AND WE ARE PREPARED FOR ANYTHING.

WE ARE COMMITTED TO

RESPECT

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

INTEGRITY

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

SERVICE

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

COURAGE

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

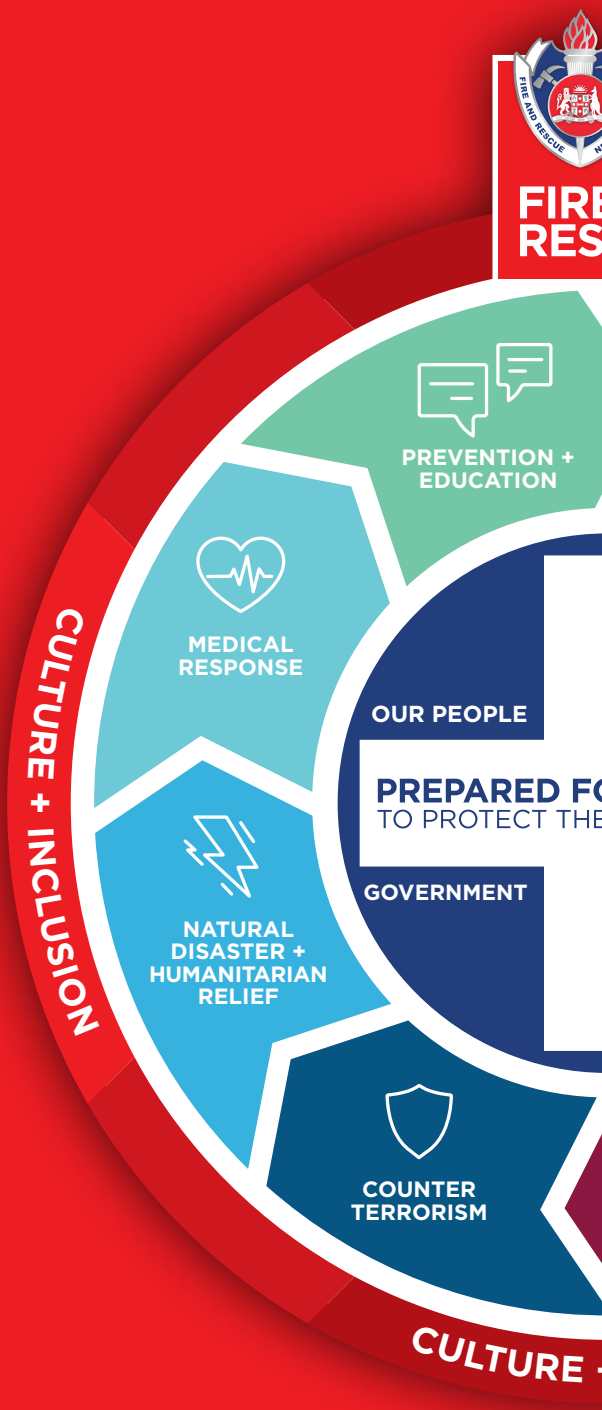
These values align with and support the NSW Government Sector Core Values of Integrity, Trust, Service and Accountability.

OUR VALUES

EVERY ASPECT OF THE WORK WE DO AT FIRE AND RESCUE NSW IS GUIDED BY OUR SHARED VALUES.

WHAT DOES SUCCESS LOOK LIKE?

During the development of our Plus Plan we spent months working together across FRNSW to identify what we want to achieve. What success looks like. This visual model serves as a constant reminder to all staff of what we are striving towards under the Plus Plan.



At the centre of the Success Model sits the Fire and Rescue New South Wales (FRNSW) purpose, TO PROTECT THE IRREPLACEABLE. Everything we do, we do to deliver this service to the community. Around this sits those we work with, our people, the community at large, the Government and Industry. Then we have each of our capabilities and a statement of what we want to be delivering in five years' time. These statements of intent can be found in the chapters of this report

THE PLUS PLAN

The 'PLUS' sitting at the centre of the model, and now in our visual identity demonstrates our commitment to deliver our core capabilities which extend far beyond fighting fires, increasing our value to the community.

CULTURE AND INCLUSION

Culture and inclusion surround our success model, reminding us that our future success will be dependent on our effort to develop a strong culture of inclusion.

To achieve success, we will require the right people, with the right skills, in the right place, with the right equipment and systems.

Our Plan is ambitious. Some things will be easy to achieve. Some will be harder. Some will require training, and others technical innovation. Some will simply require focus. All of them will require our commitment.

Each of these components together make the FRNSW Success Model. A model that captures where FRNSW will be in five years' time. An agency delivering its core capabilities consistently and sustainably across FRNSW.

OUR AGENCY IS

PREPARED FOR ANYTHING, TO PROTECT THE IRREPLACEABLE.

An agency with a strong inclusive culture, dedicated to being its best, to deliver the best service to our communities.

WHAT DOES SUCCESS LOOK LIKE?

While there are many achievements across FRNSW that are contributing to the Plus Plan, in this section we highlight some of the key initiatives that are already starting to make a difference.

OUR ACHIEVEMENTS IN 2018–19

REDUCING COMMUNITY FIRE RISK

Over the last twelve months we have evaluated the effectiveness of our current fire prevention program and revised the program and approach to increase its effectiveness in reducing fire risk within the community.

We want to protect our communities and prevent incidents from happening and so, we refreshed and re-launched PRIME (Program for Risk Identification and Managing Engagement), and with this we've also relaunched the Safety Visits program. Through crews connecting with their local communities we empower and educate them to make safer choices, so we can reduce the tragic consequences of fire.

Our Commands have been integral to the development of the relaunched Safety Visits program, and have set an ambitious but achievable target of 60,000 Safety Visits for 2019–20. We will closely monitor the impact the program is having on reducing the number of accidental residential structure fires, fire fatalities and injuries.

SAFETY AND WELLBEING

While we strive to be successful in our role as protectors in the community, we need to ensure this success does not come at the cost of unnecessary risk to our people. We need to always consider the hazards and risks that may be associated with all our tasks and activities and consistently apply the controls necessary to address them.

As first responders to emergency situations, firefighters can be exposed to greater risks and in serious incidents, greater trauma. The safety and wellbeing of firefighters is at the core of what we do and is a priority of our Plus Plan.

Resilience @ Work (RAW) Mind Coach

The new Resilience @ Work (RAW) Mind Coach e-based program was launched to help protect mental health and enhance a person's ability to bounce back from challenging situations and life events.

RAW Mind Coach is the world's first scientifically proven mindfulness-based online resilience program for high risk workers such as firefighters and their support staff. FRNSW worked closely with UNSW's Workplace Mental Health Team and the Black Dog Institute to develop the RAW Mind Coach program.

Over 140 FRNSW firefighters from 24 stations participated in the pilot to help get it right. After a successful pilot the program was enhanced for its launch to all staff. The program is voluntary and despite its recent launch has already had over 250 staff sign up to participate within four weeks.

Reducing Firefighter Exposure to Carcinogens

Information has been provided to every station to help raise awareness of the risk of exposure and the immediate simple action individuals can take to minimise their risk of exposure to known and potential carcinogens that are contained in smoke.

Beyond raising awareness, the work under the program has commenced to review our procedures for minimising exposure in managing incidents, including the use and laundering of personal protective equipment and clothing. Almost 7,000 new flash hoods were issued to every firefighter across the state which considerably reduce the level of particulate matter that can get through the material and onto a firefighter's skin.

Whilst these steps are significant, we are working to continuously improve our procedures for the handling of contaminated equipment, cleaning fire appliance cabs and how new fire stations should be designed to provide controls for the effective separation of clean and dirty areas.

CULTURE AND INCLUSION

Perhaps one of the most significant initiatives we have taken over the last twelve months has been to establish an Organisational Development Branch within the People and Culture division. This branch will provide a continual focus on how we grow and develop our people to ensure our success into the future is built on a strong foundation of a culture of inclusion.

While improving our culture is something that all staff must work towards, having an organisational function to help direct us forward in this area will help deliver critical improvement.

We have commenced implementing culture change from the top down, upskilling our leaders and executives to lead these changes and support staff. We have embedded the Performance Partnering model into all Executive Performance Agreements, helping to build awareness and desire to conduct meaningful conversations between employees and their managers.

At the same time, we have implemented the Executive Excellence program to build the capacity of FRNSW leaders through development plans, behavioural reports and leadership training.

We have a clear understanding of where we are now and where we need to be from a culture perspective. Work is now well underway to developing a Culture Action Plan that will set out the actions we must commit to in order to achieve this.

IMPROVING TRAINING

During the development of the Plus Plan, training was consistently raised as an area where improvement was needed to enable FRNSW to progress and support the delivery of the capabilities in our success model.

Improving our training programs and delivery methods so we can train our firefighters to be prepared for anything they encounter on the job is critical to our future success. With a workforce of nearly 7,000 firefighters who either work on rotating shifts or train outside of standard business hours, we need to be practical about how we can improve training in a way that works.

In March 2019, FRNSW published the Training Action Plan consisting of a series of initiatives to provide firefighters with knowledge and skills for the future. The Training Action Plan was developed from a comprehensive range of stakeholders and information, including:

- A new Review of Training workshop with 65 staff from across FRNSW who identified issues and tangible solutions to improve training
- Analysis of feedback from Plus Plan socialisation sessions
- Direct firefighter feedback from a Plus Plan survey, and
- Previous reviews conducted on training.

We have commenced work to deliver the plan with several projects being successfully initiated and over the coming year we expect to see improvements for firefighters and positive change.

FIRE AND RESCUE EMERGENCY SERVICES ACADEMY

In December 2018 FRNSW commenced operations at the new Emergency Services Academy at Orchard Hills. The Academy consolidates a number of FRNSW sites, to provide a larger, modern, more practical learning environment for training our staff in the core skills of fire, rescue, hazmat, and all other capabilities.

Emergency Services Academy

The Academy will also increase opportunities for improved training collaboration with other emergency services, such as multi-agency, disaster and counter terrorism training.

IMPROVING OPERATIONS

The Station Planning System platform (SPS), a digital system that provides the foundation to better plan and manage a fire station's non-incident activities, was released in 2018–19. More than 500 operational staff from across FRNSW contributed to the design of the SPS platform and it was trialled in more than 60 stations prior to implementation.

The SPS is a "one-stop-shop" that displays and captures essential information to enable the Station Commander and crew to plan their daily activities, maintain records of their skillsets, sign off for Operational publications to ensure that firefighters have read and understood them, and provide Area Commands with the ability to allocate tasks to fire stations.

We will continue to build and develop the platform over the coming years with firefighters, designing a system that will better enable staff at a station to manage their day to day work.

IMPROVING COMMUNICATIONS

We have taken action to improve our communication with the community and with each other, so we are more informed and better prepared.

Through the year we have continued the extensive implementation of our refreshed brand identity as a signal to the community perception that we are more than fire. Fleet, uniforms and buildings have been updated with new branding to improve community awareness and recognition of FRNSW.

Internally we have launched the FR360 Smartphone App. FR360 is a communications tool for all FRNSW employees and volunteers. It provides the latest news and information about what's happening at work in an easily accessible Smartphone App format. In developing FR360, we worked with employees from across FRNSW to understand their needs and capture how to make this a practical and informative tool that provides access to information anywhere and anytime.

An important feature of the app is the ability to comment and participate in polls and surveys, providing the opportunity for two-way communication. The app provides a modern, accessible method of communication.

In our first year, we have focussed much of our work around planning, investigating and researching best practice for how we can move forward, but we've also made some great progress.

These achievements are only part of what we have accomplished, many more are highlighted in the remainder of the report, reflecting the positive start we have had to our Plus Plan journey.

KEY BENEFICIARIES, STAKEHOLDERS AND PARTNERS

BENEFICIARIES

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

STAKEHOLDERS

- The people of NSW
- The NSW Government
- Minister for Emergency Services
- Office of Emergency Management
- NSW Stronger Communities Cluster
- Members of Parliament – State and Federal
- Local Government NSW and local councils
- Other State and Territory Governments
- Insurance industry
- Industrial organisations who cover FRNSW staff.

PARTNERS

Other emergency services and government agencies, including the:

- Australasian Fire and Emergency Service Authorities' Council
- NSW Rural Fire Service
- Commonwealth Scientific and Industrial Research Organisation
- Fair Trading NSW
- NSW State Emergency Service
- State Rescue Board
- NSW Ambulance
- NSW Police Force
- NSW Environment Protection Authority and Office of Environment and Heritage (within Department of Planning and Industry)
- TAFE NSW
- Transport for NSW
- NSW Volunteer Rescue Association
- Australian Maritime Safety Authority
- Museum of Fire.

COMMUNICATION

3,297

Downloads of new FR360 Communications App.

180

Fire stations already using the online Station Planning System.

SAFETY AND WELLBEING

250

Immediate voluntary sign ups to the Resilience at Work program.

510hrs

Peer Support good mental health presentations.

RISK REDUCTION

1MIL

Emergency+ App has been downloaded more than a million times.

1,134

Fire safety assessments and inspections for performance solutions for multi-unit residential, other buildings and infrastructure.

ENHANCING RESPONSE

12

Community First Responder stations, an increase of two.

2,052

Community First Response incidents, an increase of 27%.

2018–2019 REPORT CARD

22%

Increase in laundering of personal protective clothing.

60K

Homes to receive Safety Visits in 2019–20.

4,879

Ambulance Assist incidents, an increase of 25%.

OPERATIONAL PERFORMANCE

NUMBER AND TYPE OF INCIDENTS AND EMERGENCIES[1]	2014–15	2015–16	2016–17	2017–18	2018–19
FIRES AND EXPLOSIONS					
Structure fires	6,290	5,842	5,623	5,741	5,667
Outside storage fires	262	260	252	310	297
Vehicle fires	3,093	3,130	3,270	3,179	3,209
Bush and grass fires	5,964	6,509	6,678	8,929	6,854
Rubbish fires	5,686	5,264	5,112	5,232	5,049
Other fires	664	1,325	1,198	1,241	1,210
TOTAL FIRES AND EXPLOSIONS	**21,959**	**22,330**	**22,133**	**24,632**	**22,286**
NON-FIRE RESCUE INCIDENTS					
Motor vehicle crashes involving the extrication of victims	4,829	4,705	4,946	4,716	4,591
Medical assistance	1,483	2,068	2,447	2,697	3,230
Animal rescues	1,806	1,683	1,610	1,593	1,770
Other non-fire rescues including industrial and vertical rescues	3,342	3,137	3,422	3,610	3,811
TOTAL NON-FIRE RESCUE INCIDENTS	**11,460**	**11,593**	**12,425**	**12,616**	**13,402**
Hazardous material incidents and other hazardous conditions including power lines down, electrical short circuits, gas leaks and fuel and chemical spills	16,280	15,833	15,767	16,515	16,567
Storm, floods and other natural disasters and calls for assistance from other agencies	5,680	4,593	4,769	5,309	7,038
Other Services incidents	3,756	3,811	3,738	3,894	4,205
Good intent incidents	12,141	14,050	14,466	14,345	15,205
System Initiated False Alarms	49,108	45,961	46,378	42,754	45,532
Malicious False Alarms	1,266	1,404	1,454	1,502	1,488
Other incidents	6,341	2,426	2,487	2,846	1,734
TOTAL OTHER EMERGENCIES AND INCIDENTS	**106,032**	**99,671**	**101,484**	**99,781**	**105,171**
TOTAL FIRES, EXPLOSIONS AND OTHER EMERGENCIES	**127,991**	**122,001**	**123,617**	**124,413**	**127,457**

COMMUNITY SAFETY ACTIVITY	2014–15	2015–16	2016–17	2017–18	2018–19
Firefighter Home Safety Visits	9,383	9,416	8,177	7,025	5,361
Home Fire Safety Check Smoke Alarms Installed		3,831	3,220	6,905	5,509
Home Fire Safety Check Batteries Installed		14,161	2,454	5,155	3,225
NUMBER OF ACTIVITIES TARGETING RISK GROUPS					
Children/Youths	7,031	6,812	6,867	6,374	6,421
Culturally and Linguistically Diverse Communities	1,809	2,158	2,091	1,850	1,602
Indigenous Communities	1,773	2,143	1,517	1,486	1,347
People with a Disability	2,613	2,935	2,744	2,825	2,527
Seniors 65+	11,334	12,891	10,323	6,971	6,653
TOTAL ACTIVITIES FOR ALL RISK GROUPS[2]	**27,928**	**30,462**	**26,688**	**22,518**	**21,373**
OTHER ACTIVITIES BY AGE GROUP					
PreEd (Preschool Children 1-4 years)	94,057	92,033	86,439	73,604	75,768
FireEd (Primary School Children 5-14 years)	109,641	108,968	81,895	67,499	69,537
Youth Road safety (Young Adults 15-24 years)	46,302	61,098	40,224	37,559	34,112
SeniorEd (Older Adults 65+)	33,994	40,893	29,541	36,960	28,934
TOTAL PARTICIPANTS	**391,639**	**458,309**	**335,395**	**313,157**	**293,468**

ONLINE ACTIVITIES BY NUMBER OF VISITS	2014–15	2015–16	2016–17	2017–18	2018–19
Brigades Kids	14,675	15,066	19,856	13,173	12,480
FRNSW Website	943,397	963,017	790,216	805,185	867,235

SOCIAL MEDIA CUMULATIVE FOLLOWERS	2014–15	2015–16	2016–17	2017–18	2018–19
@FRNSW Twitter followers	31,042	42,164	49,538	55,183	58,456
Facebook likes	84,592	105,810	114,337	124,367	135,412
FRNSW Instagram followers				3,169	12,258

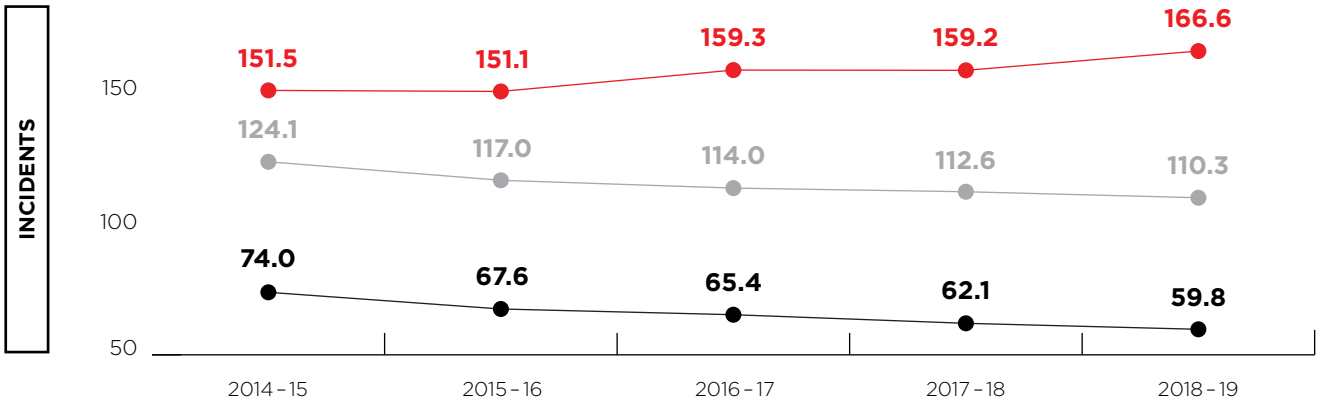
1 Figures may vary from previous publications due to additional incident reports or data quality improvement
2 Also includes Rural Interface, Backpackers, Socially Disadvantaged

OPERATIONAL PERFORMANCE

INCIDENTS PER 100,000 POPULATION

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

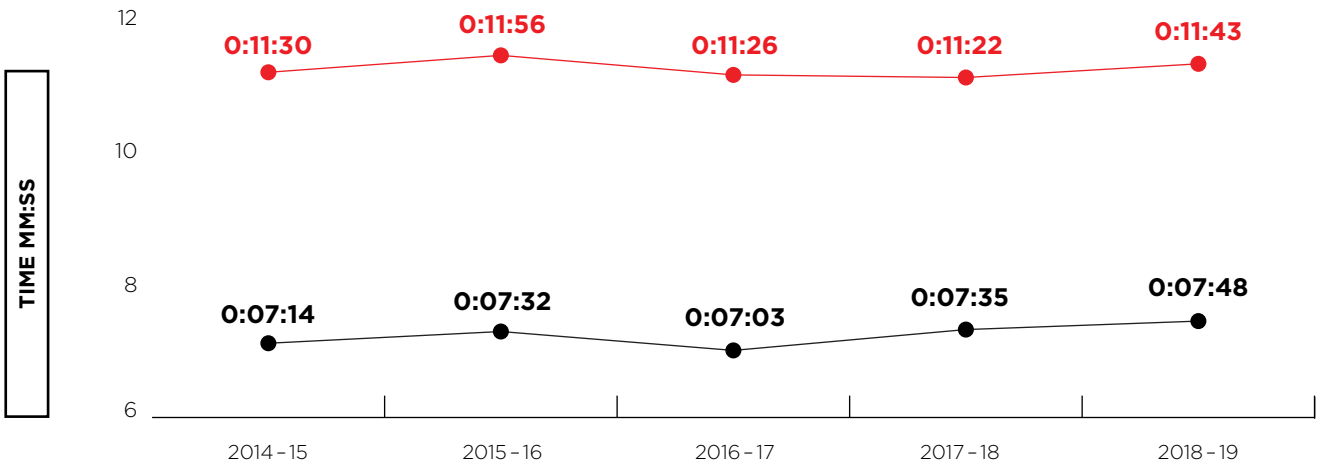
- Property fires
- Non-fire rescue incidents including animal rescues
- Fuel spills and chemical emergencies



RESPONSE TIME TO FIRE INCIDENTS

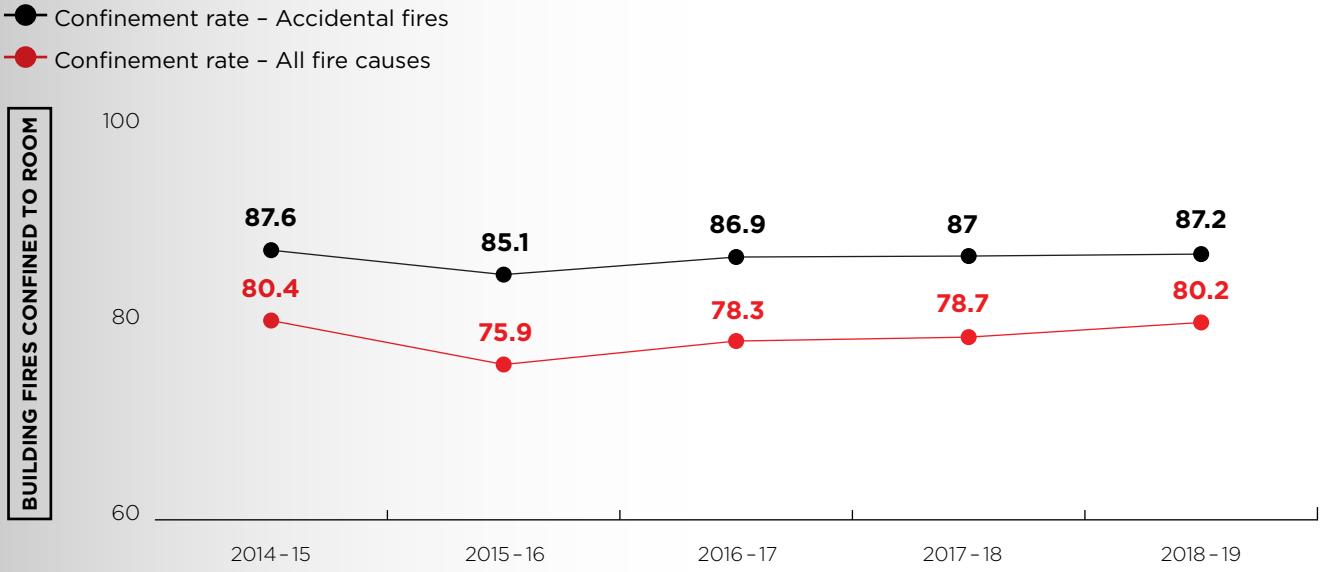
Response times reflect the effectiveness of FRNSW in making every effort to reduce the adverse effects of emergencies on the community by timely response. In 2018/19 FRNSW Permanent Crews responded to 90 percent of structure fires within 9 minutes and 52 seconds.

- 50th percentile
- 90th percentile

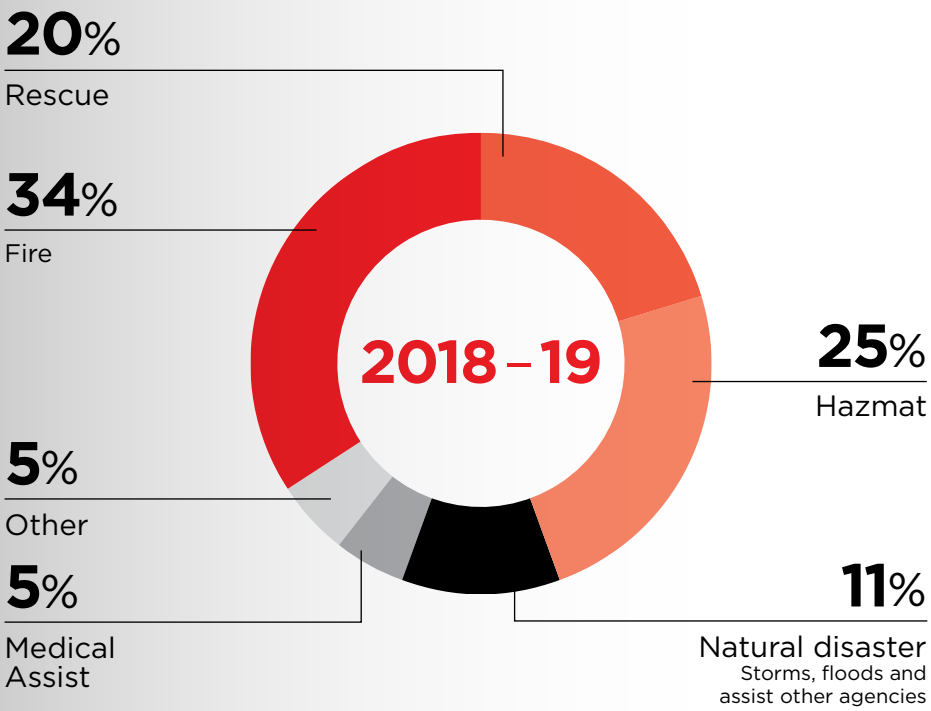


CONFINEMENT RATE (%)

Structure fires confined to object and room of origin - Structure fires are those occurring in housing and other buildings. Object and room of origin refers to the place where the fire started. FRNSW performance has consistently improved since 2015-16.



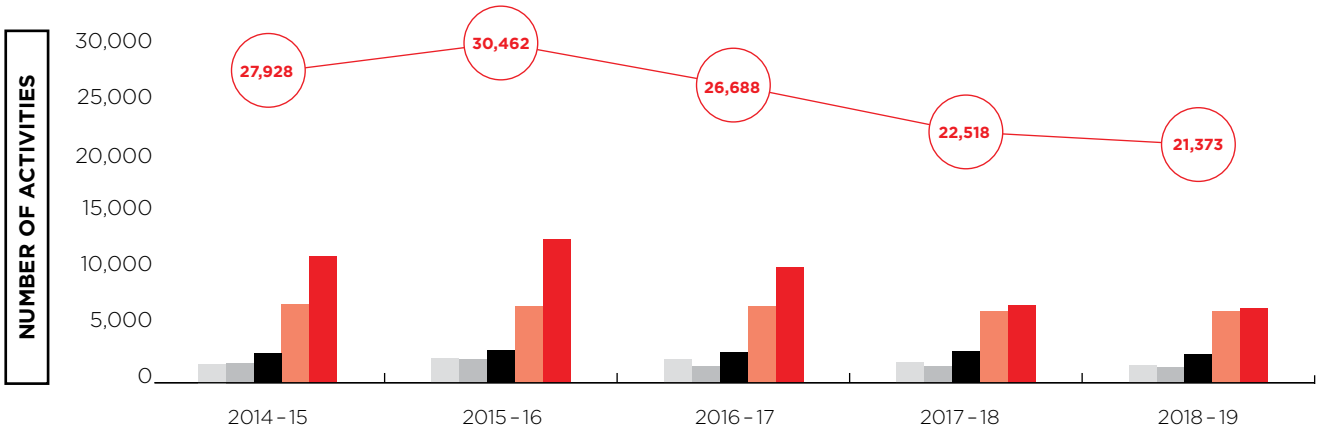
TYPE OF EMERGENCY INCIDENTS ATTENDED



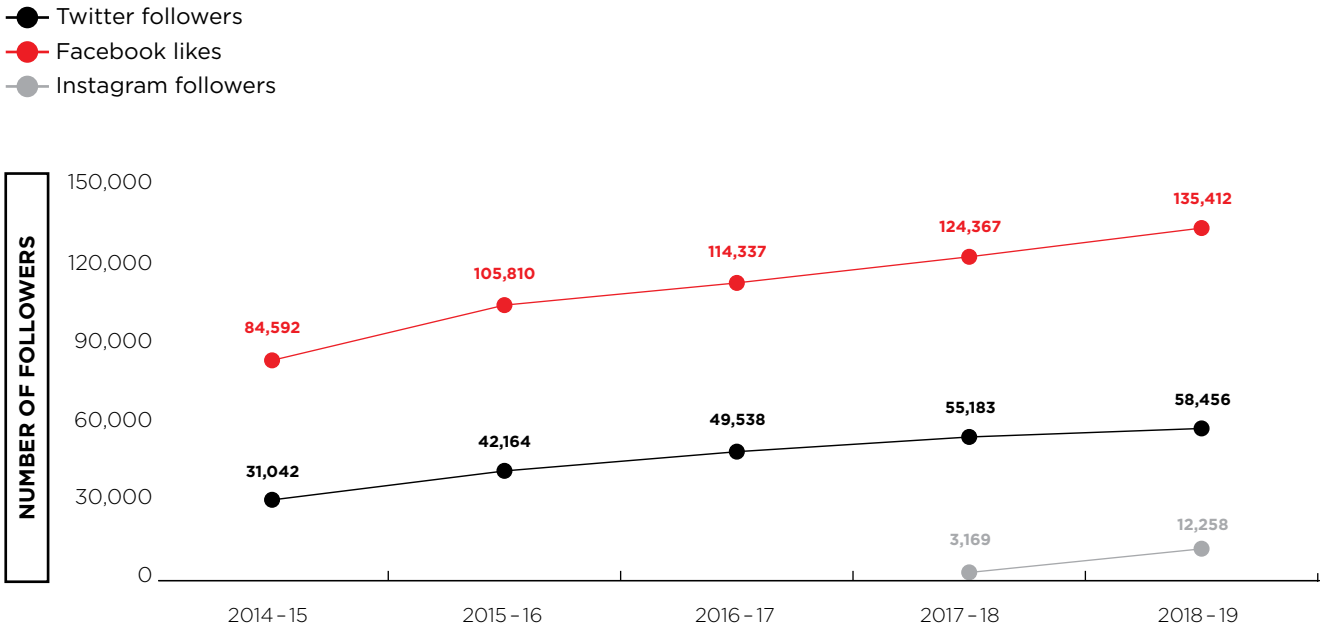
COMMUNITY SAFETY ACTIVITY

TARGETING RISK GROUPS

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



SOCIAL MEDIA CUMULATIVE FOLLOWERS



RESOURCES SUMMARY

STAFF COMPOSITION	2014–15	2015–16	2016–17	2017–18	2018–19
Executive	12	10	25[1]	23[2]	26
Full-time firefighters	3,462	3,530	3,517	3,534	3,513
Retained (on-call) firefighters	3,336	3,327	3,341	3,293	3,274
Administrative and trade staff (FTE)	429	446	432[1]	465	481
Community fire units	593	578	546	533	519
Community fire unit volunteers	6,812	6,318	5,891	5,782	4,797
Fire stations	337	337	335	336	335
Vehicles in the fire engine fleet	652	672	684	705	705
Actual total expenses excluding losses	$674m	$702m	$716m	$735m	$814m

1. Reclassification of Executive under the Government Sector Employment Act 2013, implemented 2016, impacted Executive and Administrative and trades staff numbers
2. Two positions were vacant at 30 June 2018

2019–20 BUDGET

774.3 MIL
FRNSW total expenditure budget for 2019–20.

58.6 MIL
Self-generated operating income.

695.17 MIL
Revenue budget funded by insurance companies, local governments and the State Government received through grant from Stronger Communities Cluster (established 1 July 2019).

51.9 MIL
Capital budget.

16.7 MIL
For firefighting vehicles.

14.4 MIL
For new fire stations and major renovations.

THE EXECUTIVE LEADERSHIP TEAM

COMMISSIONER

PAUL BAXTER

Commissioner Paul Baxter is currently FRNSW Commissioner and formerly New Zealand Fire Service Chief Executive and National Commander.

He originally served as a volunteer firefighter, then as a firefighter with the New Zealand Air Force before becoming a fulltime firefighter with the New Zealand Fire Service. He worked through the ranks until being appointed as National Commander a year after the devastating 2012 Christchurch earthquake. Commissioner Baxter was a volunteer ambulance officer for many years and recently, in partnership with St John Ambulance, he implemented a co-responder program between the fire service and ambulance service in New Zealand.

Commissioner Baxter is highly qualified and experienced in firefighting, rescue, disaster management and senior command. He holds a degree in business, is a certified company director with the New Zealand Institute of Directors, has studied advanced management at the Melbourne School of Business, is a Fellow of the Institution of Fire Engineers, a Member of the New Zealand Institute of Management, and has completed the Executive Fire Officer Program at the United States Fire Academy.

Commissioner Baxter is the elected Chair of the Australasian Fire and Emergency Service Authorities' Council (AFAC). Commissioner Baxter is also Chair of the Asia Pacific Region of the UN's International Search and Rescue Advisory Group.

DEPUTY COMMISSIONER FIELD OPERATIONS

JIM HAMILTON

Deputy Commissioner Jim Hamilton joined FRNSW in 1980. He has served in numerous fire stations, been a College Instructor, a Communications Centre Operator and Officer in Charge Hazmat. He has served in a variety of operational and specialised positions, including Assistant Director Specialised Operations, Area Commander Metropolitan East, Director Specialised Operations, Director Regional Operations, Director Metropolitan Operations and Director Operational Capability.

Deputy Commissioner Hamilton has significant experience in counter-terrorism activities, including six years as the Australian Emergency Services representative on an international counter-terrorism committee. In July 2016 he was appointed Deputy Commissioner Field Operations.

Deputy Commissioner Hamilton holds a Master's Degree in Management, a Graduate Certificate in Management and is a Graduate of the Australian Institute of Police Management. He has been awarded the Australian Fire Service Medal, National Medal and Clasp, NSW Fire Brigade Long Service and Good Conduct Medal and two Clasps, a FRNSW Unit Commendation for Courageous Action and Unit Commendation for Meritorious Service.

DEPUTY COMMISSIONER STRATEGIC CAPABILITY

JEREMY FEWTRELL

Deputy Commissioner Jeremy Fewtrell has worked with FRNSW since 1997. During this time, he has served in a wide range of operational roles in both metropolitan and regional operations. Jeremy has also held senior leadership positions in the Community Safety Directorate with a focus on enhancing the FRNSW fire safety research capability.

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

Deputy Commissioner Fewtrell holds a Bachelor of Natural Resources from University of New England and Master of Business Administration from Deakin University. He is a Graduate of the Institution of Fire Engineers, was the President of the Institution of Fire Engineers Australia Branch from 2015-2018 and the Leader of the Institution's International General Assembly in 2017-2018. He has been awarded the National Medal, the FRNSW Long Service and Good Conduct Medal with one clasp and the Unit Citation for Meritorious Service.

THE EXECUTIVE LEADERSHIP TEAM

DEPUTY COMMISSIONER AND EXECUTIVE DIRECTOR PEOPLE AND CULTURE

MALCOLM CONNELLAN

Deputy Commissioner Connellan joined FRNSW in 1983. He has served in a variety of operational and specialised positions, including Professional Standards and Conduct Officer, Assistant Director Recruitment and Staffing, Acting Director Human Resources and the Commissioner's Chief of Staff. In July 2016 he was appointed Executive Director People and Culture and assumed the rank of Deputy Commissioner.

Deputy Commissioner Connellan holds a Graduate Certificate in Social Science (Emergency Services), is a Member of the Institute of Fire Engineers and has completed the AFAC Strategic Command Course. He has been awarded the Australian Fire Service Medal, National Medal and Clasp, the FRNSW Long Service and Good Conduct Medal with two clasps and a Unit Commendation for Meritorious Service.

EXECUTIVE DIRECTOR FINANCE

KAREN FOLDI

Ms Karen Foldi joined FRNSW in 2018 as the Executive Director Finance. Ms Foldi has over 20 years of experience in both private and public sector finance roles. Prior to joining FRNSW Ms Foldi was the Director of Finance for South Eastern Sydney Local Health District and led its financial recovery during a significant period of reform.

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

EXECUTIVE DIRECTOR INFORMATION TECHNOLOGY

ROBERT HILDITCH

Mr Rob Hilditch joined FRNSW in December 2015. He has more than 25 years' experience managing and delivering information, communications and technology solutions to large businesses. Prior appointments include Interim Director, IT Services Uniting Care NWSACT, CIO Goodman Fielder, CIO Wesfarmers Industrial and Safety, Head of Information Technology AWB Ltd and CIO Wesfarmers Landmark. In July 2016 he was appointed Executive Director Information Technology. Mr Hilditch holds a Higher National Certificate in Computer Data Processing from Napier University (College), Edinburgh, Scotland.

EXECUTIVE DIRECTOR LOGISTICS SUPPORT

EMMANUEL VARIPATIS

Mr Emmanuel Varipatis joined FRNSW in October 2010. He has worked in both the private and public sectors in various senior roles. Prior to joining, he was General Manager Property Services with the NSW Police Force. Other positions he has held include National Installation Manager for Optus; National General Manager, Association of Consulting Engineers; Chief Executive Officer, RedR Australia; and other key construction roles throughout Australia, Indonesia and the United States. In July 2016 he was appointed Executive Director Logistics Support.

Mr Varipatis is a qualified Civil Engineer with Bachelor of Engineering and Master of Management Degrees and a Certificate in Services Marketing and Service Quality.

DIRECTOR GOVERNANCE AND LEGAL

CATHERINE O'MALLON

Ms Catherine O'Mallon joined FRNSW in 2013. Her background includes corporate and government roles and she is well experienced in governance and assurance, government relations, organisational ethics and corruption prevention.

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

CHIEF OF STAFF

DAVID FELTON

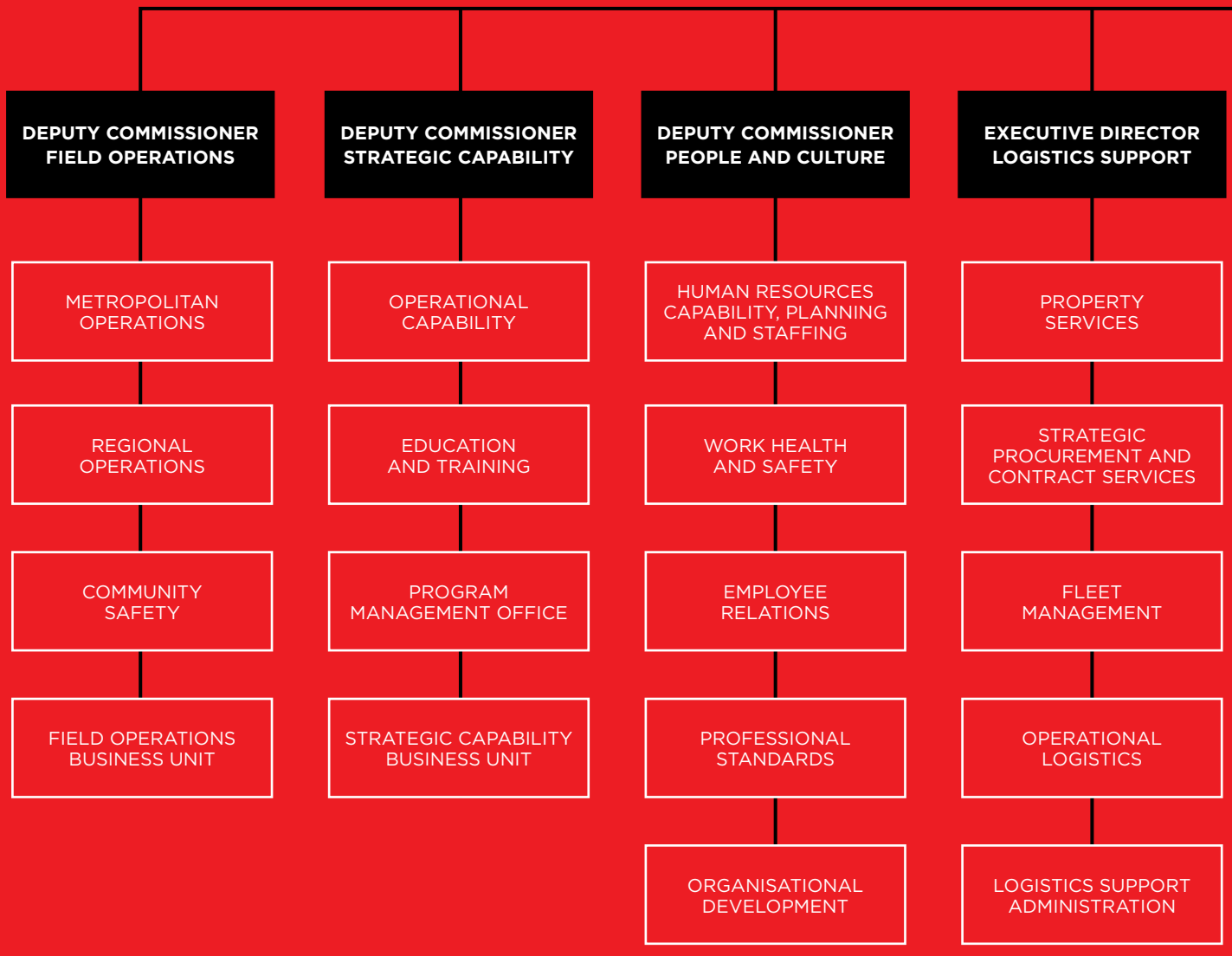
Chief of Staff David Felton has worked in FRNSW since January 1986.

He has served in a wide range of operational and specialised roles, including Area Commander Metropolitan North, Zone Commander for far Western NSW, Manager of the Fire Investigation and Research Unit, Manager of ComSafe, and Staff Officer to Deputy Commissioner. In November 2016, he was appointed as the Commissioner's Chief of Staff.

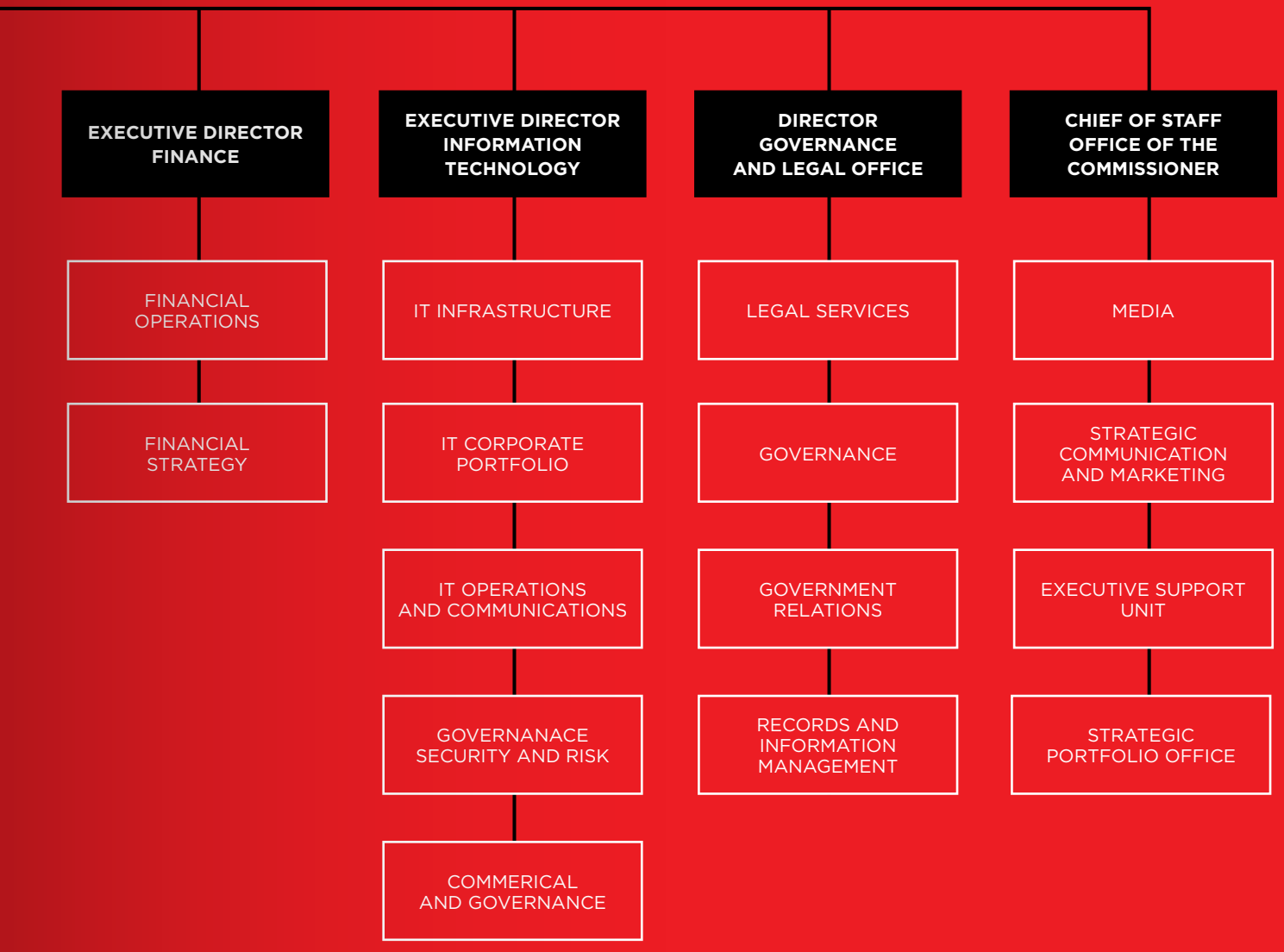
Chief Superintendent Felton is highly experienced in leadership and executive management and is a mentor and coach to upcoming leaders.

Chief Superintendent Felton is a Graduate of the Australian Institute of Police Management. He has been awarded the National Medal and 1 Clasp, FRNSW Long Service and Good Conduct Medal and 2 Clasps, Individual Commendation for Courageous Action, and the Unit Commendation for Meritorious Service and Clasp. In 2017, he was also awarded the Australian Fire Service Medal.

COMMIS


DEPUTY COMMISSIONER FIELD OPERATIONS
METROPOLITAN OPERATIONS
REGIONAL OPERATIONS
COMMUNITY SAFETY
FIELD OPERATIONS BUSINESS UNIT
DEPUTY COMMISSIONER STRATEGIC CAPABILITY
OPERATIONAL CAPABILITY
EDUCATION AND TRAINING
PROGRAM MANAGEMENT OFFICE
STRATEGIC CAPABILITY BUSINESS UNIT
DEPUTY COMMISSIONER PEOPLE AND CULTURE
HUMAN RESOURCES CAPABILITY, PLANNING AND STAFFING
WORK HEALTH AND SAFETY
EMPLOYEE RELATIONS
PROFESSIONAL STANDARDS
ORGANISATIONAL DEVELOPMENT
EXECUTIVE DIRECTOR LOGISTICS SUPPORT
PROPERTY SERVICES
STRATEGIC PROCUREMENT AND CONTRACT SERVICES
FLEET MANAGEMENT
OPERATIONAL LOGISTICS
LOGISTICS SUPPORT ADMINISTRATION

SIONER


EXECUTIVE DIRECTOR FINANCE
FINANCIAL OPERATIONS
FINANCIAL STRATEGY
EXECUTIVE DIRECTOR INFORMATION TECHNOLOGY
IT INFRASTRUCTURE
IT CORPORATE PORTFOLIO
IT OPERATIONS AND COMMUNICATIONS
GOVERNANACE SECURITY AND RISK
COMMERICAL AND GOVERNANCE
DIRECTOR GOVERNANCE AND LEGAL OFFICE
LEGAL SERVICES
GOVERNANCE
GOVERNMENT RELATIONS
RECORDS AND INFORMATION MANAGEMENT
CHIEF OF STAFF OFFICE OF THE COMMISSIONER
MEDIA
STRATEGIC COMMUNICATION AND MARKETING
EXECUTIVE SUPPORT UNIT
STRATEGIC PORTFOLIO OFFICE

OUR CAPABILITIES DRIVE EVERYTHING WE DO.

WE USE THEM AS A PERFORMANCE MEASURE.

CULTURE AND INCLUSION

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

PREVENTION AND EDUCATION

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

FIRE

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

RESCUE

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

HAZMAT

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

PROTECT THE ENVIRONMENT

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

COUNTER TERRORISM

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

NATURAL DISASTER AND HUMANITARIAN RELIEF

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

MEDICAL RESPONSE

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

KAROUNA MICHEAL
FIREFIGHTER, CITY OF SYDNEY FIRE STATION

The 2018 recruitment campaign attracted 6,439 applications. The overall diversity of candidates improved with an increase in applicants from Culturally and Linguistically Diverse backgrounds.

CULTURE + INCLUSION

Our people are our most valuable asset. To support and protect our people, it is critical that we have a culture that is inclusive, in which all employees feel they belong, feel valued and have the opportunity to contribute, learn and be their best every day.

Over the past year, the focus of inclusive culture initiatives has been on building leadership capability by upskilling and supporting our leaders to achieve executive excellence and ensure they lead by example and demonstrate our desired behaviours.

We have also begun implementing innovative programs to support our commitment under the FRNSW Plus Plan to 'build a diverse and inclusive environment in which we feel safe, valued and have the opportunity to contribute, learn, grow and be our best everyday'.

To build momentum and ensure progress in this important area of work, FRNSW has realigned the People and Culture Directorate so that its structure and workflows better support the delivery of integrated and more contemporary services. The establishment of the inaugural Organisational Development Branch was key to this, so culture and inclusion is at the heart of everything we do.

OUR ACHIEVEMENTS IN 2018–19

PLANNING FOR THE FUTURE WORKFORCE

The Workforce Plan 2018-2023 was unveiled in December 2018, setting out how FRNSW will secure its workforce over the next five years. Designed to support the executive-level Workforce Planning Focus Group, the plan specifically looks at getting the right people with the right skills in the right place at the right time.

Permanent Firefighter Recruitment

The FRNSW permanent firefighter recruitment campaign remains the biggest NSW Public Sector recruitment campaign, with more than 6,000 applications each year. The 2018 campaign attracted 6,439 applications, including 1,448 (22 percent) from women, and the overall diversity of candidates improved from previous recruitment campaigns, including an increase in applicants from Culturally and Linguistically Diverse backgrounds.

The campaign and recruitment processes, included an opportunity for candidates to showcase their background and skills in response to targeted questions. The recruitment campaign was also supported by strategic media communications and significantly, a community member from a culturally diverse background was engaged to participate on the selection panel.

Thirty female firefighters were successfully recruited during the 2018 Permanent Firefighter Campaign out of a total of 100 new recruits.

7.9%

Over a period of 5 years permanent female firefighters have increased from 4.5% to 7.9%.

IN 2018–19, 16 INDIGENOUS FIRE AND RESCUE EMPLOYMENT STRATEGY (IFARES) PARTICIPANTS GAINED EMPLOYMENT AS FIREFIGHTERS.

350

Lead with Values program attendees.

30

Station Officers and Leading Firefighters graduating Diploma of Leadership and Management.

16

Additional IFARES graduates complete FRNSW recruit training.

30%

Successful permanent firefighter recruits are women.

3

Refugee Employment Program participants currently employed at FRNSW.

6,439

Permanent firefighter applications.

CULTURE + INCLUSION

Development Framework

Based on results from the NSW Public Service Commission, 2018 People Matter Employee Survey, People and Culture have been working with leaders, managers and employees to review and strengthen the Performance and Development Framework.

The organisation-wide development framework, The Achieve Develop Enjoy Partner (ADEP), has been embedded in Executive Performance agreements to cascade these discussions. To support this process, we have identified strategies to enhance manager and employee capability to build meaningful, high quality conversations with teams and individuals.

The Executive Excellence program was implemented at FRNSW to build the capacity of our leaders through assessment/development centres incorporating elements of 360-degree feedback, behavioural/leadership style insights and coaching and mentoring. The outcomes will be linked to Performance Agreements.

16 participants (of the IFARES training program) gained employment as firefighters after graduating from the FRNSW State Training Academy.

Women Leading Mentoring Program

The Women Leading Mentoring Program identifies our talented and high performing women and provides them with tools and support for their development within FRNSW. The pilot Women Leading Mentoring Program engaged 18 women firefighters ranked Leading Firefighter and above and several administrative staff at the clerk 9/10 level and above.

Firefighters Lance Tighe, Steven Dingle, Nathan Simms and Station Officer Patrick Albany at Redfern Fire Station

The three-month program included workshops and individual coaching sessions to help participants identify their strengths and develop personal and professional goals. By championing these programs, we are ensuring we have a pipeline of talented women ready to take on leadership roles in the future.

Male Champions of Change Program

FRNSW continues to lead the Australasian Fire and Emergency Service Authorities Council (AFAC) Male Champions of Change Program to ensure women have equitable access to all fire and emergency services activities.

We are engaging with the program in two key ways: as a reporting tool for diversity and to review our strategies to measure how well we are achieving greater diversity at all levels of FRNSW.

Indigenous Fire and Rescue Employment Strategy (IFARES)

The FRNSW Indigenous Fire and Rescue Employment Strategy (IFARES) offers a significant opportunity to members of Aboriginal and Torres Strait Islander (ATSI) communities to explore firefighting as a meaningful career option.

FRNSW is developing lasting, strong relationships with ATSI communities through IFARES. The strategy delivered in partnership with the Aboriginal Engagement Team at TAFE NSW Campbelltown Campus provides access to workplace skills for Indigenous Australians.

Successful completion of the IFARES training program leads to a Certificate IV in Fitness, a qualification for potential employment/business as a personal trainer. It also offers an insight into the role of a firefighter and can lead to further training and employment as a firefighter with FRNSW.

In 2018–19, 24 IFARES participants successfully gained the Certificate IV with 16 participants gaining employment as firefighters after graduating from the FRNSW State Training Academy. An additional two participants have applied to ACT Fire & Rescue.

Since the inception of the strategy in 2014, 50 graduates have become FRNSW firefighters. FRNSW will continue to provide active support in 2019–20.

To support Aboriginal communities, we are committed to achieving a four percent Indigenous workforce, an increase from the current 3.89 percent.

REPRESENTATION OF EQUAL EMPLOYMENT OPPORTUNITY GROUPS IN FRNSW (AS A % OF TOTAL STAFF)

	2014–15	2015–16	2016–17	2017–18	2018–19
WOMEN					
Full-time Firefighting Staff	4.51	5.30	6.14	7.16	7.91
Retained Firefighting Staff	7.08	7.75	8.14	7.83	8.43
Administrative and Trades Staff	55.26	54.33	56.44	53.96	55.35
Senior Executive	-	-	16.00	17.39	19.23
TOTAL	**8.83**	**9.58**	**10.17**	**10.56**	**11.40**
ABORIGINAL PEOPLE AND TORRES STRAIT ISLANDERS					
Full-time Firefighting Staff	3.28	3.54	3.78	4.16	4.53
Retained Firefighting Staff	2.25	2.68	3.14	3.31	3.60
Administrative and Trades Staff	1.12	1.27	1.32	1.46	1.41
Senior Executive	-	-	0	0	0
TOTAL	**2.66**	**3.0**	**3.33**	**3.59**	**3.89**
PEOPLE WHOSE FIRST LANGUAGE WAS NOT ENGLISH					
Full-time Firefighting Staff	1.74	1.84	2.02	2.21	2.25
Retained Firefighting Staff	0.87	0.84	0.93	1.21	1.22
Administrative and Trades Staff	16.11	17.12	16.67	16.88	17.98
Senior Executive	-	-	8.0	8.70	11.54
TOTAL	**2.22**	**2.37**	**2.44**	**2.74**	**2.89**
PEOPLE WITH A DISABILITY					
Full-time Firefighting Staff	0.84	0.79	0.71	0.76	1.05
Retained Firefighting Staff	0.39	0.36	0.33	0.36	0.40
Administrative and Trades Staff	2.68	3.59	3.56	3.54	4.44
Senior Executive	-	-	0	0	0
TOTAL	**0.74**	**0.78**	**0.71**	**0.76**	**0.99**

CULTURE + INCLUSION

Chief Superintendent Wayne Phillips, Inclusion and Diversity Officer Craig Aldridge, Fran Grant, Inclusion and Diversity Coordinator Sonja Braidner.

In 2018–19, FRNSW celebrated its first all Indigenous fire crew at Redfern Fire Station. This crew is made up of three Qualified Firefighters who have come through the IFARES program and a Station Officer who works as a mentor on the program. Each member of the crew brings a broad mix of interpersonal skills and a strong understanding of their own Indigenous culture to the job, which allows them together to build greater relationships with their local community.

Refugee Employment Program

FRNSW remains committed to the NSW Government's Refugee Employment Program. Three program participants are currently employed in Fire and Rescue NSW, one in our People and Culture Directorate, one in Field Operations and another in Education and Training. We plan to expand this initiative in 2019–20.

Stop Bullying

In October 2018, FRNSW launched the 'Respect Reflect Reset Stop Bullying Action Plan' that includes strategies for assisting staff to understand what bullying is, in order to encourage and support complainants and those calling out unacceptable behaviours. The plan focuses on the role of bystanders in reducing unacceptable behaviours.

The plan will help create a safer, more inclusive working environment. Ancillary to this plan is our Sexual Harassment Policy, an important document currently being developed to provide awareness and education to all staff.

LEADERSHIP PROGRAMS

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

The Lead with Values program aims to build a more inclusive culture at the front-line by starting with self-awareness, strong ethical values and open discussion.

Catalyst Pilot

The next decade will see a sizeable number of our senior staff retire from the organisation. To meet this challenge we commenced Catalyst, a new initiative to identify talented individuals who have the capability to take on leadership roles in the future. Catalyst is a transparent process, aligned to Performance Partnering and integrated into the organisation's talent identification and succession planning arrangements.

Catalyst has been piloted on a cohort of 13 Grade 9/10, 11/12, Inspector, Superintendent and Chief Superintendents to enhance their career development and progression opportunities through mentoring and study programs.

Lead with Values

Lead with Values was initially piloted in selected Metropolitan stations and then all permanent and on-call firefighters in Region North 2. There was a total of 350 attendees and 22 sessions in the first half of 2019. This program aims to build a more inclusive culture at the front-line by starting with self-awareness, strong ethical values and open discussion.

Multi-Agency Leadership Program

FRNSW continued to collaborate with the State Emergency Service, Rural Fire Service and NSW Ambulance to deliver the Multi-Agency Leadership Program at locations around NSW. This year, NSW Police, the Australian Defence Force and the Volunteer Rescue Association also participated. The program builds the self-awareness, teamwork and leadership skills of our firefighters creating networks of trust and collaboration around NSW.

The Diploma of Leadership and Management

The successful Diploma of Leadership and Management was extended with a pilot using new online and webinar technology. This allows station-based firefighters to participate in interactive, live "virtual classrooms" all around NSW. Thirty Station Officers and Leading Firefighters are due to graduate in November.

AWARENESS RAISING AND EDUCATIONAL EVENTS IN 2018–19

FRNSW raises awareness and encourages, delivers and celebrates greater workplace inclusion. To demonstrate our real commitment to inclusion, FRNSW engaged in a variety of awareness raising and educational events in 2018–19 celebrating diversity.

Firefighters Mutual Bank Girls Fire and Emergency Services Camp

In early December 2018, 20 young women attended the Girls Fire and Emergency Services week-long camp in Yarramundi. The initiative was founded by Station Officer Bronnie Mackintosh, Manager Inclusion and Diversity, to break down barriers for women and people of different ethnic backgrounds to encourage them to pursue emergency service careers.

The camp was supported by Firefighters Mutual Bank, FRNSW, the NSW Rural Fire Service, the NSW State Emergency Service, the Australasian Fire and Emergency Service Authorities Council and the YMCA.

A second Girls Fire and Emergency Services week-long camp is proposed to be held in November 2019.

NAIDOC

FRNSW celebrated NAIDOC week from 8-15 July 2018 to focus attention on engaging and supporting our Indigenous communities.

Fran Grant presented at FRNSW Headquarters. Fran has a dedicated interest in the past policies of removal of Aboriginal children from their families and the subsequent intergenerational effects on Aboriginal people.

Wear it Purple Day

On 31 August 2018, FRNSW showed support for LGBTIQ+ people. The official 'Wear it Purple' event in Hyde Park was facilitated by the FRNSW Inclusion and Diversity team, along with our crews from Darlinghurst and Redfern Fire Stations, the NSW Police Force, the NSW State Emergency Service, NSW Ambulance and Amnesty International.

FRNSW Community Language Team members partner with Navitas management to celebrate Harmony Day 2019.

White Ribbon Day

On 29 November 2018, FRNSW hosted a teleconference with Ms Kristen Hilton, the Victorian Equal Opportunity and Human Rights Commissioner, addressing the Male Champions of Change Program.

Subsequently, FRNSW Headquarters staff gathered for another White Ribbon Day event featuring Lisa McAdams, a domestic violence survivor and author. Ms McAdams gave a powerful speech on the effect of domestic violence, supported by her own experience and current research.

2019 Women of the Year Awards

The NSW Women of the Year Awards recognise and celebrate the outstanding contribution made by women across NSW to industry, communities and society.

Firefighter Ruan Sims was one of four finalists in the NSW Premier's Woman of the Year Awards. The awards highlighted her passion for using the platforms provided through her work and sport to engage, educate, empower and enable people from all walks of life.

International Women's Day

On 12 March 2019, FRNSW celebrated International Women's Day recognising women who have come through the ranks both operationally and in administration to make a positive impact on the culture of FRNSW. Keynote speakers included Chief Superintendent Deborah Wallace, State Crime Command NSW Police Force, and Ms Anne Pickles, Senior Project Manager Operational Capability.

ATSI, LGBTIQ+ and Women's Networks

The FRNSW Aboriginal and Torres Strait Islander (ATSI), LGBTIQ+ and Women's employee networks continued to support staff throughout 2018–19.

In March 2019, FRNSW participated in the 41st Anniversary of the Sydney Mardi Gras, marking 15 years of marching in the parade and fearlessly demonstrating our commitment to supporting our LGBTIQ+ employees, family, friends and community. Sixty staff members and senior leaders, including the Commissioner and Deputy Commissioner Fewtrell, participated in the march.

CULTURE + INCLUSION

Harmony Day

FRNSW Headquarters staff celebrated Harmony Day on 21 March 2019. Harmony Day highlighted our partnership with Navitas English, a global education provider specialising in English language courses that assists newly arriving migrants to learn English.

Two educational managers from Navitas, Kate Mack and Heather Serls, spoke of the importance of the partnership with FRNSW and the need to assist newly-arrived citizens to ensure their homes have a working smoke alarm, a Home Escape Plan and know how to call Triple Zero (000) in an emergency.

Nine members of FRNSW Community Language Team showcased their bilingual skills and the work they do within their communities, communicating home fire safety messages.

RESPONDING TO COMPLAINTS

Unprofessional Conduct

In 2018–19, the Professional Standards Branch finalised 443 matters:

- 212 matters were complaints which did not meet the threshold of misconduct and did not require formal investigation but did require detailed assessment and/or information. 135 matters were successfully managed by senior line managers and reported to Professional Standards for record keeping purposes only or assessed at the outset as being suitable for referral to senior line managers for action.
- 54 matters resulted in the provision of general information and/or advice concerning FRNSW policy and procedure.

The remaining 42 reports involved alleged misconduct; 32 of these were managed in accordance with Part 1 of the Procedural Guidelines for the Management of Conduct while the remaining 10 matters related to off duty criminal charges and were managed pursuant to Part 2 of the Guidelines for the Management of Serious Offences. The outcomes of these matters are set out in appendix 20.

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

BULLYING AND/OR HARASSMENT

Nine instances of alleged bullying and/or harassment were formally investigated in 2018–19. Eight of these investigations sustained findings of misconduct resulting in disciplinary and/or remedial outcomes as shown in appendix 20.

OUR PLANS FOR 2019–20

We want to foster a positive workplace culture where staff feel valued and engaged in a positive environment. FRNSW is measuring the achievement of improvements in workplace culture through the NSW Government People Matter Employment Survey.

Specific areas for improvement are included in performance agreements for senior staff in 2019–20.

Development of Culture + Inclusion Five-Year Action Plan

FRNSW will develop a framework that looks at how we move from the 'why' and 'what' of culture into the 'how'. We look forward to creating momentum in this area through 2019–20.

The plan will identify and prioritise programs of work, include measurements to review and track effectiveness through implementation, and incorporate annual reviews.

Focus of Professional Standards

Internal audit recently reviewed the effectiveness of the Professional Standards Branch and made recommendations for enhanced service delivery. A management plan has been developed and will be implemented during 2019–20.

During 2018–19, FRNSW successfully implemented a number of key culture and inclusion initiatives. In 2019–20 we will continue the momentum of the following key programs and events:

- 'Male Champions of Change' program, ensuring women have equitable access to all fire and emergency services activities
- Refugee Employment Program
- Demonstrating our commitment to inclusion through engaging in a variety of awareness raising and educational events.

FRNSW will continue to build a more inclusive culture at the frontline by promoting self-awareness, strong ethical values and open discussion of desired behaviours. FRNSW will also continue the following initiatives:

- Lead with Values
- Women Leading Mentoring Program
- Firefighters Mutual Bank Girls Fire and Emergency Services Camp
- Catalyst Initiative
- Performance agreements and performance partnering from Commissioner to Superintendent and Managers, and
- Building Manager capability with High Quality conversations as standard practice within FRNSW.

SHAWN ORCHER
FIREFIGHTER, REDFERN FIRE STATION

DAVID ERNEST
SENIOR FIREFIGHTER, HURSTVILLE FIRE STATION

To demonstrate our commitment to protecting the community, we have set a target of 60,000 Safety Visits for 2019–20.

PREVENTION + EDUCATION

A fundamental capability within the FRNSW Plus Plan success model is the delivery of Prevention + Education as a major contributor towards reducing community risk, and to protect the irreplaceable.

FRNSW works closely with communities to reduce risk and increase resilience to fires and other emergencies. We want to protect our communities and prevent incidents from happening. We deliver a wide range of prevention and preparedness programs to create a safer environment and build resilience, particularly amongst 'at risk' communities.

OUR ACHIEVEMENTS IN 2018–19

Reducing Fire Risk

The risk of a fatality in a home fire is at least halved if there are working smoke alarms.

Under the *Building Legislation Amendment (Smoke Alarms) Act 2005* the installation of smoke alarms is compulsory for residential dwellings. FRNSW promotes and communicates the installation of smoke alarms that comply with *Australian Standard AS 3786 Smoke Alarms*. We also recommend that building owners and occupants consider making at least one smoke alarm in the hallway outside bedroom areas on every level of all residential dwellings a higher level than the minimum legal requirement.

Strobe light and vibrating pad smoke alarms are available for people who are deaf or hearing impaired. Information is available from the Deaf Society of NSW. We also regularly assist the elderly or those physically unable to change a smoke detector battery.

PRIME and Safety Visits

During 2018–19, FRNSW developed and piloted a Community Engagement Framework to enhance our prevention and education programs. In 2019–20, this framework will be delivered as an online interactive tool to assist firefighters to engage their communities using existing prevention and education programs and to develop new programs to address community risk and need.

The framework, along with behavioural insights research, was used to review and refine the Station Risk Profiling Tool and the Home Fire Safety Check (HFSC) program. As a result, we improved the functionality of the profiling tool and renamed it the Prevention Risk Identification for Managing Engagement (PRIME) tool.

Firefighters also recommended changes to The Home Fire Safety Check program to address barriers to its delivery, and renamed the program 'Safety Visits'. Firefighters conduct Safety Visits by engaging with people living in areas of increased fire risk, such as homes or apartment blocks. Together with community members, firefighters develop strategies and plans to reduce risks.

Both PRIME and Safety Visits provide an opportunity for firefighters to connect with local communities, and to empower and educate them to make safer choices to prevent emergencies.

2,527

Community safety activities delivered to people with a disability.

553

High-risk buildings identified in cladding investigations.

DURING 2018–19, FIREFIGHTERS DELIVERED 1,347 COMMUNITY SAFETY ACTIVITIES ACROSS NSW TO INDIGENOUS MEMBERS OF THE COMMUNITY.

409

Fire Safety Inspections.

1,601

Community safety activities delivered to Culturally and Linguistically Diverse communities.

6,653

Community safety activities delivered to older adults.

15,872

Automatic Fire Alarms connected to FRNSW.

229

Fires and explosions investigated.

PREVENTION + EDUCATION

Cladding

FRNSW is a member of the State Government's Fire Safety and External Wall Cladding Taskforce together with the Department of Finance, Services and Innovation, including NSW Fair Trading, the NSW Data Analytics Centre, the Department of Planning and Environment, the Office of Local Government, Treasury and the Department of Premier and Cabinet.

We have undertaken pre-incident plans for at risk buildings, recorded their location in our Computer Aided Dispatch system to ensure a rapid response in the event of a fire, and engaged with the occupants concerning fire prevention and how to act appropriately if a fire occurs. FRNSW has also contributed to the *Building Products (Safety) Act 2017* and the Environmental Planning and Assessment Amendment (Identification of Buildings with Combustible Cladding) regulation 2018.

Fire Safety in Accommodation

In response to FRNSW input to the 'Review of the Environmental Planning and Assessment Regulation 2000' (the Lambert Report, October 2015), the Environmental Planning and Assessment Amendment (Fire Safety and Building Certification) Regulation 2017 came into force on 1 October 2017. The Amending Regulation expands the FRNSW role under the planning system and introduces new critical inspections focussing on passive fire and smoke containment measures in multi-unit residential buildings, and other buildings in which people sleep.

The principal certifying authority is required to request a fire safety system report (FSSR) from FRNSW and consider any findings prior to issuing an occupation certificate for these buildings where building work impacts on fire safety systems. FRNSW provided 50 FSSRs in 2018–19.

Fire Safety in Health Care Facilities

The 2011 Quakers Hill Nursing Home Fire was the catalyst for a series of actions to improve the fire safety in nursing homes and public health facilities generally. FRNSW continues to work closely with the Ministry of Health to develop policy statements, guidelines and training packages for fire safety accreditation by public health facilities.

Fire Safety in Waste Management Facilities

In response to tightened restrictions from China in accepting Australia's and other nations' recyclables, FRNSW is contributing to a NSW Government Taskforce to address risk to the community, industry and the economy.

FRNSW is also a member of the Taskforce's 'Working Group 3 - Streamlining Approval of Recycling Facilities' that is focussing on identifying opportunities to streamline the approval and operation of new recycling facilities and the expansion of existing facilities, while balancing the safety of human health and the environment.

In support of the State Infrastructure Strategy FRNSW made significant contributions to the NorthConnex and WestConnex road tunnel projects, and the Sydney Metro Rail Network.

Fire Safety Assessments and Inspections

FRNSW fire safety officers, engineers and building surveyors continued to provide technical advice on fire prevention and safety in buildings and sites owned or occupied by State Government agencies, local councils, industry and the public.

This work concerned major infrastructure, hospitals, high-rise buildings, warehouses and residential developments covered by the National Construction Code Series – Building Code of Australia were proposed. In support of the State Infrastructure Strategy FRNSW made significant contributions to the NorthConnex and WestConnex road tunnel projects, and the Sydney Metro Rail Network.

Firefighters Pre-incident Planning for WestConnex M4-M5 Tunnels.

During 2018–19 FRNSW completed 1,134 of the submissions received for proposed performance solutions on developments (comprising both Fire Engineering Briefs and applications in accordance with Clause 144 of the Environmental Planning and Assessment Regulation 2000). We carried out final inspections of performance-based buildings in accordance with Clause 152 of the Environmental Planning and Assessment Regulation 2000 prior to occupancy at 215 developments.

We also conducted 409 fire safety inspections during the year, prompted by complaints from local councils, members of the public and notifications from fire officers conducting pre-incident planning, and issued numerous Emergency Fire Orders seeking rectification of breaches, or provided written advice to local councils with recommendations to upgrade the level of fire and life safety in buildings.

EMERGING TECHNOLOGIES

Smoke Alarms in the Home Research

Through its leadership of the Australasian Fire and Emergency Service Authorities Council (AFAC) Built Environment Technical Group, in January 2018 after four years of study, FRNSW released its 'Smoke Alarms in the Home' Research Report. Involving 81 live fire burns, Stage 2 of this research program was co-funded by the Australian Building Codes Board (ABCB) and peer reviewed by Victoria University.

Key findings of the research report included:

- The combustion of widely used synthetic materials produces faster developing fires with higher levels of heat and toxic smoke than natural materials (as used when smoke alarms were first developed), leading to significantly decreased windows for the safe egress of residents
- There is no single type/technology (e.g. photoelectric or ionisation) that operates best in all typical home fire scenarios. Dual sensors performed best overall
- Current technologies may be incapable of providing sufficient warning in flaming fires and there is a need to improve the performance of smoke alarms in smouldering fires
- Due to the faster development of fires, the number, location and interconnection of working alarms is more important than the type/technology of installed smoke alarms, and
- Households and short-term accommodation can maintain existing ionisation and photoelectric smoke alarms until the end of their service life, at which time FRNSW recommends they be replaced with interconnected alarms in all bedrooms, living spaces, paths of travel (hallways, stairways) and garages if they are under the home's main roof.

As a result, FRNSW led the review and revision of the AFAC national position paper on Residential Smoke Alarms that recommends that smoke alarms should be installed in:

- All domestic and residential accommodation and places where people sleep
- Buildings used for short-term accommodation and generally not requiring the signing of a lease agreement (caravan, tiny home, cabins in caravan parks, tourist parks, farm stay, holiday resorts, relevant boats, sea vessels and similar tourist accommodation), and
- Short-term accommodation (boarding house, guest house, hostel, bed and breakfast accommodation).

Fire Investigations

FRNSW specialists investigated 229 fires and explosions to try to determine the causes and origins of fires, identify unsafe practices and behaviours, and provide recommendations on rectification. The outcomes were made available as required to building owners, insurance companies, the NSW Police Force, NSW Fair Trading, local councils and the NSW Coroner. Investigators also provided valuable insight to Incident Commanders over the phone for 21 incidents.

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 2018–19, FRNSW fire investigators verified and/or completed 144 Police court statements and made 9 court appearances.

Fire Research

The Fire Investigation and Research Unit continue to build upon partnerships and collaborations with a number of research institutions, peak regulatory bodies, government agencies, and universities.

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

Residential Sprinklers

FRNSW research addressed a recommendation from the NSW Coroner's Court to provide a cost effective and fit for purpose sprinkler system in all Class 2 buildings (residential apartment buildings), plus Class 3 buildings (transient accommodation such as boarding houses, guest houses and hostels), under 25 metres in height, where sprinklers have not been previously required. As a result of this research the ABCB mandated that sprinklers will be required in these buildings from 1 May 2019.

Unsafe Consumer Products

When faulty consumer products were suspected of causing fires, responding fire crews advised FRNSW specialist fire investigators and researchers who analysed fire reports and data. Fact sheets and media alerts were issued where necessary. FRNSW specialist fire investigators and researchers refer all reported unsafe consumer products to NSW Fair Trading.

FRNSW has continued to work with NSW Fair Trading on the ongoing recall of a number of washing machine models. This year fire investigators have continued to keep a watchful eye on the prevalence of small lithium Ion batteries fires that indications show have been increasing in number.

"Emergency+" Smartphone App

The "Emergency+" App, available at no cost on iOS (Apple), Android and Windows phone versions, provides information on when to call Triple Zero (000), who to call in various emergencies, displays the phone's GPS coordinates and assists the caller to dial the relevant number.

PREVENTION + EDUCATION

The App has been downloaded more than a million times. Google Analytics is incorporated in the latest versions, allowing downloads to be tracked to assess the success of Emergency Services' local promotional activities. Significantly, Australian Police, Fire and Ambulance Services have recorded numerous cases where the App has enabled prompt and accurate response to emergencies. The App is also available in Modern Chinese, Simplified Chinese and Japanese.

Automatic Fire Alarms

Automatic Fire Alarms (AFAs) provide vital early warning to occupants and automatic notification to FRNSW in higher risk premises, such as multistorey buildings, hospitals, shopping centres, universities, backpacker accommodation, places of entertainment, and nursing homes, as prescribed by the National Construction Code of Australia.

A total of 15,872 AFAs were connected to FRNSW as at end June 2019. In 2018–19, FRNSW attended 46,232 false activations that caused unnecessary disruption to businesses and the community and potentially diverted valuable emergency service resources from responding to genuine emergencies.

We are committed to reducing false alarms and strive to achieve this by actively engaging with building owners and managers, providing advice on strategies to reduce unwanted activations. False alarm charges have also proven to be an effective motivation for building owners to properly install and service automatic alarm systems.

Accelerant detection dogs

Accelerant detector dogs have enhanced the work of our fire investigators for 24 years in determining fire origin and cause, and also various agencies across NSW in the detection of liquid accelerants.

These dogs and their handlers work with FRNSW, NSW Rural Fire Service and the NSW Police Force to reduce the number of undetermined fires and decrease exposure time at incidents post fire.

Gandalf and handler Firefighter Tim Garrett

Detector dog Gandalf has recently completed his training and has become operational joining Opal and Viking who have been trained, assessed and used in the field since 2014-15. In 2018–19, the canine teams conducted 72 deployments.

OUR PLANS FOR 2019–20

PRIME and Safety Visits

FRNSW will embed the PRIME community engagement framework and deliver the Safety Visits program while continuing to offer a range of existing prevention and education programs for at risk communities.

To demonstrate our commitment to protecting the community, we have set a target of 60,000 Safety Visits for 2019–20. Although an ambitious target, it is one that we believe is achievable across Metropolitan and Regional Commands to greatly reduce community fire risk.

Community Risk Reduction Plans for Zones and Area Commands

We will co-develop Command Community Risk Reduction Plans (Plans) for each Area and Zone. These plans will include:

- Identification of local risks and trends;
- Community profiles to identify highest 'at risk' groups and potential treatments;
- Key stakeholder analysis;
- Performance targets, reporting and evaluation.

These plans will be based on the best quality, most up-to-date data from FRNSW and external sources.

Redevelop and Relaunch – School Education, Seniors Education and Juvenile Intervention Programs

The overall objective of the Fire Risk Education Program is to engage closely with those groups in our communities most at risk, such as the elderly, school aged children and juvenile offenders, to reduce their risk and increase their resilience to fire and emergencies. Research has shown that programs targeted at school-aged children, juvenile offenders and the elderly greatly reduces their fire risk.

We will scope the evaluation of three fire risk reduction programs – Seniors, Schools and Juvenile Intervention – with the intention of reviewing and refining based on our deeper understanding of community risk profiles and engagement strategies. We plan to determine key stakeholders for consultation and collaboration, as well as benchmark best practices within FRNSW and other national and international agencies.

Create Community Risk Reduction Programs with the 'Stronger Communities' Cluster

As part of our ongoing focus, we will establish and strengthen relationships with the newly established 'Stronger Communities' Cluster.

We will explore, and where possible, collaborate on project opportunities across a range of functional areas, including:

- Fire safety awareness and education programs
- Community meetings and events
- Building programs
- Residential sprinklers and smoke alarms
- Damage claims and loss
- Emergency training
- Fire investigation, and
- Operations and notifications.

EMERGING TECHNOLOGIES

Smoke Alarms

As a result of the Stage 2 Smoke Alarms in Homes research, the ABCB has launched two projects with FRNSW participation:

- Developing a Regulatory Impact Statement on increasing the number of smoke alarms required in homes from the current one per level to one in each bedroom, hallway and living space, and that these are to be interconnected, and
- A verification protocol for toxic tenability for smoke alarms, which is currently not included as a performance requirement in the standards. This will focus initially on hydrogen cyanide, a typical by-product of fires involving plastics and synthetic materials.

Stages 3 and 4 of this ongoing program will further investigate the performance of smoke alarms, with the intent to use this information to influence national codes and standards.

OUR ACTIVITIES IN 2018–19

The following activities demonstrate FRNSW capability in delivering Prevention + Education programs.

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. In 2018-2019, we delivered 2,014 programs. We teach children from preschool to year three easily understood safety messages such as "Get Down Low and Go, Go, Go."

Brigade Kids Website

The Brigades Kids website aims to encourage young children to learn about fire safety. It includes a collection of videos that feature children asking firefighters questions such as "Do you ever get scared?" and "What if my clothes catch on fire?"

Campsie Fire Station presented FireEd to local school students

FRNSW has a strategic partnership with LEGO® Australia brand LEGO City® which provides children with fire safety knowledge. The www.brigadekids.com.au web site also contains useful public safety material.

"Triple Zero Kids' Challenge" Online Safety Game

FRNSW continued to lead the national Triple Zero Awareness Working Group to promote Australia's Triple Zero (000) emergency phone number. The Working Group, representing major emergency call-taking agencies, Government agencies and industry partners has developed an online safety game, the "Triple Zero Kids' Challenge". Over one million children have played the game since May 2010. The award-winning Teacher's Guide and Resource pack is available for free download from the game's website. These resources align to the National Curriculum.

Rescue Ed and Rescue Ed Express

FRNSW delivers Rescue Ed, a road safety education program that aims to reduce the number of young people killed or injured on NSW roads. Rescue Ed is targeted at Year 7–10 students and features a car extrication demonstration, a video about a real-life youth accident victim, and discussion of the causes, consequences and prevention of motor vehicle crashes. Firefighters delivered 41 Rescue Ed presentations to high school students in 2018–19.

Rescue Ed Express was developed in response to an increase in stations being contacted by schools or road safety organisations in their local communities asking for experts to attend the school to talk with students about road safety and building their skills in making safer decisions on the road. Firefighters delivered 9 Rescue Ed Express presentations to high school students in 2018–19.

Youth Road Safety

People aged 17-25 years are over-represented in NSW crash statistics, accounting for approximately 20 percent of the NSW road toll. Every year, thousands of young road users are seriously injured resulting in profound consequences for themselves, their families and the NSW health system.

BStreetSmart, an annual event coordinated by Westmead Hospital Trauma Unit, features real-life, graphic examples of road crash scenarios, interactive displays, guest speakers from crash survivors, and presentations from road safety experts. Over the three days of the event in August 2018 an estimated 20,000 students attended.

Youth Justice Conferences

The *Young Offenders Act 1997* sets out procedures for using Youth Justice Conferencing to deal with young people who commit certain offences. The procedures aim at reducing recidivism by allowing cautions and warnings rather than formal charges being laid against a young person provided the individual participates in a Youth Justice Conference.

SENIORS AND OLDER ADULTS

Seniors and older adults, defined as people aged 65 years over, have the highest risk of dying in a preventable residential fire. In NSW, older adults represent 14 percent of the population, yet in 2018–19, they accounted for nearly 50 percent of preventable fire deaths.

PREVENTION + EDUCATION

The older adults are the greatest 'at risk' to home fire injury and fatality due to age-associated sensory and cognitive impairments, disability and mobility limitations, social isolation, socio-economic status, and low prevalence of working smoke alarms.

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

In 2018–19, FRNSW partnered with NSW Meals on Wheels, NSW Rural Fire Service, the State Emergency Service (SES), and the Red Cross to co-develop a collaborative toolkit for emergency services and home support providers. The project, funded by the Office for Emergency Management's Community Resilience Innovation Program, includes pilot-testing the toolkit in six rural and urban communities in NSW where Meals on Wheels is in operation: Dubbo, Tweed Shire, Bega Valley, Wagga Wagga, City of Sydney and Penrith.

Senior Ed Program

The Senior Ed program aims to reduce fires and fire-related injuries and fatalities. An independent evaluation of the program in 2017 found 86 percent of participants adopted a fire safety behaviour following a Senior Ed presentation by firefighters. Firefighters delivered 556 Senior Ed presentations and 6,653 community safety activities across NSW to seniors in 2018–19.

In April 2019, FRNSW participated in the 'NSW Seniors Festival', an annual initiative of the Department of the then Department of Family and Community Services (FACS) held at the International Convention Centre, Darling Harbour.

FRNSW participated in the event, attended by over 30,000 seniors, to engage older people in home fire safety awareness and identify those requiring assistance with their smoke alarms. As a result, firefighters visited over 300 high risk seniors' homes across NSW installing smoke alarms and providing fire safety advice.

FRNSW engaging seniors at the 2019 Seniors Festival, ICC Darling Harbour

PEOPLE WITH DISABILITIES

During 2018–19, firefighters delivered 2,527 community safety activities across NSW to people with disabilities and their carers who are at increased risk from fire due to reduced mobility and other factors.

Reducing Risk for Hoarders

Hoarders account for eight percent of fire deaths every year. To drive increased reporting of risk in our communities, the Hoarding Notification System and Group Home Notification System alerts responding firefighters to residential risk enroute to a fire. It also enables identified 'at risk' households to be referred to local fire stations for a Safety Visit or linked with external service providers for appropriate treatment programs. Hoarding increases fire risk due to the increased fuel load, or blocked exits. In 2018–19, FRNSW received 34 Hoarding Notifications and 67 Group Home Notifications from firefighters and external agencies.

Resilient Australia

In October 2018, FRNSW won two Resilient Australia Awards at a ceremony at NSW Parliament House in Sydney. The Resilient Australia Awards is a national program highlighting significant community-led disaster preparedness and response initiatives across the nation.

Building Emergency Preparedness in Surry Hills

In partnership with Inner Sydney Voice, FRNSW won the Community Award Category for our collaborative and inclusive approach in building emergency preparedness in high-rise social housing buildings in Surry Hills. The project included successfully partnering with Family and Community Services, other emergency services, local government, community organisations and tenant representatives known as the Community Resilience Committee (CRC). The CRC co-designed building emergency plans for six high rise buildings in Surry Hills, created an Emergency Preparedness Handbook for tenants and strengthened partnerships between key stakeholders interacting with social housing communities for greater community resilience.

Centre for Disability Research and Policy

FRNSW also won the Business Award Category for developing a Person-Centred Emergency Preparedness tool and framework in partnership with the University of Sydney Centre for Disability Research and Policy. The PCEP takes an all hazards approach and enables community support providers to facilitate emergency preparedness in everyday conversations with clients in the community.

ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITIES

During 2018–19, firefighters delivered 1,347 community safety activities across NSW to indigenous members of the community. FRNSW's new Aboriginal Diversity Coordinator works with key Aboriginal community members to establish and strengthen stakeholder relationships within our first nation communities.

The Diversity Coordinator has been a key conduit for Regional Commands linking Community Engagement and

Recruitment in remote communities. Work in this area includes:

- Supporting local firefighters to engage with the Aboriginal communities through NAIDOC events
- Ensuring that the local Regional North Zone Commander has a seat on the Moree Council's safety committee
- Aboriginal employment strategies such as FRNSW IFARES program
- Supporting local Aboriginal events to promote culture change through fire education
- Relationship building with Aboriginal Elders, Campbelltown Council and Campbelltown Police in the ongoing NAIDOC working committees
- Creating partnership with Clontarf Foundation in different schools across NSW to deliver fire education and work readiness which includes station visits with firefighter for a day
- Aboriginal contextualisation of FRNSW Home Fire Prevention Booklet for Aboriginal Communities launched during 2019 NAIDOC week, and
- Aboriginal Elders Partnership pilot program, that was successful in Tamworth and Coledale and proposed for implementation in Region West Zone 2 in 2019.

CULTURALLY AND LINGUISTICALLY DIVERSE COMMUNITIES

During 2018–19, firefighters delivered 1,601 community safety activities across NSW to Culturally and Linguistically Diverse (CALD) communities and service providers.

FRNSW is committed to the NSW Principles of Multiculturalism and acknowledges the benefits that cultural, linguistic and religious diversity brings to the community. We work to develop and implement initiatives to increase opportunities for all people to participate in and access our services.

We do this by:

- Working closely with local culturally and linguistically diverse (CALD) communities to reduce the prevalence and impact of fires and other emergencies
- Attracting, recruiting and developing a diverse, skilled and adaptable workforce, and
- Improving service delivery and capability to meet community needs.

Metropolitan East Area firefighters building relationships with the local Punchbowl community

FRNSW develops and implements home fire safety initiatives amongst CALD communities in line with its Multicultural Policies and Services Program (MPSP). FRNSW CALD achievements during 2018–19 include:

- Progressing from a Non-Key Agency to a Key Agency under the MPSP. We report to Multicultural NSW more regularly on our CALD initiatives and productivity, and work with key stakeholders and service providers
- The renewal of Multicultural NSW's Community Language Allowance Scheme (CLAS) which allows our staff to use their bilingual skillset to better engage CALD communities in Prevention and Community Education. FRNSW currently has 14 active CLAS representatives supporting local CALD communities
- The development of comprehensive multilingual resources around key fire safety and prevention messages for dissemination through the Safety Visits program and a wide range of networks and outlets
- Working closely with the Department of Social Services regionally to engage, implement and provide a consistent approach to informing CALD community groups about fire safety
- Delivering fire safety presentations to Migrant Resource Centre and Settlement Grants Program services working with CALD communities. Local councils and local businesses were also engaged to improve fire safety awareness in CALD communities, building on work already started with local businesses in Cabramatta, the City of Sydney Council and the Chinese Australian Services Society
- Celebrating 2019 Harmony Day to support the Federal Government's initiative with FRNSW staff and key stakeholders across the State. This celebration included the participation of FRNSW senior management and local operational staff attending a multitude of events in partnership with CALD agencies, and
- Participating in the Multicultural NSW Coordinator's Forum with other key stakeholders and service providers, working closely on CALD-related issues. We promoted the Safety Visit program at this forum and the redeveloped English for Students of Other Languages (ESOL) module.

MUSEUM OF FIRE

The relationship between FRNSW and the Museum of Fire was founded in 1975 with the establishment of a Museum at the Alexandria Training College. The Museum, now at Penrith is recognised as the foremost Australian Museum for understanding the experience of fire.

Housing one of the finest collections of its kind in the world, the Museum has over 80 large moveable objects in its care, including Management of the FRNSW Heritage Fleet and Assets reflecting the changing technology to overcome fire. The FRNSW Heritage Fleet is listed on the NSW State Heritage Register.

The Museum of Fire presents an extensive range of education programs, heritage tours, activities and tours for all ages and levels and is a popular venue for school excursions and family outings. The Museum delivered fire and fire safety education to around 60,000 visitors in 2018–19.

JODIE RIACH
FIREFIGHTER, BUNDEENA FIRE STATION

As of June 2019 there were 519 Community Fire Units in metropolitan and regional NSW with 4,797 volunteers.

FIRE

FRNSW is responsible for taking all practicable measures for preventing and extinguishing fires and protecting and saving life and property in case of fire in any fire district (Fire and Rescue NSW Act 1989).

In 2018-2019, we responded to 22,222 fire related emergency incidents, a 10 percent decrease over 2017-18. In particular, we responded to:

- 5,667 structure fires
- 6,854 bush and grass fires
- 5,049 rubbish fires
- 3,209 vehicle fires
- 1,507 other fires

OUR ACHIEVEMENTS IN 2018–19

FRNSW provides a consistent and professional fire emergency response across NSW by adopting new technologies and procedures to continually enhance our performance.

FRNSW has continued to contribute effectively to the State Government's Fire Safety and External Wall Cladding Taskforce, along with the Department of Finance, Services and Innovation, NSW Fair Trading, Department of Planning and Environment, the Office of Local Government, NSW Treasury and the Department of Premier and Cabinet.

A state-wide audit has identified up to 553 high-risk buildings including 154 residential apartment buildings that appear to have combustible cladding in a quantity or configuration that may pose a threat to occupants and firefighters in the event of a fire.

For these buildings we have undertaken additional inspections, data collection and pre-incident plans, as well as engagement with occupants concerning fire prevention and how to respond appropriately if a fire occurs. FRNSW has also recorded their location in our Computer Aided Dispatch system to ensure a rapid response in the event of a fire.

We have worked closely with the operators of transport infrastructure projects to ensure our readiness and response capability is appropriate for any emergency incident. With the introduction of Sydney light rail, the Sydney Metro autonomous trains and the opening of the M4 Tunnel, improving transport infrastructure has continued to be a focus of investment by the NSW Government.

We have developed an Aviation Emergency Sub Plan that details the FRNSW response to an aviation emergency anywhere in NSW. The Aviation Emergency Sub Plan has been added to the FRNSW Major Incident Management Plan that supports the State Emergency Management Plan.

NSW is participating in a 12-month trial of a 40 km/h speed limit in the vicinity of stationary, roadside emergency response vehicles flashing a blue and red light. FRNSW supported this measure to reduce the traffic risk to front line firefighters working at emergency incidents.

4,797

Community Fire Unit members.

FRNSW CONTINUES TO INNOVATE IN METHODS USED TO TRAIN FIREFIGHTERS. A RESETTABLE DOOR PROP, HAS BEEN DEVELOPED TO TRAIN FIREFIGHTERS IN FORCIBLE DOOR ENTRY TECHNIQUES.

6

More pilots for Remotely Piloted Aircraft System (RPAS) units.

5,049

Rubbish fires.

5,667

Structure fires.

$2.6BIL

Estimated in property value saved from bushfire risk.

3,209

Vehicle fires.

6,854

Bush and grass fires.

FIRE

BUSHFIRES

FRNSW continues to engage with local communities that face relatively high bushfire risk to make plans and identify actions to reduce the risk and the potential impact of bushfires.

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

Chairing three bushfire management committees within its Fire Districts, FRNSW partners with local area stakeholders to develop and execute Bushfire Risk Management Plans to mitigate bushfire risk in the bushland-urban interface.

FRNSW reduced the bushfire risk for 2,434 properties with an accumulated property value of over $2.6 billion.

FRNSW undertook hazard reduction burns to reduce bushfire fuel in collaboration with the NSW Rural Fire Service, National Parks and Wildlife Service, local government and other land managers and owners.

Hazard reductions are potentially life-saving and critical work to reduce the fire threat during Australia's extreme bushfire conditions. FRNSW recognises the inconvenience bushfire prevention strategies may cause some members of the community so we only conduct hazard reduction burns where the bushland's moisture content is at a level that produces the minimum of smoke. We ensure residents within the immediate vicinity of the burn are notified as required by the Bushfire Environmental Assessment Code.

Our Bushfire Officers are trained and experienced in planning and conducting hazard reduction activities so that the fire intensity results in risk mitigation while maintaining or enhancing biodiversity.

FRNSW planned and conducted 44 environmentally sustainable hazard reductions in 2018–19, reducing the bushfire risk for 2,434 properties with an accumulated property value of over $2.6 billion.

COMMUNITY FIRE UNITS

A Community Fire Unit (CFU) is a team of local residents living in urban areas close to bushland who are supported by FRNSW to enhance their safety and resilience to bushfires. FRNSW established the CFU program in 1994 following serious bushfires. CFUs are a key component of FRNSW bushfire strategy and as of June 2019 there were 519 CFUs in metropolitan and regional NSW with 4,797 volunteers.

As well as undertaking regular training, CFU volunteers work beside firefighters at organised hazard reductions. The volunteers work under FRNSW supervision to protect their homes and ensure that fires do not cross control lines. By doing these tasks both at a planned burn or at a bushfire emergency, CFU volunteers allow firefighters to manage the more difficult and potentially dangerous aspects of a fire.

An information brochure explaining the work of a CFU has been produced in five community languages to be more inclusive and to promote the program to culturally diverse members of the community.

TRAINING AND SKILLS MAINTENANCE

Training is a key strategic priority under the FRNSW Plus Plan. In 2018–19, FRNSW undertook a comprehensive review of existing training. The resulting Training Action Plan (TAP), launched in March 2019, is designed to improve firefighter training programs, delivery methods and address the key challenges impacting on training in FRNSW.

The TAP identified and is in the process of confirming the core skills that a firefighter needs from his/her initial training and as well a set of drills that can be completed as part of skills maintenance, ensuring that knowledge and skills gained in that training is reinforced.

Partnering with industry as part of overall efforts to reduce fire and environmental risk also continues to be a key part of our work program. FRNSW has worked closely with the petrochemical industry to develop and implement training for our firefighters, and to assist them to deal with fires and other emergencies at bulk petrochemical storage facilities.

Regional Championships, three-day competitions testing the skills, professionalism and training of regional firefighters with events simulating fire and rescue situations, were conducted at Armidale, Griffith and Wyong with the State Championship held at Dubbo. Over 100 retained firefighters from 23 stations across NSW, as well as representatives from the NSW Rural Fire Service, Country Fire Authority and New Zealand participated in the State Championship.

RED62 – Resettable door prop

EMERGING TECHNOLOGY

FRNSW has expanded its Remotely Piloted Aircraft System (RPAS) capability from five pilots and three RPAS units in the 2015 trial to the current 30 pilots and 17 RPAS units. The RPAS technology captures aerial imagery to assist incident preparedness, provides thermal hotspot analysis during incidents and assists in rapidly quantifying post-disaster damage assessments.

In addition, we are testing an aqueous spray fire retardant. Solar or photo-voltaic panels that convert energy from the sun into electricity can be a hazard for firefighters at emergency incidents as they continue to be 'live' after the power has been turned off at the switchboard. The electricity created is direct current (DC) that cannot be detected by FRNSW voltage detectors.

A fire retardant is sprayed to cover solar panels and quickly sets to form a rubberised surface that is not penetrated by light. The results of the evaluation will be assessed in late 2019.

FRNSW continues to innovate in methods used to train firefighters. The 62Red Resettable door prop has been developed to train firefighters in forcible door entry techniques. Ten door props have subsequently been manufactured and will be incorporated into training over 2019–20.

OUR PLANS FOR 2019–20

The Plus Plan identifies our intention to benchmark our performance against international standards in injury, property and environmental loss prevention. Significant work has been done in planning, investigating and researching how best to move forward to achieve best practice and we have set priorities for 2019–20.

A major focus for 2019–2020 will be a review and update of our structure firefighting policy and procedures. This work will feed into specific initiatives focussed on firefighting in high-rise buildings, including the risks associated with cladding.

FRNSW will review the Bushfire Sub Plan to the FRNSW Major Incident Management Plan and review bushfire policy and procedures to ensure that we continue to provide an effective response to major bush and grass fires in co-ordination with the NSW Rural Fire Service.

FRNSW will review policy and guidelines for all rail transport, so that we have anticipated any emergency incident following the introduction of light rail across the eastern suburbs, expansion of light rail in the inner west, together with the introduction of the heavy Sydney Metro rail to the north west and south west of Sydney.

Current State infrastructure projects are adding over 85 kilometres of tunnels to Sydney. While FRNSW has had the opportunity to contribute to fire safety initiatives during the design and construction phase of the tunnels, we will review our policy and procedures on responding to tunnel incidents to enhance firefighter and community safety.

FRNSW will review the Safe Work on Roads capability, participate in the evaluation of the 40 km/h road rule trial and incorporate the outcomes into FRNSW operational doctrine.

EMERGING TECHNOLOGY

FRNSW will develop and maintain a close association with the Civil Aviation Safety Authority (CASA) to ensure FRNSW has established doctrine that promotes the safety of civil aviation regarding RPAS. We will also continue to partner with Western Sydney University and the University of NSW to develop and integrate technology to enhance RPAS capability in support of firefighting and other operations.

FRNSW will report on the outcome of the trial of the aqueous spray fire retardant product in mitigating the electrical hazard of solar panels at incidents. We will continue to explore and develop measures to control hazards, ensuring our guidelines and training are constantly evolving to keep up with this evolving technology.

FRNSW will finalise the policy and procedures and purchase ancillary equipment for the 62Red Resettable door training prop. The props will be distributed to stations across around NSW to provide firefighters with faster access to building and house fires, improving the containment of fires and potentially saving lives.

FIRE

OUR CAPABILITIES IN ACTION

OAKLANDS AMMUNITION FIRE

On 11 December 2018, FRNSW Remotely Piloted Aircraft Systems (RPAS) were used to provide visual intelligence at a munitions factory fire at Oaklands, west of Albury. Due to concerns for firefighter safety, an exclusion zone was imposed which made on-the ground observations challenging. RPAS was used to detect the presence of fire and monitor temperatures of the fire until readings were at a level where crews could safely enter the structure. Over the course of the incident, both live stream video and still images were captured and recorded while thermal temperature monitoring was also conveyed. This provided the Incident Controller with real time visual and other supporting data to manage the resolution of the fire with minimal risk to firefighters.

BROOKVALE FACTORY FIRE

On 6 November 2018, FRNSW responded to a factory alight at Wattle Street, Brookvale, in a dense urban environment adjoining childcare facilities and factory units. Remotely Piloted Aircraft Systems (RPAS) were used to monitor the fire as there was immediate danger from fumes and large volumes of thick black smoke. RPAS were able to identify potential structure integrity issues given the vertical perspective. Significant data was captured during the incident providing the incident Controller with highly detailed thermal data and images live-streamed into the Mobile Command Centre. This flow of information increased the effectiveness of tactics to fight the fire and reduced risk to firefighters deployed at the site.

Brookvale Factory Fire monitored by Remotely Piloted Aircraft Systems

MINTO FACTORY FIRE

On 27 October 2018, crews were kept extremely busy fighting a large factory fire on Airds Rd, Minto. Large volumes of smoke on route prompted the St Andrews crew to call for assistance. Crews from Busby, Campbelltown, Chester Hill, Horningsea Park, Liverpool, Macquarie Fields, Marrickville, Narellan, Rosemeadow, St Andrews and Seven Hills commenced an offensive fire attack to contain the fire and prevent fire spread to other parts of the single level building. The quick offensive fire attack by the crews confirmed the fire in the centre of the building which was brought under control and extinguished.

SALT ASH

FRNSW demonstrated that we are prepared for anything with the incidence of bushfires that occurred before the declared NSW bushfire danger period. On 17 August 2018, a bushfire started in the Tilligerry State Conservation Area. The fire rapidly spread through coastal heath under strong west north-westerly winds. Over the next few days fire behaviour intensified under westerly winds, and a strong southerly wind change pushed the fire towards Tanilba Bay and Lemon Tree Passage, resulting in evacuation from the local caravan park. FRNSW provided 14 appliances, 54 Firefighters and a specialist Bushfire Officer for use in the multi-agency Incident Management Team. Our collaborative approach to firefighting with the NSW Rural Fire Service ensured that fire crews were rapidly and effectively deployed for property protection. The fire's fast rate of travel and high intensity resulted in 2,062 hectares being burnt; however, no lives were lost and the only property loss was one caravan.

WOLLONGBAR HOUSE FIRE

Alstonville and Goonellabah Fire Stations responded to a house fire on Lismore Rd, Wollongbar on 20 July 2018. With numerous triple zero (000) calls being received and information received on route, two additional crews – Ballina and Lismore Fire Stations – were dispatched to assist in the operation.

First arriving crews found a single level weatherboard house well alight and commenced a rapid offensive fire attack. Persons were accounted for very quickly, however one female was treated for smoke inhalation and external gas cylinders were removed due to the intensity and extent of the fire.

The fire was eventually brought under control and extinguished with assistance from NSW Rural Fire Service.

FARDELL
AIR

ALISON DOUGLAS
SENIOR FIREFIGHTER,
HURSTVILLE FIRE STATION

After participating in the Australian Road Rescue Organisation Championships in Victoria in July 2018, Wollongong firefighters progressed to the World Rescue Championships in South Africa in October 2018.

RESCUE

FRNSW is working closely with industry bodies to focus on emerging technology in electric and hydrogen powered vehicles to improve safety outcomes for the public.

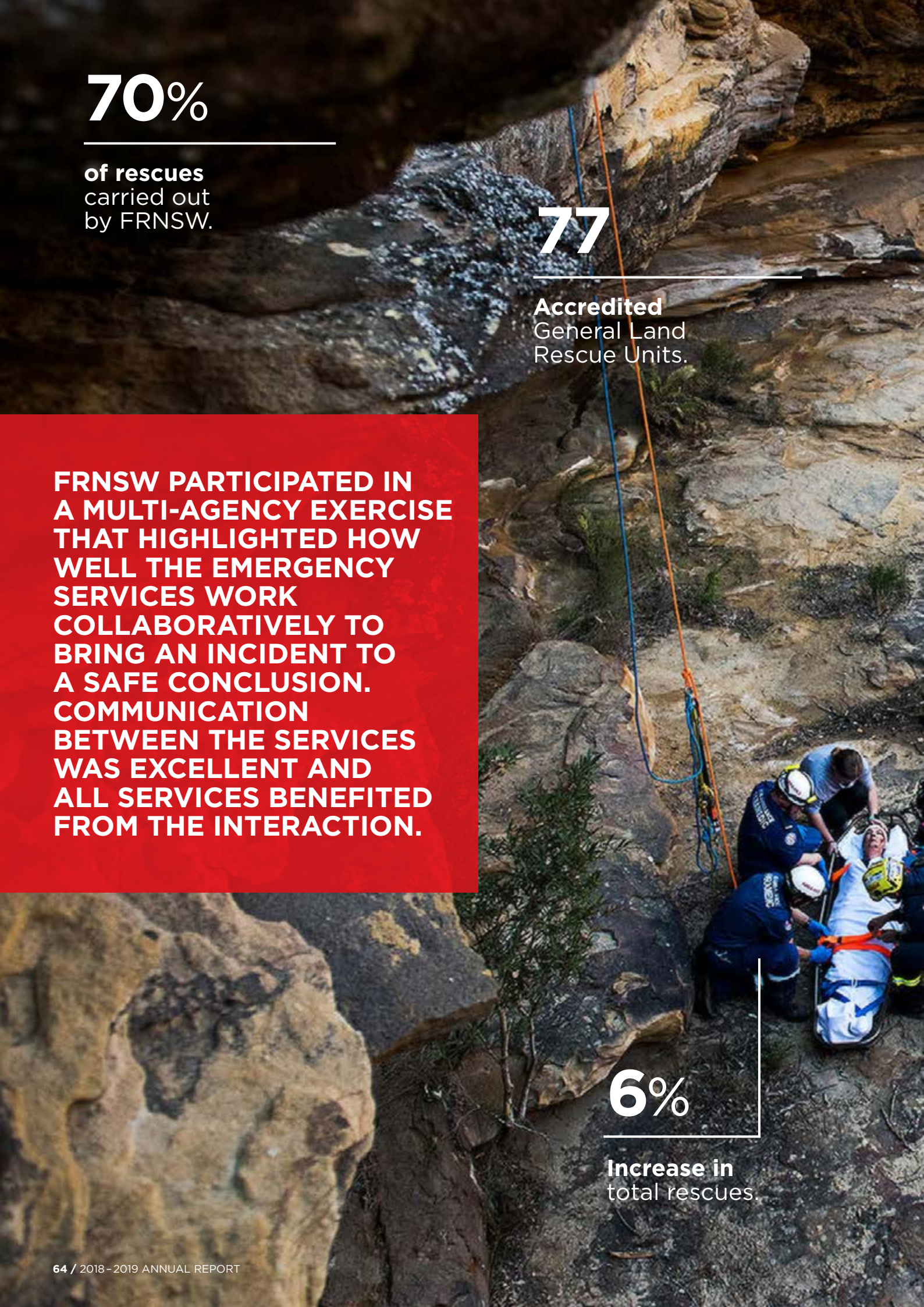
FRNSW is currently the largest provider of rescue services in NSW, carrying out almost 70 percent of all rescues. FRNSW responded to 13,402 non-fire rescue incidents in 2018–19, a six percent increase over 2017-18. The total included 1,770 animal rescues such as cattle and horses.

OUR ACHIEVEMENTS IN 2018–19

FRNSW continued to prepare and equip our firefighters to confidently undertake the rescue incidents that confront them. Initiatives undertaken in 2018–19 included:

- FRNSW provided input into the State Rescue Board's review of the *State Emergency and Rescue Management Act 1989,* NSW State Rescue Policy and the NSW State Flood Rescue Policy.
- FRNSW has developed a Major Structural Collapse Sub-Plan to the FRNSW Major Incident Management Plan. This sub-plan was created to ensure a co-ordinated response with all other agencies that have responsibilities and functions in a building collapse under the State Emergency Management Plan.
- In 2018, the State Rescue Board implemented an accreditation system that recognises a unit's capability rather than its ranking in a dispatch protocol. A two-tiered land rescue capability has been introduced consisting of:
  - General Land Rescue Units, equipped with all necessary skills measured by national units of competency and minimum equipment capability to meet accreditation standards to deliver Road Crash Rescue, Industrial and Domestic Rescue, and Urban Search and Rescue Category 1 capability, an
  - Road Crash Rescue Units, equipped with all the necessary skills measured by national units of competency and minimum equipment capability to meet accreditation standards to carry out road crash rescues.

Under these criteria, FRNSW has 77 accredited General Land Rescue Units and 110 Road Crash Rescue Units and has commenced a program to upskill and equip nominated stations from Road Crash Rescue to General Land Rescue capability based on a risk assessment of local need.



70%

of rescues carried out by FRNSW.

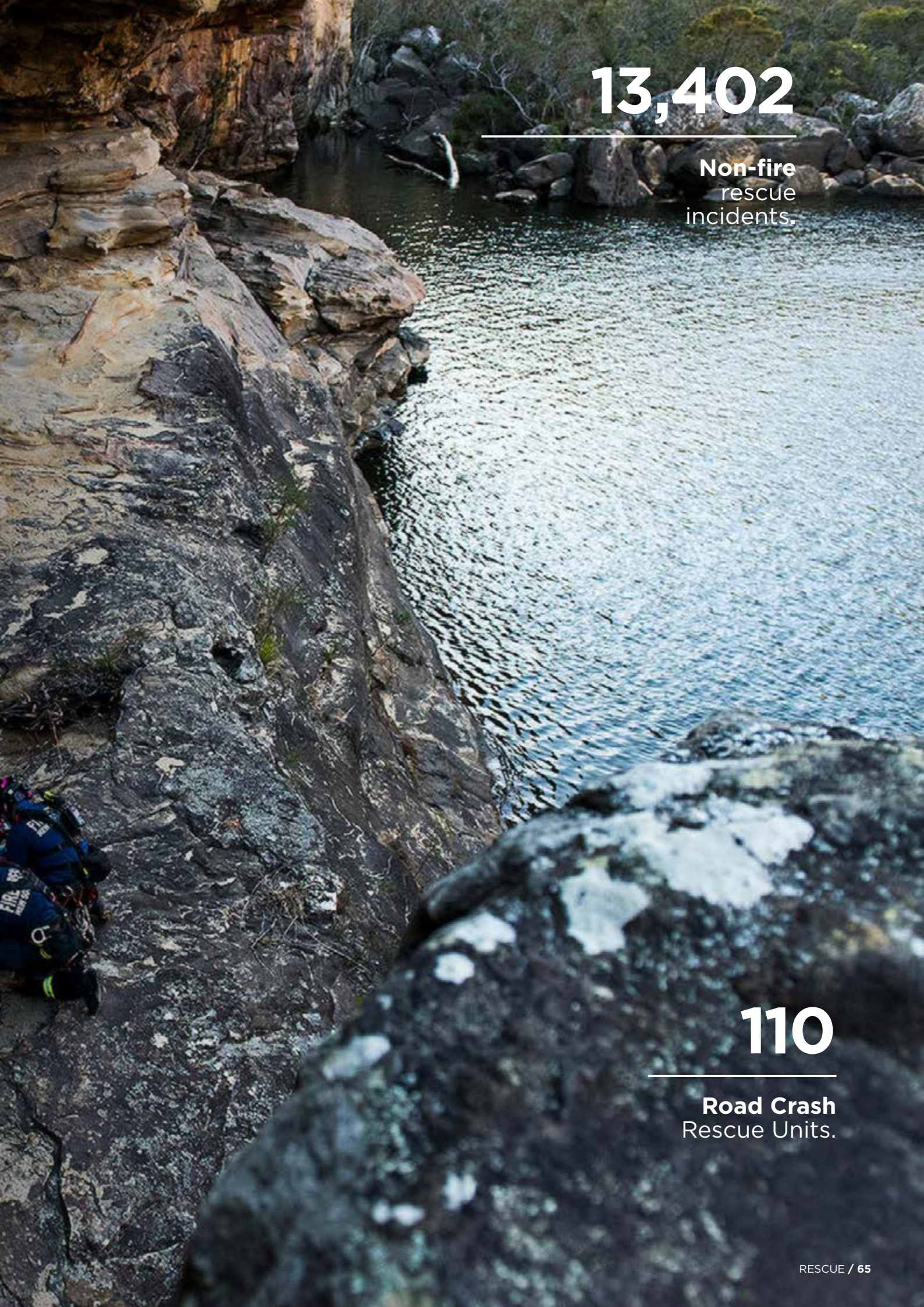
77

Accredited General Land Rescue Units.

FRNSW PARTICIPATED IN A MULTI-AGENCY EXERCISE THAT HIGHLIGHTED HOW WELL THE EMERGENCY SERVICES WORK COLLABORATIVELY TO BRING AN INCIDENT TO A SAFE CONCLUSION. COMMUNICATION BETWEEN THE SERVICES WAS EXCELLENT AND ALL SERVICES BENEFITED FROM THE INTERACTION.

6%

Increase in total rescues.



13,402

Non-fire
rescue
incidents.

110

Road Crash
Rescue Units.

RESCUE

Blacktown Rescue Incident

TRAINING AND SKILLS MAINTENANCE

To audit the rescue capability of all agencies in NSW, FRNSW participated in a State Rescue Board capability inspection team. The team audits six accredited General Land Rescue units each year.

FRNSW is actively participating in the State Rescue Board's Policy Advisory Committee – the Rescue Training Package Working Group – to develop a joint industry training package across all rescue agencies in NSW. This work is being done to maximise the use of resources and ensure the maintenance of standards and consistency in service delivery.

In 2018-2019, our water-based flood rescue operators were all re-certified.

At the Australian Road Rescue Organisation Championships in Victoria in July 2018, FRNSW was represented by firefighters from Denman and Wollongong fire stations. The teams participated in scenarios consisting of medical/trauma, controlled rescue, entrapment rescue and time critical rescue. Wollongong firefighters progressed to the World Rescue Championships in South Africa in October 2018, hosted by the South Africa Medical and Rescue Organisation (SAMRO).

EMERGING TECHNOLOGIES

FRNSW is working closely with the Electric Vehicle Council of Australia and the Australian New Car Assessment Program (ANCAP). Together, we are focusing on electric and hydrogen powered vehicles to improve safety outcomes for firefighters and the public at incidents involving electric vehicles. Our goal is to position FRNSW as a partner to industry and regulatory bodies aiming to safely progress this technology.

Working with the National Transportation Commission, we have given input into the Australian Standard requiring Electric and Hydrogen powered vehicles to display an identification marker on their numberplate.

The new Standard was approved by Australian Transport and Infrastructure Council in 2017 and is expected to be implemented by Roads and Maritime Services later in 2019. As a result, firefighters will be able to more quickly identify Electric Vehicles (including Hybrid Vehicles) as part of their incident assessment and better mitigate the associated risks.

FRNSW is also partnering with vehicle manufactures to create "Rescue Sheets" that are accessed by scanning a Quick Response code (barcode) on vehicles. These sheets will provide vehicle specific schematics and information that will ensure more effective rescues. In the future, the Rescue Sheets may also be broadcast to crews, on route to incidents, via Mobile Data Terminals.

Two Technical Rescue Vehicles with specialist equipment were commissioned in May 2019. These vehicles will enhance our capability for building stability monitoring, partial structure collapse shoring, trench rescue, heavy vehicle rescue, bariatric patient rescue and large animal rescue. The vehicles are located in New Lambton and Wollongong and complement vehicles we purchased in 2017-18 located at Blacktown and Liverpool fire stations.

Upgraded LED lighting was introduced to FRNSW as part of the Technical Rescue Vehicle program. This lighting system proved so effective and efficient during rescue that it is now being progressively provided to all fire engines across NSW when equipment is due for replacement.

The addition of wheels to the patient transfer litters carried by Technical Rescue Vehicles has expedited patient handling over long distances, across rugged or difficult terrain.

With the introduction of the Technical Rescue Vehicles, FRNSW now has the equipment and training to more safely conduct large animal rescue operations.

OUR PLANS FOR 2019–20

As the state's lead provider of rescue services, FRNSW will continue to partner with rescue agencies to ensure communities receive a seamless, professional service. In addition we will develop success measures and monitor our performance against them to ensure we continue to deliver an effective and efficient rescue service to the community.

FRNSW is a member of the Australasian Road Rescue Organisation, the peak body in Australasia for the development and exchange of knowledge and skills in road rescue. In partnership with the NSW State Emergency Service, FRNSW will host the Australasian Road Rescue Challenge in Dubbo in July 2019.

This event will bring approximately 300 road rescue emergency service people, rescue competition assessors and their family and friends to Dubbo to compete in one of the world's most prestigious rescue competitions enhancing the skills of all attending emergency service agencies. FRNSW will be represented by crews from Dubbo, Ulladulla and Wollongong fire stations.

FRNSW will continue to work with the State Rescue Board's Policy Advisory Committee – Rescue Training Package Working Group – to develop a joint industry training package.

FRNSW will upgrade the accreditation of Road Crash Rescue stations to General Land Rescue capability based on an analysis of local risk.

At present, we are reviewing our vertical rescue capability to ensure it meets the needs of the community and keeps pace with advancements in rope and equipment technology. We will share our findings with other agencies to ensure interoperability during major events.

FRNSW is regularly requested to assist NSW Ambulance in handling bariatric (obese) patients. We will develop a bariatric patient handling program to better prepare firefighters and reduce health and safety risks.

OUR CAPABILITIES IN ACTION

EXERCISE ELMHURST

On 12 October 2018, FRNSW participated in Exercise Elmhurst near Springwood in the Blue Mountains with the NSW Police Force, NSW Ambulance and the NSW Rural Fire Service. The scenario was a road crash rescue incident with up to 10 persons trapped and injured.

The exercise was developed to assess and test all participating agencies' operating procedures at a multi-agency incident involving a multi-vehicle, multi-casualty road crash in a dual carriageway. A second incident within 150m was included 45 minutes after the first crash to test on-scene crews in their incident management skills, decision making and surge capacity.

Rain, wind and mud on the day provided tough conditions for the crews. On responding, FRNSW and Police Rescue stabilised the vehicles involved and commenced rescue, whilst NSW Ambulance teams triaged and treated injuries from minor cuts to a motorbike rider with an amputated lower leg. The Rural Fire Service operating in a Mutual Aid Zone provided fire protection.

Firefighters Participating in Exercise Elmhurst

Exercise Elmhurst highlighted how well the emergency services work collaboratively to bring an incident to a safe conclusion for both the public and emergency responders. Communication between the services was excellent and all services took some valuable learnings from the exercise.

TAHMOOR MINE RESCUE

On 5 September 2018, FRNSW was called to a rescue incident at Tahmoor coal mine, involving two miners trapped inside a 3m x 3m x 3m lift approximately 160 metres down a 450m deep shaft. Crews from Picton and Liverpool Fire Stations responded.

Prior to carrying out the operation, a meeting was held with FRNSW, NSW Police, and Mines Management, ensuring that a risk assessment was carried out, and all parties were satisfied with the rescue plan and that safety was paramount.

NSW Ambulance officers were also in attendance in case of any required assistance and also to check on the miner's welfare on their exit.

Rescue Plan A was to lower a person box down the shaft using a crane, pick up the miners and return them to the surface. If the crane operation proved unsuccessful, then Rescue Plan B was to use cordage by the qualified vertical rescue operators from Liverpool Fire Station.

A firefighter was lowered in a person box to carry out a further risk assessment and take action as required. FRNSW rescue operator was able to enter the lift, via the internal ladder, and fit harnesses to the two miners. One was attached to a rope, to safely climb into the person box, whilst the rescue operator remained in the lift to stay with the second miner.

The rise to the surface took about seven minutes. The cage was then re-lowered to the lift, and the process repeated, to bring the remaining miner and rescue operator to the surface.

The entire incident was carried out with safety as the main priority, the operation went according to plan and the miners were rescued safely.

RESCUE

Rescue of Horse Trooper

DIFFICULT EXTRICATION AT BLACKTOWN

On Friday 8 February 2019, crews from Blacktown, Ropes Crossing and Schofields Fire Stations responded to a rescue incident in Blacktown. One male worker was trapped in the cage of the bobcat as a result of an overturned tip truck which posed a difficult rescue for our crews.

NSW Ambulance paramedics stabilised the individual, and crews winched the bobcat from underneath the tipper. Using shears, they were able to remove the patient with a roof removal technique. This operation took approximately two hours in extreme midday heat. The patient was loaded into an ambulance and transported to hospital for further observation.

HORSE RESCUE

On 28 January 2019, the much-loved horse Trooper accidently fell into the septic tank on a property at Berkshire Park. Blacktown, Ropes Crossing, Windsor Fire Stations responded and found Trooper stuck in the septic tank, suffering from exhaustion.

Firefighters wearing spillage suits entered the tank and placed slings around Trooper's girth. A local vet also attended to sedate Trooper to ensure his wellbeing. This was a protracted incident, and assistance was sought from Huntingwood Fire Station, the NSW State Emergency Service and the NSW Rural Fire Service.

After a lengthy process, Trooper was safely raised from the tank with a forklift and placed in the care of the vet. Trooper recovered well.

MACQUARIE PARK BUILDING COLLAPSE

On 1 April 2019, FRNSW responded to a building collapse at a building site on Epping Road, Macquarie Park. Several Police and Ambulance units also responded.

On arrival, FRNSW resources were met with urgent calls from NSW Ambulance to the first level of the construction site where nine storeys of scaffolding had collapsed, trapping an unknown number of workers. The scaffolding was full of building materials at the time including tonnes of bricks, timber and other debris. It formed a twisted 'mountain' of wreckage on top of early reports of two or possibly three workers.

FRNSW crews from Blacktown, Crows Nest, Eastwood, Gladesville and Gordon Fire Stations assisted in the safe removal of one trapped worker who was treated by ambulance on site before being transported to hospital in a critical condition an hour into the incident.

By this time, thermal imaging equipment and a roll call determined that there was one worker still trapped in the rubble. FRNSW managed to clear an area near the trapped worker and NSW Ambulance were able to begin medical treatment.

FRNSW remained on site for some time ensuring the site was safe. The final Stop message was sent six hours after the time of call.

GUY WAITE
FIREFIGHTER, FORESTVILLE FIRE STATION

We will innovate, evolve and improve our operations to achieve world's best practise.

HAZMAT

FRNSW is the legislated combat agency for hazardous materials (HAZMAT) incidents in NSW. We will prioritise life, property and the environment in our preparedness and response, working in partnership with other agencies to provide the best possible outcomes for our communities.

FRNSW partners strongly with other agencies to provide the best possible outcomes for the community for protection from impacts of the release of hazardous materials. We also constantly innovate, evolve and improve our operations, working towards world's best practice.

FRNSW responded to 16,567 hazardous material (hazmat) incidents in 2018–19, a one percent decrease over 2017-18.

OUR ACHIEVEMENTS IN 2018–19

FRNSW has revised and published the Hazmat/Chemical Biological Radiological and Nuclear Sub Plan. We have added this plan to the FRNSW Major Incident Management Plan to ensure a co-ordinated response with all other agencies that have responsibilities and functions at a hazardous materials incident under the State Emergency Management Plan.

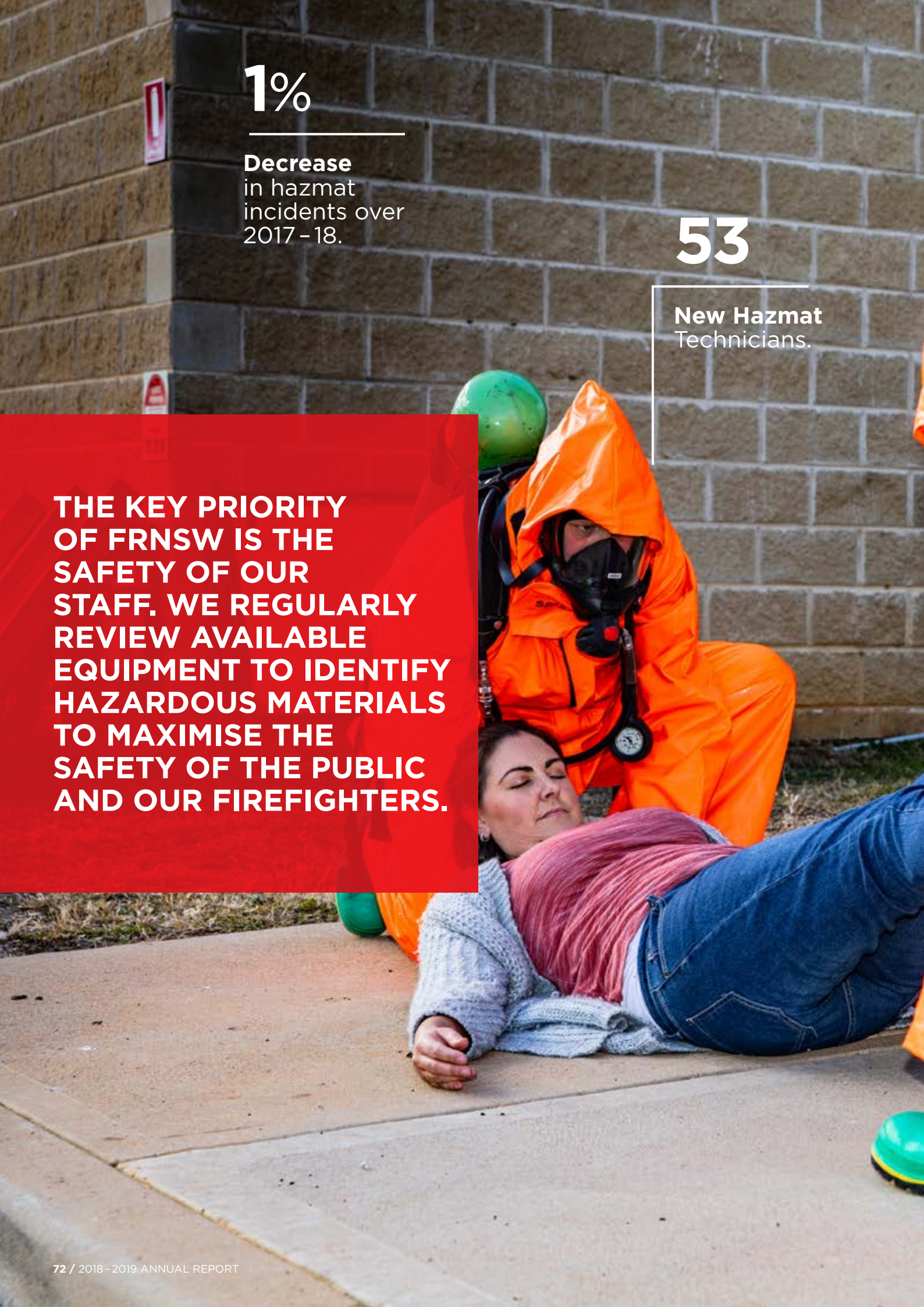
We have a Memorandum of Understanding with the Environment Protection Authority to assist them to protect the environment and deploy our hazmat capability throughout NSW according to need. In remote locations, FRNSW can deploy a cache of hazmat equipment and hazmat specialists by air to the incident if necessary. When requested, FRNSW can deploy to other States and even foreign nations affected by sudden onset disasters.

Our waterways capability enables us to deal with hazmat incidents affecting inland waterways. In addition, FRNSW has a Memorandum of Understanding with Roads and Maritime Services to provide support at hazmat incidents on State Waters. We also have an agreement with the Australian Maritime Safety Authority to assist at hazmat incidents on board ships in waters in the Australian Economic Zone.

FRNSW is a member of the National Chemical, Biological and Radiological (CBR) Steering Committee established by the Commonwealth Attorney-General's Department and participates in the Australian delegation to the International Chemical, Biological and Radiological Consequence Management Group. FRNSW chairs the NSW Chemical, Biological, Radiological and Nuclear Committee that reports to the State Emergency Management Committee.

FRNSW chairs the Petrochemical Industry Emergency Management Committee (PIEMC) to continuously improve safety at petrochemical sites in NSW. Due to the closure of refinery capacity in NSW, FRNSW has upgraded its capability to respond to bulk petrochemical storage and transport incidents.

We have accomplished this by introducing new training programs and working with industry on arrangements for bulk foam delivery and shared specialist equipment. In collaboration with the PIEMC, we participated in two exercises for our Incident Management Teams at major hazard facilities.



1%

Decrease in hazmat incidents over 2017 – 18.

53

New Hazmat Technicians.

THE KEY PRIORITY OF FRNSW IS THE SAFETY OF OUR STAFF. WE REGULARLY REVIEW AVAILABLE EQUIPMENT TO IDENTIFY HAZARDOUS MATERIALS TO MAXIMISE THE SAFETY OF THE PUBLIC AND OUR FIREFIGHTERS.

16,567

Hazardous material incidents.

HAZMAT

We are engaged with the national bulk tanker industry to increase awareness of FNRSW's response and recovery role during bulk tanker incidents, and to promote standardised training and incident management practices.

FRNSW is regularly called upon to assist the NSW Police Force in special operations that involve a clandestine drug laboratory. A clandestine drug laboratory is a crime scene where illegal substances are manufactured and may be found anywhere including in a private vehicle or truck. FRNSW's role is to manage safety issues as these laboratories can be extremely hazardous and volatile environments. Firefighters may be exposed to incompatible chemicals reacting creating dangerous gases, hazardous chemicals, leaking or damaged compressed gas cylinders, electrical hazards, or excessive and illegal security measures. In recognition of these conditions, we revised our standard operating procedures in 2018 to further enhance firefighter and community safety.

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

TRAINING AND SKILLS MAINTENANCE

FRNSW has developed a clear pathway for firefighters working towards becoming a Hazmat Technician, which is a specialist role. Online learning modules that provide an overview and introduction to the knowledge and skills required to be a hazmat technician are available for all firefighters.

In addition, in partnership with Education and Training and Field Operations, the Hazmat Advisory Response Team (HART) delivered the Public Safety Training Package to complete the training for 53 new Hazmat Technicians.

We have reviewed FRNSW hazmat waterways capability and we have prepared a needs analysis report with recommendations for future capability.

FRNSW participates in several multi-agency exercises to build preparedness. Most recently FRNSW participated in exercise 'Supreme Truth' which tested the response to a release of a dangerous chemical in a crowded public space. FRNSW, the NSW Police Force and NSW Ambulance combined to create a unified response to a simulated, potential mass casualty event.

EMERGING TECHNOLOGIES

The key priority of FRNSW is the safety of our staff. We regularly review available equipment to identify hazardous materials to maximise firefighter safety. In 2018–19, we introduced Biological Detection equipment to enhance our response to potential terrorist incidents involving biological material.

Asbestos detectors have also been introduced to provide accurate and timely advice to Incident Management Teams about the presence and potential dangers of contamination.

OUR PLANS FOR 2019–20

We will establish measures for our performance to constantly improve our service delivery and track our progression towards world's best practice.

PLANNING AND PROCEDURES

FRNSW will participate in the NSW Environment Protection Authority review of *Marine Pollution Act 2012* and related Memoranda of Understanding in relation to incidents on State Waters.

We will continue to chair and provide guidance on hazmat incidents to the Petrochemical Industry Emergency Management Committee (PIEMC) and have proposed to expand the area of operation into Newcastle and Wollongong.

FRNSW will maintain relationships with Government and industry across Hazmat/CBRN. Since we are the lead agency for Hazmat/Chemical Biological Radiological and Nuclear (CBRN), we will continue to develop our relationship with the NSW State Emergency Service, identifying opportunities for mutual initiatives and improvement and sharing these between the agencies.

We will review our procedures for operating at bulk tanker incidents to enhance firefighter and community safety and publish guidelines to assist our people and our communities.

We will also complete the capability policy and procedures for hazardous and noxious substances incidents.

TRAINING AND SKILLS MAINTENANCE

We will formalise skills maintenance training with other agencies including the Australian Maritime Safety Authority so that our specialist hazmat skills can be deployed to assist other agencies at hazmat incidents.

FRNSW will review the roles and responsibilities of our most specialist (Level 4) hazmat technicians so that they are able to train and mentor hazmat technicians across NSW, whilst providing specialist skills and technologies in support of incident management teams at complex hazmat incidents.

EMERGING TECHNOLOGIES

Respiratory Protection Equipment is absolutely fundamental to the work of firefighters and HAZMAT technicians. New technology is expected to provide opportunities for FRNSW to optimise our investment in respiratory protection equipment. In the year ahead, we will review our respiratory protection equipment and where, after trialling and testing, superior technology is identified it will be acquired to minimise the health and safety risks to our people.

MV Solomon Islands Trader Aground

OUR CAPABILITIES IN ACTION

BULK CARRIER AGROUND – SOLOMON ISLANDS

The *MV Solomon Islands Trader* ran aground on Rennell Island in the Solomon Islands on 5 February 2019 during Cyclone Oma. Rennell Island is the largest coral atoll in the world and was listed on the World Heritage Register by UNESCO in 1998. An estimated 100 tonnes of heavy fuel oil, of up to 600 tonnes on board, leaked into the ocean from the bulk carrier contaminating the ecologically delicate area.

After a request from the Solomon Islands Government through the Australian Government to the Australian Maritime Safety Authority (AMSA), specialists were deployed from 10-24 March 2019 as part of an International team of subject matter experts for hazmat operations. The remote location added many challenges to daily operations with FRNSW contributing to day to day planning, on-water oil containment and recovery, ongoing environmental monitoring using RPAS and communication. Our support led to the successful conclusion of the incident.

MOLTEN METAL ESCAPES IN ILLAWARRA

On 24 February 2019, crews from Shellharbour, Unanderra, Warrawong and Wollongong responded to a Hazmat incident at Blue Scope Steel, Port Kembla.

Arriving crews found a large rail cart that had tilted and spilled molten metal onto the adjoining tracks rendering a nearby structure under threat from the heat.

Crews protected the structure from the advancing molten metal with hose lines and HAZMAT crews ensured there was no significantly detrimental impact to the environment. After liaison with Blue Scope engineers, the site was handed back to Blue Scope management.

BATHURST SEVERE LIQUID PETROLEUM LEAK

On 8 December 2018, Bathurst and Kelso Fire Stations responded to a gas leak from a service station on William Street, Bathurst. First arriving crews found a 17,000 litre underground tank leaking gas into the atmosphere. They immediately closed the service station, established a 150m exclusion zone, evacuated approximately 200 people from residences and businesses and eliminated all ignition sources.

Firefighters wearing breathing apparatus deployed two hose lines for fire protection and constantly monitored gas readings. They were eventually able to shut off the leak after 15 hours with clear readings up to 200m in circumference.

Assisting in operations were the NSW Police Force, Roads and Maritime Services, NSW Ambulance and the NSW Environmental Protection Authority.

SYDNEY CBD HIGH PRESSURE GAS LEAK

On 6 July 2018, City of Sydney Fire Station responded to a reported smell of gas in Castlereagh Street near Hunter Street in Sydney CBD.

With a severe noise of emitting gas from the breached high-pressure gas main, a Hazmat 3rd alarm was called. Firefighters from City of Sydney, Darlinghurst, Glebe, Pyrmont, The Rocks fire stations and Hazmat specialists from Alexandria responded. A 150mm high pressure gas main had been breached by construction workers, requiring a 200m exclusion zone. There were numerous safe evacuations, the closing of Martin Place, which also included the train station and road closures requiring assistance from the NSW Police Force, Roads and Maritime Services, Sydney Trains and Jemena gas.

The gas leak became a very long and protracted incident, continuing into the following day. During operations, fire protection was established, there was continuous gas monitoring by Hazmat crews and rehabilitation and rotation of crews. Constant liaison with all stakeholders and assistance from the Regional Emergency Operations Officer was established due to the complexity of the incident. The gas leak was eventually capped around 24 hours after the initial call.

MATTHEW DEWAARD
RETAINED FIREFIGHTER,
JINDABYNE FIRE STATION

FRNSW has delivered efficiency improvements at 24 high energy consumption fire stations. This contributes to achieving the four percent energy efficiency targets stipulated by the GREP.

PROTECT THE ENVIRONMENT

Protection of the environment is one of our key commitments to the community of NSW. FRNSW works closely with other agencies to improve our contribution to better management of environmental impacts as a result of intended or unintended incidents.

FRNSW has a close relationship in protecting the environment through engagement in many and varied emergency incidents. The effects of extreme weather events directly impact the work we do. We also protect people, property and the natural environment through assisting the NSW Rural Fire Service and the NSW National Parks and Wildlife Service to manage bushfires and the State Emergency Service's response to floods.

FRNSW also ensures that our own operations create minimal impact on the environment. Being careful with the resources that we use not only reduces our environmental footprint but saves money and directs additional resources to frontline service delivery. We will continue to invest more effort and innovation into minimising our own impact on the environment.

OUR ACHIEVEMENTS IN 2018–19

FRNSW reviewed and reissued the Bushfire Hazard Reduction Policy in February 2019. The policy prescribes low intensity pile burns consistent with Part 3, Section 6(2) of the *Protection of the Environment Administration Act 1991*. FRNSW planned and conducted 44 environmentally sustainable hazard reductions in 2018–19, reducing the bushfire risk for 2,434 properties with an accumulated property value of over $2.6 billion.

As a member of the whole of government Heads of Asbestos Coordination Authorities (HACA) FRNSW is working to improve the management, monitoring and response to asbestos issues in NSW by developing coordinated prevention programs. We have also been active in local forums providing advice and assistance to local government.

FRNSW has commenced an Environmental Investigation Program to investigate and manage the potential presence and impacts of per- and poly-fluoroalkyl substances (PFAS) on and in the vicinity of our sites. PFAS are a class of manufactured chemicals generally present in firefighting foam that has been used extensively worldwide from the 1970s by both civilian and military authorities due to its effectiveness in extinguishing liquid fuel fires. The term PFAS relates to a large number of chemical substances. The primary PFAS compounds of interest to the investigations are perfluorooctane sulfonate (PFOS), perfluorohexane sulfonate (PFHxS), and perfluorooctanoic acid (PFOA).

4%

Energy reduction.

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

44

Environmentally sustainable hazard reductions planned and conducted.

$200K

Estimated savings per annum averaged over 15 years.

24

High energy consumption fire stations delivered efficiency improvements.

2,434

Properties with reduced bushfire risk.

PROTECT THE ENVIRONMENT

FRNSW phased out its use of firefighting foam containing PFOS, PFHxS and PFOA as active ingredients in 2007. The firefighting foam now used by FRNSW is a more environmentally safe product and does not contain PFAS.

The Environmental Investigation Program was developed in consultation with the NSW EPA and includes a number of our training sites across NSW where legacy firefighting foams containing PFAS have been stored and used. The NSW EPA monitors the progress of FRNSW PFAS investigations and coordinates any necessary actions, such as precautionary dietary advice for people to avoid PFAS exposure.

FRNSW will continue to work closely with the NSW EPA, other agencies and the community to progress with the investigations and develop strategies to manage and minimise potential impacts and risks associated with PFAS to human populations and ecosystems.

FRNSW issued a Fire Safety in Waste Facilities procedure in February 2019 due to concern about the increase in fires in waste facilities that have the potential to be severe events impacting on community safety and the environment. As the document has a regulatory impact it was available for 28 days for public comment. Submissions received are currently being evaluated.

TRAINING AND SKILLS MAINTENANCE

FRNSW chairs the Petrochemical Industry Emergency Management Committee (PIEMC) to continuously improve safety at petrochemical sites in NSW. Due to the closure of refinery capacity in NSW, we have upgraded our capability to respond to bulk petrochemical storage and transport incidents by introducing new training programs and working with industry on arrangements for bulk foam delivery and shared specialist equipment.

We also participated in two exercises for our Incident Management Teams at major hazard facilities, in collaboration with the PIEMC.

Given the increasing number of Incidents involving Bulk Tankers that have over-turned on the state's roads, we have developed a new Bulk Tanker eLearning Package to empower Incident Controllers with the skills and information to make informed decisions when attending any incident involving a tanker rollover containing flammable material. Once a tanker has over-turned, it may need decanting before it is righted and removed. Decanting operations are hazardous with extreme risk of injury or death to personnel, to others within the combat zone and to the environment.

The training package covers a multi-agency response with FRNSW, with the NSW Police Force, NSW Ambulance and the NSW Rural Fire Service working together under emergency conditions. The training package modules cover each agency's role and responsibilities at such incidents, from arrival to handover. The package highlights the hazards involved and shows how they should be managed, according to industry best practice.

EMERGING TECHNOLOGIES

FRNSW will minimise our environmental impacts and reduce recurrent costs through:

- Recycling
- Installing solar hot water and solar power
- Energy efficient lighting
- Auxiliary rainwater tanks on all new stations
- Completing a water tank retrofitting program
- Commencing an energy efficient lighting retrofitting program
- Purchasing green energy
- Continuing to purchase light fleet vehicles with high environmental performance scores

GOVERNMENT RESOURCE EFFICIENCY POLICY

The NSW Government Resource Efficiency Policy (GREP) was introduced in 2014 to achieve resource efficiency, generate cost savings and support environmental protection. The GREP sets targets for NSW government agencies to reduce energy and water use, harmful air emissions and waste.

In response to GREP 2014, FRNSW developed a Sustainability Policy and Sustainability Plan. The Sustainability Policy aims to ensure compliance with GREP and the development of a culture of responsible energy management and environmental awareness. The Sustainability Policy has been reflected in our procurement procedures and fire station new builds and maintenance.

In 2017 the FRNSW Sustainability Subcommittee engaged with the Office of Environment and Heritage under a Participation Agreement to tap into prequalified Energy Service Companies (ESCOs) to identify initiatives that will contribute to achieving the four percent energy efficiency targets by 2018 stipulated by the GREP.

We have delivered efficiency improvement at 24 high energy consumption fire stations at Arncliffe, Balmain, Bankstown, Berkeley Vale, Blacktown, Chester Hill, Crows Nest, Glebe, Holmesville, Hornsby, Huntingwood, Katoomba, Kincumber, Kogarah, Liverpool, Mayfield West, Parramatta, Regentville, Schofields, Shellharbour, Silverwater, St Andrews, Toronto and Wyoming.

Twenty-three sites received LED lighting and 18 sites received solar power including four sites with solar PV battery storage.

The $1.3 million project is expected to deliver $200,000 annually in savings across the identified sites and exceed the GREP 2014 four percent savings target (applying 2016 as the base year for reporting purposes).

Katoomba and Springwood Fire Stations both received new firefighting tankers and Katoomba a new pumper.

The benefits and value proposition from the FRNSW Sustainability Program include:

- Estimated $200k annual average savings (across identified stations), over a period of 15 years
- Estimated 30 percent reduction of electricity consumption (across identified stations)
- Cost savings provide financial resources that can be released for frontline services
- Increased self-sufficiency of stations from the energy grid
- Increased resilience of stations during periods of power outage/failure
- Renewal of old and inefficient equipment
- Improved light levels and better light quality
- Improved comfort for firefighters
- Further improvements in the achievement of energy efficiency and sustainability targets at corporate level
- Further progress in the achievement of the NSW Government Resource Efficiency Policy (GREP) energy efficiency targets

Twenty-three sites received LED lighting and 18 sites received solar power including four sites with solar PV battery storage.

EARTH HOUR 2019

Every year, hundreds of millions of people in over 180 countries take part in Earth Hour by going 'lights out' for 60 minutes at 8:30pm. This symbolic show of solidarity represents more than temporarily reducing our energy consumption – it represents a commitment to caring about the future of our planet and understanding how our actions today can change our tomorrow. Since its first event in Sydney 2007, Earth Hour has grown into an annual worldwide movement that FRNSW is committed to supporting.

Where practicable, FRNSW crews were encouraged to turn off all non-essential lights on 30 March 2019 from 8:30pm until 9:30pm, joining millions of people worldwide in showing their commitment to tackling climate change and inspiring all generations to support environmental initiatives and sustainable climate policy.

OUR PLANS FOR 2019–20

The Government Resource Efficiency Policy (GREP) 2014 was reviewed by the Office of Environment and Heritage in 2018 to reflect implementation challenges, technology developments and market trends. A revised GREP was published in February 2019.

FRNSW will exceed the four percent energy saving target under GREP 2014 but will have to find further energy savings to meet the GREP 2019 10 percent energy reduction target. We will also review the Sustainability Policy and Sustainability Plan to reflect GREP 2019 and publish the documents.

To support each other in protecting the environment and ensure that we are reflecting current best practice, we will review our Memoranda of Understanding with the Environment Protection Authority, Roads and Maritime Services and the Port Authority of NSW.

FRNSW will continue the PFAS Environmental Investigation Program to review sites and investigate and implement an approach to manage the potential impacts.

We will develop a Bulk Tanker Standard Operating Guideline to enhance the management of these incidents and lessen the impact on the environment.

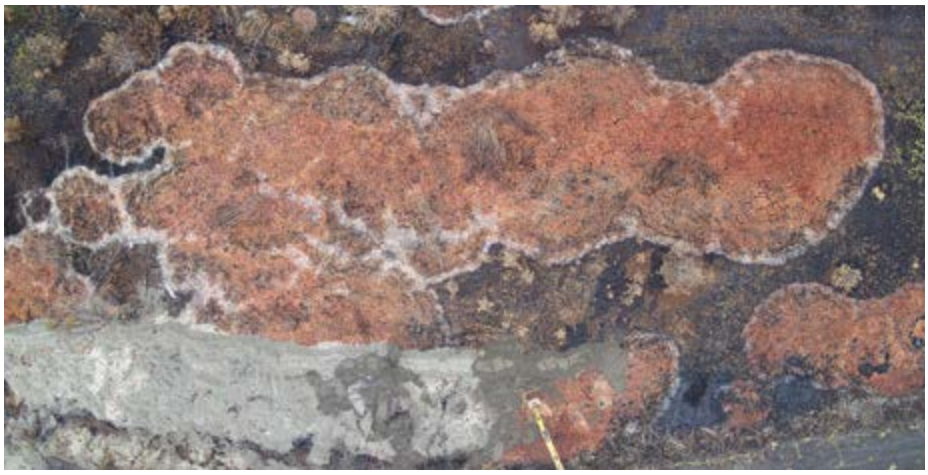
OUR CAPABILITIES IN ACTION

KOORAGANG ISLAND

On 5 January 2019 a large bushfire was reported on Ash Island, approximately seven kilometres north of Newcastle, that includes the Kooragang Island Waste Emplacement Facility. The facility was originally operated by BHP as a waste landfill to hold inert coal wash rejects and other uncontrolled waste materials from the former Newcastle Steelworks. The site remains a large remediation project with significant environmental interest being adjacent to the Kooragang Island Conservation Reserve that provides habitat for the Green and Golden Bell Frog.

After several hours the fire was extinguished, but on the 28 January 2019 students from the University of Newcastle carrying out night-time research on the Green and Gold Bell Frog noticed flames and a resulting odour. Upon investigation, FRNSW confirmed that there were subterranean fires in seven of the ten waste emplacement pits.

PROTECT THE ENVIRONMENT



Kooragang Island Fire. Indicating the extent of the subterranean fires.

The nature of material in the site required a multifaceted firefighting response that accounted for the complex nature and uncertainty in behaviour of the fire. The major considerations in the response were:

- Consideration of community and firefighter health/safety
- Determining material sources and fire extinguishment by-products
- Environmental protection (air quality, water quality, endangered species, ecological impacts on and off site
- Developing an environmental monitoring plan and determining agreed triggers
- Appraising appropriate extinguishment medium including delivery mechanisms and logistics
- Minimising impacts on nearby transport infrastructure (rail and ports)

It was recognised early that the fire would be a protracted and complex incident. Advice was sought from numerous stakeholders including industry experts in subterranean fire management, NSW Treasury, NSW Environmental Protection Authority (EPA), NSW Public Works, NSW Health, Ports of Newcastle, and the Office of Environment and Heritage (OEH).

A multi-agency Incident Management Team (IMT) was established, with FRNSW in command. Each agency was allocated specific roles, with NSW EPA and OEH tasked with environmental monitoring of the site using existing air and groundwater monitors established by the Hunter and Central Coast Development Corporation.

The recent introduction of specialised firefighting equipment facilitated the extinguishment plan. This equipment included:

- The Hytrans bulk water relay system, which provided an efficient water supply system used to pump 11.6 million litres of water from the Hunter River located over 1km away
- A remotely controlled firefighting robot (TAF20) that employs a turbine fan and water delivery system on a compact crawler – this allowed for a targeted direct attack on spot fires without the need to place firefighting crews in downwind sectors
- A Mobile Command Centre (MCC), to provide a designated and well-equipped mobile communications centre
- Specialised Remotely Piloted Aircraft Systems (RPAS) – they were able to obtain airborne data, which was crucial to advance decision-making in firefighting operations and providing visual communication of extinguishment results, whilst upholding firefighter safety

Primary operations took place between 2-16 April 2019, the result of which saw large scale and targeted operations apply over 11.6 million litres to the site.

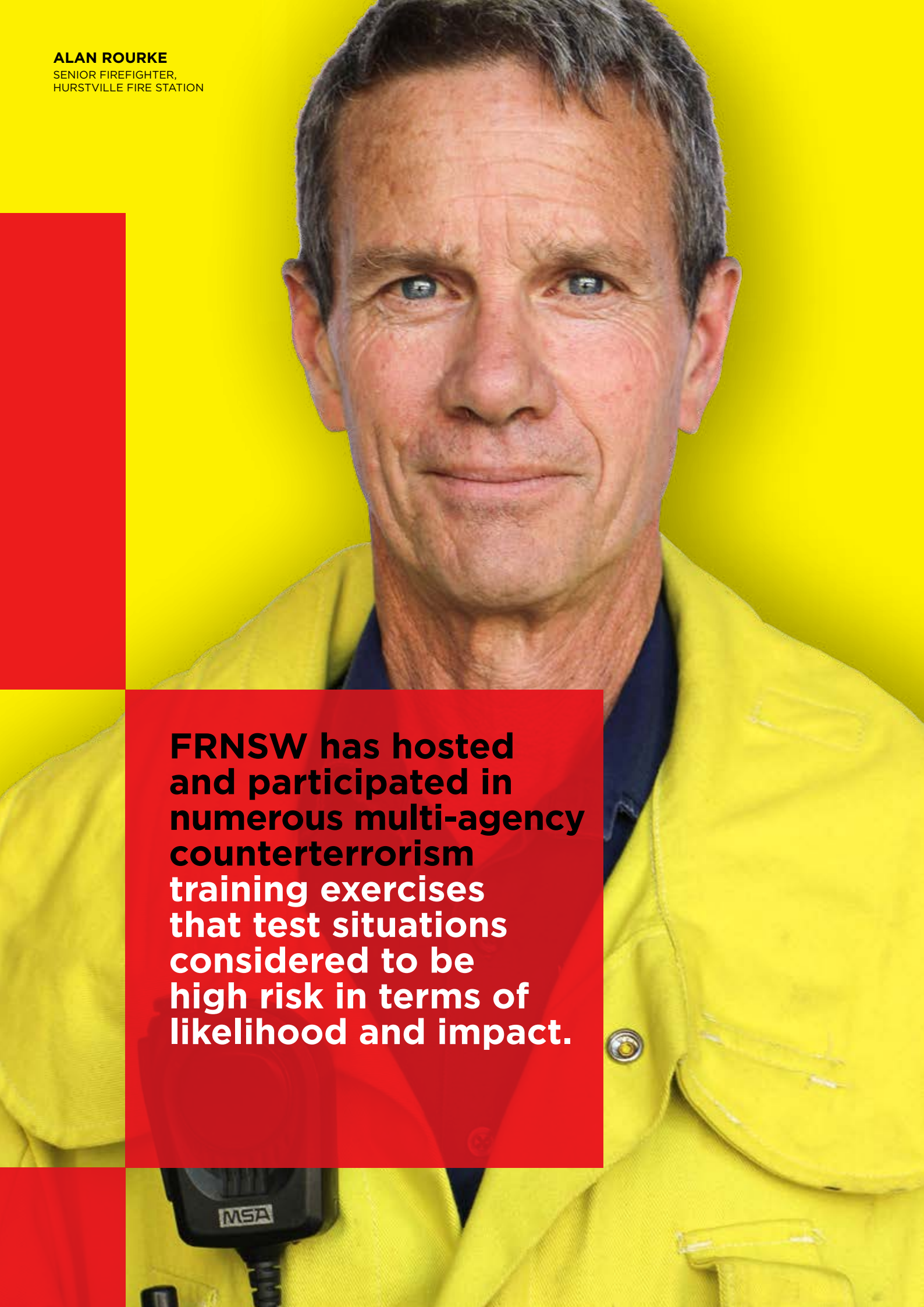
Throughout the incident over 297GB of data was collected and over 40 thermal analysis reports were produced to assist in thermally mapping and tracking the fire. Validation dig results and RPAS thermal analysis was undertaken to ensure there was no significant subterranean fires and the incident site handover occurred on 17 April 2019.

TASMANIAN BUSHFIRES

On 14-15 January 2019, Tasmania experienced 4,000 ground impacting lightning strikes that ignited over 70 fires. In consultation with the Commissioners and Chief Officers Strategic Committee, the Australian Fire and Emergency Service Authorities Council's (AFAC) National Resource Sharing Centre set about providing interstate and international relief for the Incident Management Teams (IMT) and remote area firefighters.

The remoteness of the fires in dense bushland ensured that the fires remained active for many weeks. FRNSW provided seven IMT personnel and other support for the Tasmanian Fire Service until the end of February 2019. The IMT roles varied from Operations Officer to State Resource Manager.

OLZON



ALAN ROURKE
SENIOR FIREFIGHTER,
HURSTVILLE FIRE STATION

FRNSW has hosted and participated in numerous multi-agency counterterrorism training exercises that test situations considered to be high risk in terms of likelihood and impact.

COUNTER TERRORISM

FRNSW plays a crucial role in supporting the NSW Police Force, which is the Combat Agency responsible for controlling response to terrorism events. FRNSW provides fire, hazmat, medical, and general emergency response in collaboratively planning for the consequences of terrorist events. Our senior officers have been trained to operate at strategic levels with the NSW Police Force.

We also work seamlessly with other stakeholders including NSW Ambulance, the NSW Rural Fire Service, Australian Security and Intelligence Organisation and the Australian Defence Force on the prevention, preparedness and response to managing the consequences of acts of terrorism.

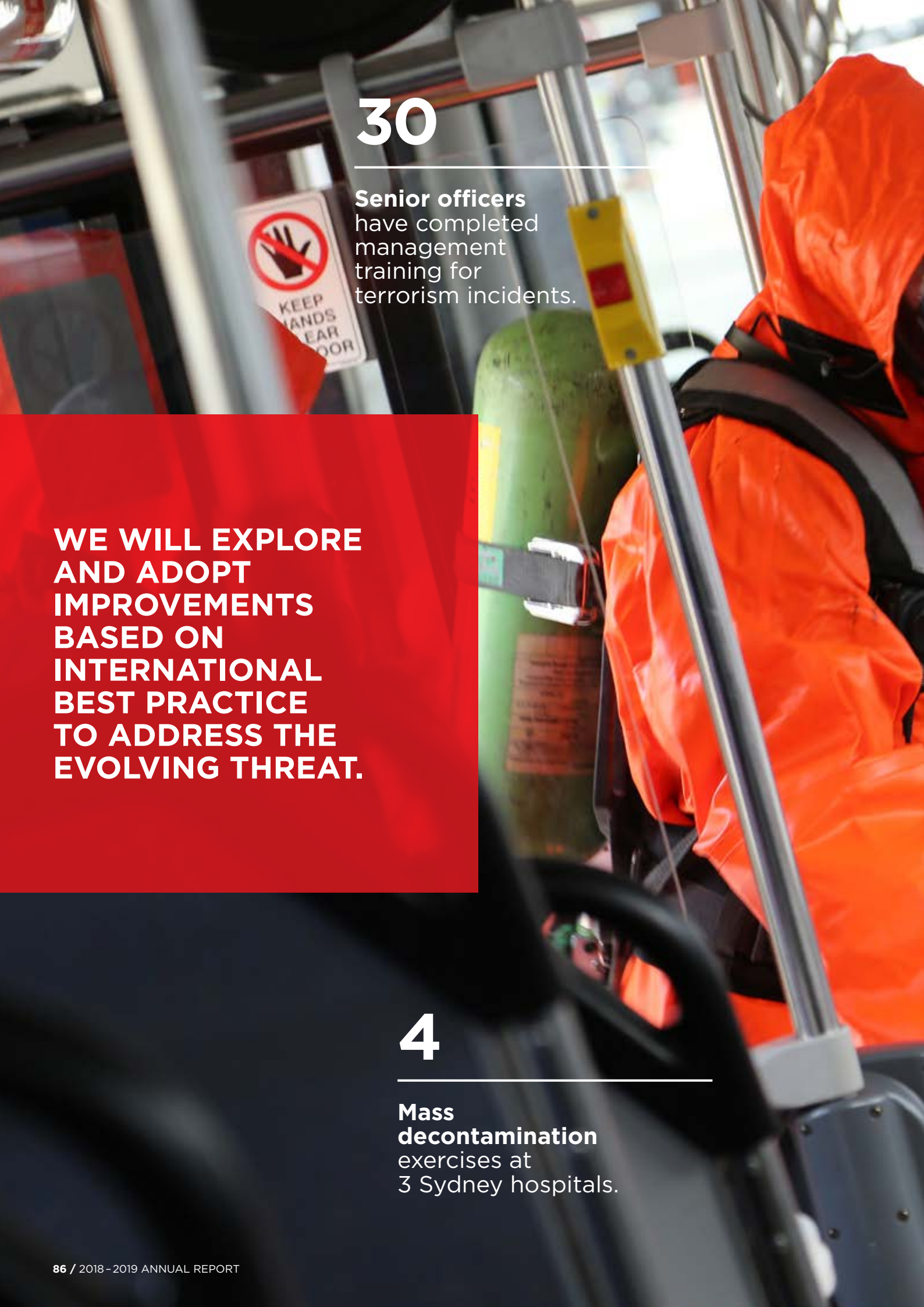
FRNSW regularly reviews international best practice. Through comparison to world best practice, we ensure that our skill sets and our capabilities remain appropriate to address the evolving threat of terrorism and to provide a completely integrated response.

The Commissioner is an advisor to the State Counter Terrorism Committee and FRNSW has a permanent officer, the Manager of Counter Terrorism and Strategic Security, embedded in the NSW Police Force Counter Terrorism and Special Tactics Command. This position is responsible for planning, developing and implementing appropriate counter terrorism capability to ensure that FRNSW can meet the growing challenges of a changing operating environment.

OUR ACHIEVEMENTS IN 2018–19

In addition to honing our skills through exercises, FRNSW has undertaken significant research into world best practice. We assess fire services around the world that face critical risk and the threat of terrorism related incidents, and increase our training, skill sets and capabilities where necessary.

FRNSW has used this research to develop a Counter Terrorism Roadmap to ensure we continue to develop our counter terrorism capabilities to address the contemporary and ever-changing credible threats. This includes areas of direct FRNSW responsibility such as fire and hazardous materials management (including mass decontamination) and building collapse, events which all have international precedent as outcomes of terrorist activity. We have focused our efforts to ensure that optimal support is provided to partner agencies in consequence management, in areas such as multiple casualty support, logistics and pre-planning.



30

Senior officers have completed management training for terrorism incidents.

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

4

Mass decontamination exercises at 3 Sydney hospitals.

3

Officers undertaking international research to ensure best practice in responding to terrorism incidents.

COUNTER TERRORISM

TRAINING AND SKILLS MAINTENANCE

Almost all FRNSW capabilities can become pertinent and necessary in the event of a terrorist incident. These include:

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

FRNSW has hosted and participated in numerous multi-agency counterterrorism training exercises that focus on simulated events that test situations considered to be high risk in terms of likelihood and impact.

Multi-agency training will be maintained to improve our effectiveness in providing an appropriate and proportionate response to terrorism incidents with the NSW Police Force, and partner emergency services agencies. Over 30 FRNSW Chief Superintendents and Superintendents have completed specialist training to ensure their preparedness of response protocols for terrorism events, and counter terrorism training is progressing for all firefighters.

Since September 2018 and continuing into 2019, FRNSW conducted a series of exercises including learning symposiums around the response to a Chemical, Biological, Radiological and Nuclear (CBRN) attack on a transport hub. Called “Exercise Supreme Truth”, the program provides realistic scenario training and education into a response of this nature.

Firefighters participating in a counterterrorism exercise

“Exercise Supreme Truth” is a series of exercises and learning symposiums, with the aim to “test the response and inter-agency communications to a complex attack involving a combination of several potential components:

1. Incident management training including the Police Pioneer Commanders and other agency support
2. Chemical release at a crowded space/transport facility
3. Mass Casualty
4. Forensic Services
5. Chemical Biological Radiological and Nuclear (CBRN) response for first responders, and
6. Unexploded improvised explosive device on a transport system.

OUR PLANS FOR 2019–20

FRNSW will build upon the research undertaken into best practice by three officers undertaking detailed study tours to bolster the level of knowledge we have to date.

These officers will interview experts in counterterrorism and gain deeper understanding of the types of consequence management profiles we could encounter and how best to prepare our crews for potential future events.

We will apply the Pre-Incident Planning process to consider factors such as “fire as a weapon”, “fire as a consequence of action” and “Hazmat as a weapon” to enhance counter terrorism intelligence, prevention and response operations.

TRAINING AND SKILLS MAINTENANCE

FRNSW will deliver the first year of the Counter Terrorism Roadmap, involving an internal and external education program, a joint security forum and multi-agency exercise programs including a CBRN exercise in the Snowy Mountains Ski Tube.

FRNSW has also completed “Exercise Bradbury” involving four mass decontamination training exercises at three Sydney based hospitals ensuring that we are prepared for anything.

EMERGING TECHNOLOGIES

FRNSW will advance any newly identified physical resources identified as beneficial through the extensive research being undertaken, including research and development of innovative solutions for personal protective clothing or equipment to keep FRNSW staff safe.

As the consequences of terrorist activity may require a response that involves the full range of our capabilities, growth in those areas will support FRNSW being ‘prepared for anything’. An example of our technological growth is the expanded use of Remotely Piloted Aircraft System (RPAS). The RPAS technology captures aerial imagery to assist incident preparedness, provides thermal hotspot data for analysis during incidents and assists in rapidly quantifying post-disaster damage assessments. RPAS technology would be of particular value in certain high impact situations that could occur through terrorist activity.

FIRE & RESCUE NSW

LISA-MAREE INSKIP
FIREFIGHTER, BUNDEENA FIRE STATION

The integration of gender equality into humanitarian action is crucial to ensuring a rights-based system for all women, men, boys and girls affected by disasters and conflict.

NATURAL DISASTER + HUMANITARIAN RELIEF

FRNSW suite of capabilities including rescue, urban search and rescue medical response are directly transferable to responding to natural disasters within NSW, Australia and overseas. Responding to natural disasters also has a humanitarian focus to assist those individuals and communities most immediately impacted by the disaster.

FRNSW is working closely with our partners to further develop our ability to deploy international and inter-state support to those in need. We will improve our flexibility to provide the Commonwealth Government options for using our capabilities and capacity "beyond the rubble" in smaller or shorter deployments. We will ensure our firefighters develop and maintain their skills to respond to natural disasters and assist other agencies to do the same.

FRNSW has representation on and provides input to international committees promoting best practice Humanitarian response, for example the United Nations International Search and Rescue Advisory Group (INSARAG) and the East Asia Summit.

FRNSW responded to 7,015 storms, floods and other natural disasters including requests for assistance from other agencies in 2018–19 a 32 percent increase over 2017-18.

FRNSW also undertook international Urban Search and Rescue (USAR) and Disaster Assistance Response Team (DART) deployments to Canada, Greece, India, the Solomon Islands and the United States of America.

OUR ACHIEVEMENTS IN 2018–19

International Search and Rescue Advisory Group

INSARAG is a global network of more than 90 countries and organisations under the United Nations umbrella. INSARAG is focussed on strengthening the effectiveness and coordination of international Urban Search and Rescue (USAR) assistance including establishing methodology and minimum international standards for USAR teams. FRNSW contributes to the INSARAG guidelines working group and the INSARAG Information Management Working Group.

East Asia Summit

FRNSW is an active participant in the East Asia Summit (EAS). The EAS held in conjunction with the annual meeting of the Association of South East Asian Nations (ASEAN) is the Indo-Pacific's premier forum for strategic dialogue. It is the only leader-led forum at which all key partners meet to discuss the full range of political, security and economic challenges facing the Indo-Pacific, and has an important role to play in advancing closer regional co-operation.

72/14/6

72 personnel; 14 days self-sustainability, available at six hours' notice for deployment anywhere in the world.

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

+250

Specialist personnel capable of complex technical rescue operations.

5

Overseas deployments of specialist incident teams.

32%

increase in storms, floods and natural disasters.

7,015

Responses to storms, floods and other natural disasters.

NATURAL DISASTER + HUMANITARIAN RELIEF

FRNSW and QFES Deployment to Exercise Shaken Fury

Strategic Humanitarian Framework

FRNSW has revised our Strategic Humanitarian Framework reinforcing our commitment to assist the most vulnerable and affected local, national and international communities in saving lives, alleviating suffering and maintaining human dignity during and in the aftermath of disasters and other humanitarian crises. The framework is underpinned and related activities guided by the humanitarian principles of humanity, independence, impartiality and neutrality.

The NSW State Government, through FRNSW and in partnership with the Australian Department of Foreign Affairs and Trade, manages a specialist capability to respond to disasters anywhere in the world and provides a range of services to help mitigate the loss to communities.

FRNSW and other NSW State Government agencies form a team of highly trained rescuers, hazardous material (HAZMAT) technicians, engineers, ambulance specialists and paramedic doctors with the capability to assist with natural disaster related intelligence gathering, emergency relief and rescue operations, the re-establishment of critical infrastructure and recovery operations.

The NSW State-based capability has been established to achieve two primary outcomes:

- To maintain operational readiness for national and international deployment within 48 hours of the event, and
- To support international capacity improvements of INSARAG and its members, especially in the Asia-Pacific region.

The NSW State-based capability is formally certified by INSARAG and engages with the United Nations Office of for the Coordination of Humanitarian Affairs (OCHA) as required.

FRNSW also has a partnership agreement with the Department of Foreign Affairs and Trade (DFAT) to enhance the alignment of Australia's disaster response capabilities with Australia's geographic and policy priorities and adhere to standards for child protection, gender equity and disability.

TRAINING AND SKILLS MAINTENANCE

Partnership with Deakin University

FRNSW commenced a partnership with Deakin University in 2015 to develop the skillset of firefighters to navigate the leadership and strategic problems faced by local, national and international aid workers. Several FRNSW officers have successfully completed the Graduate Certificate in Humanitarian Leadership Program that also attracts participants from other government and non-government agencies such as the Australian Department of Foreign Affairs and Trade, World Vision, Save the Children, the United Nations Children's Fund and Action Against Hunger.

The Program examines the complexities, values, principles and methodologies that underpin humanitarian operations through a leadership lens. Firefighters are equipped with the essential leadership skills to provide quality disaster risk reduction, response delivery and transition to recovery services to support affected communities and partner organisations in delivering humanitarian assistance in the most challenging contexts. FRNSW supports three firefighters per annum to undertake the eight month course.

FRNSW will continue to support the partnership by providing candidates on the humanitarian leadership program as part of the Catalyst program, an internal FRNSW professional development program, during the next financial year.

Exercise Shaken Fury, USA

The Federal Emergency Management Agency (FEMA) requested that FRNSW participate in Exercise Shaken Fury in June 2019 as part of a multi-jurisdictional team with the Queensland Fire and Emergency Service (QFES), Commonwealth Department of Home Affairs and the Australian Defence Force. FRNSW designated as AUS-2, is accredited by INSARAG as a heavy task force for Urban Search and Rescue (USAR), with 72 personnel and equipment available to be deployed anywhere in the world with 14 days self-sustainability, with six hours' notice.

Exercise Shaken Fury focussed on establishing and implementing a co-ordinated strategy of rapid response and recovery operations and the application of accessible resources and capabilities in response to an earthquake. The exercise also enabled us to be more prepared for USAR incidents within Australia and our region.

The exercise was undertaken in Region 5 of the USA (incorporating Indiana, Illinois, Ohio, Minnesota, Michigan and Wisconsin) under the Australia-United States Memorandum of Understanding (MoU) for Co-operation on Emergency Management. Exercise Shaken Fury was an initiative under the MoU to explore and exercise the steps involved in the potential exchange of USAR personnel following a catastrophic event in either country.

International Deployments in 2018–19

A FRNSW team consisting of seven Disaster Assistance and Rescue Team (DART) specialists worked in Greece from 2-16 August 2018 conducting fire impact assessments following severe bush fire areas, assisting the government of Greece to plan and coordinate recovery efforts.

Thirteen FRNSW officers joined a contingent of 100 specialists from across Australia and New Zealand deployed to the USA on 3 August 2018 for six weeks to assist firefighters battling wildfires in Northern California, Oregon and Washington State. The roles undertaken by our officers included Structural Protection Specialists, Taskforce Leaders and Strike Team Leaders, Safety Officers and Helicopter Crew.

FRNSW Inspector Paul Collis was deployed to Canada from 8-22 August 2018 to assist firefighters battling wildfires in British Columbia. He joined a contingent of 95 fire specialists from Australia, New Zealand and Mexico. The contingent fought 458 uncontained fires which had burned over 100,000 hectares.

Four FRNSW officers were deployed to the Solomon Islands in February 2019 to conduct capacity strengthening with the National Emergency Management Organisation (NEMO) of The Solomon Islands. The FRNSW officers provided risk analysis and pre-incident planning for critical infrastructure across the country. This information is now available for incoming assistance teams and the local National Disaster Management Office (NDMO) in the event of a natural disaster.

In the aftermath of Cyclone Fani, Station Officer Glen Mole was deployed to India from 19 June – 2 July 2019 as part of the Adventist Development and Relief Agency (ADRA) Emergency Response Team (ERT). ADRA is a non-government organisation in partnership with DFAT. Station Officer Mole mentored the ADRA Emergency Response Coordinator, undertook a Security and Safety function and assisted with identifying at risk villages.

In addition, during 2018–19 FRNSW continued to build resilience for partners in the Asia/Pacific region by:

- Mentoring and coordinating training for the emergency services in Thailand to assist them to progress towards their initial classification as an internationally deployable DART in 2021. As with a USAR team, a DART team is self-sufficient in its deployment with a specific cache of equipment and personnel and has no resource impact on the environment in which it is deployed.
- Mentoring Fire and Emergency New Zealand for their upcoming reclassification in 2020 to retain an internationally deployable DART capability
- Supporting the Philippines, in a joint program with Japan, in working towards achieving an international external classification, and
- Engaging with Bangladesh to assist them to increase their capability and resilience to sudden onset disasters.

During the two weeks Station Officer Mole was in India, ADRA distributed over 2,500 tarpaulins and non-food item kits - helping approximately 18,750 people prepare for monsoon season

EMERGING TECHNOLOGIES

FRNSW Urban Search and Rescue (USAR) capability provides specialised equipment, training, organisation and techniques used to locate, access, stabilise, and rescue people trapped following major building collapses and other complex rescues. The initial response is provided by a combination of Technical Rescue Vehicles (TRVs) and heavy rescue units placed in strategic locations across the state. The addition of the TRVs to the front line has enhanced the ability of our specialised personnel and resources to manage high risk rescues from major structural collapse incidents and natural disaster events such as landslips. FRNSW also has over 250 additional specialist personnel capable of carrying out complex technical rescue operations as members of USAR task forces.

NATURAL DISASTER + HUMANITARIAN RELIEF

OUR PLANS FOR 2019–20

INSARAG Asia Pacific

FRNSW with the Department of Foreign Affairs and Trade (DFAT) has prepared the 2019 Asia Pacific Work Plan. The plan recommends that INSARAG affiliated countries focus on capacity building and mentoring to raise the operational readiness within the region. Australia, New Zealand and Singapore will take the lead on providing training and mentoring across the region.

Commissioner Baxter became the INSARAG Asia Pacific Regional Co-Chair in 2019 and FRNSW will host the 2019 regional INSARAG meeting.

Women in Natural Disaster and Humanitarian Relief

FRNSW has committed to gender equality and inclusiveness in our humanitarian response and will increase the representation of women in our deployment teams. Gender equality in humanitarian action is about effectively reaching all segments of the affected population. The integration of gender equality and women's empowerment into humanitarian action is crucial to ensuring a rights-based and effective humanitarian system for all women, men, boys and girls affected by disasters and conflict.

FRNSW held a Women in Humanitarian Response awareness day to gauge interest and are planning further information days. The objective of the event is for FRNSW women to explore the opportunities of being involved in a disaster assistance response team. The target audience is all uniformed and non-uniformed females in FRNSW with the key outcome to increase the number of deployable females.

FRNSW will incorporate gender equity, diversity and protection policies into humanitarian doctrine and training materials.

FRNSW is also planning to include information technology and communication specialists in our DART and USAR deployment to support the effective implementation of modern IT communications in the field.

TRAINING AND SKILLS MAINTENANCE

With respect to training for response to natural disaster and provision of humanitarian relief services, in 2019–20, FRNSW will:

- Work with international partners to identify opportunities to build community resilience through community-based preparedness, planning and education focused on local communities and local and national governments
- Continue to work closely with our partners to further develop our ability to deploy international and inter-state support to those in need
- Improve our flexibility to provide FEMA with options for using our capabilities and capacity "beyond the rubble" in smaller or shorter deployments
- Ensure our firefighters develop and maintain their skills to respond to natural disasters and assist other agencies to do the same
- Integrate specific information and procedures concerning protection of children and women from abuse and sexual exploitation into our USAR/DART doctrine, training materials and pre-requisites for deployment, and
- Integrate the rapid damage assessment capability into a humanitarian disaster assessment capability to collect data on the wider humanitarian impact.

EMERGING TECHNOLOGIES

FRNSW, through innovation, will promote improvement with the use of new approaches, new technologies and new partnerships, including collaborating more closely with non-government organisations and private sector agencies providing humanitarian relief.

Senior Firefighter Tara Burton was deployed to assist the Royal Solomon Islands Police Force undertake in-field information gathering for risk assessment and Pre-Incident Plans

FRNSW will enhance the existing partnership with the Australian Department of Foreign Affairs and Trade and develop partnerships with non-government organisations in the provision of developing the capacity of local first responders with the attention to:

- Adaptive Incident Management Systems (IMS)
- Urban Search and Rescue (USAR) First Responder Training
- Humanitarian disaster assessment and coordination
- Logistics coordination
- Flood Rescue
- Chainsaw Operations (trim, cut and felled trees, gain access and debris clearing)
- 'Work safely at heights' training and procedures
- Hazardous material (HAZMAT) assessment and response, and
- Working towards the development of a roadmap for Natural Disaster and Humanitarian Relief to set the direction for the next five years in further developing the capability.

Australian Aid
AUS-2
Australian Aid
AUS-2

DAVID INSKIP
FIREFIGHTER,
BUNDEENA FIRE STATION

There are now 12 FRNSW stations in which crews have been trained to specifically fulfil a role as Community First Responder.

MEDICAL RESPONSE

While FRNSW continues to consider new opportunities to enhance our role in medical response to the community of NSW, we also contribute significantly in this domain by assisting NSW Ambulance by individual request and through the NSW Ambulance Community First Responder (CFR) Program.

FRNSW has participated in the NSW Ambulance (NSWA) Community First Responder (CFR) Program to provide timely emergency medical care to patients in remote and rural communities, under the clinical and operational control of NSW Ambulance, for over 10 years. FRNSW provides emergency medical response prior to the arrival of an ambulance in these areas where NSWA has no immediate ambulance resource.

FRNSW has the authority to provide CFR services under Section 5A(3) of the *NSW Fire and Rescue Act 1989*, which authorises the Commissioner to 'take measures anywhere in the State for protecting persons from injury or death and property from damage, whether or not fire or a hazardous material incident is involved.' From a whole of government perspective, the location of fire stations and FRNSW Officers in a network covering most of the state, has delivered faster emergency medical response to people in need than would be possible without our participation in the CFR Program.

FRNSW responded to 2,052 Community First Responder calls in 2018–19, a 25 percent increase over 2017-18, and 4,879 Ambulance Assist calls, a 25 percent increase. 'Ambulance Assist' refers to the assistance by FRNSW crews provided to Ambulance crews and under their supervision to, for example, assist in moving less mobile, or difficult to access patients as they are transported to medical care. This includes gaining emergency access for Paramedics or Police where there is concern for the welfare of an individual. On average incident call-out rates triple when a fire station becomes a CFR station. CFR incidents have increased by 220 percent since 2015.

INCIDENT TYPE	2014–15	2015–16	2016–17	2017–18	2018–19
Community First Response	936	1,155	1,366	1,643	2,052
Ambulance Assist	2,477	2,656	3,308	3,903	4,879

25%

Increase in Ambulance Assist incidents.

FRNSW IS DEVELOPING TRAINING TO ENHANCE OUR SKILLS IN RELATION TO BYSTANDER MANAGEMENT AND PSYCHOLOGICAL RESILIENCE.

2

New CFR stations available to support remote rural communities.

27%

Increase in Community First Responder incidents.

12

Stations with crews trained specifically for a CFR role.

125

Trained Community First Responders.

MEDICAL RESPONSE

Captain Graeme Guest, Deputy Captain Duncan Stewart, and Retained Firefighters Shane Cox, Paul Coughlan, Mitchell Dunstan, Damien Ellis and Russell O'Keefe with NSW Ambulance educators.

OUR ACHIEVEMENTS IN 2018–19

FRNSW and the NSW Ambulance have entered into an updated Community First Responder Memorandum of Understanding and Service Level Agreement under which FRNSW provides emergency medical response pending the arrival of an ambulance at certain locations in rural and regional NSW.

There are now twelve FRNSW stations in which crews have been trained to specifically fulfil a role as Community First Responder. These locations have been identified by NSW Ambulance on the basis of where FRNSW stations can best support NSW Ambulance in this CFR role and were reviewed by the Multi Agency Community First Responder Working Group.

The Assistant Commissioner Regional Operations liaises with the FRNSW Zone Commander to assess the capacity of the station to take on the CFR role and with the Fire Brigade Employees' Union in accordance with the consultation requirements of Clause 4 of the Crown Employees' (Fire and Rescue NSW Retained Firefighting Staff) Award 2014. The FRNSW Commissioner must then approve the creation of the CFR unit.

All firefighters are trained in basic life support including emergency medical care, oxygen resuscitation, and the use of automatic external defibrillators. Community First Responders receive additional training and skills maintenance provided by the local NSW Ambulance Clinical Educator. On successful completion of the initial eight day training program, the firefighter is awarded the nationally accredited of Certificate II in Emergency Medical Service First Response.

When a medical emergency occurs in the station's area of operation, NSW Ambulance contacts the FRNSW Communication Centre and requests that the CFR unit attends. The next available ambulance unit is also responded.

We have introduced two new CFR stations to increase our capacity to provide remote rural communities that have no immediate ambulance resources access to trained personnel to assist with emergency medical responses prior to the arrival of an ambulance.

On 31 January 2019 Coraki Fire Station became FRNSW 11th CFR station with seven firefighters gaining Certificate II in Emergency Medical Service First Response.

On 11 May 2019 Bowraville Fire Station became FRNSW 12th CFR station with seven firefighters gaining Certificate II in Emergency Medical Service First Response.

Bowraville and Coraki joined FRNSW crews from Alstonville, Branxton, Bundanoon, Bundeena, Culcairn, Denman, Henty, Thredbo, Tocumwal and Uralla as Community First Responders. FRNSW now has a total of 125 trained Community First Responders.

TRAINING AND SKILLS MAINTENANCE

A particular challenge for our workforce as we have become more involved in medical response activities is to ensure that the mental health risks of confronting emergency situations are managed for front line staff. To this end, FRNSW has developed an interactive e-learning program called The Resilience@ Work (RAW) Mind Coach Program to enhance firefighter psychological and emotional resilience. The RAW program is particularly relevant for the psychological resilience of firefighters engaging in medical assist activity.

This self-paced program consists of 10 short, interactive, internet-based training sessions involving mindfulness training, psycho-education, and a range of skills and strategies drawn from evidence-based therapies including Acceptance and Commitment Therapy (ACT), Mindfulness-Based Stress Reduction, and Compassion-Focused Therapy.

A large body of literature highlights the positive benefits of mindfulness practice on mental health outcomes while a growing number of studies also describe the positive impact of mindfulness training on psychological resilience. The RAW program also teaches a number of core cognitive strategies, which may further enhance a learner's ability to manage stress and cope with adverse circumstances more effectively.

FRNSW has worked closely with the University of NSW Workplace Mental Health Team and the Black Dog Institute to develop the RAW Mind Coach Program. In order to measure the effectiveness of the RAW program 300 FRNSW firefighters participated in a clustered, randomised and controlled trial. This is the first online mindfulness-based resilience program specifically aimed at protecting and improving mental health outcomes for high risk workers such as firefighters and their support staff. The outcomes of the RAW program were published in the Journal of Medical Internet Research.

FRNSW introduced the Program in June 2019.

OUR PLANS FOR 2019–20

Enhancing our medical response capability is a priority under the Plus Plan. This includes a review of the model to assess how FRNSW can further develop and support our CFR units to deliver their vital service sustainably and consistently.

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

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

Assistant Commissioner Rob McNeil, Captain Max Duncan, Deputy Captain Bruce Boorer & Retained Firefighters Emilio Bruno, Andrew Draper, Samantha Kennedy, Art Suwadit and Logan Zingus.

In 2016 NSW Ambulance proposed that FRNSW participate in an Early Access to Defibrillation Program (EADP). The EADP is a program with NSW Ambulance to provide early Cardio-Pulmonary Resuscitation (CPR) and early defibrillation for a person in cardiac arrest. The aim is to improve survival rates for people who have an out-of-hospital cardiac arrest. The program will propose that in addition to the NSW Ambulance responding to a person in a cardiac event, that FRNSW will be responded if the anticipated NSW Ambulance response is further than 10 minutes away. FRNSW may arrive first and administer basic life support and defibrillation, before handing over to NSW Ambulance when they arrive.

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

The FRNSW network of stations throughout the community and use of automatic vehicle location on fire appliances, provides a platform to potentially improve response times to provide early CPR and early defibrillation for a person in cardiac arrest. The program will use existing FRNSW vehicles that are equipped with automatic external defibrillators and all firefighters are trained to administer CPR and defibrillation.

The Early Access to Defibrillation program is in the planning phase. FRNSW is working closely with NSW Ambulance to ensure that all systems and communication protocols and procedures are well established and we are developing training to enhance our skills in relation to bystander management and psychological resilience.

BUILDING ORGANISATIONAL CAPABILITY

SAFETY AND WELLBEING

The vision for the Health & Safety Plan is "A safe and healthy workforce. Everyone. Everywhere. Always". The main objective of the Plan is to further develop safety management processes within FRNSW and increase our capacity to address workplace health and safety hazards.

FRNSW will continue to focus on work, health and safety (WHS) as one of our core commitments. In addition, FRNSW provides physical and mental health programs to build resilience and assist individuals maintain good health, in the workplace and in their personal lives.

FRNSW also effectively manages employee rehabilitation following a work related injury to ensure a safe and durable return to work as quickly as possible.

OUR ACHIEVEMENTS IN 2018–19

HEALTH AND SAFETY PLAN 2018-20

The Health and Safety Plan 2018-20 outlines a range of initiatives to achieve a best practice standard in addressing the Plus Plan's immediate Safety and Wellbeing priorities, reducing firefighter's exposure to carcinogens and building mental health and resilience in all staff, as well as the many other health and safety risks faced by our people.

The vision for the Health & Safety Plan is "A safe and healthy workforce. Everyone. Everywhere. Always". The main objective of the Plan is to further develop safety management processes within FRNSW and increase our capacity to address workplace health and safety hazards.

In addition, the Due Diligence Framework ensures that senior leaders are provided with the health and safety information, training and support that they need to adequately discharge their personal duties under the *Work Health and Safety Act 2011*. All Executive Officers have attended Due Diligence workshops to ensure they are aware of their roles and responsibilities.

While FRNSW recognises that staff are generally resilient and have their own methods of managing and coping with work related stress, the Wellcheck Program was expanded in 2019 to promote wellbeing and minimise the risk of psychological injury. It is not therapy or counselling but recognition that sometimes there are many competing demands on staff time, energy and psychological resources. There may not be time to stop, reflect, and reset. This can lead to staff becoming overwhelmed, stressed and unwell. Wellchecks are voluntary but may be offered to teams, including crews that have had a high volume of trauma exposure in a brief period, or where there maybe ongoing organisational issues or challenges.

1,583

FRNSW fleet
vehicles.

335

Fire stations.

705

Fire trucks.

22%

Increase in laundering personal protective clothing.

12,046

Public Safety Training Package units of competencies were awarded.

8,722

Hazmat items of equipment completed maintenance and break-fix compliance.

SAFETY AND WELLBEING

PSYCHOLOGICAL RESILIENCE

During 2018–19 FRNSW continued the implementation of Mental Health First Aid, psychological resilience programs during recruitment through to leadership training, to ensure firefighters had pro-active support, including access to the peer support program and mental health professionals.

'FITMIND' is a mental health awareness program for new recruits who participate in the program as part of their initial training. The aim of the program is to encourage the early and proactive management of the signs and symptoms of mental health issues among firefighters and crews, particularly through early help and support.

The 'Leading from Within' module has been included in the Leading Firefighter (LFF) promotional program to provide the skills to manage their team's exposure at incidents, build team resilience and help them to know when to step in following a crisis. The module has been piloted since December 2018 and will be included permanently in the LFF promotional program.

The 'RESPECT' module, facilitated by the Black Dog Institute, has been included in the Leading Station Officer (LSO) promotional program to upskill managers to support their staff who may be facing mental health issues. The program has been shown to significantly increase the mental health literacy of managers and their confidence in contacting those away from the workplace with a mental health issue.

The 'Resilience at Work' (RAW) program was launched in June 2019 and is available to all staff via a computer, tablet or smart phone. It's an online program that includes ten, 15-minute interactive sessions to build mental health literacy and personal resilience through the development of several evidence-based techniques, including mindfulness. Each interactive session includes animated content, quizzes and games.

'Bystander Management Training' is currently being piloted. This training focuses on enhancing firefighters' confidence to manage situations where bystanders, family or community members in proximity to an incident, may require support and or guidance during emergency incidents. Improving firefighter skills and confidence in this area not only benefits the community FRNSW serves, but also improves mental health outcomes for firefighters.

A family induction program has started at the Emergency Services Academy to better inform family members of those entering FRNSW as permanent firefighters. This program includes presentations by the Chaplain, Wellbeing Coordinator and Employee Assistance Program on the support options available to both firefighters and their family members. It also includes firefighters discussing the rewarding yet challenging role of a firefighter and the vast array of opportunities that exist within FRNSW.

FIREFIGHTER EXPOSURE TO CARCINOGENS

FRNSW Carcinogens Awareness Program includes several initiatives to minimise firefighters' exposure to carcinogens:

- FRNSW has reviewed world's best practice for fire station design and applied this to our building designs, to isolate dirty areas, where contaminated duty wear is stored and provide a transition to clean spaces for day to day station operations. We have tested selected stations to ensure that the proposed design minimises firefighter exposure to carcinogens
- FRNSW has updated the Station Inventory Management System (SIMS) checks for cleaning fire trucks. By regularly cleaning trucks FRNSW is ensuring that the risk of carcinogenic contamination is reduced
- Information has been provided to every firefighter through forums and media including posters in fire stations to ensure that they are aware of how to reduce exposure to carcinogens prior to, during, and after incidents. There has been a 22 percent increase in laundering of firefighter personal protective clothing since the forums were held and posters were distributed, demonstrating that the behaviour of firefighters is changing as a result of the awareness program. FRNSW has also delivered almost 7,000 new flash hoods to firefighters, and
- FRNSW has completed risk assessments of current practices and exposures and improve resources to support staff who have been diagnosed with cancer. A Cancer Aid App has been developed to improve access to available resources.

OUR PLANS FOR 2019–20

HEALTH CHECKS

Health Checks, a legislative requirement under the Crown Employees (Fire and Rescue NSW Firefighting Staff Death and Disability) Award 2017 will be implemented later in 2019. Health Checks assist firefighters proactively manage their health and include tools to identify conditions that pose an acute safety risk to firefighters, colleagues and members of the public. Health checks comprise a health history questionnaire, blood and urine tests, and clinical examination conducted by a local medical practitioner of the firefighter's choosing. This clinical data is then reviewed by an independent occupational physician appointed by FRNSW, who advises FRNSW on the firefighter's fitness for duty.

CHAPLAINCY SERVICE

FRNSW Salvation Army Chaplains, Majors Lyndsay Smith and Dawn Smith continued to provide counselling and support to firefighters and their families.

They also assisted members of the public involved in or affected by emergencies on a 24/7 basis.

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

IMPROVING MENTAL HEALTH AND RESILIENCE

FRNSW will continue to review and enhance psychological resilience programs including:

- Resilience at Work which has been customised to meet FRNSW requirements and an initial 500 program licences procured. The licences will be provided to fire stations and business units based on a risk assessment
- A psychological resilience program will be developed and piloted for Station Commanders using components of wellbeing and mental health programs currently being delivered within FRNSW
- A suicide prevention and post-vention will be developed and piloted to further reduce the risk of suicidal ideation and suicide within our workforce
- Implementation of Critical Incident Support Protocols to support of staff following attendance at potentially traumatic events both during local operations and deployments interstate or overseas
- A family support brochure will be developed to provide a specific resource for families of firefighters with physical and/or mental illness. This will improve the awareness of the early signs of mental illness and identify the support available through FRNSW and the steps they can take to support their family member, and
- FRNSW is looking to partner with industries related to firefighting to streamline the career transition process for affected firefighters through facilitated pathways to education and employment. The related initiatives will not be mandatory but will make the process easier for those interested in a facilitated vocation.

FIREFIGHTER EXPOSURE TO CARCINOGENS

FRNSW will review action that may be taken immediately as well as in the medium term to comprehensively minimise firefighter exposure to carcinogens. This will include a careful a review of current procedures, doctrine and training. Incident management, handling of contaminated equipment, fire station and fire truck design, the use, laundering and replacement of personal protective clothing and personal protective equipment will be evaluated to minimise firefighter exposure to carcinogens.

TRAINING

We are improving our programs and delivery methods so that we can provide training that will better prepare firefighters for anything they encounter on the job. This improved training will focus on effectively maintaining existing skills, as well as teaching new, relevant skills and is based off feedback received from staff.

OUR ACHIEVEMENTS IN 2018–19

TRAINING ACTION PLAN

Training underpins everything we do and ensures our firefighters are prepared for anything, ready to deliver the capabilities the community expects of them.

In March 2019, FRNSW published the Training Action Plan consisting of a series of initiatives to provide firefighters with the knowledge and skills for the future. This followed a Review of Training workshop with 65 staff from across FRNSW to identify issues and tangible solutions to improve training, analysis of feedback from Plus Plan socialisation sessions, direct firefighter feedback from a Plus Plan survey and previous reviews conducted on training.

Four projects were initiated under the Training Action Plan in 2019:

- Implement Core Skills
- Data and Cost Analysis
- Update Recognition Procedures,
- Identify current training model – which included consultation interviews with 120 stakeholders from across FRNSW, and
- A further 13 projects complete the program and have been phased to commence over the coming years.

REGISTERED TRAINING ORGANISATION

FRNSW is a Registered Training Organisation (RTO) and therefore recognised as a provider of quality-assured and nationally recognised training and qualifications. In August 2018, FRNSW received advice from the Australian Skills Quality Authority that the application for re-registration of the enterprise Registered Training Organisation had been approved for a further 7 years, until November 2025. FRNSW will continue to ensure it provides quality training and complies with the National Vocational Education and Training (VET) Regulator.

A total of 12,046 Public Safety Training Package units of competencies were awarded in 2018–19 with 16,840 internal competencies awarded.

FRNSW EMERGENCY SERVICES ACADEMY

As the State Training College at Alexandria, established in 1974, was no longer fit for purpose FRNSW relocated to a new site in December 2018.

The new Emergency Services Academy, located at Orchard Hills provides an opportunity to consolidate FRNSW sites, as well as a larger, more practical learning environment for training our staff in the core skills of fire, rescue, hazmat, and all other emergency service capabilities. As the needs of the community change, emergency and disaster response services must align. The Academy delivers leading edge operational capabilities and has increased the opportunities for improved training collaboration with other emergency services such as multi-agency, disaster and counter terrorism training.

Work on Stage Two the Practical Learning Environment or training props is under construction.

The following training programs are offered by the Academy:

Command, Leadership and Management

The Command Leadership and Management (CLM) Team provides internal and external training programs for the technical and professional development of firefighters and officers ranging from initial recruit training through to progression programs, incident management and leadership skills. In the 2018–19 CLM graduated 100 permanent recruits, 110 Senior Firefighters, 62 Leading Firefighters, 23 Station Officers, 15 Leading Station Officers and 6 Inspectors.

Technical Training

The Appliance Training Unit continued to work in partnership with Transport for NSW (formerly Roads and Maritime Services) in the delivery of driver training and assessment for firefighters. This partnership ensures consistent and effective skills acquisition across FRNSW.

The Breathing Apparatus-Hazardous Materials (BA HAZMAT) team continued to deliver Self Contained Breathing Apparatus and Hazardous Material Response skills acquisition and skills maintenance to firefighters. This training was conducted in a range of training facilities as well as a mobile BA Semitrailer for firefighters outside the Greater Sydney Area.

The Emergency Medical Care team supported by three Paramedics from NSW Ambulance continued delivery of advanced emergency medical care refresher training to stations across NSW.

The Firefighting Operational training team continued to conduct skills acquisition training in a broad range of structure firefighting disciplines, including high-rise firefighting, tactical ventilation and firefighting tactics.

Rescue Training continued to deliver a range of courses from General Land Rescue Training to highly technical capabilities such as Large Animal Rescue and Vertical Rescue. This year included the design and

implementation of a new skills upgrade program for selected stations to the new State Rescue Board 'General Land Rescue' standard. Additional training was provided to firefighters using the existing Trench Rescue Vehicles at Blacktown and Liverpool Fire Stations as well as the two new Technical Rescue Vehicles at Wollongong and Lambton Fire Stations.

Regional and Retained Training

The Regional and Retained Instructors manage the training requirements for all Regional areas. During 2018-2019 the team conducted 730 training sessions for 1,869 firefighters across a broad range of skills.

Information Technology Training Services

During 2018–19 key projects/tasks achieved included delivering Station Planning System (SPS) training to all regional permanent stations as well as Metropolitan North Area Command, providing on-site training and support to Zone Offices, delivering training in various software packages and implementing iPad technologies for recruits.

Library

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

During 2018–19, approximately 986 staff visited the library, 1,738 made contact by phone or email, 1,013 items were borrowed and 897 copies of articles or research papers were supplied with 89 of these sourced via interlibrary loan. Over 2,200 short queries were answered and 49 in-depth research requests fulfilled. The Library catalogue, accessible via intranet, was improved with the addition of 1,715 books, articles, online reports and in 2018–19 Audiobooks.

OUR PLANS FOR 2019–20

TRAINING ACTION PLAN

The Training Action Plan will continue to be implemented to enhance FRNSW training programs. Key initiatives in 2019–20 will include:

- Core Skills will be implemented so that firefighters are aware of and know how to maintain the minimum skills required to work safely and effectively as an FRNSW firefighter.
- Role based capability analysis will be undertaken to understand the capabilities that are expected and required at each rank and role. This analysis will then inform a review of the content of all recruit, promotion and progression programs
- The Training calendar will be enhanced to increase accessibility to training for firefighters, as they will have visibility of and ability to attend training stations located at nearby stations
- Our recognition procedures will be updated to streamline the process for firefighters who are seeking recognition for units already awarded, or for recognition of prior learning
- We will have completed a Data and Cost analysis to perform a health check on training in FRNSW, focusing on our ability to deliver and receive the quantity of training that has been determined to maintain our capabilities, as well as the cost-effectiveness of our current model, and
- Our current training model will be mapped and the associated areas for improvement documented so that this information, along with the current roles and responsibilities, will help us to start designing our efficient and effective future training model.

VIRTUAL TRAINING AND ASSESSMENT

Another particular focus for Education and Training in 2019–20 is developing an enhanced capability for virtual training and assessment. This will be realised through the implementation of a new Learning Management System which will streamline the process to access to online learning courses and provide enhanced visual and virtual training resources.

Enhanced Multimedia Capability

A key project for 2019–20 is the Multimedia Capability Project. This project will deliver:

- Virtual classrooms
- Live Streaming
- Training Video editing
- Setting up Training video library, and
- Testing multimedia delivery technologies within FRNSW.

Tier 3 Training Prop

COMMUNICATION

We are improving communication with the community and with each other to ensure we are better informed, and better prepared. Advancements in internal communications will allow for more effective and timely exchange of information, as well as improved accessibility to this important information through new and improved tools.

Improved external communications will focus on community engagement in order to develop higher levels of trust between FRNSW and the wider community, ensuring they are aware of our full range of capabilities, and that we are prepared for anything, anytime and anywhere.

OUR ACHIEVEMENTS IN 2018–19

IMPROVING INTERNAL COMMUNICATION

FR360 Smartphone App

FR360 is a communications tool for all FRNSW employees and volunteers. It provides staff with the latest news and information about what's happening at work in an easily accessible format. In developing FR360, we worked with employees from across FRNSW to capture how to make this a practical and informative tool that provides access to:

- Information anywhere, anytime on your smart phone, filter the content topics of interest
- A calendar of events as well stories, video and podcasts
- Roster, important notices and access the FRNSW phone book
- Information about incidents that have occurred across the state
- What's happening in the local area, to support learning from each other, and
- The ability to comment, like, and participate in polls and surveys.

FR360 Smartphone App

Station Planning System

The Station Planning System platform (SPS), a digital system that provides the foundation to better plan and manage a fire station's non-incident activities was released in 2018–19. SPS provides:

- Station Commanders (SCs) and firefighters with the ability to review, record and maintain records of their skillsets. Firefighters can record their drills directly to SPS and no longer need manual records. The currency of a firefighters' re-fresher skills are also displayed (expired, about to expire or current)
- A Station Calendar, including a Task and Handover List. Users can plan and record Station Tasks and can see what training appointments are listed in the Training Calendar for them. Handover notes improve communication during shift handover
- All relevant station-specific details to ensure the Station is managed effectively. This is particularly important for relieving Station Commanders
- SMART timesheets and rosters for Retained firefighters
- Sign off for Operational publications (Safety Bulletins, Operations Bulletins and Standard Operational Guidelines) to ensure that firefighters have been read and understood them, and
- The ability for Commands to allocate tasks to the SPS Calendars for all Stations including new Publications to sign, Monthly Drill Themes and notification of total fire bans.

Improving External Communication

FRNSW does so much more than just fight fires. From rescue and humanitarian work to education and training - we are prepared for anything.

However, when people see a fire truck go past they automatically think we are going to a burning building. Statistically, it is far more likely that we are on our way to a car crash, HAZMAT incident or to assist an ambulance. Much of what we do is also about preventing emergencies from occurring in the first place.

Through thorough qualitative research, involving over 1,000 firefighters, 56 people from the community and 14 stakeholder and partner agencies, FRNSW found that when the community understands our full breadth of capabilities the value they place on both firefighters and FRNSW are greatly improved.

Our new branding is not simply about refreshing our identity, it is about communicating and showcasing what we are capable of. The + on our logo represents our full range of capabilities.

During 2018–19 FRNSW continued to implement the outcomes of the Brand and Identity Project, rebranding fleet and fire stations and applying change in all our channels to increase our brand value.

OUR PLANS FOR 2019–20

We will continue the development of new and improved tools for communicating internally with staff, and 39 fire stations and 268 fire trucks will be rebranded to increase community awareness of our range of capabilities.

LOGISTICS SUPPORT

OUR ACHIEVEMENTS IN 2018–19

PROPERTY SERVICES

The FRNSW real estate portfolio includes 335 fire stations and approximately 108 other properties including training facilities, communication centres, area and zone offices, staff residential accommodation and logistics support facilities. During 2018–19 Property Services:

- Completed construction of new fire stations at Eden and South West Rocks
- Commenced major refurbishments of Kariong Fire Station, including adding a new Zone Office and City of Sydney Fire Station
- Commenced master planning the Alexandria precinct, which includes an upgraded fire station
- Completed the sustainability program which delivered solar panels and efficiencies to 24 high energy consumption fire stations, and
- Completed refurbishments of Horningsea Park, Warren, Kelso, Seven Hills, Sutherland and Kellyville Fire Stations under the Diversity, Privacy & Inclusion Program.

Facilities Management

Facilities Management ensures FRNSW assets are maintained to meet required standards and expectations. It includes safety and compliance works, urgent unscheduled repairs ('break/fix'), asset preservation, cleaning, security, pest control and preventative maintenance of essential plant and equipment.

The Property Services Helpdesk provides an efficient central point for the reporting of all break/fix and maintenance requirements at FRNSW sites. In 2018–19, 4,616 requests for assistance were logged, ranging from urgent works to routine break/fix tasks.

The new Eden Fire Station became operational in 2019.

FLEET MANAGEMENT

The FRNSW fleet strategy maps future costs and replacement requirements over the lifecycle of its fleet. Our frontline firefighting fleet has a useful life of 15-20 years. At 31 May 2019 the FRNSW fleet totalled 1,583 vehicles. The fire truck fleet of 705 vehicles included 581 fire trucks with pumps, an aerial fleet of 28 ladder platforms, ladders and aerial pumpers and 96 rescue and hazardous materials (HAZMAT) vehicles. During the year FRNSW commissioned 43 new vehicles including two Class 1 Bush Fire tankers, eight Class 3 pumpers, 2 Technical Rescue appliances and 32 specialist vehicles or equipment.

In addition, FRNSW has 617 other vehicles including boats, trailers, prime movers, logistics support vehicles and community fire unit trailers. There are also 261 passenger and light commercial vehicles to support operational requirements and general use.

Tankers (Off Road Fire Trucks)

Bush Fire tankers commissioned carry more water than urban fire trucks and have Class A bushfire foam systems, pump-and-roll firefighting capabilities and front bar sprayers allowing them to deliver water while moving, which is effective for fighting bushfires and fast-moving grass fires. The new tankers incorporate cabin protection spray systems for the safety of firefighters in burn over situations.

Pumpers (Fire Trucks)

Class 2 Pumpers are designed for both metropolitan and regional areas and may have primary rescue capability. There are 249 Class 2 urban fire trucks in service. A program is currently underway which will see the existing Class 2 fibreglass bodies and pump modules refurbished and fitted to new chassis. This recycling is cost effective and reduces the impact on the environment of building new bodies. During 2018–19 two prototypes are under development and will be introduced into service in 2019–20.

Class 3 Pumpers (heavy fire trucks) are designed for both metropolitan and regional areas and can be configured as either Standard, Primary Rescue or Hazmat vehicles and with Compressed Air Foam Systems.

Technical Rescue (Specialised Rescue)

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

LOGISTICS SUPPORT

The formal opening of the new South West Rocks Fire Station by Minister Elliott.

Aerial Vehicles

Almost one third of FRNSW aerial response capability, commissioned between 1996-2000, are reaching the end of their serviceable life. FRNSW commenced a procurement process that will see it acquire Ladder Platform and Aerial Pumper fire-fighting appliances over the coming years.

During 2018–19 orders were placed for the supply of four 45 metre Ladder Platforms and seven 24 metre Aerial Pumpers.

Specialised vehicles

In 2018–19 the following fleet was commissioned:

- Five Duty Commander pod type
- Two Rehabilitation Vans
- Two Ski-Doo snowmobiles,
- Hagglund Snowmobiles that underwent major rebuilding, and
- 23 Minor Fleet vehicles.

OPERATIONAL LOGISTICS

Operational Logistics core functions include evaluating and maintaining operational capability across NSW. These roles include:

- Managing over 100,000 items of equipment with an estimated replacement value of over $90 million including personal protective clothing (PPC), helmets, breathing apparatus, air cylinders, chemical booms, gas, chemical, biological and radiation detection equipment, hydraulic rescue equipment, chainsaws, power saws, vertical and flood rescue equipment
- Undertaking periodic programmed maintenance, servicing and management of over 59,000 items of hazmat and rescue equipment to maintain operational capability across NSW

Equipment Management Unit

The Equipment Management Unit manages all firefighting equipment including personal protective equipment and uniforms. It also manages doctrine for the care, use and maintenance of all equipment used by FRNSW. These roles include:

- Managing and developing the equipment quarantine process with FRNSW Health and Safety personnel, ensuring all existing equipment and PPC remains safe and fit for purpose
- Developing logistics plans for strike team deployments intrastate, interstate and internationally for assistance during large scale critical incidents, and
- Planning for future directions in equipment management and innovation such as an electronic Station Inventory Management System, and centrally managing firefighting equipment.

Activities undertaken in 2018–19 included:

- Co-ordinated the removal of legacy firefighting foams from FRNSW sites which have the potential of containing PFAS and PFOA
- Introduction of the deployment of portable toilets and support mechanisms to attend major incidents within the greater Sydney area.
- Introduction of office uniform for increased comfort, practicality and branding for senior officers and operational support firefighters.

Specialist Rescue Equipment

Equipment Logistics Rescue researched, developed and procured a range of equipment to compliment the Rescue Capability of all locations, including large animal rescue equipment, battery operated hydraulic tools, lighting and hand tools enhancing the current capability of FRNSW.

Activities undertaken in 2018–19 included:

- Updated Stations to CORE Hydraulic Rescue Technology, completing 30 percent of all Rescue Stations, progressively phasing out dual line hydraulic lines
- Developed vehicle mounted winch lines and kit, using Dyneema rope technology with soft shackles
- Completed the provision of equipment to 4 Technical Rescue Vehicles to 4 different Zones
- Developed and implemented a new layout/pocket for Class 2 General Land Rescue Appliances. This is to compliment the stowage of new and upgraded Rescue equipment as part of upgrade from Road Crash Rescue to General Land Rescue
- Developed and implemented the updated layout in the Rear Pocket for Heavy Rescue Appliances complimented with CORE Hydraulic Technology, Hose Reels, stowage for new and updated tools

- Procurement and asset management of new flood rescue equipment (three land-based units and one in water rescue unit) and new vertical rescue equipment (two new vertical rescue stations)
- Partnering with Fleet to modify Appliances to accommodate Battery Operated Hydraulic Rams and Combi Tools, still in production, and
- Planned maintenance and break-fix of 7,307 Rescue equipment was completed as per compliance requirements.

Specialist Hazmat Equipment

Equipment Logistics Hazmat researched, developed and procured a range of equipment to compliment the HAZMAT Capability of all locations including the following specialist Hazmat equipment introduced in 2018–19:

- 530 300bar SCBA cylinders
- 62 Automatic External Defibrillators
- 16 MSA Evolution E6000 Thermal Imaging Cameras
- 40 pairs of chemical resistant boots
- Two Biological Detectors, and
- Two compressors.

In 2018–19, planned maintenance and break-fix of 8,722 Hazmat items were completed consistent with compliance requirements.

STRATEGIC PROCUREMENT

The Strategic Procurement and Contract Services Unit is responsible for coordinating FRNSW procurement activities. The Unit works to ensure FRNSW meets its obligations under the *Public Works and Procurement Act 1912* which includes the requirement to ensure the agency obtains value for money in the exercise of its functions in relation to the procurement of goods and services. In 2018–19 Strategic Procurement and Contract Services:

- Introduced firefighter's protective hood (flash hood) with a particulate moisture barrier which reduces firefighter's exposure to carcinogens within smoke
- Introduced synthetic structural firefighting gloves which can be laundered to mitigate the exposure to firefighters from contaminants
- Procured & asset managed equipment for the upgrade of 13 Stations to General Land Rescue (GLR), and
- NSW Procurement reviewed all government agency procurement accreditation levels and realigned them to better meet the capabilities of the individual agency. FRNSW Procurement Accreditation Level was increased from $7.3M to up to $50M. This is a significant change in capability and allows for superior and more flexible procurement activity.

OUR PLANS FOR 2019–20

The key initiatives planned for 2019–20 for Logistics Support and the intent of those initiatives delivering targeted benefits are listed below for each operational area.

PROPERTY SERVICES

- Continue the Clean Fire Station, Diversity and Inclusion program which provides suitable facilities for our diverse workforce
- Complete the refurbishment of the City of Sydney and Kariong Fire Stations and new Zone Office
- Complete construction of the new South Tamworth and Parkes Fire stations
- Commence process to acquire land for new fire stations at Ryde, Dungog and Muswellbrook
- Complete design of Alexandria Fire Station and commence concept design for the new Lismore joint facility with NSW Ambulance, and
- Commence process to undertake refurbishments at Minmi, Newcastle and Manly Fire Stations.

FLEET MANAGEMENT

- Enhancing response capabilities with the commissioning of new generation aerial pumpers and ladder platforms.

OPERATIONAL LOGISTICS

- Continue to roll out new technology with Hydraulic Rescue Equipment; including CORE technology and battery-operated hydraulic tools
- Implement and maintain a servicing program and replacement strategy for rescue equipment in line with community and corporate needs, and improvements in technology
- Continue to work closely with our AFAC partners to develop and maintain equipment standards
- Source, develop and introduce equipment which best supports our roles and capabilities within the community
- Continue to develop and implement strategies and processes to reduce carcinogen exposure to firefighters
- Developing new ergonomic duty wear to all firefighters in alignment with FRNSW AFAC partners, and
- Deliver new Structural Personal Protective Clothing with increased protection and ergonomic design.

STRATEGIC PROCUREMENT

- Implementation of new contract for the new Personal Protective Clothing that will be superior in ergonomic design and robustness than the current version
- Awarding and implementation of a new laundry contract that will revolutionize the way FRNSW undertakes laundry and garment management. This major change is required to reduce firefighters' exposure to carcinogens
- Implementation of tendering and contractual arrangements for a number of information technology and communications projects
- Awarding and implementation of a new contract for the engagement of occupational physician services to undertake firefighter health assessments. This is a new contract that will continue FRNSW commitment to the health and wellbeing of its staff, and
- Approach the market for new Class 2 and 3 Pumper vehicles.

INFORMATION TECHNOLOGY

OUR ACHIEVEMENTS IN 2018–19

FRNSW is engaging in a range of Information Technology projects to enhance the use of technology to support more effective emergency response. In 2018–19 these projects continued to improve FRNSW resource management and administration, reporting capabilities, and delivery of critical information to frontline staff responding to emergencies and natural disasters.

EMERGENCY SERVICES COMPUTER AIDED DISPATCH

FRNSW has been a leader in the Emergency Services in adopting technologies to improve the effectiveness of service delivery. Many recent advances have focussed on leveraging information to improve the incident response process. These include implementing and maintaining the Emergency Services Computer Aided Dispatch (ESCAD) application.

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

The ESCAD program of continuous improvement to meet changing business requirements continues with additional functionality to provide end-to-end responses to emergency incidents.

The previous year's pilot-projects were realised with the replacement of regional Fire Station mission-critical turnout systems and support infrastructure. This included the replacement of FRNSW legacy copper network, a requirement as part of the NBN rollout. Much of this work was completed by the Field Services team working collaboratively with the ESCAD and Telecommunications teams. The Fire Station turnout equipment replacement program will continue into 2019–20 for the greater Sydney area.

The feasibility study to take advantage of new fire-panel technologies to provide enhanced information was progressed, with a Strategy workshop meeting with industry, automatic fire alarm service providers and other Fire Services in order to get national acceptance.

EMERGENCY MANAGEMENT

ADASHI Notify has been released to the organisation's senior commanders. This new Smartphone App provides the organisation's senior firefighters with the ability to access vital emergency information, resource availability and critical messages from their smartphones. Similarly, the Notify system can be used to dispatch these officers to emergencies with the same reliability and speed as the frontline firefighter's Mobile Data Terminals.

The multi-year development of ADASHI Area Command (Area of Operations) continued. This project is unique to large emergency services, where an Area of Operations or Level 3 Australasian Inter-service Incident Management System (AIIMS) incidents are managed. This includes the ability to aggregate incidents in a defined Area of Operation, greater task management; and greater resource management. Ongoing work between FRNSW, ADASHI Systems and other NSW emergency services as well as the AFAC community has further developed this capability over 2018–19.

ADASHI Mobile Data terminal

TECHNOLOGY TO SUPPORT ACTIVITY BASED WORKING

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

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

FIRE STATION AND DATA CENTRE INFRASTRUCTURE

In 2019, IT progressed the review into the organisation's current data centre model for the hosting of our enterprise applications. The procurement exercise for an improved data centre design is in the final evaluation stage.

Implementation commenced for the refresh of all desktop computers and upgrades to many fire station printers. The design provides fire fighters with the ability to share and retrieve their files within the station from any computer and share resources provided within their Zone.

IT INFRASTRUCTURE

Major refresh programs kept IT Infrastructure teams busy with strategic design decisions, planning technical change and rolling out replacement technologies.

In 2018–19, it was necessary for IT Infrastructure to improve network security services delivered through replacement, upgrades and patching programs. Teams took every opportunity to improve services adding value in the planning phase for each project.

INFORMATION/CYBER SECURITY

FRNSW information/cyber security supports the FRNSW Plus Plan strategy and IT business plan. Cyber security is being enhanced in FRNSW by measuring our cyber security capability maturity and associated risks with a series of improvement opportunities being actioned. Implementation progress is reported to the Audit and Risk Committee. We have implemented a cyber security program to comply with the *NSW Cyber Security Policy.* We are certified to ISO 27001, an international security management standard to provide assurance to business and to NSW Government. Scope of the certification is expanded to cover most of the FRNSW critical business processes and information assets.

We implemented additional tools to reduce the impact of spam and phishing emails together with regularly sending information/cyber security awareness emails to all staff. A whole-of-government Domain-based Message Authentication, Reporting and Conformance solution for email security will be implemented in FRNSW.

SHARED EMERGENCY SERVICES IT SYSTEMS

FRNSW assisted the NSW State Emergency Service with the expansion of their volunteer program IT application as well as assisting with their new Business Intelligence, insights and reporting platform. FRNSW also supported the NSW Rural Fire Service (RFS) with the implementation of a new Payroll Control Centre and a new Portal for Volunteer Rescue Association members.

A review was completed for the existing Emergency Services SAP services offering with a number of continuous improvements implemented across FRNSW, RFS and SES in regard to Enterprise Asset Management, Finance, Single Touch Payroll and mobile training assessments.

FRNSW continued to work closely with the NSW Telco Authority providing specialist knowledge and support of the Critical Communications Enhancement Program to expand and enhance the NSW Government Radio Network. Work has commenced to provide coverage over the North Coast and Greater Sydney Area. FRNSW is an active member of the program's steering committee as well as a recently formed operational steering committee. Once completed, FRNSW will migrate onto this expanded network and retire its aged Private Mobile Radio Networks.

OUR PLANS FOR 2019–20

The key initiatives planned for 2019–20 for Information Technology and Communications and the intent of those initiatives delivering targeted benefits are listed below.

FRNSW will continue working towards obtaining enhanced information from fire panels (Automatic Fire Alarms). A pilot study has commenced to access new technology from fire panels to provide improved information to Computer Aided Dispatch (CAD) operators and responding crews on the type and number of detectors that have entered alarm state as well as their location in the building. This information can be used by CAD Operators to potentially gain insight into the extent of the fire whilst responding crews can proceed directly to the source of the alarm rather than consuming valuable time going to the fire panel first, which may be located in a basement or a central building in a campus site, to determine the location of the detector that raised the alarm.

FRNSW will continue the planning and procurement to complete the migration of all corporate applications and data to the replacement data centre facility by end of 2019.

FRNSW ensures the optimum operation of IT equipment is maintained, supporting firefighter safety, by routinely replacing equipment that has failed, is at end of life or to comply with the manufacturer's specifications.

The following equipment is planned to be replaced in 2019–20:

- Fire truck mobile phones
- Vehicle radios and older style handheld radios (around 5,500 in total)
- Paging network transmitters (around 180) and firefighter paging terminals (around 4,000)
- All fire station devices used for group training with latest generation units to support on demand and live broadcasting to fire stations, and
- Aged Fire Station Turnout Equipment (UPSs and Public Address System) completing the program.

FRNSW will also continue to:

- Expand the use of cloud software to improve productivity and workflows
- Upgrade database, server and desktop operating systems to improve IT security
- Deliver the Community Risk Reduction module for the Station Planning System (SPS)
- Deliver Phase 2 of the FR360 Smartphone App with additional features, and
- Expand the review into ordering business rules, delegations and ESCAT.

Other initiatives proposed for 2019–20 include the:

- Migration of approximately 500 operational and corporate broadband links to the NBN
- Full deployment of the ADASHI Notify mobile application
- Improvements to the asset management process and client device tracking, and
- Review of FRNSW IT technology alerting and reporting systems.
- Launch the Community Engagement Toolkit, and
- Document and communicate the Roles and Responsibility Matrix under the Training Action Plan training program.

GOVERNANCE AND LEGAL OFFICE

OUR ACHIEVEMENTS IN 2018–19

GOVERNANCE

The Governance and Legal Office (GLO) provides independent assurance and advisory services designed to add value through promoting business process improvement, operating consistently with the NSW Treasury Policy Internal Audit and Risk Management Policy for the NSW Public Sector (TPP 15-03). The internal audit function brings a systematic and disciplined approach to evaluating performance and improving control environment activities and governance processes.

This year's annual Audit Plan, developed with consideration of the internal control environment, risk analysis, trends, and business objectives, focused on a variety of areas including cybersecurity maturity, recruitment and staffing advice, data governance, agreements with other agencies, equipment and operational issues.

FRNSW is committed to proactively managing risks. FRNSW's Risk Management Framework is compliant with requirements outlined in TPP 15-03 and has been developed in accordance with the principles outlined in ISO AS/NZS 31000: 2009 Risk Management Standard.

The FRNSW risk management program aims to improve decision-making and minimise the negative impact of events that may affect our operational activities, our reputation, legislative compliance and the health, safety and security of our employees. Key initiatives this financial year include the development of risk reports on divisions and directorates, and of a strategic risk register.

The Executive Leadership Team, comprising senior executives of FRNSW, are responsible for the identification, implementation, operation and review of enterprise and strategic level risks relevant to their area of accountability including reviews and activities relating to risk management.

INFORMATION AND RECORDS MANAGEMENT

GLO has continued to implement organisational change through its Record Management Strategy, which aims to ensure that people are engaged with modern records practices, electronic systems, less paper and a clean desk environment. It has worked with directorates and business units across FRNSW to help implement these principles, including managing records destruction and transfer, including preparing units for transfer to new premises such as the Emergency Services Academy. In addition, it has continued to implement new technological solutions, including eApproval systems to track workflow and records.

MINISTERIAL LIAISON

GLO also provides assistance and advice to the Minister's Office and the Office of Emergency Management on issues related to the agency, as well as dealing with a range of parliamentary processes, legislative and regulatory issues, and relations with other government agencies at state and federal level. Key achievements this year include the modernisation of the former *Fire Brigades Act 1989* through the *Emergency Services Legislation Amendment Act 2018*, and submissions to and participation in parliamentary inquiries into emergency services agencies at state and federal level, dealing with issues including bullying and harassment and mental health.

LEGAL SERVICES

GLO provides legal advice on a range of issues across FRNSW: commercial contracts for the provisions of services and equipment, agreements with other emergency service and government organisations, litigation and coronial processes. Major work this year has included advice on large scale procurement contracts, and agreements relating to the provision of medical services.

PROGRAM MANAGEMENT OFFICE

The Program Management Office supports FRNSW to align plans with strategy, ensure that projects, programs and change are executed effectively and efficiently, and provide reports, analysis and insights to aid decision making and strategy development. These functions are delivered through three main operational units:

- Business Intelligence and Decision Support
- Planning and Performance Evaluation, and
- Program and Change Management.

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

OUR ACHIEVEMENTS IN 2018–19

The Program Management Office (PMO) continues to focus on supporting the delivery of the Plus Plan objectives and ensuring improved outcomes for staff and the community. Driven by staff feedback, improving project delivery through better change management is a necessary development area across FRNSW.

The PMO focus area has been improving the organisational change management maturity and how we develop and implement projects. To achieve this we are adopting a best practice methodology to build our change capability consistently and sustainably across FRNSW leaders, with briefing sessions held for the Executive Leadership Team (ELT) on their role in leading change, which was followed by additional training sessions for Senior Managers.

In addition to PMO resourcing the key programs of work providing program, project and change manager services and support, PMO increased change capacity by training additional staff as change practitioners in business areas that are delivering significant change projects. The change management framework was also further developed in support of new change principles.

OUR PLANS FOR 2019–20

Ongoing work has commenced to continue to build and embed a change management capability. This will be framed by a Change Capability Development Plan that will outline the ongoing approach and ensure FRNSW commitment to the community by achieving outcomes that better support our staff's operational readiness and to better support our community. Additional staff will continue to be trained across the business in both project and change management to increase our capability and capacity to better support our staff.

SODIUM
YPOCHLORITE
TANK
APACITY 1500L
HLORITE
UTION
791
2X
GENCY DIAL
POLICE OR
RIGADE
CORROSIVE
8
SODIUM HYPOCHLORITE

FINANCIAL STATEMENTS

Independent Auditor's Report 122

Statement by The Commisioner and Chief Financial Officer 124

Statement of Comprehensive Income 125

Statement of Financial Position 126

Statement of Changes In Equity 127

Statement of Cash Flows 128

Notes to the Financial Statements

1. Summary of Significant Accounting Policies 129
2. Expenses Excluding Losses 142
3. Revenue 145
4. Gain/(Loss) on Disposal of Non-Current Assets 147
5. Other (Losses)/Gains 147
6. Acceptance by The Crown Entity of Employee Benefits and Other Liabilities 148
7. Program Groups of The Agency 148
8. Current Assets – Cash and Cash Equivalents 149
9. Current Assets – Receivables 149
10. Current Assets – Inventories 150
11. Non-Current Assets – Property, Plant and Equipment 151
12. Non-Current Assets – Intangible Assets 153
13. Fair Value Measurement Of Non – Financial Assets 153
14. Current/Non-Current Liabilities – Payables 156
15. Current/Non-Current Liabilities – Provisions 156
16. Commitments for Expenditure 164
17. Budget Review 165
18. Reconciliation of Cash Flows from Operating Activities to Net Result 166
19. Financial Instruments 166
20. Contingent Assets and Contingent Liabilities 171
21. Related Party Disclosures 171
22. After Balance Date Events 172

INDEPENDENT AUDITOR'S REPORT

Fire and Rescue New South Wales

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of Fire and Rescue New South Wales (FRNSW), which comprise the Statement of Comprehensive Income for the year ended 30 June 2019, the Statement of Financial Position as at 30 June 2019, the Statement of Changes in Equity and the Statement of Cash Flows, for the year then ended, notes comprising a Statement of Significant Accounting Policies and other explanatory information.

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Department as at 30 June 2019, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

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

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of FRNSW in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

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

Other Information

FRNSW's annual report for the year ended 30 June 2019 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Commissioner is responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Statement by the Commissioner.

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

Level 19, Darling Park Tower 2, 201 Sussex Street, Sydney NSW 2000
GPO Box 12, Sydney NSW 2001 | t 02 9275 7101 | f 02 9275 7179 | mail@audit.nsw.gov.au | audit.nsw.gov.au

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

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

Commissioner's Responsibilities for the Financial Statements

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

In preparing the financial statements, the Commissioner is responsible for assessing FRNSW's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting, except where FRNSW's operations will cease as a result of an administrative restructure.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

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

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

My opinion does not provide assurance:

- that FRNSW carried out its activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

Lawrissa Chan
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

23 September 2019
SYDNEY

Fire and Rescue NSW
Statement by Commissioner and Chief Financial Officer

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019

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

1. The accompanying financial statements exhibit a true and fair view of the financial position as at 30 June 2019 and financial performance of Fire and Rescue NSW for the year then ended.

2. The financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the Public Finance and Audit Regulation 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.

Jeremy Fewtrell
Acting Commissioner
23 September 2019

Karen Foldi
Chief Financial Officer
23 September 2019

Fire and Rescue NSW
Statement of Comprehensive Income
for the year ended 30 June 2019

	Notes	Actual 2019 $'000	Budget 2019 $'000	Actual 2018 $'000
EXPENSES EXCLUDING LOSSES				
Operating expenses				
Employee related	2(a)	652,787	579,596	579,499
Other operating expenses	2(b)	105,603	93,422	101,326
Depreciation and amortisation	2(c)	55,606	56,029	54,548
Total Expenses excluding losses		**813,996**	**729,047**	**735,373**
REVENUE				
Sale of goods and services	3(a)	13,070	13,116	12,308
Investment revenue	3(b)	4,915	3,068	4,323
Retained taxes, fees and fines	3(c)	39,734	34,764	37,873
Grants and contributions	3(d)	724,092	683,669	666,388
Other revenue	3(e)	26,177	2,213	21,562
Total Revenue		**807,988**	**736,830**	**742,454**
Gain/(loss) on disposal	4	(517)	-	(838)
Other (losses)/gains	5	(11)	-	(783)
NET RESULT		**(6,536)**	**7,783**	**5,460**
Other comprehensive income				
Items that will not be reclassified to net result:				
Actuarial gain/(loss)	15	(82,445)	-	10,018
Net increase in asset revaluation reserve	11	147,365	-	-
Total other comprehensive income		**64,920**	**-**	**10,018**
TOTAL COMPREHENSIVE INCOME		**58,384**	**7,783**	**15,478**

The accompanying notes form part of these financial statements.

Fire and Rescue NSW
Statement of Financial Position
As at 30 June 2019

	Notes	Actual 2019 $'000	Budget 2019 $'000	Actual 2018 $'000
ASSETS				
Current Assets				
Cash and cash equivalents	8	250,575	217,126	213,054
Receivables	9	26,051	18,377	18,413
Inventories	10	2,049	2,066	2,020
Other financial assets		40	31	32
Non-current assets held for sale		-	-	263
Total Current Assets		**278,715**	**237,600**	**233,782**
Non-Current Assets				
Property, plant and equipment				
- Land and buildings		679,855	607,063	531,196
- Plant and equipment		94,172	73,219	66,854
- Fire appliances		147,811	157,293	143,620
Total property, plant and equipment	11	921,838	837,575	741,670
Intangible assets	12	29,339	30,185	32,771
Total Non-Current Assets		**951,177**	**867,760**	**774,441**
Total Assets		**1,229,892**	**1,105,360**	**1,008,223**
LIABILITIES				
Current Liabilities				
Payables	14	90,388	32,081	39,752
Provisions	15	145,079	95,334	139,468
Total Current Liabilities		**235,467**	**127,415**	**179,220**
Non-Current Liabilities				
Provisions	15	264,435	218,130	159,060
Total Non-Current Liabilities		**264,435**	**218,130**	**159,060**
Total Liabilities		**499,902**	**345,545**	**338,280**
Net Assets		**729,990**	**759,815**	**669,943**
EQUITY				
Reserves		579,022	508,596	431,787
Accumulated funds		150,968	251,219	238,156
Total Equity		**729,990**	**759,815**	**669,943**

The accompanying notes form part of these financial statements.

Fire and Rescue NSW
Statement of Changes in Equity
for the year ended 30 June 2019

	Notes	Accumulated Funds $'000	Asset Revaluation Surplus $'000	Total Equity $'000
Balance at 1 July 2018		**238,156**	**431,787**	**669,943**
Changes resulting from implementation of AASB 9		1,663	-	**1,663**
Restated balance at I July 2018		**239,819**	**431,787**	**671,606**
Net result for the year		**(6,536)**	**-**	**(6,536)**
Other Comprehensive Income:				
Actuarial loss	15	(82,445)	-	**(82,445)**
Net increase resulting from asset revaluation		-	147,365	**147,365**
Transfer from asset revaluation reserve to accumulated funds		130	(130)	**-**
Total Other Comprehensive Income		**(82,315)**	**147,235**	**64,920**
Total Comprehensive Income for the Year		**(88,851)**	**147,235**	**58,384**
Balance at 30 June 2019		**150,968**	**579,022**	**729,990**
Balance at 1 July 2017		**221,796**	**432,669**	**654,465**
Net result for the year		**5,460**	**-**	**5,460**
Other Comprehensive Income:				
Actuarial gain	15	10,018	-	10,018
Transfer from asset revaluation reserve to accumulated funds		882	(882)	-
Total Other Comprehensive Income		**10,900**	**(882)**	**10,018**
Total Comprehensive Income for the Year		**16,360**	**(882)**	**15,478**
Balance at 30 June 2018		**238,156**	**431,787**	**669,943**

The accompanying notes form part of these financial statements.

Fire and Rescue NSW
Statement of Cash Flows
for the year ended 30 June 2019

	Notes	Actual 2019 $'000	Budget 2019 $'000	Actual 2018 $'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(628,025)	(575,170)	(559,224)
Other		(64,123)	(93,102)	(107,901)
Total Payments		**(692,148)**	**(668,272)**	**(667,125)**
Receipts				
Sale of goods and services		15,786	12,796	14,696
Retained taxes, fees and fines		39,723	34,764	37,220
Interest received		4,726	3,068	5,508
Grants and contributions		724,268	683,669	666,388
Other		26,683	2,213	20,836
Total Receipts		**811,186**	**736,510**	**744,648**
NET CASH FLOWS FROM OPERATING ACTIVITIES	18	**119,038**	**68,238**	**77,523**
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of property, plant and equipment		1,153	-	2,037
Purchases of property, plant and equipment		(77,852)	(71,225)	(35,389)
Purchases of intangible assets		(4,818)	(3,667)	(1,587)
NET CASH FLOWS USED IN INVESTING ACTIVITIES		**(81,517)**	**(74,892)**	**(34,939)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from borrowings and advances		-	358	-
Repayment of borrowings and advances		-	(358)	-
NET CASH FLOWS FROM FINANCING ACTIVITIES		**-**	**-**	**-**
NET INCREASE/(DECREASE) IN CASH		**37,521**	**(6,654)**	**42,584**
Opening cash and cash equivalents		213,054	223,780	170,470
CLOSING CASH AND CASH EQUIVALENTS	8	**250,575**	**217,126**	**213,054**

The accompanying notes form part of these financial statements.

1. Summary of significant accounting policies

(a) Reporting entity

Fire and Rescue NSW (FRNSW) is a NSW government entity and is controlled by the State of New South Wales, which is the ultimate parent. The Entity is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units.

These financial statements for the year ended 30 June 2019 have been authorised for issue by the Commissioner of FRNSW on 23 September 2019.

(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
- Treasurer's Directions issued under the Act.

Property, plant and equipment, and assets (or disposal groups) held for sale and certain financial assets and liabilities 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, which is the entity's presentation and functional 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 Insurer based on past claims experience.

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

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

(i) the amount of GST incurred by FRNSW as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense and

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

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

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

(f) Income recognition

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

(i) Grants and Contributions

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

The annual funding was received from the Department of Justice (as principal agency for the Justice cluster) pursuant to the *Appropriation Act 2018.*

(ii) Sale of Goods

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

(iii) Rendering of Services

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

(iv) Investment Revenue

Interest revenue is recognised using the effective interest method.

Rental income arising from operating leases is accounted for on a straight-line basis over the lease terms.

(g) Assets

(i) Acquisitions of property, plant and equipment

Property, plant and equipment are initially measured at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other Australian Accounting Standards.

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

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

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

(g) Assets (cont'd)

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

(ii) Capitalisation Thresholds

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

(iii) Revaluation of Property, Plant and Equipment

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

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

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Also refer Note 11 and Note 13 for further information regarding fair value.

FRNSW revalues its land and buildings at least every three years and specialised plant and infrastructure assets at least every five years, or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. When changes in indicators/indices are greater than 20%, a formal revaluation using external professionally qualified valuer is required. An independent comprehensive revaluation of land and buildings as at 31 December 2018 was completed and the increase in fair values of land and buildings are reflected in the financial satements as at 30 June 2019.

Non-specialised assets with short useful lives are measured at depreciated historical cost as an approximation of fair value. The entity has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

When revaluing non-current assets using the cost approach, the gross amount and the related accumulated depreciation are separately restated.

For other assets valued using other valuation techniques, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are credited directly to the revaluation surplus, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the net result, the increment is recognised immediately as revenue in the net result.

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

(g) Assets (cont'd)

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

Revaluation decrements are recognised immediately as expenses in the net result, except that, to the extent that a credit balance exists in the asset revaluation surplus in respect of the same class of assets, they are debited directly to the revaluation surplus.

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation surplus in respect of that asset is transferred to accumulated funds.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end.

(iv) Impairment of Property, Plant and Equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise. As property, plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in the rare circumstances such as where the costs of disposal are material. Specifically, impairment is unlikely for not-for-profit entities given that AASB 136 modifies the recoverable amount test for non-cash generating assets of not-for-profit entities to the higher of fair value less costs of disposal and depreciated replacement cost, where depreciated replacement cost is also fair value.

(v) Depreciation of Property, Plant and Equipment

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

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

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

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

Asset Class	**Useful Life (Years)**
Buildings	40
Fire Appliances	15 - 30
Other Vehicles	2 - 15
General Equipment	5 - 20
Computer Hardware	3 - 5
Leasehold improvements are depreciated over the terms of the lease.	

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

(g) Assets (cont'd)

(vi) Major Inspection Costs

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

(vii) Restoration Costs

The present value of the expected cost for the restoration or cost of dismantling of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

(viii) Maintenance

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

(ix) Leased Assets

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and rewards incidental to ownership of the leased assets, and operating leases under which the lessor does not transfer substantially all the risks and rewards.

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

FRNSW did not have any finance leases during the financial year ended 30 June 2019 or in the previous financial year.

(x) Intangible Assets

Intangible assets comprise mainly of software costs. FRNSW recognises these assets only if it is probable that future economic benefits will flow to the entity and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition. The useful lives of these assets are assessed to be finite.

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

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

Computer software are generally amortised using the straight line method over a period of 3 years. In specific cases, they are amortised over a period exceeding 10 years depending on the nature and useful purpose of the computer software acquired.

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

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

(g) Assets (cont'd)

(xi) Loans and Receivables

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

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

(xii) Inventories

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

(xiii) Impairment of Financial Assets

All financial assets, except those at fair value through profit and loss, are subject to an annual review for impairment. Financial assets are considered to be impaired when there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

For certain categories of financial assets, such as trade receivables, the entity first assesses whether impairment exists individually for financial assets that are individually significant, or collectively for financial assets that are not individually significant. Assets are assessed for impairment on a collective basis if they were assessed not to be impaired individually.

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

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

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

(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:

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

(g) Assets (cont'd)

(xiv) Derecognition of Financial Assets and Financial Liabilities (cont'd)

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

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

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

(xv) Other Assets

Other assets are recognised on a historical cost basis.

(xvi) Non-current Assets Held for Sale

Non-current assets held for sale are recognised at the lower of carrying amount and fair value less costs of disposal. These assets are not depreciated while they are classified as held for sale.

(h) Liabilities

(i) Payables

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

(ii) Employee Benefits and Other Provisions

(1) Salaries and Wages, Annual Leave, Sick Leave and On-Costs

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

Annual leave that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 *Employee Benefits*. Market yield on government bonds closest to the term of the expected liabilities are used to discount long-term annual leave. The average rate used over the term of the liability was 1.1%.

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

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

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

(h) Liabilities (cont'd)

(2) Long Service Leave and Superannuation

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

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

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in TC18-13) 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.

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

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

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

(h) Liabilities (cont'd)

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

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

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

The fund administrator is Hannover Life of Australasia (Hannover) effective from 1 July 2016. The Trustee of the superannuation fund is Crown Employees (NSW Fire Brigade Firefighting Staff Death and Disability) Superannuation Fund. Benefits arising from claims associated with death or total and permanent incapacity are paid by the insurer.

Funds derived from employer contributions are used to pay benefits associated with partial and permanent incapacity and to provide a reserve to meet any deficiencies in the funds administered by Hannover.

The provision maintained by FRNSW for Death and Disability Benefits (Note 15) is valued each year in accordance with AASB 119 *Employee Benefits*. The following assumptions have been used:

- The discount rate (gross of tax) assumed was 1.5% (2.8% in 2018) per annum. This discount rate is appropriate for AASB 119 purposes.
- The salary increase rate is 2.5% (2.5% in 2018).
- The inflation rate for pensions is 2.5% (2.5% in 2018).
- Mortality rates from the 2018 valuation of SSS invalidity pensions.
- An allowance of 40% (40.0% in 2018) for reversionary commutation of pensions (% of eligible claimants) has been provided.
- An allowance of 28.0% (32.0% in 2018) for commuted lump sums as a % of lifetime pension (2012 Award).

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

Actuarial gains and losses are recognised as other comprehensive income.

(iii) Other provisions

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

If the effect of the time value of money is material, provisions are discounted at 1.1% (2.3% in 2018), 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.

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

(h) Liabilities (cont'd)

(iv) Fair value hierarchy

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

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

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

Refer to Note 13 and Note 19 for further disclosures regarding fair value measurements of financial and non-financial assets.

(i) Equity and Reserves

(i) Revaluation surplus

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

(ii) Accumulated funds

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

(j) Budgeted Amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the primary financial statements are explained in Note 17.

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

(k) Comparative information

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

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

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

(i) Effective for the first time in 2018-19

The accounting policies applied in 2018-19 are consistent with those of the previous financial year except as a result of the new or revised Australian Accounting Standard that has been applied for the first time in 2018-19:

- *AASB 9 Financial Instruments*

FRNSW has adopted AASB 9 *Financial Instruments* (AASB 9), which resulted in changes in accounting policies in respect of recognition, classification and measurement of financial assets and financial liabilities; derecognition of financial instruments and impairment of financial assets. AASB 9 also significantly amends other standards dealing with financial instruments such as the revised AASB 7 *Financial Instruments: Disclosures* (AASB 7R).

FRNSW applied AASB 9 retrospectively but has not restated the comparative information which is reported under AASB 139 *Financial Instruments: Recognition and Measurement* (AASB 139). Any differences arising from the adoption of AASB 9 have been recognised directly in accumulated funds. This Standard replaces AASB 139 *Financial Instruments: Recognition and Measurement*. It improves and simplifies the approach for classification and measurement of financial assets and liabilities. Under this standard, debtors impairment requirements are based on the 'expected credit losses' model which replaces the 'incurred losses' approach under AASB 139.

The adoption of AASB 9 has changed the entity's accounting for impairment losses for financial assets by replacing AASB 139's incurred loss approach with a forward-looking expected credit loss (ECL) approach. AASB 9 requires the entity to recognise an allowance for ECLs for all debt instruments not held at fair value through profit or loss.

(ii) Issued but not yet effective

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

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

- *AASB 16 Leases*

This Standard applies to annual reporting periods beginning on or after 1 July 2019 for Not-for Profit entities. This Standard supersedes the existing lease accounting requirements in AASB 117 *Leases* and the related interpretation. The new standard introduces a single lessee accounting model by eliminating the current requirements to distinguish leases as either operating lease or finance leases. Instead, all long-term leases are treated in a similar way to finance leases and are to be brought onto the balance sheet as asset and liability at present value and depreciated in line with AASB 116 *Property, Plant and Equipment*. It also requires the unwinding of lease liability and the recognition of interest expense.

It is estimated that on the transition date of 1 July 2019, FRNSW will recognise right-of-use leased assets and liabilities of $59m. The impact represents management's current best estimate and is still under review. It is possible that the amount recognised at 1 July 2019 in the Statement of Financial Position will differ from this estimate, as a result of further review of underlying lease data, if new leases are entered into or terminated or from re-assessment of any key management assumptions, such as the reasonable possibility that lease extension options will or will not be renewed.

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

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

- *AASB 15 Revenue from Contracts with Customers*

This Standard applies to Not-for-Profit entities from 1 July 2019. AASB 15 replaces AASB 118 *Revenue*, AASB 111 *Construction Contracts* and Interpretations on recognising different revenue streams. This Standard provides a single framework for revenue recognition using a five-step model. Revenue recognition is now based on when control of the goods or services are transferred to the customer.

Revenue recognition may be accelerated or deferred, compared to existing pronouncements. In particular for revenue contracts with multiple components, variable consideration, and licences. There are significant additional disclosure requirements to provide more useful information to financial statement users.

This Standard does not affect the way FRNSW currently recognises revenue from contracts with customers.

- *AASB 1058 Income of Not-for-Profit Entities*

This Standard applies to Not-for-Profit entities from 1 July 2019. It clarifies and simplifies the income recognition requirements that apply to not-for-profit (NFP) entities in conjunction with AASB 15 *Revenue from Contracts with Customers*. This Standard superseded all the income recognition requirements relating to private sector NFP entities, and the majority of income recognition requirements relating to public sector NFP entities, previously in AASB 1004 *Contributions.* The requirements of this Standard more closely reflect the economic reality of NFP entity transactions that are not contracts with customers. The timing of income recognition depends on whether such a transaction gives rise to a liability or other performance obligation (a promise to transfer a good or service), or a contribution by owners, related to an asset (such as cash or another asset) received by an entity.

This Standard applies when a NFP entity receives volunteer services or enters into other transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives.

This standard is relevant to FRNSW in its recognition of income in the event it acquires an asset at significantly less than fair value to further its objectives.

- *AASB 2016-3 Amendments to Australian Accounting Standards – Clarifications to AASB 15*

This Standard applies to Not-for-Profit entities from 1 July 2019. AASB 2016-3 was published to clarify some concepts to AASB 15 (eg. Identifying performance obligations, principal versus agent considerations, and licensing) and provide some transitions relief for modified contracts and completed contracts.

- *AASB 2016-7 Amendments to Australian Accounting Standards - Deferral of AASB 15 for Not-for-Profit Entities*

This Standard applies to annual reporting periods beginning on or after 1 January 2017. It amends the mandatory effective date (application date) of AASB 15 *Revenue from Contracts with Customers* for not-for-profit entities so that AASB 15 is required to be applied by such entities for annual reporting periods beginning on or after 1 January 2019 instead of 1 January 2018. The amendments arise in conjunction with the issuance of AASB 2016-8 *Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities*, which sets requirements and provides guidance for the application of AASB 15 by not-for-profit entities, and AASB 1058 *Income of Not-for-Profit Entities*.

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

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

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

- *AASB 2016-8 Amendments to Australian Accounting Standards – Australian Implementation Guidance*

  This Standard applies to annual reporting periods beginning on or after 1 January 2019. It amends AASB *9 Financial Instruments* and AASB 15 *Revenue from Contracts with Customers* by inserting into these standards the Australian requirements and authoritative implementation guidance for not-for-profit entities.

  The amendments to AASB 9 address the initial measurement and recognition of non-contractual receivables arising from statutory requirements. Such receivables include taxes, rates and fines.

  The amendments to AASB 15 address the following aspects of accounting for contracts with customers:
  (a) identifying a contract with a customer;

  (b) identifying performance obligations; and

  (c) allocating the transaction price to performance obligations

FRNSW will consider the requirements and guidance in this standard in the application of AASB 15.

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

2. Expenses excluding losses

(a) Employee Related Expenses

	2019 $'000	2018 $'000
Salaries and wages (including Annual Leave)		
- Brigades	335,062	324,517
- Retained Firefighters	49,705	46,370
- Administrative & Technical Staff	54,776	49,701
Superannuation - Defined Benefit Plans	14,398	15,468
Superannuation - Defined Contribution Plans	33,158	31,315
Long Service Leave	19,930	19,443
Workers' Compensation Insurance (refer Notes 17 and 20(b))	64,745	20,582
Payroll Tax and Fringe Benefits Tax	30,873	29,463
Overtime	21,041	14,847
Redundancy Payments	789	270
Meal Allowance	91	94
Death and Disability Scheme	22,712	24,279
Long Service Leave Liability On-Costs not assumed by the Crown Entity	5,507	3,150
	652,787	579,499

2. Expenses excluding losses (cont'd)

(b) Other Operating Expenses

	2019 $'000	2018 $'000
Auditor's Remuneration -		
Audit of the Financial Statements	241	235
Bad Debts Written Off	68	-
Operating Leases Rental Expenses		
- Minimum Lease Payments		
(see Note 3(e) Sub-leases to Employees)	7,216	4,750
Maintenance *	27,131	26,953
Insurance	2,576	2,307
Rates, Utilities and Cleaning	6,610	5,840
Fire Appliances and Vehicles Running Costs	4,818	4,367
Stores and Minor Equipment	8,418	6,951
Uniforms	6,359	8,317
Communications	17,580	15,221
Travel and Subsistence	3,129	2,675
Computer Services	2,785	544
Printing and Stationery	1,022	932
Consultants	1,782	3,676
Other Contractors	4,964	6,914
Fees for Services	8,327	10,356
General Expenses	2,577	1,288
	105,603	101,326

**Reconciliation: Total maintenance*		
Maintenance expense, contracted labour and other (non employee related), as above	27,131	26,953
Maintenance related employee expense included in Note 2(a)	2,130	2,090
Total maintenance expenses included in Note 2(a) + 2(b)	29,261	29,043

2. Expenses excluding losses (cont'd)

(c) Depreciation and Amortisation

	2019 $'000	2018 $'000
Depreciation		
Buildings		
Buildings	16,195	14,601
Leasehold Improvements	476	536
	16,671	15,137
Plant and Equipment		
Motor Vehicles	1,081	1,279
Computer Equipment	3,775	3,790
Plant and Equipment	8,322	8,744
	13,178	13,813
Fire Appliances	17,797	17,495
Total Depreciation	**47,646**	**46,445**
Amortisation		
Software	7,960	8,103
Total Amortisation	**7,960**	**8,103**
Total Depreciation and Amortisation	**55,606**	**54,548**

3. Revenue

(a) Sale of Goods and Services

	2019 $'000	2018 $'000
Monitoring of Automatic Fire Alarms	10,393	9,776
Public Lectures	866	1,065
Charges for Removing Hazardous Materials	1,562	1,195
Other services	249	272
	13,070	12,308

(b) Investment Revenue

	2019 $'000	2018 $'000
Interest revenue from financial assets not at fair value through profit or loss	4,915	4,323
	4,915	4,323

(c) Retained Taxes, Fees and Fines

	2019 $'000	2018 $'000
Fines:		
Charges for False Alarms	36,461	35,278
Fees:		
Statutory Fire Safety Charges	3,273	2,595
	39,734	37,873

3. Revenue (cont'd)

(d) Grants and Contributions

	2019 $'000	2018 $'000
Cluster Grant from Department of Justice (refer Note 20(b))	718,649	661,679
Fire Service - Commonwealth Government	4,380	4,232
Other Grants and Contributions Received	1,063	477
	724,092	666,388

(e) Other Revenue

	2019 $'000	2018 $'000
ATO Diesel Fuel Rebate	317	298
Workers Compensation Receipts	4,142	3,626
Claims for Natural Disasters	1,453	1,451
Proceeds from Insurance Claims	899	1,816
Service Costs from other Government Departments	1,970	1,785
Salary Recoups from other Government Departments	551	529
Salary Packaged Recoup	180	151
Treasury Managed Fund (TMF) Hindsight Adjustment	14,266	9,746
Property Rentals:		
Leases	594	576
Sub-leases to Employees	369	387
Sundry Items	1,436	1,197
	26,177	21,562

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

	2019 $'000	2018 $'000
Gain on Disposal of Assets Held for Sale:		
Proceeds from Disposal	575	-
Asset Disposal Expenses	(18)	-
Written Down Value of Assets Disposed	(262)	-
Net Gain on Disposal of Assets Held for Sale	295	-
Gain on Disposal of Land and Buildings:		
Proceeds from Disposal	-	1,150
Asset Disposal Expenses	-	(22)
Written Down Value of Assets Disposed	-	(833)
Net Gain on Disposal of Land and Buildings	-	295
Loss on Disposal of Fire Appliances:		
Proceeds from Disposal	178	478
Written Down Value of Assets Disposed	(521)	(1,289)
Net Loss on Disposal of Fire Appliances	(343)	(811)
Loss on Disposal of Plant and Equipment:		
Proceeds from Disposal	389	409
Written Down Value of Assets Disposed	(568)	(692)
Net Loss on Disposal of Plant and Equipment	(179)	(283)
Gain/(Loss) on Disposal of Intangible Assets:		
Proceeds from Disposal	-	-
Asset Disposal Expenses	-	-
Written Down Value of Assets Disposed	(290)	(39)
Net Gain/(Loss) on Disposal of Intangible Assets	(290)	(39)
Gain/(Loss) on Disposal of Non-Current Assets	(517)	(838)

5. Other (losses)/gains

	2019 $'000	2018 $'000
Impairment of receivables (refer Note 19(b))	(11)	(783)
Total Other Gains/(Losses)	(11)	(783)

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

Fire and Rescue NSW'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)(2) for details.

7. Program groups of the agency

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

8. Current assets – cash and cash equivalents

	2019 $'000	2018 $'000
Cash on Hand	112	133
Cash at Bank*	220,463	182,921
Short-term Deposits	30,000	30,000
	250,575	213,054

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

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

Cash and cash equivalents (per Statement of Financial Position)	250,575	213,054
Closing cash and cash equivalents (per Statement of Cash Flows)	250,575	213,054

* Refer to Note 19 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

9. Current assets - receivables

	2019 $'000	2018 $'000
Monitoring of Automatic Fire Alarms	1,928	1,518
False Alarms	5,800	6,285
Statutory Fire Safety Charges	1,371	875
Interest Accrued	229	40
Goods and Services Tax (GST)	7,987	2,758
Sundry		
- Other Receivables	5,740	6,331
	23,055	17,807
Less: Allowance for impairment*	(360)	(2,021)
Net receivables	22,695	15,786
Prepayments	3,356	2,627
	26,051	18,413

9. Current assets - receivables (cont'd)

	2019 $'000	2018 $'000
Movement in the allowance for impairment		
Balance at 1 July under AASB 139	(2,021)	(951)
Amounts restated through opening accumulated funds	1,663	-
Balance at 1 July under AASB 9	(358)	(951)
Amounts written off during the year	-	-
Amounts recovered during the year	-	-
Decrease/(increase) in allowance recognised in profit or loss	(2)	(1,070)
Balance at 30 June	(360)	(2,021)

* Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 19.

10. Current assets - inventories

	2019 $'000	2018 $'000
Held for distribution	2,049	2,020

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

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

At 1 July 2018 - fair value	Land and Buildings $'000	Plant and Equipment $'000	Fire Appliances $'000	Total $'000
Gross carrying amount	812,315	205,487	329,398	1,347,200
Accumulated depreciation and impairment	(281,119)	(138,633)	(185,778)	(605,530)
Net Carrying Amount	**531,196**	**66,854**	**143,620**	**741,670**
At 30 June 2019 - fair value				
Gross carrying amount	1,063,778	236,021	347,901	1,647,700
Accumulated depreciation and impairment	(383,923)	(141,849)	(200,090)	(725,862)
Net Carrying Amount	**679,855**	**94,172**	**147,811**	**921,838**

Reconciliation

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

Year ended 30 June 2019	Land and Buildings $'000	Plant and Equipment $'000	Fire Appliances $'000	Total $'000
Net Carrying Amount at Start of Year	531,196	66,854	143,620	741,670
2018/19 additions:				
Expenditure Capitalised	4,825	7,328	1,335	13,488
Work in Progress	7,861	33,736	21,115	62,712
Make Good Obligation Costs*	5,616	-	-	5,616
Disposals	-	(10,531)	(4,006)	(14,537)
Depreciation Expense	(16,671)	(13,178)	(17,797)	(47,646)
Net Revaluation Increment	147,365	-	-	147,365
Reclassification from Inventory	-	-	59	59
Depreciation Written Back on Disposals	-	9,963	3,485	13,448
Leasehold Right-of Use Assets	(337)	-	-	(337)
Net Carrying Amount at End of Year**	**679,855**	**94,172**	**147,811**	**921,838**

* The make good obligation costs have arisen as a result of the Orchard Hills training facility.

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

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

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

Reconciliation

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

Year ended 30 June 2018	Land and Buildings $'000	Plant and Equipment $'000	Fire Appliances $'000	Total $'000
Net Carrying Amount at Start of Year	525,294	69,857	147,538	742,689
2017/18 additions:				
Expenditure Capitalised	7,977	1,844	2,036	11,857
Work in Progress	4,734	9,658	12,832	27,224
Make Good Obligation Costs*	3,355	-	-	3,355
Disposals	(2,446)	(2,053)	(9,529)	(14,028)
Transfer to Assets Held for Sale	(263)	-	-	(263)
Depreciation Expense	(15,137)	(13,813)	(17,495)	(46,445)
Reclassification to Inventory	-	-	(2)	(2)
Depreciation Written Back on Disposals	1,613	1,361	8,240	11,214
Leasehold Right-of Use Assets	6,069	-	-	6,069
Net Carrying Amount at End of Year**	**531,196**	**66,854**	**143,620**	**741,670**

* The make good obligation costs have arisen as a result of the new administration building at Orchard Hills.

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

12. Non - current assets – intangible assets

	2019 $'000	2018 $'000
Cost (gross carrying amount)	74,581	78,432
Accumulated amortisation and impairment	(45,242)	(45,661)
Net Carrying Amount	**29,339**	**32,771**

	2019 $'000	2018 $'000
Net Carrying Amount at Start of Year	32,771	39,326
Additions:		
Externally acquired	1,753	143
Work in Progress	3,065	1,444
Disposals	(8,668)	(1,445)
Amortisation Expense	(7,960)	(8,103)
Amortisation Written Back on Disposals	8,378	1,406
Net Carrying Amount at End of Year	**29,339**	**32,771**

13. Fair value measurement of non - financial assets

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

(a) Fair value hierarchy

Fair value measurements recognised in the statement of financial position are categorised into the following levels:

2019	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total Fair Value $'000
Land, Buildings and Fire Appliances (Note 11)				
Land and Buildings	-	312,615	367,240	679,855
Fire Appliances	-	1,494	146,317	147,811
	-	314,109	513,557	827,666

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

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

(b) Valuation Techniques, Inputs and Processes

Recurring fair value measurements

Land and buildings

Fair value of land and buildings are measured having regard to the highest and best use of the assets. Where current market buying prices can be observed, the property is valued having regard to the direct comparison method of valuation, with reference to current market transactions of comparable properties in the surrounding locality. Vacant land and residential properties are valued using this market approach, with level 2 input used.

FRNSW's property portfolio consists predominantly of fire stations and related leasehold improvements which are considered to be specialised assets and therefore current market buying prices cannot be observed. These assets are valued using the cost approach (depreciated replacement cost), using level 3 inputs.

A full valuation of land and buildings as at 31 December 2018 was completed by FRNSW using an independent valuer.

Fire Appliances

Fire Appliances consist of specialised fire fighting plant and equipment and non-specialised services vehicles, quad bikes, etc. Specialised fire appliances have no observable current market buying prices. The valuation technique applied to value these assets is the cost methodology (depreciated replacement cost) using level 3 input. In applying this methodology, depreciated replacement cost is calculated as the current replacement cost less accumulated depreciation to reflect the already consumed future economic benefits of the asset. Adjustments are then made for any differences between the practical capacity and/or useful life of the modern equivalent asset and that of the existing asset.

Non-specialised fire appliances are valued using level 2 input as observable current market buying prices are available for these assets.

A full valuation as at 31 December 2015 was completed by FRNSW using an independent valuer.

Fire appliances are emergency services vehicles and FRNSW undertakes regular maintenance of these vehicles. Their fair values are therefore not materially different from their carrying values

Non-recurring fair value measurements

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

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

(c) Reconciliation of recurring Level 3 fair value measurements

2019	Land and Buildings $'000	Fire Appliances $'000	Total Recurring Level 3 Fair Value $'000
Fair value as at 1 July 2018	291,692	140,871	432,563
Additions	11,844	22,247	34,091
Reclassification/transfer	(182)	1,369	1,187
Disposals	-	(3,105)	(3,105)
Depreciation expense	(16,671)	(17,797)	(34,468)
Leasehold restoration	5,617	-	5,617
Depreciation written back on disposal	-	2,673	2,673
Net revaluation increment	75,277	-	75,277
Adjustments	-	59	59
Leasehold right-of-use assets	(337)	-	(337)
Fair value as at 30 June 2019	**367,240**	**146,317**	**513,557**

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

14. Current / non-current liabilities – payables

	2019 $'000	2018 $'000
Current Payables		
Accrued Salaries, Wages and On-Costs	14,573	13,275
Creditors	20,078	16,062
Unearned Revenue	499	323
Accruals (refer Note 17)	55,238	10,092
	90,388	39,752

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 19.

15. Current/non-current liabilities - provisions

	2019 $'000	2018 $'000
Employee Benefits and Related On-Costs		
Annual Leave	74,774	70,734
Long Service Leave On-Costs not assumed by the Crown	35,549	30,041
Death & Disability Prospective Benefits	279,952	184,078
Death & Disability Retrospective Benefits	3,768	3,029
Fringe Benefits Tax	321	491
	394,364	288,373
Other Provisions		
Restoration costs*	9,418	4,086
Lease incentives	5,732	6,069
	15,150	10,155
Total Provisions	409,514	298,528
Aggregate Employee Benefits and Related On-Costs		
Provisions - Current	144,624	139,063
Provisions - Non-Current	249,740	149,310
Accrued Salaries, Wages and On-Costs (Note 14)	14,573	13,275
	408,937	301,648
Current provisions not expected to be settled within the next 12 months:		
Annual Leave	35,844	33,409
Long Service Leave On-costs	2,844	2,262
	38,688	35,671

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

Current provisions

	2019 $'000	2018 $'000
Recreation Leave	74,774	70,734
Long Service Leave Oncosts	35,549	30,042
Death & Disability Benefits	33,980	37,796
Others	776	896
	145,079	139,468

Non-current provisions

	2019 $'000	2018 $'000
Death & Disability Benefits	249,740	149,310
Asset Restoration	9,368	4,086
Lease Incentive	5,327	5,664
	264,435	159,060

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

- not later than one year - $0.00m
- later than one year - $9.42m

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:

2019	Restoration Costs $'000
Carrying amount at the beginning of the financial year	4,086
Amounts used during 2018-19	(284)
Additional provisions during 2018-19	5,616
Carrying amount at the end of financial year	9,418

Characteristics of FRNSW Death & Disability Scheme Prospective Benefits

Nature of benefits provided

Firefighters receive lump sum payments for Partial and Permanent Incapacity (PPI). They receive lump sum payments and pensions for Death or Total and Permanent Incapacity (TPI).

All payments are dependent on:

- Age
- Salary
- On duty or off duty injury

Pensions are increased in line with the Consumer Price Index.

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

Regulatory framework

The Crown Employees (Fire and Rescue NSW Firefighter Staff Death and Disability) Award 2017. The Award is updated every three years.

Other entity's responsibilities for the governance of the plan

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

Death & Disability Plan Risks

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

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

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

Death & Disability Scheme Amendments, Curtailments or Settlements

	2019 $'000	2018 $'000
Death & Disability Benefits Position		
Defined benefit obligation	284,693	190,689
Net assets	(4,741)	(6,612)
Deficit	279,952	184,077

	2019 $'000	2018 $'000
Movement in Net Liabilities		
Net liability in Statement of Financial Position at beginning of year	184,077	178,911
Expense recognised in Statement of Comprehensive Income	23,202	24,131
Employer contributions	(8,980)	(8,887)
Amount recognised in Statement of Comprehensive Income	81,653	(10,078)
Net liability in Statement of Financial Position at the end of the year	279,952	184,077

Reconciliation of movement in the fair value of plan assets:		
Fair value of plan assets at beginning of year	6,612	5,640
Employer contributions	8,980	8,887
Participant contributions	3,494	3,408
Benefit payments	(12,006)	(11,347)
Operating costs	(855)	(797)
Interest income	180	166
Actual return on plan assets less interest income	(1,664)	655
Assets at year end	4,741	6,612

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

	2019 $'000	2018 $'000
Reconciliation of movement in the Defined Benefit Obligation (DBO):		
Total defined benefit obligations at beginning of year	190,689	184,551
Employer service cost	17,778	18,799
Interest expense	5,457	5,498
Participant contributions	3,494	3,408
Operating costs	(855)	(797)
Benefit payments	(12,006)	(11,347)
Past service cost (saving from change in benefit design)	146	-
Actuarial loss on liabilities due to changes in assumptions	43,957	2,771
Actuarial (gain)loss on liability due to changes in assumptions & experience	36,032	(12,194)
Total defined benefit obligations at year end	284,692	190,689
The amounts recognised in the Statement of Comprehensive Income		
Prospective		
Employer service cost	17,778	18,799
Net interest cost	5,277	5,332
Past service cost (saving from change in benefit design)	146	-
Total included in employer benefits expense	23,201	24,131
Remeasurement in other comprehensive income		
Actual return on assets less interest income	(1,664)	655
Actuarial gains/(losses) on liability	(79,988)	9,423
Total included in other comprehensive income	(81,652)	10,078
Reconciliation of Interest Cost		
Defined benefit obligations at end of prior year (net discount rate)	190,689	184,551
Material movements in defined benefit obligation	8,412	10,063
Weighted for timing	4,206	(5,032)
Average benefit obligations	194,895	189,582
Discount rate	2.8%	2.9%
Calculated interest cost	5,457	5,498
Reconciliation of Expected Return on Assets		
Fair value of assets at beginning of year	6,612	5,640
Employer contributions	8,980	8,887
Weighted for timing	4,490	4,444
Participant contributions	3,494	3,408
Weighted for timing	1,747	1,704
Benefit payments	(12,006)	(11,347)
Weighted for timing	(6,003)	(5,673)
Operating costs	(855)	(797)
Weighted for timing	(427)	(398)
Average expected assets	6,419	5,715
Assumed rate of return	2.8%	2.9%
Calculated interest income	180	166

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

Sensitivity Analysis

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

		New Rate	Defined Benefit Obligation $000	Change in Obligation $000	Percentage change in obligation
Discount rate	1% increase	2.5%	247,933	(36,760)	-12.9%
	1% decrease	0.5%	333,478	48,785	17.1%
CPI inflation and salary Increase	1% increase	3.5%	332,665	47,972	16.9%
	1% decrease	1.5%	247,800	(36,893)	-13.0%
Future expected claims	10% increase		291,913	7,220	2.5%
	10% decrease		277,473	(7,220)	-2.5%

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

Asset and liability matching strategies

The FRNSW Death & Disability Scheme has no matching strategies.

Funding arrangements and funding policy

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

Expected contributions for the next reporting period

The fund will receive approximately $ 3.4 million in member contributions each year under the 2015 and 2017 Award. Employer contributions are made to meet the cost of the benefits as they fall due (refer Note 1 (h) (ii) (c)).

Maturity profile of defined benefit obligation (DBO)

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

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

	2019 $'000	2018 $'000
Death & Disability Retrospective Benefits Position		
Defined benefit obligation	3,768	3,029
Deficit	3,768	3,029
Movement in Net Liabilities		
Net liability in Statement of Financial Position at beginning of year	3,030	3,018
Expense recognised in Statement of Comprehensive Income	83	86
Employer contributions	(137)	(134)
Amount recognised in Statement of Comprehensive Income	792	60
Net liability in Statement of Financial Position at the end of the year	3,768	3,030
Reconciliation of movement in the fair value of plan assets		
Employer contributions	137	134
Benefit payments	(137)	(134)
Expected assets at year end	-	-

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

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

	2019 $'000	2018 $'000
Reconciliation of movement in the Defined Retrospective Benefit Obligation (DBO)		
Total defined benefit obligations at beginning of year	3,029	3,018
Interest expense	83	86
Benefit payments	(137)	(134)
Actuarial loss on liabilities	792	59
Total defined benefit obligations at year end	3,767	3,029
Amount recognised in Other Comprehensive Income		
Actuarial gain on assets	-	-
Actuarial gain / (loss) on liability	(792)	(60)
Actuarial gain / (loss) recognised in OCI	(792)	(60)
Reconciliation of Interest Cost		
Defined benefit obligations at end of prior year (net discount rate)	3,029	3,018
Material movements in defined benefit obligation	(137)	(134)
Weighted for timing	(68)	(67)
Average benefit obligations	2,961	2,951
Discount rate	2.8%	2.9%
Calculated interest cost	83	86
Reconciliation of Expected Return on Assets		
Employer contributions	137	134
Weighted for timing	68	67
Benefit payments	(137)	(134)
Weighted for timing	(68)	(67)
Assumed rate of return	2.8%	2.9%

15. 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	2.5%	3,277	(491)	-13.0%
	1% decrease	0.5%	4,382	614	16.3%
CPI inflation and salary Increase	1% increase	3.5%	4,369	601	15.9%
	1% decrease	1.5%	3,277	(491)	-13.0%

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

Asset and liability matching strategies

The FRNSW Death & Disability Scheme has no matching strategies.

Funding arrangements and funding policy

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

Expected contributions for the next reporting period

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

Maturity Profile of defined benefit obligation (DBO)

The weighted average term of the defined benefit obligation is 15 years.

16. Commitments for expenditure

	2019 $'000	2018 $'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	3,800	2,084
Plant and Equipment	5,421	1,193
Fire Appliances	7,332	7,433
Software Development	406	508
Total (including GST)	16,959	11,218
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	1,542	1,020

	2019 $'000	2018 $'000
(b) Operating Lease Commitments		
Future non-cancellable operating lease rentals not provided for and payable:		
Not later than one year	6,233	5,994
Later than one year and not later than five years	21,733	26,207
Later than five years	54,885	60,425
Total (including GST)	82,851	92,626
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	7,532	8,420

Motor Vehicle Leases

Budget sector agencies are required to utilise operating lease arrangements through a selected fleet management provider for the provision of passenger and light commercial motor vehicles.

Property Leases

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

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

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

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

17. Budget review

Net Result

The net result of a deficit of $6.5m is $14.3m (184.0%) over budget primarily due to the additional Workers Compensation Insurance premium costs yet to be covered by grant monies of $10.4m, one off actuarial adjustments associated with the Death and Disability Benefit scheme of $9.0m and Long Service Leave on-cost adjustment of $3.0m. This was partially offset by the Treasury Managed Fund Hindsight adjustment of $14.3m.

Assets and Liabilities

Current assets are $41.1m (17.3%) above budget due to higher bank balance ($33.4m) resulting from additional funding received for the Workers' Compensation insurance premium in relation to the presumptive legislation which was outstanding as at 30 June 2019.

Non-current assets are $83.4m (9.6%) above budget due to the increase in fair values of land and buildings as a result of the comprehensive valuation undertaken in December 2018.

Total current and non-current liabilities are $154.4m (44.7%) above budget due to significant increase in Death & Disability Benefits liability ($96.6m) as a result of the decrease in discount rate from 2.8% to 1.5% and allowance provided for the changes to presumptive legislation.

Additional insurance costs of $46.0m for the presumptive legislation were received at year-end. The payment for these costs remained outstanding as at 30 June 2019.

The additional make good obligation costs of $5.6m for the Orchard Hills training facility also contributed to the higher balance of liabilities.

Cash Flows from Operating Activities

Total cash payments are $ 23.9m (3.6%) above budget due to higher payments to employees for overtime costs, annual leave and sick leave.

Total receipts are $74.7m (10.1%) above budget primarily due to additional funding received for the Workers' Compensation insurance premium costs for the presumptive legislation ($46.0m), TMF insurance hindsight adjustment relating to prior years ($14.3m) and other revenue which were not included in the budget.

Cash Flows from Investing Activities

Cash outflows from investing activities are $6.6m (8.8%) above budget mainly due to the expenditure on Emergency Services Academy at Orchard Hills, Ryde and Alexandria Fire Stations. .

Cash Flows from Financing Activities

There are no cash flows from Financing Activities generated by FRNSW during 2018/19.

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

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

	2019 $'000	2018 $'000
Net cash flows from operating activities	119,038	77,523
Depreciation and amortisation	(55,606)	(54,548)
Net increase in provisions	(105,981)	(7,762)
Increase in receivables and prepayments	7,638	41
(Decrease) / increase in inventories	29	(47)
(Decrease) / Increase in other assets	8	(3)
(Increase) / decrease in creditors	(51,945)	1,090
Superannuation actuarial (gain) / loss	82,445	(10,018)
Net gain on sale of assets	(499)	(816)
Net (loss) / gain	(1,663)	-
Net result	(6,536)	5,460

19. Financial instruments

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

FRNSW's main risks relating to these financial instruments are outlined below. Further quantitative and qualitative disclosures are included throughout these financial statements.

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

19. Financial instruments (cont'd)

(a) Financial instrument categories

Financial Assets	Note	Category	Carrying Amount 2019 $'000	Carrying Amount 2018 $'000
Class:				
Cash and cash equivalents	8	N/A	250,575	213,054
Receivables [1]	9	Loans and receivables (measured at amortised cost)	7,062	4,227
Other financial assets			40	32

Financial Liabilities	Note	Category	Carrying Amount 2019 $'000	Carrying Amount 2018 $'000
Class:				
Payables [2]	14	Financial liabilities (measured at amortised cost)	87,723	36,599

[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 credit losses or allowance for impairment).

Credit risk arises from the financial assets of FRNSW, including cash, receivables, and authority deposits. No collateral is held by FRNSW. FRNSW has not granted any financial guarantees. Authority deposits held with NSW TCorp are guaranteed by the State.

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

Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average TCop 11 am unofficial cash rate, adjusted for a management fee to NSW Treasury. During 2018/19 the average interest earned was 1.48% (2018: 1.50%).

19. Financial instruments (cont'd)

(b) Credit risk (cont'd)

Receivables - trade debtors

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand.

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

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

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

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

The loss allowance for trade debtors as at 30 June 2019 and 1 July 2018 (on adoption of AASB 9) was determined as follows:

Trade Debtors	Current $'000	<31days $'000	31-60 days $'000	61-90 days $'000	>91 days $'000	Total
30 June 2019						
Expected credit loss rate	0.20%	0.27%	0.83%	1.38%	2.34%	
Estimated total gross carrying amount at default	6,949	907	760	(47)	2,329	10,898
Expected credit loss	14	2	6	0	54	76
1 July 2018						
Expected credit loss rate	0.20%	0.27%	0.83%	1.38%	2.34%	
Estimated total gross carrying amount at default	7,635	(434)	2,364	95	1,660	11,320
Expected credit loss	15	(1)	20	1	39	74

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 2019: $1.50m (2018: $1.53m) and less than 3 months past due 2019: $0.95m (2018: $0.18m) are not considered impaired. Together these represent 83.75% (2018: 95.4%) of the total trade debtors.

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

19 Financial instruments (cont'd)

(b) Credit risk (cont'd)

Receivables - trade debtors (cont'd)

Trade Debtors	Total [1,2] $'000	Past due but not impaired [1,2] $'000	Considered impaired [1,2] $'000
2019			
< 3 months overdue	950	946	4
3 months - 6 months overdue	172	168	4
> 6 months overdue	303	296	7
2018			
< 3 months overdue	185	185	-
3 months - 6 months overdue	35	-	35
> 6 months overdue	47	-	47

Notes:

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

(c) Liquidity risk

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

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

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Minister may automatically pay the supplier simple interest. The rate of interest applied during the year was 9.95% (2018 – 9.73%). 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.

19 Financial instruments (cont'd)

(c) Liquidity risk (cont'd)

Maturity analysis and interest rate exposure of financial liabilities

	$'000			$'000	
	Interest Rate Exposure		Maturity Dates		
	Nominal Amount	Non-interest bearing	< 1 year	1 -5 years	> 5 years
2019					
Payables	87,723	87,723	87,723	-	-
	87,723	87,723	87,723	-	-
2018					
Payables	36,599	36,599	36,599	-	-
	36,599	36,599	36,599	-	-

(d) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. FRNSW has no exposures to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the FRNSW operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the reporting date. The analysis is performed on the same basis for 2018. The analysis assumes that all other variables remain constant.

Interest rate risk

FRNSW exposure to interest rate risk is set out below.

		$'000			
		-1%		+1%	
	Carrying Amount	Profit	Equity	Profit	Equity
2019					
Financial assets:					
Cash and cash equivalents	250,575	(2,506)	(2,506)	2,506	2,506
2018					
Financial assets:					
Cash and cash equivalents	213,054	(2,131)	(2,131)	2,131	2,131

20. Contingent assets and contingent liabilities

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

Fire and Rescue NSW has undertaken site assessments at its training centres located in Armidale, Albion Park, Deniliquin, Alexandria and Greenacre. The assessment results confirmed the presence of perfluorooctane sulfonate (PFOS), perfluorooctanoic acid (PFOA) and Perfluorohexane Sulfonic Acid (PFHxS) chemicals. FRNSW has submitted Action Plans to the NSW Environment Protection Authority (EPA) for Armidale, Albion Park, Alexandria, Greenacre and Deniliquin and Site Improvement Plans for Armidale and Albion Park. Plans for remediation are now in place. Owned properties are valued taking into account the remediation plans. Leased properties will be remediated in accordance with these plans and subsequent reimbursement of the costs will be sought from the insurer. The final remediation costs of the impacted properties owned by FRNSW remain uncertain.

(b) Presumptive Legislation

The *Workers Compensation Legislation Amendment (Firefighters) Act 2018* (known as the 'presumptive legislation') was assented to on 28 November 2018.

The Act amends the Workers Compensation Act 1987(NSW) and the Workers Compensation (Bush Fire, Emergency and Rescue Services) Act 1987 (NSW). The amendments have the objective of inserting presumptive rights to workers compensation for eligible fire fighters in respect of certain cancers.

Under the presumptive legislation, both employed and volunteer firefighters will be entitled to a presumption that any of the twelve prescribed cancers diagnosed post 27 September 2018 is a work-related injury where the firefighter has met the minimum qualifying service period detailed in the Act for that type of cancer. The effect of the provisions also inserted the presumption that the cancer is contracted in the course of firefighting activities such as training or instruction.

Certain claimants have commenced Whole Person Impairment applications. Based on claims to date, many firefighters covered by workers compensation will have access to common law litigation. No common law claims have been settled at this point. The average quantum of the claim is uncertain as at 30 June 2019.

21 Related party disclosures

Key management personnel are considered to be any person(s) having authority and responsibility for planning, directing and controlling the activities of FRNSW, directly or indirectly, including any director (whether executive or otherwise).

Key management personnel compensation for the year:

	2019 $'000	2018 $'000
Salaries	2,583	2,494
Non-monetary benefits	72	51
Termination benefits	-	7
Total remuneration	2,655	2,552

During the year, FRNSW had no transactions with key management personnel, their close family members and controlled or jointly controlled entities thereof.

During the year, FRNSW entered into transactions with other entities that are controlled, jointly controlled or significantly influenced by NSW Government. These transactions in aggregate are a significant portion of FRNSW's rendering of services.

21 Related party disclosures (cont'd)

These transactions include:

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

22 After balance date events

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

End of audited financial statements

APPENDICES

Finance and Asset Management **174**

Appendix 1: Fire District Estimates 174

Appendix 2: Contributions from Local Government 175

Appendix 3: Availability and Cost of The Annual Report 176

Appendix 4: Funds Granted to Non-Government Community Organisations 176

Appendix 5: Use of Consultants 177

Appendix 6: Payment of Accounts and Time Taken 178

Appendix 7: Executive Remuneration 178

Appendix 8: Major Capital Works in Progress 179

Appendix 9: Government Resource Efficiency Policy Statement of Compliance 180

Governance and Risk Management **181**

Appendix 10: Government Information (Public Access) 181

Appendix 11: Legislative Change to The FRNSW Charter 183

Appendix 12: Public Interest Disclosures 183

Appendix 13: Privacy and Personal Information Protection 183

Appendix 14: Internal Audit and Risk Management Attestation Statement 184

Appendix 15: Cyber Security Annual Attestation Statement 185

Human Resources **186**

Appendix 16: Honours and Awards 186

Appendix 17: Equal Employment Opportunity Data 187

Appendix 18: Human Resources 188

Appendix 19: Multicultural Policies and Services Program 189

Appendix 20: Responding to Complaints 190

Appendix 21: Overseas Travel 191

Operational Performance **194**

Appendix 22: Type of Incident by Local Government Area 194

Appendix 23: Reported Responses by Area, Zone and Station 198

Access Details **207**

Finance and Asset Management

Appendix 1 Fire District Estimates

Fire District estimates are the current means by which the NSW Government recovers 85.4% of the net cost of Fire and Rescue NSW (FRNSW) through statutory contributions from the insurance industry (73.7%) and local government (11.7%). The balance (14.6%) is met by NSW Treasury. These estimates are based on FRNSW operating budget for the financial year.

Fire District Estimates ($)	
Aberdeen	195,582
Albury	3,805,425
Alstonville	169,110
Armidale, Guyra	1,361,846
Ballina	302,627
Balranald	123,430
Bangalow	160,521
Barham, Moama	253,897
Barraba	122,489
Batemans Bay	915,860
Bathurst	3,452,095
Batlow, Tumbarumba, Tumut	462,189
Bega	205,137
Bellingen	139,251
Berrigan	133,370
Berry	127,906
Bingara	117,421
Blayney	165,857
Blue Mountains	9,536,963
Boggabri	146,334
Bombala, Cooma, Jindabyne	664,224
Boorowa, Murrumburrah, Young	591,338
Bourke	280,868
Bowral	290,605
Bowraville	178,242
Braidwood, Queanbeyan	3,330,876
Branxton-Greta	229,950
Brewarrina	118,349
Broken Hill	4,039,502
Brunswick Heads	179,921
Budgewoi-Toukley, Gosford, Wyong	21,976,914
Bundanoon	137,188
Bundeena	113,367
Byron Bay	224,680
Camden	3,255,832
Canowindra	186,888
Casino	525,743
Cessnock	2,567,516
Cobar	208,650
Coffs Harbour	3,527,115
Condobolin	169,899
Coolah	95,623
Coolamon	144,269
Coonabarabran	203,333
Coonamble	155,918
Cootamundra, Gundagai	474,753
Coraki	143,469
Corowa, Mulwala	318,187
Cowra	267,736
Crookwell	259,541
Culcairn	138,041
Deniliquin	447,399
Denman	133,401
Dorrigo	111,523
Dubbo City, Wellington	3,104,037

Fire District Estimates ($)	
Dunedoo	95,073
Dungog	136,094
Eden	118,310
Evans Head	183,923
Finley	154,236
Forbes	182,683
Forster, Gloucester, Tea Gardens, Taree, Wingham	1,650,007
Gilgandra	216,309
Glen Innes	562,938
Goulburn	932,611
Grafton	695,266
Grenfell	212,180
Griffith	632,884
Gulgong	108,192
Gunnedah	228,161
Hay	208,916
Helensburgh	306,354
Henty	108,335
Hillston	140,126
Holbrook	133,707
Illawarra	23,489,501
Inverell	653,687
Jerilderie	160,913
Junee	174,636
Kandos	112,577
Kempsey	587,758
Kiama	306,934
Kingscliff	215,178
Kyogle	171,205
Lake Cargelligo	112,346
Lake Macquarie	21,299,401
Laurieton	249,145
Leeton	258,303
Lightning Ridge	209,249
Lismore	3,978,305
Lithgow	896,568
Lockhart	147,826
Lower Hunter	282,067
Macksville	204,348
Maclean	139,991
Maitland	5,157,741
Manilla	121,477
Merimbula	288,988
Merriwa	110,309
Mittagong	320,008
Molong	139,800
Moree	1,070,400
Morisset	569,432
Moruya	168,883
Moss Vale	289,894
Mudgee	254,628
Mullumbimby	160,061
Murrurundi	142,351
Murwillumbah	256,681
Muswellbrook	226,568

Fire District Estimates ($)	
Nambucca Heads	161,945
Narooma	209,056
Narrabri	435,469
Narrandera	325,331
Narromine	148,424
Nelson Bay	1,037,525
Newcastle	24,202,865
Nowra	3,276,385
Nyngan	167,781
Oberon	144,746
Orange	3,004,592
Parkes	229,237
Peak Hill	105,910
Perisher Valley	1,127,371
Picton	262,105
Port Macquarie	2,453,160
Portland	128,684
Quirindi	172,403
Raymond Terrace	247,153
Sawtell	223,554
Scone	135,384
Shellharbour	5,804,548
Singleton	515,615
South West Rocks	157,075
Sydney	455,444,117
Tamworth	2,355,494
Temora	291,784
Tenterfield	215,977
Thredbo	318,763
Tocumwal	146,495
Trangie	125,962
Tweed Heads	2,890,025
Ulladulla	246,386
Uralla	167,998
Urunga	170,123
Wagga Wagga	3,929,761
Walcha	117,928
Walgett	139,025
Wallerawang	117,132
Warialda	132,453
Warragamba	152,022
Warren	176,623
Wauchope	227,328
Wee Waa	113,760
Wentworth	197,869
Werris Creek	124,031
West Wyalong	180,203
Windsor	1,262,564
Woolgoolga	301,953
Yamba	125,205
Yass	348,101
Yenda	136,929
Total	**$ 655,458,000**

Appendix 2 Contributions from Local Government

The following local governments were required to contribute to FRNSW funding during 2018-19

Council Contribution ($)	
Albury City Council	445,235
Armidale Regional Council	159,336
Ballina Shire Council	55,193
Balranald Shire Council	14,441
Bathurst Regional Council	403,895
Bayside Council	2,038,728
Bega Valley Shire Council	71,655
Bellingen Shire Council	49,244
Berrigan Shire Council	50,790
Blacktown City Council	2,066,747
Bland Shire Council	21,084
Blayney Shire Council	19,405
Blue Mountains City Council	1,115,825
Bogan Shire Council	19,630
Bourke Shire Council	32,862
Brewarrina Shire Council	13,847
Broken Hill City Council	472,622
Burwood Council	561,786
Byron Shire Council	84,847
Cabonne Council	38,223
Camden Council	380,932
Campbelltown City Council	926,788
Canterbury-Bankstown Council	3,579,934
Carrathool Shire Council	16,395
Central Coast Council	2,571,299
Cessnock City Council	327,303
City of Canada Bay Council	1,414,448
City of Lithgow Council	133,658
City of Parramatta Council	3,337,511
Clarence Valley Council	112,374
Cobar Shire Council	24,412
Coffs Harbour City Council	474,157
Coolamon Shire Council	16,879
Coonamble Shire Council	18,242
Cootamundra-Gundagai Regional Council	55,546
Cowra Shire Council	31,325
Council of the City of Ryde	1,603,098
Council of the City of Sydney	3,617,510
Cumberland Council	2,114,184
Dubbo Regional Council	363,172
Dungog Shire Council	15,923
Edward River Council	52,346
Eurobodalla Shire Council	151,375
Fairfield City Council	1,438,312
Federation Council	37,228
Forbes Shire Council	21,374
Georges River Council	1,905,817
Gilgandra Shire Council	25,308
Glen Innes Severn Council	65,864
Goulburn Mulwaree Council	109,115
Greater Hume Shire Council	44,470
Griffith City Council	90,068
Gunnedah Shire Council	26,695
Gwydir Shire Council	29,235
Hawkesbury City Council	147,720
Hay Shire Council	24,443
Hilltops Council	69,187
Inner West Council	3,008,060
Inverell Shire Council	76,481

Council Contribution ($)	
Junee Shire Council	20,432
Kempsey Shire Council	87,146
Ku-ring-gai Council	2,072,622
Kyogle Council	20,031
Lachlan Shire Council	33,022
Lake Macquarie City Council	2,572,407
Lane Cove Municipal Council	629,232
Leeton Shire Council	30,221
Lismore City Council	465,462
Liverpool City Council	1,333,343
Liverpool Plains Shire Council	34,683
Lockhart Shire Council	17,296
Maitland City Council	603,456
Mid-Coast Council	193,051
Mid-Western Regional Council	55,621
Moree Plains Shire Council	125,237
Mosman Municipal Council	811,557
Murray River Council	29,706
Murrumbidgee Council	18,827
Muswellbrook Shire Council	42,116
Nambucca Shire Council	63,711
Narrabri Shire Council	81,381
Narrandera Shire Council	38,064
Narromine Shire Council	32,104
Newcastle City Council	2,828,602
North Sydney Council	1,176,116
Northern Beaches Council	4,371,309
NSW National Parks and Wildlife Service	169,197
Oberon Council	16,935
Orange City Council	351,537
Parkes Shire Council	39,212
Penrith City Council	1,086,970
Port Macquarie-Hastings Council	342,767
Port Stephens Council	172,688
Queanbeyan-Palerang Regional Council	389,712
Randwick City Council	2,153,485
Richmond Valley Council	99,817
Shellharbour City Council	679,132
Shoalhaven City Council	427,129
Singleton Council	60,327
Snowy Monaro Regional Council	77,714
Snowy Valleys Council	54,076
Strathfield Municipal Council	618,875
Sutherland Shire Council	2,858,960
Tamworth Regional Council	304,137
Temora Shire Council	34,139
Tenterfield Shire Council	25,269
The Council of the Municipality of Hunters Hill	398,941
The Council of the Municipality of Kiama	35,911
The Council of the Shire of Hornsby	1,490,740
The Hills Shire Council	1,772,952
Tweed Shire Council	393,341
Upper Hunter Shire Council	68,284
Upper Lachlan Shire Council	30,366
Uralla Shire Council	19,656
Wagga Wagga City Council	459,783
Walcha Council	13,798
Walgett Shire Council	40,748
Warren Shire Council	20,665
Warrumbungle Shire Council	46,102

Council Contribution ($)	
Waverley Council	1,493,771
Weddin Shire Council	24,825
Wentworth Shire Council	23,151
Willoughby City Council	1,485,853
Wingecarribee Shire Council	121,411
Wollondilly Shire Council	48,453
Wollongong City Council	2,784,114
Woollahra Municipal Council	1,932,577
Yass Valley Council	40,728
Total	**$ 76,688,586**

Appendix 3 Availability and Cost of the Annual Report

In accordance with the *Premiers Memorandum 2013-09 Production Costs of Annual Reports,* no external cost was incurred in the preparation and production of the FRNSW Annual Report 2018-19. Six hard copies were photocopied inhouse for submission to Parliament (2), the Minister for Emergency Services (2), the Secretary, Department of Communities and Justice (1) and the Office for Emergency Management (1). The report is available in the Publications List on the FRNSW website at www.fire.nsw.gov.au

Electronic copies of the Annual Report 2018-19 have been sent to State Records, the National Library of Australia, the State Library of NSW, the NSW Parliament Library, UWS Library, the NSW Treasury and Multicultural NSW.

Appendix 4 Funds Granted to Non-government Community Organisations

In 2018-19, Fire and Rescue NSW provided $570,100 to the following organisations:

Organisation Name	Amount ($)	Funding Purpose
Australian Research Council Training Centre	94,600	Funding contribution for the study of Fire Retardant Materials and Safety Technologies
Fire & Rescue NSW Firefighter Championships Association Inc.	151,000	Sponsorship for the conduct of firefighter championships
Museum of Fire	324,500	Fees for services rendered in the operation of Museum
Total	570,100	

In addition FRNSW staff donated $80,000 to the Children's Hospital at Westmead - Burns Unit in 2018-19. FRNSW staff have donated over $3.3 million in the last 30 years. Much of this money has come from voluntary $1 a week payroll deductions.

Over $460,000 has also been donated by staff to the John Hunter Hospital Children's Burn Unit.

Appendix 5 Use of Consultants

Consultancies equal to or more than $50,000:

Consultant	Category	Amount ($)[1]	Nature of service
Adaptovate Pty Ltd	Management Services	197,440	Business case development
Brand Council Pty Ltd	Management Services	99,619	Strategic guidance and project management of the brand roll out
Deloitte Touche Tohmatsu	Management Services	70,000	Financial assessment of Independent Occupational Service tender
Haeberlin Consulting Pty Ltd	Management Services	164,350	Launch of the new Strategic Portfolio Execution Framework, building capability and accelerating progress
Integrated Global Partners	Management Services	141,350	Organisation Development Roadmap
NGS Global Pty Ltd	Training	220,463	Executive Leadership Capability & Team Development Program
Critical Management Group Pty Ltd	Management Services	66,000	Strategy & culture review & implementation workshops
GHD Pty Ltd	Environmental	101,576	Site investigations regarding presence of Per- and poly-fluoroalkyl substances (PFAS)
Ogilvy Australia Pty Ltd	Information Technology	425,140	FRNSW website rebrand, FR360 App launch, communication strategy development and social execution
Total		1,485,938	

Consultancies less than $50,000:

During the year twenty four consultancies were engaged in the following categories:

Category	Amount ($)[1]
Engineering	54,890
Environmental	19,475
Finance and accounting/tax	35,928
Management Services	274,747
Training	52,552
Total	437,592

[1] Amount as at 30th June 2019 includes GST

Appendix 6 Payment of Accounts and Time Taken

Time taken to pay accounts was consistent during 2018-19.

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

Aged analysis at the end of each quarter

2018-19					
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					
September	6,899,254	100,153	-	7,267	3,811
December	2,189,151	58,994	26,484	24,256	-
March	8,943,166	41,151	68.989	-	-
June	5,343,844	-	60,497	11,728	17,429

Accounts due or paid within each quarter

2018-19				
Measure	September	December	March	June
All suppliers				
Number of accounts due for payment	24,575	26,806	23,535	21,632
Number of accounts paid on time	22,125	23,116	20,028	18,500
Actual percentage of accounts paid on time (based on number of accounts)	90%	86%	85%	85%
Amount of accounts due for payment	$94,784,885	$51,746,579	$54,355,522	56,793,532
Amount of accounts paid on time	$90,015,339	$47,426,099	$46,072,384	51,862,223
Actual percentage of accounts paid on time (based on $)	95%	92%	85%	91%
Number of payments for interest on overdue accounts	-	-	-	-
Interest paid on overdue accounts	-	-	-	-

Appendix 7 Executive Remuneration

Senior Executive Remuneration Band and Gender

Band	As at 30 June 2018		As at 30 June 2019	
	Female	Male	Female	Male
Band 3		1		1
Band 2		4[1]	1	5
Band 1	4	14	4	15 [2]
Totals	4	19	5	21 [2]
	23		26 [2]	

Senior Executive Remuneration Band and Average Remuneration

Band	2017-18 Range ($)	Average ($)	2018-19 Range ($)	Average ($)
Band 3	328,901-463,550	451,000	337,101-475,150	462,275
Band 2	261,451-328,900	303,411	268,001-337,100	307,671
Band 1	183,300-261,450	218,112	187,900-268,000	223,969

1 Two Senior Executive roles at Band 2 were substantively vacant at 30 June 2018
2 Includes one term employee in the role of Director, Governance and Legal

One percent of FRNSW employee-related expenditure in 2018-19 was related to senior executives, compared with one percent in 2017-18.

Appendix 8 Major Capital Works in Progress

Project Description	Location	Start	Complete	Estimated Total Cost $000	Estimated Expend to 30-6-19 $000	Allocation 2019-20 $000
Fire and Rescue NSW						
Major Works						
New Works						
Dungog Land and New Station	Dungog	2019	2022	2,250		**550**
Fire Station in Lismore	Lismore	2019	2020	350		**350**
Improvement of Minmi Fire Station Amenities	Minmi	2019	2020	250		**250**
Improvement of Newcastle Fire Station Privacy/Living Areas	Cooks Hill	2019	2020	850		**850**
Manly Fire Station Renovation and Restoration	Fairlight	2019	2021	2,900		**200**
Muswellbrook Land and New Station	Muswellbrook	2019	2022	3,100		**550**
Total, New Works						**2,750**
Works in Progress						
Alexandria Fire Station Remediation and Renovation	Alexandria	2016	2021	3,000	505	**250**
City of Sydney Fire Station Refurbishment	Sydney	2017	2020	5,290	3,010	**2,280**
Critical Communications Enhancement Program - Stay Safe and Keep Operational	Various	2018	2022	4,878	3,218	**1,660**
Critical Communications Enhancement Program - Terminal Refresh and Change Management	Various	2018	2022	15,699	14.309	**730**
Kariong Fire Station Renovation and Extension	Kariong	2017	2020	2,750	1,750	**1,000**
Parkes Land and New Station	Parkes	2016	2020	2,050	450	**1,600**
Replacement of Fire Appliances Program	Various	2011	2023	189,792	122,071	**16,721**
Ryde Land and New Station	Ryde	2018	2022	5,300	120	**1,880**
South Tamworth Land and New Station	Hillvue	2017	2020	5,384	740	**4,644**
Total, Works in Progress						**30,765**
Total, Major Works						**33,515**
Total. Minor Works						**18,354**
Total, Fire and Rescue NSW						**51,869**

Appendix 9 Government Resource Efficiency Policy Statement of Compliance

The FRNSW Government Resource Efficiency Policy (GREP) Annual Statement of Compliance has been provided by the Office of Environment and Heritage (OEH). OEH collects agency GREP data in October to November each year and provides the annual statement of compliance in December/January outside the annual report deadline for submission to the Minister for Emergency Services and the NSW Parliament. The 2018-19 GREP annual statement of compliance will be published in the FRNSW Annual Report 2019-20.

During 2018-19 FRNSW has continued to implement energy efficiency projects at sites representing 40% of its 2015-16 baseline billed energy use, as well as reducing water use and the volume and cost of disposal of waste.

Statement of Compliance

E2: Minimum NABERS Energy ratings for offices and data centre

FRNSW vacated its leased 3.5 star NABERS corporate head office in February 2017 and relocated to its new purpose built Headquarters at 1 Amarina Avenue, Greenacre. The new Headquarters building has a minimum 4.5 star NABERS energy rating.

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

E3: Minimum standards for new electrical appliances and equipment

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

- Refrigerators – a minimum 2 stars energy rating
- Freezers - a minimum 2.5 stars energy rating
- Fridge-freezers - a minimum 2.5 stars energy rating

Printers, computers, notebooks, tablets are purchased under NSW Government contracts. Guidelines consistent with the GREP were developed for the procurement of televisions meeting 4 stars or better energy rating in 2016-17.

E4: Minimum standards for new buildings

FRNSW complies with the National Construction Code 2016. FRNSW exceeds the base standard through energy saving initiatives such as solar power, energy efficient lighting and the use of clothes lines rather than clothes dryers.

E5: Identify and enable solar leasing opportunities

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

E6: Minimum fuel efficiency standards for new light vehicles

FRNSW complies through purchasing light vehicles under State Government Contract SCM 0653 which only includes vehicles meeting the minimum fuel efficiency and emission limit standards.

E7: Purchase 6% GreenPower

FRNSW complies through only purchasing power from Government Contract 776 - Supply of Electricity - Small Sites or Contract 777 - Supply of Electricity - Large Sites and specifies at least 6% GreenPower to be applied.

W2: Minimum NABERS Water ratings for office buildings

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

W3: Minimum standards for new water-using appliance

The Water Efficiency Labelling Standards apply to plumbing products, white goods and sanitary ware. FRNSW complies through specifying WELS in tender documentation. This is subsequently validated by NSW Public Works. FRNSW purchases white goods with a 4.5 star or better NABERS rating.

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

FRNSW does not use mobile non-road diesel plant and equipment.

A2: Low-VOC surface coatings

FRNSW specifies surface coatings compliant with the Australian Paint Approval Scheme in tender documentation for all new buildings and refurbishments of existing building stock. This is subsequently validated by NSW Public Works.

Governance and Risk Management

Appendix 10: Government Information (Public Access)

Review of Proactive Release Program

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

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

In addition to current incident information, FRNSW regularly reviews formal and informal requests for information to determine whether there is sufficient public interest to publicly release any information already provided to an applicant through the FRNSW website or through the FRNSW Disclosure Log (published on the FRNSW website). In 2018/19, taking into account the amount of information already released on the FRNSW website and social media feeds, no further information was proactively released.

Formal Applications Received

In 2018-19 there were 125 formal applications under the GIPA Act to FRNSW for access to information, an increase of 5 on the number of formal applications received in 2017-18 (120). This is an increase of 4%. FRNSW received 13 formal applications for access to personal information (up from 7 in 2017-18). No issues arose from FRNSW compliance with the Act.

Table A: Number of applications by type of applicant and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Media	1	0	0	0	0	0	0	0
Members of Parliament	0	1	0	0	0	0	0	0
Private sector business	8	31	1	5	0	0	0	1
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	2	42	1	9	0	0	0	1
Members of the public (other)	8	11	1	0	1	0	0	1

More than one decision can be made in respect of a particular application. If so, a recording will be made in relation to each decision.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Personal information applications*	5	10	0	0	0	0	0	0
Access applications (other than personal information applications)	15	54	2	14	1	1	0	2
Access applications that are partly personal information applications and partly other	0	20	0	0	0	0	0	1

Informal requests for FRNSW specific information	15	0	0	0	0	0	0	0

A personal information application is an access application for personal information (as defined in clause 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	9
Application is for excluded information of the agency (section 43 of the Act)	4
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	3
Invalid applications that subsequently became valid applications	7

These relate to applications that lacked sufficient detail to locate information sought.

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	2
Excluded information	2
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

Number of occasions when application not successful	
Responsible and effective government	5
Law enforcement and security	2
Individual rights, judicial processes and natural justice	82
Business interests of agencies and other persons	6
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
Total	95

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	125
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	125

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

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

The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made. More than one decision can be made in respect of a particular access application. If so, a recording will be made in relation to each such decision.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	2
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Table I: Applications transferred to other agencies

	Number of applications
Agency initiated transfers	4
Applicant initiated transfers	0
Total	4

Appendix 11 Legislative Change to the FRNSW Charter

During 2018 the NSW Government introduced significant changes to modernise the *Fire Brigades Act 1989* through the passage of the *Emergency Services Legislation Amendment Act 2018*.

The name of the Act was changed to the *Fire and Rescue NSW Act 1989* to recognise the name and identity of the organisation which it governs. Other changes included:

- Replacing references to 'volunteer' fire brigades with the term 'retained' to reflect established practice.
- Introducing a section at the start of the Act setting out clearly the functions and duties of the Commissioner, and the objects of the organisation, going beyond fire and hazmat as currently articulated, to include rescue, a general reference to medical response, and general emergency management functions. This includes 'Rescue' as allocated by the State Rescue Board and general emergency management functions as directed by the State Emergency Operations Controller, as well as assistance functions with other agencies.
- Expand the powers of Fire and Rescue NSW to draw on water sources to the same levels as the Rural Fire Service, to allow water to be taken from a wider range of sources including dams and swimming pools for both firefighting and training.
- Allow the Commissioner to set charges via publishing a charging policy rather than needing to change the relevant regulations each time.

These reforms were implemented with the commencement of the amendments on 26 October 2018.

The primary functions of the Commissioner under the *Fire and Rescue NSW Act 1989* are the protection of life and property against fire and hazardous materials, prevention and extinguishment of fires in any fire district, confining and ending hazardous material incidents and rendering their sites safe. The Commissioner is also authorised to take measures to protect people and property anywhere in the state.

The Commissioner is authorised to carry out rescue operations by accredited brigades, as allocated by the State Rescue Board. He has authority, under the direction of the State Emergency Operations Controller, to deal with any emergency where no other agency has lawful authority, and has a range of prevention, preparation, response and recovery functions in accordance with the *State Emergency and Rescue Management Act 1989*.

Appendix 12 Public Interest Disclosures

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

- In 2018/19 nine Public Interest Disclosures (PIDs) were received by FRNSW. These PIDs related to allegations of corrupt conduct.
- No PIDs were received relating to alleged maladministration, serious and substantial waste of public money or government information contraventions.
- FRNSW actively promotes the reporting of serious wrongdoing through its PID policy, procedures and related information available on the corporate intranet and FRNSW website.

Section 6B(1)(f) of the Public Interest Disclosures Act 1994 provides that the NSW Ombudsman has the responsibility to conduct audits and provide reports to Parliament. Audit functions include reviewing the handling of agency investigations and checking agency compliance with statutory reporting requirements and internal policy requirements of the Public Interest Disclosures Act, 1994.

Appendix 13 Privacy and Personal Information Protection

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

During this reporting period FRNSW received two requests for internal review under Section 53 of the *Privacy and Personal Information Protection Act 1998* (PIPPA). In the first case it was found that FRNSW did not comply with Information Privacy Principles 10 and 11 in that personal information was disclosed without authorisation. In the second case it was found that FRNSW did not comply with Information Privacy Principle 5 in that FRNSW did not securely protect information from unauthorised access.

FRNSW has taken a range of measures which have addressed these issues, including improved security access controls, increased education and training of staff on privacy and information protection, and has updated policies and procedures relating to information management and privacy.

Appendix 14 Internal Audit and Risk Management Attestation Statement

TAB A

Annual Audit and Risk Management Attestation Statement

Internal Audit and Risk Management Attestation for the 2018-19 Financial Year for Fire and Rescue NSW

I, Paul Baxter, Commissioner, am of the opinion that Fire and Rescue NSW has internal audit and risk management processes in operation that are compliant with the eight core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

Core Requirements	Compliant, non-compliant, or in transition
1.1 The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant
2.1 An internal audit function has been established and maintained	Compliant
2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
3.1 An independent Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

The Chair and Members of the Audit and Risk Committee are:

- Independent Chair, Malcolm Clinch, (4 September 2014 to 5 September 2022)
- Independent Member, Brian Blood, (6 December 2016 to 5 December 2020)
- Independent Member, Jennifer Palmer (1 January 2019 – 1 January 2022)

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

Paul Baxter
Commissioner
Fire and Rescue NSW

Appendix 15 Cyber Security Annual Attestation Statement

Unclassified

File ref. no: D19/54831

Cyber Security Annual Attestation Statement for the 2018-2019 Financial Year for Fire and Rescue NSW

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

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

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

There exists a current cyber incident response plan for Fire and Rescue NSW which has been tested during the reporting period.

An independent audit of FRNSW's ISMS was undertaken by BSi Australia and found to be adequate or being properly addressed in a timely manner.

An independent review/audit of the Agency's Cyber Security Program Maturity Assessment was undertaken by Ernst & Young and found to be adequately matured in comparison with their peers or being properly addressed in a timely manner.

Signed: Date: 21/08/2019

Name: Paul Baxter

Position: Commissioner

Human Resources

Appendix 16 Honours and Awards

Australian Honours

Australian Fire Service Medal

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

- Chief Superintendent Philip Lindsay
- Superintendent Alan (Tom) Cooper
- Station Officer Bronnie Mackintosh
- Leading Station Officer Michael Forbes
- Captain Gavin Bray
- Captain John Gill
- Deputy Captain Kerri Wallace

National Medals and Clasps

The National Medal for 15 years of service was awarded to 289 fire officers, the 1st clasp for 25 years' service was awarded to 115 fire officers, the 2nd clasp for 35 years' service was awarded to 50 fire officers, the 3rd clasp for 45 years' service was awarded to 9 fire officers and the 4th Clasp for 55 years of service was awarded to 1 fire officer.

FRNSW Commendations

Commissioner's Individual Commendation for Courageous Action

For actions at a bushfire on 17 February 2017 in the Carwoola district

- Retained Firefighter Michael Abigail

Commissioner's Unit Commendation for Courageous Action

For actions at a confined space rescue on 28 June 2018 at Broken Hill

- Senior Firefighter Wayne Reed
- Senior Firefighter Geoffrey Lehman
- Senior Firefighter Gary Price
- Retained Firefighter Peter Hatzi

Commissioner's Individual Commendation for Meritorious Service

For actions at a bushfire on 17 February 2017 in the Carwoola district

- Retained Firefighter Stanley Kinlyside

For actions at a medical emergency on 6 December 2016 at Roseville Chase

- Senior Firefighter Genevieve Delves
- Senior Firefighter Tol Broinowski

For actions at a motor vehicle fire on 4 December 2018 near Port Macquarie

- Senior Firefighter Brett Slavin

For actions at an explosion and building fire on 2 September 2018 at Neutral Bay

- Senior Firefighter Troy Redwood

For actions at a house fire on 25 December 2016 at Saratoga

- Retained Firefighter Simon Anderson
- Former Retained Firefighter Chad Crompton

For actions at a confined space rescue on 7 December 2017 at Auburn

- Senior Firefighter Stephen Francis
- Senior Firefighter William Seymon

Commissioner's Unit Commendation for Meritorious Service

For actions at a bushfire on 17 February 2017 in the Carwoola district

- Captain Anthony Mudge
- Retained Firefighter Daniel O'Sullivan
- Retained Firefighter Hayden Muney
- Retained Firefighter Jansen Gunther
- Retained Firefighter Bradley Hewitt
- Retained Firefighter Timothy Thistleton

For actions at a confined space rescue on 28 June 2018 at Broken Hill

- Station Officer Donald Peters
- Senior Firefighter Wayne Reed
- Retained Firefighter Peter Hatzi
- Retained Firefighter David Bearman

- Senior Firefighter Geoffrey Lehman
- Senior Firefighter Gary Price
- Captain Peter Hynes
- Retained Firefighter Amy Ellice
- Retained Firefighter Marcus O'Brien
- Retained Firefighter Karen Scifleet

For actions at a confined space rescue on 7 December 2017 at Auburn

- Station Officer Adam Turnor-Browne
- Station Officer Scott Donohoe
- Station Officer Sean Straney
- Station Officer Mark Graham
- Leading Firefighter Luke Loseby
- Senior Firefighter Nicole Henness
- Senior Firefighter Lee Allen
- Senior Firefighter Stephen Francis
- Senior Firefighter William Seymon
- Senior Firefighter Douglas Campbell
- Senior Firefighter Adam Harris
- Senior Firefighter Glenn Caward
- Senior Firefighter Peter Kains
- Senior Firefighter Geoffrey Scott
- Senior Firefighter Andrew Duncan
- Senior Firefighter Sarah Tobin
- Senior Firefighter Peregrine Rennex
- Senior Firefighter Fredrick Wales
- Qualified Firefighter Hayley Wentworth
- Qualified Firefighter Troy Smith
- Qualified Firefighter Benjamin Gallard

Long Service and Good Conduct Medals and Clasps

The Long Service and Good Conduct Medal for 10 years of service was awarded to 1,711 staff (fire officers, administrative, trades employees and community fire unit volunteers), the 1st clasp for 20 years service was awarded to 388 staff, the 2nd clasp for 30 years service was awarded to 92 staff, the 3rd clasp for 40 years service was awarded to 30 staff, and the 4th clasp for 50 years of service was awarded to 2 staff.

Appendix 17 Equal Employment Opportunity Data

1. Representation of EEO Groups in FRNSW as at 30 June 2019 – As a % of Total Staff

EEO Target Group	All Staff	Full-time Firefighting Staff	Retained Firefighting Staff	Senior Executive	Administrative and Trades Staff
Women	11.40	7.91	8.43	19.23	55.35
Aboriginal people and Torres Strait Islanders	3.89	4.53	3.60	0.00	1.41
People whose first language was not English	2.89	2.25	1.22	11.54	17.98
People with a disability	0.99	1.05	0.40	0.00	4.44
People with a disability requiring work-related adjustment	0.25	0.37	0.00	0.00	1.01

2. Trends in the Representation of EEO Groups in FRNSW - As a % of Total Staff

EEO Group	2014-15	2015-16	2016-17	2017-18	2018-19
Women	8.83	9.58	10.17	10.56	11.40
Aboriginal people and Torres Strait Islanders	2.66	3	3.33	3.59	3.89
People whose first language was not English	2.22	2.37	2.44	2.74	2.89
People with a disability	0.74	0.78	0.71	0.76	0.99
People with a disability requiring work-related adjustment	0.26	0.19	0.19	0.19	0.25

Appendix 18 Human Resources

Establishment	2014-15	2015-16	2016-17	2017-18	2018-19
Executive					
Commissioner	1	1	1	1	1
Deputy Commissioner/Assistant Commissioner/Director	11	9	-	-	
Deputy Commissioner/Executive Director			6	4[1]	6
Assistant Commissioner/Director			18	18	19
Subtotal	**12**	**10**	**25**	**23**	**26**
Firefighting staff					
Chief Superintendent	16	17	19	19	18
Superintendent	38	37	44	46	43
Inspector	103	108	88	85	89
Station Officer	705	666	641	635	623
Full-time Fire Officer	2,436	2,544	2,570	2,600	2596
Operational Support Level 2	13	27	42	56	62
Operational Support Level 2A	112	89	68	54	40
Operational Support Level 3A	39	35	27	20	16
Operational Support Level 3				1	3
Operational Support Inspector		7	18	18	23
Total Full-time	**3,462**	**3,530**	**3,517**	**3,534**	**3,513**
Captain	240	236	236	236	228
Deputy Captain	304	321	330	310	321
Retained Fire Officer	2,792	2,770	2,775	2,747	2725
Total Retained (On Call)	**3,336**	**3,327**	**3,341**	**3,293**	**3,274**
Total Firefighting staff	**6,798**	**6,857**	**6,858**	**6,827**	**6,787**
Administrative & trades staff (FTE)					
Area/Zone Administration	53	51	50	52	49
Community Safety	42	43	46	48	40
Education and Training	23	29	30	26	22
Finance	36	38	31	31	32
Field Operations - Business Unit			4	4	16
Governance and Legal	16	17	15	19	22
Information Technology	56	51	51	65	67
Logistics Support	86	94	85	90	92
Office of the Commissioner[2]	25	24	11	14	16
Operational Capability	19	20	22	20	21
People and Culture[3]	65	70	76	81	88
Program Management Office	8	9	9	13	12
Strategic Capability - Business Unit			2	2	4
Total Administrative & Trades staff	**429**	**446**	**432**	**465**	**481**

[1] Excludes 2 vacancies (Deputy Commissioner Strategic Capability and Executive Director Finance)

[2] Office of the Commissioner includes Strategic Communication and Marketing, Media and Executive Services Units

[3] People and Culture Directorate includes Corporate Trainers transferred from Education and Training

Appendix 19 Multicultural Policies and Services Program

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

The strategies in FRNSW Multicultural Programs and Services Plan 2018-21 are based on the Plus Plan and our Success Model. FRNSW will continue to protect without prejudice, anyone, anywhere, anytime and are committed to continuing this promise to our people and the communities we protect.

Objectives of the FRNSW Multicultural Programs and Services Plan (MPSP) are:

1. **Focus on prevention and increase the community's preparedness for and resilience to hazards, emergencies and disasters:**

- increase community awareness about fire prevention
- develop and implement prevention programs in communities
- strengthen partnerships with local government, community groups, business and other emergency services, and
- increase workforce involvement in prevention activities with culturally and linguistically diverse (CALD) communities.

2. **Attract, recruit and develop a diverse, skilled and adaptable workforce:**

- support FRNSW staff to implement Safety Visits strategies with their local CALD communities, and
- reflect the diversity of the communities that FRNSW serves.

3. **Continue to improve service delivery and develop capabilities to meet community needs:**

- identify opportunities to work with communities in new and better ways, and
- enhance FRNSW governance practices and better manage corporate risks.

In addition, as a designated agency for the purpose of reporting on 2018-19 initiatives under the MPSP, FRNSW provided a report to Multicultural NSW on the three themes summarised below:

1. Improving Outcomes for Women Leadership

To better reflect the communities we serve we have implemented innovative programs to support our commitment under the FRNSW Plus Plan to *'build a diverse and inclusive environment in which we feel safe, valued and have the opportunity to contribute, learn, grow and be our best everyday'*.

The FRNSW permanent firefighter recruitment campaign remains the biggest NSW Public Sector recruitment campaign. The 2018 campaign attracted 6,439 applications, including 1,448 (22%) from women, and the overall diversity of candidates improved from previous recruitment campaigns, including an increase in CALD applicants.

The recruitment campaign was supported by strategic media communications and significantly, a community member from a CALD background was engaged to participate on the selection panel.

FRNSW continues to lead the Australasian Fire and Emergency Service Authorities Council (AFAC) Male Champions of Change Program to ensure women have equitable access to all fire and emergency services activities.

2. Provision of Language Services

During 2018-19, firefighters delivered 1,601 community safety activities to CALD communities and service providers.

FRNSW achievements during 2018-19 include:

- The renewal of Multicultural NSW's Community Language Allowance Scheme (CLAS) which allows our staff to use their bilingual skillset to better engage CALD communities in Prevention and Community Education. FRNSW currently has 14 active CLAS representatives from Arabic, Indian, Indonesian, Mandarin, Spanish, Thai, Vietnamese communities
- The development of comprehensive multilingual resources around key fire safety and prevention messages for dissemination through the Safety Visits program and a wide range of networks and outlets, and
- Delivering fire safety presentations to Migrant Resource Centre and Settlement Grants Program services working with CALD communities. Local councils and local businesses were also engaged to improve fire safety awareness in CALD communities.

3. Services for Humanitarian Entrants

A number of supporting strategies have been implemented to support the FRNSW Equity Diversity and Inclusion Strategic Framework including the provision of on-line community risk profiles to each of FRNSW 335 fire stations across the state. The community profiles are regularly updated, to assist fire officers in understanding the demographics of their communities and help target prevention activities and the provision of fire safety information for CALD communities. These profiles include contact lists for key community leaders, organisations and media outlets working with CALD communities.

FRNSW is committed to the NSW Government's Refugee Employment Program. Three program participants are currently employed in FRNSW, one in our People and Culture Directorate, one in Field Operations and another in Education and Training. We plan to expand this initiative in 2019-20.

Appendix 20 Responding to Complaints

	2014-15	2015-16	2016-17	2017-18	2018-19
Unprofessional Conduct					
Alleged Misconduct and Criminal Matters	37	36	33	31	42
Sustained (either by investigation or court conviction)	30	21	23	22	37
Not Sustained	7	15	10	9	5
Disciplinary Outcomes					
Termination	5	1	2	2	7
Allow to Resign	8	2	2	8	1
Demotion	0	2	2	1	3
Fine	0	0	1	0	0
Caution/Reprimand	6	7	9	6	12
Resignation arising from investigation	0	0	0	0	4
Medical Discharge	1	1	1	0	2
Remedial Outcomes					
Formal Warning	2	4	3	4	5
Counselling	5	4	3	0	0
Performance Monitoring	2	0	0	0	0
Training and Development	1	0	0	0	1
Transfer	0	0	0	1	1
Performance Improvement plan	0	0	0	0	1
Bullying and/or Harassment					
Bullying Investigations	10	8	9	15	9
Sustained	10	4	4	10	8
Not sustained	0	4	5	5	1
Disciplinary Outcomes					
Termination	0	0	0	1	3
Allow/Direct to Resign	3	0	0	3	1
Demotion	0	0	1	1	1
Caution/Reprimand	1	3	2	3	0
Fine	0	0	0	0	0
Resignation arising from disciplinary action	0	0	0	0	1
Medical Discharge	0	0	1	0	2
Remedial Outcomes					
Formal Warning	0	0	0	1	0
Counselling	4	1	0	0	0
Performance Monitoring	2	0	0	0	0
Training and Development	0	0	0	0	0
Transfer	0	0	0	1	0

Appendix 21 Overseas Travel

During 2018-19, FRNSW personnel travelled to 20 overseas destinations. FRNSW enhanced its reputation as a world class organisation and established closer links with international fire and emergency services through attending a number of international strategic exercises and training programs. These trips also gave FRNSW personnel opportunities to identify benchmarks with which to compare current best practices, and to identify practice improvements. The majority of trips were either fully or partially sponsored by national or international bodies.

Dates of Travel	Name of Officer(s)	Destination and Purpose	Cost to FRNSW	Cost to Other Organisation(s)
8-14 July, 2018	Superintendent Mark Reilly Superintendent Adam Dewberry	**Thailand:** To deliver an Urban Search and Rescue Coordination Cell course in Bangkok	Nil	Department of Foreign Affairs and Trade $6,000
2-9 August, 2018	Superintendent Josh Turner Station Officers: Richard Lucas Chris Stathis Leading Firefighter Letitia Harris Senior Firefighters: John Stokes Onur Ayyildiz Aviation Bushfire - GIS Officer Ms Katherine Tuinman-Neil	**Greece:** Deployment to assist recovery efforts following bushfires in Greece	Nil	Department of Foreign Affairs and Trade $19,600
4-14 August, 2018	Commissioner Paul Baxter	**USA:** To attend the International Association of Fire Chiefs annual conference in Houston	$10,000	Nil
13-17 August, 2018	Superintendent Adam Dewberry	**Fiji:** To attend the Pacific Island Emergency Management Alliance Annual General Meeting in Nadi	Nil	Department of Foreign Affairs and Trade $2,719
22 August to 12 September 2018	Superintendent Mark Reilly Station Officers: Graham Tait Anthony Picone Firefighter Thomas Morris	**Indonesia:** Deployment of Disaster Assistance Response Team in Lombok	Nil	Department of Foreign Affairs and Trade $5,600
28 August to 1 September, 2018	Commissioner Paul Baxter Acting Assistant Commissioner, Operational Capability David Felton Chief Superintendent Paul Bailey	**Japan:** To attend United Nations International Search and Rescue Advisory Group Asia Pacific Regional Meeting in Tokyo	Nil	Department of Foreign Affairs and Trade $11,855
3-9 September, 2018	Chief Superintendent Paul Bailey Superintendent Darryl Dunbar Superintendent Cheryl Steer	**Singapore:** to attend Singapore's International Search and Rescue external reclassification	Nil	Department of Foreign Affairs and Trade $12,510
8-19 September, 2018	Assistant Commissioner Robert McNeil	**South Korea:** to represent Commissioner Baxter at the 13th World Firefighters Games in Chungju City	Nil	Korea Fire Service $6,549
14-22 September, 2018	Chief Superintendent Paul Bailey Superintendent Adam Dewberry Superintendent Jeff Hogan	**Romania:** To attend the International Search and Rescue Advisory Group Team Leaders and Working Group meetings in Bucharest	Nil	Department of Foreign Affairs and Trade $12,690
25-28 September 2018	Qualified Firefighters: Michelle Engelsman Elizabeth Corkill Leading Firefighter Melissa Spurr Leading Station Officer Roger Whight Retained Firefighters: Hayley Dun Dayna Hynes Operational Capability Project Officer Anne Pickles Training Officer Gillian Andrews	**New Zealand:** To attend the Women & Firefighting Australasia Conference in Wellington	$28,494	Nil
29 September - 4 October, 2018	Inspector Matthew Waldon Aviation Bushfire - GIS mapping officer Ms Katherine Tuinman-Neal	**USA:** To attend the Commercial UAV Expo Americas conference to research remotely piloted aerial system capability and practices in Las Vegas	Nil	Department of Foreign Affairs and Trade $11,960

Dates of Travel	Name of Officer(s)	Destination and Purpose	Cost to FRNSW	Cost to Other Organisation(s)
19-28 October, 2018	Leading Station Officer Clayton Allison Station Officer Andrew Barber Firefighters: Nathan Wigley John Robinson Justin Taylor Stuart Willick Andrew Clark	**South Africa:** To attend the 2018 World Rescue Organisation Road Rescue Challenge in Cape Town	$11,500	Nil
27 October-3 November, 2018	Chief Superintendent Paul Bailey Superintendent Adam Dewberry	**New Zealand:** To mentor the Fire and Emergency Services New Zealand Urban Search and Rescue International Search and Rescue Advisory Group in Auckland	Nil	$6,280
14-16 November, 2018	Station Officer Bronnie Mackintosh	**New Zealand:** to attend and present at the 2018 United Fire Brigades' Association / Forest and Rural Fire Association of New Zealand Conference in Wellington	Nil	United Fire Brigades' Association / Forest and Rural Fire Association of New Zealand $1,200
18-29 November, 2018	Chief Superintendent Terrence Farley Director Strategic Procurement Nickolaos Alfieris	**France, Belgium and Holland:** To evaluate feasibility, logistic and procurement requirements for a new cleaning technology for firefighters' personal protective clothing	$20,000	Nil
30 November - 14 December 2018	Director Fleet Ian Peisley A/Fleet Project Manager Michael Phillips	**France and Finland:** To undertake function inspections of new generation aerial firefighting appliances in Charleville, France and Tampere, Finland	$16,000	Nil
4-8 February, 2019	Commissioner Paul Baxter	**Switzerland**: To attend the UN INSARAG Global meeting for Humanitarian Networks and Partnerships Week	Nil	Department of Foreign Affairs and Trade $13,954
10-16 February, 2019	Chief Superintendent Kenneth Murphy Inspector Peter Cleary	**New Zealand**: To inspect the Fire & Emergency New Zealand National Training Centre in Rotorua	$6,400	Nil
12-21 February, 2019	Superintendent Jeff Hogan Senior Firefighters Tara Burton Onur Ayyildiz Aviation Bushfire - GIS mapping officer Katherine Tuinman-Neal	**Solomon Islands:** To provide pre-incident information for critical infrastructure	Nil	Department of Foreign Affairs and Trade $18,616
19-21 February, 2019	Assistant Commissioner Roger Mentha	**USA:** To attend a pre-planning meeting for a joint USA/Australia USAR exercise in Indiana	Nil	Emergency Management Australia $17,420
22 February to 2 March 2019	Superintendents Mark Reilly Adam Dewberry Joshua Turner Anthony Waller Translator: Catareeya Kijkla	**Thailand**: To deliver a USAR Coordination Cell Course	Nil	Department of Foreign Affairs and Trade $16,380
8-18 March, 2019	Project Officer Rebekah O'Connell	**New Zealand**: To participate in an Emergency Management Planning course in Wellington	$2,000	Nil
15-24 March, 2019	Inspector Matthew Waldon Senior Firefighter Anthony Wallgate	**Solomon Islands:** To support pollution mitigation and response efforts following the grounding of the MV Solomon Trader on Rennell Island	Nil	Emergency Management Australia Cost unknown

Dates of Travel	Name of Officer(s)	Destination and Purpose	Cost to FRNSW	Cost to Other Organisation(s)
24-30 March, 2019	Superintendent Greg Rankin	**State of Pohnpei, Federation States of Micronesia**: To deliver training in strategic emergency management	Nil	The Pacific Community $10,800
7-15 April, 2019	Executive Director Robert Hilditch	**USA:** To visit the Los Angeles Fire Department in Los Angeles and attend the Fire Department Instructor's Conference in Indiana, Indianapolis	$7,425	Los Angeles Fire Department Cost unknown
17-25 May, 2019 (B19/207)	Superintendent Cheryl Steer Superintendent Mark Reilly Inspector Andrew Shurety Leading Station Officer Russell Turner Station Officer Brendan Hurley	**New Zealand:** Train the trainer course	Nil	Department of Foreign Affairs and Trade $15,180
19-25 May, 2019	Senior Firefighter Richard Wilson	**New Zealand:** To train Fire and Emergency New Zealand implement a cache inventory management system for New Zealand's internationally deployable cache in Auckland	$1,163	Fire and Emergency New Zealand $1,581
1 June - 6 August, 2019	Sonja Braidner A/Manager Inclusion & Diversity	**Japan, Germany, UK and USA**: To interview Emergency Services and researchers about inclusion models and their effectiveness. Conduct research into best practice with Transgender support in workplaces	Nil	Churchill Fellowship via Winston Churchill Memorial Trust $33,000
1-10 June, 2019	25 Personnel	**USA:** To participate in Exercise Shaken Fury to conduct a joint exercise for potential deployment of an Australian Urban Search and Rescue team to the USA in the event of a natural disaster.	$11,508	Federal Emergency Management Agency Commonwealth Department of Home Affairs and Australian Defence Force Costs unknown
3-6 June, 2019 3-7 June, 2019	Commissioner Paul Baxter Deputy Commissioner Jeremy Fewtrell	**USA**: To attend Exercise Shaken Fury VIP program in Indiana, USA.	$30,562	Federal Emergency Management Agency Cost Unknown
11-14 June, 2019	Chief Superintendent Paul Bailey Superintendent Jeff Hogan	**Singapore**: To represent Asia-Pacific at the International Search and Rescue Advisory Group Guideline Review Group meeting	Nil	Department of Foreign Affairs and Trade $8,688
17-19 June, 2019	Superintendent Mark Reilly	**Thailand**: To assist the Kingdom of Thailand achieve classification as a medium urban search and rescue team in 2021 in Chaing Mai.	Nil	Department of Foreign Affairs and Trade $1,912

Operational Performance

Appendix 22 Type of Incident by Local Government Area

Local Government Area	Fire and Explosions	Non-fire Rescue Incidents	Hazardous Material Incidents & Hazardous Conditions	Storm, Floods, other Natural Disaster Incidents and Assisting Other Agencies	Other Incidents	Good Intent Calls	System Initiated False Alarms	Malicious False Calls	Other Calls	Total Primary Incidents
Albury	229	48	122	38	15	97	218	27	13	807
Armidale Dumaresq	211	29	50	13	15	51	217	16	1	603
Ballina	71	423	54	11	10	62	111	3	36	781
Balonne	0	1	0	0	0	0	0	0	0	1
Balranald	9	5	0	4	0	3	2	0	0	23
Bathurst Regional	103	35	98	19	19	77	203	12	6	572
Bayside	282	229	417	139	89	354	1300	21	21	2852
Bega Valley	80	39	43	40	5	52	53	2	12	326
Bellingen	31	11	20	13	4	23	41	1	2	146
Berrigan	32	225	10	2	5	9	14	1	1	299
Blacktown	1302	474	774	241	219	614	1261	108	84	5077
Bland	21	9	10	1	1	2	13	1	1	59
Blayney	19	5	11	5	4	4	28	1	1	78
Blue Mountains	226	175	280	152	97	212	376	13	53	1584
Bogan	15	7	3	13	0	2	7	3	1	51
Bourke	91	2	7	4	0	3	5	4	0	116
Brewarrina	32	6	4	0	1	0	4	0	0	47
Broken Hill	81	21	62	49	8	60	44	4	5	334
Burwood	63	95	87	40	15	82	306	6	6	700
Byron	100	25	80	9	16	74	127	2	4	437
Cabonne	21	20	10	13	3	16	9	0	8	100
Camden	161	155	146	47	35	86	148	8	11	797
Campaspe	0	1	0	0	0	0	0	0	1	2
Campbelltown	745	365	332	135	105	282	743	50	16	2773
Canada Bay	124	130	186	65	45	144	533	2	13	1242
Canterbury-Bankstown	696	724	1052	309	201	672	1275	53	36	5018
Carrathool	6	2	4	0	0	1	0	0	1	14
Central Coast	965	456	746	451	225	692	1178	50	64	4827
Central Darling	0	2	0	0	0	0	0	0	0	2
Cessnock	439	343	99	61	21	151	143	18	12	1287
Clarence Valley	173	59	91	32	16	73	142	17	8	611
Cobar	17	5	5	7	1	5	4	0	1	45
Coffs Harbour	245	86	138	83	21	156	219	13	5	966
Coolamon	9	11	1	2	0	1	2	0	5	31
Coonamble	86	11	11	6	7	10	7	1	2	141

Local Government Area	Fire and Explosions	Non-fire Rescue Incidents	Hazardous Material Incidents & Hazardous Conditions	Storm, Floods, other Natural Disaster Incidents and Assisting Other Agencies	Other Incidents	Good Intent Calls	System Initiated False Alarms	Malicious False Calls	Other Calls	Total Primary Incidents
Cootamundra-Gundagai	40	24	35	20	9	33	21	0	1	183
Cowra	43	8	16	11	2	32	29	0	3	144
Cumberland	512	372	760	200	139	422	1251	32	38	3726
Dubbo Regional	353	49	95	35	17	108	254	38	4	953
Dungog	9	31	4	7	1	5	6	1	1	65
Edward River	32	1	22	2	1	19	14	0	0	91
Eurobodalla	126	60	60	19	5	47	87	4	12	420
Fairfield	412	310	539	166	103	252	650	13	18	2463
Federation	32	31	19	7	1	20	30	0	3	143
Forbes	31	12	16	21	4	17	21	2	7	131
Gannawarra	2	0	0	0	0	1	0	0	0	3
Georges River	209	249	298	122	63	206	631	17	23	1818
Gilgandra	11	13	8	3	0	7	0	0	5	47
Glen Innes Severn	62	13	23	9	2	24	24	0	0	157
Gold Coast	3	0	0	2	0	0	0	0	0	5
Goulburn Mulwaree	64	22	77	23	13	38	138	8	26	409
Greater Hume Shire	31	179	15	3	1	5	11	0	0	245
Griffith	124	15	43	5	5	35	105	3	15	350
Gunnedah	68	17	26	14	0	27	17	8	3	180
Gwydir	18	2	6	15	0	1	17	0	0	59
Hawkesbury	169	51	87	33	21	103	145	16	20	645
Hay	16	7	10	2	0	2	8	0	0	45
Hilltops	81	34	40	30	4	33	31	2	6	261
Hornsby	211	358	349	229	96	217	593	21	24	2098
Hunters Hill	17	28	31	10	11	33	122	2	4	258
Indigo	1	1	0	1	0	1	0	0	1	5
Inner West	314	208	425	141	139	491	1198	30	35	2981
Inverell	84	10	16	19	0	49	10	3	7	198
Junee	24	12	7	5	2	3	59	0	9	121
Kempsey	459	40	54	29	10	103	86	20	1	802
Kiama	19	12	44	3	1	26	59	1	2	167
Ku-ring-gai	118	152	286	113	99	171	529	3	17	1488
Kyogle	21	4	13	7	1	24	13	0	0	83
Lachlan	33	19	4	3	1	15	9	0	2	86
Lake Macquarie	744	293	368	233	78	364	418	40	45	2583
Lane Cove	37	51	85	34	21	76	341	2	19	666
Leeton	45	6	15	9	3	14	35	1	1	129
Lismore	161	54	56	31	10	107	193	5	27	644

Local Government Area	Fire and Explosions	Non-fire Rescue Incidents	Hazardous Material Incidents & Hazardous Conditions	Storm, Floods, other Natural Disaster Incidents and Assisting Other Agencies	Other Incidents	Good Intent Calls	System Initiated False Alarms	Malicious False Calls	Other Calls	Total Primary Incidents
Lithgow	58	48	99	45	16	44	55	4	9	378
Liverpool	681	427	515	208	151	348	966	42	24	3362
Liverpool Plains	21	2	6	7	3	18	10	2	4	73
Lockhart	3	7	3	4	0	1	5	0	0	23
Maitland	282	58	172	44	40	156	156	18	12	938
Mid-Coast	287	81	122	98	27	168	176	14	21	994
Mid-Western Regional	70	29	52	26	10	48	27	1	10	273
Mildura	1	0	0	0	0	0	0	0	0	1
Moira	18	12	0	1	0	4	1	0	0	36
Moree Plains	451	19	18	22	0	33	41	29	11	624
Mosman	36	33	54	43	24	80	202	1	6	479
Murray River	19	15	11	4	3	14	15	0	0	81
Murrumbidgee	9	5	6	6	0	1	0	0	2	29
Muswellbrook	126	164	40	22	11	37	30	12	6	448
Nambucca	123	47	47	17	9	31	28	4	1	307
Narrabri	47	47	40	18	0	26	21	1	2	202
Narrandera	45	19	7	16	1	5	9	0	0	102
Narromine	35	13	9	9	2	5	5	0	4	82
Newcastle	648	260	465	168	104	477	1207	48	51	3428
Northern Beaches	326	434	511	207	155	501	1521	18	115	3788
North Sydney	101	132	133	82	46	220	1262	4	20	2000
Oberon	11	6	8	2	0	7	3	0	1	38
Orange	241	77	90	43	18	128	215	24	12	848
Parkes	68	16	30	28	7	27	26	1	0	203
Parramatta	487	402	717	254	153	515	2429	77	47	5081
Penrith	708	335	387	183	134	371	882	52	47	3099
Port Macquarie-Hastings	266	106	130	96	35	126	257	10	8	1034
Port Stephens	184	85	86	68	47	116	155	10	11	762
Queanbeyan-Palerang	115	63	80	70	13	82	87	3	8	521
Randwick	243	101	220	98	88	344	1277	36	29	2436
Richmond Valley	165	78	33	28	9	60	49	6	2	430
Ryde	149	212	300	105	71	185	1172	13	9	2216
Shellharbour	255	79	123	38	31	102	176	17	5	826
Shoalhaven	290	84	154	54	35	143	355	6	7	1128
Singleton	95	99	47	7	21	37	102	1	7	416
Snowy Monaro Regional	68	125	63	7	8	123	141	1	1	537
Snowy Valleys	69	27	22	9	2	6	41	3	20	199
Southern Downs	1	0	1	0	0	0	0	0	0	2

Local Government Area	Fire and Explosions	Non-fire Rescue Incidents	Hazardous Material Incidents & Hazardous Conditions	Storm, Floods, other Natural Disaster Incidents and Assisting Other Agencies	Other Incidents	Good Intent Calls	System Initiated False Alarms	Malicious False Calls	Other Calls	Total Primary Incidents
Strathfield	80	111	132	33	27	110	382	11	6	892
Sutherland Shire	285	441	400	224	113	319	738	16	51	2587
Sydney	759	231	511	192	236	1174	1037 7	90	116	13686
Tamworth Regional	294	93	113	57	20	120	168	27	9	901
Temora	13	2	11	21	1	8	16	1	2	75
Tenterfield	38	4	8	7	2	4	13	0	3	79
The Hills Shire	186	198	295	113	63	148	703	20	23	1749
Tweed	186	92	162	78	37	168	336	12	27	1098
Unincorporated NSW	3	5	3	2	0	0	0	0	0	13
Upper Hunter Shire	57	22	23	16	4	17	28	0	10	177
Upper Lachlan Shire	16	20	5	6	2	2	1	0	0	52
Uralla	29	266	9	0	1	5	5	0	3	318
Wagga Wagga	584	49	119	44	30	163	234	45	13	1281
Walcha	12	5	2	1	1	2	6	0	0	29
Walgett	69	14	3	27	1	7	8	1	1	131
Warren	6	11	5	1	1	3	5	0	3	35
Warrumbungle Shire	27	14	11	13	1	14	18	2	1	101
Waverley	98	62	132	31	40	183	666	18	26	1256
Weddin	8	17	4	4	0	6	3	0	1	43
Wentworth	24	11	1	0	3	4	1	0	3	47
Willoughby	86	109	143	77	38	126	1003	7	31	1620
Wingecarribee	120	300	95	34	31	103	169	5	12	869
Wodonga	2	1	0	2	0	3	0	0	0	8
Wollondilly	94	151	62	35	42	46	68	4	10	512
Wollongong	851	346	449	214	129	518	913	51	40	3511
Woollahra	76	46	110	37	36	147	647	9	15	1123
Yass Valley	34	39	30	5	1	6	23	0	3	141
Other areas and areas not categorised	26	13	23	7	5	9	9	2	4	98
Total	**22286**	**13402**	**16567**	**7038**	**4205**	**15205**	**45532**	**1488**	**1734**	**127457**

Primary incidents: These data are sourced from FRNSW's eAIRS System. Primary incidents are those where a station attends an incident and is responsible for reporting it, whereas total responses refer to the turnout of every station or unit to an incident. At least two units usually respond to an incident in Sydney, Newcastle and Wollongong, about twice as many responses as primary incidents are recorded.

Appendix 23 Reported Responses by Area, Zone and Station

Station Number	Station Name	Fire Responses	Other Responses	Total Responses	Community Safety, Preparedness and Engagement Actions
Metropolitan East					
Metropolitan East 1					
1	City of Sydney	617	8570	9187	1118
3	The Rocks	122	2349	2471	546
4	Darlinghurst	234	2796	3030	304
10	Redfern	189	1635	1824	274
11	Woollahra	196	1794	1990	370
12	Balmain	67	501	568	517
13	Alexandria	216	2335	2551	136
18	Glebe	243	2393	2636	367
22	Leichhardt	123	926	1049	661
38	Pyrmont	150	2253	2403	319
76	Bondi	113	1133	1246	221
Zone Totals		**2270**	**26685**	**28955**	**4833**
Metropolitan East 2					
6	Mona Vale	60	458	518	494
24	Manly	142	1130	1272	564
25	Mosman	76	682	758	918
36	Crows Nest	152	2105	2257	288
37	Gordon	119	1509	1628	372
40	Willoughby	120	1210	1330	523
50	Hornsby	185	1108	1293	251
51	Forestville	84	728	812	271
53	Neutral Bay	108	1406	1514	553
58	Beecroft	136	1061	1197	464
60	Avalon	24	231	255	528
61	Lane Cove	103	1552	1655	247
68	Narrabeen	78	999	1077	511
69	Dee Why	141	1157	1298	309
75	Berowra	55	610	665	431
Zone Totals		**1583**	**15946**	**17529**	**6724**
Metropolitan East 3					
5	Newtown	135	1685	1820	221
14	Ashfield	144	1102	1246	284
15	Burwood	146	1456	1602	436
16	Concord	155	1383	1538	226
17	Drummoyne	76	643	719	242
19	Silverwater	180	1336	1516	382
28	Marrickville	147	947	1094	274
30	Lidcombe	183	1407	1590	292
47	Revesby	260	1228	1488	356
52	Campsie	141	885	1026	324
62	Bankstown	248	1655	1903	466

Station Number	Station Name	Fire Responses	Other Responses	Total Responses	Community Safety, Preparedness and Engagement Actions
64	Lakemba	183	1004	1187	376
66	Rhodes	41	795	836	34
85	Chester Hill	318	1121	1439	287
177	Royal Agricultural Showground	0	3	3	13
Zone Totals		**2357**	**16650**	**19007**	**4213**
Region Totals		**6210**	**59281**	**65491**	**15770**
Metropolitan North					
Metropolitan North 1					
222	Belmont	190	322	512	211
251	Cardiff	212	464	676	146
252	Carrington	66	297	363	19
255	Charlestown	185	504	689	175
260	Newcastle	211	892	1103	138
357	Lambton	237	1454	1691	210
376	Merewether	85	364	449	2
377	Minmi	44	45	89	14
383	Morisset	99	277	376	0
446	Stockton	62	137	199	16
447	Swansea	43	63	106	5
454	Tarro	154	373	527	14
458	Teralba	77	188	265	1
462	Mayfield West	130	688	818	288
464	Toronto	132	345	477	159
484	Wallsend	119	230	349	128
485	Wangi Wangi	68	108	176	61
498	Holmesville	116	214	330	162
500	Tingira Heights	256	358	614	113
516	Newcastle Hazmat	42	125	167	0
Zone Totals		**2528**	**7448**	**9976**	**1862**
Metropolitan North 2					
228	Berkeley Vale	160	446	606	313
245	Budgewoi	71	129	200	122
292	Doyalson	87	190	277	200
304	Gosford	183	975	1158	288
340	Umina	223	610	833	404
341	Kariong	137	551	688	390
351	Bateau Bay	136	376	512	262
353	Kincumber	66	161	227	518
434	Hamlyn Terrace	87	358	445	358
450	Saratoga	33	81	114	5
459	Terrigal	56	291	347	2
460	The Entrance	53	242	295	83
470	Toukley	61	201	262	84
505	Wyong	110	354	464	36

Station Number	Station Name	Fire Responses	Other Responses	Total Responses	Community Safety, Preparedness and Engagement Actions
509	Wyoming	164	518	682	10
Zone Totals		**1627**	**5483**	**7110**	**3075**
Metropolitan North 3					
202	Abermain	86	76	162	11
220	Bellbird	98	58	156	24
237	Branxton Greta	65	540	605	13
254	Cessnock	190	409	599	103
282	Dungog	9	62	71	8
344	Kearsley	37	25	62	0
349	Kurri Kurri	192	173	365	9
373	East Maitland	131	330	461	96
374	Maitland	92	234	326	91
382	Morpeth	49	86	135	20
402	Salamander Bay	132	444	576	107
418	Paxton	21	18	39	2
432	Raymond Terrace	83	223	306	43
455	Rutherford	132	276	408	111
497	Weston	1	15	16	1
Zone Totals		**1318**	**2969**	**4287**	**639**
Region Totals		**5473**	**15900**	**21373**	**5576**
Metropolitan South					
Metropolitan South 1					
207	Albion Park Rail	171	361	532	166
210	Balgownie	52	235	287	18
241	Bulli	155	419	574	110
258	Coledale	5	22	27	2
269	Corrimal	57	118	175	20
277	Dapto	190	333	523	156
325	Helensburgh	15	72	87	8
346	Kiama	33	160	193	47
422	Warrawong	247	635	882	199
442	Scarborough	6	20	26	8
461	Thirroul	46	77	123	8
474	Unanderra	118	222	340	37
488	Shellharbour	267	568	835	156
503	Wollongong	310	1401	1711	152
Zone Totals		**1672**	**4643**	**6315**	**1087**
Metropolitan South 2					
20	Hurstville	198	1550	1748	152
21	Kogarah	209	1128	1337	362
26	Mascot	109	1199	1308	233
29	Arncliffe	165	964	1129	132
33	Engadine	39	344	383	76
34	Riverwood	147	768	915	133
35	Botany	77	687	764	323

Station Number	Station Name	Fire Responses	Other Responses	Total Responses	Community Safety, Preparedness and Engagement Actions
39	Randwick	168	1606	1774	588
45	Miranda	120	939	1059	166
46	Sutherland	125	644	769	174
48	Mortdale	55	401	456	68
54	Cronulla	64	628	692	129
56	Matraville	136	870	1006	553
70	Maroubra	126	1112	1238	239
80	Bundeena	9	223	232	1506
90	Menai	69	276	345	226
Zone Totals		**1816**	**13339**	**15155**	**5060**
Metropolitan South 3					
7	Horningsea Park	192	536	728	227
8	Liverpool	243	1679	1922	162
31	Busby	368	856	1224	435
79	Ingleburn	91	353	444	203
84	Macquarie Fields	172	517	689	331
87	Rosemeadow	175	437	612	211
88	Campbelltown	471	1250	1721	249
92	St Andrews	364	808	1172	170
93	Narellan	127	622	749	265
248	Camden	85	310	395	47
421	Picton	84	299	383	3
489	Warragamba	47	179	226	83
Zone Totals		**2419**	**7846**	**10265**	**2386**
Region Totals		**5907**	**25828**	**31735**	**8533**
Metropolitan West					
Metropolitan West 1					
32	Mount Druitt	349	1000	1349	159
43	Seven Hills	240	750	990	127
63	Blacktown	391	1348	1739	114
67	Baulkham Hills	165	966	1131	163
71	Castle Hill	103	884	987	85
77	St Marys	329	950	1279	117
78	Ropes Crossing	582	841	1423	218
83	Riverstone	113	179	292	20
86	Penrith	311	1011	1322	241
94	Kellyville	132	885	1017	152
96	Schofields	176	577	753	228
97	Huntingwood	210	984	1194	155
98	Cranebrook	166	268	434	152
102	Regentville	228	943	1171	113
Zone Totals		**3495**	**11586**	**15081**	**2044**
Metropolitan West 2					
23	Gladesville	80	732	812	104
27	Parramatta	478	2212	2690	219

Station Number	Station Name	Fire Responses	Other Responses	Total Responses	Community Safety, Preparedness and Engagement Actions
41	Smithfield	191	869	1060	216
42	Ryde	166	1712	1878	304
49	Cabramatta	282	1098	1380	171
55	Guildford	234	1001	1235	113
57	Wentworthville	256	1804	2060	158
59	Eastwood	221	1725	1946	154
65	Rydalmere	201	1350	1551	147
72	Merrylands	94	865	959	12
73	Yennora	230	1043	1273	109
101	Bonnyrigg Heights	209	729	938	142
Zone Totals		**2642**	**15140**	**17782**	**1849**
Metropolitan West 3					
81	Windsor	132	374	506	44
82	Richmond	114	399	513	14
226	Blackheath	10	111	121	0
301	Glenbrook	71	260	331	53
343	Katoomba	72	600	672	258
359	Lawson	58	157	215	2
361	Leura	15	182	197	10
363	Lithgow	47	236	283	31
364	Lithgow West	23	136	159	7
386	Mt Victoria	15	77	92	4
423	Portland	9	39	48	33
445	Springwood	125	528	653	274
483	Wallerawang	19	32	51	2
495	Wentworth Falls	41	179	220	15
Zone Totals		**751**	**3310**	**4061**	**747**
Region Totals		**6888**	**30036**	**36924**	**4640**
Regional North					
Regional North 1					
221	Bellingen	17	74	91	12
235	Bowraville	48	44	92	30
257	Coffs Harbour	210	693	903	296
279	Dorrigo	7	17	24	4
295	Forster	67	384	451	9
303	Gloucester	17	42	59	0
345	Kempsey	614	370	984	91
358	Laurieton	73	122	195	14
371	Macksville	63	104	167	8
397	Nambucca Heads	78	118	196	26
424	Port Macquarie	266	762	1028	181
441	Sawtell	118	175	293	0
449	South West Rocks	9	74	83	38
453	Taree	236	339	575	101
471	Tea Gardens	29	82	111	0

Station Number	Station Name	Fire Responses	Other Responses	Total Responses	Community Safety, Preparedness and Engagement Actions
476	Urunga	16	55	71	1
492	Wauchope	93	142	235	24
502	Wingham	49	108	157	8
507	Woolgoolga	50	142	192	8
Zone Totals		**2060**	**3847**	**5907**	**851**
Regional North 2					
204	Alstonville	29	458	487	36
211	Ballina	82	369	451	185
213	Bangalow	12	114	126	5
240	Brunswick Heads	45	81	126	30
243	Byron Bay	57	208	265	13
253	Casino	129	167	296	5
267	Coraki	62	86	148	67
288	Evans Head	12	58	70	3
306	Grafton	95	223	318	109
307	South Grafton	85	222	307	8
316	Goonellabah	75	237	312	13
347	Kingscliff	49	211	260	25
350	Kyogle	22	58	80	58
362	Lismore	143	503	646	107
372	Maclean	21	80	101	2
388	Mullumbimby	18	46	64	13
391	Murwillumbah	54	171	225	10
468	Tweed Heads	123	767	890	225
510	Yamba	16	50	66	37
514	Banora Point	32	173	205	1
Zone Totals		**1161**	**4282**	**5443**	**952**
Regional North 3					
205	Armidale	246	557	803	210
215	Barraba	5	21	26	5
225	Bingara	10	36	46	0
229	Boggabri	9	36	45	12
264	Coonabarabran	32	49	81	0
302	Glen Innes	89	131	220	21
314	Gunnedah	86	131	217	67
315	Guyra	18	25	43	0
331	Inverell	116	153	269	0
375	Manilla	7	65	72	5
381	Moree	498	198	696	156
399	Narrabri	82	153	235	14
429	Quirindi	9	41	50	2
452	Tamworth	289	588	877	182
457	Tenterfield	54	56	110	2
475	Uralla	33	317	350	8
481	Walcha	14	16	30	0

Station Number	Station Name	Fire Responses	Other Responses	Total Responses	Community Safety, Preparedness and Engagement Actions
487	Warialda	9	15	24	6
496	Werris Creek	13	19	32	0
506	Wee Waa	5	34	39	11
508	West Tamworth	174	137	311	1
Zone Totals		**1798**	**2778**	**4576**	**702**
Region Totals		**5019**	**10907**	**15926**	**2505**
Regional South					
Regional South 1					
217	Batemans Bay	72	231	303	142
219	Bega	49	93	142	1
224	Berry	17	81	98	4
230	Bombala	12	26	38	8
236	Braidwood	10	49	59	61
263	Cooma	55	110	165	10
286	Eden	22	71	93	39
338	Jindabyne	19	101	120	2
384	Moruya	78	111	189	55
395	Merimbula	31	160	191	10
398	Narooma	44	63	107	5
405	Nowra	149	391	540	10
426	Perisher Valley	13	125	138	186
428	Queanbeyan	146	445	591	460
440	Shoalhaven	194	557	751	469
451	Thredbo	4	228	232	394
477	Ulladulla	102	209	311	1
Zone Totals		**1017**	**3051**	**4068**	**1857**
Regional South 2					
218	Batlow	8	22	30	4
232	Boorowa	3	37	40	0
234	Bowral	113	406	519	77
242	Bundanoon	11	282	293	69
266	Cootamundra	41	128	169	3745
270	Cowra	58	111	169	8
271	Crookwell	17	45	62	30
294	Forbes	38	120	158	1
305	Goulburn	83	413	496	70
308	Grenfell	9	34	43	13
313	Gundagai	32	60	92	10
378	Mittagong	45	230	275	27
385	Moss Vale	48	139	187	7
389	Harden	11	35	46	1
467	Tumut	50	84	134	7
511	Yass	46	128	174	23
513	Young	98	155	253	4
Zone Totals		**711**	**2429**	**3140**	**4096**

Station Number	Station Name	Fire Responses	Other Responses	Total Responses	Community Safety, Preparedness and Engagement Actions
Regional South 3					
203	Albury Central	195	496	691	214
206	Albury North	76	135	211	5
209	Albury Civic	76	231	307	21
214	Barham	5	18	23	8
223	Berrigan	10	11	21	1
268	Corowa	45	200	245	47
272	Culcairn	15	118	133	26
278	Deniliquin	64	107	171	4
293	Finley	17	37	54	20
322	Henty	10	143	153	36
324	Holbrook	21	25	46	2
336	Jerilderie	18	25	43	1
365	Lockhart	4	12	16	1
379	Moama	13	44	57	4
394	Mulwala	19	31	50	2
463	Tocumwal	27	247	274	90
466	Tumbarumba	16	36	52	2
472	Turvey Park	721	751	1472	295
480	Wagga Wagga	89	197	286	3
Zone Totals		**1441**	**2864**	**4305**	**782**
Region Totals		**3169**	**8344**	**11513**	**6735**
Regional West					
Regional West 1					
233	Bourke	95	24	119	0
244	Brewarrina	38	24	62	0
256	Cobar	21	33	54	2
261	Coolah	3	25	28	1
265	Coonamble	119	67	186	12
280	Dubbo	341	528	869	633
281	Dunedoo	6	10	16	0
284	Delroy	107	121	228	1
300	Gilgandra	11	44	55	0
367	Lightning Ridge	31	45	76	2
401	Narromine	29	31	60	120
406	Nyngan	22	49	71	1
417	Parkes	59	121	180	14
419	Peak Hill	18	18	36	18
465	Trangie	13	27	40	1
482	Walgett	53	31	84	4
491	Warren	6	29	35	5
493	Wellington	81	162	243	10
Zone Totals		**1053**	**1389**	**2442**	**824**
Regional West 2					
105	Kelso	42	110	152	8

Station Number	Station Name	Fire Responses	Other Responses	Total Responses	Community Safety, Preparedness and Engagement Actions
208	Aberdeen	47	58	105	3
216	Bathurst	134	607	741	229
227	Blayney	20	62	82	46
250	Canowindra	10	33	43	0
283	Denman	19	161	180	1
312	Gulgong	19	48	67	18
342	Kandos	8	29	37	15
380	Molong	14	41	55	0
387	Mudgee	84	215	299	50
390	Murrurundi	15	34	49	3
392	Muswellbrook	115	167	282	67
393	Merriwa	10	18	28	0
411	Oberon	11	29	40	0
412	Orange	314	819	1133	417
443	Scone	21	63	84	49
444	Singleton	87	234	321	76
Zone Totals		**970**	**2728**	**3698**	**982**
Regional West 3					
212	Balranald	9	17	26	0
238	Broken Hill	117	339	456	523
239	Broken Hill Sth	41	74	115	3
259	Condobolin	36	44	80	10
262	Coolamon	8	23	31	7
311	Griffith	162	269	431	4
321	Hay	23	41	64	0
323	Hillston	6	5	11	5
337	Junee	26	100	126	0
355	Lake Cargelligo	7	23	30	0
360	Leeton	70	128	198	8
400	Narrandera	69	69	138	0
456	Temora	22	94	116	0
494	Wentworth	30	27	57	9
499	West Wyalong	20	43	63	2
512	Yenda	22	73	95	20
Zone Totals		**668**	**1369**	**2037**	**591**
Region Totals		**2691**	**5486**	**8177**	**2397**
Grand Total		**35,357**	**155,782**	**191,139**	**47,810**

Total turnout data is sourced from FRNSW eAIRS System. Total turnouts refer to the dispatch of all individual appliances to a call out. For example, if three appliances from a station are called out, it is considered three turnouts. Primary incidents refer only to instances when stations attend an incident and are responsible for reporting it. As at least two appliances/ units usually turnout to an incident in Sydney, Newcastle and Wollongong, about twice as many responses as primary incidents are recorded.

Community safety, preparedness and engagement data is sourced from FRNSW Community Activity Reporting System that is used to record involvement of fire stations and units in community safety programs, meetings and community engagement activities. The data currently includes operational preparedness activities performed by crews such as hydrant inspections, pre-incident plans and station drills. Some stations have also reported local media campaigns. The Grand Total also includes community engagement activities performed by specialist areas of FRNSW. FRNSW is currently undertaking a program of works that will change the data collection and reporting of community engagement activities. This will improve FRNSW ability to separately report on Community engagement activities aimed at reducing community risk through driving changes in community behaviour, community activities aimed at raising awareness of FRNSW and its role in the community, and operational preparedness activities.

ACCESS DETAILS

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

The hours of opening for the various business units and zone offices are as indicated.

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

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

Community 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

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

Community Safety 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

ComSafe Training Services
6-8 Garner Place
INGLEBURN NSW 2565
Telephone 1800 787 848
Business hours 8.30am-4.30pm Monday to Friday
By request on weekends and after hours

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

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

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

Infrastructure Fire Safety Liaison Unit
1 Amarina Avenue
GREENACRE NSW 2190
Locked Bag 12 GREENACRE NSW 2190
Telephone (02) 9742 7434
Fax (02) 9742 7483

Logistics Support Directorate
1 Amarina Avenue
GREENACRE NSW 2190
Locked Bag 12 GREENACRE NSW 2190
Telephone (02) 9742 7499
Fax (02) 9742 7481
Business hours 8:00am - 4:30pm
Workshops 7:15am - 3:45pm
Communication Services 7:30am - 4:30pm

Operational Capability
1 Amarina Avenue
GREENACRE NSW 2190
Locked Bag 12 GREENACRE NSW 2190
Telephone: (02) 9265 2939
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 4386
24-hours emergency response

Specialised Operations
1-5 Distribution Drive
ORCHARD HILLS NSW 2748
PO Box 159 ST CLAIR NSW 2759
Telephone (02) 9318 4399
Fax (02) 9318 4384
Business hours: 8:00am - 4:00pm

METROPOLITAN OPERATIONAL AREAS

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

Area Command Metropolitan East

Zone Office Metropolitan East 1
- Sydney East
Level 2 - 213 Castlereagh Street
SYDNEY NSW 2000
PO Box 20937 WORLD SQUARE NSW 2002
Telephone (02) 9265 2700
Fax (02) 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
PO Box 224 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
40 Young Road
LAMBTON NSW 2299
Telephone (02) 4979 3799
Fax (02) 4952 9745
Business hours 8:00am - 4:00pm

Zone Office Metropolitan North 2
- Central Coast
Kariong Rural Fire Control Centre
155 Woy Woy Road
KARIONG NSW 2250
Telephone (02) 4337 9703
Fax (02) 8823 1890
Business hours 8.30am - 4.00pm

Zone Office Metropolitan North 3
- Lower Hunter
2 Mustang Drive
RUTHERFORD NSW 2320
Telephone (02) 4932 6411
Fax (02) 4932 6699
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
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 and 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

REGIONAL OPERATIONAL AREAS

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

Area Command Regional North

Region North Area Office
Suit 1/26 Gordon Street
COFFS HARBOUR NSW 2450
PO Box 480 COFFS HARBOUR NSW 2450
Telephone (02) 6652 5641
Fax (02) 6652 9431
Business hours: 8.00am - 4.00pm

Zone Office Regional North 1
- Mid-North Coast
5 Central Road
PORT MACQUARIE NSW 2444
PO Box 5686 PORT MACQUARIE NSW 2444
Telephone (02) 6581 3166
Fax (02) 6581 3744
Business hours 8:30am - 4:30pm

Zone Office Regional North 2
- Northern Rivers
60 Tamarind Drive
BALLINA NSW 2478
Telephone (02) 6681 1847
Fax (02) 6686 2959
Business hours 9:00am - 4:30pm

Zone Office Regional North 3
- New England
Shop 2, 481 Peel Street
TAMWORTH NSW 2340
PO Box 1010 TAMWORTH NSW 2340
Telephone (02) 6766 5598
Fax (02) 6766 7629
Business hours 9:00am - 4:00pm

Area Command Regional South

Region South Area Office
Suite 1/30 Lowe Street
QUEANBEYAN NSW 2620
Telephone (02) 6284 2150
Fax (02) 6297 7096
Business hours: 8:30am - 5.00pm

Zone Office Regional 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 West

Zone Office Regional West 1
- Western Slopes
194 Brisbane 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
65 Kurrajong Avenue
LEETON NSW 2705
PO Box 992 LEETON NSW 2705
Telephone (02) 6953 6583
Fax (02) 6953 3356
Business hours 8.30am - 4:30pm

INDEX

Access details 207
Activities 12–15
Aims and objectives 9, 33
Annual report, availability and costs 176
Appendices 173
Auditor's report 122
Automatic fire alarms (AFAs) 50
Budget 2019/20 25
Building inspections 48
Bushfires 58
Culturally and linguistically diverse communities 53
Capital works 113
Chaplaincy service 109
Charter 183
Clients and stakeholders 16
Commissioner's message 5
Community education 51
Community fire units 58
Community safety 45
Consultants 177
Counter-terrorism 85
Culture and inclusion 34
Cyber security attestation statement 185
Diversity and equity 39
Education and training 110
Employee classification 188
Energy management 180
Equal employment opportunity data 187
Executive officers 27–29
Executive remuneration 178
Financial outcomes 2018/19 126
Financial statements 125–172
Fire 55
Fire district estimates 174
Fire investigations 49
Fleet 113
Funds granted to non-government organisations 176
Governance 118
Government information (public access) 181
Government resource efficiency policy compliance statement 180
Hazardous materials response 70
Honours and awards 186
Human resources 188
Incidents by LGA 194
Incidents attended 20, 198
Indigenous communities 52
Industrial relations 42
Information technology 116
Internal audit 118
Internal audit/risk management attestation statement 184
Legislation 183
Legislative change 183
Local government contributions 175
Logistics 113
Management and activities 34–101
Management and structure 26-31
Medical Response 98
Multicultural policies and services 53, 189
Natural disaster and humanitarian relief 90
Organisational structure 30
Overseas travel 191
Payment of accounts/time taken 178
Performance summary 20–24
Prevention + education 45
Principal officers 27–29
Privacy protection 183
Procurement 115
Protect the environment 76
Public interest disclosures 183
Property management 113
Recruitment 35
Rescue 62
Research and development 49
Responding to complaints 190
Risk management/insurance activities 184
Services provided 33
Smoke alarms 49
Submission letter to Minister 3
Summary review of operations 5
Website 2
Work health and safety 105
Work in progress 179

NSW
GOVERNMENT
FIRE +
RESCUE